



# MARICOPA COUNTY

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## FY 2015 Annual Business Strategies

ADOPTED BUDGET



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**July 1, 2013**

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Executive Director

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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

- **SAFE COMMUNITIES** – Maricopa County will support safe communities and neighborhoods by providing access to a timely, integrated, and cost effective smart justice system.
- **REGIONAL SERVICES** – Maricopa County will provide best-in-class regional services, both mandated and of concern to citizens, while coordinating with municipalities, other local jurisdictions, and community-based entities to consolidate services and avoid duplication, when applicable.
- **GOVERNMENT OPERATIONS** – Maricopa County will deploy an effective and efficient infrastructure to implement streamlined policies and procedures to improve delivery of services and promote a healthy workplace and a fully engaged workforce.
- **GROWTH AND ECONOMIC DEVELOPMENT** – Maricopa County will be innovative in leveraging its resources, adaptive in its regulatory policies and practices, and proactive in its public relations to attract, promote, and support the growth of business enterprises to produce a vibrant and balanced regional economy.
- **FISCAL STRENGTH AND RESPONSIBILITY** – Maricopa County will continue to efficiently manage County resources and engage in effective fiscal planning with integrity and transparency to promote financial stability and economic prosperity for Maricopa County residents.

Adopted by the Maricopa County Board of Supervisors, May 5, 2014



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## Motions

### Budget Adoption

- 1) Adopt the Fiscal Year 2015 Budget in the amount of \$2,211,128,982 by total appropriation, for each department, fund and function class listed in the attached schedules. This amount represents no change from the Fiscal Year 2015 Tentative Budget of \$2,211,128,982.
- 2) Approve the attached Executive Summary.

## Executive Summary

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 Employee Benefits and Health department are considered one appropriation. Any and all employee benefits internal service fund appropriations within Employee Benefits and Health 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.

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).

Approval of the FY 2015 Tentative Budget incorporates the suspension of any conflicting policies as needed and amends the previously issued guidelines to conform with the budget.



## Transmittal Letter

To: Denny Barney, Chairman, District 1  
Steve Chucri, Supervisor, District 2  
Andrew Kunasek, Supervisor, District 3  
Clint Hickman, Supervisor, District 4  
Marie Lopez Rogers, Supervisor, District 5

The FY 2015 Recommended budget process has been one of collaboration. Chairman Denny Barney made the development of the FY 2015 budget a top priority. As such, he has spent countless hours working with budget staff from the Office of Management and Budget (OMB). Weekly meetings were held with departmental management and the financial staff of Elected, Appointed and the Judicial Branch to understand and evaluate their budgetary needs. All of the Board offices were involved in these meetings which provided a consistent understanding of the quantitative data to begin budget negotiations. This process illustrates the Board's philosophy of a broader participation in the budget process. It is the beginning of a shared-vision between the Board of Supervisors, the Constitutional Officers, and the Presiding Judges of the Superior and Justice Courts. This new approach has been positively embraced by all members of the Maricopa County Executive Team.

The economy has been in a recovery mode for the past several years. Growth that was routine in the 1990s and the early 2000s is not expected to occur in the coming years. The new normal will reflect more modest growth patterns. In comparison, the past couple of decades had double-digit Sales and Vehicle License Tax increases. These previously experienced trends are not anticipated in the future. According to Elliott D. Pollack and Associates, our contract Economist, trends will be more temperate and rebuilding of reserves is necessary before the next recession.

["The County's forecast continues to be based on both optimism and caution. The recent trend of slow growth is still the most likely scenario going forward."](#)

[Elliott D. Pollack and Company, April 2014](#)

The first decision that was made during the preparation of the FY 2015 budget was to address the reserves. Governments build reserves in order to more easily weather the recessionary cycle that will inevitably occur. Maricopa County's reserve had been *somewhat depleted* during the great recession that began in December 2007. During the Board's strategic planning sessions, it was decided that rebuilding of cash reserve would be a top priority. Maricopa County utilized the services of Alan Maguire (Maguire Company) and Jim Rounds (Elliott D. Pollack and Company) to help determine the proper reserve level. In addition, the Government Finance Officers Association's (GFOA) established standards were reviewed. After the extensive review, two months of operating expenditures were determined to be the appropriate level of reserve. A plan was developed to restore the reserves to the two-month mark over the next five years. In FY 2015, Maricopa County will return over \$60 million to the cash reserves.

The total appropriation for the FY 2015 Recommended budget is \$2,211,128,982. This is a reduction of \$8,575,681 or 0.39% as compared to the FY 2014 Revised budget. The operating budget went up slightly by 3.88% but was offset by greater reductions in the non-recurring budget of 12.71%. In the General Fund, the budget reductions were \$35 million or 2.71%. Transfers to the capital funds from the General Fund were reduced by over \$100 million. The fund pick-up lessened due to our new budgeting philosophy of shifting resources from capital and technology one-time spending to operational costs.

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Meeting the County's criminal justice needs and fulfilling our mandates are our top priorities in this budget.

As previously mentioned, the operating budget increased by 3.88% or \$63,994,436, as compared to the FY 2014 Revised budget. The change in the operating budget is largely due to increases totaling \$36.3 million in the area of Public Safety. Included are increases for the Sheriff's Office for compliance with the Melendres Order at \$11.1 million, additional Sheriff's Office increases for detention programs of \$5.7 million, the incorporation of the Cradles to Crayons program plus three new courtrooms for the Superior Court totaling \$1.7 million, increases in Public Defense costs of \$16 million, and new probation staff costing of \$1.8 million. Other funding increases include \$25.4 million for compensation and retirement contributions, as well as \$4.5 million for mandated health care payments to the State of Arizona and the statutory increase for the Maintenance of Effort for the Detention Fund. In addition, there is \$5.9 million in the budget for operating contingency. These increases were offset by other operating changes, netting to a reduction of \$8.1 million.

The non-recurring or non-operating budget was reduced by \$72.6 million. Capital and IT project expenditures slated to occur in FY 2015 will be decreasing by close to \$55 million, and there will be \$19.4 million less spent on Major Maintenance as compared to FY 2014. As with operating, there will be increases in the Sheriff's Office for compliance with the Melendres Order, totaling \$4.2 million as well as other increases to the Sheriff's budget for a helicopter and airplane which total \$5.9 million. Elections will incur one-time costs of \$12.1 million based on the election cycle, and one-time contingencies were increased by \$5.1 million. These increases were offset by decreased grants expenditures of \$2.8 million and other reductions in one-time spending of \$22.7 million.

The budget guidelines were approved by the Board of Supervisors on January 27, 2014. The Board's directives set the tone for budget preparation this season. There were several new approaches that improved this year's process over past years. First, the Board asked several departments to utilize a Zero-Based Budget (ZBB) model during budget development. The departments that participated in this new approach included the Maricopa County Attorney's Office (MCAO), Public Defense Services, Justice Courts, Office of Enterprise Technology, and Human Services. A ZBB methodology required departments to build their budget from the ground up, utilizing no preconceived threshold. MCAO was a trail blazer with this process, and I would like to thank Mr. Montgomery for taking a leadership role. As Chairman Barney indicated in his Chairman's address in January:

"We're here, but it's not our money, it's the taxpayers' money, and it's our responsibility to work with the Elected Officials and with the County Manager and his team to figure out how to most effectively direct and manage the scarce resources. Of course, you can always raise taxes but that's not what this Board is about. It's trying to figure out how to take what we have, manage it most effectively and do the best that we can with limited resources. We're going to continue with that financial prudence, and I'm grateful for this Board's support in that regard."

Chairman Denny Barney

Other budget guidance received from the Board included continued utilization of the "most likely" revenue forecast for State-shared Sales Tax, Vehicle License Tax, and the Jail Excise Tax. This was the methodology utilized in FY 2014. Maricopa County expects actual revenue for FY 2014 to exceed budgeted levels for all three of these revenues. Utilizing this method results in additional funds in the operating budget. This allows us to better meet the needs of our growing County.

The guidelines were approved with an intention to include a 2.5% performance pay increase into the operating budget. This funding is necessary to ensure that Maricopa County keeps pace with other

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jurisdictions from a compensation perspective. There are also targeted market increases for a handful of Market Range Titles (MRTs). The market increases were primarily targeted for Public Safety. MCSO and the Adult and Juvenile Probation departments received the bulk of the new funding for market-based increases. More information on this will be discussed later in this letter.

The recommended budget followed the *Budgeting for Results Guidelines and Priorities* approved by the Board of Supervisors, unless otherwise discussed in this letter. The highlights of the policy guidelines are shown below. Budgets were prepared by the departments based on the instructions sent by the Office of Management and Budget. These instructions included:

1. Development of a sustainable, structurally-balanced budget.
2. All departments must submit their base expenditure budget requests within their budget thresholds.
3. Requests for additional funding must be approved by the Board of Supervisors in order for OMB to review the request.
4. ZBB selected departments will complete decision packages to be reviewed by OMB.
5. The base budget will restore operating contingency.
6. No funding for new capital improvement projects, transportation projects and technology projects will be available until after reserve decisions are made.

## Strategic Plan

In January 2013, a new Board of Supervisors was sworn in to serve for the next four years. It included two new Board Members, Supervisors Denny Barney (District 1) and Supervisor Steve Chucri (District 2). In March 2013, Supervisor Max Wilson resigned for health reasons, and Clint Hickman was appointed to District 4 Supervisor. This significant change in the make-up of the Board prompted County management to embark on updating our Strategic Plan. County Administration began the process in the fall of 2013. The new strategic planning effort included the Elected Officials and the Judicial Branch of Maricopa County. The broad participation occurred with all of the Elected Board Members, the Constitutional Officers and the Presiding Judges of Superior and Justice Courts, and I represented the Appointed Officials. This collaboration of all of the executive leadership of County government was unprecedented and resulted in a thoughtful and goal-oriented Strategic Plan. The strategic priorities are outlined below.

**SAFE COMMUNITIES** - Maricopa County will support safe communities and neighborhoods by providing access to a timely, integrated, and cost-effective smart justice system.

**REGIONAL SERVICES** - Maricopa County will provide best-in-class regional services, both mandated and of concern to citizens, while coordinating with municipalities, other local jurisdictions, and community-based entities to consolidate services and avoid duplication, when applicable.

**GOVERNMENT OPERATIONS** - Maricopa County will deploy an effective and efficient infrastructure to implement streamlined policies and procedures to improve delivery of services and promote a healthy workplace and a fully engaged workforce.

**GROWTH AND ECONOMIC DEVELOPMENT** - Maricopa County will be innovative in leveraging its resources, adaptive in its regulatory policies and practices, and proactive in its public relations to attract, promote, and support the growth of business enterprises to produce a vibrant and balanced regional economy.

**FISCAL STRENGTH AND RESPONSIBILITY** - Maricopa County will continue to efficiently manage County resources and engage in effective fiscal planning with integrity and transparency to promote financial stability and economic prosperity for Maricopa County residents.

## Revenue Outlook

Maricopa County changed the way it budgets for revenues during the development of the FY 2014 budget. This new strategy has been successful, therefore the FY 2015 budget will align with this approach. In order to obtain additional capacity in the operating budget, we are utilizing the “*most likely*” revenue projections from Elliott Pollack and Company. The difference between the “*most likely*” and “*pessimistic*” revenue projections for FY 2015 is \$11.7 million in the General Fund for State-shared Sales and Vehicle License Taxes (VLT) or about 1% growth rate in Sales and 2% growth rate in VLT. In the Detention Fund, the difference is \$2.0 million or a 1% growth rate difference. In the Transportation Fund, the Highway Urban Revenue Fund (HURF) is \$626,000 or 0.2% more than the *pessimistic* growth projection.

We are experiencing strong financial performance in the current fiscal year. Year-to-date, State-shared Sales taxes are \$7.1 million ahead of budget. This is 2.0% over budget. The State-shared Vehicle License (VLT) taxes are \$6.2 million favorable to budget or 6.3% YTD. In our Special Revenue accounts, the HURF revenue is \$3.4 million, and the Jail Excise Tax is \$2.6 million better than budget YTD. While this performance is strong, we will still be cautious as we move into the FY 2015 budget. Coming short on revenue projections during the fiscal year can cause unnecessary stress and burden on the County. While we will be utilizing the “Most Likely” scenario for our projections in FY 2015, we will be restoring operating contingency in the event our projections are not met next year.

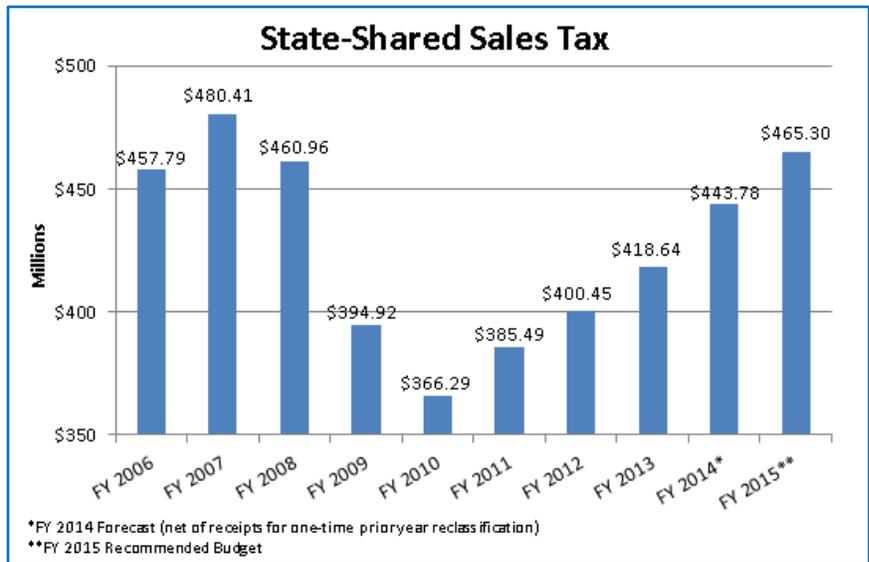
Below are the revenue projections for FY 2015.

	<u>Most Likely</u>	
State Shared Sales Tax:	\$465,300,725	+4.85%
Vehicle License Tax:	\$132,858,100	+5.51%
Jail Excise Tax:	\$141,295,781	+6.07%

While Maricopa County utilizes Elliott Pollack and Company as its economist, we also use data from The University of Arizona’s Economic and Business Research Center. This approach ensures that we are receiving information from multiple sources and validates that the economic details from our primary economist are in line with other economic outlook information being discussed around the state. The University of Arizona provides this check and balance in our budgeting process. Quarterly, we can review their general economic information and probe into any areas that may not be in line with the information we are receiving. This has given us a better platform to examine and ask questions.

The State-shared Sales Tax or Transaction Privilege Tax (TPT) is the largest revenue source for the General Fund. This revenue source fluctuates with the economy. When the economy is growing, the sales taxes grow. During times of recession, it declines. The graphic below illustrates the changes over the past decade. The year-over-year growth is 6.6% through April receipts.

This past year, the Legislature passed Senate Bill 1413, which reduces sales taxes for Arizona counties. The House Engrossed version of SB 1413 would exempt the gross proceeds from sales of electricity or natural gas to businesses that are principally engaged in manufacturing or smelting operations from the state transaction privilege tax (TPT) and use tax. To qualify for the exemption, a business must use at least 51% of the electricity or natural gas purchased in manufacturing or smelting operations. In addition, at least 51% of the business must be devoted (“principally engaged”) to a manufacturing or smelting operation. This has a negative impact on our State-shared Sales Taxes. The estimated negative impact is \$1.0 million. It will also impact our jail excise tax.



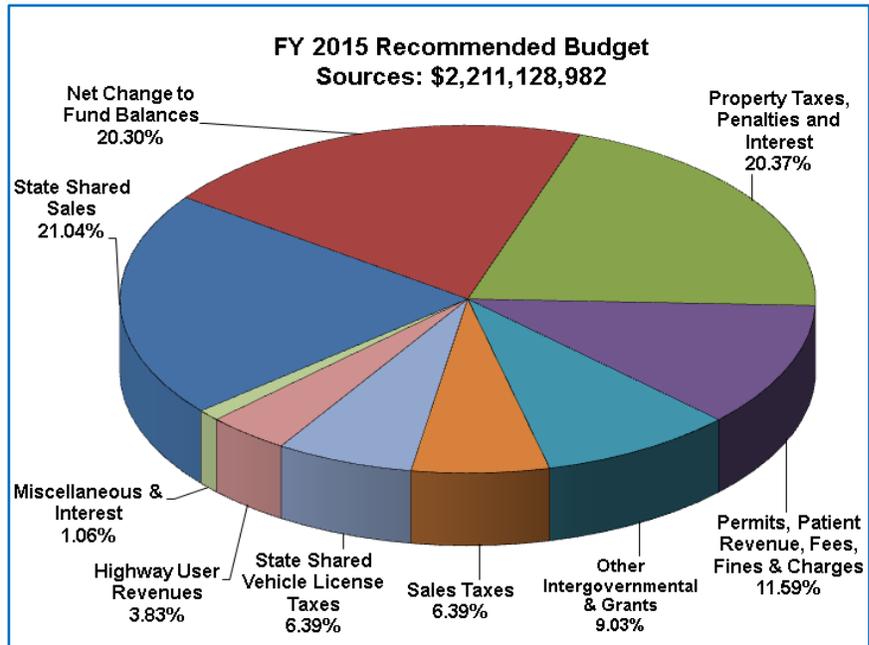
The Vehicle License Tax is a registration fee charged to Arizona residents when registering a vehicle in the state. New car sales are a significant factor in receiving increased revenues, since the vehicle’s depreciated value is utilized to assess the tax. This tax has rebounded this past year. This revenue has had a large growth year-over-year in FY 2014. Year-to-date through April, the growth over FY 2013 is almost 7.8%. Compared to the anemic growth it was experiencing over the past several years, this is good news.

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 continues to rebound in FY 2014 and should continue its strong showing in FY 2015. This sales-based tax is a 1/5 of a cent tax and will expire in FY 2027. This tax will also have a reduction in expected revenue due to SB 1413. The impact is projected to be a \$621,000 reduction.

Highway Urban Revenue Funds (HURF) are collected principally from a \$0.18 per gallon tax on fuel sold within Arizona. This is state-shared revenue that is distributed to the counties and deposited in the Transportation Operating Fund. Growth in the HURF revenue is still slow. Year-to-date, the growth is 3.8% over FY 2013. Partial restoration of HURF revenue that was siphoned from the counties during the recession is returning to counties in FY 2015. Session law requires that \$30 million be returned to counties in the coming year. The impact on Maricopa County will be a \$4.1 million increase in revenue for FY 2015. Since this legislative approval came late in the budget process, this budgetary change will be made before Final Budget Adoption on June 23, 2014.

The overall revenue picture for Maricopa County is shown on the graph below. The largest revenues

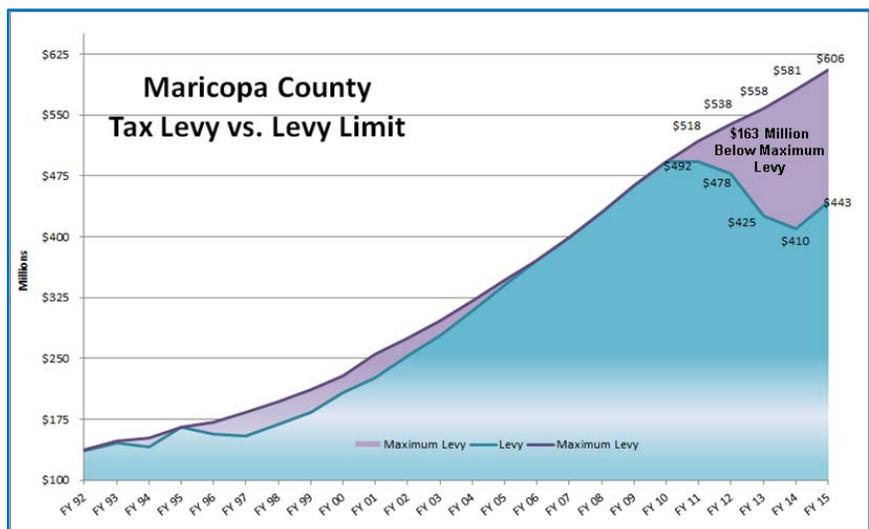
are state-shared sales taxes (21.04%), property taxes including penalties and interest (20.37%), and fund balance (20.30%), which are the one-time funds that are utilized for one-time expenses. Next are several revenues (11.59%) including permits, patient revenue, fees, fines, and charges. The next category is grants and intergovernmental agreements with governmental entities (9.03%). Our local sales tax (6.39%), which is utilized for funding of adult and juvenile detention facilities, ties our state-shared vehicle license tax (6.39%). The last two revenues are highway user revenues (3.83%) and miscellaneous and interest (1.06%).



## Property Taxes

The net assessed value (with the SRP effective value) is increasing by \$1.531 billion. This is the first year in several years that the net assessed value has begun to climb. The budget incorporates a slight offset to the growth due to adjustments in the valuation of certain data centers. It is estimated the revision could ultimately reduce the valuation base by almost \$39 million, which equates to close to a half million dollar reduction to the property tax levy at the current rate. In FY 2016, a new initiative passed by the voters in the 2012 general election will reduce assessed valuation in the future. Proposition 117 puts a cap on existing property assessed values that are used to calculate property taxes. Under the new law, the value is either the market rate or 5% over the prior year's value, whichever is less. This new law will have a negative effect on local governments' ability to recover from the significant property tax declines that occurred over the last four years.

Maricopa County's primary property tax levy, excluding the SRP payment in lieu of taxes, will be \$442,762,977 for FY 2015 (the SRP payment will be \$8,972,755). There will be an increase in the property tax levy this coming year of \$32.9 million, a revenue increase of 7.5%. Maricopa County is significantly below its maximum legislatively allowable levy. By law, the maximum levy grows each year, by 2% against a base year of 1980. For FY 2015, the maximum levy for Maricopa



County will be \$605,635,662. With the adoption of the FY 2015 budget, the County will be \$162.9 million below the maximum levy or 26.9% below. The graphic on the bottom of page 8 illustrates the dramatic variance to the maximum levy that has occurred over the last several years.

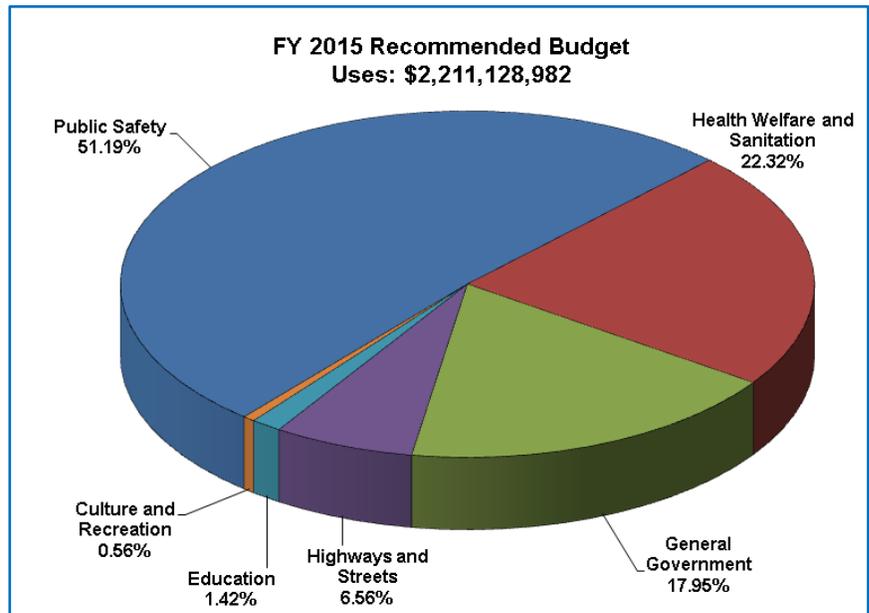
The effect of the property tax change has had a minimal impact on a median home in Maricopa County. The median home in Maricopa County will have a value of \$110,600 in FY 2015. This is up from \$102,100 in FY 2014. This is good news for homeowners. It shows that property values in Maricopa County are on the rise and the housing market is recovering. The change in assessed value and the property tax levy will result in the property tax bill on the median home increasing by \$15.33.

Maricopa County has saved its taxpayers money by not issuing any General Obligation Bond debt since 1986. In the late-1990's, the Board of Supervisors decided to utilize a "pay as you go" capital plan for large capital improvement projects. In FY 2011, they expanded this category to also include large technology projects. The County paid cash for the Sheriff's 911 Center and Headquarters Building which opened in December 2013. Smaller capital improvement projects and a number of technology infrastructure issues are funded in the budget utilizing cash. 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 last secondary bond debt was paid off in 2004, and Maricopa County has not issued General Obligation bonds since those were approved in 1986. In the budget being presented, there are nearly \$197 million in General and Detention Fund Technology and Capital Improvement projects that are being funded with cash.

Finally, the last significant issue is property taxes on the Flood Control and Library Districts. Both of these districts are funded primarily through property taxes. The Flood Control District is levying \$43.6 million, an increase of \$3.8 million. The Library District is levying \$19.5 million, an increase of \$5.3 million. 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 (51.19%) and health, welfare and sanitation (22.32%) costs. Many of the health care costs are mandated payments to the State of Arizona. The next largest category is General Government (17.95%), which includes several Constitutional Offices, Assessor, Recorder, Elections and Treasurer. Next would be Highways and Streets (6.56%) that provide County roadways in the unincorporated portions of the County. The Superintendent of Schools Office now called Maricopa County Educational Services Agency (MCESA) falls in the Education (1.425) category. MCESA handles mandated services and other grant-funded educational functions to the school districts in our county. Finally, Culture and Recreation



(MCESA) falls in the Education (1.425) category. MCESA handles mandated services and other grant-funded educational functions to the school districts in our county. Finally, Culture and Recreation

(0.56%) is the Parks and Recreation department. The chart on the bottom of page 9 outlines the expenditure uses for FY 2015.

The largest category of expenditures is criminal justice and public safety. It comprises 51.19% of the County's expenditures. A number of departments and offices are part of the public safety category including: Adult Probation, Clerk of the Superior Court, Constables, County Attorney, Emergency Management, Justice Courts, Juvenile Probation, Planning and Development, Public Defense Services, Public Fiduciary, Sheriff, and Superior Court. Last year, these expenses were 51.03% of the budget. There is a significant increase in operational costs for these departments, but it is offset by a reduction in capital expenditures with the completion of the MCSO Headquarters and 911 Center. There will be more on the specifics of justice and law enforcement in a later section.

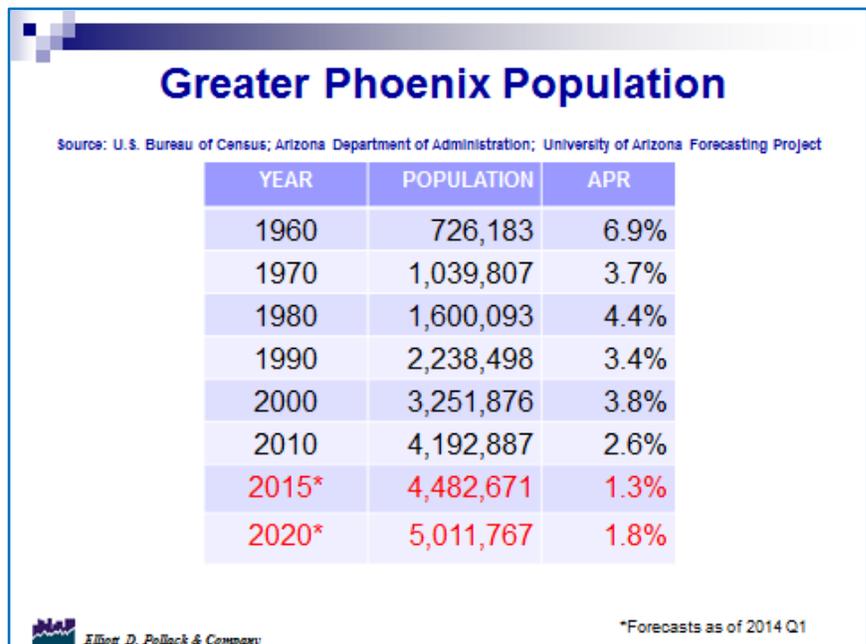
The other large category is Health, Welfare and Sanitation, which is 22.32% of the total expenditures. This category is made up of Air Quality, Animal Care and Control, Correctional Health, Environmental Services, Health Care Programs, Human Services, Medical Examiner, Public Health, and Waste Resources 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 System (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 another section in this letter that outlines the costs within the recommended budget for Health Care Programs. The budgetary changes to the other categories will be described in detail in the sections to follow.

## Econometric and Demographic Trends

The State and local economy is growing. However, the improvements in the economy are slower than the typical recovery. Nationally, job growth is improving, but still not up to the national standard of 200,000 new jobs monthly. In February and March, jobs additions averaged 194,500. In Arizona, the job growth is still modest. In 2013, the state added 50,900 jobs according to the Economic Outlook from the University of Arizona, for a growth of 2.1%, which is better than the national rate of 1.7%.

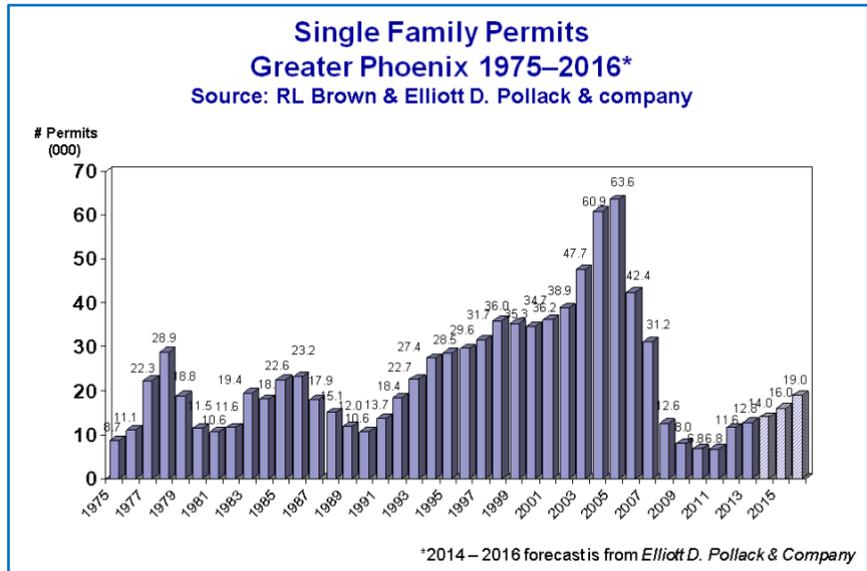
Consumer confidence is an indicator of consumer spending. While consumer spending is improving based on the data, it is rising and falling on a monthly basis. That has been apparent in the monthly state-shared sales tax and jail excise tax receipts in FY 2014. Maricopa County's local sales taxes (jail excise tax) had a high of 10.2% growth over last year in January and a low of 3.7% growth in March, illustrating the ups and downs of the local economy. According to Elliott Pollack and Company, the current consumer confidence is about 80% of what is considered "normal".

Population gains are occurring again in Arizona. The population forecast for the next decade, according to Elliott Pollack, is



shown on the bottom of page 10. The state added 82,485 new residents, according to the Arizona Department of Administration. However, despite the population gains, growth is low based on historical information. “Arizona’s population growth has now accelerated for three consecutive years yet still remains well below the average rate during the previous decade (2.4%),” according to the Economic Outlook, University of Arizona, Economic and Business Research Center. The growth rate for FY 2013 was 1.3%.

One of the economic indicators that drive the local economy is housing. Foreclosures, housing starts, and the median price of a single family home are all indicators that are tracked. There is good news on the foreclosure front. The number of pending foreclosures in Maricopa County has declined significantly since the peak in December 2009, when there were over 50,000 pending foreclosures. In March 2014, pending foreclosures were 4,983. The number of single family housing permits is expected to be 16,000 in 2015. The median home value in the Phoenix Metro area is currently \$195,000, which is a 14.7% increase year-over-year. (This median home value cannot be compared to the assessed valuation figure which is only utilized for property taxes.)



In summary, the economic conditions for the nation, the state and local governments are improving slowly. It appears that consumer spending will continue to accelerate, and businesses will increase their investments. However, there are still risks to consider. They include: stock market, federal government spending and the debt ceiling, federal reserve policy and international economic issues. Therefore, a positive, careful methodology is prudent as we plan for the next several years.

## State Budget Impacts

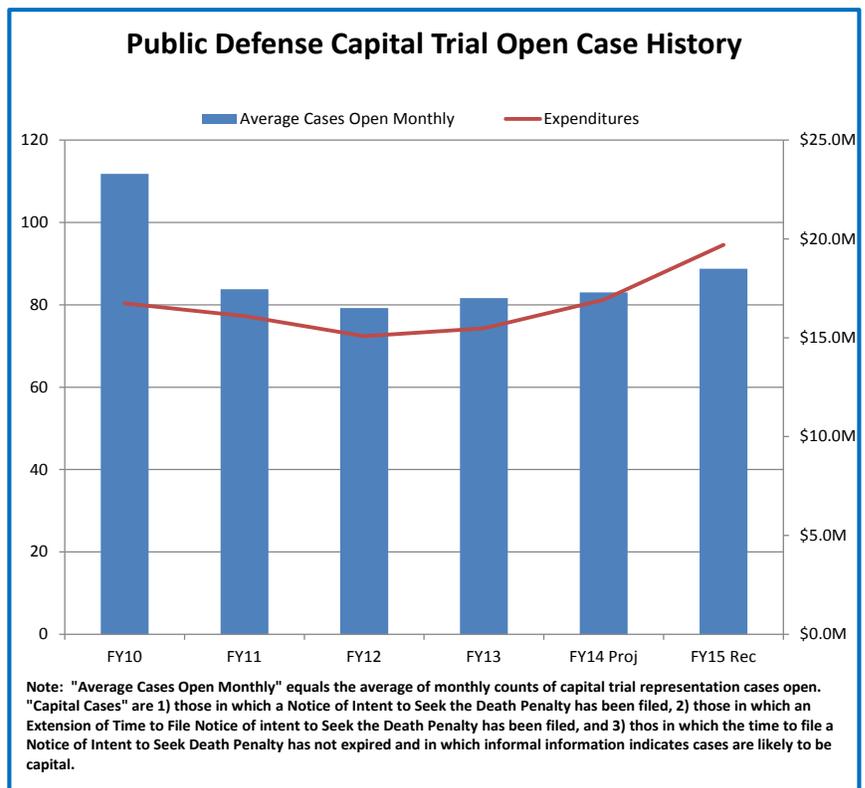
One of the issues that always has an impact on Maricopa County’s budget process is the State of Arizona and their budgetary position. As an arm of state government, it is not unusual to have state mandates, statutory changes in revenue formulas, or even state-required payments passed along to Arizona counties. Since the Great Recession, we have been tracking those cost shifts. The major changes are shown on the next page. Since 2008, Maricopa County has had over \$238 million in adverse budgetary impacts from the State of Arizona. However, for the past several years, the burden has decreased. The HURF fund shift was reduced by over \$4 million, but it was offset slightly by the revenue reductions discussed above in the State-shared Sales and Jail Excise taxes for TPT utilities exemption, which totalled \$1.6 million.

Estimated State Budget Impacts on Maricopa County, FY 2008 to FY 2015					
	Prior Years	FY 2013	FY 2014	FY 2015	TOTALS
Mandated Contribution	\$ 103,668,300	\$ -	\$ -	\$ -	\$ 103,668,300
Sweep ALTCS Refunds	11,078,831	-	-	-	11,078,831
HURF Diversion to DPS	25,085,316	8,551,343	8,627,680	4,492,963	46,757,302
HURF Diversion to MVD	6,662,102	-	-	-	6,662,102
Reduce, Eliminate Lottery Revenue	749,316	249,772	249,772	249,772	1,498,632
SVP Payments	9,500,000	4,000,000	3,200,000	3,360,000	20,060,000
100% Superior Court Judges Salaries	18,025,158	9,012,579	9,012,579	9,012,579	45,062,895
Assessor - DOR	282,000	282,000	282,000	282,000	1,128,000
Capital PCR - ongoing	-	361,315	361,315	361,315	1,083,945
Capital PCR - start up	-	64,962	-	-	64,962
Reduction in State-Shared Sales Tax for Utilities used in Manufacturing	-	-	-	1,000,000	1,000,000
Reduction in Jail Excise Tax for Utilities used in Manufacturing	-	-	-	600,000	600,000
	\$ 175,051,023	\$ 22,521,971	\$ 21,733,346	\$ 19,358,629	\$ 238,664,969

## Justice and Public Safety

Justice and Law Enforcement is a primary responsibility of Maricopa County. Over fifty-one percent of the budget is allocated to Justice and Public Safety. Growth in the budget for the coming year is primarily related to this essential and necessary community service. A number of Constitutional Offices and the Judicial Branch are a part of, or are funded by, Maricopa County. The Superior Court of Arizona in Maricopa County is funded primarily by the County, as well as Adult and Juvenile Probation, which are all part of the Judicial Branch. The Justice Courts and the Constables, both with elected officials, are funded by the County. The County Attorney's Office and the Sheriff's Office are also part of Maricopa County government. Finally, Public Defense Services is an appointed department that also is a significant component of the Criminal Justice System. Let's begin there.

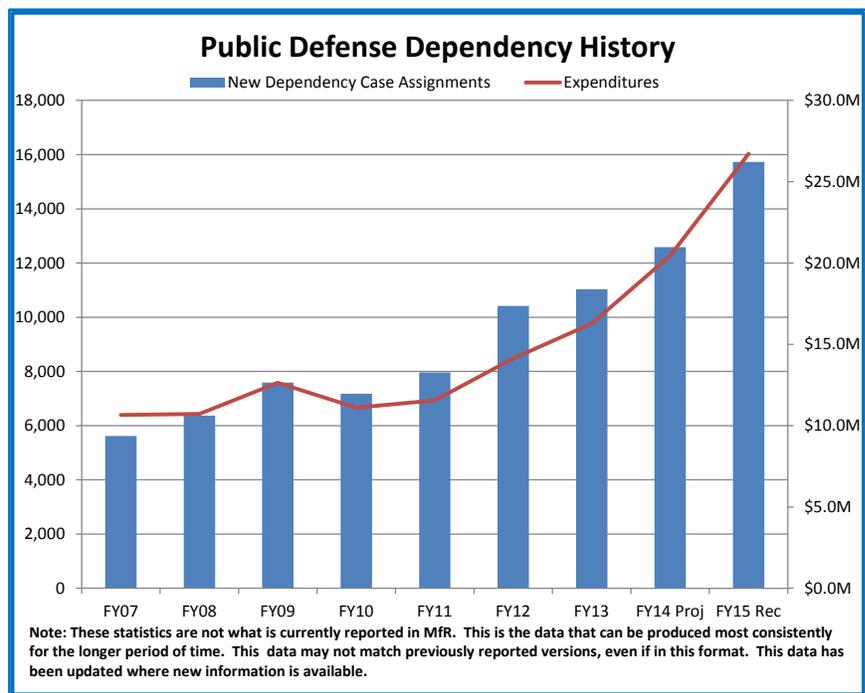
The Public Defense System (PDS) continues to deal with the aftermath of the capital case crisis that began in 2002 when a U.S. Supreme Court ruling in *Ring v. Arizona* required that juries sentence defendants in capital cases. While those cases have worked their way through the system, capital cases continue to be an expensive and lengthy process. The backlog was worked off and reached a low of 70 in the fall of 2013. It is now increasing, and there are a total of 83 cases included in the PDS capital count. The recent increase is due in large part to the fact that capital cases are not resolving at rates seen in prior years. With staffed offices



functioning at caseload maximums, new demands are increasingly being assigned to contract attorneys. On average, a capital case that goes to trial costs \$534,802. In comparison, a Non-Capital Murder 1 Case, on average costs \$28,068. Because of the caseload volumes, the FY 2015 budget contains \$5.1 million in additional funding for this issue.

Resolved capital cases are typically appealed. 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 reviewed for errors. 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 modified its standard, and more qualified attorneys began to handle the backlogged cases. The County's capital PCR caseload spiked from a steady level of 3 - 4 cases annually to 41 in FY 2014. The FY 2015 budget is based on 47 cases. Besides the financial burden stemming from the sheer volume of cases, there appears to be a growing number of requests for two defense attorneys to be appointed at the PCR phase rather than the traditional one attorney. Further exacerbating the growing expense, the State shifted the burden to counties by not funding its Office of Post-Conviction Relief beginning in FY 2013. This is another cost shift imposed by the State of Arizona. Public Defense Services spending in this area has increased seven fold since FY 2010. The recommended budget increase for FY 2015 associated with PCRs is \$732,303.

Another cost that has been growing at a double-digit growth rate is dependency cases. This is a component of Public Defense Services that is not paralleled in the County Attorney's office. The Dependency Court is housed in the Superior Court. Dependency is a legal proceeding in which the state alleges that parents are not able to properly care for their children without the intervention and assistance of Child Protective Services. In more serious cases, the dependency action can lead to the permanent termination of parental rights. In all cases, the parents and the children are entitled to representation at the County's expense. Since FY 2007, the number of dependency filings



has increased by 124% through FY 2014, with an increase in expenditures for FY 2015 of \$5,430,099. This trend is shown in the graph above.

In an attempt to better deal with the volume of dependency cases, Superior Court developed the Cradles to Crayons (C2C) program in FY 2013. Cradles to Crayons successfully completed a two-year pilot and is moving forward as part of the regular operations of the Superior Court at a cost of \$1.2 million. The program improved the permanency decision process for more than 1,500 children under the age of three. The rate of youth receiving a permanency decision in less than one year increased from 54% to 83%. A mid-year report indicates further improvement to 95%, and this is expected to continue through FY 2015. The program has stabilized its operations since moving past its initial pilot

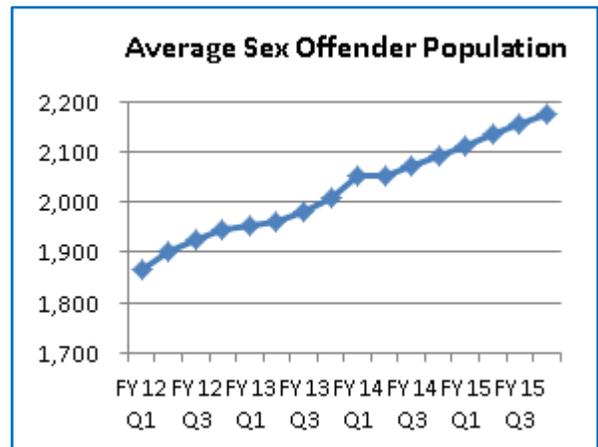
program and has shown more than a double digit percentage reduction in expenditures. The per youth expenditure ratio has also dropped by one third. This program is designed for 0 – 3 age children in the dependency system that incorporates infant mental health services and parenting skills training into reunification plans. Families are reunified whenever possible; but if this is not reasonable, then the parental rights are severed, and the child is placed in a permanent home more quickly.



The Superior Court is a significant component of the justice system. Without a highly functioning court system, the justice system's incarcerations, prosecution and defense costs would increase dramatically. The Superior Court's FY 2015 General Fund operating budget has a 3.2% increase. Over the past several years, the volumes in the justice system were stagnant. However, that trend has slowly been reversing over the past several years. Because of the volume increases, this budget adds three new court divisions. Two of the new divisions are in the juvenile courts. As is discussed above, dependency cases are skyrocketing. The State of Arizona has increased funding and staffing for Arizona Child Protective Services. This has resulted in a substantial increase in hearings, cases filed and cases resolved since FY 2012. There is a continued expectation of an 11% increase in dependency cases filed in FY 2015. The two new juvenile divisions, with staffing support, will enable the courts to deal with this growing volume. The cost of the new juvenile courts is \$352,012 without the staff of the Clerk of the Court, which will be discussed later.

In addition, this budget also recommends a new criminal court division. One new criminal division will be added to meet the increased case-trial rate and population. Disposition of court trials are improving however, and costs per case resolved are slightly lower. The cost of this additional division is \$172,551 and does not include the Clerk of the Court staff costs. All three divisions will become operational in January 2015. Other significant items in the Superior Court budget include: Disaster Recovery equipment (\$1.1 million), courtroom technology recording equipment (\$1.3 million), and further development of their case management system (\$1.8 million).

Another department that is part of the Judicial Branch is Adult Probation. Since the beginning of FY 2012, Adult Probation has been experiencing an increase in specialized populations, and thus an increase in caseload. One such example is the Sex Offender population, which is expected to increase from 1,976 in 2013 to 2,174 by the end of FY 2015. This increase is expected to continue as 78% of the Sex Offender population is sentenced to lifetime probation. Another dramatic increase is in Pretrial Supervision's Electronic Monitoring population. From FY 2012 to FY 2013, it has experienced a dramatic 45% increase. This population is anticipated to grow from 637 in FY 2014 to 772 by the end of FY 2016. To meet the caseload increase in all populations, 24 full-time positions, as well as the accompanying supplies and vehicles, were added in the FY 2015 Adult Probation budget. This resulted in a \$2 million increase in the overall Adult Probation Department.

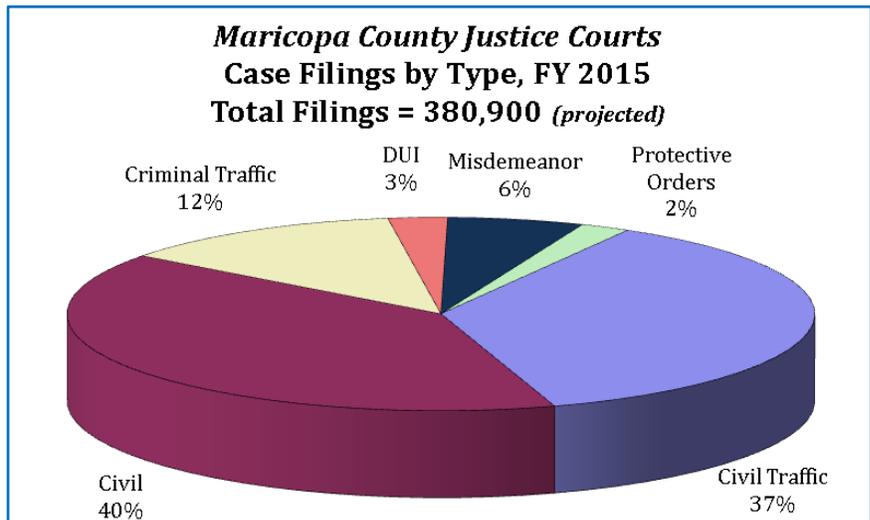


Juvenile Probation is the last component of the Judicial Branch controlled by the Superior Court. As of April 2013, the average daily population in Juvenile Detention is 196 juveniles. Due to the department's specific focus on incarceration alternatives, this detained population has decreased from a high of 440 in 2006. Juvenile Probation has also adopted new standards for evidenced-based practices to continue

to reduce recidivism. In addition, implementation of the new Arizona Code of Judicial Administration is occurring, which mandate the use of uniform risk and needs assessment tools, case plan development, and adjustment of supervision levels based on risk. Furthermore, Juvenile Probation is concentrating on outcomes for dual ward youths (i.e., juveniles who are both in juvenile justice system and the child protective services system). These dual ward youths account for 10% of the average daily population, and currently both disproportionately chronically re-offend and are not successfully diverted. In FY 2015, Juvenile Probation is adding three positions to address these needed system improvements. These budget changes resulted in a 1.5% increase to their budget.

The Clerk of Superior Court is a constitutional office. The main function of this office is to support the Judges of Superior Court. Their functions include: court-related records management and financial services for the justice system, the legal community, and public. In the FY 2015 budget, the operating budget is increasing by approximately \$1.0 million in order to provide courtroom support for the Cradles to Crayons program and the three new court divisions being added to the Superior Court.

The Justice Courts are 26 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 number of civil cases filed has been trending lower since FY 2011, and court fee proceeds from the Special Revenue Fund (245) are expected to be lower in the second half of FY 2014. However, Justice Courts Special Revenue Fund (245) is expected to increase in FY 2015 due to Administrative Order 2014-027, which assessed an additional \$20 for the Driving School Diversion program. The Justice Courts General Fund operating budget



has increased by 4.2% in an effort to right size the personnel savings to a more realistic number. In addition, funding was added for Pro Tem staffing coverage to meet the minimum needs for training and administrative/personal leave by the judges. The implementation of the electronic filing and case management system is almost complete, with all courts completing Phase I implementation by December 2014. While this system is expected to gain efficiencies when fully implemented, the Justice Courts' Special Revenue Funds cannot continue to support the final implementation, and the General Fund will provide \$512,000 in one-time funding for technology purchases.

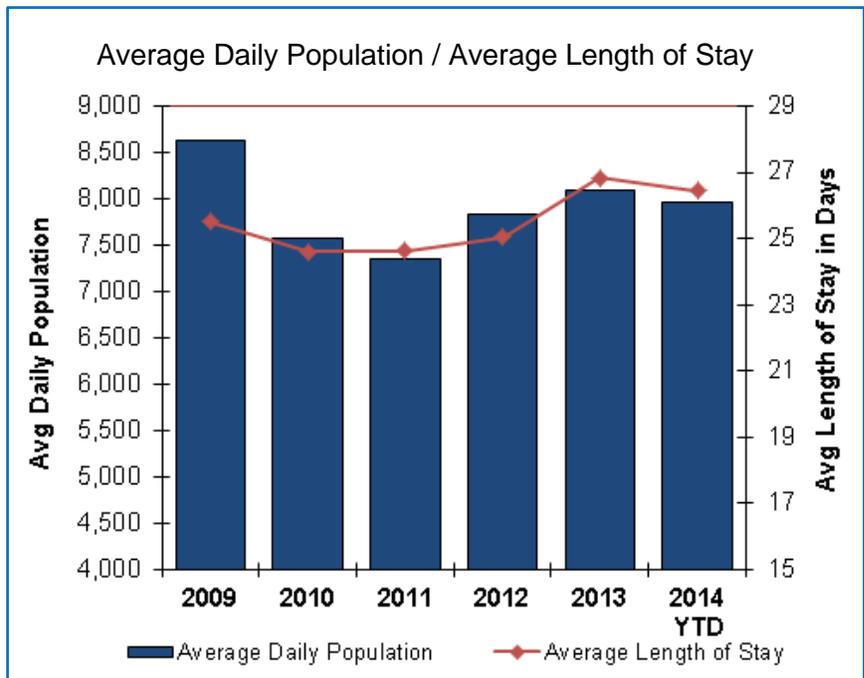
The mission of the Maricopa County Attorney's Office (MCAO) is to provide quality prosecution, victims' services, crime prevention and legal counsel for County government. This year, MCAO participated in the Zero Based Budgeting process and was the first volunteer and the leading agency. This process resulted in a realization that the agency needed to have a base adjustment increase. The County addressed several of the compensation issues in the County Attorney's Office in the current fiscal year, reducing prosecutor turnover. The market-based salary adjustment is expected to provide long-term stability in case processing. MCAO's General Fund operating budget for FY 2015 is increasing by 6.4% due to several significant changes. Reduction in special revenue sources has required that 32 positions move from Special Revenue Funds to the General Fund. In addition, salary savings have

been reduced to 2% to accommodate the improved retention and hiring practices. Six additional attorney positions, one victim advocate and five legal support positions were created as well to improve case processing.

The Maricopa County Sheriff’s Office (MCSO) is responsible for law enforcement in the unincorporated areas of the County, in contracted cities and throughout Maricopa County as needed. In addition, the Sheriff’s Office is also responsible for adult detention and operational costs related to running the Maricopa County jail system. The FY 2015 recommended budget has a decrease of 1.5% in General Fund operating expenditures, which is primarily an enforcement cost, and a 4.1% increase in Detention Fund operating costs. The decrease in the enforcement budget is due to a reallocation of administrative costs between the enforcement (General Fund) and detention division (Detention Fund).

In enforcement, MCSO will be receiving funding for market adjustments for their deputies and sergeants to make them competitive with other police agencies around the Phoenix metropolitan area. Currently, the salaries of the deputies are significantly behind the local police departments. This \$2.5 million increase will raise the salaries so that they are placed in the middle of the pack. In addition, this budget will recommend a new helicopter for the office. The helicopter will cost \$5,000,000 in one-time funding and \$100,000 in operation funding. In April 2013, a helicopter was taken out of operation due to a training incident. The new helicopter will allow MCSO to return to previous operational levels. Maricopa County covers 9,226 square miles, of which 3,600 miles are unincorporated. Given the size and geographical diversity in the County, aircraft are invaluable for support in basic and specialized law enforcement, surveillance, transportation, aerial photography, and search and rescue.

The MCSO Detention Fund’s operating budget also includes funding for a transporting function to take inmates to their outside medical appointments. Detention staff is responsible for transporting inmates to and from medical appointments and to the emergency room. Staffing for this function was reviewed by MGT of America as part of the Detention Staffing and Best Practices Study completed in FY 2012. Since that time, emergency runs increased 16%, other hospital-related transports increased 42%, and medical transports increased 14%. Further exacerbating the demand for transport, the Maricopa County Integrated Healthcare System (MIHS) closed their secure inmate ward. Now, inmates are held in standard rooms, often with non-detention patients and throughout the hospital. Additional staff is needed in order to maintain supervision standards. MCSO



received 35 positions plus supplies at a cost of \$2,060,135 to properly provide this function.

MCSO also received funding in the Detention Fund to permanently establish a Jail Wagon Program. Deputies spend significant amounts of time at intake when booking an inmate. In order to reduce these wait times, MCSO began a pilot program in the current fiscal year. This program operates a “shuttle”

service to bring inmates from distant areas of the valley to central booking. During the first 14 months of operation, the Jail Wagon Program saved Sheriff Deputies and Department of Public Safety Officers over 21,000 hours, allowing them to be in the field rather than at intake. To make this program permanent, MCSO received 25 additional positions and operating funding of \$1,471,652 for salaries, benefits, and uniforms. MCSO also received \$140,000 for vehicles.

In addition to MCSO's operating budgetary changes, the General and Detention Funds received non-recurring funding for a number of issues. In the General Fund, funding was provided for a camera and security system at the Property and Evidence Warehouse (\$247,978) and a Records Management System (\$676,000) for the Civil Division. MCSO is also budgeted for the replacement of their fixed winged aircraft. The airplane will cost \$850,000 and will allow MCSO to replace an older model. Due to mechanical issues, the current airplane was taken out of service from July to March. Replacement of this older aircraft will allow MCSO to cost-effectively extradite inmates without losing flight hours for significant maintenance issues. MCSO will also receive one-time funding for washing machines and an interactive voice response system. The washing machines will cost \$350,000. With the growth in the Average Daily Population, the amount of pounds to be laundered has also increased, causing increased demand on the industrial washing machines. The current machines have reached the end of their useful life and need replacement. Finally, an Interactive Voice Response System for detention is being replaced. It is used to generate automated responses to members of the public regarding inmates incarcerated in the Maricopa County jails. The system averages 75,000 calls per month. The current system is at the end of its useful life. The new system will cost \$905,000.

In October 2013, the United States District Court for the District of Arizona issued a Judgment Order in the Melendres v. Arpaio suit, which was originally filed in 2007. It alleged that MCSO targeted Latinos and those who looked Latino in order to verify their immigration status and detain undocumented

immigrants in violation of their rights under the Fourth and Fourteenth Amendments. In May 2013, the court issued Findings of Fact and Conclusions of Law after conducting a bench trial. The court found that MCSO operations did violate the rights of the class under the Fourth and Fourteenth Amendments. The court permanently enjoined MCSO as outlined on the right.

Supplemental Permanent Injunction/Judgment Order  
October 2, 2013

1. Detaining, holding, or arresting Latino occupants of vehicles based on a reasonable belief, without more, that such persons are in the country without authorization;
2. Following or enforcing its "LEAR" policy, as currently written, against any Latino occupant of a vehicle in Maricopa County;
3. Using race or Latino ancestry as a factor in determining whether to stop any vehicle;
4. Using race or Latino ancestry as a factor in making law enforcement decisions with respect to whether any Latino occupant of a vehicle may be in the country without authorization;
5. Detaining Latino occupants of vehicles stopped for traffic violations for a period longer than reasonably necessary to resolve the traffic violation in the absence of reasonable suspicion that any of the vehicle's occupants have committed or are committing a violation of federal or state criminal law;
6. Detaining, holding, or arresting Latino occupants of a vehicle for violations of the Arizona Human Smuggling Act without a reasonable basis for believing that the necessary elements of the crime are present; and
7. Detaining, arresting, or holding persons who are occupants of motor vehicles based on a reasonable suspicion that they are conspiring with their employer to violate the Arizona Employer Sanctions Act.

The October Supplemental Permanent Injunction/Judgment Order stated the requirements which MCSO must follow in order to comply with the court's ruling. The requirements were varied and include, but are not limited to, creating an implementation unit, community outreach, a variety of training including bias-free policing and enforcement of immigration laws, documentation of traffic stops, installing video equipment in vehicles, time limits for completing incident reports, and review of those reports by a supervisor and it also provided for a Court Appointed Monitor.

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The total operating costs for implementation of the order for FY 2015 will be \$10,055,731. These costs includes: training, outreach meetings, data collection and analysis software and hardware, development and implementation of an early intervention system, overtime, a Community Liaison Officer, bi-lingual pay and litigation costs. In addition, there is an estimated \$2,725,000 in operating costs for the Court Appointed Monitor, budgeted in Non Departmental. There is also a one-time expense of \$4.2 million for vehicle-mounted cameras.

Maricopa County Educational Services Agency (MCESA) is allocated funding to continue the pilot program which helps juveniles who have been detained in our detention facilities to transition back into the community. This program works 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 help with high school graduation, college and/or career readiness. The goal is to reduce rates of recidivism. The program is in its third year of funding. In FY 2015, the last year of the pilot program. \$1.1 million is being allocated. Because of the intention to lower the juvenile detention population, it is funded from the Detention Fund.

## General Government and Education Systems

In addition to the Juvenile Transition Program mentioned above, the Maricopa County Educational Services Agency (MCESA) has received \$189,915 in additional operating General Fund expenditure authority in the recommended budget. This funding moves three financial services positions back to the General Fund from Special Revenue Funds to support mandated operational activities. Additionally, there is a one-time appropriation in the recommended budget of \$78,956 for a Marketing and Communications Administrator position. In FY 2015, a review of MCESA's legislative statutes is planned to determine the appropriate level of mandated services and General Fund support.

There are additional activities in the FY 2015 recommended budget that deserve notation. Three major general government software upgrades are funded in the recommended budget: the Assessor's Computer Aided Mass Appraisal (CAMA) system, the Treasurer's Information System, and the Enterprise Resource Planning System.

The Assessor's Office is responsible for providing property assessment services to Maricopa County property owners. This office also efficiently and effectively administers all laws and regulations for Maricopa County property owners so they can be assured that all ad valorem properties are fairly and equitably valued. The need for the new Computer Aided Mass Appraisal (CAMA) system has been on the horizon for many years. This system will ensure the future of this office which assesses 1.7 million parcels a year in support of property tax assessments for over 1,795 taxing jurisdictions in Maricopa County. This system is crucial to adequately perform the essential duties of the Assessor's Office. Planning and implementation of the system will begin in FY 2015. In addition, the recommended budget has \$635,000 for the ESRI Desktop Review Project. This project shows street front photographs, building sketches, and other property characteristics for active parcels from the Assessor user's assigned work list all at the same time. The users will be able to review each parcel's image and make necessary changes if needed, and should create additional revenue through increased assessed values.

Maricopa County has embarked on a major program to implement the County's first Enterprise Resource Planning (ERP) System provided by CGI, the County's current financial system provider. The Board of Supervisors approved CGI's contract on October 23, 2013, for ERP software, professional services to implement the system, and managed services to host and support the system for a period of ten years. The scope of the ERP system includes Performance Budgeting, Financial

Management, and Procurement Management. The project costs budgeted for FY 2015 are \$16.1 million.

The Treasurer's Office collects the property taxes for the various jurisdictions in Maricopa County. They invest and provide banking services for school districts, special taxing districts, Maricopa County government, and many others. Their system also is in need of a software replacement. The Treasurer's IT Staff have drafted a Technology Roadmap and RFP. The RFP will be finalized by a consultant and released to vendors at the end of FY 2014. Vendor selection and Solution Implementation will begin in FY 2015.

The Recorder and Elections departments are both constitutional offices that provide essential services to Maricopa County residents. The Recorder's Office records official documents such as deeds, plat maps, and ordinances. The office has more than 93 million recorded documents available and was the first Recorder's Office in the nation to have documents accessible on-line.

The Elections department is in compliance with HAVA (Help America Vote Act) and has state-of-the-art technology to assist the 1.9 million registered voters in Maricopa County. The office provides election support to most of the jurisdictions in the County. They have an Insight optical scan voting system and an Edge touch screen system in all of the 724 precincts in Maricopa County. They will also commence the utilization of electronic poll books at polling places, as seen on the right, which will improve accuracy and decrease confusion for voters and poll workers. In the recommended budget, there is \$12 million in funding for the Primary and General Elections that will take place this summer/fall. There is also an additional \$165,370 that will be added to the election cycle fund for the increased cost of elections due to additional Federal mandates.



## Technology Infrastructure and Capital Improvement

Maricopa County began its present day Capital Improvement Program (CIP) in FY 2000. Previously, the CIP plan utilized a modified "pay as you go" financial policy. The County has paid 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 this is paid with cash that has been set aside for capital improvements. Because of our new budgeting philosophy of utilizing the "most likely" scenario for revenues and funding contingency at a much lower level, less funding for capital projects into the future will occur. It is anticipated that our capital improvement program will slow until a new funding methodology is established by the Board of Supervisors. This discussion will occur after both the court and jail master plans are finalized in the next several months.

The County's CIP is found in six distinct capital funds: Transportation Capital Projects (234), Intergovernmental Capital Projects (422), General Fund County Improvement (445), Detention Capital Projects (455), Technology Capital Improvement (460), and Detention Technology Improvement (461). There are a total of 85 projects for FY 2015: 55 Transportation projects, 17 Technology projects, 12 Facilities projects and one Intergovernmental project.

Technology projects consist of a Computer Aided Mass Appraisal system for the Assessor's Office, IT Infrastructure Refresh Phases I and II, IT Enterprise Data Center, County Telephone System, Public Radio System, Maximo Maintenance Management System for Facilities Management, Sheriff Headquarter's IT Infrastructure, IT Internal Service Delivery System, Enterprise Resources Planning System for the offices of Management and Budget, Finance and Procurement, Treasurer Information System for the Treasurer's Office, and the Byte Information Exchange (BIX) Room upgrade. All of these technology projects are modernizing and updating the County's infrastructure, communication, security systems, pro-active system monitoring, and essential business tools. The offices of the Assessor, Treasurer, Management and Budget, Finance, and Procurement started the upgrading process of their outdated systems in FY 2014 and will meet major milestones in FY 2015 as full implementation is expected in following fiscal years.

Facilities projects consist of East Court Improvements for the abatement of the remaining four floors of the East Court Building (6-9) and the build out of the 7<sup>th</sup> floor to updated courtrooms, Security Building Tenant Improvements, the Chambers Building Remodel, Sheriff Headquarters Project, and SWAT Covered Parking. Planning and programming of the new Southwest Justice Courts will continue with construction anticipated to start in FY 2015.

Transportation conducts capital projects under the Board of Supervisors' approved category budgets of MAG Arterial Life Cycle Program, County Arterials, Bridge Construction and Preservation, Dust Mitigation, Intelligent Transportation System, Pavement Construction and Preservation, Partnership Support, Right-of-Way, Safety, Transportation Administration, Traffic Improvements and Transportation Planning.

The new Maricopa County Sheriff's Headquarters (MCSO HQ) continues to be reflected in the FY 2015 budget, as it is anticipated to be fully completed in FY 2015. The MCSO HQ consolidated 326 staff from six locations, and equipment from one other location. All MCSO users completed their move into the building by January 2014, including command staff, internal affairs, employee compliance, 911 emergency operations, MCSO telecommunications, human resources, finance, procurement, OSHA, MCSO IT, CAD/RMS Staff, jail intelligence, and inmate phone monitoring. It is anticipated there will be \$7.7 million in savings from the original \$92,470,934 project budget.



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

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The Maricopa County Department of Transportation (MCDOT) continues to make progress with the Northern Parkway Project and will complete the Sarival to Dysart porting in FY 2014 and will complete construction of the Reems and Litchfield overpasses in FY 2015.

Finally, projects that were completed in FY 2014 include the Contact Center System which manages the STAR Call Center, the Integrated Workplace Management System for the Facilities Management Department, and the Correctional Health Zone H upgrade.

## Health Care Issues

Health, Welfare and Sanitation accounts for 22.32% of Maricopa County's budget. It 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. These programs are inclusive of a number of issues, including acute and long-term health care for the poor, behavioral health care, tuberculosis services, services for people with HIV/AIDS, public health, environmental and air quality programs, correctional health, and autopsies.

Mandated health care support costs that are distributed to the State of Arizona are \$226 million for FY 2015. The largest mandated contribution is \$150.2 million for the Arizona Long Term Care System (ALTCS), the State's Medicaid long-term care program. The County will also have to pay \$19.5 million to the Arizona Health Care Cost Containment System (AHCCCS), which is the State of Arizona's Medicaid system for acute medical care. The AHCCCS contribution decreased by 2% from last fiscal year per the budget adopted by the Legislature and signed by the Governor. Finally, the County is required to pay an estimated 34% of the cost to treat Sexually Violent Persons who are released from prison and continue to receive mental health treatment. This was a cost shift to counties that began in FY 2010, and until a recent change in legislation, Maricopa County was paying 50% of the costs. The cost estimate for next year is \$3.36 million but may change prior to final budget adoption.

In addition, Maricopa County is mandated to contribute to the State's behavioral health programs through a court order (*Arnold v. Sarn*) that settled in March 2014. The total estimated amount for FY 2015 is \$52.8 million, an annual 3% increase to account for population growth and medical treatment cost increases. With the settlement of the *Arnold* litigation, there may be opportunities for Maricopa County to more actively participate in the allocation of this large and growing cost. A very large portion of the adult jail population has mental health needs. This group filters in and out of jail, increasing the workload for our criminal justice system and creating public safety concerns. Research on this issue will proceed in the coming fiscal year as a new Regional Behavior Health Authority (RHBA), Mercy Maricopa, is transitioned into the community.

Correctional Health Services (CHS) provides health care in our six adult detention 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 able to renew their accreditation with the National Commission on Correctional Health Care (NCCHC) on March 19, 2012. This achievement will significantly limit the liability in the jails and ensure that we are providing services beyond constitutional standards. The last remaining obstacle for CHS is to exit a long-standing federal court case that monitors jail conditions, *Graves v. Arpaio*. CHS expects to receive a new list of requirements for compliance in the next several weeks. Many financial investments have been made that have arisen in association with the lawsuit. CHS has implemented an Electronic Health Record (EHR) system and is now in phase II of the project. This is a comprehensive record system that has integrated medical, mental health, dental, and all patient care activities including medications. All phases of the EHR implementation will be completed in FY 2016, with \$2.45 million being carried over from FY 2014 to FY 2015, and \$2.3 million to FY 2016 to finalize the project. Implementation is another necessary element

to move toward the dismissal of the long-standing federal court monitoring issue, *Graves v. Arpaio*. The end result will be improved health services for the County’s jail inmates.

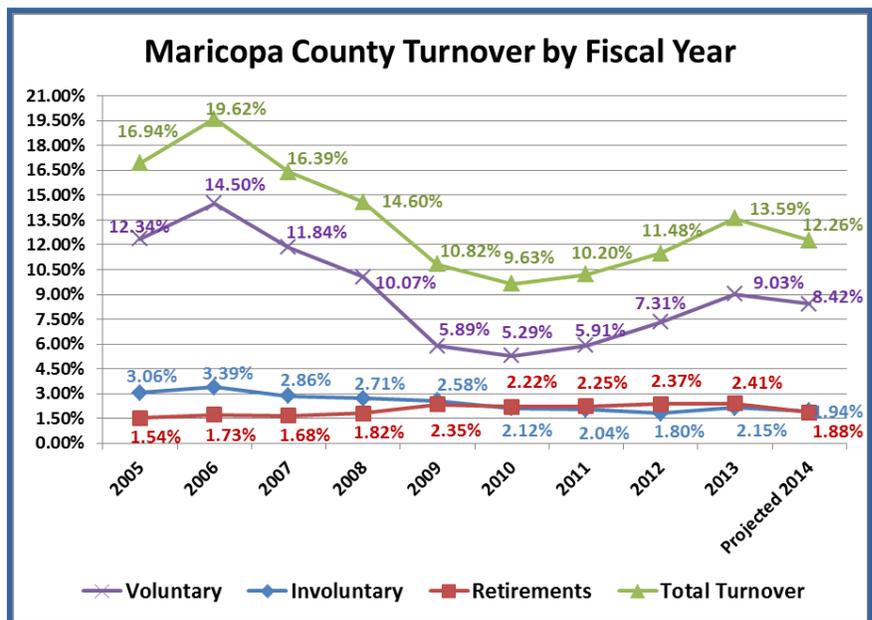
The mission of the Department of Public Health is to provide leadership, resources, and services to people and diverse communities in Maricopa County so that health is promoted, preserved, and protected. This is a very broad and difficult mission to accomplish. It has been many years since we have added to the General Fund support of the Public Health Department. This year, funding totaling \$275,885 has been reserved in Non Departmental for the Public Health Department. There are three critical positions that are being considered for funding. The first is a Senior Epidemiologist who will coordinate surveillance and public health preparedness for large events, such as the Super Bowl and the Pro Bowl, which will occur in Maricopa County in the next year. The individual would collaborate with healthcare partners and volunteers, while performing syndromic surveillance throughout the year. The second position, a Behavior Health Coordinator, would provide leadership and expertise in behavior health and would coordinate with Correctional Health Services and the new Maricopa County RHBA to ensure a smooth transition of individuals back into the community with continuity of care issues overlaid. Finally, the last position is a Quality Improvement Manager in charge of managing the accreditation process for the Public Health Department. Accreditation for Public Health departments is relatively new, but it is projected that accreditation will strongly influence grant award success within the next several years, which is critical for this primarily grant funded department.

## Employee Compensation and Human Resources

Employees are our greatest asset and also our largest cost. County employees deliver our services and are the face of Maricopa County government. We count on our employees to provide excellent services and to be effective and efficient as they execute their duties as public servants. Sixty percent of our operating costs are attributed to personnel-related expenses. Therefore, County Administration evaluates annually the need for performance pay, market-based increases, and benefits to ensure that we are competitive and can retain and grow our talent.

Funding for performance pay and internal equity has been reserved in the FY 2015 recommended budget. In FY 2015, \$10.8 million in the General Fund and \$4.9 million in the Detention Fund have

been earmarked for increases to be distributed based on performance. This is an average of 2.5% for the workforce. Employees received 5.0% increases in FY 2014, on average, for performance and internal equity. The chart to the right shows that employee turnover is expected to decrease for the first time since 2010. Once FY 2015 funding is allocated, the Maricopa County Department of Human Resources will assess, by department and also Countywide, the impact that the additional increases have had on attrition. In addition, there are limited resources for market-based salary



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issues for Sheriff's Deputies and Sergeants, Adult and Juvenile Probation Officers and Supervisors, Epidemiologists, and Mental Health Professionals.

The Human Resources Department has \$248,000 allocated in the FY 2015 recommended budget to replace the Pathlore Learning Management System with the Cornerstone Learning Management System (LMS). The LMS system provides a dependable corporate learning system and contributes to performance management, succession management, and compensation management. This system integrates with the ADP Human Resources System and will assimilate with the performance management system that may be funded in future years. The hiring of a consultant for county-wide job analysis at a cost of \$385,000 is also included in the recommended budget. This consultant will help develop valid class specifications, minimum qualifications, job descriptions, and assessment/testing procedures. Then, the consultant will train department staff to ensure that the job analyses process continues.

## Employee Benefits

Maricopa County provides health insurance coverage and other benefits to over 11,400 employees and, when combined with their eligible covered family members, a total of almost 27,000 individuals are covered. Employee benefit plans are an important part of the County's total compensation package. The quality and value of the benefits program have been maintained in a cost-effective manner. Moving to self-insurance for medical and other benefits in FY 2008 has provided the opportunity to better manage costs. Health care cost increases have been minimized by managing utilization of health care, encouraging "consumerism" that steers patients to less-expensive yet effective treatment options. Through FY 2013, the five-year average increase in the County's health benefits costs per employee was 3.7%, which compares favorably to the national average for large employers.

These results have been achieved in several ways. First, the County manages the cost of care by obtaining favorable contract rates with providers and by steering patients to least costly, appropriate levels of care, such as encouraging use of generic medications and discouraging unnecessary utilization of emergency room services. Programs, such as Diabetes Management and Cigna's Healthy Pregnancies, Healthy Babies®, have reduced the incidence of serious, high-cost health conditions. In addition, employees can receive substantial reductions in their premiums by being tobacco-free and participating in biometric screenings and health risk assessments. Preventive health care is provided free through the health benefit plans and further encouraged through on-site flu shots and cancer screenings. Healthier lifestyles are encouraged, and employees have access to on-site fitness facilities and discounted YMCA memberships, as well as Weight Watchers at Work.

For FY 2015, we have continued to mitigate significant cost increases while maintaining, if not improving, the quality of our benefit programs. While the Patient Protection and Affordable Care Act (PPACA) has increased costs in some areas, new contracts with two medical benefit vendors will provide both more choice for employees and lower costs for health care. Premiums for health benefits were held to an increase of less than 1% from FY 2014 rates. This, along with savings in dental benefits costs and a planned reduction in Benefits Trust reserves (in accordance with actuarial estimates), allows total benefits costs to be held at FY 2014 levels for FY 2015.

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## Conclusions

This is a budget that I am proud of. The process was more transparent and participatory. We are providing critical County mandated services and making our community safer, while maintaining a cost effective model of delivery.

This budget could not have been completed without the assistance of all of the Board members, the County Constitutional Officers, the Judicial Branch and our Appointed Officials. Appreciation goes out to County staff for fully participating and working collaboratively on a structurally balanced budget that builds reserves for the future.

Sincerely,



Tom Manos  
Maricopa County Manager

On May 19, 2014, the Board of Supervisors approved the FY 2015 Tentative Budget in the amount of \$2,211,128,982.

On June 23, 2014, the Board of Supervisors approved the FY 2015 Budget in the amount of \$2,211,128,982. This amount represented no change from the Tentative Budget.

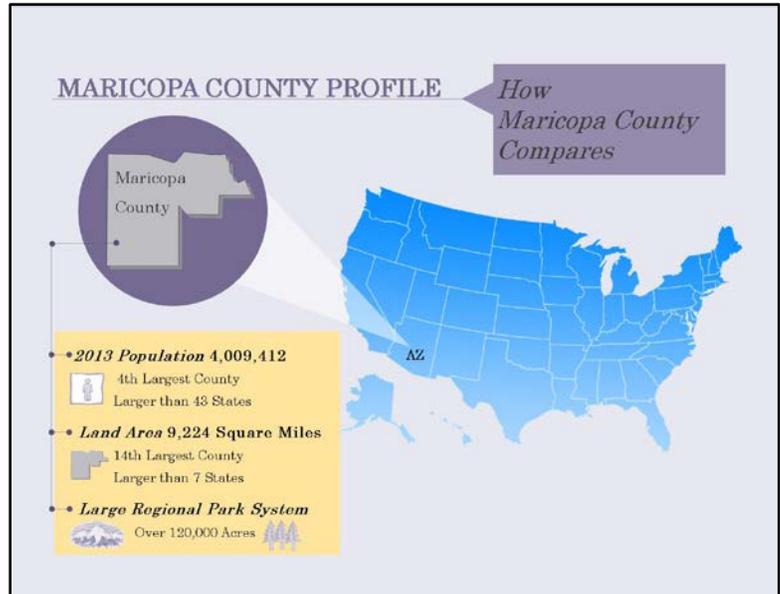
On August 18, 2014, the Board of Supervisors approved the FY 2015 Tax Levy and Rates.

## Maricopa County Profile

### Introduction

Maricopa County, Arizona, is the nation's fourth largest county in terms of population and is estimated to be approximately 4 million as of 2013, 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 more than 9,200 total square miles, making it the 14th largest county in land area in the continental United States, and larger than seven states.



Individuals and corporations make up 29% of total land ownership, with the remainder publicly owned. Of the 71% of land owned by public entities, 50% is controlled by federal agencies including the Bureau of Land Management (BLM), U.S. Forest Service, and U.S. Department of Defense; 11% by the State; and 5% by Indian communities. The remaining 5% is controlled by various entities including Maricopa County.

### History



Chambers Transfer & Storage Company  
Building, 1923

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 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 mostly 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 Bureau, the County has grown from 3,817,117 in 2010 to an estimated 4,009,412 in 2013, a 5 percent increase.

## 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.



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 Sonoran 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.

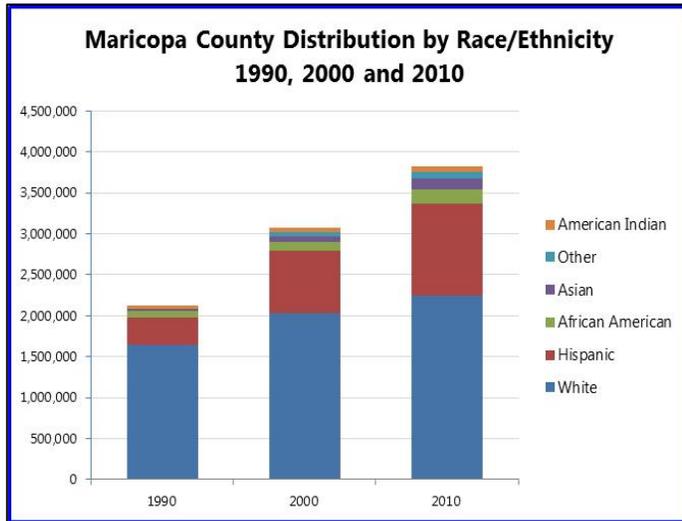
Maricopa County is surrounded on the north, east and west by various mountain ranges, the highest point being Brown's Peak at an elevation of 7,657 feet. Several rivers also cross the County, including the Salt, Gila, Verde, Agua Fria, and Hassayampa rivers. The center of the valley is interrupted by 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,



Sonoran 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. 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. However, many of the fundamentals remain in place for the community to again greatly outperform the rest of the nation over the longer term.



While all race/ethnicity groups have increased in population over the past two decades in Maricopa County, the rate of growth has been exceedingly strong for Hispanics, African Americans and Asians. These three groups have seen the largest average decadal increases, respectively at 84%, 58% and 94%.

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.

However, 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 group of individuals has been the 25 to 34 age group since the 1990s. Maricopa County has a 7.4 per 1,000 population rate of natural increase from births with the majority of births by mothers between the ages of 20 and 34, according to the Arizona Health Status and Vital Statistics 2012.

## 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.

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

Fiscal Year 2013-14 Nonfarm Wage & Salary Employment (Percent Distribution)			
Source: U.S. Bureau of Labor Statistics and the Arizona Department of Economic Security			
NAICS Category	Maricopa County	Arizona	United States
Total Nonfarm	100%	100%	100%
Construction & mining	5.4%		
Natural Resources and Mining		0.5%	0.6%
Construction		4.9%	4.3%
Manufacturing	6.4%	6.1%	8.8%
Trade, Transportation, and Utilities	20.1%	19.2%	19.0%
Information	1.8%	1.6%	2.0%
Financial Activities	9.0%	7.4%	508.0%
Professional and Business Services	16.6%	14.8%	13.7%
Educational and Health Services	14.7%	14.9%	15.5%
Leisure and Hospitality	10.5%	10.9%	10.4%
Other Services	3.4%	3.4%	4.0%
Government	12.0%	16.2%	15.9%

Data through February 2014; U.S. through March 2014  
 \*\*NOTE: As of March 2005, DES no longer breaks out mining from construction in Maricopa County

Maricopa County Top 20 Employers	
Company	# of Employees
Banner Health	22,400
State of Arizona	22,000
Walmart	14,900
City of Phoenix	13,000
Maricopa County	12,500
Frys Food Stores	12,400
Intel Corporation	11,600
Bank of America	11,200
Wells Fargo	10,700
Honeywell	9,300
JP Morgan Chase Bank	8,800
Mesa Unified School District 4	8,700
Arizona State University	8,300
Apollo Group Inc	7,700
American Express	7,500
United States Postal Service	6,500
United States Department of the Air Force	6,400
Bashas	5,800
Safeway Stores Inc	5,500
Salt River Pima Maricopa Indian Community	5,500

Source: 2012 Maricopa Association of Governments Employment Data

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.

Apple is coming to Maricopa County. Apple announced in November 2013 that they will be building a manufacturing plant in the city of Mesa that will bring approximately 2,000 jobs to the valley. This move will have an incredibly positive economic impact for the State and Maricopa County. Also in the works is California-based Tesla Motors. They announced in February 2014 that they have narrowed their site selection for their new battery factory to four states, which includes Arizona. If picked, they could bring as many as 6,500 jobs to the County.

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 that exists 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, agriculture, arts and culture, construction, manufacturing, light industry, distribution, and recreation and leisure services. Principal employers in Maricopa County are Banner Health, the State of Arizona, Wal-Mart, the City of Phoenix, Maricopa County, Fry's Food Stores, Intel and Bank of America. 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	\$27,552
Median Household Income	\$54,385
Total Workforce	1,914,675
Mean travel time to work (minutes)	25.4
Families above poverty line	88.4%
Median Values Single Family Home*	\$119,600
Median Family Income	\$64,841

Source: U.S. Census Bureau (2012 ACS)  
 \*Maricopa County Assessor's Office, Full Cash Value FY14 FY15

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 Translational 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.

## 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 Arizona State University (ASU) (the largest public university in the US by student enrollment) and a joint biomedical campus downtown between ASU, the University of Arizona (UofA) and Northern Arizona University (NAU). 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 throughout 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 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 ten busiest airports in the nation and ranked 25 in the world 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 used as a support airport to Sky Harbor, and is home to many flight training schools, major shipping providers, ASU Polytechnic Campus and also has regular passenger flights to several destinations.

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 45,203 daily. The newly constructed PHX Sky Train® is a free automated train that transports travelers between the 44th Street and Washington Valley Metro Light Rail, the East Economy parking area and Terminal 4. The PHX Sky Train® operates 24-hours a day, 365 day a year and runs every three to four minutes. In early 2015,

the PHX Sky Train® will connect Terminal 4 and 3 eliminating the need for shuttle buses currently in place.

## 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 Broadway 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 one of the most extensive regional park systems in the United States at over 120,000 acres.



The valley is also full of other special events and specialty entertainment venues, including movie theaters, 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 Arizona 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 golf, thoroughbred horse and greyhound racing, 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 University of Phoenix Football Stadium, which opened in 2006 and is scheduled to be the home to Super Bowl XLIX and the Pro Bowl in 2015. The area is world famous for golfing and golf tournaments

such as the Waste Management (WM) Phoenix Open, and NASCAR racing is conducted at Phoenix International 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

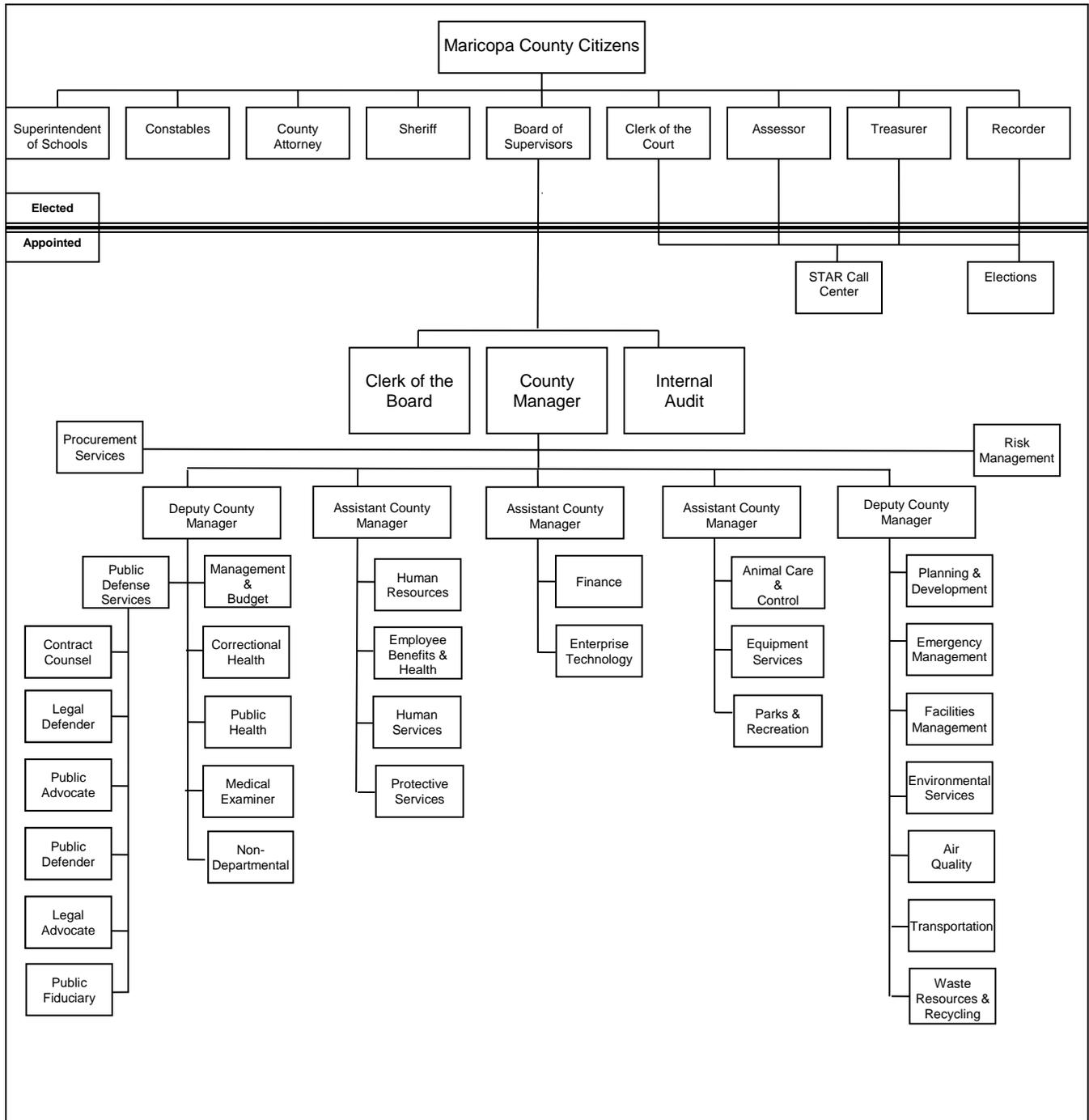
Maricopa County is the second largest local government in Arizona, behind the City of Phoenix. The County has the equivalent of about 14,000 full-time County and District employees who serve the public in such areas as public health, flood control, law enforcement, libraries, parks and recreation, courts, 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.

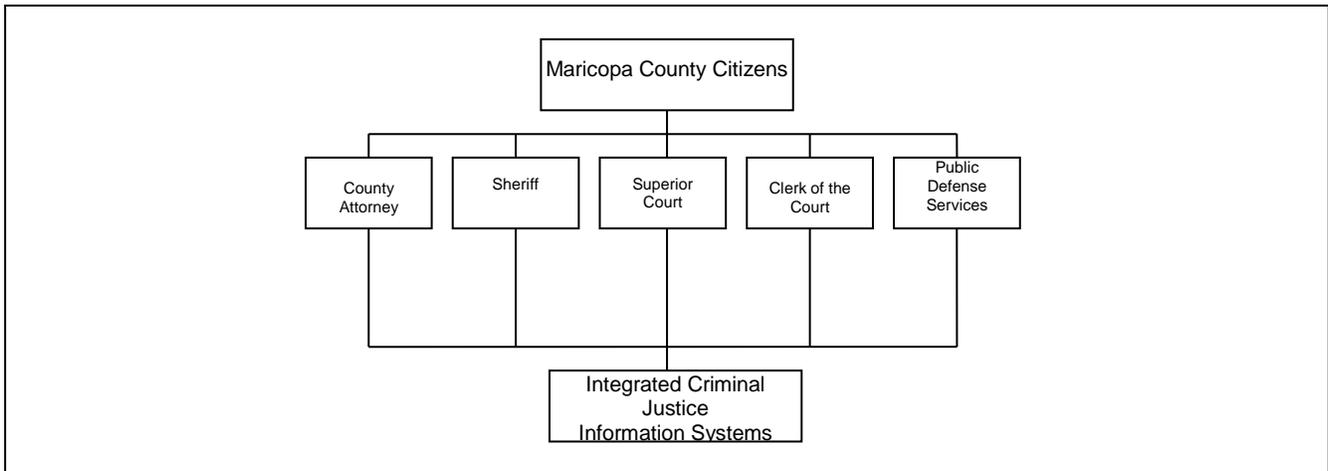
The County organization reflects the constitutional separation of powers and the unique constitutional and statutory provisions that establish county government in Arizona.



County Organization Chart



### 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 new chairman annually, 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 aired on local government access channels throughout Maricopa County.

- District 1: Supervisor Denny Barney (Chairman)
- District 2: Supervisor Steve Chucri
- District 3: Supervisor Andrew Kunasek
- District 4: Supervisor Clint Hickman
- District 5: Supervisor Marie Lopez Rogers

### Other Elected Officials

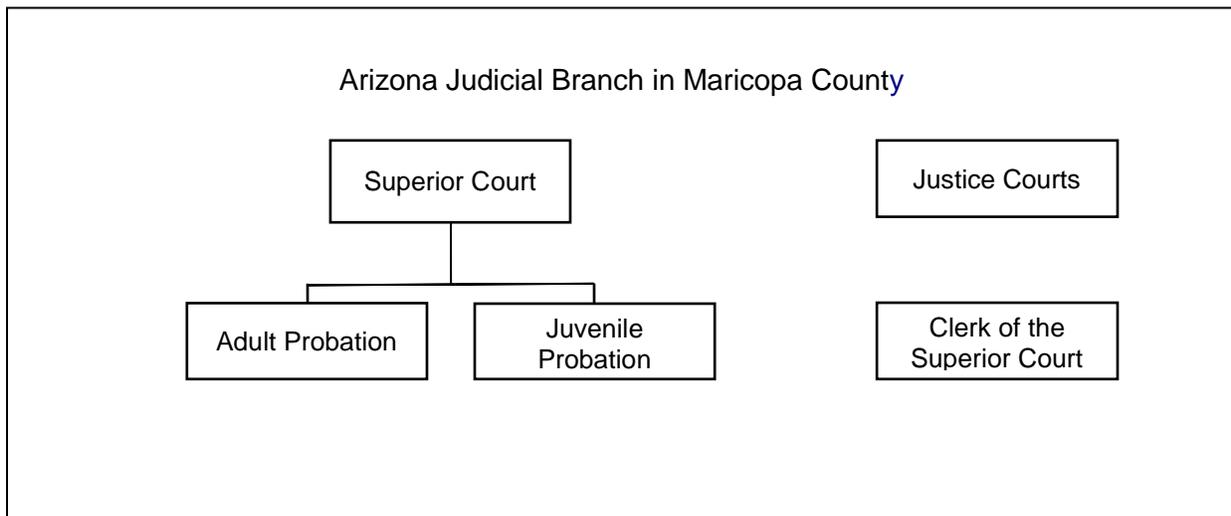
Maricopa County’s mandated functions are defined by both the Arizona State Constitution and the Arizona Revised Statutes. Nine County offices are independently overseen by elected officials: Assessor, County Attorney, Clerk of the Superior Court, Constables, Justices of the Peace, Recorder, Sheriff, 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: Paul D. Petersen
- 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 is comprised of 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. There is currently one judicial vacancy. In FY 2015, the Board approved, by resolution to the Governor, the creation of three additional judicial divisions which will be filled in January 2015.

## Maricopa County Judges and Justices of the Peace

Aceto, Mark F	Gama, J Richard	Miles, Robert Ewell
Adleman, Jay R.	Garcia, Jeanne Marie	Mroz, Rosa
Anderson, Aimee La Duke	Gass, David B	Mullins, Karen Ann
Anderson, Arthur Thomas	Gentry-Lewis, Jo Lynn	Myers, Samuel Joseph
Astrowsky, Brad	Gerlach, Douglas	Norris, Benjamin R
Bailey, Cynthia Jo	Gordon, Michael D	Oberbillig, Robert Henry
Barton, Janet Ellen	Granville, Warren James	O'Connor, Karen L
Bassett, Edward Walter	Hamelman-Crawford, Janice	Padilla, Jose Salvador
Beene, James	Hannah, John R	Palmer, David J
Bergin, Dawn Marie	Harrison, Cari Ann	Pineda-Rodriguez, Susanna C.
Blakey, Craig	Hegyi, Hugh Emery	Polk, Jay M
Blomo, James T	Herrod, Michael John	Porter, Gerald J
Brain, Mark H	Hicks, Bethany G	Rea, John Christian
Brnovich, Susan Marie	Hoffman, Kristin C	Reinstein, Peter C
Brodman, Roger Earl	Horn Bustamante, Lori	Ronan, Emmet J
Brotherton Jr, William Long	Hyatt, Carey L	Ryan, Timothy Joseph
Coffey, Rodrick J	Ishikawa, Brian K	Sanders, Teresa A
Cohen, Bruce R	Kemp, Michael William	Sinclair, Joan Marie
Cohen, Suzanne E	Kiley, Daniel J	Starr, Patricia Ann
Contes, Connie Coin	Klein, Andrew G	Steinle, Roland J
Cooper, Katherine Margaret	Kreamer, Joseph C.	Stephens, Sherry Kay
Coury, Christopher A	LeClaire, Thomas L	Svoboda, Pamela Denise Hearn
Cunanan, David Oscar	Mahoney, Margaret R	Talamante, David Michael
Davis, Norman J	Martin, Daniel Gordon	Thomason, Timothy
Ditsworth, John R	McClennen, Crane	Thompson, Peter Allen
Duncan, Sally Schneider	McCoy, Michael Scott	Udall, David K
Dunn, Boyd W	McMurdie, Paul J	Viola , Danielle J
Fenzel, Alfred M	McNally, Colleen A	Warner, Randall H
Fink, Dean M	Mead, Kathleen H	Welty, Joseph Crosby
Flores, Lisa Daniel	Mikitish, Joseph Patrick	Whitten, Christopher T
Foster, George H	Miles, Linda H	Willett, Eileen S
Frasher Gates, Pamela Sue		

<b>Department</b>	<b>Judicial Officer</b>	<b>Department</b>	<b>Judicial Officer</b>
Superior Court Presiding Judge	Hon. N. Davis	Associate P.J.	Hon. J. Barton
Juvenile P. J.	Hon. C. McNally	Civil P.J.	Hon. J. Rea
Criminal P. J.	Hon. J. Welty	Family P.J.	Hon. C. Hyatt
Probate/Mental Health P.J.	Hon. R. Mroz	Tax P.J.	Hon. D. Fink
Southeast P. J.	Hon. D. Talamante	Northwest P.J.	Hon. E. Willett
Northeast P. J.	Hon. G. Porter		
<b>Justice of the Peace</b>	<b>Precinct</b>	<b>Justice of the Peace</b>	<b>Precinct</b>
Joe "Pep" Guzman	Agua Fria	Gary Handley	Manistee
Steven Sarkis	Arcadia Biltmore	Andy Gastelum	Maryvale
Craig Wismer	Arrowhead	Michael Reagan	McDowell Mountain
Anna Hubeman	County Meadows	Rebecca Macbeth	Moon Valley
Clancy Jayne	Desert Ridge	Cecil Ash	North Mesa
Jimmie R. Hernandez	Downtown	Gerald A. Williams	North Valley
Frank Conti Jr	Dreamy Draw	Keith Frankel	San Marcos
Keith Russell	East Mesa	Sam Goodman	San Tan
C Steven McMurry, Presiding JP	Encanto	Cody Williams	South Mountain
Chris Mueller	Hassayampa	Meg Burton-Cahill	University Lakes
Steven Urie	Highland	Rachel Torres Carrillo	West McDowell
Joe B Getzwiller	Ironwood	Mark Anderson	West Mesa
Elizabeth Rogers	Kyrene	Jeff Fine	White Tank

### **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 21 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 seven 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 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.



**Tax Reduction Policy:** 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.

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.

## 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 58 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 mission, vision, 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:**

- Safe Communities
  - By end of FY 2017, 90% of Cradles to Crayons youth with petitions filed have permanency established within 365 days of the petition filing.

**Public Defense System Mission Statement:**

The mission of Public Defense Services 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 2019, 80% or more of all clients in non-capital and non-dependency cases without a conflict of interest, will be represented by attorneys in the staffed offices (in the areas in which the various 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.
- By July 2019, 100% of capital trial and capital post-conviction relief 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.
- By July 2019, 25% or more of dependency matters (one child and one parent) without a conflict of interest, will be represented by attorneys in the staffed offices (in the areas in which the various 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.
- By July 2019, 100% of the Cradle to Crayons (C2C) courts will be staffed with attorneys employed by the in-house offices of Public Defense Services to handle all cases without a conflict of interest, 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

**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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of Capital Cases with Disposition Less than Capital	100.0%	92.9%	78.3%	82.6%	(10.3%)	-11.0%
Percent of Probation Representation Cases With Disposition Other Than Revocation	81.0%	81.9%	77.2%	76.2%	(5.7%)	-6.9%
Percent of Witness Representation Cases Closed	126.4%	105.1%	108.1%	108.1%	3.1%	2.9%
Percent of Misdemeanors with Disposition to Lesser Charges or Fewer Counts	93.3%	92.5%	88.5%	88.5%	(3.9%)	-4.3%
Percent of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Counts	89.1%	90.6%	89.7%	88.8%	(1.8%)	-2.0%
Percent of Non-Capital Felony Cases Resolved to Conclusion in the Regional Court Centers or Early Disposition Courts - Staffed Offices Only	68.6%	67.9%	67.8%	66.9%	(1.0%)	-1.5%
Percent of Non-Complex Felony Cases Resolved Within 180 Days of Arraignment/Assignment (whichever is later) - Staffed Offices Only	73.9%	75.5%	73.9%	74.3%	(1.2%)	-1.6%
Percent of Non-Capital Complex Felony Cases Resolved Within 270 Days of Arraignment/Assignment (whichever is later) - Staffed Offices Only	30.7%	34.9%	28.3%	28.3%	(6.6%)	-18.9%
Percent of Capital Post-Conviction Relief Cases in which the Outcome is Other than Affirmed	N/A	0.0%	0.0%	0.0%	0.0%	N/A
Percent of Appeal and Non-Capital Trial/Post-Conviction Relief Cases in which the Outcome is Beneficial to the Client	N/A	16.2%	10.6%	11.1%	(5.1%)	-31.4%

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Counts	89.1%	90.6%	89.7%	88.8%	(1.8%)	-2.0%
Result	Percent of Non-Capital Felony Cases Resolved to Conclusion in the Regional Court Centers or Early Disposition Courts - Staffed Offices Only	68.6%	67.9%	67.8%	66.9%	(1.0%)	-1.5%
Result	Percent of Non-Complex Felony Cases Resolved Within 180 Days of Arraignment/Assignment (whichever is later) - Staffed Offices Only	73.9%	75.5%	73.9%	74.3%	(1.2%)	-1.6%
Result	Percent of Non-Capital Complex Felony Cases Resolved Within 270 Days of Arraignment/Assignment (whichever is later) - Staffed Offices Only	30.7%	34.9%	28.3%	28.3%	(6.6%)	-18.9%
Output	Non-Capital Felony Cases Resolved to Conclusion	25,360	25,178	25,703	25,247	69	0.3%
Demand	Net Non-Capital Felony Cases Assigned	27,209	27,476	29,778	30,671	3,195	11.6%
Expenditure Ratio	Expense per Non-Capital Felony Case Resolved to Conclusion	\$ 1,470.55	\$ 1,639.52	\$ 1,644.15	\$ 1,645.50	\$ (5.98)	-0.4%
<b>Revenue</b>							
	100 - GENERAL	\$ 11,900	\$ -	\$ 35,334	\$ -	\$ -	N/A
	233 - PUBLIC DEFENDER GRANTS	292,874	236,492	230,622	236,492	-	0.0%
	262 - PUBLIC DEFENDER FILL THE GAP	841,166	819,202	819,756	819,202	-	0.0%
	263 - LEGAL DEFENDER FILL THE GAP	66,439	66,362	66,362	66,362	-	0.0%
	<b>TOTAL SOURCES</b>	<b>\$ 1,212,379</b>	<b>\$ 1,122,056</b>	<b>\$ 1,152,074</b>	<b>\$ 1,122,056</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Expenditure</b>							
	100 - GENERAL	\$ 36,360,286	\$ 40,359,547	\$ 41,285,737	\$ 40,421,936	\$ (62,389)	-0.2%
	233 - PUBLIC DEFENDER GRANTS	292,888	236,492	236,492	236,492	-	0.0%
	262 - PUBLIC DEFENDER FILL THE GAP	573,607	617,493	670,876	819,202	(201,709)	-32.7%
	263 - LEGAL DEFENDER FILL THE GAP	66,362	66,362	66,362	66,362	-	0.0%
	<b>TOTAL USES</b>	<b>\$ 37,293,143</b>	<b>\$ 41,279,894</b>	<b>\$ 42,259,467</b>	<b>\$ 41,543,992</b>	<b>\$ (264,098)</b>	<b>-0.6%</b>

**Budget Priorities and Issues**

The *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 *Transmittal Letter*, which include: Strategic Plan, Revenue Outlook, Property Taxes, Expenditure Uses, Econometric and Demographic Trends, State Budget Impacts, Justice and Public Safety, General Government and Education Systems, Technology Infrastructure and Capital Improvement, Health Care Issues, Employee Compensation and Human Resources, and Employee Benefits. 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. The General Fund is considered a Major Fund for budgeting.

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 expenditures for specified purposes. However, these funds are not used for major capital projects. Special Revenue Funds include the Detention Fund, which is a Major Fund for budgeting.

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.

Listed to the right are the actual State Shared Sales Tax collections for the last eight fiscal years, forecasted totals for FY 2014, the budget for FY 2015 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 increased, Maricopa County’s percent of the net assessed valuation and the population declined, thus negatively impacting the County’s portion of the sales tax distribution. However, increased retail spending and construction activity in FY 2014 are projected to continue into FY 2015 which is expected to lead to sustained annual growth rates of approximately 5% based on the *Most Likely* forecast scenario.

State Shared Sales Tax		
Fiscal Year	Annual	
	Collections	Growth Rate
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	400,453,542	3.9%
2013	418,642,152	4.5%
2014 *	447,677,168	6.9%
2015 **	465,300,725	3.9%
2016 ***	488,565,761	5.0%
2017 ***	515,436,878	5.5%
2018 ***	541,208,722	5.0%
2019 ***	567,186,741	4.8%
2020 ***	594,411,704	4.8%
*Forecast		
**Budget		
***Source Elliott D. Pollack & Co. (Growth Rate)		

## 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* (CIP) section specifically includes the Capital Improvement Program, 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:

### Fourth Avenue Jail Projects

Project Location: 201 S. Fourth Avenue  
 County District: 5  
 Managing Department: Facilities Management  
 Project Partner(s): Sheriff's Office  
 Scheduled Completion Date: June, 2014

### Project Description

Convert existing cells to flat cells. Conversion requires converting every surface to a flush condition by removing bunks, toilet/sink combo, showers, installing detox toilet in the floor, epoxy coating on the floor and walls, and installing a camera. Improve the emergency cell door release system by installing a manual release device on approximately 2,400 cell doors.

### Purpose Statement



To create safe and secure cells for an increasing number of inmates who are high risk for harming themselves in the jail environment. In addition, in the event of a failure of the automated pneumatic release systems or the electronic control systems, the current cell locking devices require a manual release procedure that cannot be completed by jail security staff in a safe and timely manner.

### Funding/Cost Summary

FLAT CELL CONVERSION FAJ	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
455 - DETENTION CAPITAL PROJECTS	\$ 1,000	\$ 88,309	\$ 200,691	\$ -	\$ -	\$ -	\$ -	\$ 200,691	\$ 290,000
<b>Project Total</b>	<b>\$ 1,000</b>	<b>\$ 88,309</b>	<b>\$ 200,691</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,691</b>	<b>\$ 290,000</b>

CELL DOOR RELEASE FAJ	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
455 - DETENTION CAPITAL PROJECTS	\$ 3,155	\$ 77,245	\$ 2,364,600	\$ -	\$ -	\$ -	\$ -	\$ 2,364,600	\$ 2,445,000
<b>Project Total</b>	<b>\$ 3,155</b>	<b>\$ 77,245</b>	<b>\$ 2,364,600</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,364,600</b>	<b>\$ 2,445,000</b>

### Operating Cost Summary

Not applicable.

## 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 Plans and Budgets* 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 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 *Department 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 Chart

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

A *FY 2015 Citizens' Budget Brief* is included in the *Attachments* section to provide residents of Maricopa County an overview of the budget process. This document is a summary of the FY 2015 Adopted Budget with the intent to engage residents in the budget process by increasing transparency and comprehension of the budget. This document is succinct so it can be used as a tool to disseminate at budget discussions and foster interest in the budget process.

## 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 [www.maricopa.gov/Budget/BudgetDocument.aspx](http://www.maricopa.gov/Budget/BudgetDocument.aspx).

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 Department Strategic Business Plans and Budgets* sections contain the most charts, tables and graphs.

## Revenue and Expenditure Classifications

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

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

## Table of Contents

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

## Glossary

A glossary is provided 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

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

**C2C:** Cradles to Crayons

**ISF:** Internal Service Fund

## 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 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 *Department 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 residents 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 Department Strategic Business Plans and Budgets* sections to view the areas containing the most charts and graphs.

## Strategic Direction

### Strategic Business Planning 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 mandated services and 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 maintaining high-quality services to its customers and end-service recipients; ensuring that the most critical needs of the community are being met with measurable results. The Strategic Business Planning (SBP) philosophy provides direction for making good business decisions based on performance data, making departments/agencies accountable for results and integrates planning, budgeting, reporting, evaluating, and decision making for all Maricopa County departments and agencies.

The SBP cycle, which is explained in more detail on the following pages, begins with *planning* on both the strategic and operational levels. *Budget* resources are then aligned with the plan. As County Departments *deliver* services and progress towards their goals, they *report* their performance management metrics as well as financial transactions in line with the activities and services they are providing. Performance, financial and forecast data are *analyzed* continuously throughout each fiscal year. At appropriate milestones, program *evaluations* and recommendations for performance and financial improvements are made. The cycle then begins again with the strategic and operational planning efforts.



This model allows Maricopa County to focus and meet the following objectives:

1. What we are doing today contributes to our strategic direction.
2. We know what we have done has been effective.
3. We know how much it costs to deliver our programs effectively and efficiently.

**SBP Cycle: Planning**

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*, 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 SBP includes key strategic management elements: a Vision Statement, a Mission Statement, Strategic Issue Statements, and Strategic Goals, which determine the strategic direction of the Department. Operationally, Departmental SBPs 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.

<b>Strategic Business Plan Element Alignment</b>	
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 comprise the Activity	
Activity Performance Measures	
Results	
Outputs	
Demand	
Efficiency	

One of the most powerful tools available in this system is an employee performance management component that makes it possible for employees to see how they contribute at operational, departmental, and County levels. It is through this process that Department SBPs are actually put into action throughout all levels of the organization. The SBP 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 can then be 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.

### SBP Cycle: Budgeting

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 achieve 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 SBP. This allows departments to collect expenditure and revenue data associated with their accounting string. Integrating *Budgeting* 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.

### SBP Cycle: Delivering

Based on available resources established through the budgeting process, Departments develop and implement operational 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 budgeted revenues and expenditures are in line with the department plan.

### SBP Cycle: Analyzing and Reporting

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 has been gathered and analyzed, departments communicate the results to both employees and the public. Departments report performance measure data and progress toward achieving goals via the *Managing for Results Information System (MfRIS)*. Performance reporting is provided via the Annual Business Strategies as well as by individual Departments in a variety of formats.

### SBP Cycle: Evaluating and Improving Results

Evaluation of performance information and communication to 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. They use the information from this evaluation to determine the need for improvement and/or the need for program or policy changes. Organizational performance information is used 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 2015-2018

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.

During the winter of FY 2014, the Board of Supervisors collaborated with the Elected Officials of Maricopa County to consider an update to the 2011-2015 Maricopa County Strategic Plan. The body of Elected Officials recognized value in streamlining the County's priorities from 10 down to 5, and narrowing the focus and attention on county-wide strategic goals from 29 to 14. Each priority area has several goals to achieve the Board of Supervisor's vision for the community. A final report of the 2011-2015 Strategic Plan is provided following the 2015-2018 plan details.

On May 5, 2014, the Board of Supervisors officially adopted the following strategic plan.

### 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 environment.

### 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.

<i>Strategic Priorities and Goals</i>	
<b>Strategic Priority: SAFE COMMUNITIES</b> - Maricopa County will support safe communities and neighborhoods by providing access to a timely, integrated, and cost-effective smart justice system.	
<u>Strategic Goal:</u> By end of FY 2018, public safety is enhanced by reducing the number of adult probationers convicted of a new felony offense to 8% or lower.	
<u>Strategic Goal:</u> By end of FY 2018, the overall rate of juvenile recidivism is 20% or less.	
<u>Strategic Goal:</u> By end of FY 2017, 90% of Cradles to Crayons youth with petitions filed have permanency established within 365 days of the petition filing.	
<u>Strategic Goal:</u> PLACEHOLDER - By end of FY 2018, there will be an x% decrease in the recidivism rate for particular populations to be determined by McJustice and the Re-Entry Council.	
<u>County Indicators:</u> Violent Crime Rate • Property Crime Rate • Average length of pre-trial stay in County jail Number of persons with mental health issues (Rule 11 finding)	
<b>Strategic Priority: REGIONAL SERVICES</b> - Maricopa County will provide best-in-class regional services, both mandated and of concern to citizens, while coordinating with municipalities, other local jurisdictions, and community-based entities to consolidate services and avoid duplication, when applicable.	
<u>Strategic Goal:</u> By end of CY 2018, 100% of all air quality monitors are in compliance with federal health standards.	
<u>Strategic Goal:</u> By end of FY 2018, 85% or more of citizens indicating satisfaction with the amount of and access to open space, parks and recreation land in Maricopa County.	
<u>Strategic Goal:</u> By end of FY 2018, 4-5 year olds in Head Start increase their school readiness by 60% (on average in the year of their participation in Head Start--based on the State's assessment tool).	
<u>County Indicators:</u> Coverage levels of immunizations (MMR & Tdap) • Public Health Accreditation	
<b>Strategic Priority: GOVERNMENT OPERATIONS</b> - Maricopa County will deploy an effective and efficient infrastructure to implement streamlined policies and procedures to improve delivery of services and promote a healthy workplace and a fully engaged workforce.	
<u>Strategic Goal:</u> By end of FY 2018, 80% or more of County residents indicate trust in County government.	
<u>Strategic Goal:</u> PLACEHOLDER - By end of FY 2018, Maricopa County's Employee Engagement Score (a widely used measure indicating the strength of the workforce) increases x% from (over) established in FY 2015.	
<u>Strategic Goal:</u> Maricopa County will improve turnaround times and response times through the use of electronic filings: <ol style="list-style-type: none"> <li>a. 7.5% increase in electronic recordings through the Recorder's Office by the end of FY 2018</li> <li>b. 28% increase in electronic filings through the Clerk of the Superior Court end of FY 2018.</li> <li>c. By the end of 2018, the Treasurer's Office will increase the number of parcels enrolled to receive paperless statements to 10%, a percentage that will be reviewed following a study to be completed by the end of FY 2016.</li> </ol>	

**Strategic Priority: GROWTH AND ECONOMIC DEVELOPMENT** - Maricopa County will be innovative in leveraging its resources, adaptive in its regulatory policies and practices, and proactive in its public relations to attract, promote, and support the growth of business enterprises to produce a vibrant and balanced regional economy.

**Strategic Goal:** By 2018, 90% of regulated entities indicate they are satisfied or more than satisfied with their interactions with Maricopa County’s regulating agencies (as measured by customer satisfaction surveys).

**Strategic Goal:** By 2018, 80% of participants completing workforce development training who obtain a job and remain employed after 6 months.

**County Indicators:**

High School Graduation Rate • Employment Levels • Median Home Values • County Per Capita Income as a percent of US

**Strategic Priority: FISCAL STRENGTH AND RESPONSIBILITY** - Maricopa County will continue to efficiently manage County resources and engage in effective fiscal planning with integrity and transparency to promote financial stability and economic prosperity for Maricopa County residents.

**Strategic Goal:** By the end of FY 2018, 100% of all County funds will obtain structural balance.

**Strategic Goal:** By the end of FY 2019, Maricopa County’s General Fund Operating reserves will equal two months of operating expenditures.

**County Indicators:**

Percent of General Fund expenditures going to the State through required contributions and unfunded mandates.

## FY 2011-2015 Strategic Plan – Final Report



## FY 2011 - 2015 Strategic Priorities and Goals

### FY 2011-2015 Strategic Priority 1: Safe Communities

#### Ensure Safe Communities

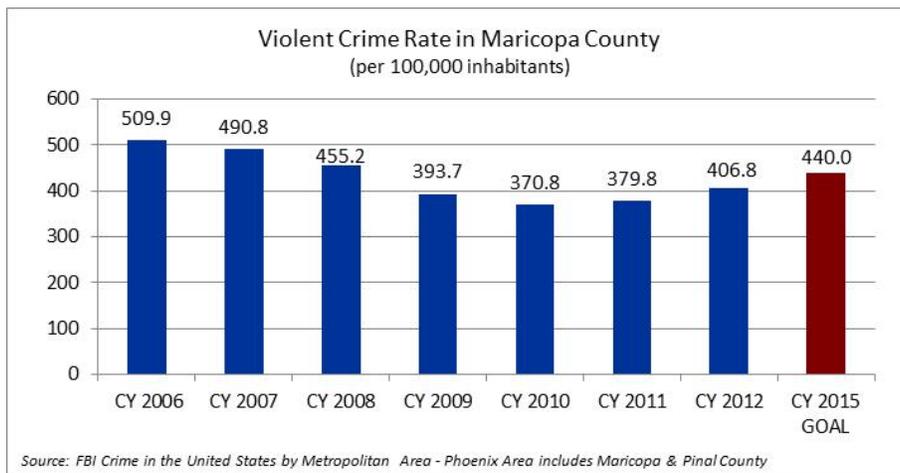
Citizens consider their personal safety to be one of the most significant factors affecting their quality of life and where they choose to live and work. Maricopa County has adopted a key strategic priority to ensure safe communities that strives to reduce crime and juvenile recidivism rates. The Board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

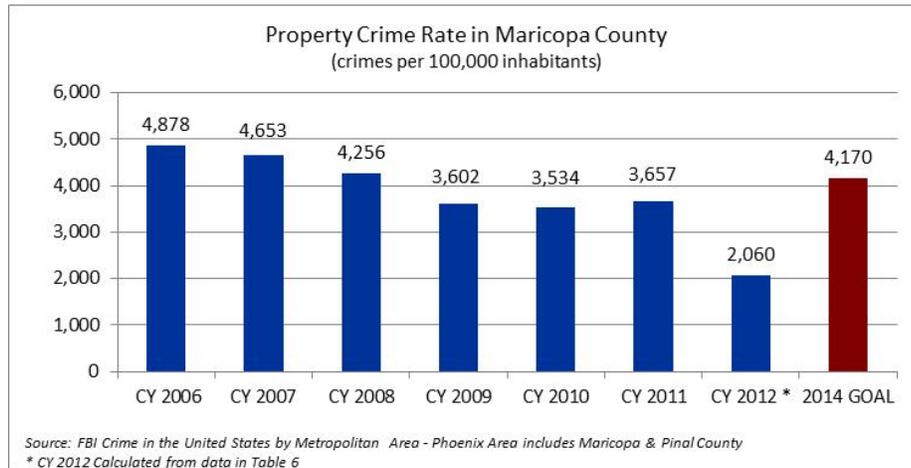


**Strategic Goal 2:** By 2014, the property crime rate per 100,000 inhabitants in Maricopa County will be 4,170 or less, a 2.0% reduction from the 2008 rate.

#### *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:*



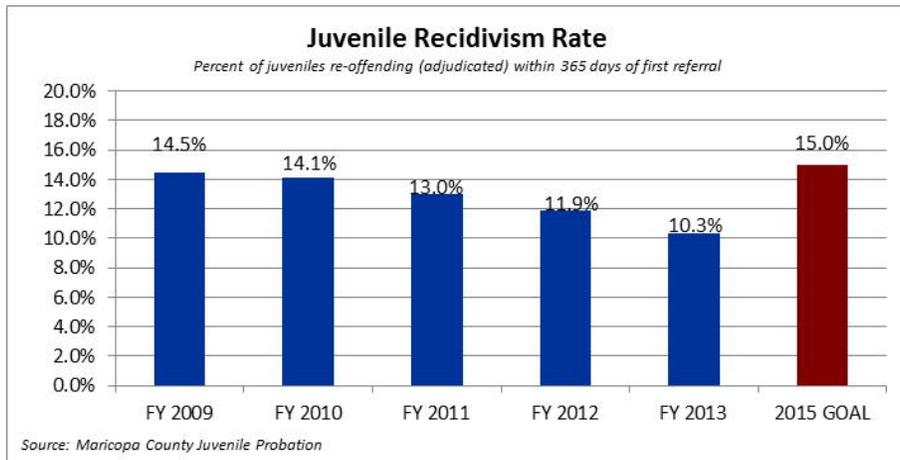
**Strategic Goal 3:** By 2015, the rate of juvenile recidivism will be at or less than 15%.

*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:*

This is a two-year measure. The FY 2012 data reported below reflects the juveniles that were first referred during FY 2012 that re-offended during the next 365 days (FY 2013).



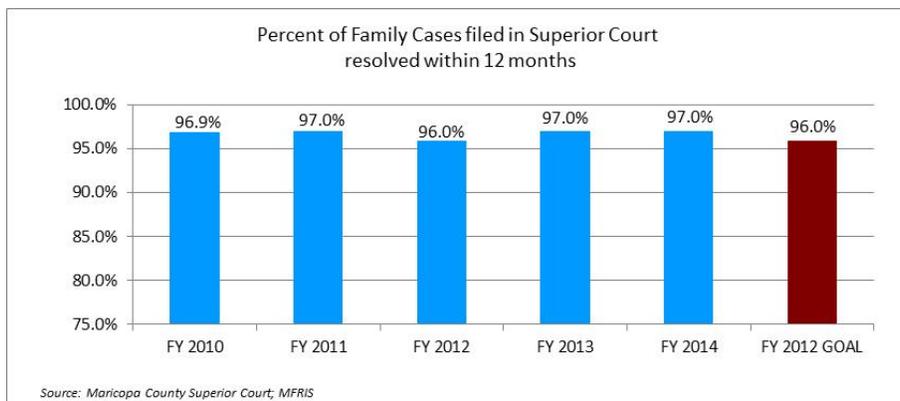
FY 2011-2015 Strategic Priority 2: Access to Justice

**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

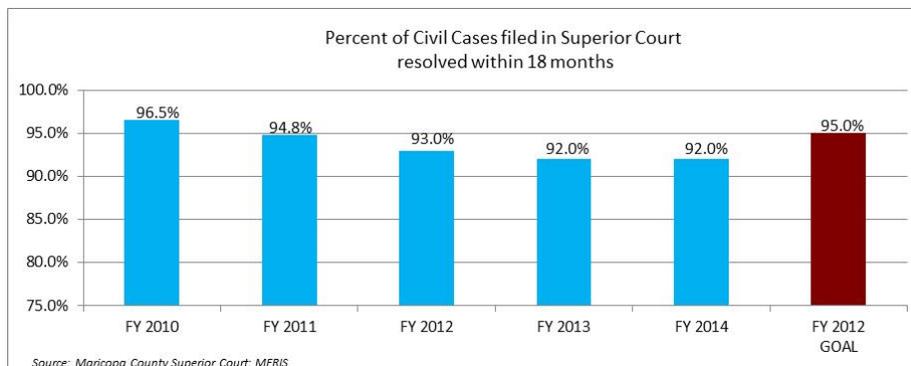
**Strategic Goal 1:** By 2012, 96% of family cases filed in Superior Court will be resolved within 12 months, and 99% within 24 months.

Where We Are:



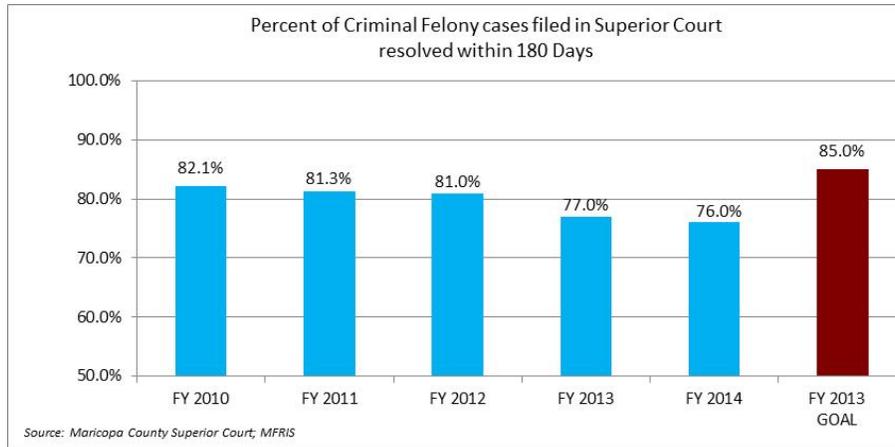
**Strategic Goal 2:** By 2012, 95% of civil cases filed in Superior Court will be resolved within 18 months, 99% within 24 months.

Where We Are:



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

*Where We Are:*



**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:* In December 2011, the Arizona Supreme Court adopted numerous changes to the Rules of Probate Procedure and to the Rules of the Supreme Court. The Maricopa County Superior Court is evaluating and implementing the new rules and procedures and is beginning to collect data on the status of case monitoring with regards to the new standards.

**FY 2011-2015 Strategic Priority 3: Public Health**

**Promote and Protect the Public Health of the Community**

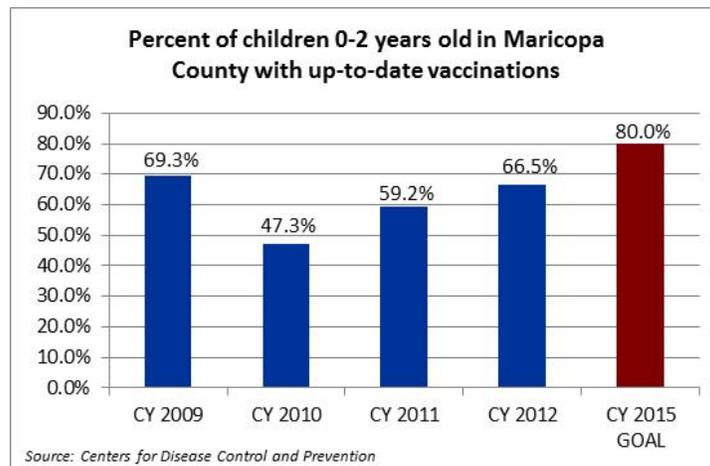
No greater challenge faces Arizonans than their physical health. The health care challenge comes in many forms: Its accessibility to underserved populations, its cost and its performance. Yet, Maricopa County government’s historic role has been even more fundamental – the protection of County residents 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. However, 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:*

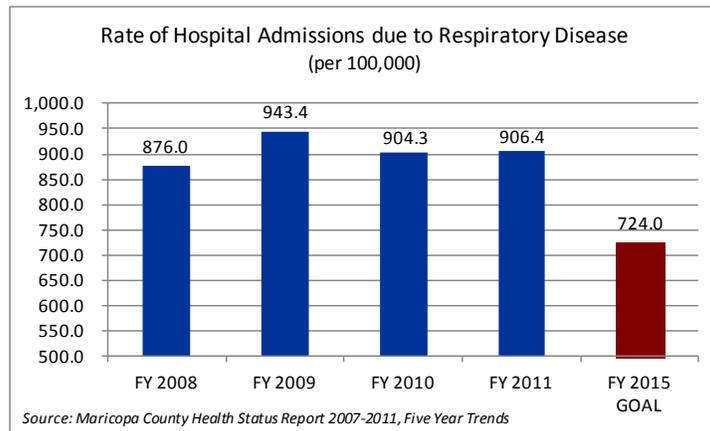


**Strategic Goal 2:** By 2015, the rate of hospital admissions due to respiratory disease will decrease by 20%.

*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. Public Health established the baseline rate for this goal in 2011 as 905 admissions per 100,000 people in Maricopa County.

Where We Are:

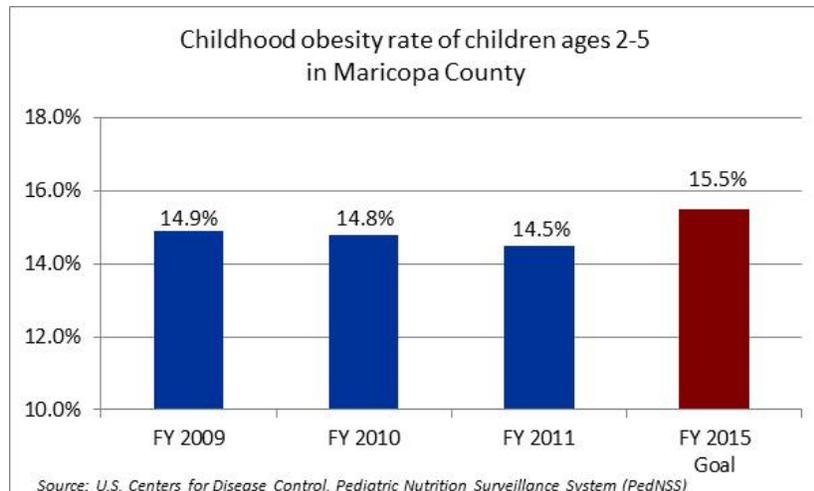


**Strategic Goal 3:** By 2015, reduce childhood obesity to 15.5%, as measured by data from the Pediatric Nutrition Surveillance System (PedNSS).

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:



## FY 2011-2015 Strategic Priority 4: Individual Empowerment

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

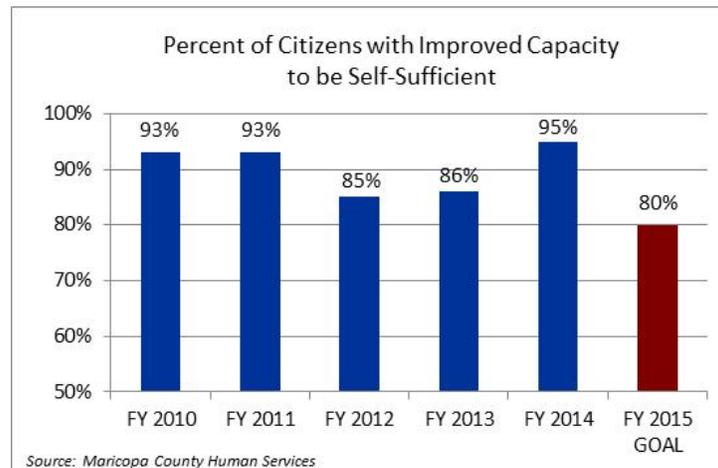
Empowering individuals to experience positive development through life stages—from early childhood through senior years—is a key ingredient to the overall health and quality of life of residents in the community. The vision of the Human Services Department is that Maricopa County residents will have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

**Strategic Goal 1:** By 2014, 80% of Maricopa County citizens who received services through Human Services Department will acknowledge that these services helped improve their capacity to be self-sufficient.

#### *Why this is Important:*

Self-sufficiency means not having to forgo one basic need for another—such as housing, health care, childcare 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:*

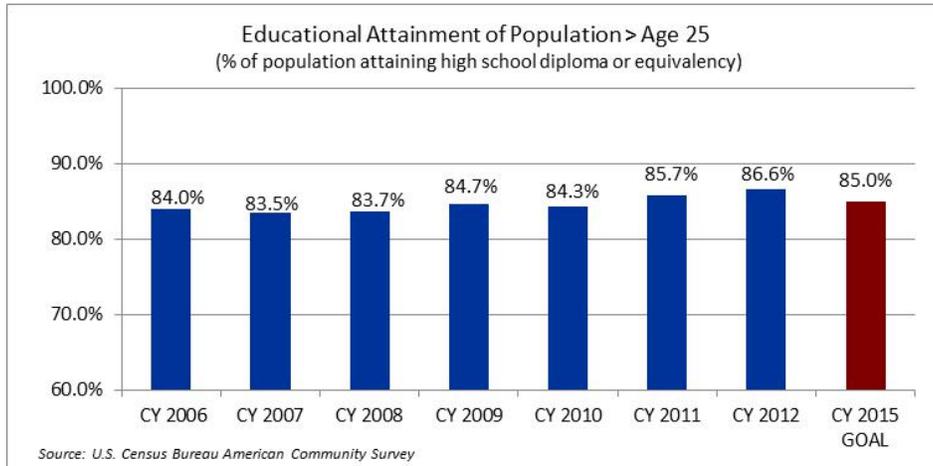


**Strategic Goal 2:** By 2015, improve the career, college, and life readiness of Maricopa County youth as evidenced by having 85% of Maricopa County residents with educational attainment of at least a high-school diploma or equivalency.

#### *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:*



**FY 2011-2015 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**

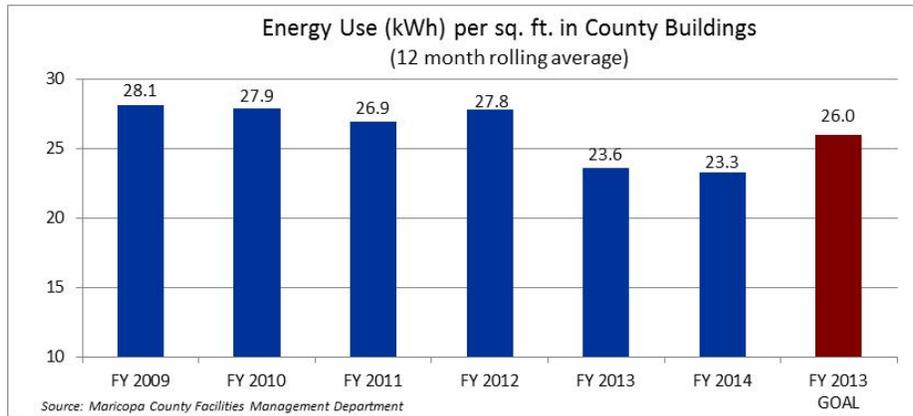
Many factors influence the decision on where people choose to live. Communities where citizens have areas to relax and enjoy the environment and that work to improve their overall livability will ensure sustainable development in ways that meet the needs of the present without compromising the ability 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 13,000 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:*

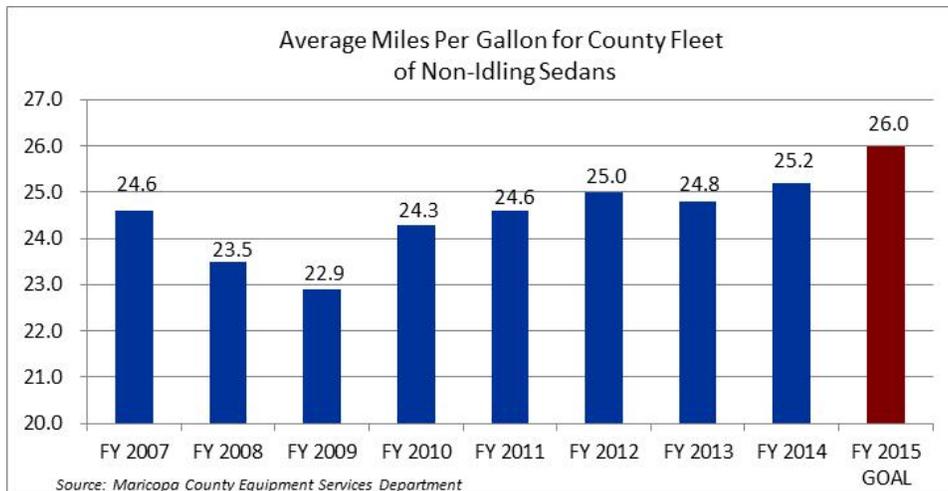


**Strategic Goal 2:** By 2015, the average fuel efficiency rating for County non-idling sedans will be 26 miles per gallon or greater, an improvement of 12% from the 2010 rating.

*Why this is Important:*

Maricopa County maintains a 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:*

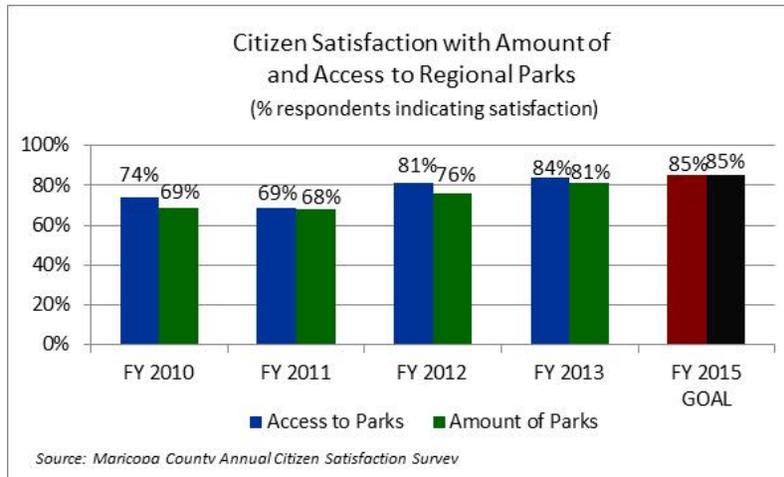


**Strategic Goal 3:** By 2015, 85% or more of citizens will indicate satisfaction with the amount of and access to open space and parks and recreation land in Maricopa County.

*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 has 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:

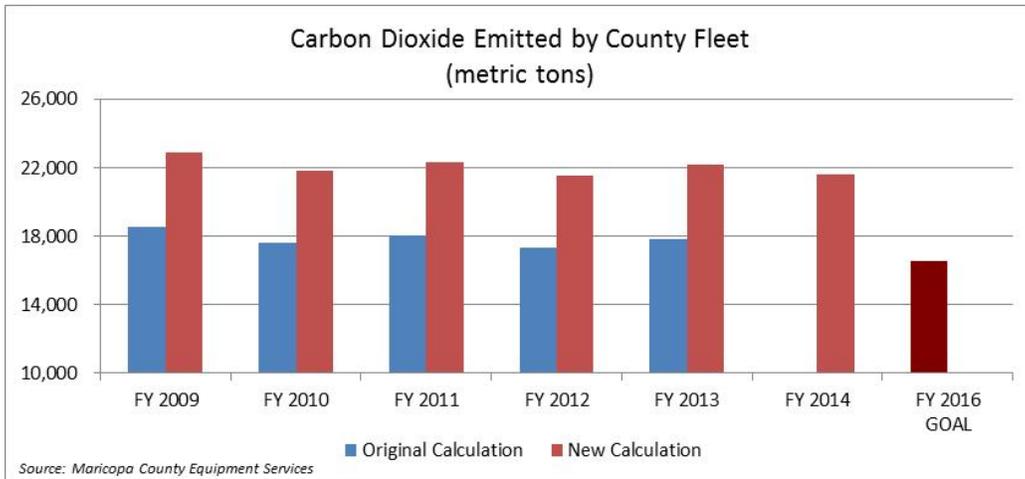
- South Court Tower – Gold Certified
- Santa Fe Freight Depot – Silver Certified
- White Tank Library and Nature Center – Platinum Certified
- Sheriff’s Office Headquarters – LEED Silver Certification application under review

**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:



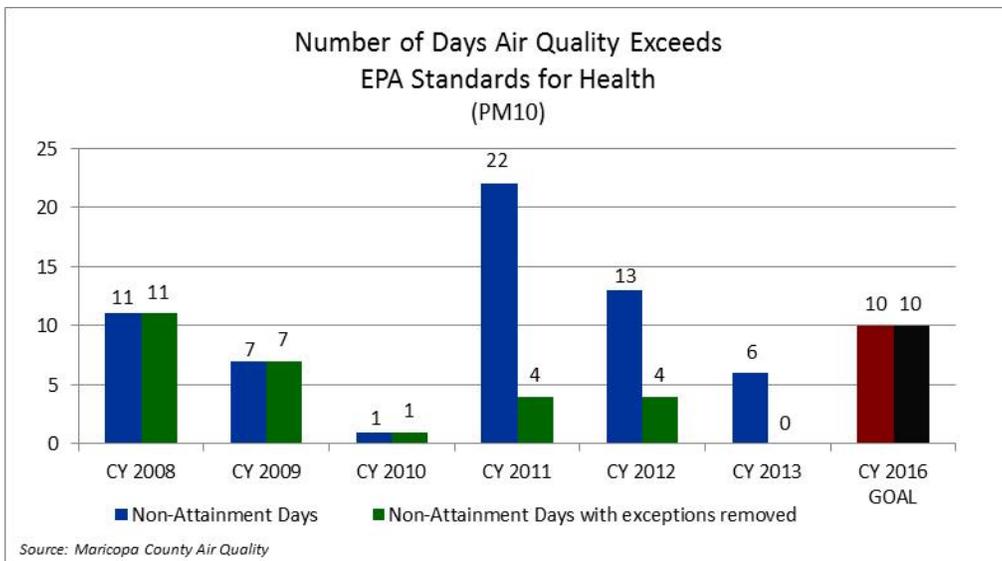
**Strategic Goal 6:** By 2015, the number of days when air quality conditions are unhealthy for sensitive groups will be reduced to 10 or fewer, a reduction of 9% from 2008.

*Why this is Important:*

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

*Where We Are:*

Air Quality monitors the events that generate days where the quality of air exceeds the standards of the EPA. In situations where the event is outside reasonable control (like a dust storm), Air Quality seeks an exception from the EPA to exclude those days in the County’s performance. The chart below provides the actual days of exceedance as well as the number of days if the exceptional events are discounted from the total.



**FY 2011-2015 Strategic Priority 6: Effective Economy**

**Contribute to an effective regional economy**

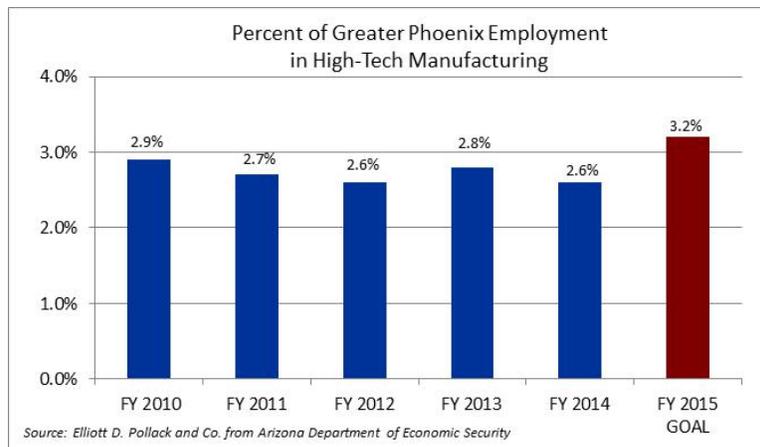
Maricopa County enjoys a diverse economic base and employment profile. As part of its strategic plan, the County has set a priority to contribute to an effective regional economy. The goals are aimed at encouraging economic growth that is compatible with the County’s character and lifestyle, and that 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:*

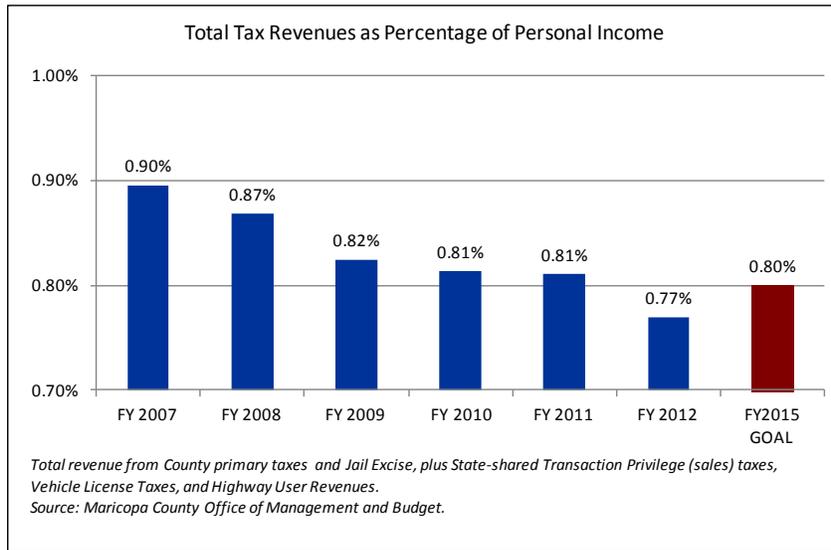


**Strategic Goal 2:** By FY 2015, the County’s burden on taxpayers, as measured by total County tax revenues as a percentage of personal income, will be less than 0.8%, a reduction of 2.4% from the FY 2010 level.

*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:



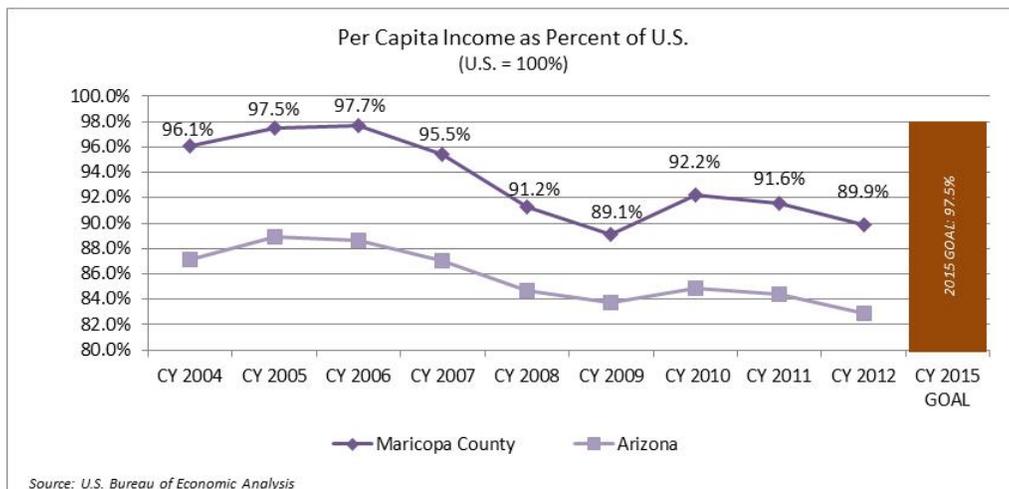
**Strategic Goal 3:** By 2015, Maricopa County per capita personal income will be 97.5% or more of per capita personal income for the United States as a whole.

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.



FY 2011-2015 Strategic Priority 7: Quality Transportation

**Contribute to a safe and effective transportation system**

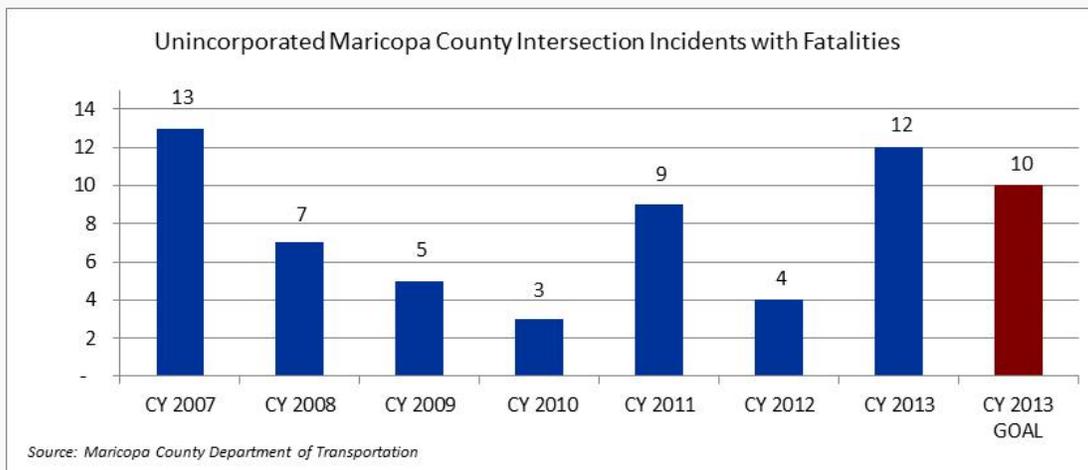
The ability of residents, workers, and goods to move within the County is integral to Maricopa County's quality of life and economic prosperity. The availability and use of alternative modes of travel, such as carpools, public transportation, walking, biking, or telecommuting, can impact a variety of 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:*

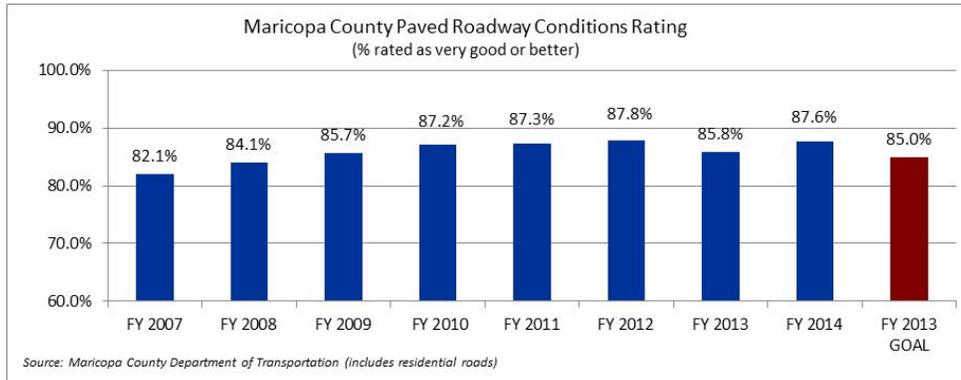
In 2009, there were 33,808 fatalities on our Nation's roadways. Of these, 7,043 (20.8% of total fatalities) were intersection or intersection related. An intersection is a planned point of conflict in the roadway system. With different crossing and entering movements by both drivers and pedestrians, 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:*



**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:*



**FY 2011-2015 Strategic Priority 8: Citizen Satisfaction**

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

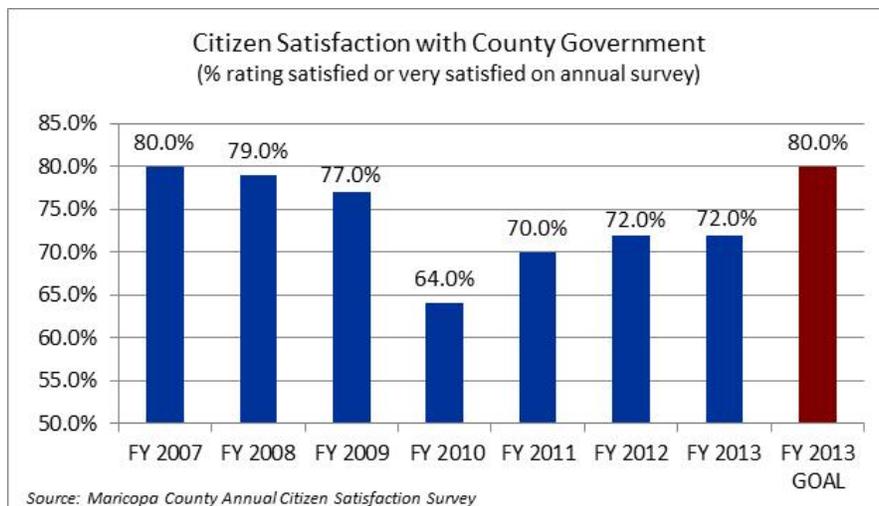
Citizens want and deserve quality services from government for their tax dollars. One of the strategic priorities of Maricopa County is to continue to improve the County’s public image by increasing citizen satisfaction with the quality and cost-effectiveness of services provided.

**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:*

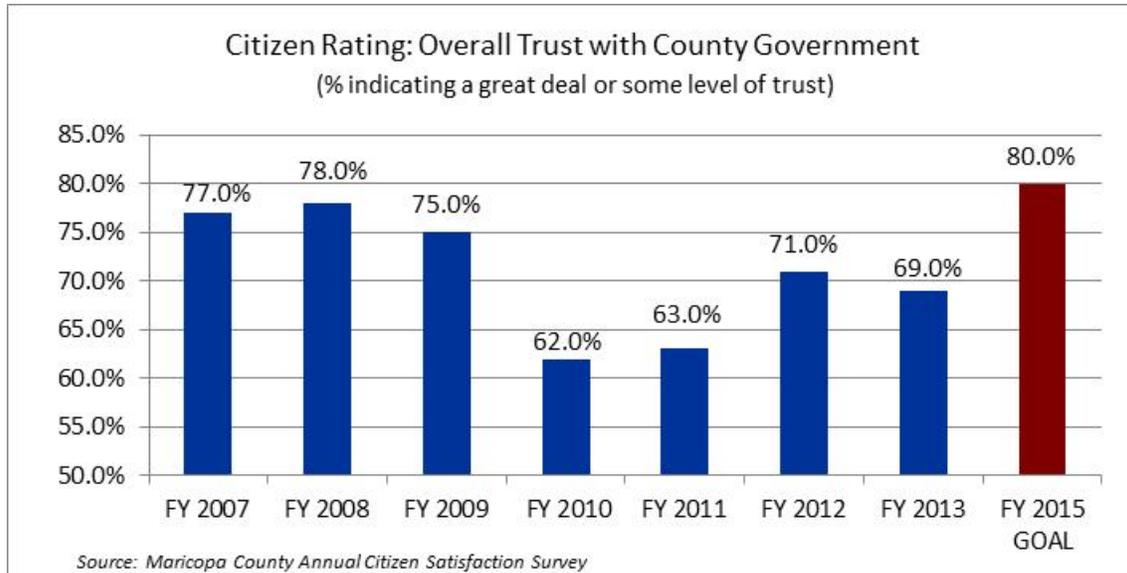


**Strategic Goal 2:** By 2015, 80% or more of County residents will indicate trust in County government, as measured by positive responses on the annual Citizen Satisfaction Survey.

*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:*



**FY 2011-2015 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
- \$/child immunization
- \$/dog shelter day
- \$/1000 Board of Supervisors' constituents
- \$/child enrolled in Head Start
- \$/property tax bill

*Where We Are:*

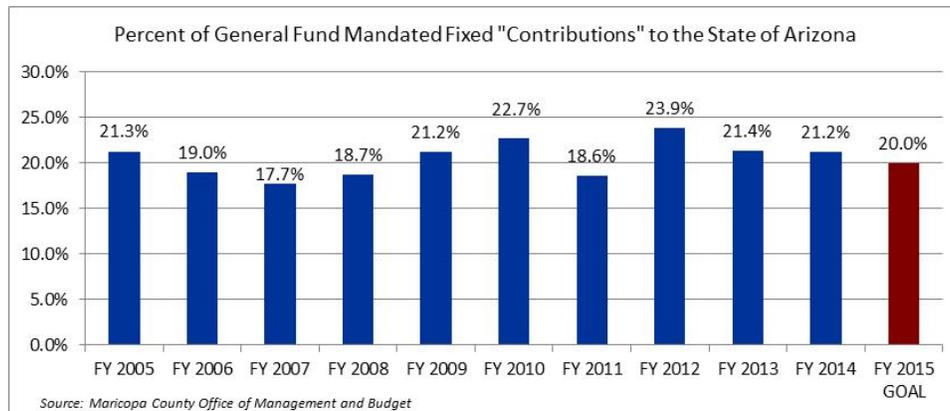
The priority implementation team, led by the Office of Management and Budget, has been working on defining the basket of goods that will be measured as well as the methodology used to ensure consistency in measurement. An initial list of suggested services for the basket of commonly provided services 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:*



**FY 2011-2015 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**

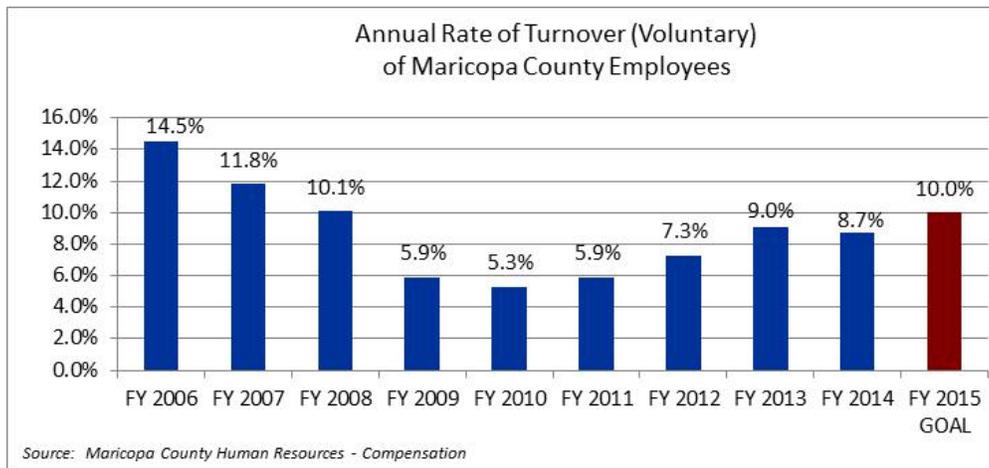
Maricopa County recognizes the important role its employees have in the success of its operation. The Maricopa County Board of Supervisors has adopted a strategic priority to maintain a quality workforce. Through this strategic priority, the County strives to create an exceptional work environment as 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:*

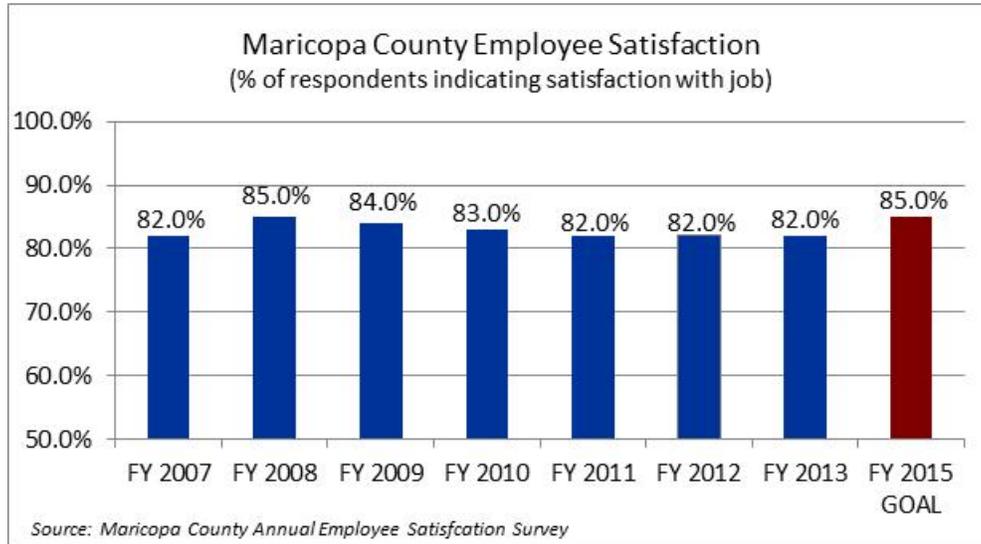


**Strategic Goal 2:** By 2015, the percent of employees indicating they are satisfied with their jobs at Maricopa County will be 85% or greater.

*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 County-wide 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.

## 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 and 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 within current appropriation levels and funding. Turnover or attrition savings will be budgeted in all Departments at appropriate levels.
- Departments have the option of eliminating or identifying additional funding for vacant underfunded positions. 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 thresholds, 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  
8910 N. 78<sup>th</sup> Avenue, Building D  
Peoria, Arizona 85345  
[www.maricopahousing.org](http://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 County's financial statements.

## Basis of Financial Statement 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 Detention Operations Fund accounts for the jail tax revenue and transfers from the General Fund for maintenance of effort and jail operations expenditures. The Detention Operations Fund transfers monies to the Detention Capital Fund for the construction of the jail facilities. The amount to be transferred to the Detention Capital Fund for any given year is determined through the budget planning process and tied to the jail tax collection projection and construction schedules.

The County Improvement Debt Fund – accounts for the debt service on the Lease Revenue Bonds, Series 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)
<u>TYPE OF ASSETS</u>	<u>PRIMARY GOVERNMENT</u>
Buildings	20 - 50
Infrastructure	25 - 50
Autos and trucks	3 - 10
Other equipment	3 - 20

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 320 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 (A.R.S. §42-17105) 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 and Internal Service Funds on a basis consistent with the County’s financial reporting and generally accepted accounting principles (GAAP), with the exception of capital lease transactions, which are budgeted as expenditures. 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. In addition, for proprietary funds, the County budgets capital outlay expenditures instead of depreciation.

Furthermore, the County provides budget schedules by Major and Nonmajor Fund appropriations. Major funds are considered for budgeting purposes as funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental funds. Nonmajor funds are funds which are not major funds. Below is a matrix of the department-fund budgets for major and nonmajor funds. Schedules for revenue and expenditure budgets by major and nonmajor fund categories are presented in the Budget Summary Schedules and the definitions are provided in the Attachments section.

FY 2015 DEPARTMENT/FUND MATRIX							
DEPARTMENT	GENERAL*	DETENTION OPERATIONS*	NON MAJOR SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS
010 - BOARD OF SUPERVISORS DIST 1	X						
020 - BOARD OF SUPERVISORS DIST 2	X						
030 - BOARD OF SUPERVISORS DIST 3	X						
040 - BOARD OF SUPERVISORS DIST 4	X						
050 - BOARD OF SUPERVISORS DIST 5	X						
060 - CLERK OF THE BOARD	X						
110 - ADULT PROBATION	X	X	X				
120 - ASSESSOR	X						
140 - CALL CENTER	X						
150 - EMERGENCY MANAGEMENT	X		X				

Maricopa County Annual Business Strategies  
 FY 2015 Adopted Budget

Budget Policies and Process

FY 2015 DEPARTMENT/FUND MATRIX CONTINUED							
DEPARTMENT	GENERAL*	DETENTION OPERATIONS*	NON MAJOR SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS
160 - CLERK OF THE SUPERIOR COURT	X		X				
180 - FINANCE	X						
190 - COUNTY ATTORNEY	X		X				
200 - COUNTY MANAGER	X		X				
210 - ELECTIONS	X		X				
220 - HUMAN SERVICES	X		X				
230 - INTERNAL AUDIT	X						
240 - JUSTICE COURTS	X		X				
250 - CONSTABLES	X						
260 - CORRECTIONAL HEALTH	X	X					
270 - JUVENILE PROBATION	X	X	X				
290 - MEDICAL EXAMINER	X						
300 - PARKS AND RECREATION	X		X				X
310 - HUMAN RESOURCES	X						
340 - PUBLIC FIDUCIARY	X						
360 - RECORDER	X		X				
370 - EDUCATION SERVICE	X	X	X				
390 - EMPLOYEE BENEFITS AND HEALTH	X		X			X	
410 - ENTERPRISE TECHNOLOGY	X	X				X	
420 - INTEGRATED CRIM JUSTICE INFO		X					
430 - TREASURER	X		X				
440 - PLANNING AND DEVELOPMENT	X		X				
460 - RESEARCH AND REPORTING	X						
470 - NON DEPARTMENTAL	X	X	X	X	X		
490 - MANAGEMENT AND BUDGET	X						
500 - SHERIFF	X	X	X				
520 - PUBLIC DEFENDER	X		X				
540 - LEGAL DEFENDER	X		X				
550 - LEGAL ADVOCATE	X		X				
560 - CONTRACT COUNSEL	X						
570 - PUBLIC ADVOCATE	X						
640 - TRANSPORTATION			X		X		X
670 - WASTE RESOURCES AND RECYCLING	X		X				
700 - FACILITIES MANAGEMENT	X	X					
720 - PROTECTIVE SERVICES	X	X					
730 - PROCUREMENT SERVICES	X					X	
740 - EQUIPMENT SERVICES						X	
750 - RISK MANAGEMENT						X	
790 - ANIMAL CARE AND CONTROL	X		X				
800 - SUPERIOR COURT	X		X				
850 - AIR QUALITY	X		X				
860 - PUBLIC HEALTH	X		X				
880 - ENVIRONMENTAL SERVICES	X		X				
920 - DEPUTY COUNTY MANAGER 920	X						
930 - DEPUTY COUNTY MANAGER 930							
940 - ASSISTANT COUNTY MANAGER 940	X						
950 - ASSISTANT COUNTY MANAGER 950	X	X	X				
960 - ASSISTANT COUNTY MANAGER 960							
980 - ELIMINATIONS COUNTY							X
ALL DEPARTMENTS	X	X	X	X	X	X	X
* MAJOR FUND							

## Budgets of Blended Component Units

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

## The Budget Process

### Annual Budget Process

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

Maricopa County Budget Process Timeline												
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Financial Forecasting	█	█		█	█		█	█		█	█	
Planning for Results	█	█	█	█	█							
Budget Guidelines & Priorities						█	█					
Budget Preparation						█	█	█				
Budget Review & Analysis							█	█	█	█		
Budget Adoption												
Tentative Adoption											█	█
Final Adoption												█
Property Tax Levy Adoption		█										
												(for current Fiscal Year)

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 or the swearing in of newly elected Board members in January, 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 thresholds for their Activities and Programs. The Board of Supervisors has recently updated the County-wide strategic plan. The 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 adopted the guidelines and priorities in late January. 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 thresholds and detailed instructions for departments. Departments then prepare their budget requests from December through February, 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

Elected officials and the Judicial Branch departments have the opportunity to present their requested budgets to the Board of Supervisors early in the process. 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, County leadership reviews budget recommendations with elected officials and the Presiding Judge, and negotiates budget agreements with them. 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 A.R.S. §42-17151, the Board of Supervisors meets on the third Monday in August to adopt property tax levies and rates. Refer to the *Budget Calendar* in the Attachments section for the property tax adoption date.

## Fiscal Year 2015 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. Department budget thresholds and instructions for FY 2015 were developed and issued in November 2013. The FY 2015 Budgeting for Results Guidelines and Priorities were adopted by the Board of Supervisors on January 27, 2014.

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 late March. The Chairman of the Board of Supervisors negotiated budget recommendations with elected officials and the Presiding Judge, beginning in late March through mid-April.

The FY 2015 Recommended Budget was presented to the Board of Supervisors on May 19, 2014 and was adopted the same day. Final Adoption of the budget occurred on June 23, 2014. Property Tax levies and rates were adopted on August 18, 2014.

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 2016 Budget Process

The FY 2016 budget process is anticipated to mirror that of a normal budget process timeline, as indicated in the Annual Budget Process section.

## 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."

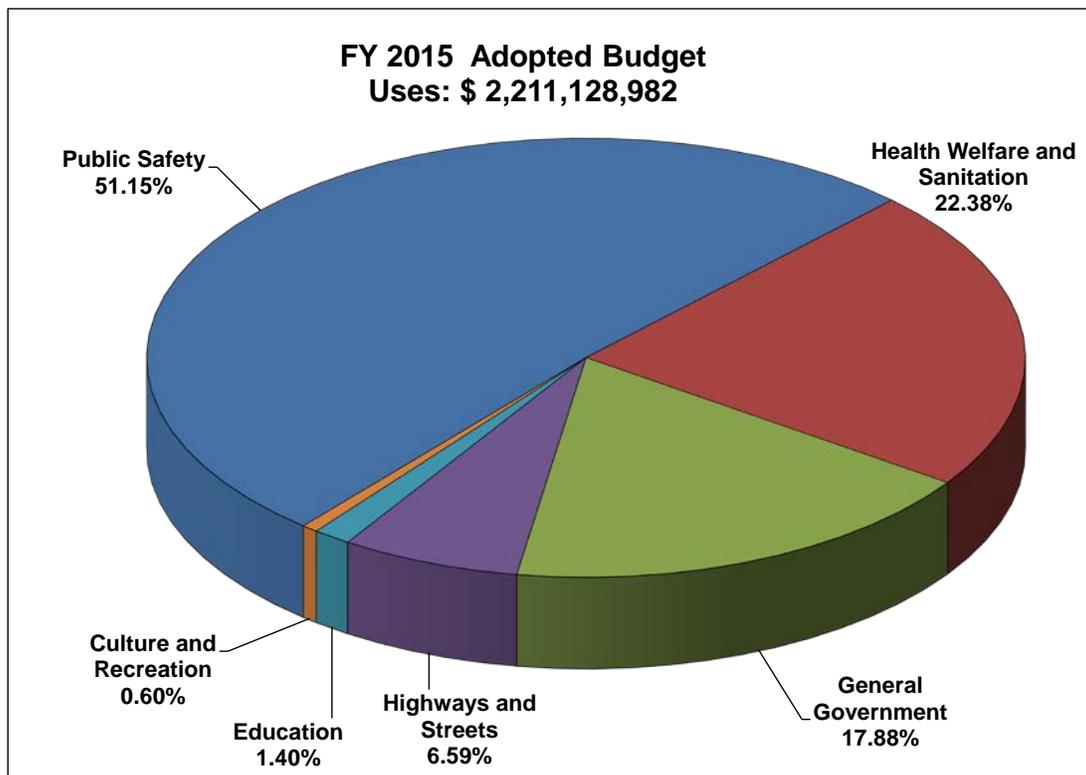
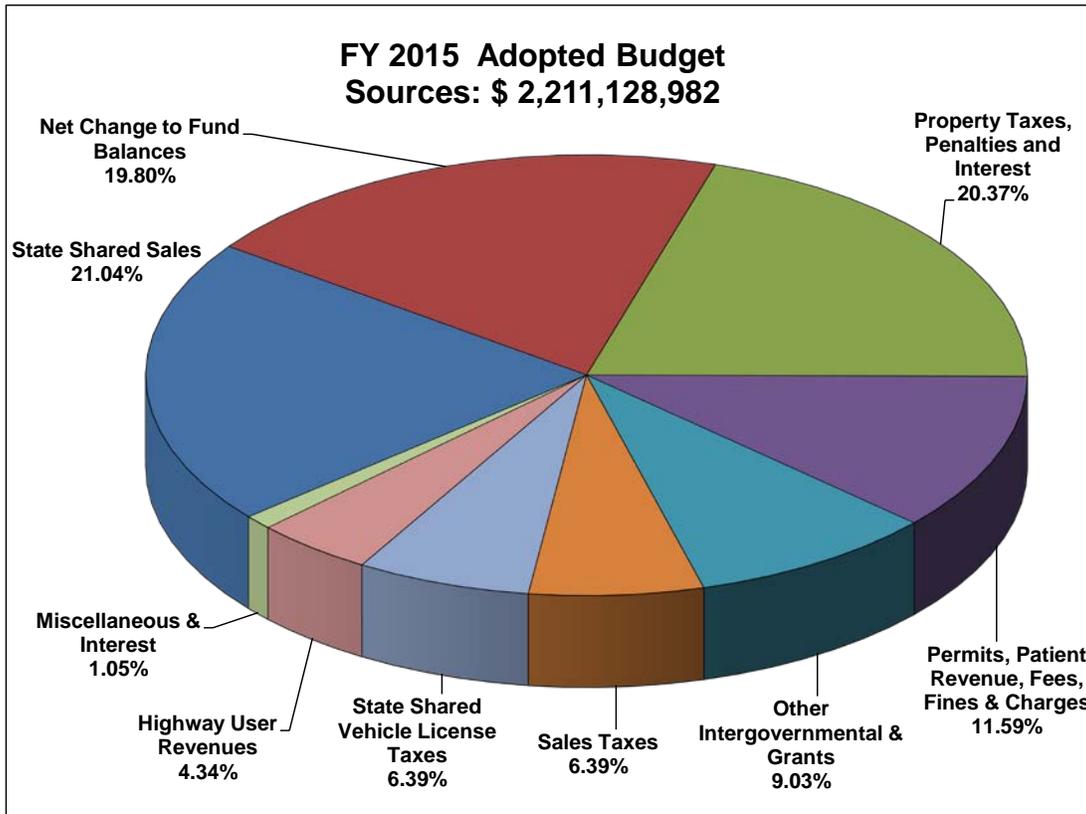
- Services are grouped into Activities, which are defined as a set of Services with a common purpose or result that produces Outputs and Results for customers. Activities become the “building blocks” of Maricopa County’s performance-based budget in Budgeting for Results. Each Activity has a “Family of 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	\$ 113,712,308	\$154,741,245	\$ 18,087,690	\$807,184,668	\$ 42,727,072	\$1,136,452,983	\$ -	\$1,136,452,983
SOURCES OF FUNDS								
OPERATING								
PROPERTY TAXES	\$ 436,942,622	\$ -	\$ -	\$ -	\$ -	\$ 436,942,622	\$ -	\$ 436,942,622
TAX PENALTIES & INTEREST	13,500,000	-	-	-	-	13,500,000	-	13,500,000
SALES TAXES	-	141,295,781	-	-	-	141,295,781	-	141,295,781
LICENSES AND PERMITS	2,296,821	37,882,705	-	-	-	40,179,526	-	40,179,526
GRANTS	-	156,432,430	-	-	-	156,432,430	-	156,432,430
OTHER INTERGOVERNMENTAL	2,802,001	14,265,987	-	-	-	17,067,988	-	17,067,988
PAYMENTS IN LIEU OF TAXES	12,340,468	-	-	-	-	12,340,468	-	12,340,468
STATE SHARED SALES TAX	465,300,725	-	-	-	-	465,300,725	-	465,300,725
STATE SHARED HIGHWAY USER REV	-	95,893,292	-	-	-	95,893,292	-	95,893,292
STATE SHARED VEHICLE LICENSE	132,858,100	8,412,636	-	-	-	141,270,736	-	141,270,736
INTERGOV CHARGES FOR SERVICES	15,146,216	38,266,475	2,049,100	-	4,540,780	60,002,571	-	60,002,571
OTHER CHARGES FOR SERVICES	24,937,474	68,490,243	-	-	29,496,730	122,924,447	-	122,924,447
INTERNAL SERVICE CHARGES	-	-	-	-	164,758,171	164,758,171	(164,758,171)	-
PATIENT SERVICES REVENUE	7,000	2,449,959	-	-	-	2,456,959	-	2,456,959
FINES & FORFEITS	11,601,839	16,323,308	-	-	-	27,925,147	-	27,925,147
INTEREST EARNINGS	2,800,000	1,961,956	-	-	531,464	5,293,420	-	5,293,420
MISCELLANEOUS REVENUE	2,649,973	14,955,025	-	-	35,000	17,639,998	-	17,639,998
GAIN ON FIXED ASSETS	-	200,000	-	-	-	200,000	-	200,000
TRANSFERS IN	-	176,846,494	1,140,560	23,554,219	-	201,541,273	(201,541,273)	-
TOTAL OPERATING SOURCES	\$1,123,183,239	\$773,676,291	\$ 3,189,660	\$ 23,554,219	\$199,362,145	\$2,122,965,554	\$(366,299,444)	\$1,756,666,110
NON-RECURRING								
GRANTS	\$ -	\$ 808,850	\$ -	\$ 11,107,640	\$ -	\$ 11,916,490	\$ -	\$ 11,916,490
OTHER INTERGOVERNMENTAL	1,925,301	-	-	-	-	1,925,301	-	1,925,301
INTERGOV CHARGES FOR SERVICES	-	-	-	2,467,139	-	2,467,139	-	2,467,139
OTHER CHARGES FOR SERVICES	-	268,936	-	-	-	268,936	-	268,936
INTEREST EARNINGS	-	-	8,200	200	-	8,400	-	8,400
MISCELLANEOUS REVENUE	-	65,000	-	-	-	65,000	-	65,000
TRANSFERS IN	14,805,346	525,000	5,275,000	101,495,282	5,201,966	127,302,594	(127,302,594)	-
TOTAL NON-RECURRING SOURCES	\$ 16,730,647	\$ 1,667,786	\$ 5,283,200	\$115,070,261	\$ 5,201,966	\$ 143,953,860	\$(127,302,594)	\$ 16,651,266
TOTAL SOURCES	\$1,139,913,886	\$775,344,077	\$ 8,472,860	\$138,624,480	\$204,564,111	\$2,266,919,414	\$(493,602,038)	\$1,773,317,376
USES OF FUNDS								
OPERATING								
PERSONAL SERVICES	\$ 518,850,178	\$490,408,854	\$ -	\$ -	\$ 13,909,251	\$1,023,168,283	\$ -	\$1,023,168,283
SUPPLIES	15,512,597	41,688,723	-	-	12,409,620	69,610,940	(7,012,224)	62,598,716
SERVICES	383,651,222	197,366,355	-	-	192,916,876	773,934,453	(157,745,947)	616,188,506
CAPITAL	5,371,235	5,468,649	-	-	81,000	10,920,884	-	10,920,884
OTHER FINANCING USES	199,798,007	1,743,266	-	-	-	201,541,273	(201,541,273)	-
TOTAL OPERATING USES	\$1,123,183,239	\$736,675,847	\$ -	\$ -	\$219,316,747	\$2,079,175,833	\$(366,299,444)	\$1,712,876,389
NON-RECURRING								
PERSONAL SERVICES	\$ 666,906	\$ 3,623,540	\$ -	\$ 6,277,226	\$ 565,546	\$ 11,133,218	\$ -	\$ 11,133,218
SUPPLIES	10,468,612	3,103,307	-	11,060,426	212,000	24,844,345	-	24,844,345
SERVICES	71,153,405	56,086,056	-	62,724,972	2,120,000	192,084,433	-	192,084,433
CAPITAL	10,226,961	8,489,853	16,753,180	233,469,603	1,251,000	270,190,597	-	270,190,597
OTHER FINANCING USES	37,927,071	51,232,686	-	38,142,837	-	127,302,594	(127,302,594)	-
TOTAL NON-RECURRING USES	\$ 130,442,955	\$122,535,442	\$ 16,753,180	\$351,675,064	\$ 4,148,546	\$ 625,555,187	\$(127,302,594)	\$ 498,252,593
TOTAL USES	\$1,253,626,194	\$859,211,289	\$ 16,753,180	\$351,675,064	\$223,465,293	\$2,704,731,020	\$(493,602,038)	\$2,211,128,982
STRUCTURAL BALANCE	\$ -	\$ 37,000,444	\$ 3,189,660	\$ 23,554,219	\$ (19,954,602)	\$ 43,789,721	\$ -	\$ 43,789,721
ENDING FUND BALANCE:								
RESTRICTED	\$ -	\$ 74,213,472	\$ 9,807,370	\$202,649,524	\$ 40,777,456	\$ 327,447,822	\$ -	\$ 327,447,822
COMMITTED	-	8,096,171	-	391,484,560	4,349,053	403,929,784	-	403,929,784
UNASSIGNED	-	(11,435,610)	-	-	(21,300,619)	(32,736,229)	-	(32,736,229)

Sources and Uses of Funds



## Reconciliation of Budget Changes

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
<b>FY 2014 Adopted Budget</b>	\$ 1,288,546,966	\$ 867,610,387	\$ 16,715,180	\$ 470,616,295	\$ 225,877,584	\$ (660,891,622)	\$ 2,208,474,790
<b>Operating Adjustments:</b>							
Employee Compensation and Benefits	\$ -	\$ (333,372)	\$ -	\$ -	\$ 333,372	\$ -	\$ -
Grants, Donations and Intergovernmental Agreements	51,483	8,613,368	-	-	-	-	8,664,851
Non Recurring	-	55,000	-	-	8,947,000	(5,302,000)	3,700,000
Other Supplemental Funding	-	-	-	-	-	-	-
Reallocations	-	512,929	-	-	-	(512,929)	-
<b>Total Operating Adjustments</b>	\$ 51,483	\$ 8,847,925	\$ -	\$ -	\$ 9,280,372	\$ (5,814,929)	\$ 12,364,851
<b>Non Recurring Adjustments:</b>							
Grants, Donations and Intergovernmental Agreements	\$ -	\$ 2,742,948	\$ -	\$ -	\$ -	\$ -	\$ 2,742,948
Information and Communications Technology	-	(2,715,503)	-	9,965,467	-	(7,249,964)	-
Other Non Recurring	-	65,500	-	-	-	(65,500)	-
<b>Total Non Recurring Adjustments</b>	\$ -	\$ 92,945	\$ -	\$ 9,965,467	\$ -	\$ (7,315,464)	\$ 2,742,948
<b>FY 2014 Revised Budget</b>	\$ 1,288,598,449	\$ 876,551,257	\$ 16,715,180	\$ 480,581,762	\$ 235,157,956	\$ (674,022,015)	\$ 2,223,582,589

Reconciliation of Budget Changes (continued)

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
<b>FY 2014 Revised Budget</b>	\$ 1,288,598,449	\$ 876,551,257	\$ 16,715,180	\$ 480,581,762	\$ 235,157,956	\$ (674,022,015)	\$ 2,223,582,589
<b>Operating Adjustments:</b>							
<b>Mandated State Health Contributions:</b>							
AHCCCS Contribution	\$ (297,300)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (297,300)
ALTCS Contribution	522,000	-	-	-	-	-	522,000
Arnold v. Sam Contribution	2,285,354	-	-	-	-	-	2,285,354
Payment Sexually Viol Persons	(840,000)	-	-	-	-	-	(840,000)
	\$ 1,670,054	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,670,054
<b>Other Mandated Expenditures:</b>							
Jail Excise Tax MOE	\$ 2,860,490	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,860,490
<b>Reallocations:</b>							
Other Reallocation of Sheriff General and Detention Funds	\$ (1,901,167)	\$ 1,901,167	\$ -	\$ -	\$ -	\$ -	\$ -
Other Reallocation Between Funds	(500,749)	500,749	-	-	-	-	-
	\$ (2,401,916)	\$ 2,401,916	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Employee Related Costs:</b>							
Employee Benefit Trust Adjustment	\$ -	\$ -	\$ -	\$ -	\$ (5,200,000)	\$ 1,500,000	\$ (3,700,000)
FY 14 Market Adjustment Annualized - IT	\$ -	\$ 564,230	\$ -	\$ -	\$ 51,282	\$ -	\$ 615,512
FY 15 Market Adjustment Annualized - Health Care	76,652	261,668	-	-	-	-	338,320
FY 15 Market Adjustment Annualized - Public Safety	4,686,224	1,020,595	-	-	-	-	5,706,819
Performance-Based Salary Increases	10,841,809	5,817,065	-	-	-	-	16,658,874
Retirement Contributions	1,400,270	636,191	-	-	5,674	-	2,042,135
	\$ 17,004,955	\$ 8,299,749	\$ -	\$ -	\$ (5,143,044)	\$ 1,500,000	\$ 21,661,660
<b>Central and Internal Service Charge Changes:</b>							
Central Service Cost Allocation	\$ (1,358,490)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,358,490)
Internal Service Charges	(570,947)	379,354	-	-	75,195	(1,494,442)	(1,610,840)
	\$ (1,929,437)	\$ 379,354	\$ -	\$ -	\$ 75,195	\$ (1,494,442)	\$ (2,969,330)
<b>Transfers, Capital Related Expenditures and Debt Service:</b>							
Transfers	\$ 165,370	\$ (21,550)	\$ -	\$ -	\$ -	\$ (3,004,310)	\$ (2,860,490)
<b>IT Related Expenditures:</b>							
Annual Market Adjustment - IT	84,140	34,059	-	-	-	-	118,199
Cyber Security	\$ 642,726	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 642,726
Data Center	2,851,900	-	-	-	-	-	2,851,900
Software Maintenance Costs	-	787,995	-	-	-	-	787,995
Telecommunications	-	-	-	-	(1,200,000)	1,200,000	-
	\$ 3,578,766	\$ 822,054	\$ -	\$ -	\$ (1,200,000)	\$ 1,200,000	\$ 4,400,820
<b>Grants and Intergovernmental Agreements:</b>							
Grants	\$ (41,110)	\$ (7,591,650)	\$ -	\$ -	\$ -	\$ -	\$ (7,632,760)
Intergovernmental Agreements	(3,179)	-	-	-	-	-	(3,179)
	\$ (44,289)	\$ (7,591,650)	\$ -	\$ -	\$ -	\$ -	\$ (7,635,939)
<b>Contingencies:</b>							
General Contingency	\$ 3,772,595	\$ (173,093)	\$ -	\$ -	\$ -	\$ -	\$ 3,599,502
Reserved Contingency	224,108	-	-	-	-	-	224,108
	\$ 3,996,703	\$ (173,093)	\$ -	\$ -	\$ -	\$ -	\$ 3,823,610
<b>Personnel and Staffing Related Adjustments:</b>							
Personnel Additions and Related Costs	\$ 1,747,929	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,747,929
Personnel Fund or Function Shifts	3,120,397	-	-	-	-	-	3,120,397
Personnel Savings	3,019,710	823,211	-	-	-	-	3,842,921
Public Health Personnel	275,885	-	-	-	-	-	275,885
	\$ 8,163,921	\$ 823,211	\$ -	\$ -	\$ -	\$ -	\$ 8,987,132
<b>Public Safety Related Expenditures:</b>							
Adult Probation Caseload Increase	\$ 825,277	\$ 984,239	\$ -	\$ -	\$ -	\$ -	\$ 1,809,516
Court Interpreter and Probation Dispatcher Market Adj	145,902	-	-	-	-	-	145,902
Cradle to Crayons	1,222,837	-	-	-	-	-	1,222,837
Justice System Support Market Adjustment	1,409,715	139,034	-	-	-	-	1,548,749
MCSO - Original Melendres Order	10,055,731	-	-	-	-	-	10,055,731
MCSO - Additional Melendres Order	1,000,000	-	-	-	-	-	1,000,000
MCSO Helicopter	100,000	-	-	-	-	-	100,000
MCSO Jail Wagon Program	-	1,471,652	-	-	-	-	1,471,652
MCSO Medical Team	-	2,060,135	-	-	-	-	2,060,135
MCSO Pay Rate Reconciliation, MGT Finalization	-	2,117,207	-	-	-	-	2,117,207
New Court Rooms	449,233	-	-	-	-	-	449,233
Public Defense Caseload Vol	15,986,955	-	-	-	-	-	15,986,955
	\$ 31,195,650	\$ 6,772,267	\$ -	\$ -	\$ -	\$ -	\$ 37,967,917
<b>Facility Related Adjustments:</b>							
Major Maintenance Program	\$ 1,145,694	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,145,694

Reconciliation of Budget Changes (continued)

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
<b>Other Adjustments:</b>							
Budget Reductions	\$ (461,140)	\$ -	\$ -	\$ -	\$ -	\$ -	(461,140)
Cooperative Extension	(36,437)	-	-	-	-	-	(36,437)
Constables Ethics Standards and Training Board Grant	(10,373)	-	-	-	-	-	(10,373)
Economic Development	(52,049)	-	-	-	-	-	(52,049)
Environmental Services Vector Control	192,000	-	-	-	-	-	192,000
Human Resources Background Checks	70,000	-	-	-	-	-	70,000
Human Resources Learning Management System	178,800	-	-	-	-	-	178,800
MCSO Records Management	82,000	-	-	-	-	-	82,000
Non Departmental Association Dues	40,645	-	-	-	-	-	40,645
Outside Contract Counsel	550,000	-	-	-	-	-	550,000
Other Base Adjustments	829,208	(3,804,428)	-	-	(2,302,614)	3,114,929	(2,162,905)
	\$ 1,382,654	\$ (3,804,428)	\$ -	\$ -	\$ (2,302,614)	\$ 3,114,929	\$ (1,609,459)
<b>Program Volume Changes and Structural Balance</b>	\$ -	\$ (13,480,656)	\$ -	\$ -	\$ 6,315,505	\$ -	\$ (7,165,151)
<b>Non Recurring Adjustments</b>							
<b>Other Mandated Expenditures:</b>							
Primary and General Elections	\$ 12,081,146	\$ -	\$ -	\$ -	\$ -	\$ -	12,081,146
<b>Capital Projects:</b>							
Net Change to Capital Improvement Program	\$ -	\$ -	\$ -	\$ (26,620,115)	\$ -	\$ -	(26,620,115)
<b>Transfers:</b>							
Enterprise Res Planning Sys	\$ -	\$ -	\$ -	\$ (7,249,964)	\$ -	\$ -	(7,249,964)
Risk Management Transfer	(9,789,756)	-	-	-	-	-	(9,789,756)
Transfer to Capital and Other Non Recurring Transfers	(101,343,059)	(3,562,700)	-	(57,158,321)	-	179,103,800	17,039,720
Net Change to Fund Transfers	\$ (111,132,815)	\$ (3,562,700)	\$ -	\$ (64,408,285)	\$ -	\$ 179,103,800	\$ -
<b>IT Projects:</b>							
County Attorney Case Management System	\$ 652,000	\$ -	\$ -	\$ -	\$ -	\$ -	652,000
Cyber Security	4,801,092	-	-	-	-	-	4,801,092
Disaster Recovery and Staff Redundancy	-	(41,500)	-	-	-	-	(41,500)
Data Center	7,125,382	-	-	-	-	-	7,125,382
Elections Office Electronic Poll Books	(2,415,000)	-	-	-	-	-	(2,415,000)
Enterprise Res Planning Sys	-	2,715,503	-	(2,715,503)	-	-	-
Justice Courts Electronic Document Management System	512,000	-	-	-	-	-	512,000
MCSO Property and Evidence Security System	247,978	-	-	-	-	-	247,978
MCSO Records Management System	676,000	-	-	-	-	-	676,000
Other Technology Projects	(8,867,925)	(1,571,035)	-	(35,162,795)	-	-	(45,601,755)
PC and Laptop Replacement	1,270,560	4,229,021	-	-	-	-	5,499,581
Net Change to IT Projects	\$ 4,002,087	\$ 5,331,989	\$ -	\$ (37,878,298)	\$ -	\$ -	\$ (28,544,222)
<b>Major Maintenance Program:</b>							
Major Maintenance Program	\$ (11,498,290)	\$ (7,921,601)	\$ -	\$ -	\$ -	\$ -	\$ (19,419,891)
<b>Vehicle Transfers and Replacements:</b>							
Total Vehicles	\$ (2,341,200)	\$ 163,424	\$ -	\$ -	\$ -	\$ -	\$ (2,177,776)
<b>Personnel Related Expenditures:</b>							
Personnel Related Expenditures	\$ -	\$ 537	\$ -	\$ -	\$ -	\$ -	537
<b>Grant Reconciliation and Related Expenditures:</b>							
Grant Reconciliation and Related Expenditures	\$ -	\$ (2,939,325)	\$ -	\$ -	\$ -	\$ -	\$ (2,939,325)
<b>Contingencies:</b>							
General Contingency	\$ 5,516,539	\$ (1,220,650)	\$ -	\$ -	\$ -	\$ -	4,295,889
<b>Debt Payments:</b>							
Debt Service	\$ -	\$ -	\$ 38,000	\$ -	\$ -	\$ -	38,000

Reconciliation of Budget Changes (continued)

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
<b>Public Safety Related Expenditures:</b>							
Alternative Dispute Resolution	\$ (175,000)	\$ -	\$ -	\$ -	\$ -	\$ -	(175,000)
MCSO Airplane	850,000	-	-	-	-	-	850,000
MCSO Helicopter	5,000,000	-	-	-	-	-	5,000,000
MCSO Jail Wagon Program	-	140,000	-	-	-	-	140,000
MCSO Medical Team	-	140,000	-	-	-	-	140,000
MCSO Melendres Order	4,200,000	-	-	-	-	-	4,200,000
	\$ 9,875,000	\$ 280,000	\$ -	\$ -	\$ -	\$ -	10,155,000
<b>Other Non Recurring Expenditures:</b>							
Adult Probation Vehicles	\$ 25,000	200,000	\$ -	\$ -	\$ -	\$ -	225,000
Air Quality Monitoring Equipment	420,850	-	-	-	-	-	420,850
Assessors ESRI Project	635,000	-	-	-	-	-	635,000
Bus Passes	12,000	-	-	-	-	-	12,000
Constables Ballistic Vests and Ammunition	4,500	-	-	-	-	-	4,500
Environmental Services Foggers and Equipment	97,739	-	-	-	-	-	97,739
Human Resources Learning Management System	70,000	-	-	-	-	-	70,000
Human Resources Job Analysis	385,000	-	-	-	-	-	385,000
MCESA Additional Vehicles Added to Fleet	-	-	-	-	-	-	-
MCESA Staffing and Mandate Study	150,000	-	-	-	-	-	150,000
MCESA Marketing Staff	78,956	-	-	-	-	-	78,956
Improvement District Consultant	37,853	-	-	-	-	-	37,853
Other Base Adjustments	(15,941,467)	(1,969,424)	-	-	(9,437,705)	-	(27,348,596)
Public Fiduciary Case Management System	(80,000)	-	-	-	-	-	(80,000)
Public Defense Services Capital and PCR	943,846	-	-	-	-	-	943,846
Public Defense Electronic Discovery	296,655	-	-	-	-	-	296,655
ProgRevenue Volume Inc/Dec	-	(129,392)	-	-	-	-	(129,392)
Superior Court Case Management System	1,840,000	-	-	-	-	-	1,840,000
Superior Court Disaster Recovery	1,136,091	-	-	-	-	-	1,136,091
Superior Court Courtroom Technology and Start up	1,314,640	-	-	-	-	-	1,314,640
Waste Resources	310,000	-	-	-	-	-	310,000
	\$ (8,263,337)	\$ (1,898,816)	\$ -	\$ -	\$ (9,437,705)	\$ -	(19,599,858)
<b>Total - Non Recurring Adjustments</b>	\$ (101,760,870)	\$ (11,767,142)	\$ 38,000	\$ (128,906,698)	\$ (9,437,705)	\$ 179,103,800	\$ (72,730,615)
<b>FY 2015 Adopted Non Recurring Budget</b>	\$ 130,442,955	\$ 122,535,442	\$ 16,753,180	\$ 351,675,064	\$ 4,148,546	\$ (127,302,594)	\$ 498,252,593
<b>FY 2015 Adopted Budget</b>	\$ 1,253,626,194	\$ 859,211,289	\$ 16,753,180	\$ 351,675,064	\$ 223,465,293	\$ (493,602,038)	\$ 2,211,128,982

Major and Nonmajor Fund Budget Summary Schedules

OBJECT/SOURCE	ALL FUNDS	ALL FUNDS	ALL FUNDS	ALL FUNDS
	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2015 ADOPTED
0601 - PROPERTY TAXES	\$ 423,267,424	\$ 404,902,095	\$ 404,902,095	\$ 436,942,622
0605 - TAX PENALTIES & INTEREST	18,464,949	18,500,000	18,500,000	13,500,000
0606 - SALES TAXES	124,595,909	131,106,321	131,106,321	141,295,781
0610 - LICENSES AND PERMITS	40,232,847	40,660,114	40,624,660	40,179,526
0615 - GRANTS	174,209,564	173,085,972	182,415,286	168,348,920
0620 - OTHER INTERGOVERNMENTAL	18,637,441	16,762,771	17,322,295	18,993,289
0621 - PAYMENTS IN LIEU OF TAXES	12,071,152	11,972,067	11,972,067	12,340,468
0625 - STATE SHARED SALES TAX	418,642,152	437,402,846	437,402,846	465,300,725
0626 - STATE SHARED HIGHWAY USER REV	86,815,139	84,652,860	84,652,860	95,893,292
0630 - STATE SHARED VEHICLE LICENSE	127,115,880	128,160,859	128,160,859	141,270,736
0634 - INTERGOV CHARGES FOR SERVICES	67,994,879	59,794,032	59,975,316	62,469,710
0635 - OTHER CHARGES FOR SERVICES	131,169,083	124,467,655	127,815,525	123,193,383
0636 - INTERNAL SERVICE CHARGES	-	-	51,283	-
0638 - PATIENT SERVICES REVENUE	1,605,870	2,214,044	2,155,514	2,456,959
0637 - FINES & FORFEITS	30,049,348	31,236,997	32,016,997	27,925,147
0645 - INTEREST EARNINGS	6,137,727	6,997,864	6,999,264	5,301,820
0650 - MISCELLANEOUS REVENUE	18,051,243	28,898,541	30,074,649	17,704,998
<b>TOTAL REVENUE</b>	<b>\$ 1,699,060,607</b>	<b>\$ 1,700,815,038</b>	<b>\$ 1,716,147,837</b>	<b>\$ 1,773,117,376</b>
0651 - GAIN ON FIXED ASSETS	\$ 2,326,474	\$ 200,000	\$ 200,000	\$ 200,000
0680 - TRANSFERS IN	19,105,305	-	-	-
OTHER FINANCING SOURCES	\$ 21,431,779	\$ 200,000	\$ 200,000	\$ 200,000
<b>TOTAL SOURCES</b>	<b>\$ 1,720,492,386</b>	<b>\$ 1,701,015,038</b>	<b>\$ 1,716,347,837</b>	<b>\$ 1,773,317,376</b>
PERSONAL SERVICES	\$ 873,910,605	\$ 950,883,113	\$ 985,408,341	\$ 1,034,301,501
SUPPLIES	83,005,912	74,926,549	83,787,148	87,443,061
SERVICES	592,888,380	812,755,960	788,725,062	808,272,939
CAPITAL	165,424,642	369,909,168	365,662,038	281,111,481
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,715,229,539</b>	<b>\$ 2,208,474,790</b>	<b>\$ 2,223,582,589</b>	<b>\$ 2,211,128,982</b>
<b>TOTAL USES</b>	<b>\$ 1,715,229,539</b>	<b>\$ 2,208,474,790</b>	<b>\$ 2,223,582,589</b>	<b>\$ 2,211,128,982</b>

Major and Nonmajor Fund Budget Summary Schedules (continued)

OBJECT/SOURCE	GENERAL	GENERAL	GENERAL	GENERAL
	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2015 ADOPTED
0601 - PROPERTY TAXES	\$ 423,267,424	\$ 404,902,095	\$ 404,902,095	\$ 436,942,622
0605 - TAX PENALTIES & INTEREST	18,464,949	18,500,000	18,500,000	13,500,000
0610 - LICENSES AND PERMITS	2,363,458	2,292,821	2,292,821	2,296,821
0615 - GRANTS	7,394	-	51,483	-
0620 - OTHER INTERGOVERNMENTAL	5,668,908	2,812,302	2,812,302	4,727,302
0621 - PAYMENTS IN LIEU OF TAXES	12,071,152	11,972,067	11,972,067	12,340,468
0625 - STATE SHARED SALES TAX	418,642,152	437,402,846	437,402,846	465,300,725
0630 - STATE SHARED VEHICLE LICENSE	118,202,383	119,748,223	119,748,223	132,858,100
0634 - INTERGOV CHARGES FOR SERVICES	13,480,537	13,444,010	13,444,010	15,146,216
0635 - OTHER CHARGES FOR SERVICES	28,901,367	26,248,551	26,248,551	24,937,474
0638 - PATIENT SERVICES REVENUE	7,485	7,000	7,000	7,000
0637 - FINES & FORFEITS	12,374,331	12,288,138	12,288,138	11,601,839
0645 - INTEREST EARNINGS	3,548,026	4,000,000	4,000,000	2,800,000
0650 - MISCELLANEOUS REVENUE	10,858,701	2,725,088	2,725,088	2,649,973
TOTAL REVENUE	\$ 1,067,858,267	\$ 1,056,343,141	\$ 1,056,394,624	\$ 1,125,108,540
0680 - TRANSFERS IN	\$ -	\$ 2,137,000	\$ 2,137,000	\$ 14,805,346
OTHER FINANCING SOURCES	\$ -	\$ 2,137,000	\$ 2,137,000	\$ 14,805,346
TOTAL SOURCES	\$ 1,067,858,267	\$ 1,058,480,141	\$ 1,058,531,624	\$ 1,139,913,886
PERSONAL SERVICES	\$ 440,015,627	\$ 477,099,455	\$ 487,465,431	\$ 519,517,084
SUPPLIES	18,316,467	18,796,691	23,048,843	25,981,209
SERVICES	375,280,673	436,137,547	418,647,652	454,804,627
CAPITAL	7,416,989	10,746,740	13,604,490	15,598,196
TOTAL EXPENDITURES	\$ 841,029,756	\$ 942,780,433	\$ 942,766,416	\$ 1,015,901,116
OTHER FINANCING USES	\$ 251,603,524	\$ 345,766,533	\$ 345,832,033	\$ 237,725,078
TOTAL USES	\$ 1,092,633,280	\$ 1,288,546,966	\$ 1,288,598,449	\$ 1,253,626,194

Major and Nonmajor Fund Budget Summary Schedules (continued)

OBJECT/SOURCE	DETENTION OPERATIONS	DETENTION OPERATIONS	DETENTION OPERATIONS	DETENTION OPERATIONS
	FY 2013	FY 2014	FY 2014	FY 2015
	ACTUAL	ADOPTED	REVISED	ADOPTED
0606 - SALES TAXES	\$ 124,595,909	\$ 131,106,321	\$ 131,106,321	\$ 141,295,781
0615 - GRANTS	1,281,403	-	-	-
0634 - INTERGOV CHARGES FOR SERVICES	29,050,620	27,987,280	27,987,280	31,016,456
0635 - OTHER CHARGES FOR SERVICES	9,099	98,000	98,000	24,500
0645 - INTEREST EARNINGS	1,431,696	1,600,000	1,600,000	1,101,300
0650 - MISCELLANEOUS REVENUE	280,417	33,672	33,672	19,472
TOTAL REVENUE	\$ 156,649,144	\$ 160,825,273	\$ 160,825,273	\$ 173,457,509
0680 - TRANSFERS IN	\$ 170,522,089	\$ 173,940,798	\$ 173,940,798	\$ 176,801,288
OTHER FINANCING SOURCES	\$ 170,522,089	\$ 173,940,798	\$ 173,940,798	\$ 176,801,288
TOTAL SOURCES	\$ 327,171,233	\$ 334,766,071	\$ 334,766,071	\$ 350,258,797
PERSONAL SERVICES	\$ 232,064,667	\$ 254,323,415	\$ 268,742,419	\$ 283,762,888
SUPPLIES	21,690,566	20,553,976	20,082,164	20,379,120
SERVICES	50,228,438	111,264,131	96,794,757	96,674,287
CAPITAL	2,908,338	2,998,991	3,008,244	3,734,533
TOTAL EXPENDITURES	\$ 306,892,009	\$ 389,140,513	\$ 388,627,584	\$ 404,550,828
OTHER FINANCING USES	\$ 28,543,340	\$ 7,248,089	\$ 7,761,018	\$ 3,160,389
TOTAL USES	\$ 335,435,349	\$ 396,388,602	\$ 396,388,602	\$ 407,711,217

OBJECT/SOURCE	NON MAJOR	NON MAJOR	NON MAJOR	NON MAJOR
	FY 2013	FY 2014	FY 2014	FY 2015
	ACTUAL	ADOPTED	REVISED	ADOPTED
0610 - LICENSES AND PERMITS	\$ 37,869,389	\$ 38,367,293	\$ 38,331,839	\$ 37,882,705
0615 - GRANTS	172,920,767	173,085,972	182,363,803	168,348,920
0620 - OTHER INTERGOVERNMENTAL	12,968,533	13,950,469	14,509,993	14,265,987
0626 - STATE SHARED HIGHWAY USER REV	86,815,139	84,652,860	84,652,860	95,893,292
0630 - STATE SHARED VEHICLE LICENSE	8,913,497	8,412,636	8,412,636	8,412,636
0634 - INTERGOV CHARGES FOR SERVICES	25,463,722	18,362,742	18,544,026	16,307,038
0635 - OTHER CHARGES FOR SERVICES	102,258,617	98,121,104	101,468,974	98,231,409
0636 - INTERNAL SERVICE CHARGES	-	-	51,283	-
0638 - PATIENT SERVICES REVENUE	1,598,385	2,207,044	2,148,514	2,449,959
0637 - FINES & FORFEITS	17,675,017	18,948,859	19,728,859	16,323,308
0645 - INTEREST EARNINGS	1,158,005	1,397,864	1,399,264	1,400,520
0650 - MISCELLANEOUS REVENUE	6,912,125	26,139,781	27,315,889	15,035,553
TOTAL REVENUE	\$ 474,553,196	\$ 483,646,624	\$ 498,927,940	\$ 474,551,327
0651 - GAIN ON FIXED ASSETS	\$ 2,326,474	\$ 200,000	\$ 200,000	\$ 200,000
0680 - TRANSFERS IN	(151,416,784)	(176,077,798)	(176,077,798)	(191,606,634)
OTHER FINANCING SOURCES	\$ (149,090,310)	\$ (175,877,798)	\$ (175,877,798)	\$ (191,406,634)
TOTAL SOURCES	\$ 325,462,886	\$ 307,768,826	\$ 323,050,142	\$ 283,144,693
PERSONAL SERVICES	\$ 201,830,311	\$ 219,460,243	\$ 229,200,491	\$ 231,021,529
SUPPLIES	42,998,879	35,575,882	40,656,141	41,082,732
SERVICES	167,379,269	265,354,282	273,282,653	256,794,025
CAPITAL	155,099,315	356,163,437	349,049,304	261,778,752
TOTAL EXPENDITURES	\$ 567,307,774	\$ 876,553,844	\$ 892,188,589	\$ 790,677,038
OTHER FINANCING USES	\$ (280,146,864)	\$ (353,014,622)	\$ (353,593,051)	\$ (240,885,467)
TOTAL USES	\$ 287,160,910	\$ 523,539,222	\$ 538,595,538	\$ 549,791,571

Consolidated Revenues and Other Sources by Fund Type / Department

ALL FUNDS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>JUDICIAL</b>							
110 - ADULT PROBATION	\$ 16,323,481	\$ 15,926,853	\$ 15,999,365	\$ 15,087,925	\$ 15,220,544	\$ (778,821)	-4.9%
240 - JUSTICE COURTS	22,704,122	22,626,438	22,626,438	21,514,670	21,811,538	(814,900)	-3.6%
270 - JUVENILE PROBATION	8,058,217	8,589,325	9,666,816	7,963,739	7,988,902	(1,677,914)	-17.4%
800 - SUPERIOR COURT	15,571,207	16,447,760	16,122,775	15,097,963	16,372,523	249,748	1.5%
<b>SUBTOTAL</b>	<b>\$ 62,657,027</b>	<b>\$ 63,590,376</b>	<b>\$ 64,415,394</b>	<b>\$ 59,664,297</b>	<b>\$ 61,393,507</b>	<b>\$ (3,021,887)</b>	<b>-4.7%</b>
<b>ELECTED</b>							
120 - ASSESSOR	\$ 366,834	\$ 240,000	\$ 240,000	\$ 255,517	\$ 240,000	\$ -	0.0%
160 - CLERK OF THE SUPERIOR COURT	18,206,582	17,954,435	18,608,598	17,600,016	17,550,612	(1,057,986)	-5.7%
190 - COUNTY ATTORNEY	14,503,361	16,316,293	16,386,293	15,319,656	12,114,785	(4,271,508)	-26.1%
210 - ELECTIONS	4,965,588	4,026,459	4,026,459	7,901,467	4,631,364	604,905	15.0%
250 - CONSTABLES	1,594,365	1,515,522	1,567,005	1,609,143	1,515,522	(51,483)	-3.3%
360 - RECORDER	15,019,951	12,274,812	12,274,812	11,054,670	11,015,000	(1,259,812)	-10.3%
370 - EDUCATION SERVICE	11,070,033	22,376,872	22,376,872	20,480,324	26,816,094	4,439,222	19.8%
430 - TREASURER	37,505	335,341	335,341	342,762	341,341	6,000	1.8%
500 - SHERIFF	63,776,228	63,959,895	65,980,956	62,591,969	66,757,387	776,431	1.2%
<b>SUBTOTAL</b>	<b>\$ 129,540,447</b>	<b>\$ 138,999,629</b>	<b>\$ 141,796,336</b>	<b>\$ 137,155,524</b>	<b>\$ 140,982,105</b>	<b>\$ (814,231)</b>	<b>-0.6%</b>
<b>APPOINTED</b>							
060 - CLERK OF THE BOARD	\$ -	\$ -	\$ -	\$ 750	\$ -	\$ -	N/A
150 - EMERGENCY MANAGEMENT	1,505,088	1,561,786	1,561,786	1,562,891	1,615,805	54,019	3.5%
180 - FINANCE	266,117	180,000	180,000	255,162	235,000	55,000	30.6%
200 - COUNTY MANAGER	2,360,662	2,600	1,405,908	1,245,900	7,600	(1,398,308)	-99.5%
220 - HUMAN SERVICES	54,363,053	61,946,699	66,175,594	57,116,371	60,598,645	(5,576,949)	-8.4%
260 - CORRECTIONAL HEALTH	54,932	56,500	56,500	45,977	6,500	(50,000)	-88.5%
290 - MEDICAL EXAMINER	429,820	386,002	675,536	708,505	360,388	(315,148)	-46.7%
300 - PARKS AND RECREATION	8,715,653	6,800,814	7,064,749	7,332,884	7,456,943	392,194	5.6%
310 - HUMAN RESOURCES	58,356	46,000	46,000	61,497	55,000	9,000	19.6%
340 - PUBLIC FIDUCIARY	1,143,957	1,150,000	1,150,000	1,164,135	1,150,000	-	0.0%
390 - EMPLOYEE BENEFITS AND HEALTH	148,656,936	148,682,272	153,882,272	153,239,876	151,900,422	(1,981,850)	-1.3%
410 - ENTERPRISE TECHNOLOGY	17,381,518	16,418,083	17,818,015	16,726,844	16,979,703	(838,312)	-4.7%
440 - PLANNING AND DEVELOPMENT	8,727,674	8,004,275	8,022,542	8,235,796	8,555,200	532,658	6.6%
460 - RESEARCH AND REPORTING	72,537	72,000	72,000	72,000	72,000	-	0.0%
470 - NON DEPARTMENTAL	1,527,667,248	1,594,940,859	1,602,277,914	1,597,807,432	1,499,873,231	(102,404,683)	-6.4%
520 - PUBLIC DEFENDER	1,521,015	1,945,276	1,945,276	1,446,627	1,717,153	(228,123)	-11.7%
540 - LEGAL DEFENDER	128,244	132,736	132,736	133,436	132,736	-	0.0%
550 - LEGAL ADVOCATE	20,209	22,996	22,996	23,349	22,996	-	0.0%
560 - CONTRACT COUNSEL	-	-	-	33,581	-	-	N/A
640 - TRANSPORTATION	143,177,702	113,583,923	113,799,392	111,985,308	120,439,989	6,640,597	5.8%
670 - WASTE RESOURCES AND RECYCLING	5,233,611	4,888,710	4,888,710	5,218,278	4,888,710	-	0.0%
700 - FACILITIES MANAGEMENT	302,450	38,000	38,000	75,253	25,000	(13,000)	-34.2%
720 - PROTECTIVE SERVICES	269,879	235,141	235,141	282,225	235,141	-	0.0%
730 - PROCUREMENT SERVICES	1,708,705	1,070,689	1,090,689	1,155,683	1,145,217	54,528	5.0%
740 - EQUIPMENT SERVICES	18,547,116	16,682,320	19,342,760	19,049,992	16,854,693	(2,488,067)	-12.9%
750 - RISK MANAGEMENT	56,486,466	35,562,511	35,562,511	30,490,533	25,772,755	(9,789,756)	-27.5%
790 - ANIMAL CARE AND CONTROL	13,346,783	13,605,917	13,761,874	14,274,221	13,775,503	13,629	0.1%
850 - AIR QUALITY	15,571,099	14,793,394	14,801,140	14,969,374	15,467,679	666,539	4.5%
860 - PUBLIC HEALTH	44,645,742	47,935,218	48,339,385	46,451,137	46,868,188	(1,471,197)	-3.0%
880 - ENVIRONMENTAL SERVICES	19,443,683	19,878,578	19,944,078	20,192,778	19,891,281	(52,797)	-0.3%
940 - ASSISTANT COUNTY MANAGER 940	257,126	203,500	203,500	223,356	201,200	(2,300)	-1.1%
950 - ASSISTANT COUNTY MANAGER 950	1,266,292	317,688	1,433,950	1,381,220	89,121	(1,344,829)	-93.8%
<b>SUBTOTAL</b>	<b>\$ 2,093,329,673</b>	<b>\$ 2,111,144,487</b>	<b>\$ 2,135,930,954</b>	<b>\$ 2,112,962,371</b>	<b>\$ 2,016,393,799</b>	<b>\$ (119,537,155)</b>	<b>-5.6%</b>
<b>ELIMINATIONS</b>							
980 - ELIMINATIONS COUNTY	\$ (565,034,761)	\$ (612,719,454)	\$ (625,794,847)	\$ (620,614,760)	\$ (445,452,035)	\$ 180,342,812	-28.8%
<b>SUBTOTAL</b>	<b>\$ (565,034,761)</b>	<b>\$ (612,719,454)</b>	<b>\$ (625,794,847)</b>	<b>\$ (620,614,760)</b>	<b>\$ (445,452,035)</b>	<b>\$ 180,342,812</b>	<b>-28.8%</b>
<b>MARICOPA COUNTY</b>	<b>\$ 1,720,492,386</b>	<b>\$ 1,701,015,038</b>	<b>\$ 1,716,347,837</b>	<b>\$ 1,689,167,432</b>	<b>\$ 1,773,317,376</b>	<b>\$ 56,969,539</b>	<b>3.3%</b>

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

GENERAL FUND	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>JUDICIAL</b>							
240 - JUSTICE COURTS	\$ 15,520,219	\$ 15,238,738	\$ 15,238,738	\$ 14,467,929	\$ 14,538,738	\$ (700,000)	-4.6%
270 - JUVENILE PROBATION	36,672	19,750	19,750	12,032	19,750	-	0.0%
800 - SUPERIOR COURT	2,006,331	1,880,100	1,880,100	1,874,147	1,880,100	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 17,563,222</b>	<b>\$ 17,138,588</b>	<b>\$ 17,138,588</b>	<b>\$ 16,354,108</b>	<b>\$ 16,438,588</b>	<b>\$ (700,000)</b>	<b>-4.1%</b>
<b>ELECTED</b>							
120 - ASSESSOR	\$ 366,834	\$ 240,000	\$ 240,000	\$ 255,517	\$ 240,000	\$ -	0.0%
160 - CLERK OF THE SUPERIOR COURT	9,170,322	9,500,000	9,500,000	9,396,200	9,500,000	-	0.0%
190 - COUNTY ATTORNEY	42,703	39,966	39,966	63,158	60,000	20,034	50.1%
210 - ELECTIONS	4,837,321	1,844,910	1,844,910	4,353,224	3,770,211	1,925,301	104.4%
250 - CONSTABLES	1,594,365	1,515,522	1,567,005	1,609,143	1,515,522	(51,483)	-3.3%
360 - RECORDER	10,272,787	7,699,812	7,699,812	7,290,988	7,000,000	(699,812)	-9.1%
370 - EDUCATION SERVICE	29,399	117,000	117,000	111,015	117,000	-	0.0%
430 - TREASURER	37,505	31,000	31,000	38,421	37,000	6,000	19.4%
500 - SHERIFF	11,515,939	11,181,951	11,181,951	11,633,548	12,674,823	1,492,872	13.4%
<b>SUBTOTAL</b>	<b>\$ 37,867,175</b>	<b>\$ 32,170,161</b>	<b>\$ 32,221,644</b>	<b>\$ 34,751,214</b>	<b>\$ 34,914,556</b>	<b>\$ 2,692,912</b>	<b>8.4%</b>
<b>APPOINTED</b>							
060 - CLERK OF THE BOARD	\$ -	\$ -	\$ -	\$ 750	\$ -	\$ -	N/A
180 - FINANCE	266,117	180,000	180,000	255,162	235,000	55,000	30.6%
200 - COUNTY MANAGER	1,310	600	600	1,090	600	-	0.0%
220 - HUMAN SERVICES	2,213	-	-	2,213	-	-	N/A
290 - MEDICAL EXAMINER	345,060	322,388	322,388	367,791	360,388	38,000	11.8%
310 - HUMAN RESOURCES	58,356	46,000	46,000	61,497	55,000	9,000	19.6%
340 - PUBLIC FIDUCIARY	1,143,957	1,150,000	1,150,000	1,164,135	1,150,000	-	0.0%
410 - ENTERPRISE TECHNOLOGY	336,385	465,100	465,100	459,055	465,100	-	0.0%
460 - RESEARCH AND REPORTING	72,537	72,000	72,000	72,000	72,000	-	0.0%
470 - NON DEPARTMENTAL	1,007,996,283	1,005,967,442	1,005,967,442	1,020,052,300	1,085,253,882	79,286,440	7.9%
520 - PUBLIC DEFENDER	74,848	71,452	71,452	52,698	56,961	(14,491)	-20.3%
540 - LEGAL DEFENDER	1,400	-	-	700	-	-	N/A
550 - LEGAL ADVOCATE	-	-	-	353	-	-	N/A
560 - CONTRACT COUNSEL	-	-	-	33,581	-	-	N/A
670 - WASTE RESOURCES AND RECYCLING	380,555	132,369	132,369	238,915	132,369	-	0.0%
700 - FACILITIES MANAGEMENT	271,200	38,000	38,000	75,253	25,000	(13,000)	-34.2%
720 - PROTECTIVE SERVICES	269,879	235,141	235,141	282,225	235,141	-	0.0%
730 - PROCUREMENT SERVICES	930,297	282,000	282,000	294,984	300,000	18,000	6.4%
880 - ENVIRONMENTAL SERVICES	13,347	5,400	5,400	14,046	18,101	12,701	235.2%
940 - ASSISTANT COUNTY MANAGER 940	257,126	203,500	203,500	223,356	201,200	(2,300)	-1.1%
950 - ASSISTANT COUNTY MANAGER 950	7,000	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 1,012,427,870</b>	<b>\$ 1,009,171,392</b>	<b>\$ 1,009,171,392</b>	<b>\$ 1,023,652,104</b>	<b>\$ 1,088,560,742</b>	<b>\$ 79,389,350</b>	<b>7.9%</b>
<b>MARICOPA COUNTY</b>	<b>\$ 1,067,858,267</b>	<b>\$ 1,058,480,141</b>	<b>\$ 1,058,531,624</b>	<b>\$ 1,074,757,426</b>	<b>\$ 1,139,913,886</b>	<b>\$ 81,382,262</b>	<b>7.7%</b>

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

SPECIAL REVENUE	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>JUDICIAL</b>							
110 - ADULT PROBATION	\$ 16,323,481	\$ 15,926,853	\$ 15,999,365	\$ 15,087,925	\$ 15,220,544	\$ (778,821)	-4.9%
240 - JUSTICE COURTS	7,183,903	7,387,700	7,387,700	7,046,741	7,272,800	(114,900)	-1.6%
270 - JUVENILE PROBATION	8,021,545	8,569,575	9,647,066	7,951,707	7,969,152	(1,677,914)	-17.4%
800 - SUPERIOR COURT	13,564,876	14,567,660	14,242,675	13,223,816	14,492,423	249,748	1.8%
<b>SUBTOTAL</b>	<b>\$ 45,093,805</b>	<b>\$ 46,451,788</b>	<b>\$ 47,276,806</b>	<b>\$ 43,310,189</b>	<b>\$ 44,954,919</b>	<b>\$ (2,321,887)</b>	<b>-4.9%</b>
<b>ELECTED</b>							
160 - CLERK OF THE SUPERIOR COURT	\$ 9,036,260	\$ 8,454,435	\$ 9,108,598	\$ 8,203,816	\$ 8,050,612	\$ (1,057,986)	-11.6%
190 - COUNTY ATTORNEY	14,460,658	16,276,327	16,346,327	15,256,498	12,054,785	(4,291,542)	-26.3%
210 - ELECTIONS	128,267	2,181,549	2,181,549	3,548,243	861,153	(1,320,396)	-60.5%
360 - RECORDER	4,747,164	4,575,000	4,575,000	3,763,682	4,015,000	(560,000)	-12.2%
370 - EDUCATION SERVICE	11,040,634	22,259,872	22,259,872	20,369,309	26,699,094	4,439,222	19.9%
430 - TREASURER	-	304,341	304,341	304,341	304,341	-	0.0%
500 - SHERIFF	52,260,289	52,777,944	54,799,005	50,958,421	54,082,564	(716,441)	-1.3%
<b>SUBTOTAL</b>	<b>\$ 91,673,272</b>	<b>\$ 106,829,468</b>	<b>\$ 109,574,692</b>	<b>\$ 102,404,310</b>	<b>\$ 106,067,549</b>	<b>\$ (3,507,143)</b>	<b>-3.2%</b>
<b>APPOINTED</b>							
150 - EMERGENCY MANAGEMENT	\$ 1,505,088	\$ 1,561,786	\$ 1,561,786	\$ 1,562,891	\$ 1,615,805	\$ 54,019	3.5%
200 - COUNTY MANAGER	2,359,352	2,000	1,405,308	1,244,810	7,000	(1,398,308)	-99.5%
220 - HUMAN SERVICES	54,360,840	61,946,699	66,175,594	57,114,158	60,598,645	(5,576,949)	-8.4%
260 - CORRECTIONAL HEALTH	54,932	56,500	56,500	45,977	6,500	(50,000)	-88.5%
290 - MEDICAL EXAMINER	84,760	63,614	353,148	340,714	-	(353,148)	-100.0%
300 - PARKS AND RECREATION	8,790,321	6,838,185	7,157,120	7,399,856	7,472,149	315,029	4.4%
390 - EMPLOYEE BENEFITS AND HEALTH	6,711,350	7,405,038	7,405,038	6,948,980	7,323,579	(81,459)	-1.1%
440 - PLANNING AND DEVELOPMENT	8,727,674	8,004,275	8,022,542	8,235,796	8,555,200	532,658	6.6%
470 - NON DEPARTMENTAL	298,195,506	328,558,947	328,646,038	311,257,046	329,231,585	585,547	0.2%
520 - PUBLIC DEFENDER	1,446,167	1,873,824	1,873,824	1,393,929	1,660,192	(213,632)	-11.4%
540 - LEGAL DEFENDER	126,844	132,736	132,736	132,736	132,736	-	0.0%
550 - LEGAL ADVOCATE	20,209	22,996	22,996	22,996	22,996	-	0.0%
640 - TRANSPORTATION	98,046,980	95,603,960	95,819,429	95,779,936	106,865,210	11,045,781	11.5%
670 - WASTE RESOURCES AND RECYCLING	4,853,056	4,756,341	4,756,341	4,979,363	4,756,341	-	0.0%
700 - FACILITIES MANAGEMENT	31,250	-	-	-	-	-	N/A
790 - ANIMAL CARE AND CONTROL	13,346,783	13,605,917	13,761,874	14,274,221	13,775,503	13,629	0.1%
850 - AIR QUALITY	15,571,099	14,793,394	14,801,140	14,969,374	15,467,679	666,539	4.5%
860 - PUBLIC HEALTH	44,645,742	47,935,218	48,339,385	46,451,137	46,868,188	(1,471,197)	-3.0%
880 - ENVIRONMENTAL SERVICES	19,430,336	19,873,178	19,938,678	20,178,732	19,873,180	(65,498)	-0.3%
950 - ASSISTANT COUNTY MANAGER 950	1,259,292	317,688	1,433,950	1,381,220	89,121	(1,344,829)	-93.8%
<b>SUBTOTAL</b>	<b>\$ 579,567,581</b>	<b>\$ 613,352,296</b>	<b>\$ 621,663,427</b>	<b>\$ 593,713,872</b>	<b>\$ 624,321,609</b>	<b>\$ 2,658,182</b>	<b>0.4%</b>
<b>MARICOPA COUNTY</b>	<b>\$ 716,334,658</b>	<b>\$ 766,633,552</b>	<b>\$ 778,514,925</b>	<b>\$ 739,428,371</b>	<b>\$ 775,344,077</b>	<b>\$ (3,170,848)</b>	<b>-0.4%</b>
<b>DEBT SERVICE</b>							
<b>APPOINTED</b>							
470 - NON DEPARTMENTAL	\$ 34,687,501	\$ 5,140,896	\$ 5,140,896	\$ 3,843,915	\$ 8,472,860	\$ 3,331,964	64.8%
<b>SUBTOTAL</b>	<b>\$ 34,687,501</b>	<b>\$ 5,140,896</b>	<b>\$ 5,140,896</b>	<b>\$ 3,843,915</b>	<b>\$ 8,472,860</b>	<b>\$ 3,331,964</b>	<b>64.8%</b>
<b>MARICOPA COUNTY</b>	<b>\$ 34,687,501</b>	<b>\$ 5,140,896</b>	<b>\$ 5,140,896</b>	<b>\$ 3,843,915</b>	<b>\$ 8,472,860</b>	<b>\$ 3,331,964</b>	<b>64.8%</b>
<b>CAPITAL PROJECTS</b>							
<b>APPOINTED</b>							
470 - NON DEPARTMENTAL	\$ 186,787,958	\$ 255,273,574	\$ 262,523,538	\$ 262,654,171	\$ 76,914,904	\$ (185,608,634)	-70.7%
640 - TRANSPORTATION	93,265,519	66,114,760	66,114,760	64,340,169	61,709,576	(4,405,184)	-6.7%
<b>SUBTOTAL</b>	<b>\$ 280,053,477</b>	<b>\$ 321,388,334</b>	<b>\$ 328,638,298</b>	<b>\$ 326,994,340</b>	<b>\$ 138,624,480</b>	<b>\$ (190,013,818)</b>	<b>-57.8%</b>
<b>MARICOPA COUNTY</b>	<b>\$ 280,053,477</b>	<b>\$ 321,388,334</b>	<b>\$ 328,638,298</b>	<b>\$ 326,994,340</b>	<b>\$ 138,624,480</b>	<b>\$ (190,013,818)</b>	<b>-57.8%</b>

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

INTERNAL SERVICE	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>APPOINTED</b>							
390 - EMPLOYEE BENEFITS AND HEALTH	\$ 141,945,586	\$ 141,277,234	\$ 146,477,234	\$ 146,290,896	\$ 144,576,843	\$ (1,900,391)	-1.3%
410 - ENTERPRISE TECHNOLOGY	17,045,133	15,952,983	17,352,915	16,267,789	16,514,603	(838,312)	-4.8%
730 - PROCUREMENT SERVICES	778,408	788,689	808,689	860,699	845,217	36,528	4.5%
740 - EQUIPMENT SERVICES	18,547,116	16,682,320	19,342,760	19,049,992	16,854,693	(2,488,067)	-12.9%
750 - RISK MANAGEMENT	56,486,466	35,562,511	35,562,511	30,490,533	25,772,755	(9,789,756)	-27.5%
<b>SUBTOTAL</b>	<b>\$ 234,802,709</b>	<b>\$ 210,263,737</b>	<b>\$ 219,544,109</b>	<b>\$ 212,959,909</b>	<b>\$ 204,564,111</b>	<b>\$ (14,979,998)</b>	<b>-6.8%</b>
<b>MARICOPA COUNTY</b>	<b>\$ 234,802,709</b>	<b>\$ 210,263,737</b>	<b>\$ 219,544,109</b>	<b>\$ 212,959,909</b>	<b>\$ 204,564,111</b>	<b>\$ (14,979,998)</b>	<b>-6.8%</b>

ELIMINATIONS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>APPOINTED</b>							
300 - PARKS AND RECREATION	\$ (74,668)	\$ (37,371)	\$ (92,371)	\$ (66,972)	\$ (15,206)	\$ 77,165	-83.5%
640 - TRANSPORTATION	(48,134,797)	(48,134,797)	(48,134,797)	(48,134,797)	(48,134,797)	-	0.0%
<b>SUBTOTAL</b>	<b>\$ (48,209,465)</b>	<b>\$ (48,172,168)</b>	<b>\$ (48,227,168)</b>	<b>\$ (48,201,769)</b>	<b>\$ (48,150,003)</b>	<b>\$ 77,165</b>	<b>-0.2%</b>
<b>ELIMINATIONS</b>							
980 - ELIMINATIONS COUNTY	\$ (565,034,761)	\$ (612,719,454)	\$ (625,794,847)	\$ (620,614,760)	\$ (445,452,035)	\$ 180,342,812	-28.8%
<b>SUBTOTAL</b>	<b>\$ (565,034,761)</b>	<b>\$ (612,719,454)</b>	<b>\$ (625,794,847)</b>	<b>\$ (620,614,760)</b>	<b>\$ (445,452,035)</b>	<b>\$ 180,342,812</b>	<b>-28.8%</b>
<b>MARICOPA COUNTY</b>	<b>\$ (613,244,226)</b>	<b>\$ (660,891,622)</b>	<b>\$ (674,022,015)</b>	<b>\$ (668,816,529)</b>	<b>\$ (493,602,038)</b>	<b>\$ 180,419,977</b>	<b>-26.8%</b>

Consolidated Revenues and Other Sources by Department and Fund Type

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	TOTAL
<b>JUDICIAL</b>								
110 - ADULT PROBATION	\$ -	\$ 15,220,544	\$ -	\$ -	\$ -	\$ 15,220,544	\$ -	\$ 15,220,544
240 - JUSTICE COURTS	14,538,738	7,272,800	-	-	-	21,811,538	-	21,811,538
270 - JUVENILE PROBATION	19,750	7,969,152	-	-	-	7,988,902	-	7,988,902
800 - SUPERIOR COURT	1,880,100	14,492,423	-	-	-	16,372,523	-	16,372,523
<b>SUBTOTAL</b>	<b>\$ 16,438,588</b>	<b>\$ 44,954,919</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 61,393,507</b>	<b>\$ -</b>	<b>\$ 61,393,507</b>
<b>ELECTED</b>								
120 - ASSESSOR	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ 240,000	\$ -	\$ 240,000
160 - CLERK OF THE SUPERIOR COURT	9,500,000	8,050,612	-	-	-	17,550,612	-	17,550,612
190 - COUNTY ATTORNEY	60,000	12,054,785	-	-	-	12,114,785	-	12,114,785
210 - ELECTIONS	3,770,211	861,153	-	-	-	4,631,364	-	4,631,364
250 - CONSTABLES	1,515,522	-	-	-	-	1,515,522	-	1,515,522
360 - RECORDER	7,000,000	4,015,000	-	-	-	11,015,000	-	11,015,000
370 - EDUCATION SERVICE	117,000	26,699,094	-	-	-	26,816,094	-	26,816,094
430 - TREASURER	37,000	304,341	-	-	-	341,341	-	341,341
500 - SHERIFF	12,674,823	54,082,564	-	-	-	66,757,387	-	66,757,387
<b>SUBTOTAL</b>	<b>\$ 34,914,556</b>	<b>\$ 106,067,549</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 140,982,105</b>	<b>\$ -</b>	<b>\$ 140,982,105</b>
<b>APPOINTED</b>								
150 - EMERGENCY MANAGEMENT	\$ -	\$ 1,615,805	\$ -	\$ -	\$ -	\$ 1,615,805	\$ -	\$ 1,615,805
180 - FINANCE	235,000	-	-	-	-	235,000	-	235,000
200 - COUNTY MANAGER	600	7,000	-	-	-	7,600	-	7,600
220 - HUMAN SERVICES	-	60,598,645	-	-	-	60,598,645	-	60,598,645
260 - CORRECTIONAL HEALTH	-	6,500	-	-	-	6,500	-	6,500
290 - MEDICAL EXAMINER	360,388	-	-	-	-	360,388	-	360,388
300 - PARKS AND RECREATION	-	7,472,149	-	-	-	7,472,149	(15,206)	7,456,943
310 - HUMAN RESOURCES	55,000	-	-	-	-	55,000	-	55,000
340 - PUBLIC FIDUCIARY	1,150,000	-	-	-	-	1,150,000	-	1,150,000
390 - EMPLOYEE BENEFITS AND HEALTH	-	7,323,579	-	-	144,576,843	151,900,422	-	151,900,422
410 - ENTERPRISE TECHNOLOGY	465,100	-	-	-	16,514,603	16,979,703	-	16,979,703
440 - PLANNING AND DEVELOPMENT	-	8,555,200	-	-	-	8,555,200	-	8,555,200
460 - RESEARCH AND REPORTING	72,000	-	-	-	-	72,000	-	72,000
470 - NON DEPARTMENTAL	1,085,253,882	329,231,585	8,472,860	76,914,904	-	1,499,873,231	-	1,499,873,231
520 - PUBLIC DEFENDER	56,961	1,660,192	-	-	-	1,717,153	-	1,717,153
540 - LEGAL DEFENDER	-	132,736	-	-	-	132,736	-	132,736
550 - LEGAL ADVOCATE	-	22,996	-	-	-	22,996	-	22,996
640 - TRANSPORTATION	-	106,865,210	-	61,709,576	-	168,574,786	(48,134,797)	120,439,989
670 - WASTE RESOURCES AND RECYCLING	132,369	4,756,341	-	-	-	4,888,710	-	4,888,710
700 - FACILITIES MANAGEMENT	25,000	-	-	-	-	25,000	-	25,000
720 - PROTECTIVE SERVICES	235,141	-	-	-	-	235,141	-	235,141
730 - PROCUREMENT SERVICES	300,000	-	-	-	845,217	1,145,217	-	1,145,217
740 - EQUIPMENT SERVICES	-	-	-	-	16,854,693	16,854,693	-	16,854,693
750 - RISK MANAGEMENT	-	-	-	-	25,772,755	25,772,755	-	25,772,755
790 - ANIMAL CARE AND CONTROL	-	13,775,503	-	-	-	13,775,503	-	13,775,503
850 - AIR QUALITY	-	15,467,679	-	-	-	15,467,679	-	15,467,679
860 - PUBLIC HEALTH	-	46,868,188	-	-	-	46,868,188	-	46,868,188
880 - ENVIRONMENTAL SERVICES	18,101	19,873,180	-	-	-	19,891,281	-	19,891,281
940 - ASSISTANT COUNTY MANAGER 940	201,200	-	-	-	-	201,200	-	201,200
950 - ASSISTANT COUNTY MANAGER 950	-	89,121	-	-	-	89,121	-	89,121
<b>SUBTOTAL</b>	<b>\$ 1,088,560,742</b>	<b>\$ 624,321,609</b>	<b>\$ 8,472,860</b>	<b>\$ 138,624,480</b>	<b>\$ 204,564,111</b>	<b>\$ 2,064,543,802</b>	<b>\$ (48,150,003)</b>	<b>\$ 2,016,393,799</b>
980 - ELIMINATIONS COUNTY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (445,452,035)	\$ (445,452,035)
<b>MARICOPA COUNTY</b>	<b>\$ 1,139,913,886</b>	<b>\$ 775,344,077</b>	<b>\$ 8,472,860</b>	<b>\$ 138,624,480</b>	<b>\$ 204,564,111</b>	<b>\$ 2,266,919,414</b>	<b>\$ (493,602,038)</b>	<b>\$ 1,773,317,376</b>

Consolidated Revenues and Other Sources by Category

ALL FUNDS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>TAXES</b>							
0601 - PROPERTY TAXES	\$ 423,267,424	\$ 404,902,095	\$ 404,902,095	\$ 404,902,095	\$ 436,942,622	\$ 32,040,527	7.9%
0605 - TAX PENALTIES AND INTEREST	18,464,949	18,500,000	18,500,000	14,010,671	13,500,000	(5,000,000)	-27.0%
0606 - SALES TAXES	124,595,909	131,106,321	131,106,321	134,255,147	141,295,781	10,189,460	7.8%
<b>SUBTOTAL</b>	<b>\$ 566,328,282</b>	<b>\$ 554,508,416</b>	<b>\$ 554,508,416</b>	<b>\$ 553,167,913</b>	<b>\$ 591,738,403</b>	<b>\$ 37,229,987</b>	<b>6.7%</b>
<b>LICENSES AND PERMITS</b>							
0610 - LICENSES AND PERMITS	\$ 40,232,847	\$ 40,660,114	\$ 40,624,660	\$ 39,053,414	\$ 40,179,526	\$ (445,134)	-1.1%
<b>SUBTOTAL</b>	<b>\$ 40,232,847</b>	<b>\$ 40,660,114</b>	<b>\$ 40,624,660</b>	<b>\$ 39,053,414</b>	<b>\$ 40,179,526</b>	<b>\$ (445,134)</b>	<b>-1.1%</b>
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 174,209,564	\$ 173,085,972	\$ 182,415,286	\$ 165,506,034	\$ 168,348,920	\$ (14,066,366)	-7.7%
0620 - OTHER INTERGOVERNMENTAL	18,637,441	16,762,771	17,322,295	20,122,626	18,993,289	1,670,994	9.6%
0621 - PAYMENTS IN LIEU OF TAXES	12,071,152	11,972,067	11,972,067	12,000,000	12,340,468	368,401	3.1%
0625 - STATE SHARED SALES TAX	418,642,152	437,402,846	437,402,846	447,677,168	465,300,725	27,897,879	6.4%
0626 - STATE SHARED HIGHWAY USER REV	86,815,139	84,652,860	84,652,860	84,652,860	95,893,292	11,240,432	13.3%
0630 - STATE SHARED VEHICLE LICENSE	127,115,880	128,160,859	128,160,859	134,332,740	141,270,736	13,109,877	10.2%
<b>SUBTOTAL</b>	<b>\$ 837,491,328</b>	<b>\$ 852,037,375</b>	<b>\$ 861,926,213</b>	<b>\$ 864,291,428</b>	<b>\$ 902,147,430</b>	<b>\$ 40,221,217</b>	<b>4.7%</b>
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 67,994,879	\$ 59,794,032	\$ 59,975,316	\$ 62,358,148	\$ 62,469,710	\$ 2,494,394	4.2%
0635 - OTHER CHARGES FOR SERVICES	131,169,083	124,467,655	127,815,525	121,857,333	123,193,383	(4,622,142)	-3.6%
0636 - INTERNAL SERVICE CHARGES	-	-	51,283	(9,257,894)	-	(51,283)	-100.0%
0638 - PATIENT SERVICES REVENUE	1,605,870	2,214,044	2,155,514	2,157,660	2,456,959	301,445	14.0%
<b>SUBTOTAL</b>	<b>\$ 200,769,832</b>	<b>\$ 186,475,731</b>	<b>\$ 189,997,638</b>	<b>\$ 177,115,247</b>	<b>\$ 188,120,052</b>	<b>\$ (1,877,586)</b>	<b>-1.0%</b>
<b>FINES AND FORFEITS</b>							
0637 - FINES AND FORFEITS	\$ 30,049,348	\$ 31,236,997	\$ 32,016,997	\$ 28,462,811	\$ 27,925,147	\$ (4,091,850)	-12.8%
<b>SUBTOTAL</b>	<b>\$ 30,049,348</b>	<b>\$ 31,236,997</b>	<b>\$ 32,016,997</b>	<b>\$ 28,462,811</b>	<b>\$ 27,925,147</b>	<b>\$ (4,091,850)</b>	<b>-12.8%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 6,137,727	\$ 6,997,864	\$ 6,999,264	\$ 5,283,840	\$ 5,301,820	\$ (1,697,444)	-24.3%
0650 - MISCELLANEOUS REVENUE	18,051,243	28,898,541	30,074,649	21,367,899	17,704,998	(12,369,651)	-41.1%
<b>SUBTOTAL</b>	<b>\$ 24,188,970</b>	<b>\$ 35,896,405</b>	<b>\$ 37,073,913</b>	<b>\$ 26,651,739</b>	<b>\$ 23,006,818</b>	<b>\$ (14,067,095)</b>	<b>-37.9%</b>
<b>ALL REVENUES</b>	<b>\$ 1,699,060,607</b>	<b>\$ 1,700,815,038</b>	<b>\$ 1,716,147,837</b>	<b>\$ 1,688,742,552</b>	<b>\$ 1,773,117,376</b>	<b>\$ 56,969,539</b>	<b>3.3%</b>
<b>OTHER FINANCING SOURCES</b>							
0651 - GAIN ON FIXED ASSETS	\$ 2,326,474	\$ 200,000	\$ 200,000	\$ 424,880	\$ 200,000	\$ -	0.0%
0680 - TRANSFERS IN	19,105,305	-	-	-	-	-	N/A
<b>ALL OTHER FINANCING SOURCES</b>	<b>\$ 21,431,779</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 424,880</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL SOURCES</b>	<b>\$ 1,720,492,386</b>	<b>\$ 1,701,015,038</b>	<b>\$ 1,716,347,837</b>	<b>\$ 1,689,167,432</b>	<b>\$ 1,773,317,376</b>	<b>\$ 56,969,539</b>	<b>3.3%</b>

Consolidated Revenues and Other Sources by Category (continued)

GENERAL FUND	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>TAXES</b>							
0601 - PROPERTY TAXES	\$ 423,267,424	\$ 404,902,095	\$ 404,902,095	\$ 404,902,095	\$ 436,942,622	\$ 32,040,527	7.9%
0605 - TAX PENALTIES AND INTEREST	18,464,949	18,500,000	18,500,000	14,010,671	13,500,000	(5,000,000)	-27.0%
<b>SUBTOTAL</b>	<b>\$ 441,732,373</b>	<b>\$ 423,402,095</b>	<b>\$ 423,402,095</b>	<b>\$ 418,912,766</b>	<b>\$ 450,442,622</b>	<b>\$ 27,040,527</b>	<b>6.4%</b>
<b>LICENSES AND PERMITS</b>							
0610 - LICENSES AND PERMITS	\$ 2,363,458	\$ 2,292,821	\$ 2,292,821	\$ 2,315,750	\$ 2,296,821	\$ 4,000	0.2%
<b>SUBTOTAL</b>	<b>\$ 2,363,458</b>	<b>\$ 2,292,821</b>	<b>\$ 2,292,821</b>	<b>\$ 2,315,750</b>	<b>\$ 2,296,821</b>	<b>\$ 4,000</b>	<b>0.2%</b>
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 7,394	\$ -	\$ 51,483	\$ -	\$ -	\$ (51,483)	-100.0%
0620 - OTHER INTERGOVERNMENTAL	5,668,908	2,812,302	2,812,302	5,381,278	4,727,302	1,915,000	68.1%
0621 - PAYMENTS IN LIEU OF TAXES	12,071,152	11,972,067	11,972,067	12,000,000	12,340,468	368,401	3.1%
0625 - STATE SHARED SALES TAX	418,642,152	437,402,846	437,402,846	447,677,168	465,300,725	27,897,879	6.4%
0630 - STATE SHARED VEHICLE LICENSE	118,202,383	119,748,223	119,748,223	125,920,104	132,858,100	13,109,877	10.9%
<b>SUBTOTAL</b>	<b>\$ 554,591,989</b>	<b>\$ 571,935,438</b>	<b>\$ 571,986,921</b>	<b>\$ 590,978,550</b>	<b>\$ 615,226,595</b>	<b>\$ 43,239,674</b>	<b>7.6%</b>
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 13,480,537	\$ 13,444,010	\$ 13,444,010	\$ 13,947,402	\$ 15,146,216	\$ 1,702,206	12.7%
0635 - OTHER CHARGES FOR SERVICES	28,901,367	26,248,551	26,248,551	25,311,363	24,937,474	(1,311,077)	-5.0%
0638 - PATIENT SERVICES REVENUE	7,485	7,000	7,000	7,000	7,000	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 42,389,389</b>	<b>\$ 39,699,561</b>	<b>\$ 39,699,561</b>	<b>\$ 39,265,765</b>	<b>\$ 40,090,690</b>	<b>\$ 391,129</b>	<b>1.0%</b>
<b>FINES AND FORFEITS</b>							
0637 - FINES AND FORFEITS	\$ 12,374,331	\$ 12,288,138	\$ 12,288,138	\$ 11,676,267	\$ 11,601,839	\$ (686,299)	-5.6%
<b>SUBTOTAL</b>	<b>\$ 30,049,348</b>	<b>\$ 31,236,997</b>	<b>\$ 32,016,997</b>	<b>\$ 28,462,811</b>	<b>\$ 27,925,147</b>	<b>\$ (4,091,850)</b>	<b>-12.8%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 3,548,026	\$ 4,000,000	\$ 4,000,000	\$ 2,838,421	\$ 2,800,000	\$ (1,200,000)	-30.0%
0650 - MISCELLANEOUS REVENUE	10,858,701	2,725,088	2,725,088	6,632,157	2,649,973	(75,115)	-2.8%
<b>SUBTOTAL</b>	<b>\$ 14,406,727</b>	<b>\$ 6,725,088</b>	<b>\$ 6,725,088</b>	<b>\$ 9,470,578</b>	<b>\$ 5,449,973</b>	<b>\$ (1,275,115)</b>	<b>-19.0%</b>
<b>ALL REVENUES</b>	<b>\$ 1,067,858,267</b>	<b>\$ 1,056,343,141</b>	<b>\$ 1,056,394,624</b>	<b>\$ 1,072,619,676</b>	<b>\$ 1,125,108,540</b>	<b>\$ 68,713,916</b>	<b>6.5%</b>
<b>OTHER FINANCING SOURCES</b>							
0680 - TRANSFERS IN	\$ -	\$ 2,137,000	\$ 2,137,000	\$ 2,137,750	\$ 14,805,346	\$ 12,668,346	592.8%
<b>ALL OTHER FINANCING SOURCES</b>	<b>\$ -</b>	<b>\$ 2,137,000</b>	<b>\$ 2,137,000</b>	<b>\$ 2,137,750</b>	<b>\$ 14,805,346</b>	<b>\$ 12,668,346</b>	<b>592.8%</b>
<b>TOTAL SOURCES</b>	<b>\$ 1,067,858,267</b>	<b>\$ 1,058,480,141</b>	<b>\$ 1,058,531,624</b>	<b>\$ 1,074,757,426</b>	<b>\$ 1,139,913,886</b>	<b>\$ 81,382,262</b>	<b>7.7%</b>

Consolidated Revenues and Other Sources by Category (continued)

SPECIAL REVENUE	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>TAXES</b>							
0606 - SALES TAXES	\$ 124,595,909	\$ 131,106,321	\$ 131,106,321	\$ 134,255,147	\$ 141,295,781	\$ 10,189,460	7.8%
<b>SUBTOTAL</b>	<b>\$ 124,595,909</b>	<b>\$ 131,106,321</b>	<b>\$ 131,106,321</b>	<b>\$ 134,255,147</b>	<b>\$ 141,295,781</b>	<b>\$ 10,189,460</b>	<b>7.8%</b>
<b>LICENSES AND PERMITS</b>							
0610 - LICENSES AND PERMITS	\$ 37,869,389	\$ 38,367,293	\$ 38,331,839	\$ 36,737,664	\$ 37,882,705	\$ (449,134)	-1.2%
<b>SUBTOTAL</b>	<b>\$ 37,869,389</b>	<b>\$ 38,367,293</b>	<b>\$ 38,331,839</b>	<b>\$ 36,737,664</b>	<b>\$ 37,882,705</b>	<b>\$ (449,134)</b>	<b>-1.2%</b>
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 138,880,873	\$ 159,269,602	\$ 168,547,433	\$ 155,668,843	\$ 157,241,280	\$ (11,306,153)	-6.7%
0620 - OTHER INTERGOVERNMENTAL	12,968,533	13,950,469	14,509,993	14,610,964	14,265,987	(244,006)	-1.7%
0626 - STATE SHARED HIGHWAY USER REV	86,815,139	84,652,860	84,652,860	84,652,860	95,893,292	11,240,432	13.3%
0630 - STATE SHARED VEHICLE LICENSE	8,913,497	8,412,636	8,412,636	8,412,636	8,412,636	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 247,578,042</b>	<b>\$ 266,285,567</b>	<b>\$ 276,122,922</b>	<b>\$ 263,345,303</b>	<b>\$ 275,813,195</b>	<b>\$ (309,727)</b>	<b>-0.1%</b>
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 36,043,779	\$ 35,483,657	\$ 35,382,852	\$ 36,150,390	\$ 38,266,475	\$ 2,883,623	8.1%
0635 - OTHER CHARGES FOR SERVICES	71,184,039	71,414,049	71,061,919	67,764,459	68,759,179	(2,302,740)	-3.2%
0638 - PATIENT SERVICES REVENUE	1,598,385	2,207,044	2,148,514	2,150,660	2,449,959	301,445	14.0%
<b>SUBTOTAL</b>	<b>\$ 108,826,203</b>	<b>\$ 109,104,750</b>	<b>\$ 108,593,285</b>	<b>\$ 106,065,509</b>	<b>\$ 109,475,613</b>	<b>\$ 882,328</b>	<b>0.8%</b>
<b>FINES AND FORFEITS</b>							
0637 - FINES AND FORFEITS	\$ 17,675,017	\$ 18,948,859	\$ 19,728,859	\$ 16,786,544	\$ 16,323,308	\$ (3,405,551)	-17.3%
<b>SUBTOTAL</b>	<b>\$ 17,675,017</b>	<b>\$ 18,948,859</b>	<b>\$ 19,728,859</b>	<b>\$ 16,786,544</b>	<b>\$ 16,323,308</b>	<b>\$ (3,405,551)</b>	<b>-17.3%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 2,050,748	\$ 2,474,140	\$ 2,475,540	\$ 1,894,777	\$ 1,961,956	\$ (513,584)	-20.7%
0650 - MISCELLANEOUS REVENUE	4,765,099	26,138,453	27,314,561	5,815,277	15,020,025	(12,294,536)	-45.0%
<b>SUBTOTAL</b>	<b>\$ 6,815,847</b>	<b>\$ 28,612,593</b>	<b>\$ 29,790,101</b>	<b>\$ 7,710,054</b>	<b>\$ 16,981,981</b>	<b>\$ (12,808,120)</b>	<b>-43.0%</b>
<b>ALL REVENUES</b>	<b>\$ 543,360,407</b>	<b>\$ 592,425,383</b>	<b>\$ 603,673,327</b>	<b>\$ 564,900,221</b>	<b>\$ 597,772,583</b>	<b>\$ (5,900,744)</b>	<b>-1.0%</b>
<b>OTHER FINANCING SOURCES</b>							
0651 - GAIN ON FIXED ASSETS	\$ 2,326,474	\$ 200,000	\$ 200,000	\$ 424,880	\$ 200,000	\$ -	0.0%
0680 - TRANSFERS IN	170,647,777	174,008,169	174,641,598	174,103,270	177,371,494	2,729,896	1.6%
<b>ALL OTHER FINANCING SOURCES</b>	<b>\$ 172,974,251</b>	<b>\$ 174,208,169</b>	<b>\$ 174,841,598</b>	<b>\$ 174,528,150</b>	<b>\$ 177,571,494</b>	<b>\$ 2,729,896</b>	<b>1.6%</b>
<b>TOTAL SOURCES</b>	<b>\$ 716,334,658</b>	<b>\$ 766,633,552</b>	<b>\$ 778,514,925</b>	<b>\$ 739,428,371</b>	<b>\$ 775,344,077</b>	<b>\$ (3,170,848)</b>	<b>-0.4%</b>

DEBT SERVICE	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 3,345,545	\$ 2,049,965	\$ 2,049,965	\$ 749,033	\$ 2,049,100	\$ (865)	0.0%
<b>SUBTOTAL</b>	<b>\$ 3,345,545</b>	<b>\$ 2,049,965</b>	<b>\$ 2,049,965</b>	<b>\$ 749,033</b>	<b>\$ 2,049,100</b>	<b>\$ (865)</b>	<b>0.0%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 93,726	\$ 8,300	\$ 8,300	\$ 12,251	\$ 8,200	\$ (100)	-1.2%
<b>SUBTOTAL</b>	<b>\$ 93,726</b>	<b>\$ 8,300</b>	<b>\$ 8,300</b>	<b>\$ 12,251</b>	<b>\$ 8,200</b>	<b>\$ (100)</b>	<b>-1.2%</b>
<b>ALL REVENUES</b>	<b>\$ 3,439,271</b>	<b>\$ 2,058,265</b>	<b>\$ 2,058,265</b>	<b>\$ 761,284</b>	<b>\$ 2,057,300</b>	<b>\$ (965)</b>	<b>0.0%</b>
<b>OTHER FINANCING SOURCES</b>							
0680 - TRANSFERS IN	\$ 31,248,230	\$ 3,082,631	\$ 3,082,631	\$ 3,082,631	\$ 6,415,560	\$ 3,332,929	108.1%
<b>ALL OTHER FINANCING SOURCES</b>	<b>\$ 31,248,230</b>	<b>\$ 3,082,631</b>	<b>\$ 3,082,631</b>	<b>\$ 3,082,631</b>	<b>\$ 6,415,560</b>	<b>\$ 3,332,929</b>	<b>108.1%</b>
<b>TOTAL SOURCES</b>	<b>\$ 34,687,501</b>	<b>\$ 5,140,896</b>	<b>\$ 5,140,896</b>	<b>\$ 3,843,915</b>	<b>\$ 8,472,860</b>	<b>\$ 3,331,964</b>	<b>64.8%</b>

Consolidated Revenues and Other Sources by Category (continued)

CAPITAL PROJECTS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 35,321,297	\$ 13,816,370	\$ 13,816,370	\$ 9,837,191	\$ 11,107,640	\$ (2,708,730)	-19.6%
0620 - OTHER INTERGOVERNMENTAL	-	-	-	130,384	-	-	N/A
<b>SUBTOTAL</b>	\$ 35,321,297	\$ 13,816,370	\$ 13,816,370	\$ 9,967,575	\$ 11,107,640	\$ (2,708,730)	-19.6%
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 9,680,068	\$ 4,163,593	\$ 4,163,593	\$ 6,349,759	\$ 2,467,139	\$ (1,696,454)	-40.7%
<b>SUBTOTAL</b>	\$ 9,680,068	\$ 4,163,593	\$ 4,163,593	\$ 6,349,759	\$ 2,467,139	\$ (1,696,454)	-40.7%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 563	\$ -	\$ -	\$ 249	\$ 200	\$ 200	N/A
0650 - MISCELLANEOUS REVENUE	1,314,108	-	-	18,422	-	-	N/A
<b>SUBTOTAL</b>	\$ 1,314,671	\$ -	\$ -	\$ 18,671	\$ 200	\$ 200	N/A
<b>ALL REVENUES</b>	\$ 46,316,036	\$ 17,979,963	\$ 17,979,963	\$ 16,336,005	\$ 13,574,979	\$ (4,404,984)	-24.5%
<b>OTHER FINANCING SOURCES</b>							
0680 - TRANSFERS IN	\$ 233,737,441	\$ 303,408,371	\$ 310,658,335	\$ 310,658,335	\$ 125,049,501	\$ (185,608,834)	-59.7%
<b>ALL OTHER FINANCING SOURCES</b>	\$ 233,737,441	\$ 303,408,371	\$ 310,658,335	\$ 310,658,335	\$ 125,049,501	\$ (185,608,834)	-59.7%
<b>TOTAL SOURCES</b>	\$ 280,053,477	\$ 321,388,334	\$ 328,638,298	\$ 326,994,340	\$ 138,624,480	\$ (190,013,818)	-57.8%

INTERNAL SERVICE	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 5,444,950	\$ 4,652,807	\$ 4,934,896	\$ 5,161,564	\$ 4,540,780	\$ (394,116)	-8.0%
0635 - OTHER CHARGES FOR SERVICES	31,083,677	26,805,055	30,505,055	28,781,511	29,496,730	(1,008,325)	-3.3%
0636 - INTERNAL SERVICE CHARGES	159,652,960	163,263,729	168,562,012	165,110,142	164,758,171	(3,803,841)	-2.3%
<b>SUBTOTAL</b>	\$ 196,181,587	\$ 194,721,591	\$ 204,001,963	\$ 199,053,217	\$ 198,795,681	\$ (5,206,282)	-2.6%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 444,664	\$ 515,424	\$ 515,424	\$ 538,142	\$ 531,464	\$ 16,040	3.1%
0650 - MISCELLANEOUS REVENUE	1,113,335	35,000	35,000	8,902,043	35,000	-	0.0%
<b>SUBTOTAL</b>	\$ 1,557,999	\$ 550,424	\$ 550,424	\$ 9,440,185	\$ 566,464	\$ 16,040	2.9%
<b>ALL REVENUES</b>	\$ 197,739,586	\$ 195,272,015	\$ 204,552,387	\$ 208,493,402	\$ 199,362,145	\$ (5,190,242)	-2.5%
<b>OTHER FINANCING SOURCES</b>							
0680 - TRANSFERS IN	\$ 37,063,123	\$ 14,991,722	\$ 14,991,722	\$ 4,466,507	\$ 5,201,966	\$ (9,789,756)	-65.3%
<b>ALL OTHER FINANCING SOURCES</b>	\$ 37,063,123	\$ 14,991,722	\$ 14,991,722	\$ 4,466,507	\$ 5,201,966	\$ (9,789,756)	-65.3%
<b>TOTAL SOURCES</b>	\$ 234,802,709	\$ 210,263,737	\$ 219,544,109	\$ 212,959,909	\$ 204,564,111	\$ (14,979,998)	-6.8%

ELIMINATIONS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>CHARGES FOR SERVICE</b>							
0636 - INTERNAL SERVICE CHARGES	\$ (159,652,960)	\$ (163,263,729)	\$ (168,510,729)	\$ (174,368,036)	\$ (164,758,171)	\$ 3,752,558	-2.2%
<b>SUBTOTAL</b>	\$ (159,652,960)	\$ (163,263,729)	\$ (168,510,729)	\$ (174,368,036)	\$ (164,758,171)	\$ 3,752,558	-2.2%
<b>ALL REVENUES</b>	\$ (159,652,960)	\$ (163,263,729)	\$ (168,510,729)	\$ (174,368,036)	\$ (164,758,171)	\$ 3,752,558	-2.2%
<b>OTHER FINANCING SOURCES</b>							
0680 - TRANSFERS IN	\$ (453,591,266)	\$ (497,627,893)	\$ (505,511,286)	\$ (494,448,493)	\$ (328,843,867)	\$ 176,667,419	-34.9%
<b>ALL OTHER FINANCING SOURCES</b>	\$ (453,591,266)	\$ (497,627,893)	\$ (505,511,286)	\$ (494,448,493)	\$ (328,843,867)	\$ 176,667,419	-34.9%
<b>TOTAL SOURCES</b>	\$ (613,244,226)	\$ (660,891,622)	\$ (674,022,015)	\$ (668,816,529)	\$ (493,602,038)	\$ 180,419,977	-26.8%

## 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

For major tax-based revenues, economic forecasting models are applied and the resulting Most Likely forecast scenario is the basis for the budget of those revenue sources in FY 2015. The following sections describe the major revenue sources for the County, as well as the estimated collections for FY 2015.

### 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 to the right 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. As a result of Proposition 117 passed by the voters in 2012, beginning in tax year 2015 (Fiscal Year 2016), the limited primary value (LPV) will be the sole assessed valuation used for all property taxes. The LPV will be the lesser of the full cash value of the property or 5% greater than the previous year’s LPV.

Property Tax Levies		
Fiscal Year	Primary General Fund	Total
2006	371,224,118	<b>371,224,118</b>
2007	398,725,245	<b>398,725,245</b>
2008	430,023,735	<b>430,023,735</b>
2009	463,492,311	<b>463,492,311</b>
2010	492,230,736	<b>492,230,736</b>
2011	492,224,342	<b>492,224,342</b>
2012	477,571,468	<b>477,571,468</b>
2013	425,111,491	<b>425,111,491</b>
2014	409,775,397	<b>409,775,397</b>
2015*	442,762,977	<b>442,762,977</b>
*Budget		
Note: Excludes Payments in Lieu of Taxes		

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.

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 on the next page lists Maricopa County primary net assessed values and tax rates for FY 2015 and the previous nine fiscal years. Estimated assessed values and maximum allowable tax rates are also displayed for the following five years. The FY 2015 primary rate is budgeted at \$1.3209 per \$100 of assessed value, which is less than the maximum rate of \$1.8068. The Maricopa County Board of Supervisors adopts the property tax rates for each fiscal year and is not required to adopt the maximum rate. The real estate market in Maricopa County continues to show signs of recovery with the assessed value increasing in FY 2015 for the first time in

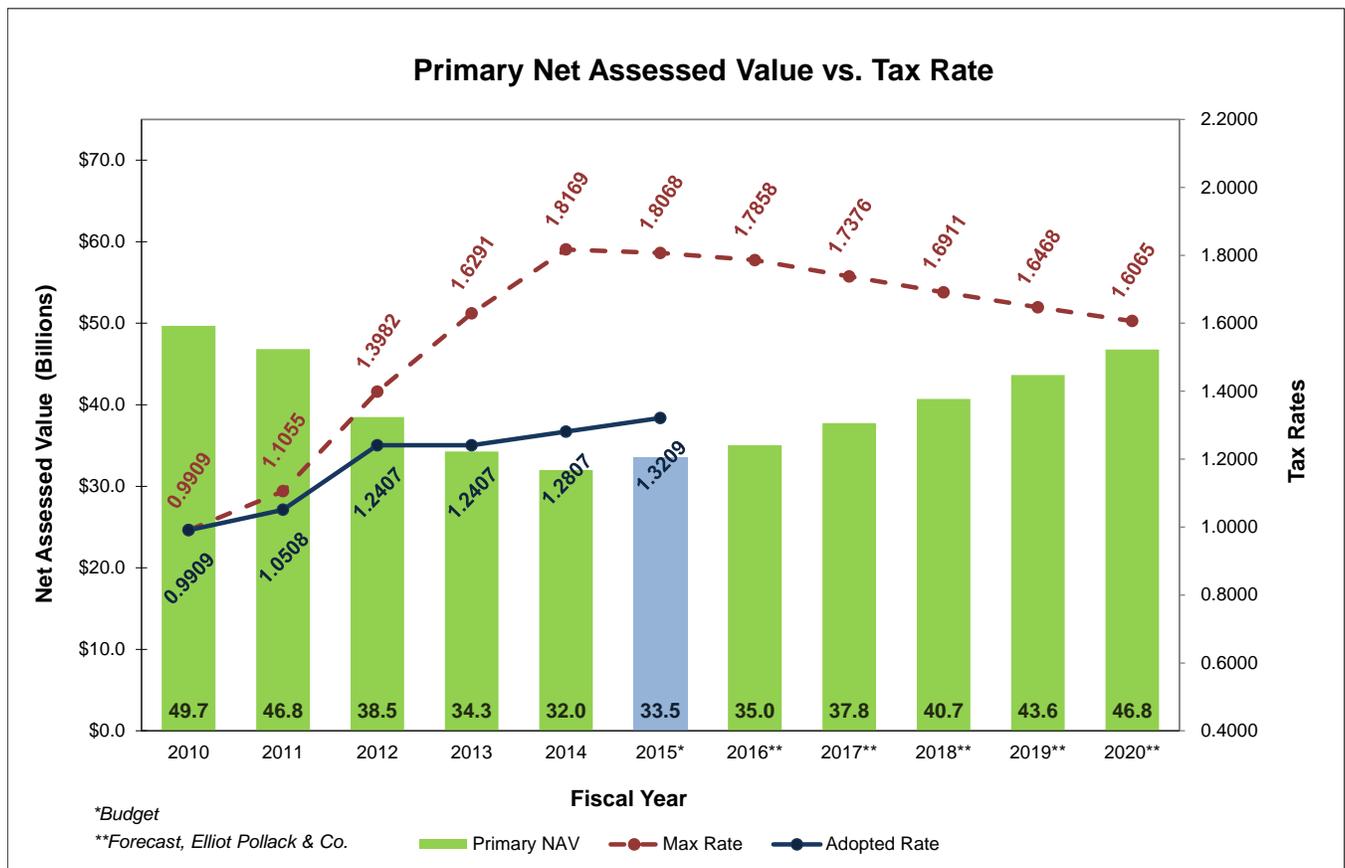
four years. FY 2015 net assessed values are increasing by 4.76% or \$1.5 billion when compared to FY 2014. However, the net assessed valuations for FY 2015 are still \$16.1 billion lower than the peak in FY 2010.

The Recommended Budget assumes the Board of Supervisors will adopt a tax rate of \$1.3209 resulting in a tax levy of \$442.8 million, rather than levy the maximum amount allowable (\$605 million). This will result in an average property tax bill of \$146 for the median residential home in Maricopa County, valued at \$110,600.

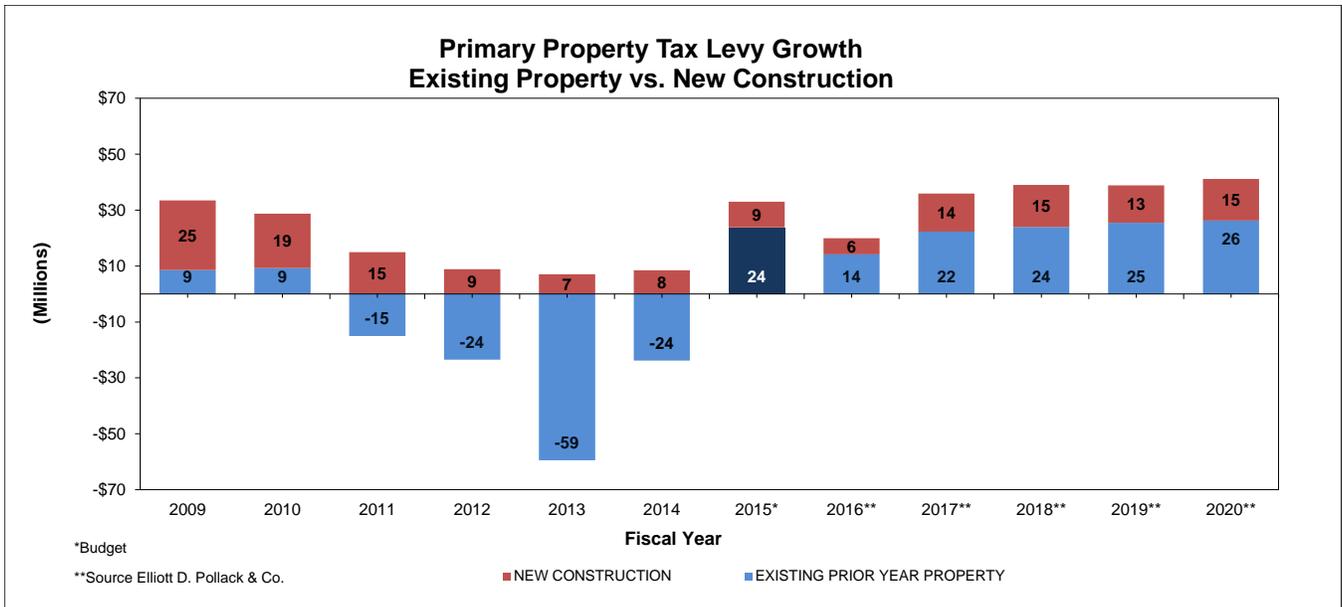
The chart below illustrates that as the housing market rebounds, assessed values will increase and consequently, the constitutionally allowable tax rate will decrease. Conversely, as noted in FY 2011 through 2014, when the housing market worsens, assessed values decrease and the tax rate would need to increase to levy a similar amount of taxes.

Net Assessed Values and Tax Rates		
Primary		
Fiscal Year	Net Assessed Value (Thousands)	Primary Tax Rate (per \$100 N.A.V.)
2006	31,010,285	1.1971
2007	33,807,465	1.1794
2008	38,930,268	1.1046
2009	44,881,603	1.0327
2010	49,675,117	0.9909
2011	46,842,819	1.0508
2012	38,492,098	1.2407
2013	34,263,842	1.2407
2014	31,996,205	1.2807
2015	33,519,795	1.3209
2016	35,028,186	1.7858
2017	37,750,677	1.7376
2018	40,704,136	1.6911
2019	43,645,785	1.6468
2020	46,764,145	1.6065

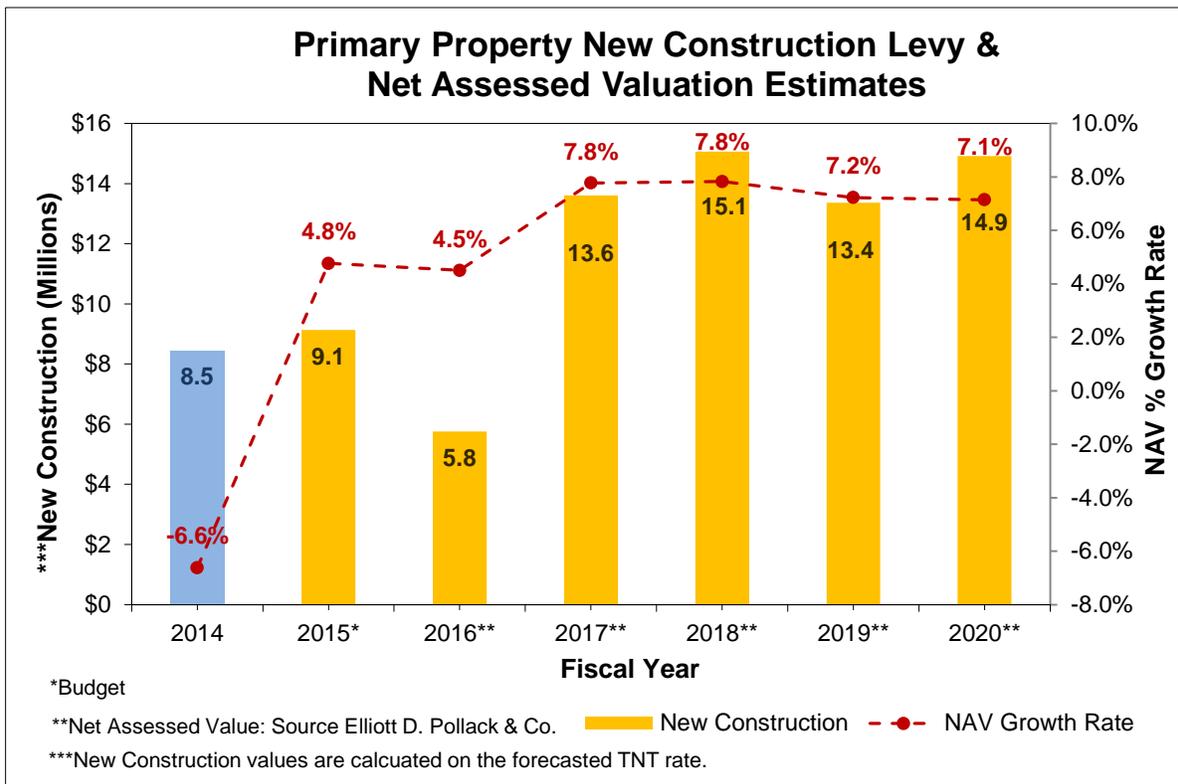
\* Budgeted Rate  
 \*\*Maximum Rates, Forecasted NAV Source Elliott D. Pollack & Co.



The growth of the property tax base is determined by the appreciation level of existing assessed properties and the amount of new construction. The chart below displays the source of the change in the tax levy each year assuming a flat tax rate.



In the chart below, the growth rate of primary net assessed valuations are included to display the estimated levels of appreciation in property values for FY 2015 through FY 2020 to provide context to the new construction estimates.



The magnitude of growth in new construction is an indication of increased economic recovery for Maricopa County property values. Slow growth is expected until the existing inventory of property, both residential and commercial, is occupied and population growth improves. As noted in the chart above, significant economic improvement is projected for FY 2015. Consequently, due to the 18 month to 2

year lag between market trends and property assessments, property taxes will not be significantly impacted by the increased valuations and accelerated construction until FY 2017.

The budgeted tax rate of \$1.3209 would increase the property tax levy by \$33 million (excluding Salt River Project).

FY 2015 PRELIMINARY PROPERTY TAX LEVIES AND RATES									
Description	Net Assessed Value	SRP Eff. Ass. Val.	Total w/SRP	Additional Levy of 1-cent Rate	Tax Rate	Tax Levy	SRP PILT	Total Levy & SRP PILT	
<b>MARICOPA COUNTY PRIMARY:</b>									
<b>FY 2014-15 Preliminary</b>	\$ 33,519,795,354	\$ 679,290,980	\$ 34,199,086,334	\$ 3,419,909	\$ 1.3209	\$ 442,762,977	\$ 8,972,755	\$ 451,735,732	
<b>FY 2013-14 Adopted</b>	31,996,204,979	671,847,721	32,668,052,700	3,266,805	1.2807	409,775,397	8,604,354	418,379,751	
<i>FY 2014-15 Preliminary Variance</i>	\$ 1,523,590,375	\$ 7,443,259	\$ 1,531,033,634	\$ 153,104	\$ 0.0402	\$ 32,987,580	\$ 368,401	\$ 33,355,981	

<b>FY 2015 PRIMARY PROPERTY TAX LEVY vs. LEVY LIMIT</b>			
FY 2015 Adjusted Allowable Levy Limit	\$ 605,635,662		
Maximum Tax Rate (per \$100 Assessed Value)	1.8068		
FY 2015 Primary Levy (excluding SRP)	\$ 442,762,977		
Primary Tax Rate (per \$100 Assessed Value)	1.3209		
Amount Under Limit:	\$ 162,872,685	26.9%	
	0.4859		

<b>FY 2015 PRIMARY PROPERTY TAX LEVY vs. "TRUTH-IN-TAXATION" LEVY</b>			
FY 2015 "Truth-in-Taxation" Primary Levy	\$ 418,528,165		
"Truth-in-Taxation" Tax Rate (per \$100 Assessed Value)	1.2486		
FY 2015 Primary Levy	\$ 442,762,977		
Primary Tax Rate (per \$100 Assessed Value)	1.3209		
Amount Under/(Over) "Truth-in-Taxation" Levy	\$ (24,234,812)	-5.8%	
	(0.0723)		
FY 2015 Median Residential Limited Property Value	\$ 110,600		
"Truth-in-Taxation" Tax Bill on Median-Valued Home	\$ 138.10		
Property Tax Bill on Median-Valued Home	146.09		
Tax Bill Savings/(Increase)	\$ (7.99)	-5.8%	

<b>PRIMARY PROPERTY TAX LEVY FY 2015 vs. FY 2014 TAX BILL IMPACT ON MEDIAN HOME</b>			
FY 2014:			
Median Residential Limited Property Value	\$ 102,000		
Primary Tax Rate (per \$100 Assessed Value)	1.2807		
Property Tax Bill	\$ 130.63		
FY 2015			
Median Residential Limited Property Value	\$ 110,600		
Primary Tax Rate (per \$100 Assessed Value)	1.3209		
Property Tax Bill	146.09		
Tax Bill Savings/(Increase)	\$ (15.46)	-11.8%	

In FY 2015, property tax revenue is budgeted 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
\$ 442,762,977	\$ 436,942,622	98.7%

**Tax Penalties and Interest**

Tax Penalties & Interest		
Fiscal Year	Annual Collections	Growth Rate
2006	13,063,732	0.3%
2007	13,158,910	0.7%
2008	14,012,181	6.5%
2009	17,842,932	27.3%
2010	24,102,458	35.1%
2011	25,014,288	3.8%
2012	25,175,993	0.6%
2013	18,464,949	-26.7%
2014 *	14,010,671	-24.1%
2015 **	13,500,000	-3.6%

\* Forecast  
 \*\* Budget

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. FY 2014 collections are significantly below FY 2013 monthly receipts, averaging -24% lower collections year-over-year. Data from the Treasurer's Office indicate a reduction in the number of parcels advertised for sale and significant reductions in the delinquent value of these parcels. For FY 2015, revenues are expected to stabilize at \$13.5 million, which is nearly \$500,000 below collections in FY 2014.

**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 nearly reached 16% in FY 2006, but progressively declined FY 2007 through FY 2010 due to the Great Recession. In FY 2011, positive year-over-year growth resumed, demonstrating signs of recovery. Although FY 2014 collections are forecasted to be slightly less than FY 2006 values, in FY 2015, the *Most Likely* revenue forecast projects an increase to \$141 million. Subsequent growth is expected to hover around 5% through FY 2020.

Jail Excise Tax		
Fiscal Year	Annual Collections	Growth Rate
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	118,052,954	5.0%
2013	124,595,909	5.5%
2014 *	134,255,147	7.8%
2015 **	141,295,781	5.2%
2016 ***	149,490,936	5.8%
2017 ***	158,011,919	5.7%
2018 ***	166,228,539	5.2%
2019 ***	174,373,738	4.9%
2020 ***	182,918,051	4.9%

\* Forecast  
 \*\* Budget  
 \*\*\*Source Elliott D. Pollack & Co. Forecast (*Most Likely*)

The Jail Excise Tax is levied at a rate of 0.2% on all taxable purchases in Maricopa County. Therefore, it is not subject to a sharing distribution formula and typically grows at a faster rate than State Shared Sales Tax Revenue.

**Licenses and Permits**

Maricopa County collects revenue from a variety of licenses and permits that are issued by various County departments. Rates for licenses and permits are approved by the Board of Supervisors, unless

<b>Licenses &amp; Permits Revenues</b>			
<b>Fiscal Year</b>	<b>General Fund</b>	<b>Special Revenue Funds</b>	<b>Total</b>
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	1,913,679	36,272,999	38,186,678
2013	2,363,458	37,869,389	40,232,847
2014 *	2,315,750	36,737,664	39,053,414
2015 **	2,296,821	37,882,705	40,179,526

\*Forecast  
 \*\*Budget

otherwise set forth in State statute. 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 2014, and the budgeted revenues for FY 2015.

Special Revenue Fund licenses and permits revenue is expected to increase slightly in FY 2015. The increase is primarily due to projected demands in the number of permits requested for right-of-way easements, building inspections, food service inspections, dust

control inspections, and swimming pool inspections.

General Fund license and permit revenues are detailed below and are expected to marginally decrease in FY 2015. The largest component are license fees paid by cable television companies for operation in unincorporated areas and are forecasted to decrease slightly for FY 2015.

<b>Licenses and Permits General Fund</b>			
<b>Department</b>	<b>FY 2014 Forecast</b>	<b>FY 2015 Budget</b>	<b>Description</b>
Non Departmental	\$ 1,700,000	\$ 1,676,821	Cable Television Franchise Fees, Liquor Licenses
Clerk of Superior Court	525,000	535,000	Marriage Licenses
Sheriff	90,750	85,000	Pawnshop & Peddler's Licenses
<b>Total</b>	<b>\$ 2,315,750</b>	<b>\$ 2,296,821</b>	

**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 2014, and the amounts budgeted for FY 2015.

Intergovernmental Revenues							
Fiscal Year	General Fund	Special Revenue Funds	Debt Service	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
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	530,821,945	241,497,932	-	16,697,782	-	-	789,017,659
2013	554,591,989	247,578,042	-	35,321,297	-	-	837,491,328
2014 *	590,978,550	263,345,303	-	9,967,575	-	-	864,291,428
2015 **	615,226,595	275,813,195	-	11,107,640	-	-	902,147,430

\*Forecast  
 \*\*Budget

**Payments in Lieu of Taxes**

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

Payments in Lieu of Taxes		
	FY 2014 Forecast	FY 2015 Budget
Salt River Project	\$ 8,599,709	\$ 8,972,755
Federal Bureau of Land Management	2,580,626	2,548,048
Cities	819,665	819,665
	<b>\$ 12,000,000</b>	<b>\$ 12,340,468</b>

**State Shared Sales Taxes**

State Shared Sales Tax		
Fiscal Year	Annual Collections	Growth Rate
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	400,453,542	3.9%
2013	418,642,152	4.5%
2014 *	447,677,168	6.9%
2015 **	465,300,725	3.9%
2016 ***	488,565,761	5.0%
2017 ***	515,436,878	5.5%
2018 ***	541,208,722	5.0%
2019 ***	567,186,741	4.8%
2020 ***	594,411,704	4.8%

\*Forecast  
 \*\*Budget  
 \*\*\*Source Elliott D. Pollack & Co. (Growth 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 is deposited in the General Fund. The State collects Transaction Privilege Taxes on 16 business classifications, at rates ranging from 3.125% to 5.50%. A portion of each of these taxes, ranging from 20% to 50%, 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% 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 2014, the budget for FY 2015 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 increased, Maricopa County's percent of the net assessed valuation and the population declined, thus negatively impacting the County's portion of the sales tax distribution. However, increased retail spending and construction activity in FY 2014 are projected to continue into FY 2015 which is expected to lead to sustained annual growth rates of approximately 5% based on the *Most Likely* forecast scenario.

**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 2014, and the budget for FY 2015.

Fiscal Year	State Shared Highway User Revenues	Growth Rate
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	78,928,601	-8.2%
2013	86,815,139	10.0%
2014 *	84,652,860	-2.5%
2015 **	95,893,292	13.3%

\*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 (MVD) of the AZ Department of Transportation. That resulted in an additional decrease in funds for Maricopa County of almost \$7 million.

In FY 2013, the Arizona Legislature removed the appropriation for MVD funding from the Highway User Revenue Fund, resulting in a distribution increase of approximately \$5.6 million. The removal of MVD appropriation accounts for the majority of the growth of 10% in that year. Independent of the appropriation decisions by the Legislature, over the last three years, HURF has been growing by approximately 1% to 2% a year. The Arizona Legislature made further changes during the recent legislative session to restore additional HURF revenue to counties. As a result of those changes and the anticipated growth of these funds, it is anticipated that the HURF revenue will increase by 13.3% over the FY 2014 budgeted level.

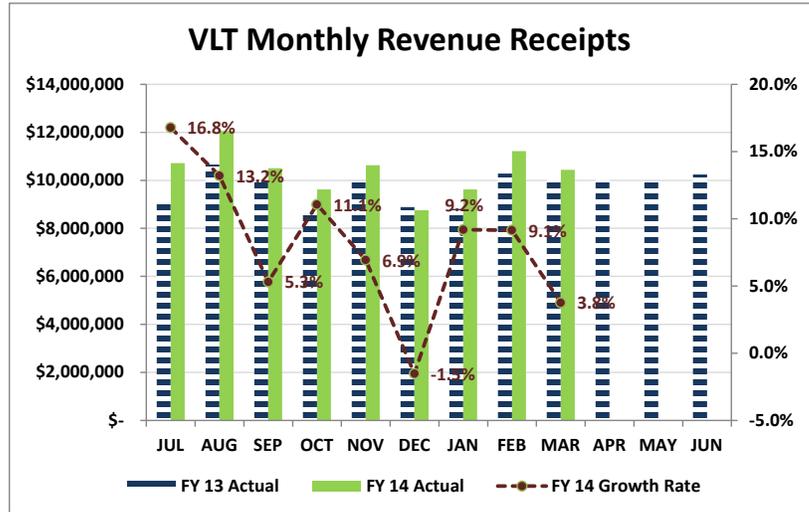
**State Shared Vehicle License Taxes**

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.

State Shared Vehicle License Tax		
Fiscal Year	General Fund	Growth Rate
2006	138,003,052	18.9%
2007	143,543,616	4.0%
2008	139,312,595	-2.9%
2009	126,036,362	-9.5%
2010	116,405,328	-7.6%
2011	113,649,012	-2.4%
2012	113,363,659	-0.3%
2013	118,202,383	4.3%
2014 *	125,920,104	6.5%
2015 **	132,858,100	5.5%
2016 ***	138,836,715	4.5%
2017 ***	144,390,183	4.0%
2018 ***	150,165,790	4.0%
2019 ***	156,172,422	4.0%
2020 ***	162,106,974	3.8%

\*Forecast  
 \*\*Budget  
 \*\*\*Source Elliott D. Pollack & Co. (Most Likely)

The table to the left shows actual and forecasted vehicle license tax collections from FY 2006 to FY 2020. Moreover, as noted in the graph below, FY 2014 revenue continues its pattern of monthly volatility in annual growth rates. However, the FY 2014 average growth is positive and expected to continue due to sustained economic recovery resulting from increases in population figures and new car purchases.



**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 2014 Forecast	FY 2015 Budget	Description
Elections	\$ 4,337,423	\$ 3,750,002	Election Cost Reimbursements from Other Jurisdictions
Enterprise GIS	456,655	460,300	Aerial Photography Cost Reimbursements from Participating Government Entities
County Attorney	1,179	-	Receipts from FBI
Juvenile Probation	2,080	5,000	Fort McDowell, Yavapai Nation and U.S. Marshal Detention Holding Fee
Public Defense	35,334	-	State Grand Jury Cost Sharing
Research and Reporting	72,000	72,000	Surveys for Other Governmental Agencies
Sheriff's Office	476,607	440,000	Social Security Administration Pay for Inmate Information and AZ State for Patrol
<b>Total</b>	<b>\$ 5,381,278</b>	<b>\$ 4,727,302</b>	

**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 2014 and the budget amount for FY 2015 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 2006 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
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	40,081,935	137,678,743	2,044,982	4,700,587	-	189,393,283	(151,120,029)	222,779,501
2013	42,389,389	108,826,203	3,345,545	9,680,068	-	196,181,587	(159,652,960)	200,769,832
2014 *	39,265,765	106,065,509	749,033	6,349,759	-	199,053,217	(174,368,036)	177,115,247
2015 **	40,090,690	109,475,613	2,049,100	2,467,139	-	198,764,681	(164,758,171)	188,089,052

\* 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 2014 Forecast	FY 2015 Budget	Description
Education Services	\$ 6,015	\$ 12,000	Elections Services from School Districts
Non Departmental	2,726,720	2,916,305	District Reimbursements
Non Departmental	162,273	142,664	Industrial Development Authority Reimbursements
Sheriff	10,498,720	11,562,247	Patrol Services Provided to Cities and Towns and to the Stadium and Flood Control Districts
Superior Court	553,674	513,000	Arizona Lengthy Trial Revenue, Municipal Court Juror Fees, Interpreter Fees
<b>Total</b>	<b>\$ 13,947,402</b>	<b>\$ 15,146,216</b>	

**Patient Charges**

In the General Fund, patient charges are received by the residual long-term care program. 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.

<b>Patient Services Revenue</b>				
Fiscal Year	General Fund	Special Revenue Funds	Enterprise Funds	Total
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	1,593,088	-	1,600,084
2013	7,485	1,598,385	-	1,605,870
2014 *	7,000	2,150,660	-	2,157,660
2015 **	7,000	2,449,959	-	2,456,959

\*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.

<b>Internal Service Charges</b>		
	<b>FY 2014 Forecast</b>	<b>FY 2015 Budget</b>
Business Strategies and Healthcare Programs	\$ 112,422,501	\$ 113,657,654
Enterprise Technology	16,004,464	16,343,603
Equipment Services	15,852,581	14,012,455
Procurement Services	860,699	845,217
Risk Management	19,969,897	19,899,242
<b>Total</b>	<b>\$ 165,110,142</b>	<b>\$ 164,758,171</b>

Internal service charges are usually recorded in the Internal Service Funds. In FY 2015, internal service charges are budgeted to decrease primarily due to reduced costs for Risk

Management and Equipment Services.

**Other Charges for Services**

The schedule on the next page lists Maricopa County Other Charges for Service in the General Fund for FY 2014 and FY 2015. FY 2015 collections of Other Charges for Service in the General Fund are anticipated to be slightly lower than FY 2014. This is primarily due to an estimated decrease in fees collected in the Justice Courts resulting from a drop in the number of cases filed, a decrease in the number of revenue-generating services requested from the Recorder's Office and a decrease in Constable fees.

<b>Other Charges for Service Summary General Fund</b>			
<b>Department</b>	<b>FY 2014 Forecast</b>	<b>FY 2015 Budget</b>	<b>Description</b>
Clerk of the Superior Court	\$ 6,336,200	\$ 6,385,000	Filing Fees, Passports and Indigent Defense Revenue
Constables	1,609,143	1,515,522	Constable Fees
Education Services	105,000	105,000	Garnishment & Support Processing Fees
Elections	1,084	203	Certifications
Finance	255,162	235,000	Collections Fee
County Attorney	24,031	31,020	Charges to Housing Authority
Human Resources	45,728	41,000	Garnishments, Copies, Parking and Lost Bus Card Fees
Justice Courts	4,509,604	4,420,200	Defensive Driving Fees, Civil Trial Jury Fees and Other Miscellaneous Court Fees
Juvenile Probation	7,977	10,000	Miscellaneous Charges and Restitution
Medical Examiner	367,791	360,388	Cremation Certificate Fees and Transport Fees
Non Departmental	1,664,782	1,663,831	Tax Sale Fees and Sheriff Fees
Protective Services	282,225	235,141	Homeless Campus Protective Services Fee
Public Defender	51,998	56,961	Reimbursement for Legal Services
Public Fiduciary	1,164,135	1,150,000	Fiduciary Fees and Probate Fees
Recorder	6,911,177	6,673,403	Document Recording Fees
Sheriff	448,637	550,000	Other Tax Sales Fees and Various Civil Fees
Superior Court	1,312,000	1,366,000	Family Court Filings, Civil Trial Jury Fees and Attorney Fees Paid By Parents
Treasurer	38,421	37,000	Miscellaneous Charges
Waste Resources and Recycling	176,268	101,805	Transfer Stations
<b>Total</b>	<b>\$ 25,311,363</b>	<b>\$ 24,937,474</b>	

**Fines and Forfeits**

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

The largest source of General Fund fine and forfeit revenue is the Justice Courts. Fine revenue for FY 2015 is slightly below forecasted collections for FY 2014.

<b>Fines &amp; Forfeits</b>			
<b>Fiscal Year</b>	<b>General Fund</b>	<b>Special Revenue Funds</b>	<b>Total</b>
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	12,151,054	18,090,680	30,241,734
2013	12,374,331	17,675,017	30,049,348
2014 *	11,676,267	16,786,544	28,462,811
2015 **	11,601,839	16,323,308	27,925,147
* Forecast			
** Budget			

<b>Fines and Forfeits Summary General Fund</b>			
<b>Department</b>	<b>FY 2014 Forecast</b>	<b>FY 2015 Budget</b>	<b>Description</b>
Clerk of the Superior Court	\$ 2,450,000	\$ 2,400,000	Superior Court Fines
Elections	9,985	12,000	Campaign Finance Penalty Fees
Environmental Services	14,046	18,101	Code Enforcement Fines
Justice Courts	9,195,963	9,169,138	Civil Traffic, Misdemeanor Criminal Adjudication, Small Civil Cases
Sheriff	1,360	2,500	Civil Sanctions and Traffic Fines
Superior Court	4,913	100	Juror Fines
<b>Total</b>	<b>\$11,676,267</b>	<b>\$11,601,839</b>	

**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 2014, plus the budget for FY 2015. Miscellaneous revenues are recorded in all fund types.

<b>Fiscal Year</b>	<b>Miscellaneous Revenue</b>						<b>Total</b>
	<b>General Fund</b>	<b>Special Revenue Funds</b>	<b>Debt Service Funds</b>	<b>Capital Projects Funds</b>	<b>Enterprise Funds</b>	<b>Internal Service Funds</b>	
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	15,242,487	7,675,012	5,234	650,549	-	1,198,400	24,771,682
2013	14,406,727	6,815,847	93,726	1,314,671	-	1,557,999	24,188,970
2014 *	9,470,578	7,710,054	12,251	18,671	-	9,440,185	26,651,739
2015 **	5,449,973	17,155,074	8,200	200	-	566,464	23,179,911

\* Forecast  
 \*\* Budget

General Fund miscellaneous revenue includes interest income, building rental income, public record copy fees, and bad check fees. In FY 2014, Non Department revenue was significantly higher due to one-time revenue from a lawsuit settlement and an AHCCCS and ALTCS refund. The consistent largest single component of miscellaneous revenues in the General Fund is interest income. With interest rates at historic lows, interest is decreasing by \$1.2 million for FY 2015.

<b>Miscellaneous Revenue</b>			
<b>General Fund</b>			
<b>Department</b>	<b>FY 2014 Forecast</b>	<b>FY 2015 Budget</b>	<b>Description</b>
Assessor	\$ 255,517	\$ 240,000	Sale of Maps, Copies, Data, etc.
Assistant County Manager	223,356	201,200	Lease Revenue
Clerk of the Superior Court	85,000	180,000	Sale of Copies and Bad Check Fees, Interest
County Attorney	37,948	28,980	Fees from Private Defense for Discovery Information
County Manager's Office	1,090	600	Bus Card Replacement
Elections	4,732	8,006	Sale of Copies and Maps
Enterprise Technology	2,400	4,800	Sale of Computer Equipment
Facilities Management	75,253	25,000	Lease Revenue
Human Resources	15,769	14,000	Copies of W-2s and Employee Records
Human Services	2,213	-	Payback of Neighborhood Stabilization Program Funds
Justice Courts	762,362	949,400	Sale of Copies
Juvenile Probation	1,975	4,750	Insurance Reimbursements/Restitution
Non Departmental	7,144,487	3,100,000	Interest, Loss Reimbursement, Fire District Reimbursement, Tax Deed Sale, AHCCCS and ALTCS Payment Refund
Procurement	294,984	300,000	Purchase Card Rebates
Recorder	379,811	326,597	Micrographics and Photocopy Sales and Postage
Sheriff	117,474	35,076	Sale of Copies and Reimbursement for ID Cards and Impound Fees
Superior Court	3,560	1,000	Sale of Copies
Waste Resources and Recycling	62,647	30,564	Lease Revenue, Scrap Metal Proceeds
<b>Total</b>	<b>\$ 9,470,578</b>	<b>\$ 5,449,973</b>	

### 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 2015. 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 additional detail, refer to the Fund Transfer 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; there are no budgeted fund balances that 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 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 2015:

#### **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 more than 60 days after the close of the fiscal year.

**Benefits Trust Funds (601, 604, 606, 611 and 619)**

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.

**Risk Management (675)**

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.

**Change in Fund Balances**

Policies and guidelines require that on-going County operations are funded with on-going revenues. Fund balances are used for one-time and capital expenditures. Most changes to the ending fund balances are a result of one-time expenditures.

The General and Detention Operations (255) funds (\*) will show a change in fund balance from the beginning balance to the ending balance due to the transfer of resources in excess of uses to the County's Capital Improvement funds to provide funding for identified and future capital and technological improvements.

Grant funds reflect a change in the fund balance primarily because of the timing of the grant receipts. The majority of the County's grants do not receive funds in advance from their grantors. Expenditures are submitted to the grantors for reimbursement at the close of the accounting period. Receipts not received within 60 days of the close of the fiscal year are not considered revenue for the year billed, thus influencing the grant fund balances. The Emergency Management (215) fund (\*\*) is similar to a grant fund as it relates to its revenue.

The Debt Service funds show a change in fund balance as the balances are used to pay off existing debt.

All capital project funds balances are changing more than 10%. These funds are part of the County's "pay-as-you-go" capital funding policy. Resources and funds are transferred as needed to fully fund all programs identified in the County's Capital Improvement Program. Please refer to the Capital Improvement section of this document for more discussion.

Other funds with changes to their fund balance in excess of 10% are identified with a superscript "1" following their name in the schedule below. Per County policy and guidelines, the change in these fund balances is a result of one-time expenditures.

Consolidated Sources, Uses and Fund Balance by Fund

FUND	BEG. SPENDABLE BALANCE	TOTAL SOURCES	TOTAL USES	ENDING SPENDABLE FUND BALANCE:			
				RESTRICTED	COMMITTED	ASSIGNED	UNASSIGNED
<b>GENERAL*</b>	\$ 113,712,308	\$ 1,139,913,886	\$ 1,253,626,194	\$ -	\$ -	\$ -	\$ -
<b>SPECIAL REVENUE</b>							
<i>NON-GRANT FUNDS</i>							
201 ADULT PROBATION FEES <sup>1</sup>	\$ 1,083,459	\$ 12,343,549	\$ 13,427,008	\$ -	\$ -	\$ -	\$ -
203 SHERIFF DONATIONS <sup>1</sup>	139,248	20,000	120,000	39,248	-	-	-
204 JUSTICE CT JUDICIAL ENHANCEMNT	1,143,258	792,000	792,000	1,143,258	-	-	-
205 COURT DOCUMENT RETRIEVAL	260,895	1,147,606	1,147,606	260,895	-	-	-
206 OFFICER SAFETY EQUIPMENT	149,826	60,000	60,000	149,826	-	-	-
207 PALO VERDE	508,121	756,264	756,264	508,121	-	-	-
208 JUDICIAL ENHANCEMENT	2,763,514	1,466,200	1,496,159	2,733,555	-	-	-
209 PUBLIC DEFENDER TRAINING <sup>1</sup>	323,346	424,932	710,082	38,196	-	-	-
210 WASTE MANAGEMENT <sup>1</sup>	412,819	65,000	468,832	8,987	-	-	-
212 SHERIFF RICO	-	1,750,000	1,750,000	-	-	-	-
213 COUNTY ATTORNEY RICO <sup>1</sup>	2,639,197	2,012,040	3,722,040	929,197	-	-	-
214 SHERIFF JAIL ENHANCEMENT	2,482,285	1,482,444	1,482,444	2,482,285	-	-	-
215 EMERGENCY MANAGEMENT**	(51,513)	859,541	874,990	-	-	-	(66,962)
218 CLERK OF COURT FILL THE GAP <sup>1</sup>	314,273	1,740,549	2,054,822	-	-	-	-
220 DIVERSION <sup>1</sup>	1,617,799	1,429,500	2,697,823	349,476	-	-	-
221 COUNTY ATTORNEY FILL THE GAP	87,703	1,555,630	1,555,630	87,703	-	-	-
225 SPUR CROSS RANCH CONSERVATION	257,897	266,411	291,411	232,897	-	-	-
226 PLANNING AND DEVELOPMENT FEES	3,660,099	8,555,200	8,538,986	-	3,676,313	-	-
228 JUVENILE PROBATION SPECIAL FEE <sup>1</sup>	1,310,479	3,546,769	3,830,500	1,026,748	-	-	-
229 JUVENILE RESTITUTION	53,758	10,000	10,000	53,758	-	-	-
232 TRANSPORTATION OPERATIONS <sup>1</sup>	26,717,559	106,180,390	109,872,231	23,025,718	-	-	-
235 DEL WEBB <sup>1</sup>	525,000	-	525,000	-	-	-	-
236 RECORDERS SURCHARGE <sup>1</sup>	3,611,775	4,015,000	5,940,660	1,686,115	-	-	-
237 JUST COURTS PHOTO ENFORCEMENT <sup>1</sup>	45,000	1,800	46,800	-	-	-	-
239 PARKS SOUVENIR	25,942	310,000	310,000	25,942	-	-	-
240 LAKE PLEASANT RECREATION SVCS <sup>1</sup>	1,402,106	2,514,692	3,212,692	704,106	-	-	-
241 PARKS ENHANCEMENT FUND <sup>1</sup>	3,217,768	4,349,860	6,534,860	1,032,768	-	-	-
243 PARKS DONATIONS <sup>1</sup>	694,672	23,277	108,777	609,172	-	-	-
245 JUSTICE COURTS SPECIAL REVENUE	804,698	6,479,000	6,479,000	804,698	-	-	-
252 INMATE SERVICES	8,046,735	10,982,350	10,982,350	8,046,735	-	-	-
254 INMATE HEALTH SERVICES <sup>1</sup>	605,709	200,000	340,000	465,709	-	-	-
255 DETENTION OPERATIONS*	57,452,420	350,258,797	407,711,217	-	-	-	-
256 PROBATE FEES <sup>1</sup>	163,730	409,200	509,200	63,730	-	-	-
257 CONCILIATION COURT FEES <sup>1</sup>	210,251	1,441,200	1,616,200	35,251	-	-	-
258 SHERIFF TOWING AND IMPOUND	130,981	256,581	208,103	179,459	-	-	-
259 SUPERIOR COURT SPECIAL REVENUE <sup>1</sup>	445,977	4,759,800	5,199,800	5,977	-	-	-
261 LAW LIBRARY <sup>1</sup>	2,151,550	1,296,000	1,546,000	1,901,550	-	-	-
262 PUBLIC DEFENDER FILL THE GAP <sup>1</sup>	26,197	1,088,138	1,113,694	641	-	-	-
263 LEGAL DEFENDER FILL THE GAP	2,320	66,362	66,362	2,320	-	-	-
264 SUPERIOR COURT FILL THE GAP	251,140	2,101,600	2,101,600	251,140	-	-	-
265 PUBLIC HEALTH FEES	5,561,807	5,559,246	5,559,246	5,561,807	-	-	-
266 CHECK ENFORCEMENT PROGRAM	190,485	180,058	180,058	190,485	-	-	-
267 CRIM JUSTICE ENHANCEMENT <sup>1</sup>	435,264	1,477,500	1,621,686	291,078	-	-	-
268 VICTIM COMP AND ASSISTANCE <sup>1</sup>	1,547,504	200,000	701,308	1,046,196	-	-	-
269 VICTIM COMP RESTITUTION INT <sup>1</sup>	795,919	14,708	179,160	631,467	-	-	-
270 CHILD SUPPORT ENHANCEMENT	824,945	82,290	-	907,235	-	-	-
271 EXPEDITED CHILD SUPPORT <sup>1</sup>	340,260	585,000	910,000	15,260	-	-	-
273 VICTIM LOCATION <sup>1</sup>	75,452	2,300	75,000	2,752	-	-	-
274 CLERK OF THE COURT EDMS	228,675	2,632,872	2,632,872	228,675	-	-	-
275 JUVENILE PROBATION DIVERSION <sup>1</sup>	716,850	251,518	334,503	633,865	-	-	-
276 SPOUSAL MAINT ENF ENHANCEMENT <sup>1</sup>	126,744	108,000	158,000	76,744	-	-	-
277 EMANCIPATION ADMINISTRATION	4,130	-	-	4,130	-	-	-
281 CHILDRENS ISSUES EDUCATION <sup>1</sup>	38,373	115,007	140,007	13,373	-	-	-
282 DOM REL MEDIATION EDUCATION <sup>1</sup>	91,415	180,600	205,600	66,415	-	-	-
290 WASTE TIRE	1,787,145	4,756,341	4,751,611	1,791,875	-	-	-
504 AIR QUALITY FEES <sup>1</sup>	7,425,761	11,361,342	13,105,170	5,681,933	-	-	-
506 ENVIRONMNTL SVCS ENV HEALTH <sup>1</sup>	6,719,518	19,873,180	22,172,840	-	4,419,858	-	-
572 ANIMAL CONTROL LICENSE SHELTER	3,376,560	8,783,032	8,783,032	3,376,560	-	-	-
574 ANIMAL CONTROL FIELD OPERATION <sup>1</sup>	1,572,314	3,453,314	3,777,965	1,247,663	-	-	-
669 SMALL SCHOOL SERVICE <sup>1</sup>	184,601	109,657	181,708	112,550	-	-	-
741 TAXPAYER INFORMATION	501,416	304,341	304,341	501,416	-	-	-
780 SCHOOL TRANSPORTATION	155,585	600,000	600,000	155,585	-	-	-
782 SCHOOL COMMUNICATION <sup>1</sup>	429,825	432,948	796,726	66,047	-	-	-
795 EDUCATIONAL SUPPLEMENTAL PROG <sup>1</sup>	352,138	332,292	684,430	-	-	-	-
<b>SUBTOTAL NON-GRANT FUNDS</b>	<b>\$ 159,170,679</b>	<b>\$ 598,413,228</b>	<b>\$ 678,066,406</b>	<b>\$ 71,488,292</b>	<b>\$ 8,096,171</b>	<b>\$ -</b>	<b>(66,962)</b>

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

FUND	BEG. SPENDABLE BALANCE	TOTAL SOURCES	TOTAL USES	ENDING SPENDABLE FUND BALANCE:			
				RESTRICTED	COMMITTED	ASSIGNED	UNASSIGNED
<b>GRANT FUNDS</b>							
211 ADULT PROBATION GRANTS	\$ (51,398)	\$ 2,876,995	\$ 2,876,995	\$ -	\$ -	\$ -	\$ (51,398)
216 CLERK OF THE COURT GRANTS	(3,723)	1,484,995	1,484,995	-	-	-	(3,723)
217 CDBG HOUSING TRUST	(294,294)	16,279,189	16,279,189	-	-	-	(294,294)
219 COUNTY ATTORNEY GRANTS	360,411	5,185,349	5,185,349	360,411	-	-	-
222 HUMAN SERVICES GRANTS	(1,889,098)	44,319,456	44,319,456	-	-	-	(1,889,098)
223 TRANSPORTATION GRANTS	(112,061)	684,820	684,820	-	-	-	(112,061)
227 JUVENILE PROBATION GRANTS	(196,713)	4,160,865	4,160,865	-	-	-	(196,713)
230 PARKS AND RECREATION GRANTS	-	7,909	7,909	-	-	-	-
233 PUBLIC DEFENDER GRANTS	(5,038)	236,492	236,492	-	-	-	(5,038)
238 SUPERIOR COURT GRANTS	(132,774)	2,989,816	2,989,816	-	-	-	(132,774)
248 ELECTIONS GRANT	961,325	861,153	861,153	961,325	-	-	-
249 NON DEPARTMENTAL GRANT	295,199	10,065,637	14,279,671	-	-	-	(3,918,835)
251 SHERIFF GRANTS	379,787	8,275,961	8,275,961	379,787	-	-	-
292 CORRECTIONAL HEALTH GRANT	8,319	-	-	8,319	-	-	-
503 AIR QUALITY GRANT	(221,927)	4,106,337	4,106,337	-	-	-	(221,927)
532 PUBLIC HEALTH GRANTS	(4,410,159)	48,632,521	48,632,521	-	-	-	(4,410,159)
573 ANIMAL CONTROL GRANTS	1,015,338	1,539,157	1,539,157	1,015,338	-	-	-
715 SCHOOL GRANT	(132,628)	25,224,197	25,224,197	-	-	-	(132,628)
SUBTOTAL GRANTS	\$ (4,429,434)	\$ 176,930,849	\$ 181,144,883	\$ 2,725,180	\$ -	\$ -	\$ (11,368,648)
<b>SPECIAL REVENUE</b>	\$ 154,741,245	\$ 775,344,077	\$ 859,211,289	\$ 74,213,472	\$ 8,096,171	\$ -	\$ (11,435,610)
<b>DEBT SERVICE</b>							
320 COUNTY IMPROVEMENT DEBT	\$ 18,087,690	\$ 8,472,860	\$ 16,753,180	\$ 9,807,370	\$ -	\$ -	\$ -
<b>DEBT SERVICE</b>	\$ 18,087,690	\$ 8,472,860	\$ 16,753,180	\$ 9,807,370	\$ -	\$ -	\$ -
<b>CAPITAL PROJECTS</b>							
234 TRANSPORTATION CAPITAL PROJECT	\$ 30,815,246	\$ 61,709,576	\$ 82,578,500	\$ 9,946,322	\$ -	\$ -	\$ -
422 INTERGOVERNMENTAL CAP PROJ	127,960	200	127,500	-	660	-	-
445 GENERAL FUND CTY IMPROV	298,130,417	44,051,824	71,550,351	-	270,631,890	-	-
455 DETENTION CAPITAL PROJECTS	190,224,782	5,973,777	5,796,583	190,401,976	-	-	-
460 TECHNOLOGY CAP IMPROVEMENT	242,441,513	26,889,103	148,478,606	-	120,852,010	-	-
461 DETENTION TECH CAP IMPROVEMENT	45,444,750	-	43,143,524	2,301,226	-	-	-
<b>CAPITAL PROJECTS</b>	\$ 807,184,668	\$ 138,624,480	\$ 351,675,064	\$ 202,649,524	\$ 391,484,560	\$ -	\$ -
<b>INTERNAL SERVICE</b>							
601 MEDICAL HMO	\$ (455,177)	\$ 46,192,011	\$ 50,236,155	\$ -	\$ -	\$ -	\$ (4,499,321)
604 MEDICAL PPO	(2,336,177)	35,972,219	39,134,609	-	-	-	(5,498,567)
606 MEDICAL HDHP W HSA	(2,059,319)	19,347,976	21,017,804	-	-	-	(3,729,147)
607 FI DENTAL PPO	-	5,481,882	5,481,882	-	-	-	-
608 COINSURANCE PHARMACY	19,711,910	13,429,318	14,697,568	18,443,660	-	-	-
611 60 PERCENT STD	(394,131)	1,944,571	2,344,571	-	-	-	(794,131)
612 50 PERCENT STD	1,286,353	408,473	408,473	1,286,353	-	-	-
613 40 PERCENT STD	807,775	161,260	161,260	807,775	-	-	-
614 BEHAVIORAL HEALTH	5,274,278	1,657,641	1,797,391	5,134,528	-	-	-
615 WELLNESS	3,755,672	1,406,365	1,726,365	3,435,672	-	-	-
618 BENEFIT ADMINISTRATION	6,098,506	3,070,781	3,170,781	5,998,506	-	-	-
619 ONSITE PHARMACY CLINIC	(787,763)	1,969,148	1,969,148	-	-	-	(787,763)
620 BENEFITS ELIMINATIONS	-	(1,157,990)	(1,157,990)	-	-	-	-
621 FLEX SPENDING HEALTH	-	2,269,651	2,269,651	-	-	-	-
622 FLEX SPENDING DEP CARE	-	801,620	801,620	-	-	-	-
623 VISION	139,943	1,706,262	1,706,262	139,943	-	-	-
625 FI PREPAID DENTAL	-	226,860	226,860	-	-	-	-
626 FI LIFE AND AD AND D	-	398,661	398,661	-	-	-	-
627 SUPPLEMENTAL LIFE	-	3,471,236	3,471,236	-	-	-	-
628 EMPLOYEE ASSISTANCE	-	400,320	400,320	-	-	-	-
629 SI DENTAL PPO	5,531,019	4,238,527	4,238,527	5,531,019	-	-	-
630 DEPENDENT LIFE	-	345,300	345,300	-	-	-	-
631 VOLUNTARY BENEFITS	-	834,751	834,751	-	-	-	-
654 EQUIPMENT SERVICES	3,166,427	16,854,693	17,711,693	-	2,309,427	-	-
673 REPROGRAPHICS	268,883	845,217	915,217	-	198,883	-	-
675 RISK MANAGEMENT	(239,351)	24,088,690	29,841,029	-	-	-	(5,991,690)
676 COUNTY MANAGER RISK MANAGEMENT	65,935	1,684,065	1,750,000	-	-	-	-
681 TECHNOLOGY INFRASTRUCTURE	2,892,289	16,514,603	17,566,149	-	1,840,743	-	-
<b>INTERNAL SERVICE</b>	\$ 42,727,072	\$ 204,564,111	\$ 223,465,293	\$ 40,777,456	\$ 4,349,053	\$ -	\$ (21,300,619)
<b>ELIMINATIONS</b>	\$ -	\$ (493,602,038)	\$ (493,602,038)	\$ -	\$ -	\$ -	\$ -
<b>ALL FUNDS</b>	\$ 1,136,452,983	\$ 1,773,317,376	\$ 2,211,128,982	\$ 327,447,822	\$ 403,929,784	\$ -	\$ (32,736,229)

## 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 2015 budget follows this key guideline in nearly all funds. However, the budgets for a few funds are not structurally balanced, often for technical reasons. The following is an explanation by fund of each instance of structural deficit:

### **Clerk of Court Fill the Gap (218)**

Available fund balance from FY 2014 is being used to offset the structural imbalance of operating expenditures in FY 2015.

### **Detention Operations (255)**

The Detention Operations fund has a sizeable fund balance. The structural imbalance that began in FY 2014 will continue to increase in FY 2015. Fund balance will be used to support current operations. It is anticipated that this will be a short-term situation and the expenditures will be evaluated each year to make certain they can be sustained.

### **Benefits Trust Funds (601, 604, 606, 608, 611, 614)**

The structural imbalance in FY 2015 is attributable to the planned spend down of fund balance in order to adjust the Benefits Trust from a 250% Company Action Level to 150%.

### **Risk Management (675)**

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:	USES:	STRUCT.
	OPERATING	OPERATING	BALANCE
<b>GENERAL</b>	\$ 1,123,183,239	\$ 1,123,183,239	\$ -
<b>SPECIAL REVENUE</b>			
<i>NON-GRANT FUNDS</i>			
201 ADULT PROBATION FEES	\$ 12,343,549	\$ 12,343,549	\$ -
203 SHERIFF DONATIONS	20,000	20,000	-
204 JUSTICE CT JUDICIAL ENHANCEMNT	792,000	792,000	-
205 COURT DOCUMENT RETRIEVAL	1,147,606	1,147,606	-
206 OFFICER SAFETY EQUIPMENT	60,000	60,000	-
207 PALO VERDE	756,264	756,264	-
208 JUDICIAL ENHANCEMENT	1,466,200	1,139,179	327,021
209 PUBLIC DEFENDER TRAINING	424,932	424,932	-
212 SHERIFF RICO	1,750,000	1,750,000	-
213 COUNTY ATTORNEY RICO	2,012,040	2,012,040	-
214 SHERIFF JAIL ENHANCEMENT	1,482,444	1,482,444	-
215 EMERGENCY MANAGEMENT	839,541	839,541	-
218 CLERK OF COURT FILL THE GAP	1,740,549	2,054,822	(314,273)
220 DIVERSION	1,429,500	1,429,500	-
221 COUNTY ATTORNEY FILL THE GAP	1,555,630	1,555,630	-
225 SPUR CROSS RANCH CONSERVATION	266,411	266,411	-
226 PLANNING AND DEVELOPMENT FEES	8,030,200	8,001,694	28,506
228 JUVENILE PROBATION SPECIAL FEE	3,546,769	3,546,769	-
229 JUVENILE RESTITUTION	10,000	10,000	-
232 TRANSPORTATION OPERATIONS	106,180,390	59,522,982	46,657,408
236 RECORDERS SURCHARGE	4,015,000	3,792,689	222,311
237 JUST COURTS PHOTO ENFORCEMENT	1,800	1,800	-
239 PARKS SOUVENIR	310,000	310,000	-
240 LAKE PLEASANT RECREATION SVCS	2,514,692	2,514,692	-
241 PARKS ENHANCEMENT FUND	4,349,860	4,349,860	-
243 PARKS DONATIONS	23,277	23,277	-
245 JUSTICE COURTS SPECIAL REVENUE	6,479,000	6,479,000	-
252 INMATE SERVICES	10,982,350	10,982,350	-
254 INMATE HEALTH SERVICES	200,000	200,000	-
255 DETENTION OPERATIONS	350,258,797	360,370,937	(10,112,140)
256 PROBATE FEES	409,200	409,200	-
257 CONCILIATION COURT FEES	1,441,200	1,441,200	-
258 SHERIFF TOWING AND IMPOUND	256,581	208,103	48,478
259 SUPERIOR COURT SPECIAL REVENUE	4,759,800	4,759,800	-
261 LAW LIBRARY	1,296,000	1,296,000	-
262 PUBLIC DEFENDER FILL THE GAP	819,202	819,202	-
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	5,559,246	5,559,246	-
266 CHECK ENFORCEMENT PROGRAM	180,058	180,058	-

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

FUND	SOURCES:		USES:		STRUCT. BALANCE
	OPERATING		OPERATING		
267 CRIM JUSTICE ENHANCEMENT	\$	1,477,500	\$	1,477,500	\$ -
268 VICTIM COMP AND ASSISTANCE		200,000		200,000	-
269 VICTIM COMP RESTITUTION INT		14,708		14,708	-
270 CHILD SUPPORT ENHANCEMENT		82,290		-	82,290
271 EXPEDITED CHILD SUPPORT		585,000		585,000	-
273 VICTIM LOCATION		2,300		-	2,300
274 CLERK OF THE COURT EDMS		2,632,872		2,632,872	-
275 JUVENILE PROBATION DIVERSION		251,518		251,518	-
276 SPOUSAL MAINT ENF ENHANCEMENT		108,000		108,000	-
281 CHILDRENS ISSUES EDUCATION		115,007		115,007	-
282 DOM REL MEDIATION EDUCATION		180,600		180,600	-
290 WASTE TIRE		4,756,341		4,751,611	4,730
504 AIR QUALITY FEES		11,361,342		11,361,342	-
506 ENVIRONMTL SVCS ENV HEALTH		19,873,180		19,872,908	272
572 ANIMAL CONTROL LICENSE SHELTER		8,783,032		8,783,032	-
574 ANIMAL CONTROL FIELD OPERATION		3,453,314		3,399,773	53,541
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		432,948		432,948	-
795 EDUCATIONAL SUPPLEMENTAL PROG		332,292		332,292	-
SUBTOTAL NON-GRANT FUNDS	\$	597,534,292	\$	560,533,848	\$ 37,000,444
<i>GRANT FUNDS</i>					
211 ADULT PROBATION GRANTS	\$	2,876,995	\$	2,876,995	\$ -
216 CLERK OF THE COURT GRANTS		1,484,995		1,484,995	-
217 CDBG HOUSING TRUST		16,279,189		16,279,189	-
219 COUNTY ATTORNEY GRANTS		5,185,349		5,185,349	-
222 HUMAN SERVICES GRANTS		44,319,456		44,319,456	-
227 JUVENILE PROBATION GRANTS		4,160,865		4,160,865	-
233 PUBLIC DEFENDER GRANTS		236,492		236,492	-
238 SUPERIOR COURT GRANTS		2,989,816		2,989,816	-
248 ELECTIONS GRANT		861,153		861,153	-
249 NON DEPARTMENTAL GRANT		9,969,516		9,969,516	-
251 SHERIFF GRANTS		8,275,961		8,275,961	-
503 AIR QUALITY GRANT		4,106,337		4,106,337	-
532 PUBLIC HEALTH GRANTS		48,632,521		48,632,521	-
573 ANIMAL CONTROL GRANTS		1,539,157		1,539,157	-
715 SCHOOL GRANT		25,224,197		25,224,197	-
SUBTOTAL GRANTS	\$	176,141,999	\$	176,141,999	\$ -
<b>SPECIAL REVENUE</b>	\$	773,676,291	\$	736,675,847	\$ 37,000,444
<b>DEBT SERVICE</b>					
320 COUNTY IMPROVEMENT DEBT	\$	3,189,660	\$	-	\$ 3,189,660
<b>DEBT SERVICE</b>	\$	3,189,660	\$	-	\$ 3,189,660

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

FUND	SOURCES:		USES:		STRUCT. BALANCE
	OPERATING		OPERATING		
<b>CAPITAL PROJECTS</b>					
445 GENERAL FUND CTY IMPROV	\$	11,326,719	\$	-	\$ 11,326,719
455 DETENTION CAPITAL PROJECTS		587,500		-	587,500
460 TECHNOLOGY CAP IMPROVEMENT		11,640,000		-	11,640,000
<b>CAPITAL PROJECTS</b>	<b>\$</b>	<b>23,554,219</b>	<b>\$</b>	<b>-</b>	<b>\$ 23,554,219</b>
<b>INTERNAL SERVICE</b>					
601 MEDICAL HMO	\$	46,192,011	\$	50,236,155	\$ (4,044,144)
604 MEDICAL PPO		35,972,219		39,134,609	(3,162,390)
606 MEDICAL HDHP W HSA		19,347,976		21,017,804	(1,669,828)
607 FI DENTAL PPO		5,481,882		5,481,882	-
608 COINSURANCE PHARMACY		13,429,318		14,697,568	(1,268,250)
611 60 PERCENT STD		1,944,571		2,344,571	(400,000)
612 50 PERCENT STD		408,473		408,473	-
613 40 PERCENT STD		161,260		161,260	-
614 BEHAVIORAL HEALTH		1,657,641		1,797,391	(139,750)
615 WELLNESS		1,406,365		1,406,365	-
618 BENEFIT ADMINISTRATION		3,070,781		3,070,781	-
619 ONSITE PHARMACY CLINIC		1,969,148		1,969,148	-
620 BENEFITS ELIMINATIONS		(1,157,990)		(1,157,990)	-
621 FLEX SPENDING HEALTH		2,269,651		2,269,651	-
622 FLEX SPENDING DEP CARE		801,620		801,620	-
623 VISION		1,706,262		1,706,262	-
625 FI PREPAID DENTAL		226,860		226,860	-
626 FI LIFE AND AD AND D		398,661		398,661	-
627 SUPPLEMENTAL LIFE		3,471,236		3,471,236	-
628 EMPLOYEE ASSISTANCE		400,320		400,320	-
629 SI DENTAL PPO		4,238,527		4,238,527	-
630 DEPENDENT LIFE		345,300		345,300	-
631 VOLUNTARY BENEFITS		834,751		834,751	-
654 EQUIPMENT SERVICES		16,854,693		16,854,693	-
673 REPROGRAPHICS		845,217		845,217	-
675 RISK MANAGEMENT		20,570,789		29,841,029	(9,270,240)
681 TECHNOLOGY INFRASTRUCTURE		16,514,603		16,514,603	-
<b>INTERNAL SERVICE</b>	<b>\$</b>	<b>199,362,145</b>	<b>\$</b>	<b>219,316,747</b>	<b>\$ (19,954,602)</b>
<b>ELIMINATIONS</b>	<b>\$</b>	<b>(366,299,444)</b>	<b>\$</b>	<b>(366,299,444)</b>	<b>\$ -</b>
<b>ALL FUNDS</b>	<b>\$</b>	<b>1,756,666,110</b>	<b>\$</b>	<b>1,712,876,389</b>	<b>\$ 43,789,721</b>

## 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.

<b>Expenditure Limitation</b>	
FY 2015 Expenditure Limitation	\$ 1,208,311,398
FY 2015 Expenditures Subject to Limitation	\$ 1,208,311,397
Expenditures (Over)/Under Limitation	\$ 1

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

		FY 2014 ADOPTED	FY 2014 REVISED	FY 2015 ADOPTED	(INC.)/DEC FROM REV.
<b>JUDICIAL</b>					
<b>110</b>	<b>ADULT PROBATION</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 41,708,509	\$ 46,378,060	\$ 48,350,459	\$ (1,972,399)
	LUMP SUM PAYMENTS	-	116,972	-	116,972
	NON RECURRING NON PROJECT	127,030	327,030	25,000	302,030
	ALL FUNCTIONS	\$ 41,835,539	\$ 46,822,062	\$ 48,375,459	\$ (1,553,397)
<b>201</b>	<b>ADULT PROBATION FEES</b>				
	OPERATING	\$ 12,842,594	\$ 12,842,594	\$ 12,343,549	\$ 499,045
	NON RECURRING NON PROJECT	934,539	934,539	1,083,459	(148,920)
	ALL FUNCTIONS	\$ 13,777,133	\$ 13,777,133	\$ 13,427,008	\$ 350,125
<b>211</b>	<b>ADULT PROBATION GRANTS</b>				
	OPERATING	\$ 3,084,259	\$ 3,156,771	\$ 2,876,995	\$ 279,776
<b>255</b>	<b>DETENTION OPERATIONS</b>				
	OPERATING	\$ 23,318,188	\$ 25,173,043	\$ 26,643,287	\$ (1,470,244)
	LUMP SUM PAYMENTS	-	50,328	-	50,328
	NON RECURRING NON PROJECT	196,860	196,860	200,000	(3,140)
	ALL FUNCTIONS	\$ 23,515,048	\$ 25,420,231	\$ 26,843,287	\$ (1,423,056)
	TOTAL DEPARTMENT	\$ 82,211,979	\$ 89,176,197	\$ 91,522,749	\$ (2,346,552)
<b>240</b>	<b>JUSTICE COURTS</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 15,792,908	\$ 16,340,028	\$ 17,169,657	\$ (829,629)
	ELEC DOCUMENT MGMNT SYSTEM	-	-	512,000	(512,000)
	ALL FUNCTIONS	\$ 15,792,908	\$ 16,890,028	\$ 17,681,657	\$ (791,629)
<b>204</b>	<b>JUSTICE CT JUDICIAL ENHANCEMNT</b>				
	OPERATING	\$ 792,000	\$ 792,000	\$ 792,000	\$ -
	NON RECURRING NON PROJECT	250,000	250,000	-	250,000
	ALL FUNCTIONS	\$ 1,042,000	\$ 1,042,000	\$ 792,000	\$ 250,000
<b>237</b>	<b>JUST COURTS PHOTO ENFORCEMENT</b>				
	OPERATING	\$ 6,200	\$ 6,200	\$ 1,800	\$ 4,400
	ELEC DOCUMENT MGMNT SYSTEM	305,903	305,903	45,000	260,903
	ALL FUNCTIONS	\$ 312,103	\$ 312,103	\$ 46,800	\$ 265,303
<b>245</b>	<b>JUSTICE COURTS SPECIAL REVENUE</b>				
	OPERATING	\$ 6,589,500	\$ 6,589,500	\$ 6,479,000	\$ 110,500
	TOTAL DEPARTMENT	\$ 23,736,511	\$ 24,833,631	\$ 24,999,457	\$ (165,826)
<b>270</b>	<b>JUVENILE PROBATION</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 15,428,434	\$ 16,879,998	\$ 17,279,942	\$ (399,944)
	LUMP SUM PAYMENTS	-	81,913	-	81,913
	ALL FUNCTIONS	15,428,434	16,961,911	17,279,942	(318,031)
<b>227</b>	<b>JUVENILE PROBATION GRANTS</b>				
	OPERATING	\$ 4,424,881	\$ 5,502,372	\$ 4,160,865	\$ 1,341,507
<b>228</b>	<b>JUVENILE PROBATION SPECIAL FEE</b>				
	OPERATING	\$ 3,830,500	\$ 3,830,500	\$ 3,546,769	\$ 283,731
	NON RECURRING NON PROJECT	-	-	283,731	(283,731)
	ALL FUNCTIONS	\$ 3,830,500	\$ 3,830,500	\$ 3,830,500	\$ -
<b>229</b>	<b>JUVENILE RESTITUTION</b>				
	OPERATING	\$ 10,000	\$ 10,000	\$ 10,000	\$ -
<b>255</b>	<b>DETENTION OPERATIONS</b>				
	OPERATING	\$ 29,539,463	\$ 31,823,011	\$ 33,172,371	\$ (1,349,360)
	LUMP SUM PAYMENTS	-	7,762	-	7,762
	JUV DETENTION TECH PROJECTS	1,234,321	1,234,321	-	1,234,321
	JUVENILE KITCHEN EQUIP	-	-	1,225,942	(1,225,942)
	ALL FUNCTIONS	\$ 30,773,784	\$ 33,065,094	\$ 34,398,313	\$ (1,333,219)

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

		FY 2014 ADOPTED	FY 2014 REVISED	FY 2015 ADOPTED	(INC./DEC FROM REV.
<b>275</b>	<b>JUVENILE PROBATION DIVERSION</b>				
	OPERATING	\$ 304,194	\$ 330,562	\$ 251,518	\$ 79,044
	NON RECURRING NON PROJECT	-	-	82,985	(82,985)
	ALL FUNCTIONS	\$ 304,194	\$ 330,562	\$ 334,503	\$ (3,941)
	TOTAL DEPARTMENT	<b>\$ 54,771,793</b>	<b>\$ 59,700,439</b>	<b>\$ 60,014,123</b>	<b>\$ (313,684)</b>
<b>800</b>	<b>SUPERIOR COURT</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 74,589,379	\$ 77,061,599	\$ 80,343,393	\$ (3,281,794)
	INTEGRATED COURT INFO REWRITE	91,000	91,000	-	91,000
	NON RECURRING NON PROJECT	1,412,773	2,558,325	9,000	2,549,325
	DISASTER REC EQUIPMENT	-	-	1,136,091	(1,136,091)
	SUP COURT CASE MGMT SYSTEM	-	-	1,840,000	(1,840,000)
	SUP CT FOR THE RECORD EQUIP	-	-	1,305,640	(1,305,640)
	ALL FUNCTIONS	\$ 76,093,152	\$ 79,710,924	\$ 84,634,124	\$ (4,923,200)
<b>208</b>	<b>JUDICIAL ENHANCEMENT</b>				
	OPERATING	\$ 521,600	\$ 521,600	\$ 506,200	\$ 15,400
<b>238</b>	<b>SUPERIOR COURT GRANTS</b>				
	OPERATING	\$ 2,599,319	\$ 2,697,039	\$ 2,989,816	\$ (292,777)
<b>256</b>	<b>PROBATE FEES</b>				
	OPERATING	\$ 464,531	\$ 464,531	\$ 409,200	\$ 55,331
	NON RECURRING NON PROJECT	150,000	150,000	100,000	50,000
	ALL FUNCTIONS	\$ 614,531	\$ 614,531	\$ 509,200	\$ 105,331
<b>257</b>	<b>CONCILIATION COURT FEES</b>				
	OPERATING	\$ 1,678,000	\$ 1,678,000	\$ 1,441,200	\$ 236,800
	NON RECURRING NON PROJECT	300,000	300,000	175,000	125,000
	ALL FUNCTIONS	\$ 1,978,000	\$ 1,978,000	\$ 1,616,200	\$ 361,800
<b>259</b>	<b>SUPERIOR COURT SPECIAL REVENUE</b>				
	OPERATING	\$ 4,900,000	\$ 4,900,000	\$ 4,759,800	\$ 140,200
	NON RECURRING NON PROJECT	275,000	275,000	440,000	(165,000)
	INTEGRATED COURT INFO REWRITE	1,300,000	1,300,000	-	1,300,000
	ALL FUNCTIONS	\$ 6,475,000	\$ 6,475,000	\$ 5,199,800	\$ 1,275,200
<b>261</b>	<b>LAW LIBRARY</b>				
	OPERATING	\$ 1,296,000	\$ 1,296,000	\$ 1,296,000	\$ -
	NON RECURRING NON PROJECT	-	-	250,000	(250,000)
	ALL FUNCTIONS	\$ 1,296,000	\$ 1,296,000	\$ 1,546,000	\$ (250,000)
<b>264</b>	<b>SUPERIOR COURT FILL THE GAP</b>				
	OPERATING	\$ 2,101,600	\$ 1,678,895	\$ 2,101,600	\$ (422,705)
	NON-RECURRING	-	500,908	-	500,908
	ALL FUNCTIONS	\$ 2,101,600	\$ 2,179,803	\$ 2,101,600	\$ 78,203
<b>271</b>	<b>EXPEDITED CHILD SUPPORT</b>				
	OPERATING	\$ 585,000	\$ 585,000	\$ 585,000	\$ -
	NON RECURRING NON PROJECT	200,000	200,000	325,000	(125,000)
	ALL FUNCTIONS	\$ 785,000	\$ 785,000	\$ 910,000	\$ (125,000)
<b>276</b>	<b>SPOUSAL MAINT ENF ENHANCEMENT</b>				
	OPERATING	\$ 115,921	\$ 115,921	\$ 108,000	\$ 7,921
	NON RECURRING NON PROJECT	-	-	50,000	(50,000)
	ALL FUNCTIONS	\$ 115,921	\$ 115,921	\$ 158,000	\$ (42,079)
<b>277</b>	<b>EMANCIPATION ADMINISTRATION</b>				
	NON RECURRING NON PROJECT	\$ 700	\$ 700	\$ -	\$ 700
<b>281</b>	<b>CHILDRENS ISSUES EDUCATION</b>				
	OPERATING	\$ 115,007	\$ 115,007	\$ 115,007	\$ -
	NON RECURRING NON PROJECT	300,000	300,000	25,000	275,000
	ALL FUNCTIONS	\$ 415,007	\$ 415,007	\$ 140,007	\$ 275,000

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

		FY 2014 ADOPTED	FY 2014 REVISED	FY 2015 ADOPTED	(INC.)/DEC FROM REV.
<b>282</b>	<b>DOM REL MEDIATION EDUCATION</b>				
	OPERATING	\$ 190,682	\$ 190,682	\$ 180,600	\$ 10,082
	NON RECURRING NON PROJECT	-	-	25,000	(25,000)
	ALL FUNCTIONS	\$ 190,682	\$ 190,682	\$ 205,600	\$ (14,918)
	TOTAL DEPARTMENT	\$ 93,186,512	\$ 96,980,207	\$ 100,516,547	\$ (3,536,340)
	<b>TOTAL JUDICIAL</b>	\$ 253,906,795	\$ 270,690,474	\$ 277,052,876	\$ (6,362,402)
	<b>ELECTED</b>				
<b>010</b>	<b>BOARD OF SUPERVISORS DIST 1</b>				
100	GENERAL				
	OPERATING	\$ 354,968	\$ 363,733	\$ 361,973	\$ 1,760
<b>020</b>	<b>BOARD OF SUPERVISORS DIST 2</b>				
100	GENERAL				
	OPERATING	\$ 354,968	\$ 363,733	\$ 361,973	\$ 1,760
<b>030</b>	<b>BOARD OF SUPERVISORS DIST 3</b>				
100	GENERAL				
	OPERATING	\$ 354,968	\$ 363,733	\$ 361,973	\$ 1,760
<b>040</b>	<b>BOARD OF SUPERVISORS DIST 4</b>				
100	GENERAL				
	OPERATING	\$ 354,968	\$ 363,733	\$ 361,973	\$ 1,760
<b>050</b>	<b>BOARD OF SUPERVISORS DIST 5</b>				
100	GENERAL				
	OPERATING	\$ 354,968	\$ 363,733	\$ 361,973	\$ 1,760
<b>120</b>	<b>ASSESSOR</b>				
100	GENERAL				
	OPERATING	\$ 22,390,345	\$ 23,219,830	\$ 23,362,819	\$ (142,989)
	NON RECURRING NON PROJECT	537,000	537,000	-	537,000
	ESRI DESKTOP REVIEW PROJECT	-	-	635,000	(635,000)
	TOTAL DEPARTMENT	\$ 22,927,345	\$ 23,756,830	\$ 23,997,819	\$ (240,989)
<b>140</b>	<b>CALL CENTER</b>				
100	GENERAL				
	OPERATING	\$ 1,554,912	\$ 1,602,781	\$ 1,663,556	\$ (60,775)
<b>160</b>	<b>CLERK OF THE SUPERIOR COURT</b>				
100	GENERAL				
	OPERATING	\$ 29,421,859	\$ 30,593,149	\$ 31,877,562	\$ (1,284,413)
	NON RECURRING NON PROJECT	2,909,039	2,909,039	413,099	2,495,940
	COSC RFR SYSTEM REPLACEMENT	-	-	2,395,940	(2,395,940)
	COSC STAFF EQUIPMENT	-	-	18,000	(18,000)
	ALL FUNCTIONS	\$ 32,330,898	\$ 33,502,188	\$ 34,704,601	\$ (1,202,413)
<b>205</b>	<b>COURT DOCUMENT RETRIEVAL</b>				
	OPERATING	\$ 1,316,700	\$ 1,316,700	\$ 1,147,606	\$ 169,094
	NON RECURRING NON PROJECT	521,836	521,836	-	521,836
	ALL FUNCTIONS	\$ 1,838,536	\$ 1,838,536	\$ 1,147,606	\$ 690,930
<b>208</b>	<b>JUDICIAL ENHANCEMENT</b>				
	OPERATING	\$ 657,394	\$ 657,394	\$ 632,979	\$ 24,415
	NON RECURRING NON PROJECT	-	569,645	356,980	212,665
	ALL FUNCTIONS	\$ 657,394	\$ 1,227,039	\$ 989,959	\$ 237,080
<b>216</b>	<b>CLERK OF THE COURT GRANTS</b>				
	OPERATING	\$ 1,072,654	\$ 1,851,614	\$ 1,484,995	\$ 366,619

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

		FY 2014 ADOPTED	FY 2014 REVISED	FY 2015 ADOPTED	(INC.)/DEC FROM REV.
<b>218</b>	<b>CLERK OF COURT FILL THE GAP</b>				
	OPERATING	\$ 2,104,981	\$ 1,980,184	\$ 2,054,822	\$ (74,638)
	NON RECURRING NON PROJECT	209,048	728,655	-	728,655
	ALL FUNCTIONS	\$ 2,314,029	\$ 2,708,839	\$ 2,054,822	\$ 654,017
<b>273</b>	<b>VICTIM LOCATION</b>				
	NON RECURRING NON PROJECT	\$ 68,000	\$ 68,000	\$ 75,000	\$ (7,000)
<b>274</b>	<b>CLERK OF THE COURT EDMS</b>				
	OPERATING	\$ 2,868,900	\$ 2,868,900	\$ 2,632,872	\$ 236,028
	NON RECURRING NON PROJECT	653,220	653,220	-	653,220
	ALL FUNCTIONS	\$ 3,522,120	\$ 3,522,120	\$ 2,632,872	\$ 889,248
	TOTAL DEPARTMENT	<b>\$ 41,803,631</b>	<b>\$ 44,718,336</b>	<b>\$ 43,089,855</b>	<b>\$ 1,628,481</b>
<b>190</b>	<b>COUNTY ATTORNEY</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 70,940,676	\$ 77,362,618	\$ 82,979,918	\$ (5,617,300)
	MCAO CASE MANAGEMENT SYSTEM	-	225,000	529,000	(304,000)
	ALL FUNCTIONS	\$ 70,940,676	\$ 78,231,498	\$ 83,508,918	\$ (5,277,420)
<b>213</b>	<b>COUNTY ATTORNEY RICO</b>				
	OPERATING	\$ 4,000,000	\$ 4,000,000	\$ 2,012,040	\$ 1,987,960
	NON RECURRING NON PROJECT	3,147,784	147,784	-	147,784
	MCAO CASE MANAGEMENT SYSTEM	426,550	3,426,550	1,710,000	1,716,550
	ALL FUNCTIONS	\$ 7,574,334	\$ 7,574,334	\$ 3,722,040	\$ 3,852,294
<b>219</b>	<b>COUNTY ATTORNEY GRANTS</b>				
	OPERATING	\$ 6,938,464	\$ 7,075,944	\$ 5,185,349	\$ 1,890,595
<b>220</b>	<b>DIVERSION</b>				
	OPERATING	\$ 1,683,250	\$ 1,683,250	\$ 1,429,500	\$ 253,750
	NON RECURRING NON PROJECT	1,936,850	1,936,850	1,268,323	668,527
	ALL FUNCTIONS	\$ 3,620,100	\$ 3,620,100	\$ 2,697,823	\$ 922,277
<b>221</b>	<b>COUNTY ATTORNEY FILL THE GAP</b>				
	OPERATING	\$ 1,728,613	\$ 1,903,681	\$ 1,555,630	\$ 348,051
	NON RECURRING NON PROJECT	266,728	266,728	-	266,728
	ALL FUNCTIONS	\$ 1,995,341	\$ 2,170,409	\$ 1,555,630	\$ 614,779
<b>266</b>	<b>CHECK ENFORCEMENT PROGRAM</b>				
	OPERATING	\$ 346,000	\$ 365,860	\$ 180,058	\$ 185,802
	NON RECURRING NON PROJECT	13,900	13,900	-	13,900
	ALL FUNCTIONS	\$ 359,900	\$ 379,760	\$ 180,058	\$ 199,702
<b>267</b>	<b>CRIM JUSTICE ENHANCEMENT</b>				
	OPERATING	\$ 1,405,000	\$ 1,475,000	\$ 1,477,500	\$ (2,500)
	NON RECURRING NON PROJECT	219,052	219,052	144,186	74,866
	ALL FUNCTIONS	\$ 1,624,052	\$ 1,694,052	\$ 1,621,686	\$ 72,366
<b>268</b>	<b>VICTIM COMP AND ASSISTANCE</b>				
	OPERATING	\$ 135,000	\$ 135,000	\$ 200,000	\$ (65,000)
	NON RECURRING NON PROJECT	-	480,000	501,308	(21,308)
	ALL FUNCTIONS	\$ 135,000	\$ 615,000	\$ 701,308	\$ (86,308)
<b>269</b>	<b>VICTIM COMP RESTITUTION INT</b>				
	OPERATING	\$ 40,000	\$ 40,000	\$ 14,708	\$ 25,292
	NON RECURRING NON PROJECT	-	70,000	164,452	(94,452)
	ALL FUNCTIONS	\$ 40,000	\$ 110,000	\$ 179,160	\$ (69,160)
	TOTAL DEPARTMENT	<b>\$ 93,227,867</b>	<b>\$ 101,471,097</b>	<b>\$ 99,351,972</b>	<b>\$ 2,119,125</b>
<b>210</b>	<b>ELECTIONS</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 8,746,417	\$ 8,880,578	\$ 8,894,320	\$ (13,742)
	NON RECURRING NON PROJECT	-	2,415,000	-	2,415,000
	PR/GEN ELEC CYCLE SPENDING	-	-	12,081,146	(12,081,146)
	ALL FUNCTIONS	\$ 8,746,417	\$ 11,295,578	\$ 20,975,466	\$ (9,679,888)

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

		FY 2014 ADOPTED	FY 2014 REVISED	FY 2015 ADOPTED	(INC.)/DEC FROM REV.
<b>248</b>	<b>ELECTIONS GRANT</b>				
	OPERATING	\$ 2,181,549	\$ 2,181,549	\$ 861,153	\$ 1,320,396
	TOTAL DEPARTMENT	<b>\$ 10,927,966</b>	<b>\$ 13,477,127</b>	<b>\$ 21,836,619</b>	<b>\$ (8,359,492)</b>
<b>250</b>	<b>CONSTABLES</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 2,749,646	\$ 2,843,685	\$ 2,912,802	\$ (69,117)
	NON RECURRING NON PROJECT	-	28,442	4,500	23,942
	TOTAL DEPARTMENT	<b>\$ 2,749,646</b>	<b>\$ 2,872,127</b>	<b>\$ 2,917,302</b>	<b>\$ (45,175)</b>
<b>360</b>	<b>RECORDER</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 2,077,838	\$ 2,122,269	\$ 2,134,232	\$ (11,963)
<b>236</b>	<b>RECORDERS SURCHARGE</b>				
	OPERATING	\$ 3,557,989	\$ 3,687,497	\$ 3,792,689	\$ (105,192)
	NON RECURRING NON PROJECT	2,200,000	2,200,000	2,147,971	52,029
	ALL FUNCTIONS	<b>\$ 5,757,989</b>	<b>\$ 5,887,497</b>	<b>\$ 5,940,660</b>	<b>\$ (53,163)</b>
	TOTAL DEPARTMENT	<b>\$ 7,835,827</b>	<b>\$ 8,009,766</b>	<b>\$ 8,074,892</b>	<b>\$ (65,126)</b>
<b>370</b>	<b>EDUCATION SERVICE</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 2,318,140	\$ 2,365,999	\$ 2,578,452	\$ (212,453)
	NON RECURRING NON PROJECT	1,193,762	1,193,762	78,956	1,114,806
	ALL FUNCTIONS	<b>\$ 3,511,902</b>	<b>\$ 3,559,761</b>	<b>\$ 2,657,408</b>	<b>\$ 902,353</b>
<b>255</b>	<b>DETENTION OPERATIONS</b>				
	OPERATING	\$ -	\$ 2,771	\$ -	\$ 2,771
	NON RECURRING NON PROJECT	1,654,819	1,654,819	1,117,223	537,596
	ALL FUNCTIONS	<b>\$ 1,654,819</b>	<b>\$ 1,657,590</b>	<b>\$ 1,117,223</b>	<b>\$ 540,367</b>
<b>669</b>	<b>SMALL SCHOOL SERVICE</b>				
	OPERATING	\$ 109,657	\$ 109,657	\$ 109,657	\$ -
	NON RECURRING NON PROJECT	-	35,000	72,051	(37,051)
	ALL FUNCTIONS	109,657	144,657	181,708	(37,051)
<b>715</b>	<b>SCHOOL GRANT</b>				
	OPERATING	\$ 20,593,590	\$ 20,593,590	\$ 25,224,197	\$ (4,630,607)
<b>780</b>	<b>SCHOOL TRANSPORTATION</b>				
	OPERATING	\$ 600,000	\$ 600,000	\$ 600,000	\$ -
<b>782</b>	<b>SCHOOL COMMUNICATION</b>				
	OPERATING	\$ 603,452	\$ 603,452	\$ 432,948	\$ 170,504
	NON RECURRING NON PROJECT	-	-	209,825	(209,825)
	ENCUMBERED IN FUND 782	-	-	153,953	(153,953)
	ALL FUNCTIONS	603,452	603,452	796,726	(193,274)
<b>795</b>	<b>EDUCATIONAL SUPPLEMENTAL PROG</b>				
	OPERATING	\$ 332,292	\$ 332,292	\$ 332,292	\$ -
	NON RECURRING NON PROJECT	728,999	728,999	352,138	376,861
	ALL FUNCTIONS	<b>\$ 1,061,291</b>	<b>\$ 1,061,291</b>	<b>\$ 684,430</b>	<b>\$ 376,861</b>
	TOTAL DEPARTMENT	<b>\$ 28,134,711</b>	<b>\$ 28,220,341</b>	<b>\$ 31,261,692</b>	<b>\$ (3,041,351)</b>
<b>430</b>	<b>TREASURER</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 4,504,386	\$ 4,719,796	\$ 4,910,812	\$ (191,016)
	NON RECURRING NON PROJECT	203,370	203,370	-	203,370
	ALL FUNCTIONS	<b>\$ 4,707,756</b>	<b>\$ 4,923,166</b>	<b>\$ 4,910,812</b>	<b>\$ 12,354</b>
<b>741</b>	<b>TAXPAYER INFORMATION</b>				
	OPERATING	\$ 304,341	\$ 304,341	\$ 304,341	\$ -
	TOTAL DEPARTMENT	<b>\$ 5,012,097</b>	<b>\$ 5,227,507</b>	<b>\$ 5,215,153</b>	<b>\$ 12,354</b>

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

		FY 2014 ADOPTED	FY 2014 REVISED	FY 2015 ADOPTED	(INC.)/DEC FROM REV.
<b>500</b>	<b>SHERIFF</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 82,943,096	\$ 91,389,063	\$ 90,500,556	\$ 888,507
	MCSO JUDGMENT ORDER OPERATING	-	-	8,310,737	(8,310,737)
	MCSO JUDGMENT ORDER NON RECURRING	-	6,561,126	4,200,000	2,361,126
	NON RECURRING NON PROJECT	4,091,783	4,091,783	-	4,091,783
	CAD RMS	-	-	146,847	(146,847)
	HELICOPTER PURCHASE	-	-	5,000,000	(5,000,000)
	PROPERTY AND EVIDENCE	-	-	247,978	(247,978)
	MCSO RECORDS MANAGEMENT	-	-	676,000	(676,000)
	AIRPLANE PURCHASE	-	-	850,000	(850,000)
	ALL FUNCTIONS	\$ 87,034,879	\$ 102,041,972	\$ 109,932,118	\$ (7,890,146)
<b>203</b>	<b>SHERIFF DONATIONS</b>				
	OPERATING	\$ 26,300	\$ 26,300	\$ 20,000	\$ 6,300
	NON RECURRING NON PROJECT	-	-	100,000	(100,000)
	ALL FUNCTIONS	\$ 26,300	\$ 26,300	\$ 120,000	\$ (93,700)
<b>206</b>	<b>OFFICER SAFETY EQUIPMENT</b>				
	OPERATING	\$ 60,000	\$ 60,000	\$ 60,000	\$ -
<b>212</b>	<b>SHERIFF RICO</b>				
	OPERATING	\$ 2,500,000	\$ 2,500,000	\$ 1,750,000	\$ 750,000
<b>214</b>	<b>SHERIFF JAIL ENHANCEMENT</b>				
	OPERATING	\$ 1,482,444	\$ 1,482,444	\$ 1,482,444	\$ -
<b>251</b>	<b>SHERIFF GRANTS</b>				
	OPERATING	\$ 8,565,508	\$ 10,073,640	\$ 8,275,961	\$ 1,797,679
<b>252</b>	<b>INMATE SERVICES</b>				
	OPERATING	\$ 11,637,000	\$ 12,149,929	\$ 10,982,350	\$ 1,167,579
	NON RECURRING NON PROJECT	-	-	-	-
<b>254</b>	<b>INMATE HEALTH SERVICES</b>				
	OPERATING	\$ 165,640	\$ 165,640	\$ 200,000	\$ (34,360)
	NON RECURRING NON PROJECT	-	-	140,000	(140,000)
	ALL FUNCTIONS	\$ 165,640	\$ 165,640	\$ 340,000	\$ (174,360)
<b>255</b>	<b>DETENTION OPERATIONS</b>				
	OPERATING	\$ 185,207,903	\$ 197,318,062	\$ 205,492,876	\$ (8,174,814)
	NON RECURRING NON PROJECT	1,462,000	1,462,000	-	1,462,000
	JAIL WAGON VEHICLES	-	-	140,000	(140,000)
	MCSO IVR	-	-	905,000	(905,000)
	JAIL KITCHEN EQUIPMENT	-	-	300,000	(300,000)
	KITCHEN INSTALLATION	-	-	340,000	(340,000)
	WASHING MACHINES	-	-	350,000	(350,000)
	ALL FUNCTIONS	\$ 186,669,903	\$ 198,780,062	\$ 207,527,876	\$ (8,747,814)
<b>258</b>	<b>SHERIFF TOWING AND IMPOUND</b>				
	OPERATING	\$ 194,691	\$ 194,691	\$ 208,103	\$ (13,412)
	TOTAL DEPARTMENT	<b>\$ 298,336,365</b>	<b>\$ 327,474,678</b>	<b>\$ 340,678,852</b>	<b>\$ (13,204,174)</b>
	<b>TOTAL ELECTED</b>	<b>\$ 514,285,207</b>	<b>\$ 558,649,255</b>	<b>\$ 579,897,577</b>	<b>\$ (21,248,322)</b>
	<b>APPOINTED</b>				
<b>060</b>	<b>CLERK OF THE BOARD</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 1,173,053	\$ 1,207,476	\$ 1,203,921	\$ 3,555
	NON RECURRING NON PROJECT	263,976	263,976	243,619	20,357
	TOTAL DEPARTMENT	<b>\$ 1,437,029</b>	<b>\$ 1,471,452</b>	<b>\$ 1,447,540</b>	<b>\$ 23,912</b>
<b>150</b>	<b>EMERGENCY MANAGEMENT</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 234,457	\$ 241,685	\$ 242,187	\$ (502)

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

		FY 2014 ADOPTED	FY 2014 REVISED	FY 2015 ADOPTED	(INC.)/DEC FROM REV.
<b>207</b>	<b>PALO VERDE</b>				
	OPERATING	\$ 665,916	\$ 665,916	\$ 756,264	\$ (90,348)
	NON RECURRING NON PROJECT	57,000	57,000	-	57,000
	ALL FUNCTIONS	\$ 722,916	\$ 722,916	\$ 756,264	\$ (33,348)
<b>215</b>	<b>EMERGENCY MANAGEMENT</b>				
	OPERATING	\$ 844,468	\$ 844,468	\$ 839,541	\$ 4,927
	NON RECURRING NON PROJECT	86,792	86,792	35,449	51,343
	ALL FUNCTIONS	\$ 931,260	\$ 931,260	\$ 874,990	\$ 56,270
	TOTAL DEPARTMENT	<b>\$ 1,888,633</b>	<b>\$ 1,895,861</b>	<b>\$ 1,873,441</b>	<b>\$ 22,420</b>
<b>180</b>	<b>FINANCE</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 2,769,592	\$ 2,868,645	\$ 2,772,594	\$ 96,051
	TOTAL DEPARTMENT	<b>\$ 2,769,592</b>	<b>\$ 2,868,645</b>	<b>\$ 2,772,594</b>	<b>\$ 96,051</b>
<b>200</b>	<b>COUNTY MANAGER</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 2,439,400	\$ 2,516,740	\$ 2,520,696	\$ (3,956)
<b>249</b>	<b>NON DEPARTMENTAL GRANT</b>				
	NON RECURRING NON PROJECT	2,000	1,405,308	7,000	1,398,308
	TOTAL DEPARTMENT	<b>\$ 2,441,400</b>	<b>\$ 3,922,048</b>	<b>\$ 2,527,696</b>	<b>\$ 1,394,352</b>
<b>220</b>	<b>HUMAN SERVICES</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 2,260,912	\$ 2,260,912	\$ 2,260,912	\$ -
	NON RECURRING NON PROJECT	-	-	-	-
<b>217</b>	<b>CDBG HOUSING TRUST</b>				
	OPERATING	\$ 19,897,891	\$ 19,897,891	\$ 16,279,189	\$ 3,618,702
<b>222</b>	<b>HUMAN SERVICES GRANTS</b>				
	OPERATING	\$ 42,048,808	\$ 46,277,703	\$ 44,319,456	\$ 1,958,247
	NON RECURRING NON PROJECT	190,000	190,000	-	190,000
	ALL FUNCTIONS	\$ 42,238,808	\$ 46,467,703	\$ 44,319,456	\$ 2,148,247
<b>255</b>	<b>DETENTION OPERATIONS</b>				
	NON RECURRING NON PROJECT	192,235	192,235	-	192,235
	TOTAL DEPARTMENT	<b>\$ 64,589,846</b>	<b>\$ 68,818,741</b>	<b>\$ 62,859,557</b>	<b>\$ 5,959,184</b>
<b>230</b>	<b>INTERNAL AUDIT</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 1,734,205	\$ 1,799,384	\$ 1,799,337	\$ 47
<b>260</b>	<b>CORRECTIONAL HEALTH</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 3,123,860	\$ 3,181,813	\$ 3,180,331	\$ 1,482
<b>255</b>	<b>DETENTION OPERATIONS</b>				
	OPERATING	\$ 54,801,713	\$ 57,041,199	\$ 58,229,181	\$ (1,187,982)
	NON RECURRING NON PROJECT	306,108	306,108	-	306,108
	ALL FUNCTIONS	\$ 55,107,821	\$ 57,347,307	\$ 58,229,181	\$ (881,874)
<b>292</b>	<b>CORRECTIONAL HEALTH GRANT</b>				
	OPERATING	\$ 50,000	\$ 50,000	\$ -	\$ 50,000
	TOTAL DEPARTMENT	<b>\$ 58,281,681</b>	<b>\$ 60,579,120</b>	<b>\$ 61,409,512</b>	<b>\$ (830,392)</b>
<b>290</b>	<b>MEDICAL EXAMINER</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 7,608,133	\$ 8,029,108	\$ 8,261,393	\$ (232,285)
	NON RECURRING NON PROJECT	168,542	168,542	-	168,542
	ALL FUNCTIONS	\$ 7,776,675	\$ 8,197,650	\$ 8,261,393	\$ (63,743)

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

		FY 2014 ADOPTED	FY 2014 REVISED	FY 2015 ADOPTED	(INC.)/DEC FROM REV.
224	<b>MEDICAL EXAMINER GRANT</b>				
	OPERATING	\$ 63,614	\$ 353,148	\$ -	\$ 353,148
	TOTAL DEPARTMENT	<b>\$ 7,840,289</b>	<b>\$ 8,550,798</b>	<b>\$ 8,261,393</b>	<b>\$ 289,405</b>
300	<b>PARKS AND RECREATION</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 564,802	\$ 564,802	\$ 564,802	\$ -
	NON RECURRING NON PROJECT	725,210	400,210	250,000	150,210
	PARKS PLAYGROUNDS UPGRADES	869,000	869,000	-	869,000
	PARKS RESTROOMS UPGRADES	500,000	866,414	275,000	591,414
	PARKS WATER UPGRADES	341,500	300,086	190,000	110,086
	ALL FUNCTIONS	<b>\$ 3,000,512</b>	<b>\$ 3,000,512</b>	<b>\$ 1,279,802</b>	<b>\$ 1,720,710</b>
225	<b>SPUR CROSS RANCH CONSERVATION</b>				
	OPERATING	\$ 260,960	\$ 266,287	\$ 266,411	\$ (124)
	NON RECURRING NON PROJECT	35,000	35,000	25,000	10,000
	ALL FUNCTIONS	<b>\$ 295,960</b>	<b>\$ 301,287</b>	<b>\$ 291,411</b>	<b>\$ 9,876</b>
230	<b>PARKS AND RECREATION GRANTS</b>				
	NON RECURRING NON PROJECT	\$ -	\$ 7,909	\$ 7,909	\$ -
239	<b>PARKS SOUVENIR</b>				
	OPERATING	\$ 220,000	\$ 377,084	\$ 310,000	\$ 67,084
240	<b>LAKE PLEASANT RECREATION SVCS</b>				
	OPERATING	\$ 2,243,650	\$ 2,298,946	\$ 2,514,692	\$ (215,746)
	NON RECURRING NON PROJECT	1,041,200	1,041,200	698,000	343,200
	ALL FUNCTIONS	<b>\$ 3,284,850</b>	<b>\$ 3,340,146</b>	<b>\$ 3,212,692</b>	<b>\$ 127,454</b>
241	<b>PARKS ENHANCEMENT FUND</b>				
	OPERATING	\$ 3,960,786	\$ 4,045,728	\$ 4,349,860	\$ (304,132)
	NON RECURRING NON PROJECT	1,300,282	1,300,282	1,015,000	285,282
	PARKS PLAYGROUNDS UPGRADES	-	-	530,000	(530,000)
	PARKS RESTROOMS UPGRADES	-	-	640,000	(640,000)
	ALL FUNCTIONS	<b>\$ 5,261,068</b>	<b>\$ 5,346,010</b>	<b>\$ 6,534,860</b>	<b>\$ (1,188,850)</b>
243	<b>PARKS DONATIONS</b>				
	OPERATING	\$ 13,905	\$ 27,905	\$ 23,277	\$ 4,628
	NON RECURRING NON PROJECT	48,000	48,000	85,500	(37,500)
	ALL FUNCTIONS	<b>\$ 61,905</b>	<b>\$ 75,905</b>	<b>\$ 108,777</b>	<b>\$ (32,872)</b>
900	<b>ELIMINATIONS</b>				
	OPERATING	\$ (37,371)	\$ (92,371)	\$ (15,206)	\$ (77,165)
	TOTAL DEPARTMENT	<b>\$ 12,086,924</b>	<b>\$ 12,356,482</b>	<b>\$ 11,730,245</b>	<b>\$ 626,237</b>
310	<b>HUMAN RESOURCES</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 3,277,286	\$ 3,386,058	\$ 3,854,478	\$ (468,420)
	JOB ANALYSIS CONSULTANT	-	-	385,000	(385,000)
	LEARNING MANAGEMENT	-	-	70,000	(70,000)
	ALL FUNCTIONS	<b>\$ 3,277,286</b>	<b>\$ 3,386,058</b>	<b>\$ 4,309,478</b>	<b>\$ (923,420)</b>
	TOTAL DEPARTMENT	<b>\$ 3,277,286</b>	<b>\$ 3,386,058</b>	<b>\$ 4,309,478</b>	<b>\$ (923,420)</b>
340	<b>PUBLIC FIDUCIARY</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 2,911,842	\$ 3,068,902	\$ 3,113,186	\$ (44,284)
	NON RECURRING NON PROJECT	80,000	80,000	-	80,000
	TOTAL DEPARTMENT	<b>\$ 2,991,842</b>	<b>\$ 3,148,902</b>	<b>\$ 3,113,186</b>	<b>\$ 35,716</b>
390	<b>EMPLOYEE BENEFITS AND HEALTH</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 1,246,548	\$ 1,261,422	\$ 258,539	\$ 1,002,883
	NON RECURRING NON PROJECT	750,000	750,000	-	750,000
	ALL FUNCTIONS	<b>\$ 1,996,548</b>	<b>\$ 2,011,422</b>	<b>\$ 258,539</b>	<b>\$ 1,752,883</b>

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

		FY 2014 ADOPTED	FY 2014 REVISED	FY 2015 ADOPTED	(INC.)/DEC FROM REV.
532	<b>PUBLIC HEALTH GRANTS</b>				
	OPERATING	\$ 7,405,038	\$ 7,405,038	\$ 7,323,579	\$ 81,459
601	<b>MEDICAL HMO</b>				
	OPERATING	\$ 53,061,629	\$ 49,561,629	\$ 50,236,155	\$ (674,526)
604	<b>MEDICAL PPO</b>				
	OPERATING	\$ 35,848,681	\$ 39,048,681	\$ 39,134,609	\$ (85,928)
606	<b>MEDICAL HDHP W HSA</b>				
	OPERATING	\$ 15,520,423	\$ 21,020,423	\$ 21,017,804	\$ 2,619
607	<b>FI DENTAL PPO</b>				
	OPERATING	\$ 5,192,538	\$ 5,192,538	\$ 5,481,882	\$ (289,344)
608	<b>COINSURANCE PHARMACY</b>				
	OPERATING	\$ 15,835,192	\$ 15,835,192	\$ 14,697,568	\$ 1,137,624
611	<b>60 PERCENT STD</b>				
	OPERATING	\$ 1,408,140	\$ 1,408,140	\$ 2,344,571	\$ (936,431)
	NON RECURRING NON PROJECT	6,200,000	6,200,000	-	6,200,000
	ALL FUNCTIONS	\$ 7,608,140	\$ 7,608,140	\$ 2,344,571	\$ 5,263,569
612	<b>50 PERCENT STD</b>				
	OPERATING	\$ 304,556	\$ 304,556	\$ 408,473	\$ (103,917)
613	<b>40 PERCENT STD</b>				
	OPERATING	\$ 142,180	\$ 142,180	\$ 161,260	\$ (19,080)
614	<b>BEHAVIORAL HEALTH</b>				
	OPERATING	\$ 1,749,785	\$ 1,749,785	\$ 1,797,391	\$ (47,606)
615	<b>WELLNESS</b>				
	OPERATING	\$ 1,362,790	\$ 1,362,790	\$ 1,406,365	\$ (43,575)
	NON RECURRING NON PROJECT	542,500	542,500	320,000	222,500
	ALL FUNCTIONS	\$ 1,905,290	\$ 1,905,290	\$ 1,726,365	\$ 178,925
618	<b>BENEFIT ADMINISTRATION</b>				
	OPERATING	\$ 2,915,172	\$ 2,915,172	\$ 3,070,781	\$ (155,609)
	NON RECURRING NON PROJECT	100,000	100,000	100,000	-
	ALL FUNCTIONS	\$ 3,015,172	\$ 3,015,172	\$ 3,170,781	\$ (155,609)
619	<b>ONSITE PHARMACY CLINIC</b>				
	OPERATING	\$ 1,736,000	\$ 1,736,000	\$ 1,969,148	\$ (233,148)
620	<b>BENEFITS ELIMINATIONS</b>				
	OPERATING	\$ (1,245,000)	\$ (1,245,000)	\$ (1,157,990)	\$ (87,010)
621	<b>FLEX SPENDING HEALTH</b>				
	OPERATING	\$ 2,356,070	\$ 2,356,070	\$ 2,269,651	\$ 86,419
622	<b>FLEX SPENDING DEP CARE</b>				
	OPERATING	\$ 888,092	\$ 888,092	\$ 801,620	\$ 86,472
623	<b>VISION</b>				
	OPERATING	\$ 1,658,880	\$ 1,658,880	\$ 1,706,262	\$ (47,382)
625	<b>FI PREPAID DENTAL</b>				
	OPERATING	\$ 269,861	\$ 269,861	\$ 226,860	\$ 43,001
626	<b>FI LIFE AND AD AND D</b>				
	OPERATING	\$ 397,832	\$ 397,832	\$ 398,661	\$ (829)
627	<b>SUPPLEMENTAL LIFE</b>				
	OPERATING	\$ 3,140,997	\$ 3,140,997	\$ 3,471,236	\$ (330,239)
628	<b>EMPLOYEE ASSISTANCE</b>				
	OPERATING	\$ 369,603	\$ 369,603	\$ 400,320	\$ (30,717)
629	<b>SI DENTAL PPO</b>				
	OPERATING	\$ 4,309,610	\$ 4,309,610	\$ 4,238,527	\$ 71,083
630	<b>DEPENDENT LIFE</b>				
	OPERATING	\$ 348,516	\$ 348,516	\$ 345,300	\$ 3,216
631	<b>VOLUNTARY BENEFITS</b>				
	OPERATING	\$ 892,212	\$ 892,212	\$ 834,751	\$ 57,461

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

		FY 2014 ADOPTED	FY 2014 REVISED	FY 2015 ADOPTED	(INC.)/DEC FROM REV.
632	<b>CIGNA FOR SENIORS</b>				
	OPERATING	\$ 638,520	\$ 638,520	\$ -	\$ 638,520
	TOTAL DEPARTMENT	<b>\$ 165,346,365</b>	<b>\$ 170,561,239</b>	<b>\$ 163,263,323</b>	<b>\$ 7,297,916</b>
410	<b>ENTERPRISE TECHNOLOGY</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 9,044,236	\$ 9,463,036	\$ 10,523,328	\$ (1,060,292)
	MAJOR MAINTENANCE OPERATING	9,945,570	9,945,570	11,091,264	(1,145,694)
	ENTPRISE DATA CNTR SYSTEMS	4,700,000	4,700,000	5,824,200	(1,124,200)
	ENTPRISE DATA NETWORKING	450,000	450,000	450,000	-
	CYBER SECURITY NRNP	-	-	4,801,092	(4,801,092)
	DATA CENTER ONE TIME NRNP	-	-	1,301,182	(1,301,182)
	ALL FUNCTIONS	\$ 24,139,806	\$ 24,558,606	\$ 33,991,066	\$ (9,432,460)
255	<b>DETENTION OPERATIONS</b>				
	OPERATING	\$ -	\$ -	\$ 1,019,055	\$ (1,019,055)
681	<b>TECHNOLOGY INFRASTRUCTURE</b>				
	OPERATING	\$ 15,877,016	\$ 17,276,948	\$ 16,514,603	\$ 762,345
	NON RECURRING NON PROJECT	1,103,729	1,103,729	1,051,546	52,183
	ALL FUNCTIONS	16,980,745	18,380,677	17,566,149	814,528
	TOTAL DEPARTMENT	<b>\$ 41,120,551</b>	<b>\$ 42,939,283</b>	<b>\$ 52,576,270</b>	<b>\$ (9,636,987)</b>
420	<b>INTEGRATED CRIM JUSTICE INFO</b>				
255	<b>DETENTION OPERATIONS</b>				
	OPERATING	\$ 1,564,383	\$ 1,618,430	\$ 1,628,554	\$ (10,124)
	NON RECURRING NON PROJECT	-	41,500	-	41,500
	TOTAL DEPARTMENT	<b>\$ 1,564,383</b>	<b>\$ 1,659,930</b>	<b>\$ 1,628,554</b>	<b>\$ 31,376</b>
440	<b>PLANNING AND DEVELOPMENT</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 868,232	\$ 868,232	\$ 868,232	\$ -
226	<b>PLANNING AND DEVELOPMENT FEES</b>				
	OPERATING	\$ 7,677,875	\$ 8,043,150	\$ 8,001,694	\$ 41,456
	NON RECURRING NON PROJECT	379,931	379,931	537,292	(157,361)
	ALL FUNCTIONS	\$ 8,057,806	\$ 8,423,081	\$ 8,538,986	\$ (115,905)
235	<b>DEL WEBB</b>				
	NON RECURRING NON PROJECT	\$ -	\$ -	\$ 525,000	\$ (525,000)
	TOTAL DEPARTMENT	<b>\$ 8,926,038</b>	<b>\$ 9,291,313</b>	<b>\$ 9,932,218</b>	<b>\$ (640,905)</b>
460	<b>RESEARCH AND REPORTING</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 326,943	\$ 338,578	\$ 338,603	\$ (25)
470	<b>NON DEPARTMENTAL</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 465,702,973	\$ 429,726,127	\$ 453,477,528	\$ (23,751,401)
	MCSO JUDGMENT ORDER OPERATING	-	-	2,825,000	(2,825,000)
	NON RECURRING NON PROJECT	194,551,848	177,981,598	74,406,699	103,574,899
	ALL FUNCTIONS	\$ 660,254,821	\$ 608,833,975	\$ 530,709,227	\$ 78,124,748
210	<b>WASTE MANAGEMENT</b>				
	NON RECURRING NON PROJECT	\$ 543,175	\$ 543,175	\$ 468,832	\$ 74,343
249	<b>NON DEPARTMENTAL GRANT</b>				
	OPERATING	\$ 21,846,828	\$ 17,969,912	\$ 9,969,516	\$ 8,000,396
	NON RECURRING NON PROJECT	6,000,000	1,174,837	4,214,034	(3,039,197)
	ALL FUNCTIONS	\$ 27,846,828	\$ 19,144,749	\$ 14,183,550	\$ 4,961,199

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

	FY 2014 ADOPTED	FY 2014 REVISED	FY 2015 ADOPTED	(INC./DEC FROM REV.
<b>255 DETENTION OPERATIONS</b>				
OPERATING	\$ 21,319,515	\$ 2,633,317	\$ 7,635,944	\$ (5,002,627)
NON RECURRING NON PROJECT	39,837,749	39,796,249	35,876,958	3,919,291
ALL FUNCTIONS	\$ 61,157,264	\$ 42,429,566	\$ 43,512,902	\$ (1,083,336)
<b>320 COUNTY IMPROVEMENT DEBT</b>				
NON RECURRING NON PROJECT	\$ 16,715,180	\$ 16,715,180	\$ 16,753,180	\$ (38,000)
<b>422 INTERGOVERNMENTAL CAP PROJ</b>				
VULTURE MOUNTAIN	\$ 127,500	\$ 127,500	\$ 127,500	\$ -
<b>445 GENERAL FUND CTY IMPROV</b>				
NON RECURRING NON PROJECT	\$ 68,281,157	\$ 75,531,121	\$ 32,605,249	\$ 42,925,872
CHAMBERS BUILDING	-	-	1,373,091	(1,373,091)
CLERK OF SUP COURT REMODEL	915,002	915,002	-	915,002
EAST COURT IMPROVEMENTS	9,229,539	9,229,539	8,513,546	715,993
COURT TOWER	3,411,526	3,411,526	1,247,290	2,164,236
MARICOPA REGIONAL TRAIL SYSTEM	671,440	671,440	582,886	88,554
SOUTHWEST JUSTICE COURTS	3,884,060	3,884,060	23,413,814	(19,529,754)
SHERIFF HQ PROJECT	25,665,021	25,665,021	1,000,000	24,665,021
SECURITY BUILDING	4,135,324	4,135,324	2,065,187	2,070,137
SWAT COVERED PARKING	3,102,086	3,102,086	706,537	2,395,549
VULTURE MOUNTAIN	62,291	62,291	42,751	19,540
ALL FUNCTIONS	\$ 119,357,446	\$ 126,607,410	\$ 71,550,351	\$ 55,057,059
<b>455 DETENTION CAPITAL PROJECTS</b>				
NON RECURRING NON PROJECT	\$ 25,000,001	\$ 25,000,001	\$ -	\$ 25,000,001
4TH AVENUE JAIL	2,410,000	2,410,000	2,565,291	(155,291)
LOWER BUCKEYE JAIL	3,365,000	3,365,000	3,231,292	133,708
SHERIFF HQ PROJECT	15,000,000	15,000,000	-	15,000,000
ALL FUNCTIONS	\$ 45,775,001	\$ 45,775,001	\$ 5,796,583	\$ 39,978,418
<b>460 TECHNOLOGY CAP IMPROVEMENT</b>				
NON RECURRING NON PROJECT	\$ 2,020,000	\$ 2,020,000	\$ 2,724,200	\$ (704,200)
AV BOS CR AUDITORIUM	-	-	-	-
BIX ROOM BYTE INFO EXCHANGE	200,000	200,000	4,299,455	(4,099,455)
CONTACT CENTER SYSTEM	1,023,801	673,801	-	673,801
COMPUTER AIDED MASS APPRAISAL	2,421,367	2,421,367	4,795,000	(2,373,633)
COUNTY TELEPHONE SYSTEM	8,371,842	8,371,842	6,473,633	1,898,209
ENTERPRISE RES PLANNING SYSTEM	-	4,965,503	16,060,899	(11,095,396)
ENTERPRISE DATA CTNR CT	14,953,400	14,953,400	18,738,694	(3,785,294)
INFRASTRUCTURE REFRESH PH I	5,841,773	5,841,773	5,000,000	841,773
INFRASTRUCTURE REFRESH PH II	24,161,230	34,765,909	37,604,275	(2,838,366)
INTERNAL SERVICE DELIVERY SYS	-	350,000	350,000	-
MAXIMO MAINT MGMT SYSTEM	800,000	800,000	750,000	50,000
PROJECT RESERVE	47,958,533	37,038,353	9,227,552	27,810,801
PUBLIC SAFETY RADIO	46,177,512	46,177,512	40,382,450	5,795,062
SHERIFF HQ PROJECT IT INFRA	10,276,315	7,821,816	1,500,000	6,321,816
TREASURER TECH SYSTEM UPGRADE	-	520,000	572,448	(52,448)
ALL FUNCTIONS	\$ 164,205,773	\$ 166,921,276	\$ 148,478,606	\$ 18,442,670
<b>461 DETENTION TECH CAP IMPROVEMENT</b>				
CORR HEALTH ZONE H INFRA	\$ 820,276	\$ 820,276	\$ -	\$ 820,276
CHS ELECTRONIC HEALTH RECORDS	4,018,992	4,018,992	2,450,331	1,568,661
JAIL MGMT INFORMATION SYSTEM	2,385,000	2,385,000	1,795,563	589,437
JAIL SECURITY SYSTEM UPGRADE	25,000,000	25,000,000	11,084,242	13,915,758
PROJECT RESERVE	26,837,296	26,837,296	25,000,000	1,837,296
NON RECURRING NON PROJECT	-	-	2,813,388	(2,813,388)
ALL FUNCTIONS	\$ 59,061,564	\$ 59,061,564	\$ 43,143,524	\$ 15,918,040
TOTAL DEPARTMENT	\$ 1,155,044,552	\$ 1,086,159,396	\$ 874,724,255	\$ 211,435,141

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

		FY 2014 ADOPTED	FY 2014 REVISED	FY 2015 ADOPTED	(INC.)/DEC FROM REV.
<b>490</b>	<b>MANAGEMENT AND BUDGET</b>				
100	GENERAL				
	OPERATING	\$ 2,278,881	\$ 2,372,253	\$ 2,382,650	\$ (10,397)
<b>520</b>	<b>PUBLIC DEFENDER</b>				
100	GENERAL				
	OPERATING	\$ 33,974,467	\$ 37,560,850	\$ 38,588,891	\$ (1,028,041)
	NON RECURRING NON PROJECT	-	-	171,119	(171,119)
	ALL FUNCTIONS	\$ 33,974,467	\$ 37,560,850	\$ 38,760,010	\$ (1,199,160)
209	PUBLIC DEFENDER TRAINING				
	OPERATING	\$ 335,562	\$ 335,562	\$ 335,562	\$ -
	NON RECURRING NON PROJECT	215,135	215,135	232,303	(17,168)
	ALL FUNCTIONS	\$ 550,697	\$ 550,697	\$ 567,865	\$ (17,168)
233	PUBLIC DEFENDER GRANTS				
	OPERATING	\$ 303,237	\$ 303,237	\$ 236,492	\$ 66,745
262	PUBLIC DEFENDER FILL THE GAP				
	OPERATING	\$ 840,228	\$ 840,228	\$ 819,202	\$ 21,026
	PDS CASE MANAGEMENT SYSTEM	723,817	723,817	294,492	429,325
	ALL FUNCTIONS	\$ 1,564,045	\$ 1,564,045	\$ 1,113,694	\$ 450,351
	TOTAL DEPARTMENT	<b>\$ 36,392,446</b>	<b>\$ 39,978,829</b>	<b>\$ 40,678,061</b>	<b>\$ (699,232)</b>
<b>540</b>	<b>LEGAL DEFENDER</b>				
100	GENERAL				
	OPERATING	\$ 10,324,234	\$ 11,401,032	\$ 11,964,389	\$ (563,357)
	NON RECURRING NON PROJECT	-	-	40,999	(40,999)
	ALL FUNCTIONS	\$ 10,324,234	\$ 11,401,032	\$ 12,005,388	\$ (604,356)
209	PUBLIC DEFENDER TRAINING				
	OPERATING	\$ 66,374	\$ 66,374	\$ 66,374	\$ -
	NON RECURRING NON PROJECT	39,364	39,364	27,574	11,790
	ALL FUNCTIONS	\$ 105,738	\$ 105,738	\$ 93,948	\$ 11,790
263	LEGAL DEFENDER FILL THE GAP				
	OPERATING	\$ 66,362	\$ 66,362	\$ 66,362	\$ -
	TOTAL DEPARTMENT	<b>\$ 10,496,334</b>	<b>\$ 11,573,132</b>	<b>\$ 12,165,698</b>	<b>\$ (592,566)</b>
<b>550</b>	<b>LEGAL ADVOCATE</b>				
100	GENERAL				
	OPERATING	\$ 9,123,335	\$ 10,014,158	\$ 10,743,013	\$ (728,855)
	NON RECURRING NON PROJECT	-	-	43,770	(43,770)
	ALL FUNCTIONS	\$ 9,123,335	\$ 10,014,158	\$ 10,786,783	\$ (772,625)
209	PUBLIC DEFENDER TRAINING				
	OPERATING	\$ 22,996	\$ 22,996	\$ 22,996	\$ -
	NON RECURRING NON PROJECT	30,727	30,727	25,273	5,454
	ALL FUNCTIONS	\$ 53,723	\$ 53,723	\$ 48,269	\$ 5,454
	TOTAL DEPARTMENT	<b>\$ 9,177,058</b>	<b>\$ 10,067,881</b>	<b>\$ 10,835,052</b>	<b>\$ (767,171)</b>
<b>560</b>	<b>CONTRACT COUNSEL</b>				
100	GENERAL				
	OPERATING	\$ 32,678,730	\$ 32,757,384	\$ 46,056,428	\$ (13,299,044)
	NON RECURRING NON PROJECT	4,330,965	7,830,965	950,866	6,880,099
	TOTAL DEPARTMENT	<b>\$ 37,009,695</b>	<b>\$ 40,588,349</b>	<b>\$ 47,007,294</b>	<b>\$ (6,418,945)</b>
<b>570</b>	<b>PUBLIC ADVOCATE</b>				
100	GENERAL				
	OPERATING	\$ 6,888,167	\$ 7,515,587	\$ 9,197,532	\$ (1,681,945)
	NON RECURRING NON PROJECT	-	-	33,747	(33,747)
	TOTAL DEPARTMENT	<b>\$ 6,888,167</b>	<b>\$ 7,515,587</b>	<b>\$ 9,231,279</b>	<b>\$ (1,715,692)</b>

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

		FY 2014 ADOPTED	FY 2014 REVISED	FY 2015 ADOPTED	(INC.)/DEC FROM REV.
<b>640</b>	<b>TRANSPORTATION</b>				
<b>223</b>	<b>TRANSPORTATION GRANTS</b>				
	NON RECURRING NON PROJECT	\$ 636,122	\$ 851,591	\$ 684,820	\$ 166,771
<b>232</b>	<b>TRANSPORTATION OPERATIONS</b>				
	OPERATING	\$ 58,236,556	\$ 59,234,581	\$ 59,522,982	\$ (288,401)
	NON RECURRING NON PROJECT	48,134,797	48,134,797	50,349,249	(2,214,452)
	ALL FUNCTIONS	\$ 106,371,353	\$ 107,369,378	\$ 109,872,231	\$ (2,502,853)
<b>234</b>	<b>TRANSPORTATION CAPITAL PROJECT</b>				
	MAG ALCP PROJECTS	\$ 33,284,530	\$ 35,564,530	\$ 23,400,000	\$ 12,164,530
	COUNTY ARTERIALS	8,015,000	4,360,000	14,840,000	(10,480,000)
	BRIDGE CONST/PRESERVATION	2,420,000	2,960,000	525,000	2,435,000
	DUST MITIGATION	2,975,000	6,264,000	3,160,000	3,104,000
	INTELLIGENT TRANS SYST ITS	1,773,981	1,773,981	2,175,000	(401,019)
	PAVEMENT CONST/PRESERVATION	11,725,000	13,970,000	15,912,000	(1,942,000)
	PARTNERSHIP SUPPORT	1,540,000	1,540,000	1,577,500	(37,500)
	RIGHT-OF-WAY	280,000	880,000	180,000	700,000
	SAFETY PROJECTS	5,590,000	2,625,000	3,155,000	(530,000)
	TRANSPORTATION ADMINISTRATION	6,983,500	5,189,500	10,877,000	(5,687,500)
	TRAFFIC IMPROVEMENTS	5,772,000	5,232,000	5,047,000	185,000
	TRANSPORTATION PLANNING	1,730,000	1,730,000	1,730,000	-
	ALL FUNCTIONS	\$ 82,089,011	\$ 82,089,011	\$ 82,578,500	\$ (489,489)
<b>900</b>	<b>ELIMINATIONS</b>				
	NON RECURRING NON PROJECT	\$ (48,134,797)	\$ (48,134,797)	\$ (48,134,797)	\$ -
	TOTAL DEPARTMENT	<b>\$ 140,961,689</b>	<b>\$ 142,175,183</b>	<b>\$ 145,000,754</b>	<b>\$ (2,825,571)</b>
<b>670</b>	<b>WASTE RESOURCES AND RECYCLING</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 3,214,099	\$ 3,261,226	\$ 2,967,969	\$ 293,257
	NON RECURRING NON PROJECT	2,013,984	2,013,984	-	2,013,984
	WASTE RES LANDFILL DRAINAGE	-	-	150,000	(150,000)
	WASTE RES GAS PROBE EQUIP	-	-	160,000	(160,000)
	ALL FUNCTIONS	\$ 5,228,083	\$ 5,275,210	\$ 3,277,969	\$ 1,997,241
<b>290</b>	<b>WASTE TIRE</b>				
	OPERATING	\$ 4,748,332	\$ 4,751,611	\$ 4,751,611	\$ -
	NON RECURRING NON PROJECT	-	-	-	-
	TOTAL DEPARTMENT	<b>\$ 9,976,415</b>	<b>\$ 10,026,821</b>	<b>\$ 8,029,580</b>	<b>\$ 1,997,241</b>
<b>700</b>	<b>FACILITIES MANAGEMENT</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 33,102,468	\$ 33,474,459	\$ 33,147,043	\$ 327,416
	MAJOR MAINTENANCE OPERATING	8,577,906	8,577,906	8,577,906	-
	NON RECURRING NON PROJECT	517,664	692,664	91,830	600,834
	CENTRAL COURT BLDG	4,886,978	4,886,978	4,897,869	(10,891)
	LIFE SAFETY PROJECTS	2,100,000	2,100,000	2,057,080	42,920
	SECURITY BLDG	1,660,963	1,660,963	-	1,660,963
	SIMS RELOCATION	797,849	797,849	-	797,849
	SOUTH COURT TOWER	117,000	117,000	117,000	-
	WEST COURT BLDG	500,000	500,000	375,000	125,000
	ALL FUNCTIONS	\$ 52,260,828	\$ 52,807,819	\$ 49,263,728	\$ 3,544,091
<b>255</b>	<b>DETENTION OPERATIONS</b>				
	OPERATING	\$ 19,267,341	\$ 19,337,023	\$ 19,165,486	\$ 171,537
	NON RECURRING NON PROJECT	-	-	39,511	(39,511)
	MAJOR MAINTENANCE OPERATING	6,940,763	6,940,763	6,940,763	-
	DURANGO JAIL INFR IMPROVEMENTS	1,316,601	1,316,601	-	1,316,601
	4TH AVE JAIL MAINTENANCE	3,000,000	3,000,000	2,905,000	95,000
	LBJ COMPLEX	4,775,000	4,775,000	3,940,646	834,354
	ALL FUNCTIONS	\$ 35,299,705	\$ 35,369,387	\$ 32,991,406	\$ 2,377,981
	TOTAL DEPARTMENT	<b>\$ 87,560,533</b>	<b>\$ 88,177,206</b>	<b>\$ 82,255,134</b>	<b>\$ 5,922,072</b>

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

		FY 2014 ADOPTED	FY 2014 REVISED	FY 2015 ADOPTED	(INC.)/DEC FROM REV.
<b>720</b>	<b>PROTECTIVE SERVICES</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 3,719,757	\$ 3,856,867	\$ 3,861,489	\$ (4,622)
<b>255</b>	<b>DETENTION OPERATIONS</b>				
	OPERATING	\$ 48,942	\$ 48,942	\$ 48,942	\$ -
	TOTAL DEPARTMENT	<b>\$ 3,768,699</b>	<b>\$ 3,905,809</b>	<b>\$ 3,910,431</b>	<b>\$ (4,622)</b>
<b>730</b>	<b>PROCUREMENT SERVICES</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 2,283,205	\$ 2,377,425	\$ 2,413,764	\$ (36,339)
	NON RECURRING NON PROJECT	60,127	60,127	-	60,127
	ALL FUNCTIONS	\$ 2,343,332	\$ 2,437,552	\$ 2,413,764	\$ 23,788
<b>673</b>	<b>REPROGRAPHICS</b>				
	OPERATING	\$ 788,689	\$ 808,689	\$ 845,217	\$ (36,528)
	NON RECURRING NON PROJECT	-	-	70,000	(70,000)
	ALL FUNCTIONS	\$ 788,689	\$ 808,689	\$ 915,217	\$ (106,528)
	TOTAL DEPARTMENT	<b>\$ 3,132,021</b>	<b>\$ 3,246,241</b>	<b>\$ 3,328,981</b>	<b>\$ (82,740)</b>
<b>740</b>	<b>EQUIPMENT SERVICES</b>				
<b>654</b>	<b>EQUIPMENT SERVICES</b>				
	OPERATING	\$ 16,682,320	\$ 19,342,760	\$ 16,854,693	\$ 2,488,067
	NON RECURRING NON PROJECT	591,000	591,000	857,000	(266,000)
	TOTAL DEPARTMENT	<b>\$ 17,273,320</b>	<b>\$ 19,933,760</b>	<b>\$ 17,711,693</b>	<b>\$ 2,222,067</b>
<b>750</b>	<b>RISK MANAGEMENT</b>				
<b>675</b>	<b>RISK MANAGEMENT</b>				
	OPERATING	\$ 29,841,029	\$ 29,841,029	\$ 29,841,029	\$ -
<b>676</b>	<b>COUNTY MANAGER RISK MANAGEMENT</b>				
	NON RECURRING NON PROJECT	\$ 5,049,022	\$ 5,049,022	\$ 1,750,000	\$ 3,299,022
	TOTAL DEPARTMENT	<b>\$ 34,890,051</b>	<b>\$ 34,890,051</b>	<b>\$ 31,591,029</b>	<b>\$ 3,299,022</b>
<b>790</b>	<b>ANIMAL CARE AND CONTROL</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 258,954	\$ 258,954	\$ 258,954	\$ -
<b>572</b>	<b>ANIMAL CONTROL LICENSE SHELTER</b>				
	OPERATING	\$ 8,783,032	\$ 9,567,889	\$ 8,783,032	\$ 784,857
<b>573</b>	<b>ANIMAL CONTROL GRANTS</b>				
	OPERATING	\$ 1,363,711	\$ 1,669,668	\$ 1,539,157	\$ 130,511
	NON RECURRING NON PROJECT	300,000	300,000	-	300,000
	ALL FUNCTIONS	\$ 1,663,711	\$ 1,969,668	\$ 1,539,157	\$ 430,511
<b>574</b>	<b>ANIMAL CONTROL FIELD OPERATION</b>				
	OPERATING	\$ 3,319,206	\$ 3,398,639	\$ 3,399,773	\$ (1,134)
	NON RECURRING NON PROJECT	284,721	284,721	378,192	(93,471)
	ALL FUNCTIONS	\$ 3,603,927	\$ 3,683,360	\$ 3,777,965	\$ (94,605)
	TOTAL DEPARTMENT	<b>\$ 14,309,624</b>	<b>\$ 15,479,871</b>	<b>\$ 14,359,108</b>	<b>\$ 1,120,763</b>
<b>850</b>	<b>AIR QUALITY</b>				
<b>100</b>	<b>GENERAL</b>				
	OPERATING	\$ 760,773	\$ 788,158	\$ 788,158	\$ -
	NON RECURRING NON PROJECT	397,540	397,540	-	397,540
	AIR QUAL MONITORING EQUIP	-	-	420,850	(420,850)
	ALL FUNCTIONS	\$ 1,158,313	\$ 1,185,698	\$ 1,209,008	\$ (23,310)
<b>503</b>	<b>AIR QUALITY GRANT</b>				
	OPERATING	\$ 3,924,954	\$ 3,924,954	\$ 4,106,337	\$ (181,383)

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

		FY 2014 ADOPTED	FY 2014 REVISED	FY 2015 ADOPTED	(INC.)/DEC FROM REV.
504	<b>AIR QUALITY FEES</b>				
	OPERATING	\$ 10,517,273	\$ 10,838,290	\$ 11,361,342	\$ (523,052)
	NON RECURRING NON PROJECT	1,632,993	1,632,993	1,743,828	(110,835)
	ALL FUNCTIONS	\$ 12,150,266	\$ 12,471,283	\$ 13,105,170	\$ (633,887)
	TOTAL DEPARTMENT	<b>\$ 17,233,533</b>	<b>\$ 17,581,935</b>	<b>\$ 18,420,515</b>	<b>\$ (838,580)</b>
860	<b>PUBLIC HEALTH</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 10,757,580	\$ 11,246,570	\$ 11,364,457	\$ (117,887)
265	<b>PUBLIC HEALTH FEES</b>				
	OPERATING	\$ 5,749,459	\$ 5,749,459	\$ 5,559,246	\$ 190,213
	NON RECURRING NON PROJECT	314,353	314,353	-	314,353
	ALL FUNCTIONS	\$ 6,063,812	\$ 6,063,812	\$ 5,559,246	\$ 504,566
532	<b>PUBLIC HEALTH GRANTS</b>				
	OPERATING	\$ 42,185,759	\$ 42,589,926	\$ 41,308,942	\$ 1,280,984
	TOTAL DEPARTMENT	<b>\$ 59,007,151</b>	<b>\$ 59,900,308</b>	<b>\$ 58,232,645</b>	<b>\$ 1,667,663</b>
880	<b>ENVIRONMENTAL SERVICES</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 3,882,968	\$ 3,982,702	\$ 4,184,101	\$ (201,399)
	NON RECURRING NON PROJECT	57,298	57,298	97,739	(40,441)
	ALL FUNCTIONS	\$ 3,940,266	\$ 4,040,000	\$ 4,281,840	\$ (241,840)
506	<b>ENVIRONMTL SVCS ENV HEALTH</b>				
	OPERATING	\$ 19,661,862	\$ 20,231,089	\$ 19,872,908	\$ 358,181
	NON RECURRING NON PROJECT	3,512,740	3,512,740	2,299,932	1,212,808
	ALL FUNCTIONS	\$ 23,174,602	\$ 23,743,829	\$ 22,172,840	\$ 1,570,989
	TOTAL DEPARTMENT	<b>\$ 27,114,868</b>	<b>\$ 27,783,829</b>	<b>\$ 26,454,680</b>	<b>\$ 1,329,149</b>
920	<b>DEPUTY COUNTY MANAGER 920</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 1,358,840	\$ 1,409,318	\$ 1,419,821	\$ (10,503)
940	<b>ASSISTANT COUNTY MANAGER 940</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 581,036	\$ 613,071	\$ 611,468	\$ 1,603
950	<b>ASSISTANT COUNTY MANAGER 950</b>				
100	<b>GENERAL</b>				
	OPERATING	\$ 404,312	\$ 421,211	\$ 419,793	\$ 1,418
	NON RECURRING NON PROJECT	797,624	797,624	534,097	263,527
	ALL FUNCTIONS	\$ 1,201,936	\$ 1,218,835	\$ 953,890	\$ 264,945
249	<b>NON DEPARTMENTAL GRANT</b>				
	NON RECURRING NON PROJECT	\$ 317,688	\$ 1,433,950	\$ 89,121	\$ 1,344,829
255	<b>DETENTION OPERATIONS</b>				
	OPERATING	\$ 404,698	\$ 418,258	\$ 394,478	\$ 23,780
	TOTAL DEPARTMENT	<b>\$ 1,924,322</b>	<b>\$ 3,071,043</b>	<b>\$ 1,437,489</b>	<b>\$ 1,633,554</b>
	TOTAL APPOINTED	<b>\$ 2,053,002,242</b>	<b>\$ 2,020,037,707</b>	<b>\$ 1,799,630,564</b>	<b>\$ 220,407,143</b>
980	<b>ELIMINATIONS COUNTY</b>				
900	<b>GENERAL</b>				
	OPERATING	\$ (361,763,321)	\$ (367,523,250)	\$ (366,284,238)	\$ (1,239,012)
	NON RECURRING NON PROJECT	(250,956,133)	(258,271,597)	(79,167,797)	(179,103,800)
	TOTAL DEPARTMENT	<b>\$ (612,719,454)</b>	<b>\$ (625,794,847)</b>	<b>\$ (445,452,035)</b>	<b>\$ (180,342,812)</b>
	TOTAL MARICOPA COUNTY	<b>\$ 2,208,474,790</b>	<b>\$ 2,223,582,589</b>	<b>\$ 2,211,128,982</b>	<b>\$ 12,453,607</b>

Consolidated Expenditures and Other Uses by Fund Type / Department

ALL FUNDS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>JUDICIAL</b>							
110 - ADULT PROBATION	\$ 78,727,307	\$ 82,211,979	\$ 89,176,197	\$ 87,641,597	\$ 91,522,749	\$ (2,346,552)	-2.6%
240 - JUSTICE COURTS	23,087,190	23,736,511	24,833,631	23,874,177	24,999,457	(165,826)	-0.7%
270 - JUVENILE PROBATION	53,725,797	54,771,793	59,700,439	56,669,744	60,014,123	(313,684)	-0.5%
800 - SUPERIOR COURT	87,986,717	93,186,512	96,980,207	94,571,803	100,516,547	(3,536,340)	-3.6%
<b>SUBTOTAL</b>	<b>\$ 243,527,011</b>	<b>\$ 253,906,795</b>	<b>\$ 270,690,474</b>	<b>\$ 262,757,321</b>	<b>\$ 277,052,876</b>	<b>\$ (6,362,402)</b>	<b>-2.4%</b>
<b>ELECTED</b>							
010 - BOARD OF SUPERVISORS DIST 1	\$ 336,069	\$ 354,968	\$ 363,733	\$ 363,435	\$ 361,973	\$ 1,760	0.5%
020 - BOARD OF SUPERVISORS DIST 2	351,303	354,968	363,733	362,348	361,973	1,760	0.5%
030 - BOARD OF SUPERVISORS DIST 3	322,001	354,968	363,733	352,538	361,973	1,760	0.5%
040 - BOARD OF SUPERVISORS DIST 4	333,447	354,968	363,733	358,466	361,973	1,760	0.5%
050 - BOARD OF SUPERVISORS DIST 5	328,798	354,968	363,733	357,461	361,973	1,760	0.5%
120 - ASSESSOR	21,917,022	22,927,345	23,756,830	23,063,043	23,997,819	(240,989)	-1.0%
140 - CALL CENTER	1,514,485	1,554,912	1,602,781	1,537,920	1,663,556	(60,775)	-3.8%
160 - CLERK OF THE SUPERIOR COURT	39,221,444	41,803,631	44,718,336	39,391,043	43,089,855	1,628,481	3.6%
190 - COUNTY ATTORNEY	83,764,154	93,227,867	101,471,097	94,873,012	99,351,972	2,119,125	2.1%
210 - ELECTIONS	18,741,835	10,927,966	13,477,127	13,756,400	21,836,619	(8,359,492)	-62.0%
250 - CONSTABLES	2,672,938	2,749,646	2,872,127	2,789,276	2,917,302	(45,175)	-1.6%
360 - RECORDER	5,793,898	7,835,827	8,009,766	6,546,934	8,074,892	(65,126)	-0.8%
370 - EDUCATION SERVICE	14,302,419	28,134,711	28,220,341	25,327,123	31,261,692	(3,041,351)	-10.8%
430 - TREASURER	4,364,608	5,012,097	5,227,507	5,211,025	5,215,153	12,354	0.2%
500 - SHERIFF	274,059,079	298,336,365	327,474,678	315,844,570	340,678,852	(13,204,174)	-4.0%
<b>SUBTOTAL</b>	<b>\$ 468,023,500</b>	<b>\$ 514,285,207</b>	<b>\$ 558,649,255</b>	<b>\$ 530,134,594</b>	<b>\$ 579,897,577</b>	<b>\$ (21,248,322)</b>	<b>-3.8%</b>
<b>APPOINTED</b>							
060 - CLERK OF THE BOARD	\$ 1,189,167	\$ 1,437,029	\$ 1,471,452	\$ 1,157,213	\$ 1,447,540	\$ 23,912	1.6%
150 - EMERGENCY MANAGEMENT	1,671,337	1,888,633	1,895,861	1,800,742	1,873,441	22,420	1.2%
180 - FINANCE	2,746,938	2,769,592	2,868,645	2,630,786	2,772,594	96,051	3.3%
200 - COUNTY MANAGER	4,750,037	2,441,400	3,922,048	3,691,260	2,527,696	1,394,352	35.6%
220 - HUMAN SERVICES	58,706,323	64,589,846	68,818,741	59,734,214	62,859,557	5,959,184	8.7%
230 - INTERNAL AUDIT	1,726,013	1,734,205	1,799,384	1,676,419	1,799,337	47	0.0%
260 - CORRECTIONAL HEALTH	57,592,423	58,281,681	60,579,120	60,241,197	61,409,512	(830,392)	-1.4%
290 - MEDICAL EXAMINER	7,541,634	7,840,289	8,550,798	8,275,779	8,261,393	289,405	3.4%
300 - PARKS AND RECREATION	8,503,024	12,086,924	12,356,482	10,424,634	11,730,245	626,237	5.1%
310 - HUMAN RESOURCES	3,170,853	3,277,286	3,386,058	3,354,797	4,309,478	(923,420)	-27.3%
340 - PUBLIC FIDUCIARY	2,677,711	2,991,842	3,148,902	2,997,583	3,113,186	35,716	1.1%
390 - EMPLOYEE BENEFITS AND HEALTH	146,056,897	163,591,405	168,806,279	162,342,386	163,263,323	5,542,956	3.3%
410 - ENTERPRISE TECHNOLOGY	25,724,789	41,120,551	42,939,283	37,107,815	52,576,270	(9,636,987)	-22.4%
420 - INTEGRATED CRIM JUSTICE INFO	1,879,986	1,564,383	1,659,930	1,599,826	1,628,554	31,376	1.9%
440 - PLANNING AND DEVELOPMENT	7,786,855	8,926,038	9,291,313	9,008,978	9,932,218	(640,905)	-6.9%
460 - RESEARCH AND REPORTING	316,149	326,943	338,578	319,801	338,603	(25)	0.0%
470 - NON DEPARTMENTAL	786,236,436	1,156,799,512	1,087,914,356	798,293,090	874,724,255	213,190,101	19.6%
490 - MANAGEMENT AND BUDGET	2,072,874	2,278,881	2,372,253	2,256,656	2,382,650	(10,397)	-0.4%
520 - PUBLIC DEFENDER	34,760,343	36,392,446	39,978,829	39,328,868	40,678,061	(699,232)	-1.7%
540 - LEGAL DEFENDER	10,476,593	10,496,334	11,573,132	11,734,218	12,165,698	(592,566)	-5.1%
550 - LEGAL ADVOCATE	9,074,687	9,177,058	10,067,881	9,884,275	10,835,052	(767,171)	-7.6%
560 - CONTRACT COUNSEL	32,336,987	37,009,695	40,588,349	37,154,288	47,007,294	(6,418,945)	-15.8%
570 - PUBLIC ADVOCATE	6,470,306	6,888,167	7,515,587	7,817,979	9,231,279	(1,715,692)	-22.8%
640 - TRANSPORTATION	126,871,320	140,961,689	142,175,183	121,037,404	145,000,754	(2,825,571)	-2.0%
670 - WASTE RESOURCES AND RECYCLING	7,031,642	9,976,415	10,026,821	9,703,405	8,029,580	1,997,241	19.9%
700 - FACILITIES MANAGEMENT	66,068,363	87,560,533	88,177,206	67,449,477	82,255,134	5,922,072	6.7%
720 - PROTECTIVE SERVICES	3,523,813	3,768,699	3,905,809	3,812,483	3,910,431	(4,622)	-0.1%
730 - PROCUREMENT SERVICES	3,041,866	3,132,021	3,246,241	3,103,241	3,328,981	(82,740)	-2.5%
740 - EQUIPMENT SERVICES	18,026,758	17,273,320	19,933,760	18,794,781	17,711,693	2,222,067	11.1%
750 - RISK MANAGEMENT	18,081,016	34,890,051	34,890,051	34,241,600	31,591,029	3,299,022	9.5%
790 - ANIMAL CARE AND CONTROL	15,087,626	14,309,624	15,479,871	14,684,714	14,359,108	1,120,763	7.2%
850 - AIR QUALITY	14,045,713	17,233,533	17,581,935	16,727,965	18,420,515	(838,580)	-4.8%
860 - PUBLIC HEALTH	54,879,576	59,007,151	59,900,308	57,390,516	58,232,645	1,667,663	2.8%
880 - ENVIRONMENTAL SERVICES	23,912,527	27,114,868	27,783,829	25,688,475	26,454,680	1,329,149	4.8%
920 - DEPUTY COUNTY MANAGER 920	826,288	1,358,840	1,409,318	1,326,087	1,419,821	(10,503)	-0.7%
930 - DEPUTY COUNTY MANAGER 930	1,002,001	-	-	-	-	-	N/A
940 - ASSISTANT COUNTY MANAGER 940	248,078	581,036	613,071	584,890	611,468	1,603	0.3%
950 - ASSISTANT COUNTY MANAGER 950	2,511,697	1,924,322	3,071,043	2,135,958	1,437,489	1,633,554	53.2%
960 - ASSISTANT COUNTY MANAGER 960	87,143	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 1,568,713,789</b>	<b>\$ 2,053,002,242</b>	<b>\$ 2,020,037,707</b>	<b>\$ 1,649,513,800</b>	<b>\$ 1,799,630,564</b>	<b>\$ 220,407,143</b>	<b>10.9%</b>
<b>ELIMINATIONS</b>							
980 - ELIMINATIONS COUNTY	\$ (565,034,761)	\$ (612,719,454)	\$ (625,794,847)	\$ (620,614,760)	\$ (445,452,035)	\$ (180,342,812)	28.8%
<b>SUBTOTAL</b>	<b>\$ (565,034,761)</b>	<b>\$ (612,719,454)</b>	<b>\$ (625,794,847)</b>	<b>\$ (620,614,760)</b>	<b>\$ (445,452,035)</b>	<b>\$ (180,342,812)</b>	<b>28.8%</b>
<b>MARICOPA COUNTY</b>	<b>\$ 1,715,229,539</b>	<b>\$ 2,208,474,790</b>	<b>\$ 2,223,582,589</b>	<b>\$ 1,821,790,955</b>	<b>\$ 2,211,128,982</b>	<b>\$ 12,453,607</b>	<b>0.6%</b>

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

GENERAL FUND	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>JUDICIAL</b>							
110 - ADULT PROBATION	\$ 50,706,692	\$ 41,835,539	\$ 46,822,062	\$ 46,597,919	\$ 48,375,459	\$ (1,553,397)	-3.3%
240 - JUSTICE COURTS	15,892,771	15,792,908	16,890,028	16,891,568	17,681,657	(791,629)	-4.7%
270 - JUVENILE PROBATION	16,063,682	15,428,434	16,961,911	16,870,047	17,279,942	(318,031)	-1.9%
800 - SUPERIOR COURT	75,303,517	76,093,152	79,710,924	79,143,974	84,634,124	(4,923,200)	-6.2%
<b>SUBTOTAL</b>	<b>\$ 157,966,662</b>	<b>\$ 149,150,033</b>	<b>\$ 160,384,925</b>	<b>\$ 159,503,508</b>	<b>\$ 167,971,182</b>	<b>\$ (7,586,257)</b>	<b>-4.7%</b>
<b>ELECTED</b>							
010 - BOARD OF SUPERVISORS DIST 1	\$ 336,069	\$ 354,968	\$ 363,733	\$ 363,435	\$ 361,973	\$ 1,760	0.5%
020 - BOARD OF SUPERVISORS DIST 2	351,303	354,968	363,733	362,348	361,973	1,760	0.5%
030 - BOARD OF SUPERVISORS DIST 3	322,001	354,968	363,733	352,538	361,973	1,760	0.5%
040 - BOARD OF SUPERVISORS DIST 4	333,447	354,968	363,733	358,466	361,973	1,760	0.5%
050 - BOARD OF SUPERVISORS DIST 5	328,798	354,968	363,733	357,461	361,973	1,760	0.5%
120 - ASSESSOR	21,917,022	22,927,345	23,756,830	23,063,043	23,997,819	(240,989)	-1.0%
140 - CALL CENTER	1,514,485	1,554,912	1,602,781	1,537,920	1,663,556	(60,775)	-3.8%
160 - CLERK OF THE SUPERIOR COURT	28,918,995	32,330,898	33,502,188	29,802,039	34,704,601	(1,202,413)	-3.6%
190 - COUNTY ATTORNEY	68,883,968	70,940,676	78,231,498	77,266,218	83,508,918	(5,277,420)	-6.7%
210 - ELECTIONS	18,613,570	8,746,417	11,295,578	11,169,482	20,975,466	(9,679,888)	-85.7%
250 - CONSTABLES	2,672,938	2,749,646	2,872,127	2,789,276	2,917,302	(45,175)	-1.6%
360 - RECORDER	1,755,434	2,077,838	2,122,269	1,810,507	2,134,232	(11,963)	-0.6%
370 - EDUCATION SERVICE	2,247,182	3,511,902	3,559,761	3,513,764	2,657,408	902,353	25.3%
430 - TREASURER	4,364,608	4,707,756	4,923,166	4,906,684	4,910,812	12,354	0.3%
500 - SHERIFF	75,438,183	87,034,879	102,041,972	98,189,984	109,932,118	(7,890,146)	-7.7%
<b>SUBTOTAL</b>	<b>\$ 227,998,003</b>	<b>\$ 238,357,109</b>	<b>\$ 265,726,835</b>	<b>\$ 255,843,165</b>	<b>\$ 289,212,097</b>	<b>\$ (23,485,262)</b>	<b>-8.8%</b>
<b>APPOINTED</b>							
060 - CLERK OF THE BOARD	\$ 1,189,167	\$ 1,437,029	\$ 1,471,452	\$ 1,157,213	\$ 1,447,540	\$ 23,912	1.6%
150 - EMERGENCY MANAGEMENT	215,719	234,457	241,685	240,455	242,187	(502)	-0.2%
180 - FINANCE	2,746,938	2,769,592	2,868,645	2,630,786	2,772,594	96,051	3.3%
200 - COUNTY MANAGER	2,390,685	2,439,400	2,516,740	2,454,195	2,520,696	(3,956)	-0.2%
220 - HUMAN SERVICES	2,319,495	2,260,912	2,260,912	2,260,912	2,260,912	-	0.0%
230 - INTERNAL AUDIT	1,726,013	1,734,205	1,799,384	1,676,419	1,799,337	47	0.0%
260 - CORRECTIONAL HEALTH	3,056,264	3,123,860	3,181,813	3,171,075	3,180,331	1,482	0.0%
290 - MEDICAL EXAMINER	7,471,313	7,776,675	8,197,650	7,935,065	8,261,393	(63,743)	-0.8%
300 - PARKS AND RECREATION	1,069,239	3,000,512	3,000,512	2,633,008	1,279,802	1,720,710	57.3%
310 - HUMAN RESOURCES	3,170,853	3,277,286	3,386,058	3,354,797	4,309,478	(923,420)	-27.3%
340 - PUBLIC FIDUCIARY	2,677,711	2,991,842	3,148,902	2,997,583	3,113,186	35,716	1.1%
390 - EMPLOYEE BENEFITS AND HEALTH	214,147	241,588	256,462	256,412	258,539	(2,077)	-0.8%
410 - ENTERPRISE TECHNOLOGY	8,247,310	24,139,806	24,558,606	20,327,317	33,991,066	(9,432,460)	-38.4%
440 - PLANNING AND DEVELOPMENT	828,049	868,232	868,232	862,305	868,232	-	0.0%
460 - RESEARCH AND REPORTING	316,149	326,943	338,578	319,801	338,603	(25)	0.0%
470 - NON DEPARTMENTAL	505,797,471	662,009,781	610,588,935	574,016,958	530,709,227	79,879,708	13.1%
490 - MANAGEMENT AND BUDGET	2,072,874	2,278,881	2,372,253	2,256,656	2,382,650	(10,397)	-0.4%
520 - PUBLIC DEFENDER	33,181,399	33,974,467	37,560,850	37,557,044	38,760,010	(1,199,160)	-3.2%
540 - LEGAL DEFENDER	10,331,037	10,324,234	11,401,032	11,587,482	12,005,388	(604,356)	-5.3%
550 - LEGAL ADVOCATE	9,038,537	9,123,335	10,014,158	9,859,531	10,786,783	(772,625)	-7.7%
560 - CONTRACT COUNSEL	32,336,987	37,009,695	40,588,349	37,154,288	47,007,294	(6,418,945)	-15.8%
570 - PUBLIC ADVOCATE	6,470,306	6,888,167	7,515,587	7,817,979	9,231,279	(1,715,692)	-22.8%
670 - WASTE RESOURCES AND RECYCLING	2,540,106	5,228,083	5,275,210	4,966,782	3,277,969	1,997,241	37.9%
700 - FACILITIES MANAGEMENT	42,932,128	52,260,828	52,807,819	42,006,954	49,263,728	3,544,091	6.7%
720 - PROTECTIVE SERVICES	3,474,870	3,719,757	3,856,867	3,763,541	3,861,489	(4,622)	-0.1%
730 - PROCUREMENT SERVICES	2,267,846	2,343,332	2,437,552	2,288,313	2,413,764	23,788	1.0%
790 - ANIMAL CARE AND CONTROL	257,903	258,954	258,954	258,954	258,954	-	0.0%
850 - AIR QUALITY	1,144,028	1,158,313	1,185,698	1,185,698	1,209,008	(23,310)	-2.0%
860 - PUBLIC HEALTH	10,831,597	10,757,580	11,246,570	10,807,876	11,364,457	(117,887)	-1.0%
880 - ENVIRONMENTAL SERVICES	3,938,670	3,940,266	4,040,000	3,986,912	4,281,840	(241,840)	-6.0%
920 - DEPUTY COUNTY MANAGER 920	826,288	1,358,840	1,409,318	1,326,087	1,419,821	(10,503)	-0.7%
940 - ASSISTANT COUNTY MANAGER 940	248,078	581,036	613,071	584,890	611,468	1,603	0.3%
950 - ASSISTANT COUNTY MANAGER 950	1,252,295	1,201,936	1,218,835	681,582	953,890	264,945	21.7%
960 - ASSISTANT COUNTY MANAGER 960	87,143	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 706,668,615</b>	<b>\$ 901,039,824</b>	<b>\$ 862,486,689</b>	<b>\$ 804,384,870</b>	<b>\$ 796,442,915</b>	<b>\$ 66,043,774</b>	<b>7.7%</b>
<b>MARICOPA COUNTY</b>	<b>\$ 1,092,633,280</b>	<b>\$ 1,288,546,966</b>	<b>\$ 1,288,598,449</b>	<b>\$ 1,219,731,543</b>	<b>\$ 1,253,626,194</b>	<b>\$ 34,972,255</b>	<b>2.7%</b>

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

SPECIAL REVENUE	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>JUDICIAL</b>							
110 - ADULT PROBATION	\$ 28,020,615	\$ 40,376,440	\$ 42,354,135	\$ 41,043,678	\$ 43,147,290	\$ (793,155)	-1.9%
240 - JUSTICE COURTS	7,194,419	7,943,603	7,943,603	6,982,609	7,317,800	625,803	7.9%
270 - JUVENILE PROBATION	37,662,115	39,343,359	42,738,528	39,799,697	42,734,181	4,347	0.0%
800 - SUPERIOR COURT	12,683,200	17,093,360	17,269,283	15,427,829	15,882,423	1,386,860	8.0%
<b>SUBTOTAL</b>	<b>\$ 85,560,349</b>	<b>\$ 104,756,762</b>	<b>\$ 110,305,549</b>	<b>\$ 103,253,813</b>	<b>\$ 109,081,694</b>	<b>\$ 1,223,855</b>	<b>1.1%</b>
<b>ELECTED</b>							
160 - CLERK OF THE SUPERIOR COURT	\$ 10,302,449	\$ 9,472,733	\$ 11,216,148	\$ 9,589,004	\$ 8,385,254	\$ 2,830,894	25.2%
190 - COUNTY ATTORNEY	14,880,186	22,287,191	23,239,599	17,606,794	15,843,054	7,396,545	31.8%
210 - ELECTIONS	128,265	2,181,549	2,181,549	2,586,918	861,153	1,320,396	60.5%
360 - RECORDER	4,038,464	5,757,989	5,887,497	4,736,427	5,940,660	(53,163)	-0.9%
370 - EDUCATION SERVICE	12,055,237	24,622,809	24,660,580	21,813,359	28,604,284	(3,943,704)	-16.0%
430 - TREASURER	-	304,341	304,341	304,341	304,341	-	0.0%
500 - SHERIFF	198,620,896	211,301,486	225,432,706	217,654,586	230,746,734	(5,314,028)	-2.4%
<b>SUBTOTAL</b>	<b>\$ 240,025,497</b>	<b>\$ 275,928,098</b>	<b>\$ 292,922,420</b>	<b>\$ 274,291,429</b>	<b>\$ 290,685,480</b>	<b>\$ 2,236,940</b>	<b>0.8%</b>
<b>APPOINTED</b>							
150 - EMERGENCY MANAGEMENT	\$ 1,455,618	\$ 1,654,176	\$ 1,654,176	\$ 1,560,287	\$ 1,631,254	\$ 22,922	1.4%
200 - COUNTY MANAGER	2,359,352	2,000	1,405,308	1,237,065	7,000	1,398,308	99.5%
220 - HUMAN SERVICES	56,386,828	62,328,934	66,557,829	57,473,302	60,598,645	5,959,184	9.0%
260 - CORRECTIONAL HEALTH	54,536,159	55,157,821	57,397,307	57,070,122	58,229,181	(831,874)	-1.4%
290 - MEDICAL EXAMINER	70,321	63,614	353,148	340,714	-	353,148	100.0%
300 - PARKS AND RECREATION	7,508,453	9,123,783	9,448,341	7,858,598	10,465,649	(1,017,308)	-10.8%
390 - EMPLOYEE BENEFITS AND HEALTH	6,147,650	7,405,038	7,405,038	6,948,980	7,323,579	81,459	1.1%
410 - ENTERPRISE TECHNOLOGY	-	-	-	-	1,019,055	(1,019,055)	N/A
420 - INTEGRATED CRIM JUSTICE INFO	1,879,986	1,564,383	1,659,930	1,599,826	1,628,554	31,376	1.9%
440 - PLANNING AND DEVELOPMENT	6,958,806	8,057,806	8,423,081	8,146,673	9,063,986	(640,905)	-7.6%
470 - NON DEPARTMENTAL	35,127,220	89,547,267	62,117,490	11,285,288	58,165,284	3,952,206	6.4%
520 - PUBLIC DEFENDER	1,578,944	2,417,979	2,417,979	1,771,824	1,918,051	499,928	20.7%
540 - LEGAL DEFENDER	145,556	172,100	172,100	146,736	160,310	11,790	6.9%
550 - LEGAL ADVOCATE	36,150	53,723	53,723	24,744	48,269	5,454	10.2%
640 - TRANSPORTATION	101,561,302	107,007,475	108,220,969	103,043,453	110,557,051	(2,336,082)	-2.2%
670 - WASTE RESOURCES AND RECYCLING	4,491,536	4,748,332	4,751,611	4,736,623	4,751,611	-	0.0%
700 - FACILITIES MANAGEMENT	23,136,235	35,299,705	35,369,387	25,442,523	32,991,406	2,377,981	6.7%
720 - PROTECTIVE SERVICES	48,943	48,942	48,942	48,942	48,942	-	0.0%
790 - ANIMAL CARE AND CONTROL	14,829,723	14,050,670	15,220,917	14,425,760	14,100,154	1,120,763	7.4%
850 - AIR QUALITY	12,901,685	16,075,220	16,396,237	15,542,267	17,211,507	(815,270)	-5.0%
860 - PUBLIC HEALTH	44,047,979	48,249,571	48,653,738	46,582,640	46,868,188	1,785,550	3.7%
880 - ENVIRONMENTAL SERVICES	19,973,857	23,174,602	23,743,829	21,701,563	22,172,840	1,570,989	6.6%
930 - DEPUTY COUNTY MANAGER 930	1,002,001	-	-	-	-	-	N/A
950 - ASSISTANT COUNTY MANAGER 950	1,259,402	722,386	1,852,208	1,454,376	483,599	1,368,609	73.9%
<b>SUBTOTAL</b>	<b>\$ 397,443,706</b>	<b>\$ 486,925,527</b>	<b>\$ 473,323,288</b>	<b>\$ 388,442,306</b>	<b>\$ 459,444,115</b>	<b>\$ 13,879,173</b>	<b>2.9%</b>
<b>MARICOPA COUNTY</b>	<b>\$ 723,029,552</b>	<b>\$ 867,610,387</b>	<b>\$ 876,551,257</b>	<b>\$ 765,987,548</b>	<b>\$ 859,211,289</b>	<b>\$ 17,339,968</b>	<b>2.0%</b>
<b>DEBT SERVICE</b>							
<b>APPOINTED</b>							
470 - NON DEPARTMENTAL	16,736,830	16,715,180	16,715,180	16,715,180	16,753,180	(38,000)	-0.2%
<b>SUBTOTAL</b>	<b>\$ 16,736,830</b>	<b>\$ 16,715,180</b>	<b>\$ 16,715,180</b>	<b>\$ 16,715,180</b>	<b>\$ 16,753,180</b>	<b>\$ (38,000)</b>	<b>-0.2%</b>
<b>MARICOPA COUNTY</b>	<b>\$ 16,736,830</b>	<b>\$ 16,715,180</b>	<b>\$ 16,715,180</b>	<b>\$ 16,715,180</b>	<b>\$ 16,753,180</b>	<b>\$ (38,000)</b>	<b>-0.2%</b>
<b>CAPITAL PROJECTS</b>							
<b>APPOINTED</b>							
470 - NON DEPARTMENTAL	\$ 228,574,915	\$ 388,527,284	\$ 398,492,751	\$ 196,275,664	\$ 269,096,564	\$ 129,396,187	32.5%
640 - TRANSPORTATION	73,444,815	82,089,011	82,089,011	66,128,748	82,578,500	(489,489)	-0.6%
<b>SUBTOTAL</b>	<b>\$ 302,019,730</b>	<b>\$ 470,616,295</b>	<b>\$ 480,581,762</b>	<b>\$ 262,404,412</b>	<b>\$ 351,675,064</b>	<b>\$ 128,906,698</b>	<b>26.8%</b>
<b>MARICOPA COUNTY</b>	<b>\$ 302,019,730</b>	<b>\$ 470,616,295</b>	<b>\$ 480,581,762</b>	<b>\$ 262,404,412</b>	<b>\$ 351,675,064</b>	<b>\$ 128,906,698</b>	<b>26.8%</b>

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

INTERNAL SERVICE	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>APPOINTED</b>							
390 - EMPLOYEE BENEFITS AND HEALTH	\$ 139,695,100	\$ 155,944,779	\$ 161,144,779	\$ 155,136,994	\$ 155,681,205	\$ 5,463,574	3.4%
410 - ENTERPRISE TECHNOLOGY	17,477,479	16,980,745	18,380,677	16,780,498	17,566,149	814,528	4.4%
730 - PROCUREMENT SERVICES	774,020	788,689	808,689	814,928	915,217	(106,528)	-13.2%
740 - EQUIPMENT SERVICES	18,026,758	17,273,320	19,933,760	18,794,781	17,711,693	2,222,067	11.1%
750 - RISK MANAGEMENT	18,081,016	34,890,051	34,890,051	34,241,600	31,591,029	3,299,022	9.5%
<b>SUBTOTAL</b>	<b>\$ 194,054,373</b>	<b>\$ 225,877,584</b>	<b>\$ 235,157,956</b>	<b>\$ 225,768,801</b>	<b>\$ 223,465,293</b>	<b>\$ 11,692,663</b>	<b>5.0%</b>
<b>MARICOPA COUNTY</b>	<b>\$ 194,054,373</b>	<b>\$ 225,877,584</b>	<b>\$ 235,157,956</b>	<b>\$ 225,768,801</b>	<b>\$ 223,465,293</b>	<b>\$ 11,692,663</b>	<b>5.0%</b>

ELIMINATIONS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>APPOINTED</b>							
300 - PARKS AND RECREATION	\$ (74,668)	\$ (37,371)	\$ (92,371)	\$ (66,972)	\$ (15,206)	\$ (77,165)	83.5%
640 - TRANSPORTATION	(48,134,797)	(48,134,797)	(48,134,797)	(48,134,797)	(48,134,797)	-	0.0%
<b>SUBTOTAL</b>	<b>\$ (48,209,465)</b>	<b>\$ (48,172,168)</b>	<b>\$ (48,227,168)</b>	<b>\$ (48,201,769)</b>	<b>\$ (48,150,003)</b>	<b>\$ (77,165)</b>	<b>0.2%</b>
<b>ELIMINATIONS</b>							
980 - ELIMINATIONS COUNTY	\$ (565,034,761)	\$ (612,719,454)	\$ (625,794,847)	\$ (620,614,760)	\$ (445,452,035)	\$ (180,342,812)	28.8%
<b>SUBTOTAL</b>	<b>\$ (565,034,761)</b>	<b>\$ (612,719,454)</b>	<b>\$ (625,794,847)</b>	<b>\$ (620,614,760)</b>	<b>\$ (445,452,035)</b>	<b>\$ (180,342,812)</b>	<b>28.8%</b>
<b>MARICOPA COUNTY</b>	<b>\$ (613,244,226)</b>	<b>\$ (660,891,622)</b>	<b>\$ (674,022,015)</b>	<b>\$ (668,816,529)</b>	<b>\$ (493,602,038)</b>	<b>\$ (180,419,977)</b>	<b>26.8%</b>

Consolidated Expenditures and Other Uses by Department and Fund Type

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	TOTAL
<b>JUDICIAL</b>								
110 - ADULT PROBATION	\$ 48,375,459	\$ 43,147,290	\$ -	\$ -	\$ -	\$ 91,522,749	\$ -	\$ 91,522,749
240 - JUSTICE COURTS	17,681,657	7,317,800	-	-	-	24,999,457	-	24,999,457
270 - JUVENILE PROBATION	17,279,942	42,734,181	-	-	-	60,014,123	-	60,014,123
800 - SUPERIOR COURT	84,634,124	15,882,423	-	-	-	100,516,547	-	100,516,547
<b>SUBTOTAL</b>	<b>\$ 167,971,182</b>	<b>\$ 109,081,694</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 277,052,876</b>	<b>\$ -</b>	<b>\$ 277,052,876</b>
<b>ELECTED</b>								
010 - BOARD OF SUPERVISORS DIST 1	\$ 361,973	\$ -	\$ -	\$ -	\$ -	\$ 361,973	\$ -	\$ 361,973
020 - BOARD OF SUPERVISORS DIST 2	361,973	-	-	-	-	361,973	-	361,973
030 - BOARD OF SUPERVISORS DIST 3	361,973	-	-	-	-	361,973	-	361,973
040 - BOARD OF SUPERVISORS DIST 4	361,973	-	-	-	-	361,973	-	361,973
050 - BOARD OF SUPERVISORS DIST 5	361,973	-	-	-	-	361,973	-	361,973
120 - ASSESSOR	23,997,819	-	-	-	-	23,997,819	-	23,997,819
140 - CALL CENTER	1,663,556	-	-	-	-	1,663,556	-	1,663,556
160 - CLERK OF THE SUPERIOR COURT	34,704,601	8,385,254	-	-	-	43,089,855	-	43,089,855
190 - COUNTY ATTORNEY	83,508,918	15,843,054	-	-	-	99,351,972	-	99,351,972
210 - ELECTIONS	20,975,466	861,153	-	-	-	21,836,619	-	21,836,619
250 - CONSTABLES	2,917,302	-	-	-	-	2,917,302	-	2,917,302
360 - RECORDER	2,134,232	5,940,660	-	-	-	8,074,892	-	8,074,892
370 - EDUCATION SERVICE	2,657,408	28,604,284	-	-	-	31,261,692	-	31,261,692
430 - TREASURER	4,910,812	304,341	-	-	-	5,215,153	-	5,215,153
500 - SHERIFF	109,932,118	230,746,734	-	-	-	340,678,852	-	340,678,852
<b>SUBTOTAL</b>	<b>\$ 289,212,097</b>	<b>\$ 290,685,480</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 579,897,577</b>	<b>\$ -</b>	<b>\$ 579,897,577</b>
<b>APPOINTED</b>								
060 - CLERK OF THE BOARD	\$ 1,447,540	\$ -	\$ -	\$ -	\$ -	\$ 1,447,540	\$ -	\$ 1,447,540
150 - EMERGENCY MANAGEMENT	242,187	1,631,254	-	-	-	1,873,441	-	1,873,441
180 - FINANCE	2,772,594	-	-	-	-	2,772,594	-	2,772,594
200 - COUNTY MANAGER	2,520,696	7,000	-	-	-	2,527,696	-	2,527,696
220 - HUMAN SERVICES	2,260,912	60,598,645	-	-	-	62,859,557	-	62,859,557
230 - INTERNAL AUDIT	1,799,337	-	-	-	-	1,799,337	-	1,799,337
260 - CORRECTIONAL HEALTH	3,180,331	58,229,181	-	-	-	61,409,512	-	61,409,512
290 - MEDICAL EXAMINER	8,261,393	-	-	-	-	8,261,393	-	8,261,393
300 - PARKS AND RECREATION	1,279,802	10,465,649	-	-	-	11,745,451	(15,206)	11,730,245
310 - HUMAN RESOURCES	4,309,478	-	-	-	-	4,309,478	-	4,309,478
340 - PUBLIC FIDUCIARY	3,113,186	-	-	-	-	3,113,186	-	3,113,186
390 - EMPLOYEE BENEFITS AND HEALTH	258,539	7,323,579	-	-	155,681,205	163,263,323	-	163,263,323
410 - ENTERPRISE TECHNOLOGY	33,991,066	1,019,055	-	-	17,566,149	52,576,270	-	52,576,270
420 - INTEGRATED CRIM JUSTICE INFO	-	1,628,554	-	-	-	1,628,554	-	1,628,554
440 - PLANNING AND DEVELOPMENT	868,232	9,063,986	-	-	-	9,932,218	-	9,932,218
460 - RESEARCH AND REPORTING	338,603	-	-	-	-	338,603	-	338,603
470 - NON DEPARTMENTAL	530,709,227	58,165,284	16,753,180	269,096,564	-	874,724,255	-	874,724,255
490 - MANAGEMENT AND BUDGET	2,382,650	-	-	-	-	2,382,650	-	2,382,650
520 - PUBLIC DEFENDER	38,760,010	1,918,051	-	-	-	40,678,061	-	40,678,061
540 - LEGAL DEFENDER	12,005,388	160,310	-	-	-	12,165,698	-	12,165,698
550 - LEGAL ADVOCATE	10,786,783	48,269	-	-	-	10,835,052	-	10,835,052
560 - CONTRACT COUNSEL	47,007,294	-	-	-	-	47,007,294	-	47,007,294
570 - PUBLIC ADVOCATE	9,231,279	-	-	-	-	9,231,279	-	9,231,279
640 - TRANSPORTATION	-	110,557,051	-	82,578,500	-	193,135,551	(48,134,797)	145,000,754
670 - WASTE RESOURCES AND RECYCLING	3,277,969	4,751,611	-	-	-	8,029,580	-	8,029,580
700 - FACILITIES MANAGEMENT	49,263,728	32,991,406	-	-	-	82,255,134	-	82,255,134
720 - PROTECTIVE SERVICES	3,861,489	48,942	-	-	-	3,910,431	-	3,910,431
730 - PROCUREMENT SERVICES	2,413,764	-	-	-	915,217	3,328,981	-	3,328,981
740 - EQUIPMENT SERVICES	-	-	-	-	17,711,693	17,711,693	-	17,711,693
750 - RISK MANAGEMENT	-	-	-	-	31,591,029	31,591,029	-	31,591,029
790 - ANIMAL CARE AND CONTROL	258,954	14,100,154	-	-	-	14,359,108	-	14,359,108
850 - AIR QUALITY	1,209,008	17,211,507	-	-	-	18,420,515	-	18,420,515
860 - PUBLIC HEALTH	11,364,457	46,868,188	-	-	-	58,232,645	-	58,232,645
880 - ENVIRONMENTAL SERVICES	4,281,840	22,172,840	-	-	-	26,454,680	-	26,454,680
920 - DEPUTY COUNTY MANAGER 920	1,419,821	-	-	-	-	1,419,821	-	1,419,821
940 - ASSISTANT COUNTY MANAGER 940	611,468	-	-	-	-	611,468	-	611,468
950 - ASSISTANT COUNTY MANAGER 950	953,890	483,599	-	-	-	1,437,489	-	1,437,489
<b>SUBTOTAL</b>	<b>\$ 796,442,915</b>	<b>\$ 459,444,115</b>	<b>\$ 16,753,180</b>	<b>\$ 351,675,064</b>	<b>\$ 223,465,293</b>	<b>\$ 1,847,780,567</b>	<b>\$ (48,150,003)</b>	<b>\$ 1,799,630,564</b>
980 - ELIMINATIONS COUNTY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (445,452,035)	\$ (445,452,035)
<b>MARICOPA COUNTY</b>	<b>\$ 1,253,626,194</b>	<b>\$ 859,211,289</b>	<b>\$ 16,753,180</b>	<b>\$ 351,675,064</b>	<b>\$ 223,465,293</b>	<b>\$ 2,704,731,020</b>	<b>\$ (493,602,038)</b>	<b>\$ 2,211,128,982</b>

Consolidated Expenditures and Other Uses by Category and Fund Type

ALL FUNDS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 599,091,597	\$ 624,087,209	\$ 681,645,509	\$ 667,874,872	\$ 701,853,475	\$ (20,207,966)	-3.0%
0705 - TEMPORARY PAY	3,322,335	2,888,187	3,801,191	3,715,945	6,416,546	(2,615,355)	-68.8%
0710 - OVERTIME	9,395,228	7,101,983	9,265,263	9,558,151	10,944,140	(1,678,877)	-18.1%
0750 - FRINGE BENEFITS	241,036,393	261,027,856	275,786,597	266,202,228	283,090,857	(7,304,260)	-2.6%
0790 - OTHER PERSONAL SERVICES	20,767,325	56,965,121	15,866,186	8,323,603	32,022,415	(16,156,229)	-101.8%
0795 - PERSONNEL SERVICES ALLOC-OUT	(94,290,821)	(100,056,165)	(104,603,551)	(101,739,441)	(105,144,909)	541,358	0.5%
0796 - PERSONNEL SERVICES ALLOC-IN	94,588,548	98,868,922	103,647,146	98,500,978	105,118,977	(1,471,831)	-1.4%
<b>SUBTOTAL</b>	<b>\$ 873,910,605</b>	<b>\$ 950,883,113</b>	<b>\$ 985,408,341</b>	<b>\$ 952,436,336</b>	<b>\$ 1,034,301,501</b>	<b>\$ (48,893,160)</b>	<b>-5.0%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 45,680,484	\$ 43,389,042	\$ 48,473,696	\$ 45,540,232	\$ 49,559,987	\$ (1,086,291)	-2.2%
0802 - MEDICAL SUPPLIES	9,102,811	10,147,114	10,319,678	9,325,289	8,784,017	1,535,661	14.9%
0803 - FUEL	10,181,790	10,179,764	10,175,379	9,194,427	9,121,822	1,053,557	10.4%
0804 - NON-CAPITAL EQUIPMENT	17,948,940	11,492,779	15,019,125	10,316,330	19,553,760	(4,534,635)	-30.2%
0805 - SUPPLIES-ALLOCATION OUT	(5,001,107)	(5,454,865)	(5,462,415)	(5,573,549)	(5,081,514)	(380,901)	-7.0%
0806 - SUPPLIES-ALLOCATION IN	5,092,994	5,172,715	5,261,685	5,192,129	5,504,989	(243,304)	-4.6%
<b>SUBTOTAL</b>	<b>\$ 83,005,912</b>	<b>\$ 74,926,549</b>	<b>\$ 83,787,148</b>	<b>\$ 73,994,858</b>	<b>\$ 87,443,061</b>	<b>\$ (3,655,913)</b>	<b>-4.4%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 50,457,829	\$ 58,019,248	\$ 63,813,806	\$ 52,794,551	\$ 64,433,107	\$ (619,301)	-1.0%
0811 - HEALTH CARE SERVICES	37,377,064	56,034,393	60,368,804	51,839,727	58,476,043	1,892,761	3.1%
0812 - OTHER SERVICES	137,433,299	286,537,088	251,014,690	172,979,644	282,833,249	(31,818,559)	-12.7%
0820 - RENT AND OPERATING LEASES	18,009,107	24,278,925	24,389,784	18,220,981	21,029,148	3,360,636	13.8%
0825 - REPAIRS AND MAINTENANCE	71,624,457	93,985,576	94,291,692	76,417,184	92,698,003	1,593,689	1.7%
0830 - INTERGOVERNMENTAL PAYMENTS	239,089,376	250,451,775	251,303,505	238,609,522	245,041,125	6,262,380	2.5%
0839 - INTERNAL SERVICE CHARGES	(7,078,488)	(7,084,666)	(8,078,885)	(7,180,552)	(6,576,443)	(1,502,442)	-18.6%
0841 - TRAVEL	4,010,074	4,501,168	4,548,400	4,413,542	4,522,474	25,926	0.6%
0842 - EDUCATION AND TRAINING	4,022,199	5,445,950	5,632,948	3,867,078	4,973,426	659,522	11.7%
0843 - POSTAGE/FREIGHT/SHIPPING	5,762,911	4,395,686	4,849,136	4,481,611	5,546,764	(697,628)	-14.4%
0845 - SUPPORT AND CARE OF PERSONS	1,122,364	1,954,984	2,134,764	1,686,824	2,033,461	101,303	4.7%
0850 - UTILITIES	31,807,044	34,502,238	34,507,804	32,055,061	32,734,143	1,773,661	5.1%
0872 - SERVICES-ALLOCATION OUT	(7,704,070)	(11,403,767)	(11,396,509)	(8,254,684)	(10,963,799)	(432,710)	-3.8%
0873 - SERVICES-ALLOCATION IN	6,955,214	11,137,362	11,345,123	8,252,545	11,492,238	(147,115)	-1.3%
<b>SUBTOTAL</b>	<b>\$ 592,888,380</b>	<b>\$ 812,755,960</b>	<b>\$ 788,725,062</b>	<b>\$ 650,183,034</b>	<b>\$ 808,272,939</b>	<b>\$ (19,547,877)</b>	<b>-2.5%</b>
<b>CAPITAL</b>							
0910 - LAND	\$ 4,861,444	\$ 13,602,500	\$ 11,057,500	\$ 16,530,992	\$ 8,295,000	\$ 2,762,500	25.0%
0915 - BUILDINGS AND IMPROVEMENTS	54,463,114	101,370,341	101,370,341	32,202,318	57,988,590	43,381,751	42.8%
0920 - CAPITAL EQUIPMENT	30,376,269	173,097,920	170,739,904	27,578,914	122,817,319	47,922,585	28.1%
0930 - VEHICLES & CONSTRUCTION EQUIP	11,317,692	12,905,443	15,146,829	18,641,788	18,070,965	(2,924,136)	-19.3%
0940 - INFRASTRUCTURE	47,653,894	52,253,511	50,668,011	33,330,508	56,629,000	(5,960,989)	-11.8%
0950 - DEBT SERVICE	16,757,312	16,730,180	16,730,180	16,719,580	16,768,180	(38,000)	-0.2%
0955 - CAPITAL-ALLOCATION OUT	(199,718)	(380,088)	(380,088)	(367,979)	(170,970)	(209,118)	-55.0%
0956 - CAPITAL-ALLOCATION IN	194,635	329,361	329,361	540,606	713,397	(384,036)	-116.6%
<b>SUBTOTAL</b>	<b>\$ 165,424,642</b>	<b>\$ 369,909,168</b>	<b>\$ 365,662,038</b>	<b>\$ 145,176,727</b>	<b>\$ 281,111,481</b>	<b>\$ 84,550,557</b>	<b>23.1%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 1,715,229,539</b>	<b>\$ 2,208,474,790</b>	<b>\$ 2,223,582,589</b>	<b>\$ 1,821,790,955</b>	<b>\$ 2,211,128,982</b>	<b>\$ 12,453,607</b>	<b>0.6%</b>
<b>TOTAL USES</b>	<b>\$ 1,715,229,539</b>	<b>\$ 2,208,474,790</b>	<b>\$ 2,223,582,589</b>	<b>\$ 1,821,790,955</b>	<b>\$ 2,211,128,982</b>	<b>\$ 12,453,607</b>	<b>0.6%</b>

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

GENERAL FUND	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 341,935,007	\$ 343,282,973	\$ 379,589,902	\$ 372,792,104	\$ 392,915,076	\$ (13,325,174)	-3.5%
0705 - TEMPORARY PAY	2,666,633	2,008,919	2,312,324	2,214,550	4,146,687	(1,834,363)	-79.3%
0710 - OVERTIME	3,620,869	2,504,411	4,276,838	3,959,323	6,320,219	(2,043,381)	-47.8%
0750 - FRINGE BENEFITS	136,057,118	143,907,311	153,689,419	148,324,139	159,184,541	(5,495,122)	-3.6%
0790 - OTHER PERSONNEL SERVICES	10,916,842	46,878,862	11,106,917	5,485,792	22,873,168	(11,766,251)	-105.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(69,596,466)	(74,224,449)	(77,004,023)	(74,710,225)	(80,530,962)	3,526,939	4.6%
0796 - PERSONNEL SERVICES ALLOC-IN	14,415,624	12,741,428	13,494,054	13,047,260	14,608,355	(1,114,301)	-8.3%
<b>SUBTOTAL</b>	<b>\$ 440,015,627</b>	<b>\$ 477,099,455</b>	<b>\$ 487,465,431</b>	<b>\$ 471,112,943</b>	<b>\$ 519,517,084</b>	<b>\$ (32,051,653)</b>	<b>-6.6%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 12,120,891	\$ 11,118,119	\$ 13,827,962	\$ 13,308,519	\$ 12,304,337	\$ 1,523,625	11.0%
0802 - MEDICAL SUPPLIES	1,267,534	1,183,208	1,211,239	1,201,253	1,029,592	181,647	15.0%
0803 - FUEL	4,176,725	4,483,768	4,494,251	4,113,586	4,553,507	(59,256)	-1.3%
0804 - NON-CAPITAL EQUIPMENT	2,294,695	4,381,509	5,885,295	4,693,333	10,131,217	(4,245,922)	-72.1%
0805 - SUPPLIES-ALLOCATION OUT	(2,291,383)	(2,892,568)	(2,900,068)	(2,891,558)	(2,811,400)	(88,668)	-3.1%
0806 - SUPPLIES-ALLOCATION IN	748,005	522,655	530,164	528,205	773,956	(243,792)	-46.0%
<b>SUBTOTAL</b>	<b>\$ 18,316,467</b>	<b>\$ 18,796,691</b>	<b>\$ 23,048,843</b>	<b>\$ 20,953,338</b>	<b>\$ 25,981,209</b>	<b>\$ (2,932,366)</b>	<b>-12.7%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 44,542,255	\$ 50,125,843	\$ 55,917,601	\$ 48,692,763	\$ 58,662,840	\$ (2,745,239)	-4.9%
0811 - HEALTH CARE SERVICES	2,443,761	3,321,228	3,290,322	2,610,373	3,131,084	159,238	4.8%
0812 - OTHER SERVICES	34,712,288	71,703,612	48,240,305	26,721,146	88,186,900	(39,946,595)	-82.8%
0820 - RENT AND OPERATING LEASES	9,250,227	10,179,653	10,190,553	9,633,065	8,680,485	1,510,068	14.8%
0825 - REPAIRS AND MAINTENANCE	34,574,265	46,857,943	46,571,814	38,178,553	44,971,223	1,600,591	3.4%
0830 - INTERGOVERNMENTAL PAYMENTS	225,193,583	228,116,656	228,116,656	225,616,155	226,477,196	1,639,460	0.7%
0839 - INTERNAL SERVICE CHARGES	7,328,091	7,444,900	7,462,835	8,033,422	5,977,380	1,485,455	19.9%
0841 - TRAVEL	1,669,858	1,708,860	1,709,277	1,742,891	1,925,901	(216,624)	-12.7%
0842 - EDUCATION AND TRAINING	2,477,592	2,688,522	2,651,965	2,229,302	2,773,827	(121,862)	-4.6%
0843 - POSTAGE/FREIGHT/SHIPPING	4,952,562	3,536,283	4,001,340	3,734,409	4,799,823	(798,483)	-20.0%
0845 - SUPPORT AND CARE OF PERSONS	436,869	609,940	609,940	481,716	734,155	(124,215)	-20.4%
0850 - UTILITIES	10,601,838	12,106,126	12,105,406	10,760,090	10,871,628	1,233,778	10.2%
0872 - SERVICES-ALLOCATION OUT	(4,904,274)	(4,457,895)	(4,461,395)	(4,773,453)	(4,314,552)	(146,843)	-3.3%
0873 - SERVICES-ALLOCATION IN	2,001,758	2,195,876	2,241,033	2,165,636	1,926,737	314,296	14.0%
<b>SUBTOTAL</b>	<b>\$ 375,280,673</b>	<b>\$ 436,137,547</b>	<b>\$ 418,647,652</b>	<b>\$ 375,826,068</b>	<b>\$ 454,804,627</b>	<b>\$ (36,156,975)</b>	<b>-8.6%</b>
<b>CAPITAL</b>							
0910 - LAND	\$ -	\$ -	\$ -	\$ 39,940	\$ -	\$ -	N/A
0915 - BUILDINGS AND IMPROVEMENTS	40,290	2,225,210	2,225,210	636,786	-	2,225,210	100.0%
0920 - CAPITAL EQUIPMENT	3,411,526	2,462,782	3,298,378	5,004,939	4,347,972	(1,049,594)	-31.8%
0930 - VEHICLES & CONSTRUCTION EQUIP	3,903,562	6,007,200	8,029,354	10,799,299	11,255,749	(3,226,395)	-40.2%
0940 - INFRASTRUCTURE	-	10,000	10,000	-	10,000	-	0.0%
0950 - DEBT SERVICE	2,910	15,000	15,000	4,400	15,000	-	0.0%
0955 - CAPITAL-ALLOCATION OUT	-	-	-	-	(50,664)	50,664	N/A
0956 - CAPITAL-ALLOCATION IN	58,701	26,548	26,548	47,012	20,139	6,409	24.1%
<b>SUBTOTAL</b>	<b>\$ 7,416,989</b>	<b>\$ 10,746,740</b>	<b>\$ 13,604,490</b>	<b>\$ 16,532,376</b>	<b>\$ 15,598,196</b>	<b>\$ (1,993,706)</b>	<b>-14.7%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 841,029,756</b>	<b>\$ 942,780,433</b>	<b>\$ 942,766,416</b>	<b>\$ 884,424,725</b>	<b>\$ 1,015,901,116</b>	<b>\$ (73,134,700)</b>	<b>-7.8%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ 251,603,524	\$ 345,766,533	\$ 345,832,033	\$ 335,306,818	\$ 237,725,078	\$ 108,106,955	31.3%
<b>ALL OTHER FINANCING USES</b>	<b>\$ 251,603,524</b>	<b>\$ 345,766,533</b>	<b>\$ 345,832,033</b>	<b>\$ 335,306,818</b>	<b>\$ 237,725,078</b>	<b>\$ 108,106,955</b>	<b>31.3%</b>
<b>TOTAL USES</b>	<b>\$ 1,092,633,280</b>	<b>\$ 1,288,546,966</b>	<b>\$ 1,288,598,449</b>	<b>\$ 1,219,731,543</b>	<b>\$ 1,253,626,194</b>	<b>\$ 34,972,255</b>	<b>2.7%</b>

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

SPECIAL REVENUE	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 248,695,153	\$ 271,928,476	\$ 292,762,394	\$ 285,907,946	\$ 299,135,109	\$ (6,372,715)	-2.2%
0705 - TEMPORARY PAY	572,223	847,235	1,449,812	1,462,694	2,259,459	(809,647)	-55.8%
0710 - OVERTIME	5,477,659	4,405,307	4,796,160	5,333,241	4,377,002	419,158	8.7%
0750 - FRINGE BENEFITS	101,786,218	113,806,337	118,711,996	114,474,826	120,347,695	(1,635,699)	-1.4%
0790 - OTHER PERSONNEL SERVICES	9,562,803	10,075,122	4,748,132	2,803,413	9,072,203	(4,324,071)	-91.1%
0795 - PERSONNEL SERVICES ALLOC-OUT	(24,056,993)	(24,655,998)	(26,390,347)	(26,230,437)	(23,730,493)	(2,659,854)	-10.1%
0796 - PERSONNEL SERVICES ALLOC-IN	74,188,985	80,303,726	83,076,203	80,571,785	82,571,419	504,784	0.6%
<b>SUBTOTAL</b>	<b>\$ 416,226,048</b>	<b>\$ 456,710,205</b>	<b>\$ 479,154,350</b>	<b>\$ 464,323,468</b>	<b>\$ 494,032,394</b>	<b>\$ (14,878,044)</b>	<b>-3.1%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 26,821,877	\$ 28,369,140	\$ 30,723,951	\$ 26,634,679	\$ 27,443,444	\$ 3,280,507	10.7%
0802 - MEDICAL SUPPLIES	7,835,277	8,743,480	8,888,013	8,103,747	7,708,177	1,179,836	13.3%
0803 - FUEL	3,646,180	3,700,906	3,686,038	3,351,249	3,655,908	30,130	0.8%
0804 - NON-CAPITAL EQUIPMENT	3,373,664	6,985,168	7,807,722	5,133,554	3,547,371	4,260,357	54.6%
0805 - SUPPLIES-ALLOCATION OUT	(2,709,724)	(2,562,297)	(2,562,347)	(2,681,991)	(2,270,114)	(292,233)	-11.4%
0806 - SUPPLIES-ALLOCATION IN	4,303,650	4,619,498	4,700,959	4,635,093	4,707,244	(6,285)	-0.1%
<b>SUBTOTAL</b>	<b>\$ 43,270,924</b>	<b>\$ 49,855,895</b>	<b>\$ 53,244,342</b>	<b>\$ 45,176,331</b>	<b>\$ 44,792,030</b>	<b>\$ 8,452,312</b>	<b>15.9%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 712,892	\$ 813,893	\$ 816,693	\$ 712,292	\$ 715,267	\$ 101,426	12.4%
0811 - HEALTH CARE SERVICES	20,941,290	24,094,509	24,793,590	24,196,446	23,595,171	1,198,419	4.8%
0812 - OTHER SERVICES	57,193,578	139,700,545	121,038,587	62,226,704	109,950,532	11,088,055	9.2%
0820 - RENT AND OPERATING LEASES	8,080,698	8,577,436	8,677,395	8,507,730	9,449,819	(772,424)	-8.9%
0825 - REPAIRS AND MAINTENANCE	27,034,619	42,737,964	43,265,709	28,071,282	40,051,713	3,213,996	7.4%
0830 - INTERGOVERNMENTAL PAYMENTS	13,440,172	21,827,119	22,786,466	12,589,240	18,165,716	4,620,750	20.3%
0839 - INTERNAL SERVICE CHARGES	23,598,969	25,403,444	25,594,594	26,930,546	27,645,486	(2,050,892)	-8.0%
0841 - TRAVEL	2,291,300	2,630,942	2,677,757	2,639,126	2,558,853	118,904	4.4%
0842 - EDUCATION AND TRAINING	1,490,964	2,243,142	2,466,697	1,574,653	2,118,590	348,107	14.1%
0843 - POSTAGE/FREIGHT/SHIPPING	786,821	837,220	825,613	687,020	717,018	108,595	13.2%
0845 - SUPPORT AND CARE OF PERSONS	685,495	1,345,044	1,524,824	1,205,108	1,299,306	225,518	14.8%
0850 - UTILITIES	13,067,193	14,923,445	14,940,449	13,698,128	14,355,432	585,017	3.9%
0872 - SERVICES-ALLOCATION OUT	(2,799,796)	(6,783,818)	(6,773,060)	(3,413,712)	(6,649,247)	(123,813)	-1.8%
0873 - SERVICES-ALLOCATION IN	4,583,440	8,690,862	8,853,466	5,759,766	9,478,755	(625,289)	-7.1%
<b>SUBTOTAL</b>	<b>\$ 171,107,635</b>	<b>\$ 287,041,747</b>	<b>\$ 271,488,780</b>	<b>\$ 185,384,329</b>	<b>\$ 253,452,411</b>	<b>\$ 18,036,369</b>	<b>6.6%</b>
<b>CAPITAL</b>							
0915 - BUILDINGS AND IMPROVEMENTS	\$ 1,340,171	\$ 2,600,282	\$ 2,600,282	\$ 422,776	\$ 1,332,000	\$ 1,268,282	48.8%
0920 - CAPITAL EQUIPMENT	6,115,610	7,306,088	5,180,172	5,311,987	5,560,334	(380,162)	-7.3%
0930 - VEHICLES & CONSTRUCTION EQUIP	7,114,763	6,578,243	6,797,475	7,642,489	6,493,216	304,259	4.5%
0940 - INFRASTRUCTURE	-	35,000	35,000	10,000	-	35,000	100.0%
0950 - DEBT SERVICE	17,572	-	-	-	-	-	N/A
0955 - CAPITAL-ALLOCATION OUT	(199,718)	(380,088)	(380,088)	(367,979)	(120,306)	(259,782)	-68.3%
0956 - CAPITAL-ALLOCATION IN	135,934	302,813	302,813	493,594	693,258	(390,445)	-128.9%
<b>SUBTOTAL</b>	<b>\$ 14,531,697</b>	<b>\$ 17,442,338</b>	<b>\$ 15,535,654</b>	<b>\$ 14,512,867</b>	<b>\$ 13,958,502</b>	<b>\$ 1,577,152</b>	<b>10.2%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 645,136,304</b>	<b>\$ 811,050,185</b>	<b>\$ 819,423,126</b>	<b>\$ 709,396,995</b>	<b>\$ 806,235,337</b>	<b>\$ 13,187,789</b>	<b>1.6%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ 77,893,248	\$ 56,560,202	\$ 57,128,131	\$ 56,590,553	\$ 52,975,952	\$ 4,152,179	7.3%
<b>ALL OTHER FINANCING USES</b>	<b>\$ 77,893,248</b>	<b>\$ 56,560,202</b>	<b>\$ 57,128,131</b>	<b>\$ 56,590,553</b>	<b>\$ 52,975,952</b>	<b>\$ 4,152,179</b>	<b>7.3%</b>
<b>TOTAL USES</b>	<b>\$ 723,029,552</b>	<b>\$ 867,610,387</b>	<b>\$ 876,551,257</b>	<b>\$ 765,987,548</b>	<b>\$ 859,211,289</b>	<b>\$ 17,339,968</b>	<b>2.0%</b>

DEBT SERVICE	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>CAPITAL</b>							
0950 - DEBT SERVICE	\$ 16,736,830	\$ 16,715,180	\$ 16,715,180	\$ 16,715,180	\$ 16,753,180	\$ (38,000)	-0.2%
<b>SUBTOTAL</b>	<b>\$ 16,736,830</b>	<b>\$ 16,715,180</b>	<b>\$ 16,715,180</b>	<b>\$ 16,715,180</b>	<b>\$ 16,753,180</b>	<b>\$ (38,000)</b>	<b>-0.2%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 16,736,830</b>	<b>\$ 16,715,180</b>	<b>\$ 16,715,180</b>	<b>\$ 16,715,180</b>	<b>\$ 16,753,180</b>	<b>\$ (38,000)</b>	<b>-0.2%</b>
<b>TOTAL USES</b>	<b>\$ 16,736,830</b>	<b>\$ 16,715,180</b>	<b>\$ 16,715,180</b>	<b>\$ 16,715,180</b>	<b>\$ 16,753,180</b>	<b>\$ (38,000)</b>	<b>-0.2%</b>

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

CAPITAL PROJECTS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 526,926	\$ -	\$ -	\$ 517,105	\$ -	\$ -	
0710 - OVERTIME	-	-	-	444	-	-	N/A
0750 - FRINGE BENEFITS	163,773	-	-	172,596	-	-	N/A
0790 - OTHER PERSONNEL SERVICES	50	-	-	86	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	452	-	-	-	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	4,577,240	4,098,148	5,334,598	3,201,646	6,277,226	(942,628)	-17.7%
<b>SUBTOTAL</b>	<b>\$ 5,268,441</b>	<b>\$ 4,098,148</b>	<b>\$ 5,334,598</b>	<b>\$ 3,891,877</b>	<b>\$ 6,277,226</b>	<b>\$ (942,628)</b>	<b>-17.7%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 1,481,237	\$ 150,000	\$ 150,000	\$ 467,658	\$ 5,581,226	\$ (5,431,226)	-3620.8%
0803 - FUEL	903	-	-	-	-	-	N/A
0804 - NON-CAPITAL EQUIPMENT	12,024,923	-	-	368,560	5,479,200	(5,479,200)	N/A
<b>SUBTOTAL</b>	<b>\$ 13,507,063</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 836,218</b>	<b>\$ 11,060,426</b>	<b>\$ (10,910,426)</b>	<b>-7273.6%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 290,171	\$ -	\$ -	\$ 36,731	\$ -	\$ -	N/A
0811 - HEALTH CARE SERVICES	-	995,336	995,336	970,443	-	995,336	100.0%
0812 - OTHER SERVICES	24,001,641	38,070,290	44,747,539	49,686,383	55,110,516	(10,362,977)	-23.2%
0820 - RENT AND OPERATING LEASES	614,861	5,447,360	5,447,360	10,095	2,807,360	2,640,000	48.5%
0825 - REPAIRS AND MAINTENANCE	7,719,244	1,686,081	1,686,081	7,328,304	4,807,096	(3,121,015)	-185.1%
0830 - INTERGOVERNMENTAL PAYMENTS	5,245	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	215,668	-	-	-	-	-	N/A
0841 - TRAVEL	27,481	128,750	128,750	3,651	-	128,750	100.0%
0842 - EDUCATION AND TRAINING	11,455	450,000	450,000	-	-	450,000	100.0%
0843 - POSTAGE/FREIGHT/SHIPPING	346	-	-	25,832	-	-	N/A
0850 - UTILITIES	236,477	12,000	12,000	97,465	-	12,000	100.0%
<b>SUBTOTAL</b>	<b>\$ 33,122,589</b>	<b>\$ 46,789,817</b>	<b>\$ 53,467,066</b>	<b>\$ 58,158,904</b>	<b>\$ 62,724,972</b>	<b>\$ (9,257,906)</b>	<b>-17.3%</b>
<b>CAPITAL</b>							
0910 - LAND	\$ 4,854,079	\$ 12,602,500	\$ 10,057,500	\$ 15,491,052	\$ 8,295,000	\$ 1,762,500	17.5%
0915 - BUILDINGS AND IMPROVEMENTS	53,082,653	96,544,849	96,544,849	31,142,756	56,656,590	39,888,259	41.3%
0920 - CAPITAL EQUIPMENT	20,436,517	162,841,312	161,773,616	17,011,975	111,899,013	49,874,603	30.8%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	80,000	80,000	-	-	80,000	100.0%
0940 - INFRASTRUCTURE	47,653,894	52,208,511	50,623,011	33,320,508	56,619,000	(5,995,989)	-11.8%
<b>SUBTOTAL</b>	<b>\$ 126,027,143</b>	<b>\$ 324,277,172</b>	<b>\$ 319,078,976</b>	<b>\$ 96,966,291</b>	<b>\$ 233,469,603</b>	<b>\$ 85,609,373</b>	<b>26.8%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 177,925,236</b>	<b>\$ 375,315,137</b>	<b>\$ 378,030,640</b>	<b>\$ 159,853,290</b>	<b>\$ 313,532,227</b>	<b>\$ 64,498,413</b>	<b>17.1%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ 124,094,494	\$ 95,301,158	\$ 102,551,122	\$ 102,551,122	\$ 38,142,837	\$ 64,408,285	62.8%
<b>ALL OTHER FINANCING USES</b>	<b>\$ 124,094,494</b>	<b>\$ 95,301,158</b>	<b>\$ 102,551,122</b>	<b>\$ 102,551,122</b>	<b>\$ 38,142,837</b>	<b>\$ 64,408,285</b>	<b>62.8%</b>
<b>TOTAL USES</b>	<b>\$ 302,019,730</b>	<b>\$ 470,616,295</b>	<b>\$ 480,581,762</b>	<b>\$ 262,404,412</b>	<b>\$ 351,675,064</b>	<b>\$ 128,906,698</b>	<b>26.8%</b>

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

INTERNAL SERVICE FUNDS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 7,934,511	\$ 8,875,760	\$ 9,293,213	\$ 8,657,717	\$ 9,803,290	\$ (510,077)	-5.5%
0705 - TEMPORARY PAY	83,479	32,033	39,055	38,701	10,400	28,655	73.4%
0710 - OVERTIME	296,700	192,265	192,265	265,143	246,919	(54,654)	-28.4%
0750 - FRINGE BENEFITS	3,029,284	3,314,208	3,385,182	3,230,667	3,558,621	(173,439)	-5.1%
0790 - OTHER PERSONNEL SERVICES	287,630	11,137	11,137	34,312	77,044	(65,907)	-591.8%
0795 - PERSONNEL SERVICES ALLOC-OUT	(637,814)	(1,175,718)	(1,209,181)	(798,779)	(883,454)	(325,727)	-26.9%
0796 - PERSONNEL SERVICES ALLOC-IN	1,406,699	1,725,620	1,742,291	1,680,287	1,661,977	80,314	4.6%
<b>SUBTOTAL</b>	<b>\$ 12,400,489</b>	<b>\$ 12,975,305</b>	<b>\$ 13,453,962</b>	<b>\$ 13,108,048</b>	<b>\$ 14,474,797</b>	<b>\$ (1,020,835)</b>	<b>-7.6%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 5,256,479	\$ 3,751,783	\$ 6,298,783	\$ 5,129,376	\$ 4,230,980	\$ 2,067,803	32.8%
0802 - MEDICAL SUPPLIES	-	220,426	220,426	20,289	46,248	174,178	79.0%
0803 - FUEL	9,100,683	9,007,314	9,007,314	8,762,829	7,924,631	1,082,683	12.0%
0804 - NON-CAPITAL EQUIPMENT	255,658	126,102	1,326,102	120,883	395,972	930,130	70.1%
0806 - SUPPLIES-ALLOCATION IN	41,339	30,562	30,562	28,831	23,789	6,773	22.2%
<b>SUBTOTAL</b>	<b>\$ 14,654,159</b>	<b>\$ 13,136,187</b>	<b>\$ 16,883,187</b>	<b>\$ 14,062,208</b>	<b>\$ 12,621,620</b>	<b>\$ 4,261,567</b>	<b>25.2%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 4,912,511	\$ 7,079,512	\$ 7,079,512	\$ 3,352,765	\$ 5,055,000	\$ 2,024,512	28.6%
0811 - HEALTH CARE SERVICES	125,594,164	140,300,760	145,466,996	145,742,860	145,407,442	59,554	0.0%
0812 - OTHER SERVICES	21,525,792	37,062,641	36,988,259	34,345,411	29,585,301	7,402,958	20.0%
0820 - RENT AND OPERATING LEASES	63,321	74,476	74,476	70,091	91,484	(17,008)	-22.8%
0825 - REPAIRS AND MAINTENANCE	2,296,329	2,703,588	2,768,088	2,839,045	2,867,971	(99,883)	-3.6%
0830 - INTERGOVERNMENTAL PAYMENTS	450,376	508,000	400,383	404,127	398,213	2,170	0.5%
0839 - INTERNAL SERVICE CHARGES	3,086,892	3,641,055	3,657,751	3,509,884	3,888,984	(231,233)	-6.3%
0841 - TRAVEL	21,435	32,616	32,616	27,874	37,720	(5,104)	-15.6%
0842 - EDUCATION AND TRAINING	42,188	64,286	64,286	63,123	81,009	(16,723)	-26.0%
0843 - POSTAGE/FREIGHT/SHIPPING	23,182	22,183	22,183	34,350	29,923	(7,740)	-34.9%
0850 - UTILITIES	7,901,536	7,460,667	7,449,949	7,499,378	7,507,083	(57,134)	-0.8%
0872 - SERVICES-ALLOCATION OUT	-	(162,054)	(162,054)	(67,519)	-	(162,054)	-100.0%
0873 - SERVICES-ALLOCATION IN	370,016	250,624	250,624	327,143	86,746	163,878	65.4%
<b>SUBTOTAL</b>	<b>\$ 166,287,742</b>	<b>\$ 199,038,354</b>	<b>\$ 204,093,069</b>	<b>\$ 198,148,532</b>	<b>\$ 195,036,876</b>	<b>\$ 9,056,193</b>	<b>4.4%</b>
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 412,616	\$ 487,738	\$ 487,738	\$ 250,013	\$ 1,010,000	\$ (522,262)	-107.1%
0930 - VEHICLES & CONSTRUCTION EQUIP	299,367	240,000	240,000	200,000	322,000	(82,000)	-34.2%
<b>SUBTOTAL</b>	<b>\$ 711,983</b>	<b>\$ 727,738</b>	<b>\$ 727,738</b>	<b>\$ 450,013</b>	<b>\$ 1,332,000</b>	<b>\$ (604,262)</b>	<b>-83.0%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 194,054,373</b>	<b>\$ 225,877,584</b>	<b>\$ 235,157,956</b>	<b>\$ 225,768,801</b>	<b>\$ 223,465,293</b>	<b>\$ 11,692,663</b>	<b>5.0%</b>
<b>TOTAL USES</b>	<b>\$ 194,054,373</b>	<b>\$ 225,877,584</b>	<b>\$ 235,157,956</b>	<b>\$ 225,768,801</b>	<b>\$ 223,465,293</b>	<b>\$ 11,692,663</b>	<b>5.0%</b>

ELIMINATIONS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VARIANCE	%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ -	\$ -	\$ (2,527,000)	\$ -	\$ -	\$ (2,527,000)	-100.0%
0803 - FUEL	\$ (6,742,701)	\$ (7,012,224)	\$ (7,012,224)	\$ (7,033,237)	\$ (7,012,224)	\$ -	0.0%
<b>SUBTOTAL</b>	<b>\$ (6,742,701)</b>	<b>\$ (7,012,224)</b>	<b>\$ (9,539,224)</b>	<b>\$ (7,033,237)</b>	<b>\$ (7,012,224)</b>	<b>\$ (2,527,000)</b>	<b>-26.5%</b>
<b>SERVICES</b>							
0811 - HEALTH CARE SERVICES	\$ (111,602,151)	\$ (112,677,440)	\$ (114,177,440)	\$ (121,680,395)	\$ (113,657,654)	\$ (519,786)	-0.5%
0839 - INTERNAL SERVICE CHARGES	(41,308,108)	(43,574,065)	(44,794,065)	(45,654,404)	(44,088,293)	(705,772)	-1.6%
<b>SUBTOTAL</b>	<b>\$ (152,910,259)</b>	<b>\$ (156,251,505)</b>	<b>\$ (158,971,505)</b>	<b>\$ (167,334,799)</b>	<b>\$ (157,745,947)</b>	<b>\$ (1,225,558)</b>	<b>-0.8%</b>
<b>ALL EXPENDITURES</b>	<b>\$ (159,652,960)</b>	<b>\$ (163,263,729)</b>	<b>\$ (168,510,729)</b>	<b>\$ (174,368,036)</b>	<b>\$ (164,758,171)</b>	<b>\$ (3,752,558)</b>	<b>-2.2%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ (453,591,266)	\$ (497,627,893)	\$ (505,511,286)	\$ (494,448,493)	\$ (328,843,867)	\$ (176,667,419)	-34.9%
<b>ALL OTHER FINANCING USES</b>	<b>\$ (453,591,266)</b>	<b>\$ (497,627,893)</b>	<b>\$ (505,511,286)</b>	<b>\$ (494,448,493)</b>	<b>\$ (328,843,867)</b>	<b>\$ (176,667,419)</b>	<b>-34.9%</b>
<b>TOTAL USES</b>	<b>\$ (613,244,226)</b>	<b>\$ (660,891,622)</b>	<b>\$ (674,022,015)</b>	<b>\$ (668,816,529)</b>	<b>\$ (493,602,038)</b>	<b>\$ (180,419,977)</b>	<b>-26.8%</b>

Non Departmental Expenditure Summary - Operating

Description	FY2014 ADOPTED	FY2014 REVISED	FY2014 FORECAST	FY2015 ADOPTED	REVISED VS. ADOPTED VARIANCE	%
<b>Operating</b>						
<b>General Fund (100)</b>						
<b>4711 - Contingency</b>						
General Fund Operating Contingency	\$ -	\$ -	\$ -	\$ 5,627,010	\$ (5,627,010)	N/A
Clerk of the Board	-	-	-	9,450	(9,450)	N/A
Compensation Market Adjustments	-	-	-	731,860	(731,860)	N/A
Data Center Operations	-	-	-	2,701,900	(2,701,900)	N/A
Epi Market	-	-	-	41,011	(41,011)	N/A
MCSO Deputy & Sergeants Market	-	-	-	2,485,654	(2,485,654)	N/A
Mental Health Professionals Market	-	-	-	35,641	(35,641)	N/A
New Courtroom Operations	-	-	-	-	-	N/A
Probation Market	-	-	-	2,200,570	(2,200,570)	N/A
Public Health Personnel	-	-	-	275,885	(275,885)	N/A
	\$ -	\$ -	\$ -	\$ 14,108,981	\$ (14,108,981)	N/A
<b>4712 - Other Programs</b>						
Anthem Sheriff Sub Station	\$ 40,000	\$ 40,000	\$ 33,372	\$ 34,314	\$ 5,686	14.22%
Board NW Regional Service Charges	5,280	5,280	5,280	5,280	-	0.00%
Board of Equalization	150,000	150,000	150,000	150,000	-	0.00%
Economic Development Consultant	-	-	-	10,000	(10,000)	N/A
FY 14 Compensation Market and Merit to Depts by 6/30/14	40,051,027	4,094,572	500,000	-	4,094,572	100.00%
FY 15 Compensation Merit	-	-	-	10,841,809	(10,841,809)	N/A
Contract Counsel Rate Increase	1,200,000	1,200,000	-	-	1,200,000	100.00%
County Single Audit	250,000	250,000	205,000	250,000	-	0.00%
Downtown Juror/Employee Shuttle	364,342	364,342	364,342	364,342	-	0.00%
Gov Docs	50,000	50,000	39,326	50,000	-	0.00%
Improvement District Allocation	130,545	130,545	130,545	130,545	-	0.00%
International Genomics Consortium	1,000,000	1,000,000	1,000,000	1,000,000	-	0.00%
Jail Excise Tax, Maintenance of Effort	173,940,798	173,940,798	173,940,798	176,801,288	(2,860,490)	-1.64%
MCSO Court Order	-	-	-	1,725,000	(1,725,000)	N/A
Melendez New Order	-	-	-	1,100,000	(1,100,000)	N/A
Outside Counsel	2,500,000	2,667,572	3,248,505	3,050,000	(382,428)	-14.34%
Property Tax Billing/Info. Statement Printing and Postage	831,000	831,000	831,000	831,000	-	0.00%
Real Estate Evaluation, Acquisition & Divestiture	50,000	50,000	50,000	50,000	-	0.00%
Risk Management	297,202	226,580	226,580	94,957	131,623	58.09%
Sheriff Staffing Study	96,950	-	-	-	-	N/A
Vehicle Replacement	3,000,000	3,000,000	3,000,000	3,000,000	-	0.00%
	\$ 223,957,144	\$ 188,000,689	\$ 183,724,748	\$ 199,488,535	\$ (11,487,846)	-6.11%
<b>4713 - Infrastructure/CIP</b>						
Transfer Out (Court Tower Maintenance)	\$ 3,769,100	\$ 3,769,100	\$ 3,769,100	\$ 3,769,100	\$ -	0.00%
Transfer Out (OET MM Project Reserve)	11,640,000	11,640,000	11,640,000	11,640,000	-	0.00%
Transfer Out (Election Cycle)	7,039,749	7,039,749	7,039,749	7,205,119	(165,370)	-2.35%
Transfer Out (MCSO HQ Major Maintenance)	352,500	352,500	352,500	352,500	-	0.00%
	\$ 22,801,349	\$ 22,801,349	\$ 22,801,349	\$ 22,966,719	\$ (165,370)	-0.73%
<b>4714 - Central Service Costs</b>						
CSCA Revenue	\$ (12,632,417)	\$ (12,632,417)	\$ (12,632,417)	\$ (13,990,907)	\$ 1,358,490	-10.75%
Human Resources System Operations	2,939,007	2,947,081	2,863,735	2,764,938	182,143	6.18%
Storm Water Permit Fees	7,500	7,500	7,500	7,500	-	0.00%
	\$ (9,685,910)	\$ (9,677,836)	\$ (9,761,182)	\$ (11,218,469)	\$ 1,540,633	-15.92%

Non Departmental Expenditure Summary - Operating (continued)

Description	FY2014 ADOPTED	FY2014 REVISED	FY2014 FORECAST	FY2015 ADOPTED	REVISED VS. ADOPTED VARIANCE	%
<b>4715 - Technology Projects</b>						
Technology Projects	\$ 250,000	\$ 250,000	\$ 28,000	\$ -	\$ 250,000	100.00%
<b>4716 - Debt Service/Capital Lease</b>						
Admin Fee	\$ 20,000	\$ 20,000	\$ 8,333	\$ 20,000	\$ -	0.00%
Arbitrage	15,000	15,000	4,400	15,000	-	0.00%
	\$ 35,000	\$ 35,000	\$ 12,733	\$ 35,000	\$ -	0.00%
<b>4721 - Dues and Memberships</b>						
Arizona Association of Counties	\$ 70,082	\$ 70,082	\$ 70,082	\$ 70,082	\$ -	0.00%
County Supervisors Association	159,822	159,822	164,822	174,822	(15,000)	-9.39%
Govt. Finance Officers Assoc.	4,620	4,620	4,620	4,620	-	0.00%
Maricopa Association of Government	24,744	24,744	23,461	50,389	(25,645)	-103.64%
National Association of Counties	50,000	50,000	50,000	50,000	-	0.00%
	\$ 309,268	\$ 309,268	\$ 312,985	\$ 349,913	\$ (40,645)	-13.14%
<b>4722 - Taxes and Assessments</b>						
City of Phx. Downtown Mun. Serv. Dist.	\$ 175,000	\$ 175,000	\$ 164,000	\$ 175,000	\$ -	0.00%
<b>4724 - Miscellaneous Services</b>						
Board of Supervisors Discretionary	\$ 5,000	\$ 5,000	\$ 4,186	\$ 5,000	\$ -	0.00%
Internal Audit	324,000	324,000	242,888	324,000	-	0.00%
Luke Air Force Consulting	65,155	65,155	27,273	27,273	37,882	58.14%
	\$ 394,155	\$ 394,155	\$ 274,347	\$ 356,273	\$ 37,882	9.61%
<b>4726 - Tuition Reimbursement</b>	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ -	0.00%
<b>4774 - Non Profit Support</b>						
East Valley Partnership	\$ 13,346	\$ 13,346	\$ 13,346	\$ -	\$ 13,346	100.00%
Economic Development Consultant	10,000	10,000	10,000	-	10,000	100.00%
Greater Phoenix Chamber of Commerce	146,805	146,805	146,805	146,805	-	0.00%
Greater Phoenix Convention and Visitors Bureau	222,431	222,431	222,431	222,431	-	0.00%
Greater Phoenix Economic Council	573,675	573,675	573,675	573,675	-	0.00%
Phoenix Regional Sports Commission	20,019	20,019	20,019	-	20,019	100.00%
Southeast Valley Chamber of Commerce	2,669	2,669	2,669	-	2,669	100.00%
Westmarc	13,346	13,346	13,346	-	13,346	100.00%
Wickenburg Chamber of Commerce	2,669	2,669	2,669	-	2,669	100.00%
	\$ 1,004,960	\$ 1,004,960	\$ 1,004,960	\$ 942,911	\$ 62,049	6.17%
<b>4776 - Cooperative Extension</b>	\$ 302,874	\$ 302,874	\$ 302,874	\$ 266,437	\$ 36,437	12.03%
<b>4782 - Industrial Development Authority</b>	\$ 145,843	\$ 145,843	\$ 162,273	\$ 142,664	\$ 3,179	2.18%
<b>4783 - AHCCS Contribution</b>	\$ 19,820,700	\$ 19,820,700	\$ 19,820,700	\$ 19,523,400	\$ 297,300	1.50%
<b>4784 - ALTCS Contribution</b>	\$ 149,698,100	\$ 149,698,100	\$ 149,698,100	\$ 150,220,100	\$ (522,000)	-0.35%
<b>4785 - Arnold v. Sarn</b>	\$ 45,707,084	\$ 45,707,084	\$ 45,707,084	\$ 47,992,438	\$ (2,285,354)	-5.00%
<b>4786 - General Mental Health</b>	\$ 3,366,705	\$ 3,366,705	\$ 3,366,705	\$ 3,366,705	\$ -	0.00%

Non Departmental Expenditure Summary - Operating (continued)

Description	FY2014 ADOPTED	FY2014 REVISED	FY2014 FORECAST	FY2015 ADOPTED	REVISED VS. ADOPTED VARIANCE	%
4787 - LARC	\$ 1,489,871	\$ 1,489,871	\$ 1,489,871	\$ 1,489,871	\$ -	0.00%
4788 - Mental Health Testimony	\$ 800,000	\$ 800,000	\$ 783,378	\$ 800,000	\$ -	0.00%
4789 - Mental Health Transports	\$ 105,000	\$ 105,000	\$ 84,174	\$ 105,000	\$ -	0.00%
4791 - County Residual Long Term Care	\$ 320,358	\$ 320,358	\$ 72,578	\$ 320,618	\$ (260)	-0.08%
4792 - SVP Commitment Payments	\$ 4,200,000	\$ 4,200,000	\$ 3,135,130	\$ 3,360,000	\$ 840,000	20.00%
4793 - Tuberculosis Services	\$ 500,000	\$ 500,000	\$ -	\$ 500,000	\$ -	0.00%
4794 - MMCS Run Out Operations	\$ 10,432	\$ 10,432	\$ 1,255	\$ 10,432	\$ -	0.00%
<b>Total General Fund</b>	<b>\$ 466,707,933</b>	<b>\$ 430,759,552</b>	<b>\$ 424,186,062</b>	<b>\$ 456,302,528</b>	<b>\$ (25,542,976)</b>	<b>-5.93%</b>
<b>Non-Departmental Grants (249)</b>						
Unassigned	\$ 13,162,039	\$ 13,924,330	\$ -	\$ 9,826,907	\$ 4,097,423	29.43%
Compensation Market And Merit	8,400,000	5,034,582	-	-	5,034,582	100.00%
Epi Market	-	-	-	32,597	(32,597)	N/A
MCSO Deputy & Sergeants Market	-	-	-	40,892	(40,892)	N/A
Mental Health Professionals Market	-	-	-	69,120	(69,120)	N/A
Risk Management	284,789	-	-	-	-	N/A
<b>Total Non-Departmental Grants</b>	<b>\$ 21,846,828</b>	<b>\$ 18,958,912</b>	<b>\$ -</b>	<b>\$ 9,969,516</b>	<b>\$ 8,989,396</b>	<b>47.42%</b>
<b>Detention Fund (255)</b>						
<b>4711 - Contingency</b>						
MCSO Deputy & Sergeants Market	\$ -	\$ -	\$ -	\$ 15,927	\$ (15,927)	N/A
Mental Health Professionals Market	-	-	-	159,951	(159,951)	N/A
Probation Market	-	-	-	963,776	(963,776)	N/A
	\$ -	\$ -	\$ -	\$ 1,139,654	\$ (1,139,654)	N/A
<b>4712 - Other Programs</b>						
CHS EMR IT Support	\$ 1,008,099	\$ 1,038,483	\$ 747,828	\$ -	\$ 1,038,483	100.00%
FY 14 Compensation Market and Merit	18,708,747	7,334	73,075	-	7,334	100.00%
FY 15 Compensation Merit	-	-	-	4,908,790	(4,908,790)	N/A
Risk Management	15,169	-	-	-	-	N/A
Vehicle Replacement	1,000,000	1,000,000	1,000,000	1,000,000	-	0.00%
	\$ 20,732,015	\$ 2,045,817	\$ 1,820,903	\$ 5,908,790	\$ (3,862,973)	-188.82%
<b>4713 - Infrastructure/CIP</b>						
Transfer Out (MCSO HQ Major Maintenance)	\$ 587,500	\$ 587,500	\$ 587,500	\$ 587,500	\$ -	0.00%
<b>Total Detention Fund</b>	<b>\$ 21,319,515</b>	<b>\$ 2,633,317</b>	<b>\$ 2,408,403</b>	<b>\$ 7,635,944</b>	<b>\$ (5,002,627)</b>	<b>-189.97%</b>
<b>Total Operating All Funds</b>	<b>\$ 509,874,276</b>	<b>\$ 452,351,781</b>	<b>\$ 426,594,465</b>	<b>\$ 473,907,988</b>	<b>\$ (21,556,207)</b>	<b>-4.77%</b>

Non Departmental Expenditure Summary - Non-Recurring

Description	FY2014 ADOPTED	FY2014 REVISED	FY2014 FORECAST	FY2015 ADOPTED	REVISED VS. ADOPTED VARIANCE	%
<b>Non Recurring</b>						
<b>General Fund (100)</b>						
<b>4711 - Contingency</b>						
Unreserved Contingency	\$ 19,779,591	\$ 11,481,675	\$ -	\$ 25,305,974	\$ (13,824,299)	-120.40%
Facilities NTE	-	550,000	-	-	550,000	100.00%
Electronic Poll Books	5,000,000	-	-	-	-	N/A
	<u>\$ 24,779,591</u>	<u>\$ 12,031,675</u>	<u>\$ -</u>	<u>\$ 25,305,974</u>	<u>\$ (13,274,299)</u>	<u>-110.33%</u>
<b>4712 - Other Programs</b>						
Board of Health Fee Waiver Fund Transfer	\$ -	\$ 65,500	\$ 65,500	\$ -	\$ 65,500	100.00%
Bus Passes	-	-	-	12,000	(12,000)	N/A
Court Master Plan	950,000	950,000	950,000	154,616	795,384	83.72%
District 1 Vacation Payout	-	-	-	-	-	N/A
Elected Official and Judicial Branch unmet Personnel	-	-	-	-	-	N/A
Savings from Chairman's Budget Balancing Adjustment	4,150,161	4,150,161	2,500,000	-	4,150,161	100.00%
Improvement District Allocation	-	-	-	37,853	(37,853)	N/A
MCESA Staffing and Mandate Study	-	-	-	150,000	(150,000)	N/A
MCSO Court Monitor	-	1,126,250	-	-	1,126,250	100.00%
Park Rangers PSPRS Accrued Liability	-	1,930,040	1,930,040	-	1,930,040	100.00%
PC/Laptop Replacement	7,875,000	7,875,000	145,000	9,145,560	(1,270,560)	-16.13%
Property Acquisition	-	250,000	46,390	-	250,000	100.00%
Transfer to Risk Management (675)	9,942,700	9,942,700	-	3,517,901	6,424,799	64.62%
Transfer to Risk Management (676)	5,049,022	5,049,022	4,466,507	1,684,065	3,364,957	66.65%
Vehicle Replacement	2,195,200	2,195,200	2,195,200	424,000	1,771,200	80.69%
Sheriff Command	380,000	380,000	380,000	-	380,000	100.00%
Waste Resources & Recycling	190,000	190,000	190,000	-	190,000	100.00%
	<u>\$ 30,732,083</u>	<u>\$ 34,103,873</u>	<u>\$ 12,868,637</u>	<u>\$ 15,125,995</u>	<u>\$ 18,977,878</u>	<u>55.65%</u>
<b>4713 - Infrastructure/CIP</b>						
Transfers Out	\$ 134,002,664	\$ 134,002,664	\$ 134,002,664	\$ 32,725,105	\$ 101,277,559	75.58%
<b>4715 - Technology Projects</b>						
Human Resources System - Phase 2	\$ 139,614	\$ 139,614	\$ 139,614	\$ -	\$ 139,614	100.00%
<b>4724 - Miscellaneous Services</b>						
Arias Case	\$ 500,000	\$ 500,000	\$ 120,375	\$ 379,625	\$ 120,375	24.08%
Martinson Case	500,000	500,000	380,000	120,000	380,000	76.00%
OET Cost Allocation Task Force	250,000	250,000	250,000	-	250,000	100.00%
Treasurer System Consultant	100,000	100,000	-	-	100,000	100.00%
	<u>\$ 1,350,000</u>	<u>\$ 1,350,000</u>	<u>\$ 750,375</u>	<u>\$ 499,625</u>	<u>\$ 850,375</u>	<u>62.99%</u>
<b>4774 - Economic Development</b>						
Silicon Bank Incentive Payments	\$ 750,000	\$ 750,000	\$ -	\$ 750,000	\$ -	0.00%
<b>4790 - MH Residency Training</b>						
	\$ 3,547,896	\$ 3,547,896	\$ 2,069,606	\$ -	\$ 3,547,896	100.00%
<b>Total General Fund</b>	<b>\$ 195,301,848</b>	<b>\$ 185,925,722</b>	<b>\$ 149,830,896</b>	<b>\$ 74,406,699</b>	<b>\$ 111,519,023</b>	<b>59.98%</b>
<b>Waste Management Fund (210)</b>						
4751 - District 1	\$ 48,942	\$ 48,942	\$ 20,000	\$ 51,763	\$ (2,821)	-5.76%
4752 - District 2	133,275	133,275	50,000	118,832	14,443	10.84%
4753 - District 3	186,973	186,973	20,000	195,637	(8,664)	-4.63%
4754 - District 4	90,906	90,906	50,000	47,147	43,759	48.14%
4755 - District 5	53,079	53,079	46,000	23,423	29,656	55.87%
4756 - County Wide Unincorporated	-	-	-	32,030	(32,030)	N/A
4757 - Illegal Dumping Program	30,000	30,000	-	-	30,000	100.00%
<b>Total Waste Management Fund</b>	<b>\$ 543,175</b>	<b>\$ 543,175</b>	<b>\$ 186,000</b>	<b>\$ 468,832</b>	<b>\$ 74,343</b>	<b>13.69%</b>

Non Departmental Expenditure Summary - Non-Recurring (continued)

Description	FY2014 ADOPTED	FY2014 REVISED	FY2014 FORECAST	FY2015 ADOPTED	REVISED VS. ADOPTED VARIANCE	%
<b>Non-Departmental Grants (249)</b>						
<b>4711</b>						
Unassigned	\$ 4,700,000	\$ -	\$ -	\$ 4,214,034	\$ (4,214,034)	N/A
Performance Based Pay Plan	590,733	553,195	-	-	553,195	100.00%
Performance Based Pay Plan Annualized	709,267	709,267	-	-	709,267	100.00%
<b>Total Non-Departmental Grants</b>	<b>\$ 6,000,000</b>	<b>\$ 1,262,462</b>	<b>\$ -</b>	<b>\$ 4,214,034</b>	<b>\$ (2,951,572)</b>	<b>-233.79%</b>
<b>Detention Fund (255)</b>						
<b>4711 - Contingency</b>						
Unreserved Contingency	\$ 24,400,732	\$ 24,359,232	\$ -	\$ 23,924,548	\$ 434,684	1.78%
	\$ 24,400,732	\$ 24,359,232	\$ -	\$ 23,924,548	\$ 434,684	1.78%
<b>4712 - Other Programs</b>						
Elected Official and Judicial Branch unmet Personnel Savings from Chairman's Budget Balancing Adjustment	\$ 1,998,928	\$ 1,998,928	\$ -	\$ -	\$ 1,998,928	100.00%
Graves vs. Arpaio	400,000	400,000	400,000	400,000	-	0.00%
Jail Master Plan	1,000,000	1,000,000	950,000	-	1,000,000	100.00%
PC/Laptop Replacement	4,687,500	4,687,500	25,088	8,916,521	(4,229,021)	-90.22%
Per Diem Refund (City of Tolleson)	-	-	(34,792)	-	-	N/A
Sheriff Bus Replacements	690,000	690,000	690,000	-	690,000	100.00%
Vehicle Replacement	-	-	-	63,000	(63,000)	N/A
	\$ 8,776,428	\$ 8,776,428	\$ 2,030,296	\$ 9,379,521	\$ (603,093)	-6.87%
<b>4713 - Infrastructure/CIP</b>						
Transfers Out	\$ 6,660,589	\$ 6,660,589	\$ 6,660,589	\$ 2,572,889	\$ 4,087,700	61.37%
<b>Total Detention Fund</b>	<b>\$ 39,837,749</b>	<b>\$ 39,796,249</b>	<b>\$ 8,690,885</b>	<b>\$ 35,876,958</b>	<b>\$ 3,919,291</b>	<b>9.85%</b>
<b>County Improvement Debt Fund</b>	<b>\$ 16,715,180</b>	<b>\$ 16,715,180</b>	<b>\$ 16,715,180</b>	<b>\$ 16,753,180</b>	<b>\$ (38,000)</b>	<b>-0.23%</b>
<b>Intergovernmental Capital Projects (422)</b>	<b>\$ 127,500</b>	<b>\$ 127,500</b>	<b>\$ -</b>	<b>\$ 127,500</b>	<b>\$ -</b>	<b>0.00%</b>
<b>General Fund County Improvements (445)</b>	<b>\$ 119,357,446</b>	<b>\$ 126,607,410</b>	<b>\$ 100,481,303</b>	<b>\$ 71,550,351</b>	<b>\$ 55,057,059</b>	<b>43.49%</b>
<b>Detention Capital Projects (455)</b>	<b>\$ 45,775,001</b>	<b>\$ 45,775,001</b>	<b>\$ 31,593,585</b>	<b>\$ 5,796,583</b>	<b>\$ 39,978,418</b>	<b>87.34%</b>
<b>Technology Capital Improvements (460)</b>	<b>\$ 164,205,773</b>	<b>\$ 166,921,276</b>	<b>\$ 43,298,926</b>	<b>\$ 148,478,606</b>	<b>\$ 18,442,670</b>	<b>11.05%</b>
<b>Detention Technology Capital Improvements (461)</b>	<b>\$ 59,061,564</b>	<b>\$ 59,061,564</b>	<b>\$ 20,901,850</b>	<b>\$ 43,143,524</b>	<b>\$ 15,918,040</b>	<b>26.95%</b>
<b>Total Non-Recurring Funds</b>	<b>\$ 646,925,236</b>	<b>\$ 642,735,539</b>	<b>\$ 371,698,625</b>	<b>\$ 400,816,267</b>	<b>\$ 241,919,272</b>	<b>37.64%</b>

## Economic Development

A.R.S. §11-254 authorizes the Maricopa County Board of Supervisors to appropriate up to a maximum of \$1.5 million for contributions to non-profit organizations for economic development activities. The table below identifies the organizations receiving funding under this statute.

Agency Supported	Program	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Greater Phoenix Economic Council	Industry Prospecting and Regional Promotion	\$ 573,675	\$ 573,675	\$ 573,675
Greater Phoenix Convention & Visitors Bureau	Convention & Tourism Destination Marketing	222,431	222,431	222,431
Greater Phoenix Chamber of Commerce	Bid Source Program	146,805	146,805	146,805
<b>Economic Development Funding</b>		<b>\$ 942,911</b>	<b>\$ 942,911</b>	<b>\$ 942,911</b>

In addition, A.R.S. §11-254.04 allows the Maricopa County Board of Supervisors to appropriate and spend public monies for and in connection with economic development activities as identified in the following table.

Agency Supported	Program	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
International Genomics Consortium*	To put Maricopa County in the Forefront of the Bio-Industry	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Silicon Valley Bank**	Information Technology and Operations "Center of Excellence"	750,000	-	750,000
<b>Economic Development Related Funding</b>		<b>\$ 1,750,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,750,000</b>

\*5 year agreement for \$1,000,000 per year beginning in FY2012  
 \*\*This will be paid in disbursements of \$250,000, each based on achievement of performance thresholds.

## Agricultural Extension

A.R.S. §3-126 authorizes the Board of Supervisors to appropriate funds based on a request submitted to them by the Agricultural Extension Board for extension work that will benefit Maricopa County.

Agency Supported	Program	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
University of Arizona Cooperative Extension	Maricopa County Cooperative Extension	\$ 302,874	\$ 302,874	\$ 266,437
<b>Total Agricultural Extension Funding</b>		<b>\$ 302,874</b>	<b>\$ 302,874</b>	<b>\$ 266,437</b>

## Health Care Programs Summary

Description	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS. ADOPTED VARIANCE	%
<b>Operating General Fund</b>						
<u>State Healthcare Contributions:</u>						
SMI Mental Health ( <i>Arnold v. Sarn</i> )	\$ 45,707,084	\$ 45,707,084	\$ 45,707,084	\$ 47,992,438	\$ (2,285,354)	-5.00%
General Mental Health	3,366,705	3,366,705	3,366,705	3,366,705	-	0.00%
Local Alcoholism Reception Center (LARC)	1,489,871	1,489,871	1,489,871	1,489,871	-	0.00%
<b>Subtotal Arnold v. Sarn IGA</b>	<b>\$ 50,563,660</b>	<b>\$ 50,563,660</b>	<b>\$ 50,563,660</b>	<b>\$ 52,849,014</b>	<b>\$ (2,285,354)</b>	<b>-4.52%</b>
AHCCCS Acute Care	\$ 19,820,700	\$ 19,820,700	\$ 19,820,700	\$ 19,523,400	\$ 297,300	1.50%
ALTCS	149,698,100	149,698,100	149,698,100	150,220,100	(522,000)	-0.35%
<b>Subtotal State Contribution</b>	<b>\$ 169,518,800</b>	<b>\$ 169,518,800</b>	<b>\$ 169,518,800</b>	<b>\$ 169,743,500</b>	<b>\$ (224,700)</b>	<b>-0.13%</b>
<u>Other Mental Health:</u>						
Mental Health Testimony	\$ 800,000	\$ 800,000	\$ 783,378	\$ 800,000	\$ -	0.00%
Mental Health Orders	105,000	105,000	84,174	105,000	-	0.00%
Mental Health Residency Training	3,547,896	3,547,896	2,069,606	-	3,547,896	100.00%
SVP Commitment Payments	4,200,000	4,200,000	3,135,130	3,360,000	840,000	20.00%
	\$ 8,652,896	\$ 8,652,896	\$ 6,072,288	\$ 4,265,000	\$ 4,387,896	50.71%
County Residual Long Term Care	\$ 320,354	\$ 320,358	\$ 72,578	\$ 320,618	\$ (260)	-0.08%
Tuberculosis Services	\$ 500,000	\$ 500,000	\$ -	\$ 500,000	\$ -	0.00%
MMCS Run Out Operations	\$ 10,432	\$ 10,432	\$ 1,255	\$ 10,432	\$ -	0.00%
<b>Total</b>	<b>\$ 229,566,142</b>	<b>\$ 229,566,146</b>	<b>\$ 226,228,581</b>	<b>\$ 227,688,564</b>	<b>\$ 1,877,582</b>	<b>0.82%</b>

Fund Transfers In

Fund/Function/Transfer	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
<b>GENERAL FUND</b>	<b>\$ 2,137,000</b>	<b>\$ 2,137,000</b>	<b>\$ 2,137,750</b>	<b>\$ 14,805,346</b>
<u>Operating</u>	\$ -	\$ -	\$ 750	\$ -
<i>Public Health Grant Fund (532) - Sale of Asset</i>	-	-	750	-
<u>Non-Recurring</u>	\$ 2,137,000	\$ 2,137,000	\$ 2,137,000	\$ 14,805,346
<i>General Fund County Improvement Fund (445)</i>	117,000	117,000	117,000	12,081,146
<i>Technology Improvement Fund (460)</i>	2,020,000	2,020,000	2,020,000	2,724,200
<b>OTHER SPECIAL REVENUE</b>	<b>\$ 174,008,169</b>	<b>\$ 174,641,598</b>	<b>\$ 174,103,270</b>	<b>\$ 177,371,494</b>
<u>Operating</u>	\$ 174,008,169	\$ 174,576,098	\$ 174,037,770	\$ 176,846,494
<u>Non-Recurring</u>	\$ -	\$ 65,500	\$ 65,500	\$ 525,000
226 - PLANNING AND DEVELOPMENT FEES	\$ -	\$ -	\$ -	\$ 525,000
<u>Non-Recurring</u>	\$ -	\$ -	\$ -	\$ 525,000
<i>Del Webb Fund (235)</i>	-	-	-	525,000
241 - PARKS ENHANCEMENT FUND	\$ 37,371	\$ 92,371	\$ 66,972	\$ 15,206
<u>Operating</u>	\$ 37,371	\$ 92,371	\$ 66,972	\$ 15,206
<i>Parks Souvenir Fund (239)</i>	37,371	37,371	66,972	15,206
252 - INMATE SERVICES	\$ -	\$ 512,929	\$ -	\$ -
<u>Operating</u>	\$ -	\$ 512,929	\$ -	\$ -
255 - DETENTION OPERATIONS	\$ 173,940,798	\$ 173,940,798	\$ 173,940,798	\$ 176,801,288
<u>Operating</u>	\$ 173,940,798	\$ 173,940,798	\$ 173,940,798	\$ 176,801,288
<i>General Fund (100) Jail Tax Maint. of Effort</i>	173,940,798	173,940,798	173,940,798	176,801,288
265 - PUBLIC HEALTH FEES	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
<u>Operating</u>	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
<i>General Fund (100) - Vital Statistics</i>	30,000	30,000	30,000	30,000
506 - ENVIRONMTL SVCS ENV HEALTH	\$ -	\$ 65,500	\$ 65,500	\$ -
<u>Non-Recurring</u>	\$ -	\$ 65,500	\$ 65,500	\$ -
<i>General Fund (100) - Board of Health Fee Waivers</i>	-	65,500	65,500	-
<b>DEBT SERVICE</b>	<b>\$ 3,082,631</b>	<b>\$ 3,082,631</b>	<b>\$ 3,082,631</b>	<b>\$ 6,415,560</b>
<u>Operating</u>	\$ 1,139,945	\$ 1,139,945	\$ 1,139,945	\$ 1,140,560
<u>Non-Recurring</u>	\$ 1,942,686	\$ 1,942,686	\$ 1,942,686	\$ 5,275,000
320 - COUNTY IMPROVEMENT DEBT	\$ 3,082,631	\$ 3,082,631	\$ 3,082,631	\$ 6,415,560
<u>Operating</u>	\$ 1,139,945	\$ 1,139,945	\$ 1,139,945	\$ 1,140,560
<i>Animal Control License Shelter (572) - Debt Service</i>	1,033,474	1,033,474	1,033,474	1,034,032
<i>Animal Control Field Operations (574) - Debt Service</i>	106,471	106,471	106,471	106,528
<u>Non-Recurring</u>	\$ 1,942,686	\$ 1,942,686	\$ 1,942,686	\$ 5,275,000
<i>General Fund County Improvement Fund (445)</i>	1,942,686	1,942,686	1,942,686	5,275,000
<b>CAPITAL PROJECTS</b>	<b>\$ 303,408,371</b>	<b>\$ 310,658,335</b>	<b>\$ 310,658,335</b>	<b>\$ 125,049,501</b>
<u>Operating</u>	\$ 23,388,849	\$ 23,388,849	\$ 23,388,849	\$ 23,554,219
<u>Non-Recurring</u>	\$ 280,019,522	\$ 287,269,486	\$ 287,269,486	\$ 101,495,282

Fund Transfers In (continued)

Fund/Function/Transfer	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
234 - TRANSPORTATION CAPITAL PROJECT	\$ 48,134,797	\$ 48,134,797	\$ 48,134,797	\$ 48,134,797
<u>Operating</u>	\$ -	\$ -	\$ -	\$ -
<u>Non-Recurring</u>	\$ 48,134,797	\$ 48,134,797	\$ 48,134,797	\$ 48,134,797
<i>Transportation Operations (232)</i>	48,134,797	48,134,797	14,134,797	48,134,797
445 - GENERAL FUND CTY IMPROV	\$ 145,164,013	\$ 145,164,013	\$ 145,164,013	\$ 44,051,824
<u>Operating</u>	\$ 11,161,349	\$ 11,161,349	\$ 11,161,349	\$ 11,326,719
<i>General Fund (100)</i>	11,161,349	11,161,349	11,161,349	11,326,719
<u>Non-Recurring</u>	\$ 134,002,664	\$ 134,002,664	\$ 134,002,664	\$ 32,725,105
<i>General Fund (100)</i>	134,002,664	134,002,664	134,002,664	32,725,105
455 - DETENTION CAPITAL PROJECTS	\$ 7,248,089	\$ 7,248,089	\$ 7,248,089	\$ 5,973,777
<u>Operating</u>	\$ 587,500	\$ 587,500	\$ 587,500	\$ 587,500
<i>Detention Fund (255)</i>	587,500	587,500	587,500	587,500
<u>Non-Recurring</u>	\$ 6,660,589	\$ 6,660,589	\$ 6,660,589	\$ 5,386,277
<i>Detention Fund (255)</i>	6,660,589	6,660,589	6,660,589	2,572,889
<i>Detention Technology Capital Improvement (461)</i>	-	-	-	2,813,388
460 - TECHNOLOGY CAP IMPROVEMENT	\$ 77,861,471	\$ 85,111,435	\$ 85,111,435	\$ 26,889,103
<u>Operating</u>	\$ 11,640,000	\$ 11,640,000	\$ 11,640,000	\$ 11,640,000
<i>General Fund (100)</i>	11,640,000	11,640,000	11,640,000	11,640,000
<u>Non-Recurring</u>	\$ 66,221,471	\$ 73,471,435	\$ 73,471,435	\$ 15,249,103
<i>General Fund County Improvement Fund (445)</i>	66,621,471	73,471,435	73,471,435	15,249,103
461 - DETENTION TECH CAP IMPROVEMENT	\$ 25,000,001	\$ 25,000,001	\$ 25,000,001	\$ -
<u>Non-Recurring</u>	\$ 25,000,001	\$ 25,000,001	\$ 25,000,001	\$ -
<i>Detention Capital Projects Fund (455)</i>	25,000,001	25,000,001	25,000,001	-
<b>INTERNAL SERVICE</b>	<b>\$ 14,991,722</b>	<b>\$ 14,991,722</b>	<b>\$ 4,466,507</b>	<b>\$ 5,201,966</b>
<u>Non-Recurring</u>	\$ 14,991,722	\$ 14,991,722	\$ 4,466,507	\$ 5,201,966
675 - RISK MANAGEMENT	\$ 9,942,700	\$ 9,942,700	\$ -	\$ 3,517,901
<u>Non-Recurring</u>	\$ 9,942,700	\$ 9,942,700	\$ -	\$ 3,517,901
<i>General Fund (100)</i>	9,942,700	9,942,700	-	3,517,901
676 - COUNTY MANAGER RISK MANAGEMENT	\$ 5,049,022	\$ 5,049,022	\$ 4,466,507	\$ 1,684,065
<u>Non-Recurring</u>	\$ 5,049,022	\$ 5,049,022	\$ 4,466,507	\$ 1,684,065
<i>General Fund (100)</i>	5,049,022	5,049,022	4,466,507	1,684,065
<b>TOTAL BEFORE ELIMINATIONS</b>	<b>\$ 497,627,893</b>	<b>\$ 505,511,286</b>	<b>\$ 494,448,493</b>	<b>\$ 328,843,867</b>
<u>Operating</u>	\$ 198,536,963	\$ 199,104,892	\$ 198,567,314	\$ 201,541,273
<u>Non-Recurring</u>	\$ 284,099,208	\$ 291,414,672	\$ 291,414,672	\$ 122,100,628
<b>ELIMINATIONS</b>	<b>\$ (497,627,893)</b>	<b>\$ (505,511,286)</b>	<b>\$ (494,448,493)</b>	<b>\$ (328,843,867)</b>
<u>Operating</u>	\$ (198,536,963)	\$ (199,104,892)	\$ (198,567,314)	\$ (201,541,273)
<u>Non-Recurring</u>	\$ (299,090,930)	\$ (306,406,394)	\$ (295,881,179)	\$ (127,302,594)
<b>ALL FUNDS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Fund Transfers Out

Fund/Function/Transfer	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
<b>GENERAL FUND</b>	<b>\$ 345,766,533</b>	<b>\$ 345,832,033</b>	<b>\$ 335,306,818</b>	<b>\$ 237,725,078</b>
<u>Operating</u>	\$ 196,772,147	\$ 196,772,147	\$ 196,772,147	\$ 199,798,007
<i>Detention Fund (255) - Jail Maint of Effort</i>	173,940,798	173,940,798	173,940,798	176,801,288
<i>Public Health Fee Fund (265) - Vital Statistics</i>	30,000	30,000	30,000	30,000
<i>General Fund Capital Improvement Fund (445)</i>	11,161,349	11,161,349	11,161,349	11,326,719
<i>Technology Capital Improvement Fund (460)</i>	11,640,000	11,640,000	11,640,000	11,640,000
<u>Non-Recurring</u>	\$ 148,994,386	\$ 149,059,886	\$ 138,534,671	\$ 37,927,071
<i>General Fund Capital Improvement Fund (445)</i>	134,002,664	134,068,164	134,068,164	32,725,105
<i>Risk Management Fund (675)</i>	9,942,700	9,942,700	-	3,517,901
<i>County Manager Risk Fund (676)</i>	5,049,022	5,049,022	4,466,507	1,684,065
<b>GRANT SPECIAL REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 750</b>	<b>\$ -</b>
<u>Operating</u>	\$ -	\$ -	\$ 750	\$ -
532 - PUBLIC HEALTH GRANTS	\$ -	\$ -	\$ 750	\$ -
<u>Operating</u>	\$ -	\$ -	\$ 750	\$ -
<i>General Fund (100) - Sale of Asset</i>	-	-	750	-
<b>OTHER SPECIAL REVENUE</b>	<b>\$ 56,560,202</b>	<b>\$ 57,128,131</b>	<b>\$ 56,589,803</b>	<b>\$ 52,975,952</b>
<u>Operating</u>	\$ 1,764,816	\$ 2,332,745	\$ 1,794,417	\$ 1,743,266
<u>Non-Recurring</u>	\$ 54,795,386	\$ 54,795,386	\$ 54,795,386	\$ 51,232,686
232 - TRANSPORTATION OPERATIONS	\$ 48,134,797	\$ 48,134,797	\$ 48,134,797	\$ 48,134,797
<u>Non-Recurring</u>	\$ 48,134,797	\$ 48,134,797	\$ 48,134,797	\$ 48,134,797
<i>Transportation Capital Fund (234)</i>	48,134,797	48,134,797	48,134,797	48,134,797
235 - DEL WEBB	\$ -	\$ -	\$ -	\$ 525,000
<u>Non-Recurring</u>	\$ -	\$ -	\$ -	\$ 525,000
<i>Planning and Development Fees (226)</i>	-	-	-	525,000
239 - PARKS SOUVENIR	\$ 37,371	\$ 92,371	\$ 66,972	\$ 15,206
<u>Operating</u>	\$ 37,371	\$ 92,371	\$ 66,972	\$ 15,206
<i>Park Enhancement Fund (241)</i>	37,371	37,371	66,972	15,206
255 - DETENTION OPERATIONS	\$ 7,248,089	\$ 7,761,018	\$ 7,248,089	\$ 3,160,389
<u>Operating</u>	\$ 587,500	\$ 1,100,429	\$ 587,500	\$ 587,500
<i>Detention Capital Projects (455)</i>	587,500	587,500	587,500	587,500
<u>Non-Recurring</u>	\$ 6,660,589	\$ 6,660,589	\$ 6,660,589	\$ 2,572,889
<i>Detention Capital Projects (455)</i>	6,660,589	6,660,589	6,660,589	2,572,889
572 - ANIMAL CONTROL LICENSE SHELTER	\$ 1,033,474	\$ 1,033,474	\$ 1,033,474	\$ 1,034,032
<u>Operating</u>	\$ 1,033,474	\$ 1,033,474	\$ 1,033,474	\$ 1,034,032
<i>County Improvement Debt Fund (320)</i>	1,033,474	1,033,474	1,033,474	1,034,032

Fund Transfers Out (continued)

Fund/Function/Transfer	FY 2014	FY 2014	FY 2014	FY 2015
	ADOPTED	REVISED	FORECAST	ADOPTED
574 - ANIMAL CONTROL FIELD OPERATION	\$ 106,471	\$ 106,471	\$ 106,471	\$ 106,528
<u>Operating</u>	\$ 106,471	\$ 106,471	\$ 106,471	\$ 106,528
County Improvement Debt Fund (320)	106,471	106,471	106,471	106,528
<b>CAPITAL PROJECTS</b>	<b>\$ 95,301,158</b>	<b>\$ 102,551,122</b>	<b>\$ 102,551,122</b>	<b>\$ 38,142,837</b>
<u>Non-Recurring</u>	\$ 95,301,158	\$ 102,551,122	\$ 102,551,122	\$ 38,142,837
445 - GENERAL FUND CTY IMPROV	\$ 68,281,157	\$ 75,531,121	\$ 75,531,121	\$ 32,605,249
<u>Non-Recurring</u>	\$ 68,281,157	\$ 75,531,121	\$ 75,531,121	\$ 32,605,249
General Fund (100)	117,000	117,000	117,000	12,081,146
County Improvement Debt Fund (320)	1,942,686	1,942,686	1,942,686	5,275,000
Technology Capital Improvement (460)	66,221,471	73,471,435	73,471,435	15,249,103
455 - DETENTION CAPITAL PROJECTS	\$ 25,000,001	\$ 25,000,001	\$ 25,000,001	\$ -
<u>Non-Recurring</u>	\$ 25,000,001	\$ 25,000,001	\$ 25,000,001	\$ -
Detention Technology Capital Improvement (461)	25,000,001	25,000,001	25,000,001	-
460 - TECHNOLOGY CAP IMPROVEMENT	\$ 2,020,000	\$ 2,020,000	\$ 2,020,000	\$ 2,724,200
<u>Non-Recurring</u>	\$ 2,020,000	\$ 2,020,000	\$ 2,020,000	\$ 2,724,200
General Fund (100)	2,020,000	2,020,000	2,020,000	2,724,200
461 - DETENTION TECH CAP IMPROVEMENT	\$ -	\$ -	\$ -	\$ 2,813,388
<u>Non-Recurring</u>	\$ -	\$ -	\$ -	\$ 2,813,388
Detention Capital Projects (455)	-	-	-	2,813,388
<b>TOTAL BEFORE ELIMINATIONS</b>	<b>\$ 497,627,893</b>	<b>\$ 505,511,286</b>	<b>\$ 494,448,493</b>	<b>\$ 328,843,867</b>
<u>Operating</u>	\$ 198,536,963	\$ 199,104,892	\$ 198,567,314	\$ 201,541,273
<u>Non-Recurring</u>	\$ 299,090,930	\$ 306,406,394	\$ 295,881,179	\$ 127,302,594
<b>ELIMINATIONS</b>	<b>\$ (497,627,893)</b>	<b>\$ (505,511,286)</b>	<b>\$ (494,448,493)</b>	<b>\$ (328,843,867)</b>
<u>Operating</u>	\$ (198,536,963)	\$ (199,104,892)	\$ (198,567,314)	\$ (201,541,273)
<u>Non-Recurring</u>	\$ (299,090,930)	\$ (306,406,394)	\$ (295,881,179)	\$ (127,302,594)
<b>ALL FUNDS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## 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 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Fund Transfers (see Schedule)					
Operating	\$ (176,693,418)	\$ (198,536,963)	\$ (199,104,892)	\$ (198,567,314)	\$ (201,541,273)
Non-Recurring	(276,897,848)	(299,090,930)	(306,406,394)	(295,881,179)	(127,302,594)
	<u>\$ (453,591,266)</u>	<u>\$ (497,627,893)</u>	<u>\$ (505,511,286)</u>	<u>\$ (494,448,493)</u>	<u>\$ (328,843,867)</u>
Internal Service Charges	\$ (159,652,960)	\$ (163,263,729)	\$ (168,510,729)	\$ (174,368,036)	\$ (164,758,171)
<b>Totals</b>	<b>\$ (613,244,226)</b>	<b>\$ (660,891,622)</b>	<b>\$ (674,022,015)</b>	<b>\$ (668,816,529)</b>	<b>\$ (493,602,038)</b>

## Personnel

Year-over-year, the total number of positions in FY 2015 is increasing by 0.8% or 105.40 Full-time Equivalent (FTE) positions over the FY 2014 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 of either 10% 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)

Due to the rising populations and increased caseloads in the Department, there were 24.50 Full-Time Equivalent (FTE) positions added in FY 2015. The compliments of these positions include 3.0 FTE Justice System Clerks, .50 FTE Management Analyst, 3.0 FTE Presentence Screeners, 3.0 FTE Probation Officer Supervisor, 2.0 FTE Surveillance Officer, and 13.0 FTE Probation Officers. These positions will allow the Department to meet the demands for FY 2015.

### Sheriff's Office (500)

Changes to the Sheriff's Office Staff include 35 new positions for the Medical Staffing Team and 25 new positions for the Jail Wagon Program.

### Public Advocate (570)

An anticipated increase of 29.4 percent in net parental dependency assignments in FY 2015 prompted the addition of 4.0 FTE Attorneys and 3.0 FTE support staff. The 376 cases to be assigned to the new attorneys will be resolved at a lower cost than if the cases had been assigned to private attorneys. One FTE new Operations Support Analyst was added to provide litigation support to trial attorneys.

**Superior Court (800)**

The Superior Court of Maricopa County had significant staffing increase primarily due to the addition of three new court divisions. Each division requires a Judge, a Bailiff, and a Judicial Assistant. Additionally, a Court Reporter and two Court Conciliators were added for a total of 12 positions. The remaining 2.4 positions could be accounted for through two additional Judicial Clerks and .4 of a bailiff position to improve coverage in the judicial system overall.

**Environmental Services (880)**

The department inactivated 10 vacant positions from FY 2014 to FY 2015 in order to be able to accommodate the 2.5% salary increase and increased CSCA costs.

## Personnel Summary by Department and Fund

DEPARTMENT/FUND		FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
<b>010</b>	<b>BOARD OF SUPERVISORS DIST 1</b>							
100	GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
	<b>Department Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	-	<b>0.0%</b>
<b>020</b>	<b>BOARD OF SUPERVISORS DIST 2</b>							
100	GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
	<b>Department Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	-	<b>0.0%</b>
<b>030</b>	<b>BOARD OF SUPERVISORS DIST 3</b>							
100	GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
	<b>Department Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	-	<b>0.0%</b>
<b>040</b>	<b>BOARD OF SUPERVISORS DIST 4</b>							
100	GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
	<b>Department Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	-	<b>0.0%</b>
<b>050</b>	<b>BOARD OF SUPERVISORS DIST 5</b>							
100	GENERAL	3.00	2.80	3.00	3.00	3.00	-	0.0%
	<b>Department Total</b>	<b>3.00</b>	<b>2.80</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	-	<b>0.0%</b>
<b>060</b>	<b>CLERK OF THE BOARD</b>							
100	GENERAL	12.00	12.00	13.00	13.00	12.00	(1.00)	(7.7%)
	<b>Department Total</b>	<b>12.00</b>	<b>12.00</b>	<b>13.00</b>	<b>13.00</b>	<b>12.00</b>	<b>(1.00)</b>	<b>(7.7%)</b>
<b>110</b>	<b>ADULT PROBATION</b>							
100	GENERAL	864.50	746.90	746.00	746.00	758.00	12.00	1.6%
201	ADULT PROBATION FEES	1.50	1.50	1.50	1.50	1.50	-	0.0%
211	ADULT PROBATION GRANTS	47.50	34.75	27.75	29.75	28.25	.50	1.8%
255	DETENTION OPERATIONS	157.00	317.00	317.00	317.00	329.00	12.00	3.8%
	<b>Department Total</b>	<b>1,070.50</b>	<b>1,100.15</b>	<b>1,092.25</b>	<b>1,094.25</b>	<b>1,116.75</b>	<b>24.50</b>	<b>2.2%</b>
<b>120</b>	<b>ASSESSOR</b>							
100	GENERAL	323.91	320.39	322.91	325.91	321.91	(1.00)	(0.3%)
	<b>Department Total</b>	<b>323.91</b>	<b>320.39</b>	<b>322.91</b>	<b>325.91</b>	<b>321.91</b>	<b>(1.00)</b>	<b>(0.3%)</b>
<b>140</b>	<b>CALL CENTER</b>							
100	GENERAL	27.00	27.00	27.00	27.00	27.00	-	0.0%
	<b>Department Total</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	-	<b>0.0%</b>
<b>150</b>	<b>EMERGENCY MANAGEMENT</b>							
100	GENERAL	2.00	2.00	2.00	2.00	2.00	-	0.0%
207	PALO VERDE	4.00	5.00	6.00	6.00	5.00	(1.00)	(16.7%)
215	EMERGENCY MANAGEMENT	7.50	7.50	7.50	7.50	7.50	-	0.0%
	<b>Department Total</b>	<b>13.50</b>	<b>14.50</b>	<b>15.50</b>	<b>15.50</b>	<b>14.50</b>	<b>(1.00)</b>	<b>(6.5%)</b>
<b>160</b>	<b>CLERK OF THE SUPERIOR COURT</b>							
100	GENERAL	545.00	549.00	550.50	550.50	556.50	6.00	1.1%
205	COURT DOCUMENT RETRIEVAL	27.00	25.00	25.00	25.00	25.00	-	0.0%
208	JUDICIAL ENHANCEMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
216	CLERK OF THE COURT GRANTS	4.00	4.00	4.00	4.00	4.00	-	0.0%
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	46.00	48.00	48.00	48.00	48.00	-	0.0%
	<b>Department Total</b>	<b>671.00</b>	<b>675.00</b>	<b>676.50</b>	<b>676.50</b>	<b>682.50</b>	<b>6.00</b>	<b>0.9%</b>
<b>180</b>	<b>FINANCE</b>							
100	GENERAL	38.00	35.00	40.00	40.00	39.00	(1.00)	(2.5%)
	<b>Department Total</b>	<b>38.00</b>	<b>35.00</b>	<b>40.00</b>	<b>40.00</b>	<b>39.00</b>	<b>(1.00)</b>	<b>(2.5%)</b>
<b>190</b>	<b>COUNTY ATTORNEY</b>							
100	GENERAL	769.00	742.00	755.50	754.50	804.00	48.50	6.4%
213	COUNTY ATTORNEY RICO	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
219	COUNTY ATTORNEY GRANTS	68.00	86.00	75.00	75.00	58.00	(17.00)	(22.7%)
220	DIVERSION	28.00	37.00	38.00	37.00	35.00	(3.00)	(7.9%)
221	COUNTY ATTORNEY FILL THE GAP	33.00	36.50	36.50	36.50	26.00	(10.50)	(28.8%)
266	CHECK ENFORCEMENT PROGRAM	9.00	9.00	9.00	9.00	3.00	(6.00)	(66.7%)
267	CRIM JUSTICE ENHANCEMENT	24.00	24.00	24.00	24.00	20.00	(4.00)	(16.7%)
	<b>Department Total</b>	<b>932.00</b>	<b>935.50</b>	<b>939.00</b>	<b>937.00</b>	<b>946.00</b>	<b>7.00</b>	<b>0.7%</b>
<b>200</b>	<b>COUNTY MANAGER</b>							
100	GENERAL	18.00	18.00	18.00	18.00	18.00	-	0.0%
	<b>Department Total</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	-	<b>0.0%</b>

Personnel Summary by Department and Fund (continued)

DEPARTMENT/FUND		FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
<b>210</b>	<b>ELECTIONS</b>							
100	GENERAL	52.00	52.00	52.00	52.00	52.00	-	0.0%
	<b>Department Total</b>	<b>52.00</b>	<b>52.00</b>	<b>52.00</b>	<b>52.00</b>	<b>52.00</b>	-	<b>0.0%</b>
<b>220</b>	<b>HUMAN SERVICES</b>							
217	CDBG HOUSING TRUST	6.00	5.00	5.00	5.00	5.00	-	0.0%
222	HUMAN SERVICES GRANTS	366.00	359.50	365.50	363.25	367.00	1.50	0.4%
255	DETENTION OPERATIONS	8.00	-	-	-	-	-	N/A
	<b>Department Total</b>	<b>380.00</b>	<b>364.50</b>	<b>370.50</b>	<b>368.25</b>	<b>372.00</b>	<b>1.50</b>	<b>0.4%</b>
<b>230</b>	<b>INTERNAL AUDIT</b>							
100	GENERAL	19.00	19.00	18.75	18.75	18.00	(.75)	(4.0%)
	<b>Department Total</b>	<b>19.00</b>	<b>19.00</b>	<b>18.75</b>	<b>18.75</b>	<b>18.00</b>	<b>(.75)</b>	<b>(4.0%)</b>
<b>240</b>	<b>JUSTICE COURTS</b>							
100	GENERAL	332.03	329.03	331.00	331.00	333.00	2.00	0.6%
204	JUSTICE CT JUDICIAL ENHANCEMNT	3.00	3.00	4.00	4.00	3.00	(1.00)	(25.0%)
	<b>Department Total</b>	<b>335.03</b>	<b>332.03</b>	<b>335.00</b>	<b>335.00</b>	<b>336.00</b>	<b>1.00</b>	<b>0.3%</b>
<b>250</b>	<b>CONSTABLES</b>							
100	GENERAL	36.00	36.00	36.00	36.00	36.00	-	0.0%
	<b>Department Total</b>	<b>36.00</b>	<b>36.00</b>	<b>36.00</b>	<b>36.00</b>	<b>36.00</b>	-	<b>0.0%</b>
<b>260</b>	<b>CORRECTIONAL HEALTH</b>							
100	GENERAL	16.00	16.00	16.00	16.00	16.00	-	0.0%
255	DETENTION OPERATIONS	457.75	460.75	457.00	456.00	447.50	(9.50)	(2.1%)
	<b>Department Total</b>	<b>473.75</b>	<b>476.75</b>	<b>473.00</b>	<b>472.00</b>	<b>463.50</b>	<b>(9.50)</b>	<b>(2.0%)</b>
<b>270</b>	<b>JUVENILE PROBATION</b>							
100	GENERAL	272.00	267.00	265.00	267.00	271.00	6.00	2.3%
227	JUVENILE PROBATION GRANTS	60.00	60.00	56.00	56.00	53.00	(3.00)	(5.4%)
255	DETENTION OPERATIONS	372.10	362.10	361.10	361.10	361.10	-	0.0%
275	JUVENILE PROBATION DIVERSION	4.00	4.00	4.00	4.00	4.00	-	0.0%
	<b>Department Total</b>	<b>708.10</b>	<b>693.10</b>	<b>686.10</b>	<b>688.10</b>	<b>689.10</b>	<b>3.00</b>	<b>0.4%</b>
<b>290</b>	<b>MEDICAL EXAMINER</b>							
100	GENERAL	86.35	86.50	85.50	85.50	87.50	2.00	2.3%
	<b>Department Total</b>	<b>86.35</b>	<b>86.50</b>	<b>85.50</b>	<b>85.50</b>	<b>87.50</b>	<b>2.00</b>	<b>2.3%</b>
<b>300</b>	<b>PARKS AND RECREATION</b>							
100	GENERAL	3.00	-	-	-	-	-	N/A
225	SPUR CROSS RANCH CONSERVATION	1.00	1.00	1.00	1.00	1.00	-	0.0%
239	PARKS SOUVENIR	1.00	1.00	1.00	1.00	1.00	-	0.0%
240	LAKE PLEASANT RECREATION SVCS	17.00	22.00	22.00	22.00	26.00	4.00	18.2%
241	PARKS ENHANCEMENT FUND	61.00	59.00	56.00	57.00	53.00	(3.00)	(5.4%)
	<b>Department Total</b>	<b>83.00</b>	<b>83.00</b>	<b>80.00</b>	<b>81.00</b>	<b>81.00</b>	<b>1.00</b>	<b>1.3%</b>
<b>310</b>	<b>HUMAN RESOURCES</b>							
100	GENERAL	47.80	46.00	46.00	46.00	46.00	-	0.0%
	<b>Department Total</b>	<b>47.80</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>	-	<b>0.0%</b>
<b>340</b>	<b>PUBLIC FIDUCIARY</b>							
100	GENERAL	41.30	41.30	41.80	41.80	41.80	-	0.0%
	<b>Department Total</b>	<b>41.30</b>	<b>41.30</b>	<b>41.80</b>	<b>41.80</b>	<b>41.80</b>	-	<b>0.0%</b>
<b>360</b>	<b>RECORDER</b>							
100	GENERAL	35.00	35.00	29.00	29.00	29.00	-	0.0%
236	RECORDERS SURCHARGE	27.00	27.00	27.00	27.00	27.00	-	0.0%
	<b>Department Total</b>	<b>62.00</b>	<b>62.00</b>	<b>56.00</b>	<b>56.00</b>	<b>56.00</b>	-	<b>0.0%</b>
<b>370</b>	<b>EDUCATION SERVICE</b>							
100	GENERAL	21.00	22.00	21.00	21.00	27.00	6.00	28.6%
255	DETENTION OPERATIONS	12.00	12.00	12.00	12.00	12.00	-	0.0%
669	SMALL SCHOOL SERVICE	1.00	1.00	1.00	1.00	2.00	1.00	100.0%
715	SCHOOL GRANT	58.00	81.00	101.00	100.00	100.00	(1.00)	(1.0%)
782	SCHOOL COMMUNICATION	2.00	4.00	7.00	6.00	6.00	(1.00)	(14.3%)
795	EDUCATIONAL SUPPLEMENTAL PROG	17.00	14.00	13.00	13.00	5.00	(8.00)	(61.5%)
	<b>Department Total</b>	<b>111.00</b>	<b>134.00</b>	<b>155.00</b>	<b>153.00</b>	<b>152.00</b>	<b>(3.00)</b>	<b>(1.9%)</b>
<b>390</b>	<b>EMPLOYEE BENEFITS AND HEALTH</b>							
100	GENERAL	3.00	4.00	5.00	4.00	4.00	(1.00)	(20.0%)
532	PUBLIC HEALTH GRANTS	10.00	11.00	11.00	11.00	11.00	-	0.0%
615	WELLNESS	2.00	6.00	7.00	7.00	7.00	-	0.0%
618	BENEFIT ADMINISTRATION	20.00	16.00	16.00	16.00	17.00	1.00	6.3%
	<b>Department Total</b>	<b>35.00</b>	<b>37.00</b>	<b>39.00</b>	<b>38.00</b>	<b>39.00</b>	-	<b>0.0%</b>

Personnel Summary by Department and Fund (continued)

DEPARTMENT/FUND		FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
<b>410</b>	<b>ENTERPRISE TECHNOLOGY</b>							
100	GENERAL	114.33	113.99	147.00	145.00	143.50	(3.50)	(2.4%)
681	TECHNOLOGY INFRASTRUCTURE	51.00	55.00	55.00	55.00	58.00	3.00	5.5%
	<b>Department Total</b>	<b>165.33</b>	<b>168.99</b>	<b>202.00</b>	<b>200.00</b>	<b>201.50</b>	<b>(.50)</b>	<b>(0.2%)</b>
<b>420</b>	<b>INTEGRATED CRIM JUSTICE INFO</b>							
255	DETENTION OPERATIONS	5.00	6.00	6.00	6.00	6.00	-	0.0%
	<b>Department Total</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>	<b>0.0%</b>
<b>430</b>	<b>TREASURER</b>							
100	GENERAL	53.00	53.00	53.00	53.00	55.00	2.00	3.8%
	<b>Department Total</b>	<b>53.00</b>	<b>53.00</b>	<b>53.00</b>	<b>53.00</b>	<b>55.00</b>	<b>2.00</b>	<b>3.8%</b>
<b>440</b>	<b>PLANNING AND DEVELOPMENT</b>							
226	PLANNING AND DEVELOPMENT FEES	80.00	77.00	87.00	78.00	85.00	(2.00)	(2.3%)
	<b>Department Total</b>	<b>80.00</b>	<b>77.00</b>	<b>87.00</b>	<b>78.00</b>	<b>85.00</b>	<b>(2.00)</b>	<b>(2.3%)</b>
<b>460</b>	<b>RESEARCH AND REPORTING</b>							
100	GENERAL	5.75	5.75	5.75	5.75	5.75	-	0.0%
	<b>Department Total</b>	<b>5.75</b>	<b>5.75</b>	<b>5.75</b>	<b>5.75</b>	<b>5.75</b>	<b>-</b>	<b>0.0%</b>
<b>470</b>	<b>NON DEPARTMENTAL</b>							
100	GENERAL	10.00	-	-	-	-	-	N/A
	<b>Department Total</b>	<b>10.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>N/A</b>
<b>490</b>	<b>MANAGEMENT AND BUDGET</b>							
100	GENERAL	18.00	19.00	18.00	18.00	18.00	-	0.0%
	<b>Department Total</b>	<b>18.00</b>	<b>19.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>-</b>	<b>0.0%</b>
<b>500</b>	<b>SHERIFF</b>							
100	GENERAL	1,046.00	1,044.00	1,128.75	1,130.75	1,129.75	1.00	0.1%
251	SHERIFF GRANTS	29.00	24.00	27.00	27.00	27.00	-	0.0%
252	INMATE SERVICES	112.00	118.00	135.00	132.00	135.00	-	0.0%
255	DETENTION OPERATIONS	2,385.00	2,390.00	2,462.00	2,462.00	2,523.00	61.00	2.5%
258	SHERIFF TOWING AND IMPOUND	-	2.00	2.00	2.00	2.00	-	0.0%
	<b>Department Total</b>	<b>3,572.00</b>	<b>3,578.00</b>	<b>3,754.75</b>	<b>3,753.75</b>	<b>3,816.75</b>	<b>62.00</b>	<b>1.7%</b>
<b>520</b>	<b>PUBLIC DEFENDER</b>							
100	GENERAL	388.48	406.48	423.58	415.58	422.58	(1.00)	(0.2%)
209	PUBLIC DEFENDER TRAINING	3.00	3.00	3.00	3.00	3.00	-	0.0%
233	PUBLIC DEFENDER GRANTS	4.00	3.00	2.00	2.00	2.00	-	0.0%
262	PUBLIC DEFENDER FILL THE GAP	10.00	9.00	7.00	7.00	7.00	-	0.0%
	<b>Department Total</b>	<b>405.48</b>	<b>421.48</b>	<b>435.58</b>	<b>427.58</b>	<b>434.58</b>	<b>(1.00)</b>	<b>(0.2%)</b>
<b>540</b>	<b>LEGAL DEFENDER</b>							
100	GENERAL	113.00	114.49	115.49	114.49	115.49	-	0.0%
	<b>Department Total</b>	<b>113.00</b>	<b>114.49</b>	<b>115.49</b>	<b>114.49</b>	<b>115.49</b>	<b>-</b>	<b>0.0%</b>
<b>550</b>	<b>LEGAL ADVOCATE</b>							
100	GENERAL	93.50	93.50	103.50	93.50	103.50	-	0.0%
	<b>Department Total</b>	<b>93.50</b>	<b>93.50</b>	<b>103.50</b>	<b>93.50</b>	<b>103.50</b>	<b>-</b>	<b>0.0%</b>
<b>560</b>	<b>CONTRACT COUNSEL</b>							
100	GENERAL	28.00	28.00	29.00	29.00	29.00	-	0.0%
	<b>Department Total</b>	<b>28.00</b>	<b>28.00</b>	<b>29.00</b>	<b>29.00</b>	<b>29.00</b>	<b>-</b>	<b>0.0%</b>
<b>570</b>	<b>PUBLIC ADVOCATE</b>							
100	GENERAL	68.45	71.65	87.65	79.65	87.65	-	0.0%
	<b>Department Total</b>	<b>68.45</b>	<b>71.65</b>	<b>87.65</b>	<b>79.65</b>	<b>87.65</b>	<b>-</b>	<b>0.0%</b>
<b>640</b>	<b>TRANSPORTATION</b>							
223	TRANSPORTATION GRANTS	1.00	1.00	1.00	1.00	1.00	-	0.0%
232	TRANSPORTATION OPERATIONS	415.50	415.50	410.00	411.00	409.00	(1.00)	(0.2%)
	<b>Department Total</b>	<b>416.50</b>	<b>416.50</b>	<b>411.00</b>	<b>412.00</b>	<b>410.00</b>	<b>(1.00)</b>	<b>(0.2%)</b>
<b>670</b>	<b>WASTE RESOURCES AND RECYCLING</b>							
100	GENERAL	26.00	21.00	19.00	17.00	21.00	2.00	10.5%
290	WASTE TIRE	2.00	2.00	2.00	2.00	2.00	-	0.0%
	<b>Department Total</b>	<b>28.00</b>	<b>23.00</b>	<b>21.00</b>	<b>19.00</b>	<b>23.00</b>	<b>2.00</b>	<b>9.5%</b>

Personnel Summary by Department and Fund (continued)

DEPARTMENT/FUND		FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
<b>700</b>	<b>FACILITIES MANAGEMENT</b>							
100	GENERAL	125.00	136.00	141.00	140.00	137.00	(4.00)	(2.8%)
255	DETENTION OPERATIONS	30.00	30.00	30.00	30.00	32.00	2.00	6.7%
	<b>Department Total</b>	<b>155.00</b>	<b>166.00</b>	<b>171.00</b>	<b>170.00</b>	<b>169.00</b>	<b>(2.00)</b>	<b>(1.2%)</b>
<b>720</b>	<b>PROTECTIVE SERVICES</b>							
100	GENERAL	73.50	74.50	73.50	73.50	73.50	-	0.0%
	<b>Department Total</b>	<b>73.50</b>	<b>74.50</b>	<b>73.50</b>	<b>73.50</b>	<b>73.50</b>	<b>-</b>	<b>0.0%</b>
<b>730</b>	<b>PROCUREMENT SERVICES</b>							
100	GENERAL	30.00	30.00	30.50	30.50	27.50	(3.00)	(9.8%)
673	REPROGRAPHICS	9.00	9.00	9.00	9.00	9.00	-	0.0%
	<b>Department Total</b>	<b>39.00</b>	<b>39.00</b>	<b>39.50</b>	<b>39.50</b>	<b>36.50</b>	<b>(3.00)</b>	<b>(7.6%)</b>
<b>740</b>	<b>EQUIPMENT SERVICES</b>							
654	EQUIPMENT SERVICES	54.00	54.00	54.00	54.00	54.00	-	0.0%
	<b>Department Total</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>	<b>-</b>	<b>0.0%</b>
<b>750</b>	<b>RISK MANAGEMENT</b>							
675	RISK MANAGEMENT	26.00	29.00	31.00	30.00	29.75	(1.25)	(4.0%)
	<b>Department Total</b>	<b>26.00</b>	<b>29.00</b>	<b>31.00</b>	<b>30.00</b>	<b>29.75</b>	<b>(1.25)</b>	<b>(4.0%)</b>
<b>790</b>	<b>ANIMAL CARE AND CONTROL</b>							
572	ANIMAL CONTROL LICENSE SHELTER	109.00	106.00	106.00	107.00	108.00	2.00	1.9%
573	ANIMAL CONTROL GRANTS	7.00	9.00	12.00	11.00	11.00	(1.00)	(8.3%)
574	ANIMAL CONTROL FIELD OPERATION	49.00	50.00	51.00	51.00	51.00	-	0.0%
	<b>Department Total</b>	<b>165.00</b>	<b>165.00</b>	<b>169.00</b>	<b>169.00</b>	<b>170.00</b>	<b>1.00</b>	<b>0.6%</b>
<b>800</b>	<b>SUPERIOR COURT</b>							
100	GENERAL	1,140.00	1,145.00	1,148.60	1,149.00	1,163.00	14.40	1.3%
208	JUDICIAL ENHANCEMENT	8.00	6.00	6.00	6.00	6.00	-	0.0%
238	SUPERIOR COURT GRANTS	23.00	26.00	27.00	27.00	27.00	-	0.0%
264	SUPERIOR COURT FILL THE GAP	32.00	33.00	33.00	33.00	33.00	-	0.0%
	<b>Department Total</b>	<b>1,203.00</b>	<b>1,210.00</b>	<b>1,214.60</b>	<b>1,215.00</b>	<b>1,229.00</b>	<b>14.40</b>	<b>1.2%</b>
<b>850</b>	<b>AIR QUALITY</b>							
503	AIR QUALITY GRANT	21.60	20.60	20.00	20.00	20.00	-	0.0%
504	AIR QUALITY FEES	119.00	120.50	125.25	129.50	121.50	(3.75)	(3.0%)
	<b>Department Total</b>	<b>140.60</b>	<b>141.10</b>	<b>145.25</b>	<b>149.50</b>	<b>141.50</b>	<b>(3.75)</b>	<b>(2.6%)</b>
<b>860</b>	<b>PUBLIC HEALTH</b>							
100	GENERAL	131.15	134.75	136.25	133.25	137.25	1.00	0.7%
265	PUBLIC HEALTH FEES	63.00	63.00	60.00	61.00	59.00	(1.00)	(1.7%)
532	PUBLIC HEALTH GRANTS	407.20	415.20	427.80	426.80	428.80	1.00	0.2%
	<b>Department Total</b>	<b>601.35</b>	<b>612.95</b>	<b>624.05</b>	<b>621.05</b>	<b>625.05</b>	<b>1.00</b>	<b>0.2%</b>
<b>880</b>	<b>ENVIRONMENTAL SERVICES</b>							
100	GENERAL	45.00	45.00	46.00	45.00	45.00	(1.00)	(2.2%)
506	ENVIRONMTL SVCS ENV HEALTH	241.00	248.00	254.00	254.00	245.00	(9.00)	(3.5%)
	<b>Department Total</b>	<b>286.00</b>	<b>293.00</b>	<b>300.00</b>	<b>299.00</b>	<b>290.00</b>	<b>(10.00)</b>	<b>(3.3%)</b>
<b>920</b>	<b>DEPUTY COUNTY MANAGER 920</b>							
100	GENERAL	10.00	13.00	12.00	12.00	12.00	-	0.0%
	<b>Department Total</b>	<b>10.00</b>	<b>13.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>-</b>	<b>0.0%</b>
<b>930</b>	<b>DEPUTY COUNTY MANAGER 930</b>							
226	PLANNING AND DEVELOPMENT FEES	33.25	40.50	13.00	13.00	13.00	-	0.0%
	<b>Department Total</b>	<b>33.25</b>	<b>40.50</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>-</b>	<b>0.0%</b>
<b>940</b>	<b>ASSISTANT COUNTY MANAGER 940</b>							
100	GENERAL	5.75	7.30	6.63	6.63	6.63	-	0.0%
	<b>Department Total</b>	<b>5.75</b>	<b>7.30</b>	<b>6.63</b>	<b>6.63</b>	<b>6.63</b>	<b>-</b>	<b>0.0%</b>
<b>950</b>	<b>ASSISTANT COUNTY MANAGER 950</b>							
100	GENERAL	5.00	3.00	3.00	3.00	3.00	-	0.0%
249	NON DEPARTMENTAL GRANT	1.00	1.00	1.00	1.00	1.00	-	0.0%
255	DETENTION OPERATIONS	-	4.00	4.00	4.00	4.00	-	0.0%
	<b>Department Total</b>	<b>6.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>	<b>0.0%</b>
<b>960</b>	<b>ASSISTANT COUNTY MANAGER 960</b>							
100	GENERAL	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
572	ANIMAL CONTROL LICENSE SHELTER	-	2.00	2.00	2.00	2.00	-	0.0%
	<b>Department Total</b>	<b>1.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>	<b>(1.00)</b>	<b>(33.3%)</b>
	<b>COUNTY</b>	<b>13,452.69</b>	<b>13,548.22</b>	<b>13,828.04</b>	<b>13,786.44</b>	<b>13,913.69</b>	<b>85.65</b>	<b>0.6%</b>

## Personnel Summary by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	40.00	42.00	45.50	42.50	43.50	(2.00)	(4.4%)
Accounting Manager – Treasurer	1.00	1.00	-	-	-	-	N/A
Accounting Specialist	82.50	83.00	87.00	88.50	86.50	(.50)	(0.6%)
Accounting Specialist Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Admin & Operations Mgr	3.00	2.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	184.50	181.50	193.50	193.50	190.50	(3.00)	(1.6%)
Admin/Operations Supv	1.00	-	-	-	-	-	N/A
Administrative Assistant	-	3.00	-	-	-	-	N/A
Administrative Manager	14.00	9.00	8.00	9.00	9.00	1.00	12.5%
Administrative Services Mgr	-	3.00	4.00	4.00	3.00	(1.00)	(25.0%)
Administrative Staff Supv	50.00	45.00	38.00	38.00	38.00	-	0.0%
Administrative Supervisor	60.00	61.00	53.00	53.00	60.00	7.00	13.2%
Administrator	12.00	9.00	11.00	11.00	11.00	-	0.0%
Air Instrument Technician Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Air Quality Division Manager	4.00	4.00	3.00	3.00	3.00	-	0.0%
Air Quality Enforcement Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Air Quality Engineering Supv	-	-	2.00	2.00	1.00	(1.00)	(50.0%)
Air Quality Operations Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Air Quality Planner	6.00	6.00	6.75	6.00	6.00	(.75)	(11.1%)
Air Quality Planning Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Air Quality Policy Advisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Air Quality Specialist	40.00	39.00	33.00	33.00	31.00	(2.00)	(6.1%)
Air Quality Specialist Senior	-	-	7.00	12.00	6.00	(1.00)	(14.3%)
Air Quality Specialist Supervisor	6.00	6.00	7.00	7.00	7.00	-	0.0%
Animal Care & Control Manager	-	2.00	2.00	2.00	2.00	-	0.0%
Animal Care Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Animal Care Technician	41.00	38.00	41.00	41.00	41.00	-	0.0%
Animal Care Technician Lead	-	3.00	3.00	3.00	3.00	-	0.0%
Animal Control Officer	35.00	34.00	32.00	32.00	32.00	-	0.0%
Animal Control Officer Lead	-	-	3.00	3.00	3.00	-	0.0%
Animal Control Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Animal Health Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Animal Health Technician	12.00	11.00	12.00	12.00	13.00	1.00	8.3%
Animal Health Technician - Ld	-	-	-	-	-	-	N/A
Animal Health Technician Lead	-	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Mgr	9.00	13.00	13.00	13.00	13.00	-	0.0%
Applications Development Supv	13.00	7.00	6.00	6.00	5.00	(1.00)	(16.7%)
Appraiser	99.00	100.48	87.00	92.00	102.00	15.00	17.2%
Appraiser Manager	6.00	7.00	7.00	7.00	7.00	-	0.0%
Appraiser Senior	11.48	11.48	17.48	17.48	13.48	(4.00)	(22.9%)
Appraiser Supervisor	19.00	17.00	18.00	18.00	18.00	-	0.0%
Appraiser Trainee	16.00	17.00	24.00	22.00	15.00	(9.00)	(37.5%)
Assistant County Manager	3.00	3.00	3.00	3.00	3.00	-	0.0%
Atmospheric Science Pro	1.00	1.00	1.00	1.00	1.00	-	0.0%
Attorney	682.93	697.11	717.71	703.71	719.71	2.00	0.3%
Attorney - Civil Practice Mgr	5.00	5.00	5.00	5.00	5.00	-	0.0%
Attorney - Senior Counsel	13.00	13.00	13.00	13.00	13.00	-	0.0%
Attorney - Senior Law Researcher	4.00	6.00	6.00	6.00	6.00	-	0.0%
Auditor Appraiser	5.00	5.00	5.00	5.00	5.00	-	0.0%
Auditor Appraiser Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Bailiff	116.00	117.00	116.60	117.00	120.00	3.40	2.9%
Bd of Supvr's Chief of Staff	5.00	5.00	5.00	5.00	5.00	-	0.0%
Benefits Specialist - County	-	-	2.00	2.00	2.00	-	0.0%
Benefits Vendor Relations Mgr	-	-	1.00	1.00	1.00	-	0.0%
Budget Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Budget Analyst	11.00	11.00	11.00	11.00	11.00	-	0.0%
Budget Supervisor	3.00	3.00	2.00	2.00	2.00	-	0.0%
Business Systems Analyst	27.00	26.00	33.00	31.00	31.00	(2.00)	(6.1%)
Business Systems Analyst-Sr/Ld	20.00	22.00	27.00	26.00	25.25	(1.75)	(6.5%)
Call Center Representative	22.00	18.00	18.00	18.00	18.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Call Center Representative Lead	-	4.00	4.00	4.00	4.00	-	0.0%
Call Center Supervisor	-	2.00	2.00	2.00	2.00	-	0.0%
CASA Coordinator	5.00	7.00	6.00	6.00	6.00	-	0.0%
Chaplain	4.00	4.00	4.00	4.00	4.00	-	0.0%
Chemical Applicatns Tech	27.00	27.00	28.00	27.00	27.00	(1.00)	(3.6%)
Chief Appraiser - 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 Deputy Assessor	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	6.00	3.00	3.00	3.00	-	0.0%
Claims Adjuster Lead	1.00	-	4.00	3.00	3.00	(1.00)	(25.0%)
Clerk of Board Assistant	-	-	1.00	1.00	1.00	-	0.0%
Clerk of Board Specialist	-	-	3.00	3.00	1.00	(2.00)	(66.7%)
Clerk of Board Supervisor	-	2.00	2.00	2.00	2.00	-	0.0%
Co Pol/Compliance/PrgAdvoc Dir	-	-	1.00	1.00	1.00	-	0.0%
Code Enforcement Officer	5.00	4.00	4.00	4.00	4.00	-	0.0%
Collections Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Collector	21.00	20.00	20.00	20.00	20.00	-	0.0%
Communications Manager-County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	22.00	26.00	23.00	23.00	24.00	1.00	4.3%
Communicatn Officer Supervisor	3.00	4.00	6.00	6.00	6.00	-	0.0%
Communicatns Mgr-Crim Justice	3.00	3.00	4.00	4.00	4.00	-	0.0%
Community Devlpmnt Coordinator	2.00	3.00	3.00	3.00	3.00	-	0.0%
Community Devlpmnt Supervisor	1.00	-	-	-	-	-	N/A
Community Justice Coordinator	4.00	8.00	11.00	13.00	15.00	4.00	36.4%
Compensation Analyst	2.80	3.00	3.00	3.00	3.00	-	0.0%
Compensation Supervisor	1.00	1.00	-	-	-	-	N/A
Computer Forensic Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Computer Operator	12.00	12.00	11.00	11.00	11.00	-	0.0%
Computer Operator - Sr/Ld	4.00	4.00	5.00	5.00	5.00	-	0.0%
Conference Officer	13.00	13.00	13.00	13.00	13.00	-	0.0%
Construction Maintenance Supv	9.00	10.00	9.00	10.00	10.00	1.00	11.1%
Consultant	3.75	1.00	-	1.00	1.00	1.00	N/A
Correctional Health Legal Liaison	-	1.00	1.00	1.00	1.00	-	0.0%
Counseling Supervisor	3.00	2.00	3.00	3.00	3.00	-	0.0%
Counselor	36.00	32.00	33.00	33.00	33.00	-	0.0%
County Attorney Special Assistant	3.00	4.00	4.00	4.00	4.00	-	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	59.00	59.00	59.00	59.00	59.00	-	0.0%
Court Conciliator	4.00	11.00	12.00	12.00	14.00	2.00	16.7%
Court Interpreter	33.00	33.00	33.00	33.00	33.00	-	0.0%
Court Interpreter Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Court Interpreter Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Court Probate Investigator	-	6.00	6.00	6.00	6.00	-	0.0%
Court Reporter	51.50	51.50	49.50	50.50	51.50	2.00	4.0%
Court Reporter Manager	1.00	1.00	2.00	1.00	1.00	(1.00)	(50.0%)
Courtroom Clerk	213.50	213.50	213.00	213.00	218.00	5.00	2.3%
Courtroom Services Supervisor	16.00	16.00	16.00	16.00	16.00	-	0.0%
Crew Leader	11.00	11.00	12.00	12.00	11.00	(1.00)	(8.3%)
Crime Scene Specialist	23.00	23.00	21.00	21.00	21.00	-	0.0%
Crime Scene Specialist-Sheriff	8.00	9.00	10.00	10.00	10.00	-	0.0%
Crime Scene Supervisor	6.00	6.00	7.00	7.00	7.00	-	0.0%
Criminal Intelligence Analyst	-	5.00	4.00	4.00	4.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Custodial Manager	-	-	1.00	1.00	1.00	-	0.0%
Custodial Supervisor	-	-	5.00	5.00	5.00	-	0.0%
Custodian	-	-	33.00	33.00	33.00	-	0.0%
Data Architect	7.00	10.00	2.00	4.00	9.00	7.00	350.0%
Database Administrator	18.33	18.49	8.00	10.00	13.00	5.00	62.5%
Database Administrator - Senior/Lead	-	-	12.00	9.00	3.50	(8.50)	(70.8%)
Database Report Writer Analyst	4.00	4.00	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	2.00	.50	33.3%
Department Facilities Planner	2.00	3.00	3.00	3.00	3.00	-	0.0%
Deputy Administrator - BOS	5.00	4.80	5.00	5.00	5.00	-	0.0%
Deputy Chief Medical Examiner	-	-	1.00	1.00	1.00	-	0.0%
Deputy Constable	-	8.00	7.00	8.00	8.00	1.00	14.3%
Deputy County Manager	1.00	2.00	2.00	2.00	2.00	-	0.0%
Deputy Director	-	1.00	-	-	-	-	N/A
Deputy Director - Air Quality	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Animal Care & Control	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Budget	2.00	2.00	2.00	2.00	2.00	-	0.0%
Deputy Director - Clerk of the Board	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Clerk of the Court	4.00	4.00	3.00	3.00	3.00	-	0.0%
Deputy Director - Elections	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Environmental Services	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Finance	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Human Resources	1.00	1.00	1.00	2.00	1.00	-	0.0%
Deputy Director - Human Services	1.00	-	-	-	-	-	N/A
Deputy Director - Intrnl Audit	-	-	1.00	1.00	1.00	-	0.0%
Deputy Director - Justice Courts	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Legal Defense	3.00	3.00	3.00	3.00	3.00	-	0.0%
Deputy Director - Materials Management	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - OET/Adv Svcs	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - OET/Infrastr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Plng & Devel	2.00	2.00	2.00	2.00	2.00	-	0.0%
Deputy Director - Probation	7.50	7.50	6.50	6.50	6.50	-	0.0%
Deputy Director - Public Health	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Risk Mgmt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Superior Court	4.00	4.00	7.00	7.00	7.00	-	0.0%
Detention Ofcr Supervisor	-	-	-	-	-	-	N/A
Detention Ofcr Supv -Probation	25.00	26.00	27.00	27.00	27.00	-	0.0%
Detention Officer	1,887.00	1,894.00	1,915.00	1,915.00	1,975.00	60.00	3.1%
Detention Officer - Probation	240.10	220.10	220.10	220.10	221.10	1.00	0.5%
Detention Officer Captain	11.00	13.00	13.00	13.00	13.00	-	0.0%
Detention Officer Lieutenant	65.00	65.00	70.00	70.00	70.00	-	0.0%
Detention Officer Sergeant	202.00	203.00	203.00	203.00	203.00	-	0.0%
Development Services Specialist	24.00	25.00	28.00	27.00	28.00	-	0.0%
Development Svcs Supervisor	7.00	7.00	7.00	7.00	6.00	(1.00)	(14.3%)
Development Svcs Technician	104.93	99.93	97.93	97.93	97.93	-	0.0%
Dietitian/Nutritionist	21.35	27.60	39.35	39.35	39.35	-	0.0%
Dietitian/Nutritionist Princpl	-	-	1.00	1.00	1.00	-	0.0%
Dietitian/Nutritionist Supv	3.00	3.00	3.00	3.00	3.00	-	0.0%
Director	-	-	-	-	-	-	N/A
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	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%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Director - Finance	1.00	-	-	-	-	-	N/A
Director - Geographic Information Systems	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%
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	1.00	1.00	-	0.0%
Director - Legal Defense	4.00	4.00	4.00	4.00	4.00	-	0.0%
Director - Materials Mgt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Medical Examiner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Parks & Recreation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Plng & Development	-	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	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%
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%
Dispatcher	29.00	29.00	29.00	29.00	29.00	-	0.0%
Duty Plant Operator	-	-	4.00	-	-	(4.00)	(100.0%)
Education Manager - Detention	1.00	1.00	2.00	2.00	2.00	-	0.0%
Education Service Assistant Superintendent	3.00	3.00	3.00	3.00	3.00	-	0.0%
Education Service Peer Evaluator	34.00	34.00	44.00	44.00	44.00	-	0.0%
Education Svc Program Coord	7.00	10.00	14.00	12.00	12.00	(2.00)	(14.3%)
Education Svc Program Manager	17.00	27.00	32.00	32.00	32.00	-	0.0%
Educator	46.50	41.00	42.00	41.75	41.00	(1.00)	(2.4%)
Educator - Detention	25.00	26.00	27.00	24.00	27.00	-	0.0%
Educator Assistant	53.00	55.00	36.50	36.50	36.50	-	0.0%
Educator Bachelor's	41.00	45.50	63.00	63.00	63.50	.50	0.8%
Educator Coordinator	40.00	39.00	28.00	28.00	28.00	-	0.0%
Educator Supervisor - Detention	2.00	2.00	2.00	2.00	2.00	-	0.0%
Elected	38.00	38.00	38.00	38.00	38.00	-	0.0%
Electrician	12.00	12.00	13.00	13.00	13.00	-	0.0%
Electronic Technician	10.00	3.00	2.00	2.00	2.00	-	0.0%
Electronic Technician Senior	-	8.00	8.00	8.00	8.00	-	0.0%
Emergency Communication Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Emergency Dispatch Supervisor	4.00	4.00	7.00	7.00	7.00	-	0.0%
Emergency Dispatcher	29.00	29.00	33.00	33.00	35.00	2.00	6.1%
Emergency Operator	6.00	6.00	6.00	6.00	6.00	-	0.0%
Emergency Services Planner	8.50	8.50	9.50	10.50	10.50	1.00	10.5%
Emergency Services Planner Senior	-	-	1.00	1.00	-	(1.00)	(100.0%)
Emergency Services Planning Supervisor	2.00	3.00	3.00	3.00	3.00	-	0.0%
Employee Records Specialist	4.00	2.00	2.00	2.00	3.00	1.00	50.0%
Employee Records Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Employee Relations Analyst-Cty	4.00	4.00	4.00	4.00	4.00	-	0.0%
Engineer	36.00	37.00	39.00	38.00	39.00	-	0.0%
Engineer - Air Quality	-	-	2.00	2.00	2.00	-	0.0%
Engineering Associate	39.00	37.00	35.00	33.00	36.00	1.00	2.9%
Engineering Drainage Mgr	-	1.00	1.00	1.00	1.00	-	0.0%
Engineering Manager	5.00	4.00	5.00	5.00	5.00	-	0.0%
Engineering Specialist	19.00	21.00	16.00	16.00	21.00	5.00	31.3%
Engineering Supervisor	12.00	10.00	10.00	9.00	10.00	-	0.0%
Engineering Support Branch Manager	-	-	1.00	-	-	(1.00)	(100.0%)
Engineering Technician	23.00	23.00	16.00	17.00	23.00	7.00	43.8%
Enterprise Architect	8.00	6.00	7.00	7.00	8.00	1.00	14.3%
Environmental Enforcement Specialist	7.00	7.00	7.00	7.00	7.00	-	0.0%
Environmental Services Division Manger	-	3.00	3.00	3.00	3.00	-	0.0%
Environmental Speces Operations Supervisor	-	8.00	8.00	8.00	7.00	(1.00)	(12.5%)
Environmental Spec Trainee	-	10.00	15.00	15.00	15.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Environmental Specialist	128.00	128.00	128.00	128.00	127.00	(1.00)	(0.8%)
Environmental Specialist Supervisor	29.00	29.00	29.00	29.00	28.00	(1.00)	(3.4%)
Epidemiologist	14.50	18.50	15.00	16.50	15.00	-	0.0%
Epidemiologist Principal	-	1.00	1.00	1.00	1.00	-	0.0%
Epidemiologist Senior	-	-	3.00	1.00	1.00	(2.00)	(66.7%)
Epidemiology Analyst	-	-	3.00	-	3.00	-	0.0%
Epidemiology Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Epidemiology Supervisor	1.00	1.00	2.00	1.00	3.00	1.00	50.0%
Equipment Operator	54.00	53.00	72.00	72.00	73.00	1.00	1.4%
Equipment Svcs Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Ergonomist - County	3.00	3.00	3.00	3.00	3.00	-	0.0%
Exec Asst to Executive Officer	2.00	4.00	5.00	5.00	5.00	-	0.0%
Executive Assistant	25.00	20.00	21.00	21.00	21.00	-	0.0%
Executive Assistant - Elected Official	4.00	8.00	8.00	8.00	8.00	-	0.0%
Facil Cap Proj & Plng Div Dir	1.00	1.00	1.00	1.00	1.00	-	0.0%
Facil Capital Project Div Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Facil Capital Project Mgr	4.00	4.00	5.00	5.00	5.00	-	0.0%
Facil Capital Project Mgr Sr	5.00	6.00	8.00	8.00	8.00	-	0.0%
Facil Contract Service Monitor	5.00	5.00	4.00	4.00	4.00	-	0.0%
Facil Lg Capital Project Exec	1.00	1.00	1.00	1.00	1.00	-	0.0%
Facil Opts & Maint Div Mgr	2.00	2.00	2.00	2.00	2.00	-	0.0%
Facilities Planner	2.00	6.00	6.00	6.00	6.00	-	0.0%
Facilities Planning Div Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Facilities Project Manager	4.00	4.00	5.00	5.00	5.00	-	0.0%
Facilities Project Manager Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Fiduciary	24.30	24.30	23.80	23.80	23.80	-	0.0%
Fiduciary Benefits Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Fiduciary Supervisor	3.00	3.00	4.00	4.00	4.00	-	0.0%
Field Operations Supervisor	18.00	18.00	17.00	17.00	17.00	-	0.0%
Finan Compliance Admin - Cnty	2.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager	10.00	8.00	9.75	9.75	9.75	-	0.0%
Finance Manager - County	6.00	5.00	4.00	4.00	4.00	-	0.0%
Finance Manager - Large	8.00	12.00	12.00	12.00	12.00	-	0.0%
Finance Manager - Sheriff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	11.00	11.00	14.00	14.00	14.00	-	0.0%
Finance/Business Analyst	29.00	34.00	34.00	34.00	35.00	1.00	2.9%
Finance/Business Analyst - County	17.00	16.00	20.00	22.00	22.00	2.00	10.0%
Financial Supervisor - County	5.00	4.00	4.00	4.00	4.00	-	0.0%
Fingerprint Analyst	16.00	16.00	16.00	16.00	16.00	-	0.0%
Fingerprint Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Fingerprint Technician	14.00	14.00	14.00	14.00	14.00	-	0.0%
Fleet Parts Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Food Service Worker	10.00	10.00	39.00	39.00	38.00	(1.00)	(2.6%)
Food Services Assistant Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Food Services Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Food Services Shift Supervisor	12.00	12.00	11.00	11.00	11.00	-	0.0%
Food Services Supervisor	1.00	1.00	2.00	2.00	2.00	-	0.0%
Forensic Anthropologist	.60	.75	.75	.75	.75	-	0.0%
Forensic Chemist	8.00	8.00	6.00	6.00	7.00	1.00	16.7%
Forensic Chemist Senior	-	-	1.00	1.00	1.00	-	0.0%
Forensic Chemist Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Forensic Odontologist	.75	.75	.75	.75	.75	-	0.0%
Forensic Services Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Forensic Technician	9.00	9.00	9.00	9.00	9.00	-	0.0%
General Laborer	79.00	78.00	45.00	43.00	43.00	(2.00)	(4.4%)
General Laborer Supervisor	5.00	5.00	-	-	-	-	N/A
General Maintenance Worker	70.00	70.00	50.00	50.00	50.00	-	0.0%
GIS Programmer/Analyst	6.00	8.00	8.00	8.00	8.00	-	0.0%
GIS Programmer/Analyst - Senior/Lead	2.00	2.00	4.00	4.00	3.00	(1.00)	(25.0%)
GIS Technician	21.50	21.50	23.50	23.50	23.50	-	0.0%
Grant/Contract Admin Supervisor	4.00	5.00	3.00	3.00	4.00	1.00	33.3%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Grant-Contract Administrator	19.60	15.60	18.00	17.00	17.00	(1.00)	(5.6%)
Health Educator	35.35	45.35	53.75	53.75	53.75	-	0.0%
Health Educator Supervisor	10.00	10.00	11.00	11.00	11.00	-	0.0%
Health Services Aide	107.10	109.80	106.80	106.80	106.80	-	0.0%
Heavy Equipment Operator	30.00	29.00	25.00	25.00	29.00	4.00	16.0%
Heavy Equipment Operator - Sr	-	-	4.00	4.00	-	(4.00)	(100.0%)
Help Desk Coordinator	24.00	26.00	24.00	24.00	23.00	(1.00)	(4.2%)
Help Desk Coordinator - Sr/Ld	10.00	10.00	11.00	11.00	11.00	-	0.0%
Highway/Flood Operations Supt	-	-	3.00	3.00	3.00	-	0.0%
HST Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Human Resources Analyst	27.00	30.00	31.00	31.00	32.00	1.00	3.2%
Human Resources Associate	12.00	10.00	11.00	11.00	11.00	-	0.0%
Human Resources Manager	9.00	11.00	11.00	10.00	10.00	(1.00)	(9.1%)
Human Resources Manager – Large	2.00	1.00	2.00	2.00	2.00	-	0.0%
Human Resources Manager – RDSA	-	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Mngr - County	2.00	3.00	5.00	4.00	4.00	(1.00)	(20.0%)
Human Resources Mngr - Courts	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	29.00	31.00	27.00	27.00	27.00	-	0.0%
Human Resources Supervisor	1.00	-	-	-	-	-	N/A
Human Resources Supervisor – County	5.00	5.00	4.00	4.00	5.00	1.00	25.0%
Human Resources Support Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Services Program Administrator	3.00	4.00	5.00	4.00	4.00	(1.00)	(20.0%)
HVAC Technician	-	14.00	16.00	16.00	16.00	-	0.0%
HVAC Technician Senior	-	-	2.00	2.00	2.00	-	0.0%
Infection Control Specialist	32.00	32.00	32.00	31.00	31.00	(1.00)	(3.1%)
Infection Control Supervisor	-	-	6.00	6.00	-	(6.00)	(100.0%)
Inspection Division Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Inspection Supervisor	7.00	7.00	7.00	7.00	7.00	-	0.0%
Inspector	34.00	32.00	34.00	32.00	32.00	(2.00)	(5.9%)
Instrumentation Technician Air	13.00	13.00	12.00	12.00	11.00	(1.00)	(8.3%)
Intern	2.50	2.50	2.50	2.50	2.50	-	0.0%
Internal Audit Manager	2.00	-	-	-	-	-	N/A
Internal Audit Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Internal Audit Supervisor – Specialized	2.00	2.00	2.00	2.00	2.00	-	0.0%
Internal Auditor	4.50	4.50	3.50	4.50	3.75	.25	7.1%
Internal Auditor Senior	4.00	5.00	5.00	4.50	5.00	-	0.0%
Internal Auditor Senior – Specialized	2.50	2.50	3.25	2.75	2.25	(1.00)	(30.8%)
Interpretive Ranger	12.00	12.00	12.00	12.00	12.00	-	0.0%
Investigations Supervisor - MCAO	5.00	6.00	5.00	6.00	6.00	1.00	20.0%
Investigations Supv - Defense	5.00	5.00	5.00	5.00	5.00	-	0.0%
Investigations Task Force Commander - MCAO	1.00	1.00	1.00	1.00	1.00	-	0.0%
Investigator	2.00	1.00	-	-	-	-	N/A
Investigator - Defense	43.00	42.00	42.00	42.00	42.00	-	0.0%
Investigator - MCAO	41.00	48.00	47.00	47.00	47.00	-	0.0%
Investigator Chief - MCAO	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Consultant	10.00	11.50	12.50	12.50	11.50	(1.00)	(8.0%)
IT Division Manager	12.00	12.00	15.00	15.00	16.00	1.00	6.7%
IT Operations Manager	3.00	1.00	3.00	3.00	3.00	-	0.0%
IT PMO Manager	3.00	3.00	3.00	3.00	3.00	-	0.0%
IT Program Manager	10.00	13.00	16.00	16.00	14.00	(2.00)	(12.5%)
IT Project Manager	12.00	12.00	12.00	11.00	12.00	-	0.0%
IT Security Analyst	4.00	3.00	3.00	3.00	3.00	-	0.0%
IT Security Analyst - Senior/Lead	2.00	2.00	2.00	2.00	4.00	2.00	100.0%
IT Senior Manager	7.00	8.00	8.00	8.00	9.00	1.00	12.5%
IT Services Supv	12.00	13.00	12.00	11.00	11.00	(1.00)	(8.3%)
Judicial Assistant	155.00	156.00	161.00	160.00	163.00	2.00	1.2%
Judicial Assistant Coordinator	4.00	4.00	4.00	4.00	4.00	-	0.0%
Judicial Clerk Supervisor	-	1.00	-	-	-	-	N/A
Justice Of The Peace	26.00	26.00	26.00	26.00	26.00	-	0.0%
Justice System Administrator	15.00	15.00	15.00	15.00	15.00	-	0.0%
Justice System Clerk	891.03	875.53	882.50	882.50	889.50	7.00	0.8%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Justice System Clerk Lead	81.00	79.00	83.00	83.00	83.00	-	0.0%
Justice System Clerk Supervisor	93.00	95.00	97.00	96.00	97.00	-	0.0%
Justice System Manager	20.00	23.00	21.00	21.00	21.00	-	0.0%
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	3.00	3.00	3.00	-	0.0%
Laboratory Technologist	6.25	6.25	6.25	6.25	6.25	-	0.0%
Laundry Manager	-	-	1.00	1.00	1.00	-	0.0%
Laundry Worker Lead	-	-	3.00	4.00	4.00	1.00	33.3%
Law Enforcement Captain	22.00	22.00	22.00	22.00	23.00	1.00	4.5%
Law Enforcement Lieutenant	30.00	30.00	34.00	34.00	34.00	-	0.0%
Law Enforcement Officer	567.00	550.00	578.00	578.00	578.00	-	0.0%
Law Enforcement Sergeant	89.00	88.00	104.00	104.00	104.00	-	0.0%
Legal Assistant	164.00	150.00	152.00	150.00	151.00	(1.00)	(0.7%)
Legal Assistant Supv	18.00	17.00	17.00	17.00	17.00	-	0.0%
Legal Management Assistant	4.00	5.00	6.00	6.00	6.00	-	0.0%
Legal Order Server	11.00	5.00	5.00	4.00	4.00	(1.00)	(20.0%)
Legal Services Manager	8.00	7.00	7.00	7.00	7.00	-	0.0%
Legal Support Specialist	188.00	190.00	200.00	198.00	200.00	-	0.0%
Legal Support Supervisor	49.00	49.00	48.00	48.00	48.00	-	0.0%
Legislative Analyst	2.00	2.00	3.00	3.00	3.00	-	0.0%
Legislative Analyst - County	1.00	1.00	2.00	1.00	1.00	(1.00)	(50.0%)
Librarian	6.00	6.00	5.00	5.00	5.00	-	0.0%
Library Clerk	1.50	1.50	1.50	1.50	1.50	-	0.0%
Library Coordinator	-	-	1.00	1.00	1.00	-	0.0%
Library Paraprofessional	6.00	6.00	6.00	6.00	6.00	-	0.0%
Licensed Practical Nurse	69.75	76.75	80.50	81.50	84.50	4.00	5.0%
Locksmith	-	-	5.00	6.00	7.00	2.00	40.0%
Management Analyst	77.00	73.30	78.13	80.13	79.13	1.00	1.3%
Management Assistant	8.00	13.00	15.00	15.00	16.00	1.00	6.7%
Managing for Results Facilitat	2.00	1.00	1.00	1.00	1.00	-	0.0%
Materials Inventory Specialist	45.00	43.00	44.00	43.00	47.00	3.00	6.8%
Materials Testing Supervisor	1.00	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	15.00	16.00	17.00	16.00	16.00	(1.00)	(5.9%)
Mechanic - Automotive Lead	2.00	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	2.00	-	0.0%
Mechanic - Heavy Equipment	13.00	13.00	13.00	13.00	13.00	-	0.0%
Mechanic Supervisor	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	16.00	15.00	17.00	16.00	16.00	(1.00)	(5.9%)
Medical Assistant	79.50	79.50	80.25	80.25	80.25	-	0.0%
Medical Director	2.00	2.00	2.00	2.00	2.00	-	0.0%
Medical Examiner	11.00	11.00	10.00	10.00	10.00	-	0.0%
Medical Records Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Mental Health Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Mental Health Director – Juvenile	-	2.00	2.00	2.00	2.00	-	0.0%
Mental Health Professional	37.00	39.00	40.00	39.00	40.00	-	0.0%
Mental Health Professional Supervisor	4.00	6.00	6.00	6.00	6.00	-	0.0%
Mitigation Specialist	13.00	15.00	15.00	15.00	15.00	-	0.0%
Mitigation Specialist - Capital Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Mitigation Specialist Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Mitigation Specialist-Capital	20.00	20.00	21.00	20.00	21.00	-	0.0%
Network Engineer	2.00	2.00	4.00	4.00	3.00	(1.00)	(25.0%)
Network Engineer Senior/Lead	4.00	4.00	8.00	8.00	5.00	(3.00)	(37.5%)
Nurse	114.50	116.50	119.75	116.75	122.75	3.00	2.5%
Nurse - Correctional/Psychiatric	1.00	-	-	-	-	-	N/A
Nurse - Public Health	63.30	50.60	52.80	52.80	51.80	(1.00)	(1.9%)
Nurse Legal Consultant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Nurse Practitioner	27.00	27.00	8.00	8.00	27.00	19.00	237.5%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Nurse Practitioner - Psychiatric	4.00	4.00	3.00	3.00	4.00	1.00	33.3%
Nurse Practitioner - Public Health	-	-	4.00	4.00	-	(4.00)	(100.0%)
Nursing Administrator	4.00	4.00	3.00	3.00	6.00	3.00	100.0%
Nursing Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Nursing Informatics Analyst	1.00	-	-	-	-	-	N/A
Nursing Manager	19.00	20.00	10.00	12.00	19.00	9.00	90.0%
Nursing Supervisor - Public Health	-	-	11.00	11.00	-	(11.00)	(100.0%)
Office Assistant	426.35	406.85	352.35	378.35	373.35	21.00	6.0%
Office Assistant Specialized	351.50	363.65	368.50	347.50	340.50	(28.00)	(7.6%)
Operations Supervisor - PW	7.00	7.00	4.00	5.00	6.00	2.00	50.0%
Operations Support Analyst	5.00	5.00	12.00	7.00	12.00	-	0.0%
Operations Support Anlst-Sr/Ld	4.00	4.00	4.00	4.00	4.00	-	0.0%
Operations/Program Manager	37.00	28.00	20.00	18.00	18.00	(2.00)	(10.0%)
Operations/Program Supervisor	43.00	29.00	27.00	27.00	28.00	1.00	3.7%
Parks Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Parks Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Parks Superintendent	2.00	2.00	2.00	2.00	2.00	-	0.0%
Parks Supervisor	7.00	7.00	7.00	7.00	7.00	-	0.0%
Parks Supervisor-Lake Pleasant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Payroll Specialist – County	5.00	3.00	3.00	3.00	3.00	-	0.0%
Payroll Specialist Lead – County	-	1.00	1.00	1.00	1.00	-	0.0%
Payroll/Time and Labor Spec	2.00	2.00	2.00	2.00	2.00	-	0.0%
PC/LAN Technician	52.00	48.00	46.50	46.50	46.50	-	0.0%
PC/LAN Technician - Senior/Lead	13.00	18.00	20.00	20.00	20.00	-	0.0%
Pharmacist	3.40	4.00	2.00	2.00	2.00	-	0.0%
Pharmacy Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Photographer	2.00	2.00	1.50	1.50	1.50	-	0.0%
Photographer Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Physical Therapist	-	-	1.00	1.00	1.00	-	0.0%
Physician	13.00	12.00	12.00	12.00	12.00	-	0.0%
Physician Assistant	-	-	10.00	10.00	-	(10.00)	(100.0%)
Physician Assistant - Psychiatric	-	-	1.00	1.00	-	(1.00)	(100.0%)
Physician Assistant - Public Health	-	-	4.50	4.50	-	(4.50)	(100.0%)
Pilot	3.00	3.00	3.00	3.00	3.00	-	0.0%
Planner	15.00	9.00	10.00	10.00	11.00	1.00	10.0%
Planning Division Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Planning Supervisor	7.00	7.00	6.00	6.00	6.00	-	0.0%
Plans Examiner	5.00	5.00	5.00	5.00	5.00	-	0.0%
Plans Examiner Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Plans Examiner Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Plumber	-	12.00	12.00	12.00	12.00	-	0.0%
Policy and Compliance Consultant	1.00	1.00	-	-	-	-	N/A
Polygraph Examiner	4.00	4.00	5.00	5.00	5.00	-	0.0%
Polygraph Examiner Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Presentence Screener	47.00	52.00	49.00	49.00	52.00	3.00	6.1%
Preventive Maintenance Tech	5.00	4.00	3.00	4.00	4.00	1.00	33.3%
Probation Assistant	46.50	45.75	44.75	45.75	44.75	-	0.0%
Probation Manager	16.00	15.00	15.00	15.00	15.00	-	0.0%
Probation Officer	838.00	856.00	849.00	850.00	864.00	15.00	1.8%
Probation Officer Supervisor	123.00	129.00	130.00	130.00	133.00	3.00	2.3%
Procurement Officer – County	11.50	10.50	11.00	12.00	9.00	(2.00)	(18.2%)
Procurement Officer - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Procurement Officer Lead – County	-	1.00	1.00	1.00	1.00	-	0.0%
Procurement Specialist	29.00	28.00	28.00	27.00	28.00	-	0.0%
Procurement Supervisor – County	3.00	2.00	2.00	2.00	2.00	-	0.0%
Procurement Supervisor - Dept	4.00	4.00	4.00	4.00	4.00	-	0.0%
Program Coordinator	62.50	61.50	61.50	60.50	62.50	1.00	1.6%
Program Manager - County	3.00	3.00	2.00	2.00	1.00	(1.00)	(50.0%)
Program Supervisor	2.00	-	-	-	-	-	N/A
Programmer/Analyst	40.00	35.00	36.00	35.00	35.00	(1.00)	(2.8%)
Programmer/Analyst - Senior/Lead	41.00	50.00	50.00	49.00	49.00	(1.00)	(2.0%)

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Project Administrator	1.00	1.00	-	-	-	-	N/A
Project Manager	1.00	-	-	-	2.00	2.00	N/A
Project Manager	3.00	4.00	2.00	2.00	2.00	-	0.0%
Property & Evidence Custodian	5.00	5.00	6.00	6.00	6.00	-	0.0%
Psychiatrist	12.00	12.00	11.50	12.50	12.50	1.00	8.7%
Psychologist	19.00	16.00	15.00	15.00	15.00	-	0.0%
Psychometrist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Public Health OPR Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Public Health Policy Consultnt	-	1.00	1.00	1.00	1.00	-	0.0%
Public Health Program Admin	3.00	3.00	3.00	3.00	3.00	-	0.0%
Quality Assurance Analyst	3.00	3.00	6.00	6.00	6.00	-	0.0%
Quality Assurance Anlyst-Sr/Ld	1.00	4.00	4.00	4.00	4.00	-	0.0%
Radiologic Technologist	3.50	2.50	3.50	3.50	3.50	-	0.0%
RDSA Ombudsman	2.00	2.00	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 Specialist	2.00	3.00	2.00	2.00	2.00	-	0.0%
Recruiter	4.00	4.00	4.00	4.00	4.00	-	0.0%
Regression Modeler	6.00	5.00	6.00	6.00	5.00	(1.00)	(16.7%)
Regression Modeler Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Reprographic Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Reprographic Technician	6.00	6.00	6.00	6.00	6.00	-	0.0%
Risk Mgmt Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Road Technician	21.00	21.00	40.00	40.00	40.00	-	0.0%
Roadway Operations Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Safety Representative	6.00	8.00	7.00	7.00	7.00	-	0.0%
Security Asst Division Mgr	-	1.00	1.00	1.00	1.00	-	0.0%
Security Division Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Security Inspector	1.00	2.00	2.00	2.00	2.00	-	0.0%
Security Officer	193.50	192.50	189.50	189.50	189.50	-	0.0%
Security Officer Manager	6.00	6.00	6.00	6.00	6.00	-	0.0%
Security Officer Supervisor	15.00	15.00	17.00	17.00	17.00	-	0.0%
Sheriff Record Specialist	48.00	49.00	51.00	51.00	51.00	-	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%
Sheriff's Inmate Prog/Svcs Mgr	-	-	1.00	1.00	1.00	-	0.0%
Social Worker	171.00	166.00	173.00	169.00	173.00	-	0.0%
Social Worker Supervisor	21.00	25.00	26.00	26.00	26.00	-	0.0%
Software Architect	-	-	7.00	5.00	-	(7.00)	(100.0%)
Software Sys Engineer - Sr/Ld	-	1.00	1.00	1.00	1.00	-	0.0%
Special Projects Manager	9.00	13.50	12.50	12.50	11.50	(1.00)	(8.0%)
Strategic Procurement Consultant - County	.50	.50	.50	.50	.50	-	0.0%
Superior Court Judge	95.00	95.00	95.00	95.00	98.00	3.00	3.2%
Surveillance Officer	121.00	122.00	121.00	122.00	124.00	3.00	2.5%
Survey Aide	-	-	4.00	4.00	-	(4.00)	(100.0%)
Survey Manager	-	-	1.00	1.00	-	(1.00)	(100.0%)
Survey Party Chief	-	-	5.00	5.00	-	(5.00)	(100.0%)
Survey Technician	-	-	2.00	2.00	-	(2.00)	(100.0%)
Systems Admin & Analysis Mgr	3.00	4.00	5.00	5.00	6.00	1.00	20.0%
Systems Admin & Analysis Supv	5.00	3.00	2.00	2.00	2.00	-	0.0%
Systems Administrator	23.00	22.00	19.00	19.00	20.00	1.00	5.3%
Systems Administrator - Senior/Lead	23.00	27.00	23.00	24.00	27.00	4.00	17.4%
Technical Support Mgr	6.00	6.00	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	3.00	3.00	3.00	3.00	-	0.0%
Telecomm Prgmr/Analyst	2.00	2.00	1.00	1.00	1.00	-	0.0%
Telecomm Prgmr/Analyst-Sr/Ld	3.00	5.00	6.00	6.00	6.00	-	0.0%
Telecommunications Tech	10.00	12.00	14.00	14.00	14.00	-	0.0%
Telecommunications Tech-Sr/Ld	10.00	11.00	11.00	11.00	11.00	-	0.0%
Trades Generalist	33.00	40.00	42.00	40.00	38.00	(4.00)	(9.5%)
Trades Specialist	60.00	35.00	18.00	21.00	20.00	2.00	11.1%
Trades Supervisor	13.00	13.00	13.00	13.00	13.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Traffic Signal Supervisor	-	-	1.00	-	-	(1.00)	(100.0%)
Traffic Signal Technician	9.00	9.00	9.00	9.00	9.00	-	0.0%
Trainer	36.75	20.00	23.00	24.00	23.00	-	0.0%
Training Officer	-	5.00	8.00	8.00	7.00	(1.00)	(12.5%)
Training Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Treasurer Manager	-	-	4.00	4.00	4.00	-	0.0%
Treasurer Supervisor	-	-	2.00	2.00	2.00	-	0.0%
Treasurer's Portfolio Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Veterinarian	3.00	3.00	4.00	4.00	4.00	-	0.0%
Warehouse/Inventory Specialist Lead	-	-	2.00	-	-	(2.00)	(100.0%)
Warehouse/Inventory Supervisor	4.00	5.00	4.00	5.00	6.00	2.00	50.0%
Web Designer/Developer	14.00	14.00	11.00	13.00	10.00	(1.00)	(9.1%)
Web Designer/Developer - Senior/Lead	8.00	7.00	6.00	6.00	6.00	-	0.0%
Workforce Development Coordinator	-	5.00	6.00	6.00	5.00	(1.00)	(16.7%)
Workforce Development Manager	-	4.00	3.00	3.00	4.00	1.00	33.3%
Workforce Development Spec	26.00	23.00	32.00	33.00	31.00	(1.00)	(3.1%)
Workforce Development Specialist Supervisor	-	2.00	2.00	2.00	2.00	-	0.0%
Workforce Development Supervisor	-	2.00	7.00	6.00	5.00	(2.00)	(28.6%)
Workforce Development Trainer	-	7.00	7.00	7.00	7.00	-	0.0%
<b>Total</b>	<b>13,452.69</b>	<b>13,548.22</b>	<b>13,828.04</b>	<b>13,786.44</b>	<b>13,913.69</b>	<b>85.65</b>	<b>0.6%</b>



## Mandates

### Introduction

Approximately 93.4% 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 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 \$150.2 million, the Arizona Health Care Cost Containment System (AHCCCS) of \$19.5 million, contributions to the State Department of Health Services for behavioral health (required by the *Arnold v. Sarn* judgment), which total \$52.8 million and \$3.3 million to pay for Sexually Violent Persons (SVP) at the Arizona State Hospital. Overall, these mandated contributions are budgeted to marginally increase in FY 2015.

<b>Mandated State Payments</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>% Chg</b>
ALTCS Contribution	\$ 149,698,100	150,200,100	0.34%
Arnold v Sarn	50,563,660	52,849,014	4.52%
AHCCCS Contribution	19,820,700	19,523,400	-1.50%
SVP Commitment Payments	4,200,000	3,360,000	-20.00%
<b>Total</b>	<b>\$ 224,282,460</b>	<b>\$ 225,932,514</b>	<b>0.74%</b>

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

*Non-Mandated* services were split into two new categories in FY 2015: *Essential Services in Lieu of Mandates* and *Discretionary Services*. *Essential Services in Lieu of Mandates* are services that are provided which are not specifically mandated, but are considered sound business decisions and are crucial elements toward providing the necessary public services so Maricopa County residents maintain a healthy and safe community and if not provided would result in increased mandated expenditures. *Discretionary Services* are services that do not fall into the other aforementioned categories.

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

## Summary

The FY 2015 Adopted budget of \$2,211,128,982 is a reduction of \$8,575,681 from the FY 2014 Revised budget. There are very minor changes in the composition of mandated service categories and functional areas between FY 2014 and FY 2015.

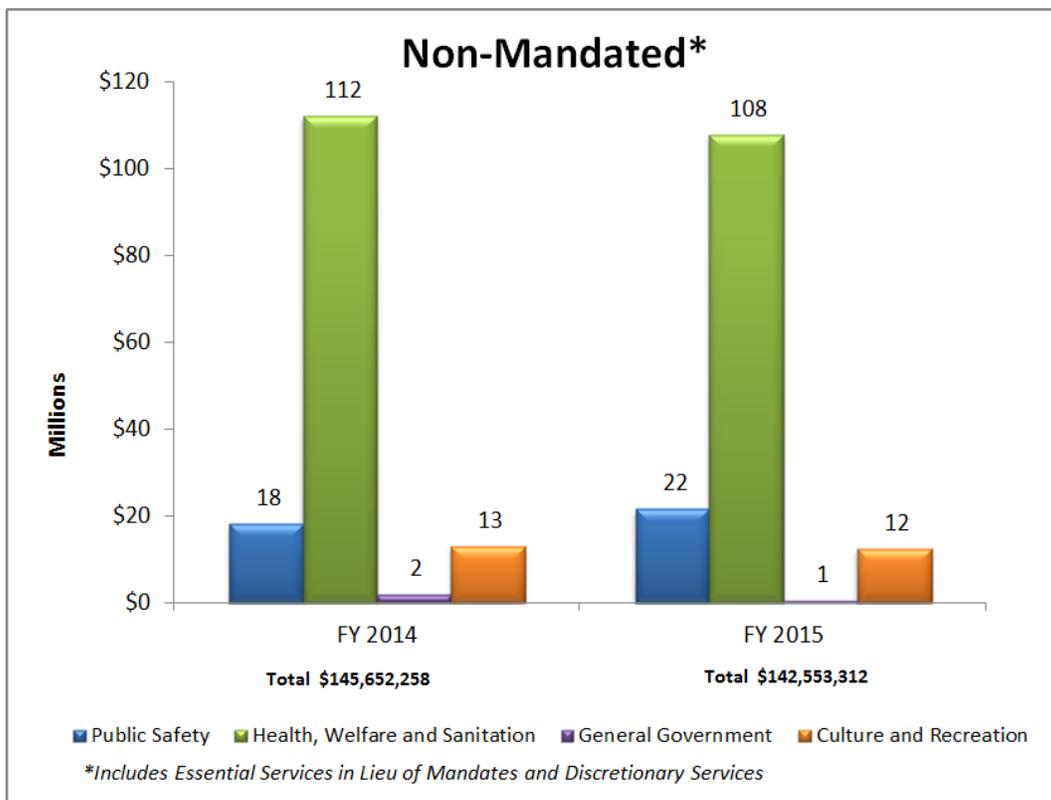
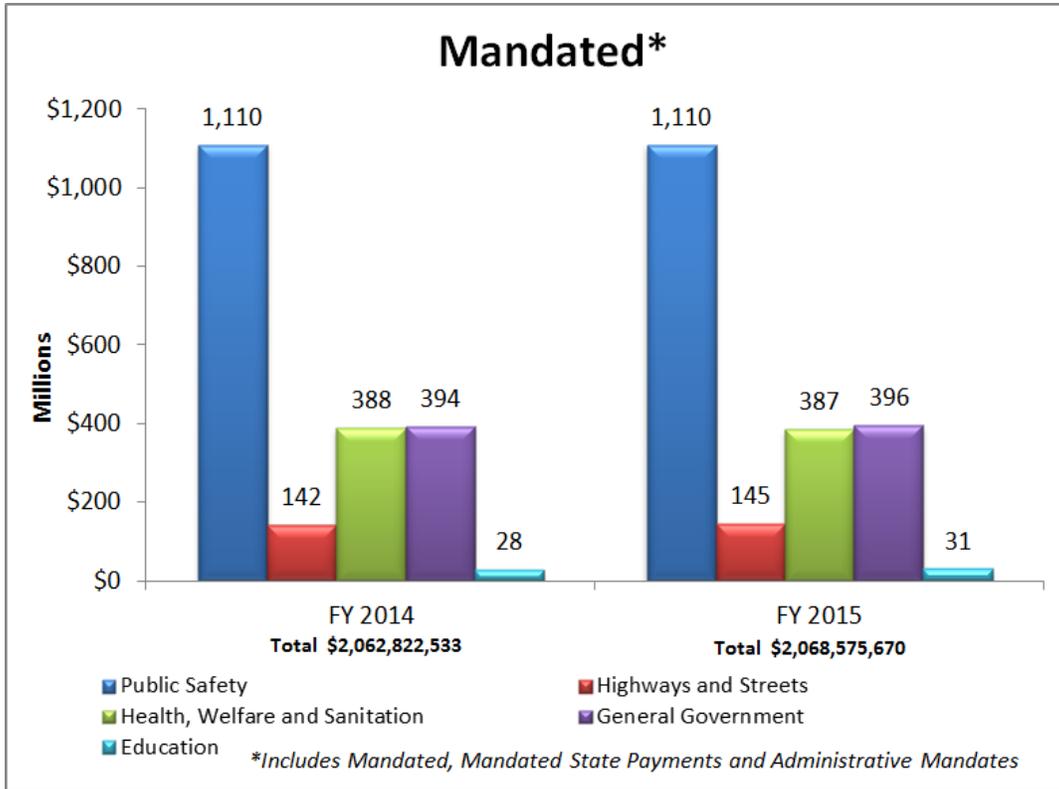
In this section, expenditures are categorized into the functional areas of Education, Culture and Recreation, General Government, Highways and Streets, Health, Welfare and Sanitation, or Public Safety, so that readers have a broad sense of the types of services provided.

As illustrated in the table below, over \$1.5 billion (70.9%) of Maricopa County's budget directly supports mandated payments and services. Of the remaining budget, \$500 million (22.6%) is associated with administrative mandates. Only \$146.3 million or 6.4% of the County's budgeted expenditures are for non-mandated services, with .5% spent on essential services in lieu of mandates and 5.9% on discretionary services.

Category	Mandated	% of Budget	Mandated State Payments	% of Budget	Administrative Mandates	% of Budget
Public Safety	\$ 949,192,902	42.9%	\$ -	0.0%	\$ 160,618,403	7.3%
Highways and Streets	130,969,843	5.9%	-	0.0%	14,199,309	0.6%
Health, Welfare and Sanitation	131,067,575	5.9%	225,932,514	10.2%	29,634,055	1.3%
General Government	101,050,334	4.6%	-	0.0%	294,608,733	13.3%
Education	30,770,018	1.4%	-	0.0%	531,984	0.0%
Culture and Recreation	-	0.0%	-	0.0%	-	0.0%
<b>Totals</b>	<b>\$1,343,050,672</b>	<b>60.7%</b>	<b>\$ 225,932,514</b>	<b>10.2%</b>	<b>\$ 499,592,484</b>	<b>22.6%</b>

Category	Essential Services in Lieu of Mandates	% of Budget	Discretionary Services	% of Budget
Public Safety	\$ 8,013,700	0.4%	\$ 13,676,004	0.6%
Highways and Streets	-	0.0%	-	0.0%
Health, Welfare and Sanitation	3,991,646	0.2%	103,729,445	4.7%
General Government	-	0.0%	659,135	0.0%
Education	-	0.0%	-	0.0%
Culture and Recreation	-	0.0%	12,483,382	0.6%
<b>Totals</b>	<b>\$ 12,005,346</b>	<b>0.5%</b>	<b>\$ 130,547,966</b>	<b>5.9%</b>

The tables above reflect 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 residents while protecting their constitutional rights through due process in the courts. Maricopa County funds prosecutors, defenders, courts, jails and law enforcement. 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 \$1.1 billion or 50.2% of the County's total budget. Only 1% of the County's budgeted expenditures are for non-mandated Public Safety activities (.4% are essential services in lieu of mandates and .6% are discretionary services). The table below illustrates the distribution of Public Safety expenditures for FY 2015.

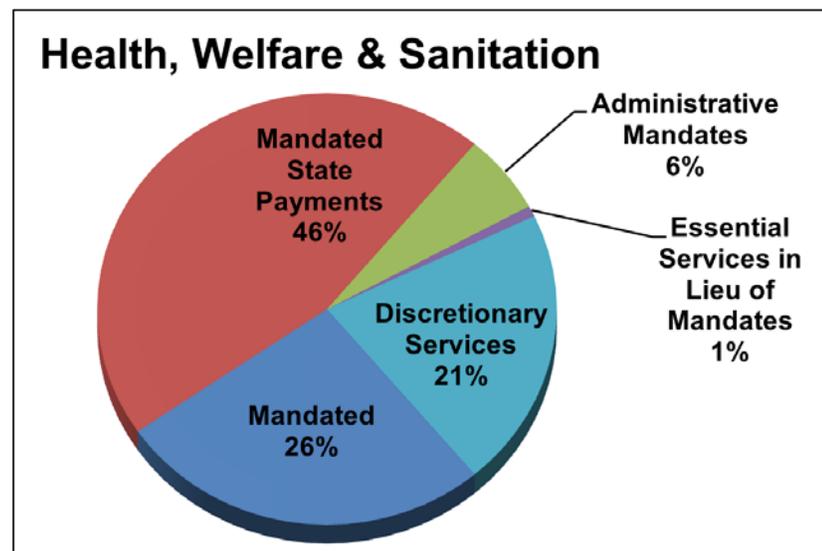
<b>Public Safety</b>	
	<b>FY 2015</b>
Mandated	\$ 949,192,902
Mandated State Payments	-
Administrative Mandates	160,618,403
Essential Services in Lieu of Mandates	8,013,700
Discretionary Services	13,676,004
<b>Total</b>	<b>\$ 1,131,501,009</b>

In FY 2015, there is a slight shift between mandated and non-mandated expenditures as a result of the reclassification of several criminal justice activities. Overall, there were significant investments in the FY 2015 budget for public safety operating services for Public Defense, Probation Staff, Sheriff Detention Programs and salary market adjustments.

## 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 2015 budget includes over \$107 million for non-mandated Health, Welfare and Sanitation services. Non-mandated services in this area are primarily grant-funded, and include community development and Head Start, workforce development programs delivered by the Human Services Department, as well as tobacco cessation and nutrition programs under Public Health. A significant amount of funding for these services is from federal intergovernmental payments. Therefore, changes in federal budget appropriations or the reemergence of budget sequester reductions increases uncertainty concerning future funding levels.

In addition to the \$225.9 million for mandated state payments, mandated expenditures for Health, Welfare and Sanitation activities total \$131.1 million or 5.9% of the County's overall expenditures. The majority of categories decreased in total expenditures in FY 2015 as compared to the previous year with the exception of Mandated State Payments, which remained relatively flat. The distribution of mandated versus non-mandated services within the category of Health, Welfare and Sanitation in the FY 2015 budgets is shown in the table below.

<b>Health, Welfare &amp; Sanitation</b>	
	<b>FY 2015</b>
Mandated	\$ 131,067,575
Mandated State Payments	225,932,514
Administrative Mandates	29,634,055
Essential Services in Lieu of Mandates	3,991,646
Discretionary Services	103,729,445
<b>Total</b>	<b>\$ 494,355,235</b>

## 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 nearly \$145.2 million, or 6.5% of the County's total expenditures. Due to the continued diversion of HURF revenue to other departments within the State of Arizona in recent years, this has reduced the amount of revenue available for transportation projects, resulting in a reduction of funding available for capital improvement expenditures. However, the FY 2015 Arizona State Budget includes a partial reversion of HURF funding to the statutory-defined allocation method which is estimated to increase annual HURF revenue for Maricopa County by an additional \$4 million. The table below reflects the FY 2015 expenditure for Highways and Streets.

<b>Highways &amp; Streets</b>	
	<b>FY 2015</b>
Mandated	\$ 130,969,843
Mandated State Payments	-
Administrative Mandates	14,199,309
Essential Services in Lieu of Mandates	-
Discretionary Services	-
<b>Total</b>	<b>\$ 145,169,152</b>

## 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 \$396.3 million budgeted for General Government expenditures, 99.8% are mandated, either directly or administratively. The table below illustrates the mandated versus non-mandated expenditures in FY 2015.

<b>General Government</b>	
	<b>FY 2015</b>
Mandated	\$ 101,050,334
Mandated State Payments	-
Administrative Mandates	294,608,733
Essential Services in Lieu of Mandates	-
Discretionary Services	659,135
<b>Total</b>	<b>\$ 396,318,202</b>

General Government mandated expenditures are about 10% higher in FY 2015 due to costs associated with a primary and gubernatorial election of \$10 million.

## 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 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 Department.

None of the activities in the category of Culture and Recreation are mandated. Less than 1% of the County's total budget is spent in this functional area. The table below reflects the FY 2015 expenditures for Culture and Recreation.

<b>Culture &amp; Recreation</b>	
	<b>FY 2015</b>
Mandated	\$ -
Mandated State Payments	-
Administrative Mandates	-
Essential Services in Lieu of Mandates	-
Discretionary Services	12,483,382
<b>Total</b>	<b>\$ 12,483,382</b>

## 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 \$31.3 million, about 1.4% of the County's total expenditures.

<b>Education</b>	<b>FY 2015</b>
Mandated	\$ 30,770,018
Mandated State Payments	-
Administrative Mandates	531,984
Essential Services in Lieu of Mandates	-
Discretionary Services	-
<b>Total</b>	<b>\$ 31,302,002</b>



## Financial Forecast

### Executive Summary

The five-year financial forecast is a key element of Maricopa County's fiscal management strategy. It is used by County Management and the Board of Supervisors in considering the impact of policy and service delivery changes in future economic cycles. The five-year forecast estimates both the immediate and near-term fiscal impact for County and non-County directed service level changes.

In FY 2014, the County shifted to using the *most likely* scenario from its economic consultant to budget major revenues. The forecast continues the use of the *most likely* scenario estimate of the County's fiscal condition through the next five years given realistic economic forecasts, current policies and direction of the Board of Supervisors and existing laws. The forecast is prepared and updated for three major fund groups, and incorporates both external impacts of economic and demographic trends as well as the impacts of current or proposed internal policy choices. The forecasting process allows the County to assess the long-term impact of both external and internal factors. The County is thereby able to respond early to any potential fiscal problems before those problems become acute.

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

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

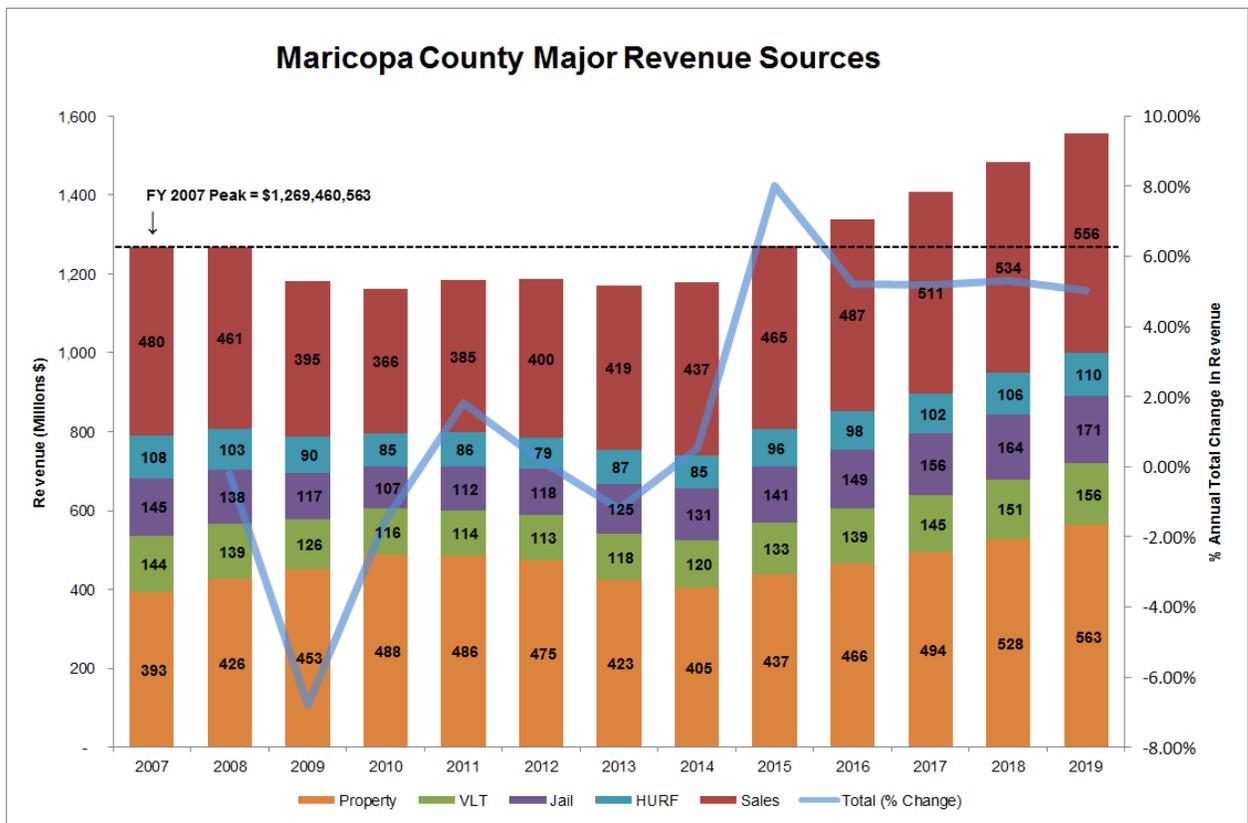
The current forecast estimates revenues, expenditures and ending fund balances for five years, beginning with the FY 2015 Adopted Budget. Overall, the forecast is based on econometric forecasts of major revenues, as well as economic indicators that are provided by Maricopa County's economic forecasting consultants. County staff combine this forecast information with base-line budget data and apply direction and policies provided by the Board of Supervisors. The five-year financial forecast reflects the same *most likely* scenario used in development of the FY 2015 Adopted Budget. This forecast provides a base-line assessment of the long-term impact of forecasted economic and demographic trends.

### Overall Fiscal Position

The latest five-year financial forecast reflects a post-recession, sustained economic recovery. Primary property tax valuations increased year-over-year in FY 2015 for the first time since FY 2010. Property tax net assessed valuations are expected to gradually increase as the housing sector improves. Other major revenue sources are projected to increase, however the rate of growth is forecasted to be more tepid than previous post-recession recoveries as a result of slow population and job growth. The forecast incorporates several significant trends:

- Although net assessed property tax valuations increased in FY 2015, the growth rate of net assessed valuations is constrained beginning in FY 2016 for most property types due to the passage of Proposition 117, which caps the year-over-year property valuation increase to the lesser of the full cash value or 5%. Consequently, property tax valuations are expected to increasingly lag behind full-cash values as the economy improves. This places an increased emphasis on new construction as the primary driver of greater than 5% annual increases in net assessed valuation.

- Maricopa County’s primary (general operating) property tax levy is subject to a constitutional limit. The levy limit, which is the *maximum* the County would be permitted to tax, increases at a rate of 2% on the maximum levy from the prior year, plus the tax on new property. For several years the County has chosen to tax well below the maximum levy. For FY 2015, the Board of Supervisors adopted a tax rate of \$1.3209, increasing the tax levy by \$33 million. This amount is \$163 million less than the constitutional maximum and results in a \$146 median-valued residential property tax bill. The forecast assumes the property tax rate for FY 2016 through FY 2019 will adjust annually to a rate which retains a positive fund balance in the General Fund. This results in a nearly flat property tax rate of 1.3209 for FY 2017 through 2019.
- State Shared Sales Tax collections have continued to improve and appear to have reached their peak in annual growth rates in FY 2014 at nearly 6.5%. Due to slowed growth at the end of FY 2014, rather than use the most likely forecast, the midpoint between most likely and pessimistic is forecasted beginning in FY 2016. Therefore, forecasts are estimated to increase annually over the next five years at an average rate of 4.9%. In FY 2014, state shared sales taxes became the leading revenue source for General Fund revenue, taking the place previously held by property tax revenue.



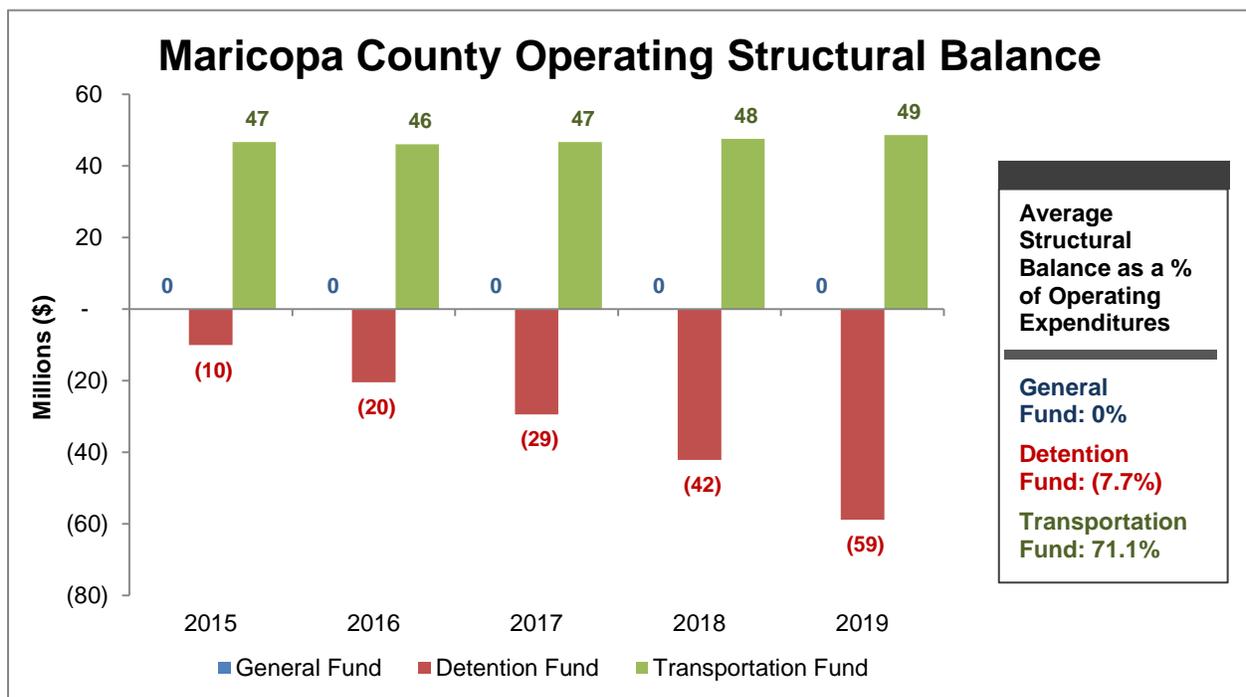
- Similarly, State Shared Vehicle License Tax (VLT) is expected to increase as the economy recovers. Automotive analysts note there is pent-up demand for new cars as the average age of the cars on the road is at record levels and economic conditions continue to improve. VLT revenue is also impacted by increased migration of drivers to Maricopa County. However, the typical rapid population growth rate for Maricopa County following recessionary periods is not expected to occur, and population growth is projected to remain steady around 2%.
- Highway User Revenue Funds (HURF) have been weak over the past several years and have been subject to reductions as the State of Arizona has diverted these funds to support their

Department of Public Safety (DPS) and Motor Vehicle Division (MVD). In FY 2014, Highway User revenue increased significantly as a result of the state eliminating the revenue shift to MVD. In FY 2015, the State Legislature returned an additional \$30 million of diverted HURF revenue back to the revenue distribution model. It is forecasted that \$4 million of these reversion funds will be distributed to Maricopa County in FY 2015. Consequently, HURF revenue growth is expected to increase by 7% in FY 2015 and then normalize around 3% to 4% through 2019.

- County Jail Excise Tax revenue is projected to follow similar growth trends as State Shared Sales Tax revenue. However, Jail Excise Tax receipts increase and decrease more quickly than State Shared Sales Tax revenue since this revenue is a .2% tax calculated on the total value of retail purchases in Maricopa County, not a shared distribution.
- Collectively, in FY 2015, annual receipts for all these five major revenue sources are anticipated to return to the peak level of collections in FY 2007, indicating 8 years of decreased major revenue. The cumulative growth rate in FY 2015 for revenue sources establishes a new ceiling for forecasted growth of 8%; subsequent yearly growth rates are expected to decrease incrementally and average 5% from FY 2016 through 2019.

## Structural Balance

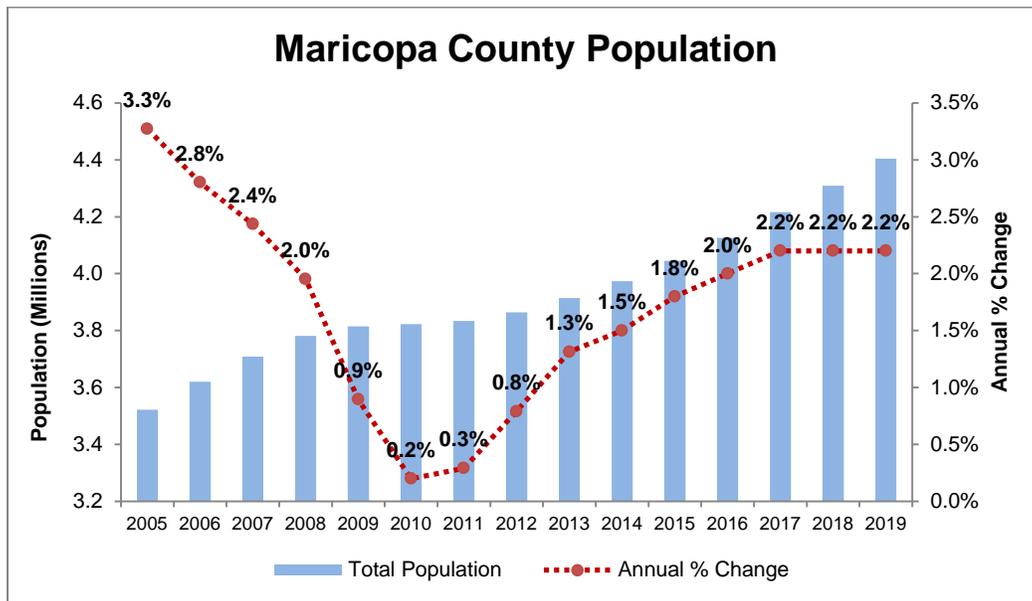
The five-year forecast model indicates that Maricopa County will be structurally balanced in the General and Transportation Fund. This is a result of steady revenue collection coupled with moderate expectations for increased service provision. However, the Detention Fund will be starting FY 2015 with a projected operating deficit which will continue to grow during the forecast period based on current assumptions. There is variation between funds in the likelihood of maintaining structural balance. This is apparent when analyzing the proportion of annual structural balances compared to total operating expenditures. Since the General Fund annual structural balance represents 0% of recurring expenditures, unanticipated expenditures in a fiscal year can quickly result in structural imbalance.



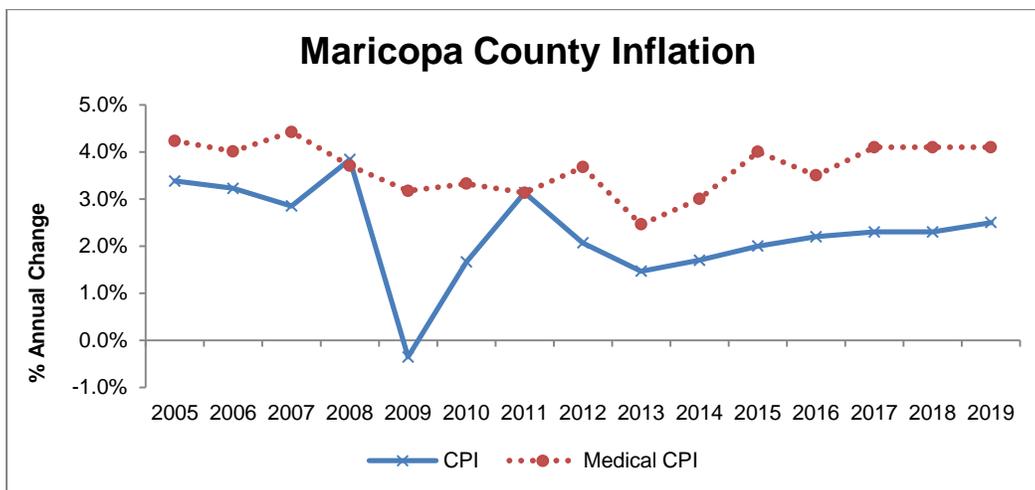
## Forecast Drivers

Aside from policy assumptions and targeted economic projections, the five-year financial forecast considers forecasted population growth, inflation, retail sales and real estate values in estimating the magnitude for revenue and expenditure growth.

Due to record job losses and the real estate slowdown, population growth slowed from historically high rates of the mid-1990s and mid-2000s of 3% to 4%, and approached near-zero growth in 2010. Annual population growth is expected to steadily increase from 1.8% in FY 2015 to 2.2% by FY 2019. This new trend in population growth for Maricopa County is nearly half of what was realized in previous decades and is expected to result in slow economic growth. Despite lower than average population growth rates, Maricopa County’s population is projected to reach 4.4 million in FY 2019.

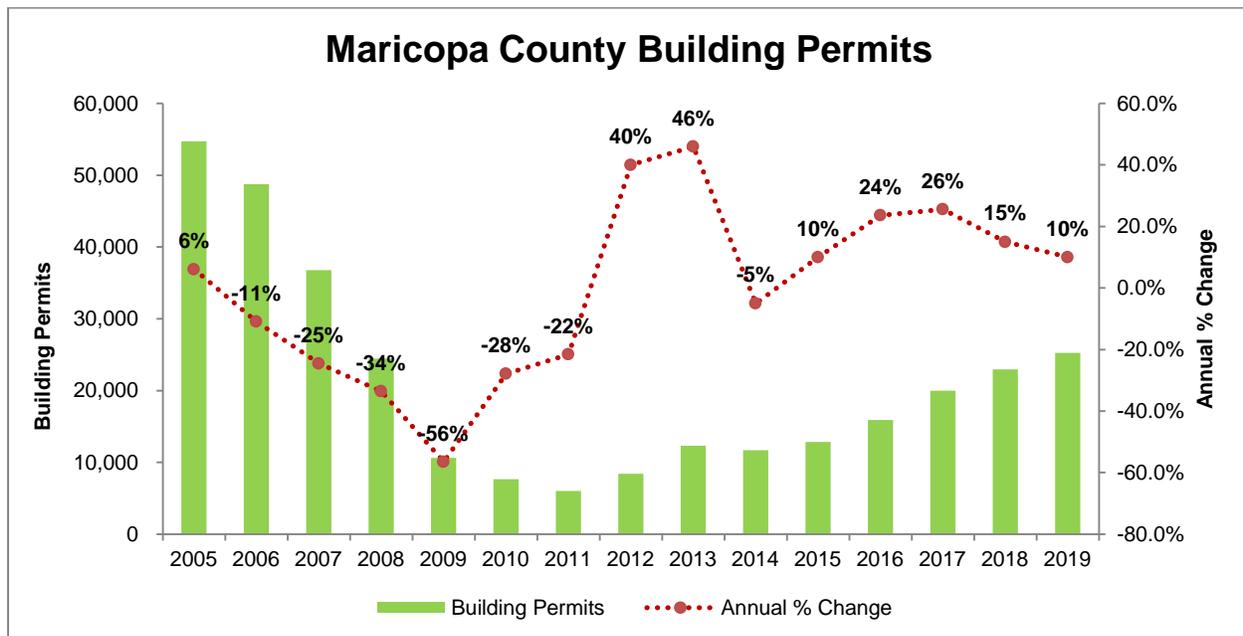


Inflationary pressures continue to drive up the cost of service delivery for Maricopa County. The annual percentage increase in the Consumer Price Index (CPI) is forecasted to be 2.0% in FY 2015 and slightly increase to 2.5% in FY 2019. The Medical CPI is expected to continue to outpace the standard CPI by nearly two percentage points annually. Medical inflation is a factor not only in the cost of health care provided by County programs, but also in the cost of employee health and dental benefits.



Retail sales are estimated to have increased in FY 2014 by 8.8% to \$46 billion in sales. Retail sales are expected to continue increasing annually by an average of 5.7% in FY 2015 through FY 2019. The steady incremental growth projections in retail sales demonstrate the expected trends for State Shared Sales Taxes and Jail Excise Taxes.

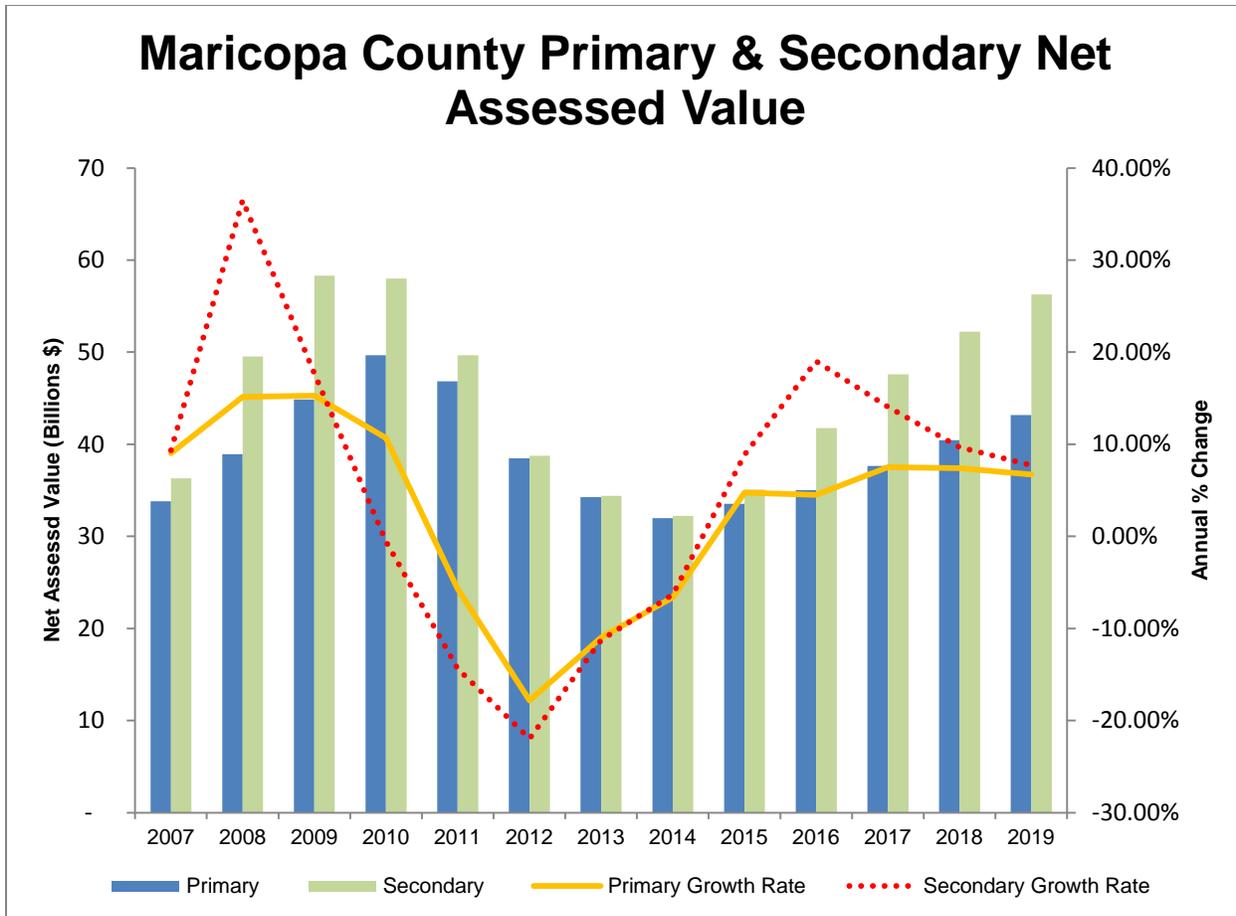
The housing recovery is underway in Maricopa County as noted by the decrease in number of residential property foreclosures and the increase in median sales price of residential homes. However, in order for sustained increase in sale prices which affect homeowner mobility, the number of new jobs created and personal income growth will need to improve. Moreover, there remains a large inventory of vacant commercial and industrial property in Maricopa County. Therefore, new building permits are forecasted to increase slowly over the next 5 years until the existing inventory is absorbed. The forecast assumes that permits will increase to 12,867 in FY 2015, far less than the 54,000 plus permits in FY 2005. Permits are projected to reach 25,268 by FY 2019, which represents less than 50% of the total building permits at the peak in FY 2005.



Due to the property tax valuation cycle, there is an 18 month to 2 year lag between market trends and property assessments. This explains why the slowdown in the housing market was not felt until FY 2010. Full-cash value (FCV), which increased 36.5% for FY 2008 and 17.7% in FY 2009, declined by 0.5% in FY 2010, 14.4% in FY 2011, a staggering reduction of 22% in FY 2012, 11.2% in FY 2013 and 6.3% in FY 2014. By FY 2015, FCV had declined by over \$23 billion (40%) from its peak in FY 2009.

Full-cash valuations establish a ceiling for limited property value (LPV) assessments. The significant decrease in FCV coupled with the limitations imposed by Proposition 117, limiting growth in LPV by the lesser of 5% or FCV, indicate slower property valuation growth than experienced in previous housing recoveries. The timing of the assessment limits when FCV are at historic lows further prohibits LPV growth, affecting primary property tax revenue. Therefore, new construction within Maricopa County will be the principal factor influencing primary net assessed valuations in excess of 5% starting in FY 2016.

While the secondary net assessed valuation will still be determined after FY 2015, it will not be used for taxation purposes. The graph below demonstrates both the slow growth expected in LPV and the wide gap between the FCV of properties and the LPV utilized for taxation.



## Forecast Assumptions

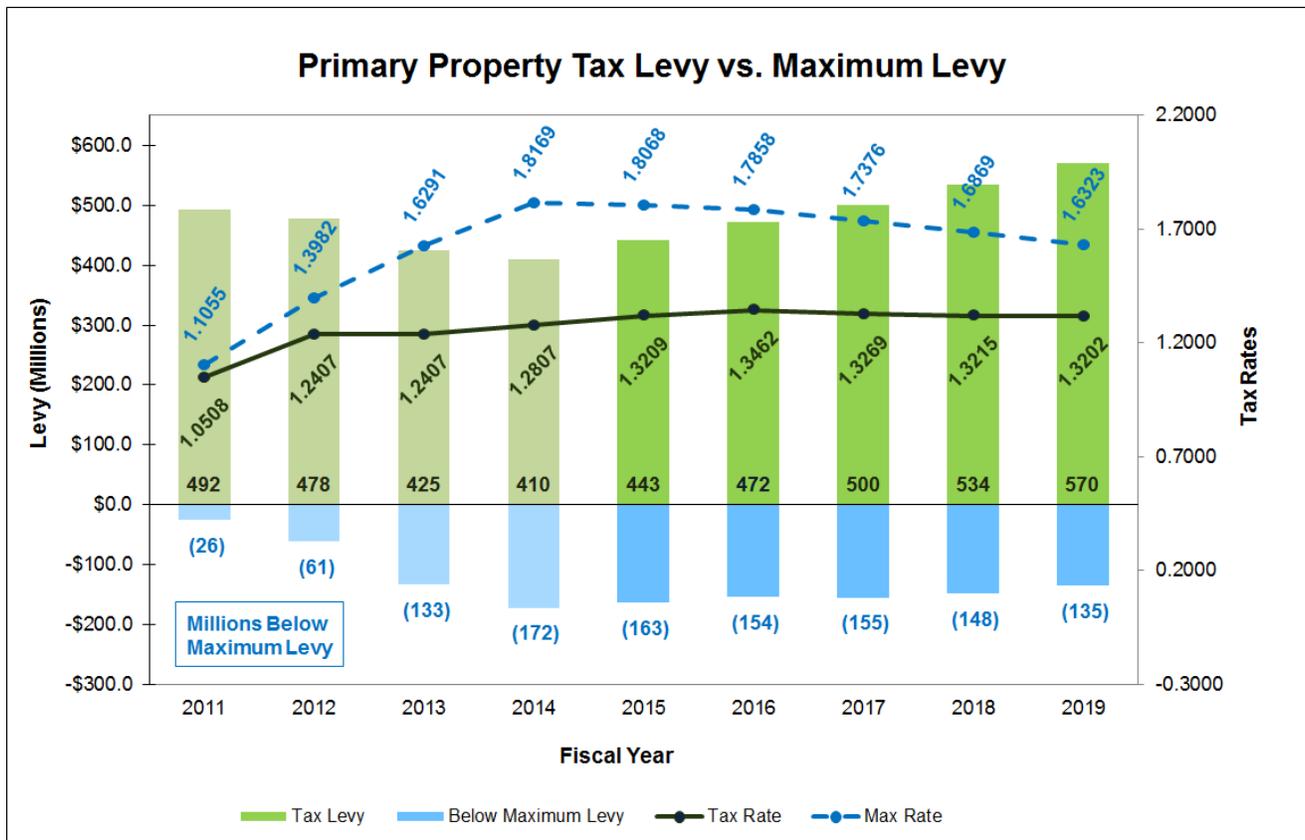
The five-year forecast is based on the following general assumptions:

- The FY 2015 property tax rate is \$1.3209. The forecasted rate for FY 2016 through 2019 adjusts annually so that the annual fund balance for the General Fund is a positive value, resulting in a nearly flat property tax rate of 1.3209 for FY 2017 through 2019.
- Major revenue sources will increase based on the *most likely* scenario provided by the County's contract economist. Two exceptions to this are State Shared Sales Tax and Jail Excise Tax, which are forecasted at the mid-point between *most likely* and *pessimistic* scenarios.
- The County will continue its policy of "pay-as-you-go" financing for projects currently included in the 5-year Capital Improvement Plan.
- No changes in the rates of fees and charges, unless already approved by the Board of Supervisors or the State Legislature.
- There will be no further revenue reductions or cost shifts from the State of Arizona. While such developments continue to be a possibility, they are impossible to predict.
- Mandated payments will increase based on the CPI, the GDP price deflator or other inflators as provided by the County's economist.

- Supplies, Services and Capital growth rates are forecasted at a consistent 5% annually, a slightly more conservative growth rate than the traditional CPI plus population which accounts for increases in costs as well as increased service demands.

## Revenues

**Property Taxes:** Property taxes are levied on Net Assessed Value (NAV), which includes locally assessed real property and improvements, secured and unsecured personal property, and centrally assessed real property and improvements. The aggregate assessed value in each of these categories changes from year to year due to market trends, depreciation, legislative changes and construction activity. Each component of change was forecasted separately for each category of property. Market and growth estimates are based on historical trends. The impacts of legislative changes are also factored in where they are known. FY 2010 net assessed values began to show the impact of the real estate downturn and the trend worsened through FY 2014. The forecast assumes the tax rate will remain relatively flat for FY 2016 through FY 2019, with the FY 2016 tax rate increasing .0253 above the FY 2015 rate in order to retain an annual positive fund balance. The resulting property tax levy will increase as the assessed valuations rise and as construction regains momentum, adding new property to the tax base. Regardless of the amount of increase or decrease in the overall net assessed value, the Arizona Constitution includes a property tax levy limit. The County has chosen to tax below the maximum levy and the forecast continues to reflect a primary property tax levy significantly below the maximum levy allowed by law.



**Property Tax Penalties and Interest:** The forecast assumes that revenue from this source will increase based upon the ratio of tax penalties and interest collections in FY 2015 to the tax levy in FY 2014 (3.3%). This growth factor is a more conservative estimate than utilizing CPI and population growth and is in response to the precipitous decline in revenue in FY 2014.

**Licenses and Permits:** The sources of license and permit revenue is forecasted to increase based on the growth in population.

**Other Intergovernmental Revenue:** Other Intergovernmental revenue is forecasted to grow based on the CPI and the population increases.

**State Shared Sales Taxes:** After unprecedented record declines from FY 2008 to FY 2010, year-over-year collections improved in FY 2011 and have increased year-after-year thereafter. However, due to slowed growth at the end of FY 2014, rather than estimate annual collections at the *most likely* scenario, the midpoint of the *most likely* and *pessimistic* scenarios is forecasted for FY 2016 through 2019. State Shared Sales Taxes are forecasted to increase by an average of 5% in FY 2015 through 2019 due to sustained economic recovery. Nevertheless, the tax base has been reduced so drastically that revenues are not forecasted to return to FY 2007 levels until 2016, representing nearly a decade of decreased revenue collections.

**State Shared Vehicle License Taxes:** During FY 2008 through 2012, Vehicle License Tax (VLT) collections also experienced dramatic declines. Because the existing stock of vehicles continually depreciates, growth in VLT is dependent on sales of new vehicles and importation of vehicles from out of state by new residents. A surge in new car purchases in FY 2014 is projected to increase annual collections by 6.3%. Annual growth rates are expected to slowly taper downward to 5.7% in FY 2015 and 3.8% in FY 2019, as older cars are replaced with newer vehicles during a time of moderate population growth.

**Charges for Services:** Major sources of charges for services are recording fees, court fees, and tax sale fees. The forecast assumes an annual increase based on population growth rates.

**Fines and Forfeits:** General Fund fine and forfeit revenue is primarily from Justice Court traffic fines. The forecast assumes growth based on population growth rates.

**Interest Earnings:** Interest earnings are forecasted at current levels.

**Miscellaneous Revenue:** Major sources of miscellaneous revenue include Justice Court fees for copies and other miscellaneous services, Recorder fees for micrographics, and Assessor map and copy fees. The forecast assumes increases based on population increases.

**Transfers In:** The Detention Fund's forecasted operating transfer is reflective of the Maintenance of Effort transfer from the General Fund. This is increased annually based on the GDP price deflator forecast. Additionally, the Detention Fund is forecasted to transfer in more than \$166 million from the Detention Capital Projects Fund project reserve from FY 2016 through 2019 to cover the shortfall of revenue collections in the Detention Fund.

## Expenditures

**Wages & Salaries:** The forecast assumes that salary expenditures will increase annually by 3.0% for performance pay and market adjustment growth. Additionally, salaries are forecasted to increase annually by the population growth rate to model increased staff growth.

**Employee Benefits:** Retirement system contribution rates are assumed to increase based on the CPI and salary growth. Due to stock market volatility, there is risk that retirement rates will increase beyond that level, but there is no basis at this time to forecast such increases. Employee health and dental insurance costs are forecasted to increase based upon the Medical CPI and the population growth rate.

**Other Personal Services:** Other personal services are forecasted to increase by the CPI and population growth rate. Respectively, total personal services represent 46%, 78% and 45% of the General, Detention and Transportation Funds' operating expenditures.

**Supplies & Services:** Growth rates are forecasted at a consistent 5% annually, a slightly more conservative growth rate than the CPI plus population growth rate.

**Capital Outlay:** Growth rates are forecasted at a consistent 5% annually, a slightly more conservative growth rate than the CPI plus population growth rate.

**Jail Tax Maintenance of Effort:** The mandated General Fund contribution to the Detention Fund is projected to continue at the required statutory rate which is based on the change to the GDP Price Deflator.

**Mandated State Contributions:** This category includes the mandated County contributions to the Arizona Long Term Care System (ALTCS), the Arizona Health Care Cost Containment System (AHCCCS) Acute Care Program, and contributions to State behavioral health programs as required by the *Arnold v. Sarn* judgment. Additionally, the cost-sharing for Sexually Violent Persons (SVP) is included in this category. The ALTCS, SVP payments, and *Arnold v. Sarn* contributions are forecasted based on estimates of ALTCS growth rates while the AHCCCS Acute Care State Match contribution is based upon AHCCCS growth rate estimates.

**Debt Service:** Debt service expenditures are forecasted according to the contractual payment schedule for outstanding debt and are paid from fund transfers from the General Fund County Improvement Fund 445. Currently, there are no assumptions of the County acquiring additional debt beyond what has already been incurred.

**Contingency:** Half of the difference between the *pessimistic* and *most likely* scenarios for State Shared Sales Tax and Vehicle License Tax revenue is forecasted to be placed into the General Fund for operating annual contingency funding.

**Transfers Out:** The Detention Capital Projects Fund (455) is forecasted to transfer out \$166 million to the Detention Fund in order to cover the shortfall in annual revenue collections from FY 2016 through 2019. This reduces the project reserve in Fund 455 from \$190 million to \$23 million.

## Capital Projects

Capital Project expenditures are forecasted based on the current approved Five-Year Capital Improvement Program for the General, Detention and Transportation Funds. No other projects are planned for any General or Detention Capital Projects Funds.

Transportation Capital Projects are prioritized by staff, then recommended to the Board of Supervisors by the Transportation Advisory Board and accordingly planned within their 5-year Transportation Improvement Program (TIP). The Transportation plan for the next five years is to continue the established priorities:

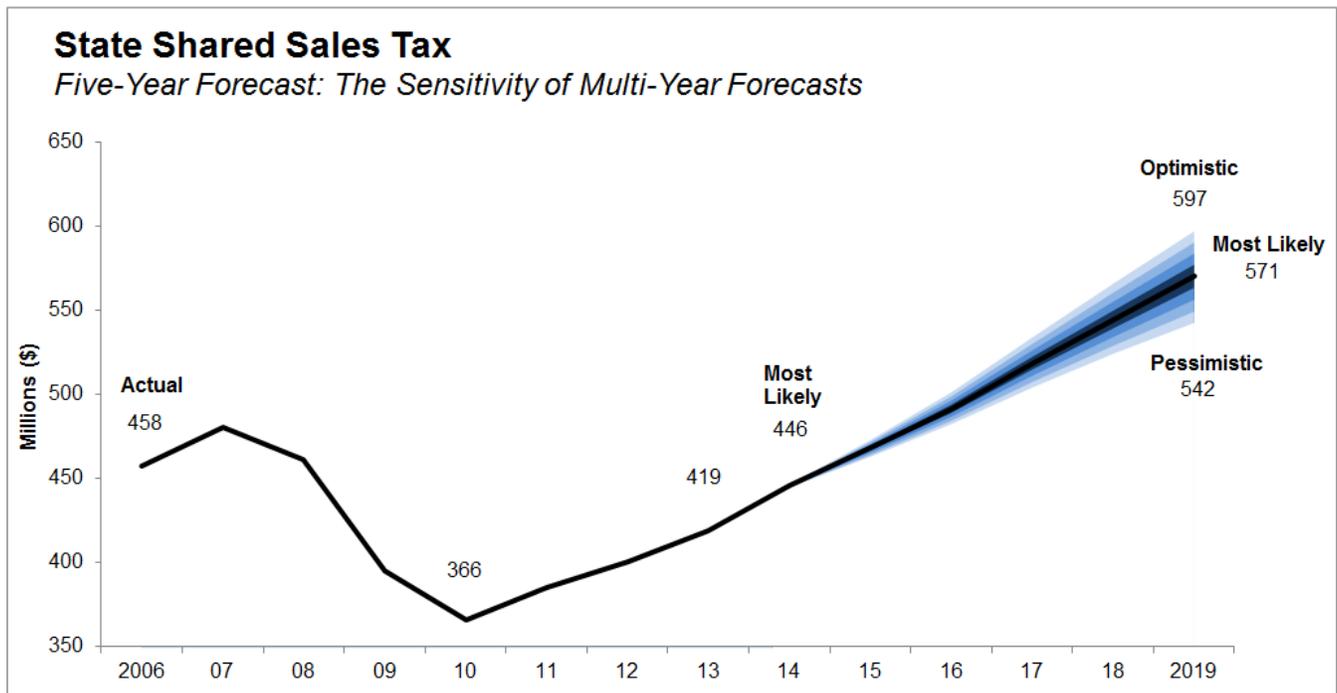
- Complete regional significant projects as planned.
- Maintain the existing system through increased emphasis on pavement preservation.
- Reduce congestion through intersection improvements and the use of Intelligent Transportation Systems to improve traffic flow.
- Reduce dust pollution by continuing to pave system dirt roads.
- Start new regional significant projects as funding allows.

Transportation Capital Fund Projects reflect these priorities. The majority of the five-year capital projects are forecasted to be from the Arterial Street Life Cycle Program (ALCP) of the Maricopa Association of Governments (MAG) Regional Transportation Plan (RTP).

## Forecast Uncertainty

The estimates provided in this five-year forecast should be treated as models of what *could* occur given a certain set of circumstances; as there are multiple factors which can significantly increase or lower revenue and expenditure forecasts. The data modeled in this analysis are built upon simple constructs and lack the complexity of socio-political reality. Furthermore, when estimates are projected multiple years into the future, the probability of accuracy is greatly diminished with each additional year forecasted.

The fan chart below depicts the variability in forecasting multiple years into the future. The change in annual growth rates for each of the three scenarios (Optimistic, Most Likely and Pessimistic) incrementally diverge and by 2019, estimates of sales tax revenue differ by \$54.7M, from \$542M to \$597M.



The five-year forecast model is a useful tool in examining the potential impact of policy choices while explicitly considering revenue and expenditure expectations in context of historic trends and economic projections.

Financial Forecast Schedules

GENERAL FUND (100)	1		2		3		4		5	
	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
<b>Beginning Fund Balance</b>	\$	113,712,308	\$	-	\$	5,124	\$	19,316	\$	26,572
<b>Sources of Funds</b>										
<b>Recurring:</b>										
Prop. Taxes, Pen. & Interest	\$	450,442,622	\$	479,957,849	\$	508,364,876	\$	543,439,313	\$	579,068,767
Licenses & Permits		2,296,821		2,343,000		2,395,000		2,448,000		2,502,000
Other Intergovernmental		2,802,001		3,263,677		3,514,582		1,164,630		3,732,351
Payments in Lieu of Taxes		12,340,468		12,997,926		13,646,774		14,433,618		15,239,671
State Shared Sales Tax		465,300,725		486,749,812		511,111,011		534,148,068		556,382,173
State Shared VLT		132,858,100		139,026,853		144,865,981		150,660,620		156,385,724
Intergovernmental Charges		15,146,216		15,479,433		15,835,460		16,199,675		16,604,667
Other Charges for Services		24,944,474		25,443,223		26,002,820		26,574,728		27,159,218
Internal Service Charges		-		-		-		-		-
Fines & Forfeits		11,601,839		11,833,876		12,094,221		12,360,294		12,632,220
Interest Earnings		2,800,000		2,800,000		2,800,000		2,800,000		2,800,000
Miscellaneous Revenue		2,649,973		2,702,972		2,762,438		2,823,211		2,885,322
Transfers In		-		-		-		-		-
<b>Total Recurring Sources</b>	\$	1,123,183,239	\$	1,182,598,622	\$	1,243,393,162	\$	1,307,052,159	\$	1,375,392,114
<b>Net Growth Rate</b>				<b>5.3%</b>		<b>5.1%</b>		<b>5.1%</b>		<b>5.2%</b>
<b>Non-Recurring:</b>										
Other Revenue		1,925,301		-		-		-		-
Transfers In		14,805,346		-		-		-		125,642,395
<b>Total Non-Recurring Sources</b>	\$	16,730,647	\$	-	\$	-	\$	-	\$	125,642,395
<b>Total Sources</b>	\$	1,139,913,886	\$	1,182,598,622	\$	1,243,393,162	\$	1,307,052,159	\$	1,501,034,509
<b>Uses of Funds</b>										
<b>Recurring:</b>										
Personal Services	\$	518,850,178	\$	554,081,119	\$	585,942,212	\$	619,664,233	\$	655,422,246
Supplies		15,512,597		16,288,227		17,102,638		17,957,770		18,855,659
Services		152,118,708		159,724,643		167,710,876		176,096,419		184,901,240
Capital		5,371,235		5,639,797		5,921,787		6,217,876		6,528,770
Mandated State Contributions		225,932,514		236,412,409		248,844,879		261,120,987		274,344,492
Detention Fund Maintenance of Effort		176,801,288		180,337,314		184,304,735		188,728,048		193,446,250
Other Financing Uses		22,996,719		22,996,719		22,996,719		22,996,719		22,996,719
Contingency		5,600,000		7,113,270		10,555,126		14,262,850		18,883,808
<b>Total Recurring Uses</b>	\$	1,123,183,239	\$	1,182,593,497	\$	1,243,378,971	\$	1,307,044,903	\$	1,375,379,183
<b>Net Growth Rate</b>				<b>5.3%</b>		<b>5.1%</b>		<b>5.1%</b>		<b>5.2%</b>
<b>Non-Recurring:</b>										
Personal Services	\$	666,906	\$	-	\$	-	\$	-	\$	-
Supplies		10,468,612		-		-		-		-
Services		71,153,405		-		-		-		-
Capital		10,226,961		-		-		-		125,642,395
Other Financing Uses		37,927,071		-		-		-		-
<b>Total Non-Recurring Uses</b>	\$	130,442,955	\$	-	\$	-	\$	-	\$	125,642,395
<b>Total Uses</b>	\$	1,253,626,194	\$	1,182,593,497	\$	1,243,378,971	\$	1,307,044,903	\$	1,501,021,578
<b>Structural Balance</b>	\$	-	\$	5,124	\$	14,191	\$	7,256	\$	12,931
<b>Ending Fund Balance</b>	\$	-	\$	5,124	\$	19,316	\$	26,572	\$	39,503

Financial Forecast Schedules (continued)

<b>GENERAL FUND CAPITAL FUND (445)</b>	<b>1 FY 2015</b>	<b>2 FY 2016</b>	<b>3 FY 2017</b>	<b>4 FY 2018</b>	<b>5 FY 2019</b>
<b>Beginning Fund Balance</b>	\$ 298,130,417	\$ 270,631,890	\$ 252,269,778	\$ 256,654,840	\$ 261,707,927
<b>Sources of Funds</b>					
Transfers In	\$ 44,051,824	\$ 11,326,719	\$ 11,326,719	\$ 11,326,719	\$ 11,326,719
<b>Total Sources</b>	\$ 44,051,824	\$ 11,326,719	\$ 11,326,719	\$ 11,326,719	\$ 11,326,719
<b>Uses of Funds</b>					
Capital Improvement Program	\$ 38,945,102	\$ 27,089,993	\$ 670,352	\$ -	\$ 137,634,813
Transfers Out	32,605,249	2,598,838	6,271,305	6,273,632	66,716,305
<b>Total Uses</b>	\$ 71,550,351	\$ 29,688,831	\$ 6,941,657	\$ 6,273,632	\$ 204,351,118
<b>Structural Balance</b>	\$ (27,498,527)	\$ (18,362,112)	\$ 4,385,062	\$ 5,053,087	\$ (193,024,399)
<b>Ending Fund Balance</b>	\$ 270,631,890	\$ 252,269,778	\$ 256,654,840	\$ 261,707,927	\$ 68,683,528
<b>GENERAL FUND IT CAPITAL FUND (460)</b>	<b>1 FY 2015</b>	<b>2 FY 2016</b>	<b>3 FY 2017</b>	<b>4 FY 2018</b>	<b>5 FY 2019</b>
<b>Beginning Fund Balance</b>	\$ 242,441,513	\$ 120,852,010	\$ 61,607,517	\$ 49,061,623	\$ 53,455,800
<b>Sources of Funds</b>					
Transfers In	26,889,103	11,640,000	11,640,000	11,640,000	11,640,000
<b>Total Sources</b>	\$ 26,889,103	\$ 11,640,000	\$ 11,640,000	\$ 11,640,000	\$ 11,640,000
<b>Uses of Funds</b>					
Capital Improvement Program	145,754,406	70,884,493	24,185,894	7,245,823	-
Transfers Out	2,724,200	-	-	-	65,095,800
<b>Total Uses</b>	\$ 148,478,606	\$ 70,884,493	\$ 24,185,894	\$ 7,245,823	\$ 65,095,800
<b>Structural Balance</b>	(121,589,503)	(59,244,493)	(12,545,894)	4,394,177	(53,455,800)
<b>Ending Fund Balance</b>	\$ 120,852,010	\$ 61,607,517	\$ 49,061,623	\$ 53,455,800	\$ -

Financial Forecast Schedules (continued)

DETENTION FUND (255)	1 FY 2015	2 FY 2016	3 FY 2017	4 FY 2018	5 FY 2019
<b>Beginning Fund Balance</b>	\$ 57,452,420	\$ -	\$ -	\$ -	\$ -
<b>Sources of Funds</b>					
<b>Recurring:</b>					
Jail Excise Tax	\$ 141,295,781	\$ 148,767,700	\$ 156,438,706	\$ 163,804,468	\$ 170,869,265
Jail Per Diem & Other Charges	31,040,956	31,040,956	31,040,956	31,040,956	31,040,956
Interest Income	1,101,300	1,101,300	1,101,300	1,101,300	1,101,300
Miscellaneous	19,472	19,472	19,472	19,472	19,472
General Fund Maintenance of Effort	176,801,288	180,337,314	184,304,735	188,728,048	193,446,250
<b>Total Recurring Sources</b>	<b>\$ 350,258,797</b>	<b>\$ 361,266,742</b>	<b>\$ 372,905,168</b>	<b>\$ 384,694,244</b>	<b>\$ 396,477,243</b>
<b>Net Growth Rate</b>	<b>4.6%</b>	<b>3.1%</b>	<b>3.2%</b>	<b>3.2%</b>	<b>3.1%</b>
<b>Non-Recurring:</b>					
Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Earnings	-	-	-	-	-
Transfers In	-	23,743,669	32,956,303	46,589,878	65,885,513
Miscellaneous	-	-	-	-	-
<b>Total Non-Recurring Sources</b>	<b>\$ -</b>	<b>\$ 23,743,669</b>	<b>\$ 32,956,303</b>	<b>\$ 46,589,878</b>	<b>\$ 65,885,513</b>
<b>Total Sources</b>	<b>\$ 350,258,797</b>	<b>\$ 385,010,411</b>	<b>\$ 405,861,471</b>	<b>\$ 431,284,122</b>	<b>\$ 462,362,756</b>
<b>Uses of Funds</b>					
<b>Recurring Uses:</b>					
Personal Services	\$ 282,885,508	\$ 300,392,242	\$ 316,947,711	\$ 334,433,528	\$ 353,035,159
Supplies	20,271,274	21,284,838	22,349,080	23,466,534	24,639,860
Services	55,190,122	57,949,628	60,847,110	63,889,465	67,083,938
Capital Outlay	1,436,533	1,508,360	1,583,778	4,509,671	10,049,002
Other Financing Uses	587,500	587,500	587,500	587,500	587,500
<b>Total Recurring Uses</b>	<b>\$ 360,370,937</b>	<b>\$ 381,722,567</b>	<b>\$ 402,315,178</b>	<b>\$ 426,886,697</b>	<b>\$ 455,395,459</b>
<b>Net Growth Rate</b>	<b>5.2%</b>	<b>5.9%</b>	<b>5.4%</b>	<b>6.1%</b>	<b>6.7%</b>
<b>Non-Recurring Uses:</b>					
Personal Services	\$ 877,380	\$ -	\$ -	\$ -	\$ -
Supplies	107,846	-	-	-	-
Services	41,484,165	-	-	-	-
Capital	2,298,000	3,287,844	3,546,293	4,397,425	6,967,297
Other Financing Uses	2,572,889	-	-	-	-
<b>Total Non-Recurring Uses</b>	<b>\$ 47,340,280</b>	<b>\$ 3,287,844</b>	<b>\$ 3,546,293</b>	<b>\$ 4,397,425</b>	<b>\$ 6,967,297</b>
<b>Total Uses</b>	<b>\$ 407,711,217</b>	<b>\$ 385,010,411</b>	<b>\$ 405,861,471</b>	<b>\$ 431,284,122</b>	<b>\$ 462,362,756</b>
<b>Structural Balance</b>	<b>\$ (10,112,140)</b>	<b>\$ (20,455,825)</b>	<b>\$ (29,410,010)</b>	<b>\$ (42,192,453)</b>	<b>\$ (58,918,216)</b>
<b>Ending Fund Balance</b>	<b>\$ -</b>				

Financial Forecast Schedules (continued)

<b>DETENTION CAPITAL PROJECTS (455)</b>	<b>1 FY 2015</b>	<b>2 FY 2016</b>	<b>3 FY 2017</b>	<b>4 FY 2018</b>	<b>5 FY 2019</b>
<b>Beginning Fund Balance</b>	\$ 190,224,782	\$ 190,401,976	\$ 167,245,807	\$ 134,877,004	\$ 88,874,626
<b>Sources of Funds</b>					
Transfers In	5,973,777	587,500	587,500	587,500	587,500
<b>Total Sources</b>	\$ 5,973,777	\$ 587,500	\$ 587,500	\$ 587,500	\$ 587,500
<b>Uses of Funds</b>					
Capital	5,796,583	-	-	-	22,401,613
Other Financing Uses	-	23,743,669	32,956,303	46,589,878	67,060,513
<b>Total Uses</b>	\$ 5,796,583	\$ 23,743,669	\$ 32,956,303	\$ 46,589,878	\$ 89,462,126
<b>Ending Fund Balance</b>	\$ 190,401,976	\$ 167,245,807	\$ 134,877,004	\$ 88,874,626	\$ -
<b>DETENTION TECHNOLOGY IMPROVEMENTS (461)</b>	<b>1 FY 2015</b>	<b>2 FY 2016</b>	<b>3 FY 2017</b>	<b>4 FY 2018</b>	<b>5 FY 2019</b>
<b>Beginning Fund Balance</b>	\$ 45,444,750	\$ 2,301,226	\$ -	\$ -	\$ -
<b>Total Sources</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Uses of Funds</b>					
Services	1,795,563	-	-	-	-
Capital	38,534,573	2,301,226	-	-	-
Other Financing Uses	2,813,388	-	-	-	-
<b>Total Uses</b>	\$ 43,143,524	\$ 2,301,226	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>	\$ 2,301,226	\$ -	\$ -	\$ -	\$ -

Financial Forecast Schedules (continued)

TRANSPORTATION FUND (232)	1 FY 2015	2 FY 2016	3 FY 2017	4 FY 2018	5 FY 2019
<b>Beginning Fund Balance</b>	\$ 26,717,559	\$ 23,025,718	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000
<b>Sources of Funds</b>					
<b>Recurring Sources</b>					
Licenses and Permits	\$ 950,000	\$ 970,900	\$ 993,231	\$ 1,016,075	\$ 1,041,477
State Shared Highway User Rev.	95,893,292	98,267,302	101,864,016	105,905,695	110,321,762
State Shared Vehicle License Taxes	8,412,636	8,808,030	9,177,967	9,545,086	9,907,799
Intergovernmental Charges for Service	15,750	16,097	16,467	16,845	17,267
Interest Earnings	500,000	500,000	500,000	500,000	500,000
Miscellaneous Revenue	208,712	208,712	208,712	208,712	208,712
Gain on Fixed Assets	200,000	200,000	200,000	200,000	200,000
<b>Total Recurring Sources</b>	\$ 106,180,390	\$ 108,971,040	\$ 112,960,393	\$ 117,392,414	\$ 122,197,016
<b>Net Growth Rate</b>	<b>11.8%</b>	<b>2.6%</b>	<b>3.7%</b>	<b>3.9%</b>	<b>4.1%</b>
<b>Total Non-Recurring Sources</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Sources</b>	\$ 106,180,390	\$ 108,971,040	\$ 112,960,393	\$ 117,392,414	\$ 122,197,016
<b>Uses of Funds</b>					
<b>Recurring Uses:</b>					
Personal Services	\$ 26,731,160	\$ 28,546,258	\$ 30,187,741	\$ 31,925,100	\$ 33,767,353
Supplies	3,008,505	3,158,930	3,316,877	3,482,721	3,656,857
Services	27,001,264	28,351,327	29,768,894	31,257,338	32,820,205
Capital Outlay	2,782,053	2,921,156	3,067,213	3,220,574	3,381,603
<b>Total Recurring Uses</b>	\$ 59,522,982	\$ 62,977,671	\$ 66,340,725	\$ 69,885,733	\$ 73,626,017
<b>Net Growth Rate</b>	<b>2.2%</b>	<b>5.8%</b>	<b>5.3%</b>	<b>5.3%</b>	<b>5.4%</b>
<b>Non-Recurring Uses:</b>					
Services	\$ 990,000	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ 1,224,452	\$ 1,224,452	\$ 1,224,452	\$ 1,224,452	\$ 1,224,452
Transfer to Capital Projects	48,134,797	47,794,635	45,395,216	46,282,229	47,346,547
<b>Total Non-Recurring Uses</b>	\$ 50,349,249	\$ 49,019,087	\$ 46,619,668	\$ 47,506,681	\$ 48,570,999
<b>Total Uses</b>	\$ 109,872,231	\$ 111,996,758	\$ 112,960,393	\$ 117,392,414	\$ 122,197,016
<b>Structural Balance</b>	\$ 46,657,408	\$ 45,993,369	\$ 46,619,668	\$ 47,506,681	\$ 48,570,999
<b>Ending Fund Balance</b>	\$ 23,025,718	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000
TRANSPORTATION CAPITAL FUND (234)	1 FY 2015	2 FY 2016	3 FY 2017	4 FY 2018	5 FY 2019
<b>Beginning Fund Balance</b>	\$ 30,815,246	\$ 9,946,322	\$ 17,567,835	\$ 24,695,444	\$ 51,500,458
<b>Sources of Funds</b>					
Other Intergovernmental	\$ -	\$ 21,677,366	\$ 30,671,426	\$ 27,683,044	\$ 11,494,747
Grants	11,107,640	-	-	-	-
Intergovernmental Charges for Service	2,467,139	7,336,802	3,321,807	8,888,971	5,891,200
Miscellaneous	-	-	-	-	-
Transfer from Trans. Operations	48,134,797	47,794,635	45,395,216	46,282,229	47,346,547
<b>Total Sources</b>	\$ 61,709,576	\$ 76,808,803	\$ 79,388,449	\$ 82,854,244	\$ 64,732,494
<b>Total Uses</b>	\$ 82,578,500	\$ 69,187,290	\$ 72,260,840	\$ 56,049,230	\$ 31,948,230
<b>Ending Fund Balance</b>	\$ 9,946,322	\$ 17,567,835	\$ 24,695,444	\$ 51,500,458	\$ 84,284,722



## Adult Probation

*Analysis by Jacqueline M. Edwards, Senior 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 2015, 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: As of February 2014, the Department is exceeding all of its goals. The rate of successful completions from probation is currently 78%, while the revocation from probation to the Arizona Department of Corrections is 21%. Furthermore, if the Department continues at its current rate, new felony convictions in FY 2014 will decline to 6.2%. However, performance has declined slightly when compared to previous years. This is likely due to a 4.5% increase in caseload sizes which will continue to impact achievement of these goals in FY 2015 if staffing levels are unchanged. The increase in staffing should improve this measure in the future. Pretrial Supervision is currently operating at an 80.2% successful completion rate. Due to the recent compensation market study for officers, it is anticipated retention of skilled officers will increase and positively impact the projected results. The Department will update this goal during the FY 2016 Strategic Business Plan update process.

**Department  
Specific**

**By the end of FY 2015, 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: During FY 2014, the Department completed its first Employee Satisfaction Survey utilizing CourTools with an overall satisfaction rate of 87.4%. The satisfaction of employees was the highest around issues of “using their own judgment, when appropriate, in getting the job done” (98%) and “contributing to the overall mission of the Judicial Branch” (97%). Satisfaction of employees continues to be the lowest around issues of pay in relation to the job requirements. The average number of years of service for Department “badged staff” is 10.9 years. With the recent market study for “badged staff” and pay increase, it is anticipated that the Department will retain a high number of experienced staff as well as continue to attract qualified candidates for hiring. The Department will update this goal during the FY 2016 Strategic Business Plan update process.

**Safe  
Communities**

**By the end of FY 2015, 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%.**

Status: Presentence is currently meeting its goal regarding submitting on-time reports and is projected to maintain this level of performance in FY 2014 and FY 2015. The Department relied upon overtime in FY 2013 in order to meet this goal; however, as Presentence is already at capacity and case volume appears to be increasing, on-time rates may decline. The increase in staff should address the caseload volume increase. The percentage of probationers paying restitution in FY 2014 is projected to meet or exceed the Department goal and hold steady at the same rate through FY 2015. Collection of restitution may also be affected by increased caseload sizes, as staff may have less time to devote to collections when ensuring compliance with other court orders is the priority. While additional tools and staff training have been devoted to this area, the collection rates may also be affected by staff turnover. The percentage of probationers performing community work service hours decreased in FY 2013 to 47% and is projected to remain at this rate through FY 2014 and FY 2015. The program has been limited in its ability to coordinate enough community hours service projects to meet the needs of those ordered to perform community hours by the court due to the current staffing levels in the Department. The FY 2015 increase in staffing will assist the department in meeting this goal. The Department strives to improve in the collection of victim restitution payments, as well as ensuring that community restitution work hours are completed by probationers.

**Safe  
Communities**

**By the end of FY 2015, 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: During FY 2013, the Department achieved a 70.3% satisfaction rate through its victim survey and an 89.9% satisfaction rate from its law enforcement and criminal justice partners. The high satisfaction of stakeholders illustrates the benefits of increased victim awareness and collaborative efforts within the community in which we serve. With the victim empathy training completed and revised victim communication letters in place, it is anticipated the victim satisfaction rate will also increase in FY 2014 and FY 2015. The offender survey showed that 89% of respondents were satisfied with the Department. The Department expects to maintain this high rate of success in FY 2015. Due to the workload growth the Department is experiencing, without an offsetting growth in staff, it would have been difficult to continue to maintain these high rates of customer satisfaction. The increase in staff should allow the department to maintain their progress in this area. The Department will update this goal during the FY 2016 Strategic Business Plan update process.

**Department  
Specific**

**By the end of FY 2015, 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: In FY 2014, the Department completed its first Judicial Branch Employee Satisfaction Survey utilizing CourTools. The Department is still in process of aligning this survey to their strategic goals. During FY 2014, E-filing was rolled out department-wide to create a paperless system to deliver documentation from the probation officer to the judicial officer informing them of violation behaviors and to improve the time frame for posting arrest warrants. It is anticipated that additional court documents will be included in this endeavor to eliminate manual processing delays. The Department is in the process of upgrading the Windows operating system department-wide which is scheduled to be complete by the end of the fiscal year. The Department will update this goal during the FY 2016 Strategic Business Plan update process.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
EDUC - ADULT EDUCATION	\$ 202,980	\$ 268,911	\$ 268,911	\$ 359,313	\$ 388,687	\$ 119,776	44.5%
TTAC - TRANSITION AND TREATMENT	2,719,466	2,501,039	2,573,551	2,147,424	2,332,992	(240,559)	-9.3%
11BC - BEHAVIORAL CHANGE	\$ 2,922,446	\$ 2,769,950	\$ 2,842,462	\$ 2,506,737	\$ 2,721,679	\$ (120,783)	-4.2%
CMRS - COMMUNITY RESTORATION	\$ 99,466	\$ 69,184	\$ 69,184	\$ 99,640	\$ 99,657	\$ 30,473	44.0%
ICMA - IN CUSTODY MANAGEMENT	663,711	870,300	870,300	706,620	596,967	(273,333)	-31.4%
INPB - INTENSIVE PROBATION	432,983	557,124	557,124	444,909	446,135	(110,989)	-19.9%
SMIL - SERIOUS MENTALLY ILL	-	-	-	27,894	36,466	36,466	N/A
SOFF - SEX OFFENDER	47,288	56,400	56,400	55,772	55,964	(436)	-0.8%
STDP - STANDARD PROBATION	8,397,094	8,151,648	8,151,648	7,938,919	8,009,776	(141,872)	-1.7%
WARR - FUGITIVE APPREHENSION	70,092	45,000	45,000	51,319	52,000	7,000	15.6%
11CJ - COMMUNITY JUSTICE	\$ 9,710,634	\$ 9,749,656	\$ 9,749,656	\$ 9,325,073	\$ 9,296,965	\$ (452,691)	-4.6%
ODIR - EXECUTIVE MANAGEMENT	\$ 5,389	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
99AS - INDIRECT SUPPORT	\$ 5,389	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
CSCA - CENTRAL SERVICE COST ALLOC	\$ 17,581	\$ 42,847	\$ 42,847	\$ 33,346	\$ 13,263	\$ (29,584)	-69.0%
GGOV - GENERAL GOVERNMENT	3,667,431	3,364,400	3,364,400	3,222,769	3,188,637	(175,763)	-5.2%
99GV - GENERAL OVERHEAD	\$ 3,685,012	\$ 3,407,247	\$ 3,407,247	\$ 3,256,115	\$ 3,201,900	\$ (205,347)	-6.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 16,323,481</b>	<b>\$ 15,926,853</b>	<b>\$ 15,999,365</b>	<b>\$ 15,087,925</b>	<b>\$ 15,220,544</b>	<b>\$ (778,821)</b>	<b>-4.9%</b>
<b>USES</b>							
EDUC - ADULT EDUCATION	\$ 749,665	\$ 892,002	\$ 952,767	\$ 851,306	\$ 1,017,958	\$ (65,191)	-6.8%
PRES - PRESENTENCE	8,241,720	8,565,682	9,101,764	9,124,026	9,218,824	(117,060)	-1.3%
PTRI - PRETRIAL INIT AP RELEASE INFO	1,863,145	2,282,874	2,467,717	2,285,614	2,459,660	8,057	0.3%
PTSV - PRETRIAL SUPERVISION	4,542,189	6,478,174	6,926,639	6,083,366	6,908,713	17,926	0.3%
TTAC - TRANSITION AND TREATMENT	6,070,647	6,379,250	5,282,218	5,165,474	4,949,977	332,241	6.3%
11BC - BEHAVIORAL CHANGE	\$ 21,467,366	\$ 24,597,982	\$ 24,731,105	\$ 23,509,786	\$ 24,555,132	\$ 175,973	0.7%
CMRS - COMMUNITY RESTORATION	\$ 2,991,749	\$ 3,047,128	\$ 3,149,125	\$ 3,163,680	\$ 3,044,391	\$ 104,734	3.3%
DVIO - DOMESTIC VIOLENCE	1,249,397	1,405,397	1,518,971	1,538,870	1,770,024	(251,053)	-16.5%
ICMA - IN CUSTODY MANAGEMENT	2,476,276	2,572,876	2,764,245	2,747,358	2,757,847	6,398	0.2%
INDS - INDIRECT SERVICES	1,030,645	1,038,744	1,106,634	1,122,158	1,117,971	(11,337)	-1.0%
INPB - INTENSIVE PROBATION	5,663,303	5,800,847	6,381,212	6,414,808	7,140,134	(758,922)	-11.9%
RPRT - COMPLIANCE MONITORING	4,432,585	4,510,331	4,781,574	4,808,106	4,841,568	(59,994)	-1.3%
SMIL - SERIOUS MENTALLY ILL	1,388,010	1,390,239	1,497,984	1,581,246	1,697,557	(199,573)	-13.3%
SOFF - SEX OFFENDER	4,753,341	5,250,651	5,832,663	5,724,276	6,178,104	(345,441)	-5.9%
STDP - STANDARD PROBATION	25,340,052	25,467,333	29,051,939	28,742,388	29,595,735	(543,796)	-1.9%
TYTH - TRANSFERRED YOUTH	600,127	651,462	695,946	697,191	697,694	(1,748)	-0.3%
WARR - FUGITIVE APPREHENSION	2,091,559	2,118,897	2,264,631	2,405,688	2,299,622	(34,991)	-1.5%
11CJ - COMMUNITY JUSTICE	\$ 52,017,044	\$ 53,253,905	\$ 59,044,924	\$ 58,945,769	\$ 61,140,647	\$ (2,095,723)	-3.5%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 597,703	\$ 600,552	\$ 600,552	\$ 597,818	\$ 595,752	\$ 4,800	0.8%
FACI - FACILITIES MANAGEMENT	958	-	-	-	-	-	N/A
HRAC - HUMAN RESOURCES	367,981	351,958	566,029	365,270	336,182	229,847	40.6%
ODIR - EXECUTIVE MANAGEMENT	1,434,309	1,384,481	1,388,132	1,341,170	270,373	1,117,759	80.5%
POOL - POOLED COSTS	-	(773,600)	5,974	-	103,584	(97,610)	-1633.9%
PROC - PROCUREMENT	168,180	168,180	168,180	168,180	168,180	-	0.0%
RMGT - RISK MANAGEMENT	641,836	616,501	637,579	670,032	663,072	(25,493)	-4.0%
SPPT - OPERATIONS SUPPORT	-	-	-	-	478,691	(478,691)	N/A
99AS - INDIRECT SUPPORT	\$ 3,210,967	\$ 2,348,072	\$ 3,366,446	\$ 3,142,470	\$ 2,615,834	\$ 750,612	22.3%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 930,651	\$ (930,651)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	392,814	352,002	352,002	354,855	-	352,002	100.0%
MPOS - ELECTED AND STATUTRY OFFICIALS	-	-	-	-	186,929	(186,929)	N/A
RISK - RISK PREMIUMS	-	-	-	-	366,719	(366,719)	N/A
99GV - GENERAL OVERHEAD	\$ 392,814	\$ 352,002	\$ 352,002	\$ 354,855	\$ 1,484,299	\$ (1,132,297)	-321.7%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 380,684	\$ 381,256	\$ 396,014	\$ 405,070	\$ 358,784	\$ 37,230	9.4%
GISA - GIS APPLICATION DEV AND SUPP	43,609	42,324	43,771	45,558	-	43,771	100.0%
TSPT - TECHNOLOGY SUPPORT	1,149,333	1,152,316	1,154,686	1,163,286	1,267,479	(112,793)	-9.8%
VANS - INFRASTRUCTURE NETWORK SVCS	65,490	84,122	87,249	74,803	100,574	(13,325)	-15.3%
99IT - INFORMATION TECHNOLOGY	\$ 1,639,116	\$ 1,660,018	\$ 1,681,720	\$ 1,688,717	\$ 1,726,837	\$ (45,117)	-2.7%
<b>TOTAL PROGRAMS</b>	<b>\$ 78,727,307</b>	<b>\$ 82,211,979</b>	<b>\$ 89,176,197</b>	<b>\$ 87,641,597</b>	<b>\$ 91,522,749</b>	<b>\$ (2,346,552)</b>	<b>-2.6%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 3,223,762	\$ 2,934,259	\$ 3,006,771	\$ 2,671,000	\$ 2,726,995	\$ (279,776)	-9.3%
<b>SUBTOTAL</b>	\$ 3,223,762	\$ 2,934,259	\$ 3,006,771	\$ 2,671,000	\$ 2,726,995	\$ (279,776)	-9.3%
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 70,092	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
0635 - OTHER CHARGES FOR SERVICES	9,568,756	9,539,929	9,539,929	9,071,758	9,196,900	(343,029)	-3.6%
<b>SUBTOTAL</b>	\$ 9,638,848	\$ 9,539,929	\$ 9,539,929	\$ 9,071,758	\$ 9,196,900	\$ (343,029)	-3.6%
0637 - FINES & FORFEITS	\$ 3,454,360	\$ 3,448,265	\$ 3,448,265	\$ 3,341,532	\$ 3,293,269	\$ (154,996)	-4.5%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 6,511	\$ 4,400	\$ 4,400	\$ 3,635	\$ 3,380	\$ (1,020)	-23.2%
<b>SUBTOTAL</b>	\$ 6,511	\$ 4,400	\$ 4,400	\$ 3,635	\$ 3,380	\$ (1,020)	-23.2%
<b>ALL REVENUES</b>	\$ 16,323,481	\$ 15,926,853	\$ 15,999,365	\$ 15,087,925	\$ 15,220,544	\$ (778,821)	-4.9%
<b>TOTAL SOURCES</b>	\$ 16,323,481	\$ 15,926,853	\$ 15,999,365	\$ 15,087,925	\$ 15,220,544	\$ (778,821)	-4.9%
CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 48,377,687	\$ 49,248,302	\$ 54,613,607	\$ 54,354,680	\$ 56,651,477	\$ (2,037,870)	-3.7%
0705 - TEMPORARY PAY	235,162	352,304	466,078	341,178	482,002	(15,924)	-3.4%
0710 - OVERTIME	255,845	292,268	292,268	457,869	403,224	(110,956)	-38.0%
0750 - FRINGE BENEFITS	19,120,830	21,088,684	21,982,652	21,724,229	23,022,322	(1,039,670)	-4.7%
0790 - OTHER PERSONNEL SERVICES	368,008	63,188	430,487	218,048	117,480	313,007	72.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(12,521,848)	(12,658,962)	(12,658,962)	(12,168,624)	(12,220,376)	(438,586)	-3.5%
0796 - PERSONNEL SERVICES ALLOC-IN	14,219,656	14,306,967	14,306,967	13,789,500	13,868,383	438,584	3.1%
<b>SUBTOTAL</b>	\$ 70,055,340	\$ 72,692,751	\$ 79,433,097	\$ 78,716,880	\$ 82,324,512	\$ (2,891,415)	-3.6%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 1,029,970	\$ 828,021	\$ 845,469	\$ 822,053	\$ 687,189	\$ 158,280	18.7%
0802 - MEDICAL SUPPLIES	6,396	36,000	36,000	6,043	50,000	(14,000)	-38.9%
0803 - FUEL	227,624	256,480	256,480	228,599	241,332	15,148	5.9%
0804 - NON-CAPITAL EQUIPMENT	676,207	605,800	605,800	382,556	305,610	300,190	49.6%
<b>SUBTOTAL</b>	\$ 1,940,197	\$ 1,726,301	\$ 1,743,749	\$ 1,439,251	\$ 1,284,131	\$ 459,618	26.4%
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 19,807	\$ 1,200	\$ 1,200	\$ 1,295	\$ -	\$ 1,200	100.0%
0811 - HEALTH CARE SERVICES	314,367	304,400	304,400	392,037	226,020	78,380	25.7%
0812 - OTHER SERVICES	2,476,828	2,928,298	3,134,722	2,581,046	3,129,822	4,900	0.2%
0820 - RENT & OPERATING LEASES	1,009,897	1,051,464	1,051,464	1,017,383	1,055,099	(3,635)	-0.3%
0825 - REPAIRS AND MAINTENANCE	67,366	46,800	46,800	49,250	31,200	15,600	33.3%
0830 - INTERGOVERNMENTAL PAYMENTS	1,224,454	1,254,000	1,254,000	1,174,146	1,204,436	49,564	4.0%
0839 - INTERNAL SERVICE CHARGES	1,587,378	1,619,533	1,619,533	1,685,246	1,590,711	28,822	1.8%
0841 - TRAVEL	317,819	368,320	368,320	305,176	324,252	44,068	12.0%
0842 - EDUCATION AND TRAINING	59,777	61,080	61,080	40,737	50,679	10,401	17.0%
0843 - POSTAGE/FREIGHT/SHIPPING	65,431	63,060	63,060	62,079	43,116	19,944	31.6%
0845 - SUPPORT AND CARE OF PERSONS	277,095	232,940	232,940	234,459	304,081	(71,141)	-30.5%
0850 - UTILITIES	-	-	-	235	-	-	N/A
0872 - SERVICES-ALLOCATION OUT	(880,712)	(688,168)	(688,168)	(746,828)	(625,310)	(62,858)	-9.1%
0873 - SERVICES-ALLOCATION IN	-	-	-	50	-	-	N/A
<b>SUBTOTAL</b>	\$ 6,539,507	\$ 7,242,927	\$ 7,449,351	\$ 6,796,311	\$ 7,334,106	\$ 115,245	1.5%
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 34,585	\$ 50,000	\$ 50,000	\$ 125,000	\$ 80,000	\$ (30,000)	-60.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	157,678	500,000	500,000	442,639	500,000	-	0.0%
0956 - CAPITAL-ALLOCATION IN	-	-	-	121,516	-	-	N/A
<b>SUBTOTAL</b>	\$ 192,263	\$ 550,000	\$ 550,000	\$ 689,155	\$ 580,000	\$ (30,000)	-5.5%
<b>ALL EXPENDITURES</b>	\$ 78,727,307	\$ 82,211,979	\$ 89,176,197	\$ 87,641,597	\$ 91,522,749	\$ (2,346,552)	-2.6%
<b>TOTAL USES</b>	\$ 78,727,307	\$ 82,211,979	\$ 89,176,197	\$ 87,641,597	\$ 91,522,749	\$ (2,346,552)	-2.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
211 ADULT PROBATION GRANTS							
OPERATING	\$ 3,692,725	\$ 3,084,259	\$ 3,156,771	\$ 2,762,282	\$ 2,876,995	\$ (279,776)	-8.9%
<b>FUND TOTAL SOURCES</b>	<b>\$ 3,692,725</b>	<b>\$ 3,084,259</b>	<b>\$ 3,156,771</b>	<b>\$ 2,762,282</b>	<b>\$ 2,876,995</b>	<b>\$ (279,776)</b>	<b>-8.9%</b>
201 ADULT PROBATION FEES							
OPERATING	\$ 12,630,756	\$ 12,842,594	\$ 12,842,594	\$ 12,325,643	\$ 12,343,549	\$ (499,045)	-3.9%
<b>FUND TOTAL SOURCES</b>	<b>\$ 12,630,756</b>	<b>\$ 12,842,594</b>	<b>\$ 12,842,594</b>	<b>\$ 12,325,643</b>	<b>\$ 12,343,549</b>	<b>\$ (499,045)</b>	<b>-3.9%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 16,323,481</b>	<b>\$ 15,926,853</b>	<b>\$ 15,999,365</b>	<b>\$ 15,087,925</b>	<b>\$ 15,220,544</b>	<b>\$ (778,821)</b>	<b>-4.9%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 16,323,481</b>	<b>\$ 15,926,853</b>	<b>\$ 15,999,365</b>	<b>\$ 15,087,925</b>	<b>\$ 15,220,544</b>	<b>\$ (778,821)</b>	<b>-4.9%</b>
FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 50,706,692	\$ 41,708,509	\$ 46,495,032	\$ 46,470,889	\$ 48,350,459	\$ (1,855,427)	-4.0%
NON RECURRING NON PROJECT	-	127,030	327,030	127,030	25,000	302,030	92.4%
<b>FUND TOTAL USES</b>	<b>\$ 50,706,692</b>	<b>\$ 41,835,539</b>	<b>\$ 46,822,062</b>	<b>\$ 46,597,919</b>	<b>\$ 48,375,459</b>	<b>\$ (1,553,397)</b>	<b>-3.3%</b>
211 ADULT PROBATION GRANTS							
OPERATING	\$ 3,384,129	\$ 3,084,259	\$ 3,156,771	\$ 2,762,282	\$ 2,876,995	\$ 279,776	8.9%
<b>FUND TOTAL USES</b>	<b>\$ 3,384,129</b>	<b>\$ 3,084,259</b>	<b>\$ 3,156,771</b>	<b>\$ 2,762,282</b>	<b>\$ 2,876,995</b>	<b>\$ 279,776</b>	<b>8.9%</b>
201 ADULT PROBATION FEES							
OPERATING	\$ 12,720,247	\$ 12,842,594	\$ 12,842,594	\$ 12,325,643	\$ 12,343,549	\$ 499,045	3.9%
NON RECURRING NON PROJECT	860,565	934,539	934,539	536,378	1,083,459	(148,920)	-15.9%
<b>FUND TOTAL USES</b>	<b>\$ 13,580,812</b>	<b>\$ 13,777,133</b>	<b>\$ 13,777,133</b>	<b>\$ 12,862,021</b>	<b>\$ 13,427,008</b>	<b>\$ 350,125</b>	<b>2.5%</b>
255 DETENTION OPERATIONS							
OPERATING	\$ 10,965,563	\$ 23,318,188	\$ 25,223,371	\$ 25,222,515	\$ 26,643,287	\$ (1,419,916)	-5.6%
NON RECURRING NON PROJECT	90,111	196,860	196,860	196,860	200,000	(3,140)	-1.6%
<b>FUND TOTAL USES</b>	<b>\$ 11,055,674</b>	<b>\$ 23,515,048</b>	<b>\$ 25,420,231</b>	<b>\$ 25,419,375</b>	<b>\$ 26,843,287</b>	<b>\$ (1,423,056)</b>	<b>-5.6%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 77,776,631</b>	<b>\$ 80,953,550</b>	<b>\$ 87,717,768</b>	<b>\$ 86,781,329</b>	<b>\$ 90,214,290</b>	<b>\$ (2,496,522)</b>	<b>-2.8%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 950,676</b>	<b>\$ 1,258,429</b>	<b>\$ 1,458,429</b>	<b>\$ 860,268</b>	<b>\$ 1,308,459</b>	<b>\$ 149,970</b>	<b>10.3%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 78,727,307</b>	<b>\$ 82,211,979</b>	<b>\$ 89,176,197</b>	<b>\$ 87,641,597</b>	<b>\$ 91,522,749</b>	<b>\$ (2,346,552)</b>	<b>-2.6%</b>

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
BEHAVIORAL CHANGE							
ADULT EDUCATION	13.35	12.10	12.10	12.10	12.10	-	0.0%
PRESENTENCE	122.60	130.60	127.60	127.60	130.60	3.00	2.4%
PRETRIAL INIT AP RELEASE INFO	23.00	30.00	30.00	30.00	30.00	-	0.0%
PRETRIAL SUPERVISION	53.68	69.68	70.68	70.68	75.68	5.00	7.1%
TRANSITION AND TREATMENT	75.45	76.45	50.45	50.45	50.95	.50	1.0%
PROGRAM TOTAL	288.08	318.83	290.83	290.83	299.33	8.50	2.9%
COMMUNITY JUSTICE							
COMMUNITY RESTORATION	51.64	49.14	47.22	48.22	45.97	(1.25)	(2.6%)
COMPLIANCE MONITORING	69.05	68.30	68.30	68.30	68.30	-	0.0%
DOMESTIC VIOLENCE	18.75	20.75	20.75	20.75	23.75	3.00	14.5%
FUGITIVE APPREHENSION	31.00	31.00	31.00	31.00	31.00	-	0.0%
IN CUSTODY MANAGEMENT	41.32	39.32	37.32	38.32	37.32	-	0.0%
INDIRECT SERVICES	15.05	16.05	15.05	16.05	16.05	1.00	6.6%
INTENSIVE PROBATION	85.39	81.18	81.18	81.18	88.18	7.00	8.6%
SERIOUS MENTALLY ILL	19.25	19.25	19.25	19.25	19.25	-	0.0%
SEX OFFENDER	69.28	76.28	77.28	77.28	80.28	3.00	3.9%
STANDARD PROBATION	346.19	344.30	369.32	368.32	371.32	2.00	0.5%
TRANSFERRED YOUTH	7.75	8.25	8.25	8.25	8.25	-	0.0%
PROGRAM TOTAL	754.67	753.82	774.92	776.92	789.67	14.75	1.9%
GENERAL OVERHEAD							
ELECTED AND STATUTRY OFFICIALS	-	-	.00	-	1.00	1.00	N/A
PROGRAM TOTAL	-	-	-	-	1.00	1.00	N/A
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	1.25	-	.00	-	-	-	N/A
EXECUTIVE MANAGEMENT	11.00	11.00	10.00	10.00	2.50	(7.50)	(75.0%)
HUMAN RESOURCES	3.25	3.75	3.75	3.75	3.50	(.25)	(6.7%)
OPERATIONS SUPPORT	-	-	.00	-	7.00	7.00	N/A
RISK MANAGEMENT	3.50	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	19.00	18.75	17.75	17.75	17.00	(.75)	(4.2%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	5.40	5.65	5.65	5.65	4.75	(.90)	(15.9%)
GIS APPLICATION DEV AND SUPP	.75	.50	.50	.50	-	(.50)	(100.0%)
INFRASTRUCTURE NETWORK SVCS	.90	.90	.90	.90	1.25	.35	38.9%
TECHNOLOGY SUPPORT	1.70	1.70	1.70	1.70	3.75	2.05	120.6%
PROGRAM TOTAL	8.75	8.75	8.75	8.75	9.75	1.00	11.4%
DEPARTMENT TOTAL	1,070.50	1,100.15	1,092.25	1,094.25	1,116.75	24.50	2.2%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Admin/Operations Specialist	22.00	23.00	22.00	22.00	22.00	-	0.0%
Business Systems Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Business Systems Analyst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Collections Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Collector	14.00	14.00	14.00	14.00	14.00	-	0.0%
Counseling Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Counselor	13.00	13.00	14.00	14.00	14.00	-	0.0%
Deputy Director - Probation	3.50	3.50	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	21.00	21.00	21.00	21.00	-	0.0%
Education Manager - Detention	1.00	1.00	1.00	1.00	1.00	-	0.0%
Educator - Detention	6.00	7.00	6.00	6.00	6.00	-	0.0%
Educator Supervisor - Detention	1.00	-	-	-	-	-	N/A
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%
IT Project Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Security Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Clerk	74.50	71.00	70.00	70.00	73.00	3.00	4.3%
Justice System Clerk Lead	2.00	2.00	2.00	2.00	2.00	-	0.0%
Justice System Clerk Supv	9.00	9.00	9.00	9.00	9.00	-	0.0%
Management Analyst	5.00	5.00	5.00	5.00	5.50	.50	10.0%
Office Assistant Specialized	3.00	3.90	3.00	3.00	3.00	-	0.0%
Operations/Program Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Presentence Screener	47.00	52.00	49.00	49.00	52.00	3.00	6.1%
Probation Assistant	46.50	45.75	44.75	45.75	44.75	-	0.0%
Probation Manager	10.00	9.00	9.00	9.00	9.00	-	0.0%
Probation Officer	600.00	626.00	627.00	627.00	640.00	13.00	2.1%
Probation Officer Supervisor	88.00	91.00	92.00	92.00	95.00	3.00	3.3%
Program Coordinator	7.00	6.00	5.00	5.00	5.00	-	0.0%
Surveillance Officer	76.00	77.00	76.00	77.00	78.00	2.00	2.6%
Trades Generalist	1.00	1.00	-	-	-	-	N/A
Trainer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Training Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>1,070.50</b>	<b>1,100.15</b>	<b>1,092.25</b>	<b>1,094.25</b>	<b>1,116.75</b>	<b>24.50</b>	<b>2.2%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	864.50	746.90	746.00	746.00	758.00	12.00	1.6%
201 ADULT PROBATION FEES	1.50	1.50	1.50	1.50	1.50	-	0.0%
211 ADULT PROBATION GRANTS	47.50	34.75	27.75	29.75	28.25	.50	1.8%
255 DETENTION OPERATIONS	157.00	317.00	317.00	317.00	329.00	12.00	3.8%
<b>Department Total</b>	<b>1,070.50</b>	<b>1,100.15</b>	<b>1,092.25</b>	<b>1,094.25</b>	<b>1,116.75</b>	<b>24.50</b>	<b>2.2%</b>

### Significant Variance Analysis

Due to the rising populations and increased caseloads in the Department, there were 24.50 Full-Time Equivalent (FTE) positions added in FY 2015. The compliments of these positions include 3.0 FTE Justice System Clerks, .50 FTE Management Analyst, 3.0 FTE Presentence Screeners, 3.0 FTE Probation Officer Supervisor, 2.0 FTE Surveillance Officer, and 13.0 FTE Probation Officers. These positions will allow the Department to meet the demands for FY 2015.

## General Adjustments

**Personnel:** FY 2015 personnel expenditures increased due to the annualization of County performance pay and market study adjustments in FY 2014.

### **Base Adjustments:**

#### **General Fund (100) Operating**

- Increase Regular Benefits by \$166,993 for the impact of changes in retirement contribution rates.
- Increase Internal Services Charges by \$6,392 for the impact of the changes in risk management charges.
- Decrease Personnel Savings by \$536,901 based on prior years' actuals and FY 2014 Forecast. This results in changing the budgeted personnel savings rate from 4.4% in FY 2014 to 3.1% in FY 2015.
- Increase Personnel Services by \$46,880 for Justice System Support Market Adjustment.
- Increase Personnel Services by \$43,313 for Court Interpreter and Probation Dispatch Market Adjustments.

#### **Adult Probation Fees Fund (201) Operating**

- Decrease revenues and expenditures by \$499,045 to reflect a decrease in probation fee collection in FY 2015.

#### **Adult Probation Grants Fund (211)**

- Increase Regular Benefits by \$612 for the impact of changes in retirement contribution rates.
- Increase Internal Services Charges by \$217 for the impact of the changes in risk management charges.
- Right-size Supplies and Services by decreasing expenditures by \$829.
- Decrease revenues and expenditures by \$207,264 to reflect an expected reduction in grant awards for FY 2015.

#### **Detention Fund (255) Operating**

- Increase Regular Benefits by \$86,071 for the impact of changes in retirement contribution rates.
- Increase Internal Services Charges by \$2,706 for the impact of the changes in risk management charges.
- Decrease Personnel Savings by \$236,699 based on prior years' actuals and FY 2014 Forecast. This results in changing the budgeted personnel savings rate from 3.8% in FY 2014 to 2.6% in FY 2015.
- Increase Personnel Services by \$13,391 for Justice System Support Market Adjustment.

## Programs and Activities

### Behavioral Change Program

The purpose of the Assessment and Behavioral Change Program is to provide assessment, treatment and education services to offenders so that they can experience positive behavioral change.

### Program Results

Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of students who achieve at least one successful gain in education classes operated by MCAPD during the reporting period.	63.6%	73.9%	78.8%	72.7%	(1.2%)	-1.7%
Percent of presentence investigation reports submitted to the Court that did not have continuances submitted by MCAPD during the reporting period.	98.8%	97.5%	98.8%	99.7%	2.2%	2.2%
Percent of Pretrial Initial Appearance defendant packets submitted to the Court within the 24-hour statutory mandate during the reporting period.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of defendants who successfully complete release conditions during the reporting period.	94.6%	91.0%	79.2%	82.3%	(8.7%)	-9.5%
Percent of defendants who fail to initially appear to Pretrial Services during the reporting period.	9.6%	10.9%	N/A	N/A	N/A	N/A
Percent of probationers who successfully completed MCAPD operated and/or funded treatment and residential services during the reporting period.	62.5%	65.6%	60.4%	61.3%	(4.3%)	-6.6%
Percent of jail days saved by releasing probationers early from jail into treatment during the reporting period.	36.2%	20.1%	37.7%	36.1%	16.0%	79.8%

Activities that comprise this program include:

- Adult Education
- Pretrial Supervision
- Presentence
- Pretrial Initial Appearance Release Information
- 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 the Superior Court, through Adult Probation, is responsible for establishing community punishment programs, including educational services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of students who achieve at least one successful gain in education classes operated by MCAPD during the reporting period.	63.6%	73.9%	78.8%	72.7%	(1.2%)	-1.7%
Output	Average number of students who participated in education classes operated by MCAPD during the reporting period.	377	403	395	413	10	2.5%
Output	Number of students who terminate (exit) from education classes operated by MCAPD during the reporting period.	1,676	1,338	1,339	1,780	442	33.0%
Output	Annual average number of students who participated in education classes operated by MCAPD during the fiscal year.	N/A	N/A	N/A	413	N/A	N/A
Demand	Average number of students in need (directed, referred, inquiry) of MCAPD operated education services.	471	682	482	585	(98)	-14.3%
Expenditure Ratio	Average cost per student who participates in MCAPD operated education classes per year.	N/A	N/A	N/A	\$ 2,464.79	N/A	N/A
<i>Revenue</i>							
	211 - ADULT PROBATION GRANTS	\$ 202,180	\$ 266,991	\$ 359,313	\$ 388,687	\$ 121,696	45.6%
	201 - ADULT PROBATION FEES	800	1,920	-	-	(1,920)	-100.0%
	TOTAL SOURCES	\$ 202,980	\$ 268,911	\$ 359,313	\$ 388,687	\$ 119,776	44.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 293,476	\$ 433,488	\$ 410,527	\$ 366,326	\$ 67,162	15.5%
	211 - ADULT PROBATION GRANTS	456,189	519,279	440,779	651,632	(132,353)	-25.5%
	TOTAL USES	\$ 749,665	\$ 952,767	\$ 851,306	\$ 1,017,958	\$ (65,191)	-6.8%

**Activity Narrative:** The annual average number of students who participated in education classes is a new output measure in FY 2015, and thus cannot be compared to prior years. The grant expenditures and revenue is increasing substantially based on the anticipated grants to be received in FY 2015. Although demand is expected to increase over the FY 2013 Actual amount, it is not projected to increase at the same rate as it had in prior years. This is in part as a result of the General Education Development (GED) test price increasing from \$85 to \$120 as of January 1, 2014. Additionally, the GED test has been reformatted to be aligned with more rigorous college and career readiness standards along with being computerized. These changes will likely affect the result of the percent of students achieving successful gains.

**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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of presentence investigation reports submitted to the Court that did not have continuances submitted by MCAPD during the reporting period.	98.8%	97.5%	98.8%	99.7%	2.2%	2.2%
Output	Number of presentence investigation reports completed during the reporting period.	15,353	16,984	16,728	18,168	1,184	7.0%
Demand	Number of presentence investigation reports ordered by the court to be completed during the reporting period.	15,353	16,984	16,728	18,168	1,184	7.0%
Expenditure Ratio	Average cost per presentence investigation report per year.	\$ 536.81	\$ 535.90	\$ 545.43	\$ 507.42	\$ 28.48	5.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 7,406,636	\$ 5,121,124	\$ 4,986,914	\$ 5,156,601	\$ (35,477)	-0.7%
	211 - ADULT PROBATION GRANTS	138,514	-	-	-	-	N/A
	201 - ADULT PROBATION FEES	28,677	-	18,463	-	-	N/A
	255 - DETENTION OPERATIONS	667,893	3,980,640	4,118,649	4,062,223	(81,583)	-2.0%
	TOTAL USES	\$ 8,241,720	\$ 9,101,764	\$ 9,124,026	\$ 9,218,824	\$ (117,060)	-1.3%

**Activity Narrative:** The Superior Court is anticipating an increase of 19.1% in the number of General Felony cases filed in FY 2015. Consequently, the number of presentence investigation reports ordered by the court is expected to rise by 7% in FY 2015. The Department will meet this rise in demand by adding three Presentence Screener positions.

**Base Adjustments:**

**General Fund (100) Operating**

- Increase expenditures by \$131,996 for 3.0 FTE Presentence Screeners and related supplies to support the caseload increase.

**Pretrial Initial Appearance Release Information Activity**

The purpose of the Pretrial Jail Initial Appearance Release Information Activity is to provide information regarding 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 an 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of Pretrial Initial Appearance defendant packets submitted to the Court within the 24-hour statutory mandate during the reporting period.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Initial Appearance defendant packets presented to the court during the reporting period.	50,003	57,772	52,254	55,941	(1,831)	-3.2%
Demand	Number of Initial Appearance defendant packets ordered by the court during the reporting period.	50,003	57,772	52,254	55,941	(1,831)	-3.2%
Expenditure Ratio	Average cost per Initial Appearance defendant packets presented to the court per year.	\$ 37.26	\$ 42.71	\$ 43.74	\$ 43.97	\$ (1.25)	-2.9%
<i>Expenditure</i>							
	201 - ADULT PROBATION FEES	\$ 3,116	\$ -	\$ -	\$ -	\$ -	N/A
	255 - DETENTION OPERATIONS	1,860,029	2,467,717	2,285,614	2,459,660	8,057	0.3%
	TOTAL USES	\$ 1,863,145	\$ 2,467,717	\$ 2,285,614	\$ 2,459,660	\$ 8,057	0.3%

**Activity Narrative:** Based on FY 2013 Actual and FY 2014 Forecast, the year over year rate of increase for demand and output has been adjusted downward to approximately 5% in FY 2015.

**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 an 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of defendants who successfully complete release conditions during the reporting period.	94.6%	91.0%	79.2%	82.3%	(8.7%)	-9.5%
Output	Number of defendants exiting (successful and unsuccessful) from pretrial services during the reporting period.	5,978	7,540	7,798	7,369	(171)	-2.3%
Output	Annual average number of defendants supervised by Pretrial Services during the fiscal year.	N/A	N/A	N/A	2,856	N/A	N/A
Demand	Average number of defendants ordered to be supervised by Pretrial Services during the reporting period.	N/A	N/A	N/A	2,856	N/A	N/A
Expenditure Ratio	Average cost per defendant on Pretrial Supervision per year.	N/A	N/A	N/A	\$ 2,419.02	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 148,374	\$ 239,753	\$ 248,612	\$ 205,049	\$ 34,704	14.5%
	201 - ADULT PROBATION FEES	15,936	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	4,377,879	6,686,886	5,834,754	6,703,664	(16,778)	-0.3%
	TOTAL USES	\$ 4,542,189	\$ 6,926,639	\$ 6,083,366	\$ 6,908,713	\$ 17,926	0.3%

**Activity Narrative:** The output and demand measures for those defendants ordered to be supervised by Pretrial Services are new in FY 2015. The FY 2015 result measure cannot be compared to previous years as the measuring methodology has changed. The number of defendants exiting from Pretrial Services is expected to increase over FY 2013 Actual and FY 2014 Forecast amounts due to the increase use of Electronic Monitoring Equipment.

**Base Adjustments:**

**Detention Fund (255) Operating**

- Increase Expenditures by \$466,063 for the addition 4.0 FTE Probation Officers, 1.0 FTE Justice System Clerk, two (2) vehicles, Electronic Monitoring Equipment lease, and other necessary supplies for the increase in the population who are electronically monitored.

**Detention Fund (255) Non Recurring Non Project**

- Increase Expenditures by \$25,000 for the addition of one (1) vehicle.

### 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 13-901.01 establishes that Superior Court, though, Adult Probation, is responsible for establishing community punishment programs, including drug treatment.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of probationers who successfully completed MCAPD operated and/or funded treatment and residential services during the reporting period.	62.5%	65.6%	60.4%	61.3%	(4.3%)	-6.6%
Result	Percent of jail days saved by releasing probationers early from jail into treatment during the reporting period.	36.2%	20.1%	37.7%	36.1%	16.0%	79.8%
Output	Average number of probationers who participate in MCAPD operated and/or funded treatment and residential service during the reporting period.	1,317	1,611	1,373	1,491	(120)	-7.4%
Output	Number of jail days saved by releasing probationers early from jail into treatment during the reporting period.	2,458	2,110	2,563	2,364	254	12.0%
Output	Number of probationers who were terminated from MCAPD operated and/or funded treatment and residential services during the reporting period.	1,558	2,204	1,236	1,984	(220)	-10.0%
Output	Annual average number of probationers who participate in MCAPD operated and/or funded treatment and residential service during the fiscal year.	N/A	N/A	N/A	1,491	N/A	N/A
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.	1,610	1,877	1,711	1,778	(100)	-5.3%
Demand	Number of jail days ordered for probationers who are released from jail into treatment during the reporting period.	6,797	10,512	6,801	7,702	(2,810)	-26.7%
Expenditure Ratio	Average cost per probationer to receive MCAPD operated and/or funded treatment and residential services per year.	N/A	N/A	N/A	\$ 3,319.90	N/A	N/A
<b>Revenue</b>							
	211 - ADULT PROBATION GRANTS	\$ 2,708,669	\$ 2,567,551	\$ 2,138,906	\$ 2,324,594	\$ (242,957)	-9.5%
	201 - ADULT PROBATION FEES	10,797	6,000	8,518	8,398	2,398	40.0%
	TOTAL SOURCES	\$ 2,719,466	\$ 2,573,551	\$ 2,147,424	\$ 2,332,992	\$ (240,559)	-9.3%
<b>Expenditure</b>							
	100 - GENERAL	\$ 2,073,605	\$ 2,296,284	\$ 2,443,227	\$ 2,368,295	\$ (72,011)	-3.1%
	211 - ADULT PROBATION GRANTS	2,131,207	2,145,416	1,916,571	1,763,941	381,475	17.8%
	201 - ADULT PROBATION FEES	15,286	3,000	5,357	3,000	-	0.0%
	255 - DETENTION OPERATIONS	1,850,549	837,518	800,319	814,741	22,777	2.7%
	TOTAL USES	\$ 6,070,647	\$ 5,282,218	\$ 5,165,474	\$ 4,949,977	\$ 332,241	6.3%

**Activity Narrative:** Although the number of jail days ordered is not expected to reach 10,512 as anticipated in FY 2014 Revised, this demand is expected to increase in FY 2015 over the FY 2013 Actual amount. Based on the FY 2013 Actual and FY 2014 Forecast data, it is anticipated that the number of jail days saved by releasing probationers early from jail into treatment will increase by 79.8% in FY 2015. Due to the implementation of the Affordable Care Act as well as the Mental Health Parity and Addiction Equity Act, this result measure is likely to continue increasing in future years as more probationers will have access to treatment services.

## 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of probationers who complete community work service hours ordered by the court during the reporting period.	47.4%	52.4%	44.2%	39.3%	(13.1%)	-25.0%
Percent of opted-in victims satisfied with MCAPD.	70.3%	80.0%	69.8%	71.0%	(9.0%)	-11.3%
Percent of probationers paying restitution during the reporting period.	86.8%	77.0%	80.6%	79.0%	2.0%	2.6%
Percent of domestic violence probationers who successfully complete probation during the reporting period.	51.2%	62.7%	48.3%	51.5%	(11.2%)	-17.9%
Percentage of active domestic violence probationers sentenced for a new felony offense while supervised during the fiscal year.	4.2%	4.5%	3.7%	4.5%	(0.0%)	-0.6%
Percent of jail days saved through Court Liaison during the reporting period.	45.2%	49.4%	45.2%	44.0%	(5.4%)	-11.0%
Percentage of jailed probationers who received services under In-Custody Management during the reporting period.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Sex Offenders who check in with Adult Probation within 72 hours of discharge from Department of Corrections during the reporting period.	100.0%	98.3%	99.5%	97.7%	(0.6%)	-0.7%
Percent of probationers on deportation status through Immigration and Customs Enforcement (ICE) who are returned to MCAPD for action due to arrest, technical violation, or investigation during the reporting period.	0.3%	0.3%	0.4%	0.3%	(0.0%)	-14.9%
Percent of IPS probationers who successfully exit IPS and are not revoked to prison or jail during the reporting period.	56.0%	59.6%	51.9%	56.0%	(3.6%)	-6.0%
Percent of active IPS probationers sentenced for a new felony offense while supervised during the reporting period.	11.2%	8.1%	10.3%	11.2%	3.1%	37.7%
Percent of unsupervised probationers sentenced for a new felony while being monitored during the fiscal year.	N/A	N/A	N/A	7.4%	N/A	N/A
Percent of unsupervised probationers who successfully complete probation during the reporting period.	N/A	N/A	N/A	96.9%	N/A	N/A
Percent of seriously mentally ill probationers who successfully complete probation during the reporting period.	73.0%	74.1%	77.0%	74.5%	0.4%	0.6%
Percent of active seriously mentally ill probationers sentenced for a new felony offense while supervised during the fiscal year.	7.0%	6.2%	6.3%	6.4%	0.2%	3.2%

Program Results (continued)

Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of active Sex Offender probationers sentenced for a new felony offense while supervised during the reporting period.	1.2%	2.4%	1.4%	1.3%	(1.1%)	-45.4%
Percent of standard probationers who successfully complete probation during the reporting period.	69.4%	74.6%	66.6%	69.5%	(5.1%)	-6.8%
Percent of active standard probationers convicted of a new felony offense while supervised during the fiscal year.	7.5%	7.5%	6.3%	6.1%	(1.4%)	-18.2%
Percent of transferred youth probationers who successfully complete probation during the reporting period.	52.4%	52.3%	55.8%	58.1%	5.8%	11.2%
Percent of active transferred youth sentenced for a new felony offense while supervised during the fiscal year.	18.2%	15.0%	24.2%	25.1%	10.1%	67.7%
Percent of newly ordered warrants cleared during the reporting period.	63.9%	69.5%	65.0%	65.0%	(4.5%)	-6.5%
Percent of warrants cleared during the fiscal year.	43.5%	58.8%	52.3%	53.3%	(5.5%)	-9.4%
The percentage of warrants cleared with targeted criteria, out of the total warrants cleared during the reporting period.	12.9%	10.7%	15.2%	14.0%	3.3%	30.3%

Activities that comprise this program include:

- Community Restoration
- Domestic Violence
- Fugitive Apprehension
- In Custody Management
- Indirect Services
- Intensive Probation
- Compliance Monitoring
- Seriously Mentally Ill
- Sex Offender
- Standard Probation
- Transferred 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 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of probationers who complete community work service hours ordered by the court during the reporting period.	47.4%	52.4%	44.2%	39.3%	(13.1%)	-25.0%
Result	Percent of opted-in victims satisfied with MCAPD.	70.3%	80.0%	69.8%	71.0%	(9.0%)	-11.3%
Result	Percent of probationers paying restitution during the reporting period.	86.8%	77.0%	80.6%	79.0%	2.0%	2.6%
Output	Average number of probationers ordered to pay restitution and/or perform Community Restitution Service during the fiscal year.	9,279	10,445	8,691	8,090	(2,355)	-22.5%
Demand	Average number of probationers ordered to pay victim restitution during the reporting period.	3,768	4,487	3,467	3,170	(1,317)	-29.4%
Demand	Average number of probationers ordered to perform community work service hours during the reporting period.	5,511	5,958	5,232	4,920	(1,038)	-17.4%
Expenditure Ratio	Average annual cost to provide Financial Compliance and Community Restitution services during the fiscal year.	\$ 322.42	\$ 301.50	\$ 364.02	\$ 376.32	\$ (74.82)	-24.8%
<i>Revenue</i>							
	211 - ADULT PROBATION GRANTS	\$ 46,635	\$ 10,000	\$ 56,985	\$ 56,985	\$ 46,985	469.9%
	201 - ADULT PROBATION FEES	52,831	59,184	42,655	42,672	(16,512)	-27.9%
	TOTAL SOURCES	\$ 99,466	\$ 69,184	\$ 99,640	\$ 99,657	\$ 30,473	44.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,880,190	\$ 2,970,339	\$ 3,015,733	\$ 2,894,716	\$ 75,623	2.5%
	211 - ADULT PROBATION GRANTS	110,058	86,411	54,071	56,972	29,439	34.1%
	201 - ADULT PROBATION FEES	1,501	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	-	92,375	93,876	92,703	(328)	-0.4%
	TOTAL USES	\$ 2,991,749	\$ 3,149,125	\$ 3,163,680	\$ 3,044,391	\$ 104,734	3.3%

**Activity Narrative:** The result measure for the percent of opted-in victims satisfied is expected to increase since the Department has provided additional training to employees in victim communication and awareness. However, the remaining measures are all expected to decrease for the third consecutive year, which is primarily due to a change in Superior Court practices. Furthermore, the average number of probationers ordered to pay restitution and/or perform Community Restitution Service was overestimated in the FY 2014 Revised budget. Although grant revenue is projected to increase substantially in FY 2015, overall expenditures are expected to decrease from FY 2014 Revised as a result the decreased demand.

### 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of domestic violence probationers who successfully complete probation during the reporting period.	51.2%	62.7%	48.3%	51.5%	(11.2%)	-17.9%
Result	Percentage of active domestic violence probationers sentenced for a new felony offense while supervised during the fiscal year.	4.2%	4.5%	3.7%	4.5%	(0.0%)	-0.6%
Output	Average number of active domestic violence probationers supervised during the reporting period.	672	694	722	794	100	14.4%
Output	Number of domestic violence probationers terminated from probation during the reporting period.	283	284	323	377	93	32.7%
Output	Average number of domestic violence probationers supervised during the fiscal year. Excludes Limited Jurisdiction (LJ) cases.	672	670	724	764	94	14.0%
Output	Annual average number of Domestic Violence probationers supervised (includes LJ cases).	N/A	N/A	N/A	794	N/A	N/A
Demand	Average number of active domestic violence probationers ordered to be supervised during the reporting period.	707	694	757	794	100	14.4%
Expenditure Ratio	Average cost per active Domestic Violence probationer per year.	N/A	N/A	N/A	\$ 2,229.25	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,197,088	\$ 1,498,961	\$ 1,527,473	\$ 1,762,524	\$ (263,563)	-17.6%
	211 - ADULT PROBATION GRANTS	52,309	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	-	20,010	11,397	7,500	12,510	62.5%
	TOTAL USES	\$ 1,249,397	\$ 1,518,971	\$ 1,538,870	\$ 1,770,024	\$ (251,053)	-16.5%

**Activity Narrative:** The average number of active domestic violence probationers supervised is expected to increase in FY 2015 by 14.4%, which is a reflection of this population increasing at an average of 1.62% per quarter since FY 2012 quarter one. The annual average number of domestic violence probationers supervised (included limited jurisdiction cases) is a new comprehensive measure in FY 2015, and thus cannot be compared to prior years.

**Base Adjustments:**

**General Fund (100) Operating**

- Increase Expenditures by \$247,805 for 1.0 FTE Probation Officer, 1.0 FTE Surveillance Officer, 1.0 FTE Probation Officer Supervisor, one (1) vehicle, and related supplies to support the increase in this population.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of newly ordered warrants cleared during the reporting period.	63.9%	69.5%	65.0%	65.0%	(4.5%)	-6.5%
Result	Percent of warrants cleared during the fiscal year.	43.5%	58.8%	52.3%	53.3%	(5.5%)	-9.4%
Result	The percentage of warrants cleared with targeted criteria, out of the total warrants cleared during the reporting period.	12.9%	10.7%	15.2%	14.0%	3.3%	30.3%
Output	Average number of probationers on warrant status being sought by Adult Probation during the reporting period.	5,754	4,834	5,856	6,465	1,631	33.7%
Output	Average number of probationers on warrant status with targeted criteria being sought by Adult Probation during the reporting period.	901	838	911	1,002	164	19.6%
Output	Total number of probationers on warrant status cleared during the reporting period.	4,481	4,949	6,467	7,163	2,214	44.7%
Output	Annual average number of probationers on warrant status.	N/A	N/A	N/A	13,435	N/A	N/A
Demand	Total number of probationers newly placed on warrant status by the Court during the reporting period.	3,903	4,012	7,056	7,668	3,656	91.1%
Expenditure Ratio	Average cost per probationer on warrant status during the fiscal year.	N/A	N/A	N/A	\$ 171.17	N/A	N/A
<i>Revenue</i>							
	211 - ADULT PROBATION GRANTS	\$ 70,092	\$ 45,000	\$ 51,319	\$ 52,000	\$ 7,000	15.6%
	TOTAL SOURCES	\$ 70,092	\$ 45,000	\$ 51,319	\$ 52,000	\$ 7,000	15.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,039,979	\$ 2,219,631	\$ 2,238,027	\$ 2,245,222	\$ (25,591)	-1.2%
	211 - ADULT PROBATION GRANTS	48,394	45,000	40,661	52,000	(7,000)	-15.6%
	201 - ADULT PROBATION FEES	3,186	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	-	-	127,000	2,400	(2,400)	N/A
	TOTAL USES	\$ 2,091,559	\$ 2,264,631	\$ 2,405,688	\$ 2,299,622	\$ (34,991)	-1.5%

**Activity Narrative:** The data source for this Activity has changed in FY 2015; consequently, measures cannot be compared to prior years.

### 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of jail days saved through Court Liaison during the reporting period.	45.2%	49.4%	45.2%	44.0%	(5.4%)	-11.0%
Result	Percentage of jailed probationers who received services under In-Custody Management during the reporting period.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Average 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.	1,571	1,468	1,665	1,722	254	17.3%
Output	Number of jail days required for probationers going through violation proceedings during the reporting period.	160,892	181,863	172,618	191,630	9,767	5.4%
Output	Annual average number of jailed probationers who received in-custody management services during the fiscal year.	N/A	N/A	N/A	1,722	N/A	N/A
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 Department of Corrections, reinstated without jail, or received less than 30 days jail during the reporting period.	1,571	1,468	1,665	1,722	254	17.3%
Expenditure Ratio	Average cost per year, per probationer to provide in-custody management services.	N/A	N/A	N/A	\$ 1,601.54	N/A	N/A
<i>Revenue</i>							
	211 - ADULT PROBATION GRANTS	\$ -	\$ 212,382	\$ 106,192	\$ -	\$ (212,382)	-100.0%
	201 - ADULT PROBATION FEES	663,711	657,918	600,428	596,967	(60,951)	-9.3%
	TOTAL SOURCES	\$ 663,711	\$ 870,300	\$ 706,620	\$ 596,967	\$ (273,333)	-31.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 962,633	\$ 153,710	\$ 135,517	\$ 139,224	\$ 14,486	9.4%
	211 - ADULT PROBATION GRANTS	155,800	98,426	68,646	51,445	46,981	47.7%
	201 - ADULT PROBATION FEES	6,373	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	1,351,470	2,512,109	2,543,195	2,567,178	(55,069)	-2.2%
	TOTAL USES	\$ 2,476,276	\$ 2,764,245	\$ 2,747,358	\$ 2,757,847	\$ 6,398	0.2%

**Activity Narrative:** Based on trends beginning in FY 2012, the number of jail days required for probationers going through violation proceedings during the reporting period is anticipated to increase by 5.4%. This is primarily due to the increase of the subpopulations of probationers in custody reintegration, work furlough, and court liaison units. The percent of jail days saved through the Court Liaison is decreasing slightly due to the number of jail days required increasing faster than expected in FY 2014.

**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. §§31-467 establishes interstate compacts for supervision of parolees, probationers, and adult offenders.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Sex Offenders who check in with Adult Probation within 72 hours of discharge from Department of Corrections during the reporting period.	100.0%	98.3%	99.5%	97.7%	(0.6%)	-0.7%
Result	Percent of probationers on deportation status through Immigration and Customs Enforcement (ICE) who are returned to MCAPD for action due to arrest, technical violation, or investigation during the reporting period.	0.3%	0.3%	0.4%	0.3%	(0.0%)	-14.9%
Output	Average number of probationers monitored according to Indirect Services standards during the reporting period.	14,785	13,444	14,895	13,851	407	3.0%
Output	Number of Sex Offenders whose probation was ordered by the court to start following discharge from Department of Corrections who were required to report to MCAPD during the reporting period	166	118	198	256	138	116.9%
Output	Average number of probationers on deportation status through ICE during the reporting period.	3,868	3,335	3,228	2,708	(628)	-18.8%
Output	Annual average number of probationers monitored by Indirect Services during the fiscal year.	N/A	N/A	N/A	13,851	N/A	N/A
Demand	Average number of probationers ordered by the court and/or transferred from field supervision to be monitored by Indirect Services during the reporting period.	14,785	13,444	14,895	13,851	407	3.0%
Expenditure Ratio	Average cost per probationer monitored by Indirect Services per year.	N/A	N/A	N/A	\$ 80.71	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,030,645	\$ 1,106,634	\$ 1,122,158	\$ 1,117,971	\$ (11,337)	-1.0%
	TOTAL USES	\$ 1,030,645	\$ 1,106,634	\$ 1,122,158	\$ 1,117,971	\$ (11,337)	-1.0%

**Activity Narrative:** The average number of probationers on deportation status through Immigration and Customs Enforcement (ICE) is expected to continue decreasing in FY 2015. This downward trend started in FY 2012 when it was established that only probationers with verified deportation could be returned to Indirect Services. The dramatic increase of sex offenders who have a probation tail (after their discharge from the Arizona Department of Corrections) is expected to continue as the majority of these individuals are sentenced to lifetime probation.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of IPS probationers who successfully exit IPS and are not revoked to prison or jail during the reporting period.	56.0%	59.6%	51.9%	56.0%	(3.6%)	-6.0%
Result	Percent of active IPS probationers sentenced for a new felony offense while supervised during the reporting period.	11.2%	8.1%	10.3%	11.2%	3.1%	37.7%
Output	Average number of active IPS probationers supervised during the reporting period.	708	639	877	974	335	52.5%
Output	Total number of IPS probationers discharged from IPS during the reporting period.	757	856	834	734	(122)	-14.3%
Output	Average number of IPS probationers who are supervised during the fiscal year.	708	639	866	973	334	52.3%
Demand	Average number of active IPS probationers ordered to be supervised during the reporting period.	708	639	877	974	335	52.5%
Expenditure Ratio	Average cost per IPS probationer per year.	N/A	N/A	N/A	\$ 7,338.27	N/A	N/A
<b>Revenue</b>							
	201 - ADULT PROBATION FEES	\$ 432,983	\$ 557,124	\$ 444,909	\$ 446,135	\$ (110,989)	-19.9%
	TOTAL SOURCES	\$ 432,983	\$ 557,124	\$ 444,909	\$ 446,135	\$ (110,989)	-19.9%
<b>Expenditure</b>							
	100 - GENERAL	\$ 5,642,592	\$ 1,750,723	\$ 1,555,790	\$ 1,743,646	\$ 7,077	0.4%
	201 - ADULT PROBATION FEES	20,711	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	-	4,630,489	4,859,018	5,396,488	(765,999)	-16.5%
	TOTAL USES	\$ 5,663,303	\$ 6,381,212	\$ 6,414,808	\$ 7,140,134	\$ (758,922)	-11.9%

**Activity Narrative:** As a result of changes in the Criminal Bench, the Department has experienced an upward trend in this population beginning in FY 2013. Although it is anticipated this population will continue to grow through FY 2016, the Department hopes to cap the number of IPS probationers in the future to reduce Departmental needs associated with growth. The number of Intensive Probation Services (IPS) probationers discharged is expected to decrease in FY 2015 is due to the probation officers keeping probationers in the program longer to reduce the rate of recidivism post program reporting period.

**Base Adjustments:**

**Detention Fund (255) Operating**

- Increase Expenditures by \$514,976 for 6.0 FTE Probation Officers, 1.0 FTE Probation Officer Supervisor, and related supplies to support the increase in this population.

**Detention Fund (255) Non Recurring Non Project**

- Increase Expenditures by \$150,000 for 6.0 six (6) vehicles to support the increase in this population.

**Compliance Monitoring Activity**

The purpose of the Compliance Monitoring Activity is to provide appropriately reduced levels of supervision to court ordered unsupervised 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of unsupervised probationers sentenced for a new felony while being monitored during the fiscal year.	N/A	N/A	N/A	7.4%	N/A	N/A
Result	Percent of unsupervised probationers who successfully complete probation during the reporting period.	N/A	N/A	N/A	96.9%	N/A	N/A
Output	Annual average number of unsupervised probationers monitored during the fiscal year.	N/A	N/A	N/A	6,978	N/A	N/A
Demand	Average number of unsupervised probationers ordered by the court to be monitored during the reporting period.	N/A	N/A	N/A	6,978	N/A	N/A
Expenditure Ratio	The average cost per unsupervised probationer per fiscal year.	N/A	N/A	N/A	\$ 693.83	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 4,283,854	\$ 4,781,574	\$ 4,808,106	\$ 4,841,568	\$ (59,994)	-1.3%
	201 - ADULT PROBATION FEES	148,731	-	-	-	-	N/A
	TOTAL USES	\$ 4,432,585	\$ 4,781,574	\$ 4,808,106	\$ 4,841,568	\$ (59,994)	-1.3%

**Activity Narrative:** This activity has been repurposed in FY 2015 and new measures have been created.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of seriously mentally ill probationers who successfully complete probation during the reporting period.	73.0%	74.1%	77.0%	74.5%	0.4%	0.6%
Result	Percent of active seriously mentally ill probationers sentenced for a new felony offense while supervised during the fiscal year.	7.0%	6.2%	6.3%	6.4%	0.2%	3.2%
Output	Average number of active seriously mentally ill probationers supervised during the reporting period.	610	645	622	624	(21)	-3.2%
Output	Number of active seriously mentally ill probationers terminated from probation during the reporting period.	341	386	278	302	(84)	-21.8%
Output	Annual average number of active seriously mentally ill probationers supervised during the fiscal year.	610	644	616	624	(20)	-3.1%
Demand	Average number of active seriously mentally ill probationers ordered to be supervised by the Court during the reporting period.	610	645	622	624	(21)	-3.2%
Expenditure Ratio	Average cost per active SMI probationer per year.	N/A	N/A	N/A	\$ 2,720.44	N/A	N/A
<i>Revenue</i>							
	211 - ADULT PROBATION GRANTS	\$ -	\$ -	\$ 27,894	\$ 36,466	\$ 36,466	N/A
	TOTAL SOURCES	\$ -	\$ -	\$ 27,894	\$ 36,466	\$ 36,466	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,359,760	\$ 1,497,984	\$ 1,531,862	\$ 1,534,080	\$ (36,096)	-2.4%
	211 - ADULT PROBATION GRANTS	28,250	-	49,384	163,477	(163,477)	N/A
	TOTAL USES	\$ 1,388,010	\$ 1,497,984	\$ 1,581,246	\$ 1,697,557	\$ (199,573)	-13.3%

**Activity Narrative:** The number of active seriously mentally ill (SMI) probationers terminated from probation is expected to decrease from FY 2013 Actual. This is based on new practices where SMI probationers are receiving specialized supervision and case management. These specialized caseload sets enable the probationer to be more successful, which is evident in the increased probation completion results.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of active Sex Offender probationers sentenced for a new felony offense while supervised during the reporting period.	1.2%	2.4%	1.4%	1.3%	(1.1%)	-45.4%
Output	Average number of Sex Offender probationers supervised during the reporting period.	1,976	2,091	2,076	2,144	54	2.6%
Output	Annual average number of active Sex Offender probationers supervised during the fiscal year.	1,976	2,091	2,069	2,144	53	2.5%
Demand	Average number of active Sex Offender probationers ordered to be supervised during the reporting period.	1,976	2,091	2,076	2,144	54	2.6%
Expenditure Ratio	Average cost per active Sex Offender probationer supervised per year.	N/A	N/A	N/A	\$ 2,881.58	N/A	N/A
<i>Revenue</i>							
	201 - ADULT PROBATION FEES	\$ 47,288	\$ 56,400	\$ 55,772	\$ 55,964	\$ (436)	-0.8%
	TOTAL SOURCES	\$ 47,288	\$ 56,400	\$ 55,772	\$ 55,964	\$ (436)	-0.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,857,228	\$ 4,112,026	\$ 4,089,662	\$ 5,034,843	\$ (922,817)	-22.4%
	211 - ADULT PROBATION GRANTS	1,507	108,000	-	-	108,000	100.0%
	201 - ADULT PROBATION FEES	1,850,423	1,550,762	1,573,468	1,081,423	469,339	30.3%
	255 - DETENTION OPERATIONS	44,183	61,875	61,146	61,838	37	0.1%
	TOTAL USES	\$ 4,753,341	\$ 5,832,663	\$ 5,724,276	\$ 6,178,104	\$ (345,441)	-5.9%

**Activity Narrative:** A year-to-year increase in sex offender probationers is due to 78% of this population is sentenced to lifetime probation. To meet this increased demand, additional staff along with GPS equipment (for the probationers) are being included in FY 2015. It is anticipated that the percent of active Sex Offender probationers sentenced for a new felony offense while supervised will decrease based on FY 2013 Actual and FY 2014 Forecast.

**Base Adjustments:**

**General Fund (100) Operating**

- Increase Expenditures by \$296,305 1.0 FTE Probation Officer, 1.0 FTE Surveillance Officer, 1.0 FTE Probation Officer Supervisor, related supplies, and GPS equipment lease for the increase in the sex offender population.

**General Fund (100) Non-Recurring Non-Project**

- Increase Expenditures by \$25,000 for one (1) vehicle due to the increase in the sex offender population.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of standard probationers who successfully complete probation during the reporting period.	69.4%	74.6%	66.6%	69.5%	(5.1%)	-6.8%
Result	Percent of active standard probationers convicted of a new felony offense while supervised during the fiscal year.	7.5%	7.5%	6.3%	6.1%	(1.4%)	-18.2%
Output	Average number of active standard probationers supervised for the reporting period.	14,794	15,417	14,666	14,894	(524)	-3.4%
Output	Number of Standard probationers terminated from probation during the reporting period.	6,064	5,612	6,134	6,247	635	11.3%
Output	Average number of active standard probationers supervised during the fiscal year. (Excludes Interstate Compact)	14,063	14,675	14,252	14,215	(460)	-3.1%
Demand	Average number of active standard probationers ordered to be supervised during the reporting period. (Includes Interstate Compact)	14,794	15,417	14,666	14,894	(524)	-3.4%
Expenditure Ratio	Average cost per active Standard probationer per year.	N/A	N/A	N/A	\$ 1,987.22	N/A	N/A
<b>Revenue</b>							
	211 - ADULT PROBATION GRANTS	\$ 343,794	\$ 12,000	\$ 8,893	\$ 5,000	\$ (7,000)	-58.3%
	201 - ADULT PROBATION FEES	8,053,300	8,139,648	7,930,026	8,004,776	(134,872)	-1.7%
	<b>TOTAL SOURCES</b>	<b>\$ 8,397,094</b>	<b>\$ 8,151,648</b>	<b>\$ 7,938,919</b>	<b>\$ 8,009,776</b>	<b>\$ (141,872)</b>	<b>-1.7%</b>
<b>Expenditure</b>							
	100 - GENERAL	\$ 13,045,871	\$ 13,565,440	\$ 14,123,131	\$ 13,766,465	\$ (201,025)	-1.5%
	211 - ADULT PROBATION GRANTS	234,099	132,000	175,831	129,000	3,000	2.3%
	201 - ADULT PROBATION FEES	11,205,911	11,943,860	11,018,531	12,096,459	(152,599)	-1.3%
	255 - DETENTION OPERATIONS	854,171	3,410,639	3,424,895	3,603,811	(193,172)	-5.7%
	<b>TOTAL USES</b>	<b>\$ 25,340,052</b>	<b>\$ 29,051,939</b>	<b>\$ 28,742,388</b>	<b>\$ 29,595,735</b>	<b>\$ (543,796)</b>	<b>-1.9%</b>

**Activity Narrative:** Although the overall demand is slightly decreasing from FY 2014 Revised, the subset populations of Prison Re-entry and Interstate Compact probationers have shown a quarter over quarter population increase for the past two and a half fiscal years. With the additional resources allocated to this Activity, the Department expects to decrease the percent of active probationers who are convicted of a new felony offense while in their supervision.

**Base Adjustments:**

**General Fund (100) Operating**

- Increase Expenditures by \$149,171 1.0 FTE Probation Officer, 2.0 FTE Justice System Clerks, and related supplies for the increase in the Interstate Compact population.

**Detention Fund (255) Operating**

- Increase Expenditures by \$3,200 for the caseload increase in Prison Re-entry.

**Detention Fund (255) Non Recurring Non Project**

- Increase Expenditures by \$25,000 for one (1) vehicle because of the caseload increase in Prison Re-entry.

**Adult Probation Fees Fund (201) Non Recurring Non Project**

- Increase Expenditures by \$584,414 for the replacement of copiers, computer equipment, and vehicles.
- Increase Expenditures by \$499,045 to offset the decrease in Adult Probation Fee revenue by shifting operating expenses to one-time funding.

**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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of transferred youth probationers who successfully complete probation during the reporting period.	52.4%	52.3%	55.8%	58.1%	5.8%	11.2%
Result	Percent of active transferred youth sentenced for a new felony offense while supervised during the fiscal year.	18.2%	15.0%	24.2%	25.1%	10.1%	67.7%
Output	Average number of active transferred youth probationers being supervised during the reporting period.	220	207	208	211	4	1.8%
Output	Number of transferred youth probationers terminated from probation during the reporting period.	124	153	129	160	7	4.6%
Output	Annual average number of active transferred youth supervised during the reporting period during the fiscal year.	220	207	215	211	4	1.9%
Demand	Average number of active transferred youth ordered to be supervised by the Court during the reporting period.	220	207	208	211	4	1.8%
Expenditure Ratio	Average cost per active Transferred Youth probationer per year.	N/A	N/A	N/A	\$ 3,306.61	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 600,127	\$ 27,288	\$ 7,966	\$ 16,439	\$ 10,849	39.8%
	255 - DETENTION OPERATIONS	-	668,658	689,225	681,255	(12,597)	-1.9%
	TOTAL USES	\$ 600,127	\$ 695,946	\$ 697,191	\$ 697,694	\$ (1,748)	-0.3%

**Activity Narrative:** Due to the increase in the percent of active transferred youth sentenced for a new felony while supervised in FY 2014, the Department is anticipating this trend to continue into FY 2015. The Department is currently evaluating best practices with this juvenile population to prevent recidivism. Due to the compliment of probation sentences this high risk population has received, it is expected that the number of probationers terminated will increase in FY 2015.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 41,708,509</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 4,838,284</b>	<b>\$ -</b>
County RPP	4,810,496	-
1st Quarter Retention Pay and Market Adj	3,645	-
2nd Quarter Retention Pay and Market Adj	653	-
FY 14 IT Market Study Adjustments	6,794	-
3rd and 4th Quarter Retention Pay and Market Adj	10,722	-
Court Interpreter and Probation Dispatcher Market Adj	5,974	-
<b>Reallocations</b>	<b>\$ (51,761)</b>	<b>\$ -</b>
Jud Branch Interdepl Transfer	(51,761)	-
<b>FY 2014 Revised Budget</b>	<b>\$ 46,495,032</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 229,671</b>	<b>\$ -</b>
1st Quarter Retention Pay and Market Adj	223	-
2nd Quarter Retention Pay and Market Adj	(653)	-
FY 14 IT Market Study Adjustments	(6,794)	-
3rd and 4th Quarter Retention Pay and Market Adj	(10,722)	-
Court Interpreter and Probation Dispatcher Market Adj	(5,974)	-
Annual Market Adjustment - IT	13,587	-
2nd to 4th Quarter Retention Pay Plan	240,004	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 46,724,703</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 166,993</b>	<b>\$ -</b>
Retirement Contributions	166,993	-
<b>Base Adjustments</b>	<b>\$ 1,368,570</b>	<b>\$ -</b>
Adult Probation Caseload Increase	825,277	-
Increase Sex Offender Activity	\$ 296,305	-
Increase Domestic Violence Activity	247,805	-
Increase Standard Probation	149,171	-
Increase Presentence Activity	131,996	-
Internal Service Charges		6,392
Risk Management Costs	\$ 6,932	-
Personnel Savings		536,901
Personnel Savings (4.4% to 3.1%)	\$ 536,901	-
<b>FY 2015 Tentative Budget</b>	<b>\$ 48,260,266</b>	<b>\$ -</b>
Percent Change from Threshold Amount		3.3%
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 90,193</b>	<b>\$ -</b>
Court Interpreter and Probation Dispatcher Market Adj	43,313	-
Justice System Support Market Adjustment	46,880	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 48,350,459</b>	<b>\$ -</b>
Percent Change from Threshold Amount		3.5%

General Fund (100) continued

		Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>			
<b>FY 2014 Adopted Budget</b>		<b>\$ 127,030</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		<b>\$ 200,000</b>	<b>\$ -</b>
<i>Adult Probation Vacancy Savings Budget Adjustment</i>	<i>C-11-14-009-M-00</i>	<i>200,000</i>	<i>-</i>
<b>FY 2014 Revised Budget</b>		<b>\$ 327,030</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		<b>\$ (327,030)</b>	<b>\$ -</b>
<i>Adult Probation Vacancy Savings Budget Adjustment</i>	<i>C-11-14-009-M-00</i>	<i>(200,000)</i>	<i>-</i>
<i>Other Non Recurring</i>		<i>(127,030)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:			
<b>Base Adjustments</b>		<b>\$ 25,000</b>	<b>\$ -</b>
<i>Vehicle Replacement</i>		<i>25,000</i>	<i>-</i>
<i>Increased Sex Offender Activity for Vehicle</i>	<b>\$ 25,000</b>		
<b>FY 2015 Adopted Budget</b>		<b>\$ 25,000</b>	<b>\$ -</b>
<i>Percent Change from Threshold Amount</i>			

Adult Probation Fees Fund (201)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2014 Adopted Budget</b>		<b>\$ 12,842,594</b>	<b>\$ 12,842,594</b>
<b>FY 2014 Revised Budget</b>		<b>\$ 12,842,594</b>	<b>\$ 12,842,594</b>
<b>FY 2015 Baseline Budget Threshold</b>		<b>\$ 12,842,594</b>	<b>\$ 12,842,594</b>
Adjustments:			
<b>Fees and Other Revenues</b>		<b>\$ -</b>	<b>\$ (499,045)</b>
<i>ProgRevenue Volume Inc/Dec</i>		<i>-</i>	<i>(499,045)</i>
<b>Structural Balance</b>		<b>\$ (499,045)</b>	<b>\$ -</b>
<i>Structural Balance</i>		<i>(499,045)</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>		<b>\$ 12,343,549</b>	<b>\$ 12,343,549</b>
<i>Percent Change from Threshold Amount</i>		<i>-3.9%</i>	<i>-3.9%</i>

Adult Probation Fees Fund (201) (continued)

	Expenditures	Revenue
<b>NON-RECURRING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 934,539</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 934,539</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (934,539)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(934,539)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 1,083,459</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>1,083,459</i>	<i>-</i>
<i>Increased Standard Probation Activity for replacement of copiers,         computer equipment and vehicles.</i>	<i>\$ 584,414</i>	
<i>Increase Standard Probation Activity to offset the decrease in operating revenue</i>	<i>499,045</i>	
<b>FY 2015 Adopted Budget</b>	<b>\$ 1,083,459</b>	<b>\$ -</b>
<i>Percent Change from Threshold Amount</i>		

Adult Probation Fees Fund (201) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 2,569,899	\$ 1,466,166	\$ 1,466,166	\$ 1,619,837	\$ 1,083,459
Sources:					
Operating	\$ 12,630,756	\$ 12,842,594	\$ 12,842,594	\$ 12,325,643	\$ 12,343,549
Total Sources:	\$ 12,630,756	\$ 12,842,594	\$ 12,842,594	\$ 12,325,643	\$ 12,343,549
Uses:					
Operating	\$ 12,720,247	\$ 12,842,594	\$ 12,842,594	\$ 12,325,643	\$ 12,343,549
Non-Recurring	860,565	934,539	934,539	536,378	1,083,459
Total Uses:	\$ 13,580,812	\$ 13,777,133	\$ 13,777,133	\$ 12,862,021	\$ 13,427,008
Structural Balance	\$ (89,491)	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ (6)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 1,619,837	\$ 531,627	\$ 531,627	\$ 1,083,459	\$ -
Total Ending Spendable Fund Balance	\$ 1,619,837	\$ 531,627	\$ 531,627	\$ 1,083,459	\$ -

Adult Probation Grants Fund (211)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 3,084,259</b>	<b>\$ 3,084,259</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ 72,512</b>	<b>\$ 72,512</b>
<i>Adult Probation FY 14 Grants</i>	<i>72,512</i>	<i>72,512</i>
Agenda Item:		
<i>C-11-14-005-G-00</i>		
<b>FY 2014 Revised Budget</b>	<b>\$ 3,156,771</b>	<b>\$ 3,156,771</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ (72,512)</b>	<b>\$ (72,512)</b>
<i>Adult Probation FY 14 Grants</i>	<i>(72,512)</i>	<i>(72,512)</i>
Agenda Item:		
<i>C-11-14-005-G-00</i>		
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 3,084,259</b>	<b>\$ 3,084,259</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 612</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>612</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ (612)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>(829)</i>	<i>-</i>
<i>Right-sized Supplies and Services</i>	<i>\$ (829)</i>	<i>-</i>
<i>Internal Service Charges</i>		<i>217</i>
<i>Risk Management Costs</i>	<i>\$ 217</i>	<i>-</i>
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ (207,264)</b>	<b>\$ (207,264)</b>
<i>Grant Reconciliation</i>	<i>(207,264)</i>	<i>(207,264)</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 2,876,995</b>	<b>\$ 2,876,995</b>
<i>Percent Change from Threshold Amount</i>	<i>-6.7%</i>	<i>-6.7%</i>

Adult Probation Grants Fund (211) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ (360,005)	\$ (360,005)	\$ (360,005)	\$ (51,398)	\$ (51,398)
Sources:					
Operating	\$ 3,692,725	\$ 3,084,259	\$ 3,156,771	\$ 2,762,282	\$ 2,876,995
Total Sources:	\$ 3,692,725	\$ 3,084,259	\$ 3,156,771	\$ 2,762,282	\$ 2,876,995
Uses:					
Operating	\$ 3,384,129	\$ 3,084,259	\$ 3,156,771	\$ 2,762,282	\$ 2,876,995
Total Uses:	\$ 3,384,129	\$ 3,084,259	\$ 3,156,771	\$ 2,762,282	\$ 2,876,995
Structural Balance	\$ 308,596	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 11	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(51,398)	(360,005)	(360,005)	(51,398)	(51,398)
Total Ending Spendable Fund Balance	\$ (51,398)	\$ (360,005)	\$ (360,005)	\$ (51,398)	\$ (51,398)

Detention Fund (255)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 23,318,188</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 1,905,183</b>	<b>\$ -</b>
County RPP	1,902,008	-
1st Quarter Retention Pay and Market Adj	2,319	-
2nd Quarter Retention Pay and Market Adj	503	-
3rd and 4th Quarter Retention Pay and Market Adj	353	-
Agenda Item:		
C-49-13-092-2-00	1,902,008	-
C-49-14-020-0-00	2,319	-
C-49-14-032-2-00	503	-
C-49-14-043-2-00	353	-
<b>FY 2014 Revised Budget</b>	<b>\$ 25,223,371</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 96,810</b>	<b>\$ -</b>
1st Quarter Retention Pay and Market Adj	111	-
2nd Quarter Retention Pay and Market Adj	(503)	-
3rd and 4th Quarter Retention Pay and Market Adj	(353)	-
2nd to 4th Quarter Retention Pay Plan	97,555	-
Agenda Item:		
C-49-14-020-0-00	111	-
C-49-14-032-2-00	(503)	-
C-49-14-043-2-00	(353)	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 25,320,181</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 86,071</b>	<b>\$ -</b>
Retirement Contributions	86,071	-
<b>Base Adjustments</b>	<b>\$ 1,223,644</b>	<b>\$ -</b>
Adult Probation Caseload Increase	984,239	-
Increase Standard Probation Activity	\$ 3,200	-
Increase Pretrial Supervision	466,063	-
Increase Intensive Probation Activity	514,976	-
Internal Service Charges	2,706	-
Risk Management Costs	\$ 2,706	-
Personnel Savings	236,699	-
Personnel Savings (3.8% to 2.6%)	\$ 236,699	-
<b>FY 2015 Tentative Budget</b>	<b>\$ 26,629,896</b>	<b>\$ -</b>
Percent Change from Threshold Amount	5.2%	
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 13,391</b>	<b>\$ -</b>
Justice System Support Market Adjustment	13,391	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 26,643,287</b>	<b>\$ -</b>
Percent Change from Threshold Amount	5.2%	

Detention Fund (255) (continued)

	Expenditures	Revenue
<b>NON-RECURRING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 196,860</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 196,860</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (196,860)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(196,860)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ 200,000</b>	<b>\$ -</b>
<i>Vehicle Replacement</i>		<i>200,000</i>
<i>Increase Pretrial Supervision Activity for (1) Vehicle</i>	<i>\$ 25,000</i>	
<i>Increase Standard Probation Activity for (1) Vehicle</i>	<i>25,000</i>	
<i>Increase Intensive Probation Activity for (6) Vehicles</i>	<i>150,000</i>	
<b>FY 2015 Adopted Budget</b>	<b>\$ 200,000</b>	<b>\$ -</b>
<i>Percent Change from Threshold Amount</i>		

## Air Quality

*Analysis by Idamarie C. Flaherty, 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

The Department is powered by dedicated staff, guided by integrity and service, to provide clean air for our citizens.

### Strategic Goals

#### Safe Communities

**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 2013, air quality at all stations was in compliance with federal health standards 93% of the time.

#### Regional Services

**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 was a new goal in FY 2013. Rule effectiveness studies are being developed for tracking and analysis purposes.

#### Department Specific

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

Status: The 2012 Citizens' Satisfaction Survey results showed that 71% 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 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
AQPI - AQ PUBLIC INFORMATION	\$ -	\$ 15,000	\$ 15,000	\$ 6,250	\$ -	\$ (15,000)	-100.0%
DCPR - DUST CNTRL PERMIT REGULATION	5,724,174	5,293,512	5,293,512	6,012,618	5,804,337	510,825	9.7%
LREC - LARGE SOURCE PERMIT REGULATION	2,042,167	1,375,766	1,375,766	1,076,204	1,313,782	(61,984)	-4.5%
SREC - SMALL SOURCE PERMIT REGULATION	5,243,845	5,496,798	5,504,544	5,247,484	5,541,208	36,664	0.7%
TRDA - TRIP REDUCTION	1,517,337	1,693,494	1,693,494	1,645,838	1,800,242	106,748	6.3%
85AQ - AIR QUALITY	\$ 14,527,523	\$ 13,874,570	\$ 13,882,316	\$ 13,988,394	\$ 14,459,569	\$ 577,253	4.2%
ODIR - EXECUTIVE MANAGEMENT	\$ 974,588	\$ 886,784	\$ 886,784	\$ 949,669	\$ 2,004	\$ (884,780)	-99.8%
RCOM - REGULATION COMPLIANCE	-	-	-	-	974,066	974,066	N/A
99AS - INDIRECT SUPPORT	\$ 974,588	\$ 886,784	\$ 886,784	\$ 949,669	\$ 976,070	\$ 89,286	10.1%
GGOV - GENERAL GOVERNMENT	\$ 68,988	\$ 32,040	\$ 32,040	\$ 31,311	\$ 32,040	\$ -	0.0%
99GV - GENERAL OVERHEAD	\$ 68,988	\$ 32,040	\$ 32,040	\$ 31,311	\$ 32,040	\$ -	0.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 15,571,099</b>	<b>\$ 14,793,394</b>	<b>\$ 14,801,140</b>	<b>\$ 14,969,374</b>	<b>\$ 15,467,679</b>	<b>\$ 666,539</b>	<b>4.5%</b>
<b>USES</b>							
AQPI - AQ PUBLIC INFORMATION	\$ 304,233	\$ 532,801	\$ 536,971	\$ 350,526	\$ 962,590	\$ (425,619)	-79.3%
DCPR - DUST CNTRL PERMIT REGULATION	2,186,999	2,872,234	2,897,928	2,551,151	2,779,370	118,558	4.1%
LREC - LARGE SOURCE PERMIT REGULATION	903,536	2,307,801	2,358,582	2,252,678	2,545,257	(186,675)	-7.9%
SREC - SMALL SOURCE PERMIT REGULATION	2,532,932	2,694,269	2,724,028	2,737,203	2,899,318	(175,290)	-6.4%
TRDA - TRIP REDUCTION	1,591,624	1,655,455	1,664,737	1,722,272	1,763,581	(98,844)	-5.9%
85AQ - AIR QUALITY	\$ 7,519,324	\$ 10,062,560	\$ 10,182,246	\$ 9,613,830	\$ 10,950,116	\$ (767,870)	-7.5%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 212,450	\$ 230,369	\$ 241,693	\$ 225,657	\$ 208,507	\$ 33,186	13.7%
FACI - FACILITIES MANAGEMENT	-	-	-	-	672,414	(672,414)	N/A
HRAC - HUMAN RESOURCES	-	76,681	76,681	31,900	-	76,681	100.0%
ODIR - EXECUTIVE MANAGEMENT	5,393,412	6,038,781	6,255,014	6,024,919	578,894	5,676,120	90.7%
PROC - PROCUREMENT	22,122	27,158	28,317	27,990	28,917	(600)	-2.1%
RCOM - REGULATION COMPLIANCE	-	-	-	-	3,508,592	(3,508,592)	N/A
SPPT - OPERATIONS SUPPORT	-	-	-	-	1,651,299	(1,651,299)	N/A
99AS - INDIRECT SUPPORT	\$ 5,627,984	\$ 6,372,989	\$ 6,601,705	\$ 6,310,466	\$ 6,648,623	\$ (46,918)	-0.7%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 819,913	\$ 700,558	\$ 700,558	\$ 712,541	\$ 605,708	\$ 94,850	13.5%
INFR - INFRASTRUCTURE	-	-	-	-	132,092	(132,092)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	78,492	97,426	97,426	91,128	-	97,426	100.0%
RISK - RISK PREMIUMS	-	-	-	-	83,976	(83,976)	N/A
99GV - GENERAL OVERHEAD	\$ 898,405	\$ 797,984	\$ 797,984	\$ 803,669	\$ 821,776	\$ (23,792)	-3.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 14,045,713</b>	<b>\$ 17,233,533</b>	<b>\$ 17,581,935</b>	<b>\$ 16,727,965</b>	<b>\$ 18,420,515</b>	<b>\$ (838,580)</b>	<b>-4.8%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>LICENSES AND PERMITS</b>							
0610 - LICENSES AND PERMITS	\$ 10,067,372	\$ 9,760,589	\$ 9,768,335	\$ 9,726,159	\$ 10,146,067	\$ 377,732	3.9%
<b>SUBTOTAL</b>	<b>\$ 10,067,372</b>	<b>\$ 9,760,589</b>	<b>\$ 9,768,335</b>	<b>\$ 9,726,159</b>	<b>\$ 10,146,067</b>	<b>\$ 377,732</b>	<b>3.9%</b>
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 2,106,280	\$ 2,231,809	\$ 2,231,809	\$ 2,231,809	\$ 2,306,095	\$ 74,286	3.3%
0620 - OTHER INTERGOVERNMENTAL	1,517,337	1,693,494	1,693,494	1,645,838	1,800,242	106,748	6.3%
<b>SUBTOTAL</b>	<b>\$ 3,623,617</b>	<b>\$ 3,925,303</b>	<b>\$ 3,925,303</b>	<b>\$ 3,877,647</b>	<b>\$ 4,106,337</b>	<b>\$ 181,034</b>	<b>4.6%</b>
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 399,479	\$ 410,858	\$ 410,858	\$ 493,012	\$ 518,631	\$ 107,773	26.2%
<b>SUBTOTAL</b>	<b>\$ 399,479</b>	<b>\$ 410,858</b>	<b>\$ 410,858</b>	<b>\$ 493,012</b>	<b>\$ 518,631</b>	<b>\$ 107,773</b>	<b>26.2%</b>
0637 - FINES & FORFEITS	\$ 1,443,969	\$ 662,600	\$ 662,600	\$ 838,244	\$ 662,600	\$ -	0.0%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 35,281	\$ 32,040	\$ 32,040	\$ 31,311	\$ 32,040	\$ -	0.0%
0650 - MISCELLANEOUS REVENUE	1,381	2,004	2,004	3,001	2,004	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 36,662</b>	<b>\$ 34,044</b>	<b>\$ 34,044</b>	<b>\$ 34,312</b>	<b>\$ 34,044</b>	<b>\$ -</b>	<b>0.0%</b>
<b>ALL REVENUES</b>	<b>\$ 15,571,099</b>	<b>\$ 14,793,394</b>	<b>\$ 14,801,140</b>	<b>\$ 14,969,374</b>	<b>\$ 15,467,679</b>	<b>\$ 666,539</b>	<b>4.5%</b>
<b>TOTAL SOURCES</b>	<b>\$ 15,571,099</b>	<b>\$ 14,793,394</b>	<b>\$ 14,801,140</b>	<b>\$ 14,969,374</b>	<b>\$ 15,467,679</b>	<b>\$ 666,539</b>	<b>4.5%</b>

Sources and Uses by Category (continued)

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 6,323,487	\$ 7,157,774	\$ 7,481,988	\$ 7,245,106	\$ 7,776,967	\$ (294,979)	-3.9%
0705 - TEMPORARY PAY	18,635	30,130	49,397	27,972	77,420	(28,023)	-56.7%
0710 - OVERTIME	76,357	65,064	65,064	78,327	66,274	(1,210)	-1.9%
0750 - FRINGE BENEFITS	2,445,326	2,771,459	2,808,542	2,700,116	2,869,409	(60,867)	-2.2%
0790 - OTHER PERSONNEL SERVICES	173,521	60,938	57,230	28,203	32,584	24,646	43.1%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,193,825)	(1,518,528)	(1,545,913)	(1,483,922)	(1,586,388)	40,475	2.6%
0796 - PERSONNEL SERVICES ALLOC-IN	1,666,015	2,180,485	2,207,870	2,049,722	2,203,258	4,612	0.2%
<b>SUBTOTAL</b>	<b>\$ 9,509,516</b>	<b>\$ 10,747,322</b>	<b>\$ 11,124,178</b>	<b>\$ 10,645,524</b>	<b>\$ 11,439,524</b>	<b>\$ (315,346)</b>	<b>-2.8%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 299,225	\$ 304,948	\$ 304,948	\$ 279,869	\$ 317,225	\$ (12,277)	-4.0%
0803 - FUEL	130,526	165,191	165,191	136,256	179,191	(14,000)	-8.5%
0804 - NON-CAPITAL EQUIPMENT	11,138	18,175	18,175	3,441	40,400	(22,225)	-122.3%
0805 - SUPPLIES-ALLOCATION OUT	(11,479)	(15,050)	(15,050)	(17,073)	(18,196)	3,146	20.9%
0806 - SUPPLIES-ALLOCATION IN	146,139	110,789	110,789	78,929	85,042	25,747	23.2%
<b>SUBTOTAL</b>	<b>\$ 575,549</b>	<b>\$ 584,053</b>	<b>\$ 584,053</b>	<b>\$ 481,422</b>	<b>\$ 603,662</b>	<b>\$ (19,609)</b>	<b>-3.4%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 13,517	\$ 100,000	\$ 100,000	\$ 42,116	\$ 25,000	\$ 75,000	75.0%
0811 - HEALTH CARE SERVICES	5,261	10,500	10,500	5,233	10,500	-	0.0%
0812 - OTHER SERVICES	1,070,371	2,813,373	2,793,373	2,491,899	3,026,743	(233,370)	-8.4%
0820 - RENT & OPERATING LEASES	801,326	844,254	844,254	891,270	897,585	(53,331)	-6.3%
0825 - REPAIRS AND MAINTENANCE	46,067	64,810	64,810	48,968	64,810	-	0.0%
0830 - INTERGOVERNMENTAL PAYMENTS	-	-	-	635	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	1,167,081	1,060,638	1,060,638	1,075,448	975,228	85,410	8.1%
0841 - TRAVEL	14,821	18,560	18,560	3,437	19,060	(500)	-2.7%
0842 - EDUCATION AND TRAINING	39,655	58,641	58,641	32,824	79,041	(20,400)	-34.8%
0843 - POSTAGE/FREIGHT/SHIPPING	32,375	41,398	37,944	36,775	44,694	(6,750)	-17.8%
0850 - UTILITIES	70,887	85,020	85,020	79,770	82,000	3,020	3.6%
0872 - SERVICES-ALLOCATION OUT	(77,416)	(100,337)	(100,337)	(113,836)	-	(100,337)	-100.0%
0873 - SERVICES-ALLOCATION IN	170,406	376,657	371,657	443,432	152,209	219,448	59.0%
<b>SUBTOTAL</b>	<b>\$ 3,354,351</b>	<b>\$ 5,373,514</b>	<b>\$ 5,345,060</b>	<b>\$ 5,037,971</b>	<b>\$ 5,376,870</b>	<b>\$ (31,810)</b>	<b>-0.6%</b>
<b>CAPITAL</b>							
0915 - BUILDINGS AND IMPROVEMENTS	\$ 12,695	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
0920 - CAPITAL EQUIPMENT	548,849	482,540	482,540	489,918	300,850	181,690	37.7%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	-	-	-	470,000	(470,000)	N/A
0955 - CAPITAL-ALLOCATION OUT	-	-	-	-	(120,306)	120,306	N/A
0956 - CAPITAL-ALLOCATION IN	44,753	46,104	46,104	73,130	349,915	(303,811)	-659.0%
<b>SUBTOTAL</b>	<b>\$ 606,297</b>	<b>\$ 528,644</b>	<b>\$ 528,644</b>	<b>\$ 563,048</b>	<b>\$ 1,000,459</b>	<b>\$ (471,815)</b>	<b>-89.3%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 14,045,713</b>	<b>\$ 17,233,533</b>	<b>\$ 17,581,935</b>	<b>\$ 16,727,965</b>	<b>\$ 18,420,515</b>	<b>\$ (838,580)</b>	<b>-4.8%</b>
<b>TOTAL USES</b>	<b>\$ 14,045,713</b>	<b>\$ 17,233,533</b>	<b>\$ 17,581,935</b>	<b>\$ 16,727,965</b>	<b>\$ 18,420,515</b>	<b>\$ (838,580)</b>	<b>-4.8%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
503 AIR QUALITY GRANT OPERATING	\$ 3,623,617	\$ 3,925,303	\$ 3,925,303	\$ 3,876,514	\$ 4,106,337	\$ 181,034	4.6%
<b>FUND TOTAL SOURCES</b>	\$ 3,623,617	\$ 3,925,303	\$ 3,925,303	\$ 3,876,514	\$ 4,106,337	\$ 181,034	4.6%
504 AIR QUALITY FEES OPERATING	\$ 11,947,482	\$ 10,868,091	\$ 10,875,837	\$ 11,092,860	\$ 11,361,342	\$ 485,505	4.5%
<b>FUND TOTAL SOURCES</b>	\$ 11,947,482	\$ 10,868,091	\$ 10,875,837	\$ 11,092,860	\$ 11,361,342	\$ 485,505	4.5%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 15,571,099	\$ 14,793,394	\$ 14,801,140	\$ 14,969,374	\$ 15,467,679	\$ 666,539	4.5%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 15,571,099	\$ 14,793,394	\$ 14,801,140	\$ 14,969,374	\$ 15,467,679	\$ 666,539	4.5%

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL OPERATING	\$ 760,773	\$ 760,773	\$ 788,158	\$ 788,158	\$ 788,158	\$ -	0.0%
AIR QUAL MONITORING EQUIP	-	-	-	-	420,850	(420,850)	N/A
NON RECURRING NON PROJECT	383,255	397,540	397,540	397,540	-	397,540	100.0%
<b>FUND TOTAL USES</b>	\$ 1,144,028	\$ 1,158,313	\$ 1,185,698	\$ 1,185,698	\$ 1,209,008	\$ (23,310)	-2.0%
503 AIR QUALITY GRANT OPERATING	\$ 3,764,074	\$ 3,924,954	\$ 3,924,954	\$ 3,876,514	\$ 4,106,337	\$ (181,383)	-4.6%
NON RECURRING NON PROJECT	47,483	-	-	-	-	-	N/A
<b>FUND TOTAL USES</b>	\$ 3,811,557	\$ 3,924,954	\$ 3,924,954	\$ 3,876,514	\$ 4,106,337	\$ (181,383)	-4.6%
504 AIR QUALITY FEES OPERATING	\$ 8,842,220	\$ 10,517,273	\$ 10,838,290	\$ 10,212,982	\$ 11,361,342	\$ (523,052)	-4.8%
NON RECURRING NON PROJECT	247,908	1,632,993	1,632,993	1,452,771	1,743,828	(110,835)	-6.8%
<b>FUND TOTAL USES</b>	\$ 9,090,128	\$ 12,150,266	\$ 12,471,283	\$ 11,665,753	\$ 13,105,170	\$ (633,887)	-5.1%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 13,367,067	\$ 15,203,000	\$ 15,551,402	\$ 14,877,654	\$ 16,255,837	\$ (704,435)	-4.5%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 678,646	\$ 2,030,533	\$ 2,030,533	\$ 1,850,311	\$ 2,164,678	\$ (134,145)	-6.6%
<b>DEPARTMENT TOTAL USES</b>	\$ 14,045,713	\$ 17,233,533	\$ 17,581,935	\$ 16,727,965	\$ 18,420,515	\$ (838,580)	-4.8%

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
AIR QUALITY							
AQ PUBLIC INFORMATION	2.00	2.00	2.00	2.00	2.00	-	0.0%
DUST CNTRL PERMIT REGULATION	32.30	32.75	31.95	31.95	29.35	(2.60)	(8.1%)
LARGE SOURCE PERMIT REGULATION	16.65	16.05	18.85	21.85	18.85	-	0.0%
SMALL SOURCE PERMIT REGULATION	36.95	38.10	38.10	41.10	38.70	.60	1.6%
TRIP REDUCTION	12.00	12.00	12.00	12.00	12.00	-	0.0%
<b>PROGRAM TOTAL</b>	99.90	100.90	102.90	108.90	100.90	(2.00)	(1.9%)
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	3.60	3.60	4.00	4.00	4.00	-	0.0%
EXECUTIVE MANAGEMENT	36.60	36.10	36.85	36.10	3.10	(33.75)	(91.6%)
OPERATIONS SUPPORT	-	-	.00	-	5.00	5.00	N/A
PROCUREMENT	.50	.50	.50	.50	.50	-	0.0%
REGULATION COMPLIANCE	-	-	.00	-	28.00	28.00	N/A
<b>PROGRAM TOTAL</b>	40.70	40.20	41.35	40.60	40.60	(.75)	(1.8%)
<b>DEPARTMENT TOTAL</b>	140.60	141.10	144.25	149.50	141.50	(2.75)	(1.9%)

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	7.00	8.00	8.00	8.00	8.00	-	0.0%
Administrative Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Air Instrument Technician Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Air Quality Division Manager	4.00	4.00	3.00	3.00	3.00	-	0.0%
Air Quality Enforcement Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Air Quality Engineering Supv	-	-	2.00	2.00	1.00	(1.00)	(50.0%)
Air Quality Operations Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Air Quality Planner	6.00	6.00	6.75	6.00	6.00	(.75)	(11.1%)
Air Quality Planning Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Air Quality Policy Advisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Air Quality Specialist	40.00	39.00	33.00	33.00	31.00	(2.00)	(6.1%)
Air Quality Specialist Senior	-	-	6.00	12.00	6.00	-	0.0%
Air Quality Specialist Supervisor	6.00	6.00	7.00	7.00	7.00	-	0.0%
Atmospheric Science Pro	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business Systems Analyst	-	-	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	2.00	2.00	2.00	2.00	2.00	-	0.0%
Deputy Director - Air Quality	1.00	1.00	1.00	1.00	1.00	-	0.0%
Development Services Specialist	-	2.00	2.00	2.00	2.00	-	0.0%
Development Svcs Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Development Svcs Technician	6.00	4.00	4.00	4.00	4.00	-	0.0%
Director - Air Quality	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineer - Air Quality	-	-	2.00	2.00	2.00	-	0.0%
Engineering Associate	18.00	18.00	17.00	17.00	18.00	1.00	5.9%
Engineering Manager	-	-	1.00	1.00	1.00	-	0.0%
Engineering Supervisor	3.00	2.00	-	-	1.00	1.00	N/A
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Grant-Contract Administrator	.60	.60	1.00	1.00	1.00	-	0.0%
Instrumentation Technician Air	13.00	13.00	12.00	12.00	11.00	(1.00)	(8.3%)
IT Project Manager	-	-	1.00	1.00	1.00	-	0.0%
Management Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
Media Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	2.00	2.00	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	11.00	10.00	11.00	11.00	11.00	-	0.0%
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Project Administrator	1.00	1.00	-	-	-	-	N/A
RDSA Ombudsman	1.00	1.00	1.00	1.00	1.00	-	0.0%
Special Projects Manager	-	.50	.50	.50	.50	-	0.0%
<b>Department Total</b>	<b>140.60</b>	<b>141.10</b>	<b>144.25</b>	<b>149.50</b>	<b>141.50</b>	<b>(2.75)</b>	<b>(1.9%)</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
503 AIR QUALITY GRANT	21.60	20.60	20.00	20.00	20.00	-	0.0%
504 AIR QUALITY FEES	119.00	120.50	124.25	129.50	121.50	(2.75)	(2.2%)
<b>Department Total</b>	<b>140.60</b>	<b>141.10</b>	<b>144.25</b>	<b>149.50</b>	<b>141.50</b>	<b>(2.75)</b>	<b>(1.9%)</b>

### General Adjustments

**Personnel:** FY 2015 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

#### **Base Adjustments:**

##### **General Fund (100) Air Quality Monitoring Equipment**

- The FY 2015 Air Quality Monitoring Equipment budget for \$420,850 includes \$300,850 for air monitoring equipment, and \$120,000 for vehicles.

**Air Quality Grant Fund (503) Operating**

- Increase Regular Benefits by \$461 for the impact of changes in retirement contribution rates.
- Decrease expenditures by \$461 to absorb changes in retirement contribution rates.
- Increase revenue \$176,953 and increase expenditures \$177,302 for grant reconciliation.

**Air Quality Fees Fund (504) Operating**

- Increase Regular Benefits by \$3,419 for the impact of changes in retirement contribution rates.
- Decrease expenditures by \$2,087 to absorb changes in retirement contribution rates and risk management.
- Decrease Internal Service Charges by \$1,332 for the impact of changes in risk management.
- Increase Revenues and Expenditures by \$481,576 for increase in program volume.

**Air Quality Fees Fund (504) Non Recurring Non Project**

- The FY 2015 Non Recurring Non Project budget for \$1,743,828 includes:
  - \$152,279 for RDSA One-time allocations.
  - \$146,579 carry-over for the completion of the Accela Information System.
  - \$1,000,000 for an Air Quality Improvement Project as designated by the Queen Creek Environmental Settlement received in FY 2013.
  - \$94,970 for education and public information designated by the Fisher Settlement, also received in FY 2013.
  - \$350,000 for vehicle replacement.

## 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.

### Program Results

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
For all major employer sites combined, the average percent, "Trip Rate for	29.4%	72.0%	72.0%	39.1%	(32.9%)	-45.7%
Percentage of major employer sites with a "Trip Rate for employees/students that use an alternative mode of commuting", of 40% or higher.	9.2%	8.0%	8.0%	9.2%	1.2%	15.3%
Percentage of permit actions completed within the Department's timeliness standards.	72.7%	22.7%	44.4%	100.0%	77.3%	340.0%
Percentage of large source inspections in compliance.	86.7%	56.3%	80.0%	87.5%	31.3%	55.6%
Percentage of non-title V permit action requests completed within the Department's timeliness standards.	79.6%	77.9%	80.2%	79.8%	1.9%	2.4%
Percentage of general permit action requests completed within the Department's timeliness standards.	99.4%	97.0%	99.9%	100.0%	3.0%	3.1%
Percentage of small source inspections in compliance.	90.4%	75.9%	83.1%	90.4%	14.4%	19.0%
Percentage of small source enforcement cases resolved in 60 days.	26.1%	20.4%	32.6%	100.0%	79.6%	390.4%
Percentage of dust control inspections in compliance.	91.9%	96.1%	93.0%	91.8%	(4.3%)	-4.5%
Percentage of dust control enforcement cases resolved in 60 days.	15.4%	8.3%	36.2%	100.0%	91.7%	1100.0%
Percent of contacts from media sources responded to within four business hours.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of requests for information from media sources responded to within 20 business hours.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Air Quality Public Information
- Dust Control Permit Regulation
- Large Source Permit Regulation
- Small Source Permit Regulation
- Trip Reduction

### 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:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of contacts from media sources responded to within four business hours.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of requests for information from media sources responded to within 20 business hours.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Total Number of responses to requests for information from media sources.	217	140	169	200	60	42.9%
Demand	Total Number of requests for information from media sources.	217	140	169	200	60	42.9%
Expenditure Ratio	Total Public Information Office Expenditure per response to requests for information from media sources.	\$ 1,402.00	\$ 3,835.51	\$ 2,074.12	\$ 4,812.95	\$ (977.44)	-25.5%
<i>Revenue</i>							
	503 - AIR QUALITY GRANT	\$ -	\$ 15,000	\$ 6,250	\$ -	\$ (15,000)	-100.0%
	TOTAL SOURCES	\$ -	\$ 15,000	\$ 6,250	\$ -	\$ (15,000)	-100.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ -	\$ -	\$ -	\$ 420,850	\$ (420,850)	N/A
	504 - AIR QUALITY FEES	304,233	536,971	350,526	541,740	(4,769)	-0.9%
	TOTAL USES	\$ 304,233	\$ 536,971	\$ 350,526	\$ 962,590	\$ (425,619)	-79.3%

**Activity Narrative:** The Air Quality Public Information Activity supports the Department in meeting 100% of the demand. The FY 2015 budgeted revenues have decreased due to the prior year's grant being non-renewable. Fund 100 FY 2015 budgeted non recurring expenditures include Air monitoring equipment and fleet vehicles. Fund 504 FY 2015 budgeted expenditures will increase due to expanded outreach to the community as part of the proactive compliance assurance model adopted by the department emphasizing a balance of education and enforcement.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of dust control inspections in compliance.	91.9%	96.1%	93.0%	91.8%	(4.3%)	-4.5%
Result	Percentage of dust control enforcement cases resolved in 60 days.	15.4%	8.3%	36.2%	100.0%	91.7%	1100.0%
Output	Number of dust control compliance inspections completed.	6,106	5,874	7,203	6,764	890	15.2%
Output	Number of dust control enforcement cases resolved.	157	96	312	156	60	62.5%
Demand	Number of dust control compliance inspections required.	5,748	6,758	6,609	6,764	6	0.1%
Demand	Number of dust control enforcement cases received that require resolution.	220	108	262	220	112	103.7%
Expenditure Ratio	Total Dust Control Permit Regulation Expenditure per inspections completed.	\$ 358.17	\$ 493.35	\$ 354.18	\$ 410.91	\$ 82.44	16.7%
<i>Revenue</i>							
	503 - AIR QUALITY GRANT	\$ 1,099,366	\$ 1,332,029	\$ 1,278,891	\$ 1,332,029	\$ -	0.0%
	504 - AIR QUALITY FEES	4,624,808	3,961,483	4,733,727	4,472,308	510,825	12.9%
	TOTAL SOURCES	\$ 5,724,174	\$ 5,293,512	\$ 6,012,618	\$ 5,804,337	\$ 510,825	9.7%
<i>Expenditure</i>							
	503 - AIR QUALITY GRANT	\$ 1,243,650	\$ 1,289,341	\$ 1,165,241	\$ 1,315,209	\$ (25,868)	-2.0%
	504 - AIR QUALITY FEES	943,349	1,608,587	1,385,910	1,464,161	144,426	9.0%
	TOTAL USES	\$ 2,186,999	\$ 2,897,928	\$ 2,551,151	\$ 2,779,370	\$ 118,558	4.1%

**Activity Narrative:** The FY 2015 budgeted revenue increase is due to an increase in permitted sources. The FY 2015 budgeted decrease in expenditures is the result of process improvement efficiencies.

### Large Source Permit Regulation Activity

The purpose of the Large Source Permit Regulation Activity is to provide regulatory services to Large Source Permitted sources so they can have timely information needed to stay in compliance with air quality rules and regulations.

**Mandates:** A.R.S. §49-401 declares the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 provides for State and County jurisdiction.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of permit actions completed within the Department's timeliness standards.	72.7%	22.7%	44.4%	100.0%	77.3%	340.0%
Result	Percentage of large source inspections in compliance.	86.7%	56.3%	80.0%	87.5%	31.3%	55.6%
Output	Number of completed large source (Title V) permit actions provided.	11	22	9	8	(14)	-63.6%
Output	Number of large source compliance inspections completed.	30	32	30	32	-	0.0%
Demand	Number of requests for Title V permit actions.	8	10	6	8	(2)	-20.0%
Demand	Number of large sources compliance inspections required.	34	32	32	32	-	0.0%
Expenditure Ratio	Total Large Source Permit Regulation Activity Expenditure per number of Title V permit actions provided	\$ 82,139.64	\$ 107,208.27	\$ 250,291.99	\$ 318,157.13	\$(210,948.85)	-196.8%
<i>Revenue</i>							
	504 - AIR QUALITY FEES	\$ 2,042,167	\$ 1,375,766	\$ 1,076,204	\$ 1,313,782	\$ (61,984)	-4.5%
	TOTAL SOURCES	\$ 2,042,167	\$ 1,375,766	\$ 1,076,204	\$ 1,313,782	\$ (61,984)	-4.5%
<i>Expenditure</i>							
	504 - AIR QUALITY FEES	\$ 903,536	\$ 2,358,582	\$ 2,252,678	\$ 2,545,257	\$ (186,675)	-7.9%
	TOTAL USES	\$ 903,536	\$ 2,358,582	\$ 2,252,678	\$ 2,545,257	\$ (186,675)	-7.9%

**Activity Narrative:** The FY 2015 Title V permit revenue is budgeted to decrease because permits are valid for several years. The FY 2015 budgeted increase in expenditures is because the level of service the Department continues to provide increases. The revenue can be collected in a prior or subsequent period.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of non-title V permit action requests completed within the Department's timeliness standards.	79.6%	77.9%	80.2%	79.8%	1.9%	2.4%
Result	Percentage of general permit action requests completed within the Department's timeliness standards.	99.4%	97.0%	99.9%	100.0%	3.0%	3.1%
Result	Percentage of small source inspections in compliance.	90.4%	75.9%	83.1%	90.4%	14.4%	19.0%
Result	Percentage of small source enforcement cases resolved in 60 days.	26.1%	20.4%	32.6%	100.0%	79.6%	390.4%
Output	Number of small source non-Title V permit actions provided.	495	662	524	496	(166)	-25.1%
Output	Number of small source general permit actions provided.	325	328	1,471	1,040	712	217.1%
Output	Number of small source compliance inspections completed.	2,695	2,282	2,860	2,576	294	12.9%
Output	Number of small source enforcement cases resolved.	375	358	389	376	18	5.0%
Demand	Number of new requests for small source non-Title V permit actions.	488	516	495	468	(48)	-9.3%
Demand	Number of small source compliance inspections required.	2,597	2,730	2,599	2,576	(154)	-5.6%
Demand	Number of new small source enforcement cases requiring resolution.	330	290	334	332	42	14.5%
Demand	Number of new requests for small source general permit actions.	314	320	1,464	316	(4)	-1.3%
Expenditure Ratio	Total Small Source Permit Regulation Activity Expenditure per small source non-title V permit action provided.	\$ 5,117.03	\$ 4,114.85	\$ 5,223.67	\$ 5,845.40	\$ (1,730.55)	-42.1%
<i>Revenue</i>							
	504 - AIR QUALITY FEES	\$ 5,243,845	\$ 5,504,544	\$ 5,247,484	\$ 5,541,208	\$ 36,664	0.7%
	TOTAL SOURCES	\$ 5,243,845	\$ 5,504,544	\$ 5,247,484	\$ 5,541,208	\$ 36,664	0.7%
<i>Expenditure</i>							
	504 - AIR QUALITY FEES	\$ 2,532,932	\$ 2,724,028	\$ 2,737,203	\$ 2,899,318	\$ (175,290)	-6.4%
	TOTAL USES	\$ 2,532,932	\$ 2,724,028	\$ 2,737,203	\$ 2,899,318	\$ (175,290)	-6.4%

**Activity Narrative:** FY 2015 budgeted revenue increase is due to an increase in small source general permit actions and an increase in small source compliance permitted sources. The FY 2015 expenditure budget has increased to support the increase in 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	For all major employer sites combined, the average percent, "Trip Rate for employees/students that use an alternative mode of commuting".	29.4%	72.0%	72.0%	39.1%	(32.9%)	-45.7%
Result	Percentage of major employer sites with a "Trip Rate for employees/students that use an alternative mode of commuting", of 40% or higher.	9.2%	8.0%	8.0%	9.2%	1.2%	15.3%
Output	Number of major employer sites that received Trip Reduction Program services	3,097	3,100	3,100	3,100	-	0.0%
Demand	Number of major employer sites requesting Trip Reduction Program services	3,097	3,100	3,100	3,100	-	0.0%
Expenditure Ratio	Total Trip Reduction Program Expenditure per major employer site that received Trip Reduction Program services	\$ 513.92	\$ 537.01	\$ 555.57	\$ 568.90	\$ (31.89)	-5.9%
<i>Revenue</i>							
	503 - AIR QUALITY GRANT	\$ 1,517,337	\$ 1,693,494	\$ 1,645,838	\$ 1,800,242	\$ 106,748	6.3%
	TOTAL SOURCES	\$ 1,517,337	\$ 1,693,494	\$ 1,645,838	\$ 1,800,242	\$ 106,748	6.3%
<i>Expenditure</i>							
	503 - AIR QUALITY GRANT	\$ 1,591,624	\$ 1,664,737	\$ 1,722,272	\$ 1,763,581	\$ (98,844)	-5.9%
	TOTAL USES	\$ 1,591,624	\$ 1,664,737	\$ 1,722,272	\$ 1,763,581	\$ (98,844)	-5.9%

**Activity Narrative:** The FY 2015 budgeted revenue increase is due to additional funding from the Maricopa Association of Governments. The FY 2015 increase in budgeted expenditures is due to increased overhead cost and one-time expenditures for technology improvements.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 760,773</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Salary Adjustments</b>	<b>\$ 27,385</b>	<b>\$ -</b>
County RPP	27,385	-
Agenda Item:		
C-49-13-092-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 788,158</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 788,158</b>	<b>\$ -</b>
<b>FY 2015 Adopted Budget</b>	<b>\$ 788,158</b>	<b>\$ -</b>
Percent Change from Threshold Amount	0.0%	
	Expenditures	Revenue
<b>AIR QUAL MONITORING EQUIP</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 420,850</b>	<b>\$ -</b>
Other Non Recurring	420,850	-
Air Monitoring Equipment	\$ 300,850	
Four Fleet Vehicles	\$ 120,000	
<b>FY 2015 Adopted Budget</b>	<b>\$ 420,850</b>	<b>\$ -</b>

Air Quality Grant Fund (503)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 3,924,954</b>	<b>\$ 3,925,303</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 3,924,954</b>	<b>\$ 3,925,303</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 4,081</b>	<b>\$ 4,081</b>
<i>2nd to 4th Quarter Retention Pay Plan</i>	<i>4,081</i>	<i>4,081</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 3,929,035</b>	<b>\$ 3,929,384</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 461</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>461</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ (461)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>(461)</i>	<i>-</i>
<i>Retirement Contributions Absorption</i>	<i>(461)</i>	<i>-</i>
<b>Grants, Donations and Intergovernmental Agreements</b>	<b>\$ (461)</b>	<b>\$ -</b>
<b>Grants</b>	<b>\$ 177,302</b>	<b>\$ 176,953</b>
<i>Grant Reconciliation</i>	<i>177,302</i>	<i>176,953</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 4,106,337</b>	<b>\$ 4,106,337</b>
<i>Percent Change from Threshold Amount</i>	<i>4.5%</i>	<i>4.5%</i>

Air Quality Grant Fund (503) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ (33,988)	\$ 305,014	\$ 305,014	\$ (221,927)	\$ (221,927)
Sources:					
Operating	\$ 3,623,617	\$ 3,925,303	\$ 3,925,303	\$ 3,876,514	\$ 4,106,337
Total Sources:	\$ 3,623,617	\$ 3,925,303	\$ 3,925,303	\$ 3,876,514	\$ 4,106,337
Uses:					
Operating	\$ 3,764,074	\$ 3,924,954	\$ 3,924,954	\$ 3,876,514	\$ 4,106,337
Non-Recurring	47,483	-	-	-	-
Total Uses:	\$ 3,811,557	\$ 3,924,954	\$ 3,924,954	\$ 3,876,514	\$ 4,106,337
Structural Balance	\$ (140,457)	\$ 349	\$ 349	\$ -	\$ -
Accounting Adjustments	\$ 1	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ 305,363	\$ 305,363	\$ -	\$ -
Unassigned	(221,927)	-	-	(221,927)	(221,927)
Total Ending Spendable Fund Balance	\$ (221,927)	\$ 305,363	\$ 305,363	\$ (221,927)	\$ (221,927)

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
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 10,517,273</b>	<b>\$ 10,868,091</b>
Adjustments:	Agenda Item:	
<b>Employee Salary Adjustments</b>		<b>\$ 321,017</b>
County RPP	C-49-13-092-2-00	301,595
FY 14 IT Market Study Adjustments	C-49-14-041-2-00	19,422
		<b>\$ 7,746</b>
		<b>\$ -</b>
		<b>\$ 7,746</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 10,838,290</b>	<b>\$ 10,875,837</b>
Adjustments:	Agenda Item:	
<b>Employee Salary Adjustments</b>		<b>\$ 41,476</b>
FY 14 IT Market Study Adjustments	C-49-14-041-2-00	(19,422)
Annual Market Adjustment - IT		38,843
2nd to 4th Quarter Retention Pay Plan		22,055
<b>Base Adjustments</b>		<b>\$ -</b>
Other Base Adjustments		-
		<b>\$ (7,746)</b>
		<b>\$ (7,746)</b>
		<b>\$ -</b>
		<b>\$ -</b>
		<b>\$ 11,675</b>
		<b>\$ 11,675</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 10,879,766</b>	<b>\$ 10,879,766</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>		<b>\$ 3,419</b>
Retirement Contributions		3,419
<b>Base Adjustments</b>		<b>\$ (3,419)</b>
Other Base Adjustments		(2,087)
Decrease Supplies to Absorb Retirement Contributions	\$ (2,087)	
Internal Service Charges		(1,332)
Risk Management	\$ (1,332)	
<b>Fees and Other Revenues</b>		<b>\$ 481,576</b>
ProgRevenue Volume Inc/Dec		481,576
		<b>\$ -</b>
		<b>\$ -</b>
		<b>\$ 481,576</b>
		<b>\$ 481,576</b>
<b>FY 2015 Adopted Budget</b>	<b>\$ 11,361,342</b>	<b>\$ 11,361,342</b>
Percent Change from Threshold Amount	4.4%	4.4%
	<b>Expenditures</b>	<b>Revenue</b>
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 1,632,993</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 1,632,993</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>		
Other IT Non Recurring		(438,623)
<b>Non Recurring</b>		<b>\$ (1,194,370)</b>
Other Non Recurring		(1,194,370)
		<b>\$ -</b>
		<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>		<b>\$ 1,743,828</b>
Non Recurring Carry Forward		298,858
RDSA One-Time Allocations	\$ 152,279	
Accela Completion		146,579
Other Non Recurring		1,444,970
Fisher & Queen Creek Settlements	\$ 1,094,970	
Fleet Replacement Vehicles	\$ 350,000	
		<b>\$ -</b>
		<b>\$ -</b>
<b>FY 2015 Adopted Budget</b>	<b>\$ 1,743,828</b>	<b>\$ -</b>

Air Quality Fee Fund (504) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 5,141,283	\$ 6,634,419	\$ 6,634,419	\$ 7,998,654	\$ 7,425,761
Sources:					
Operating	\$ 11,947,482	\$ 10,868,091	\$ 10,875,837	\$ 11,092,860	\$ 11,361,342
Total Sources:	\$ 11,947,482	\$ 10,868,091	\$ 10,875,837	\$ 11,092,860	\$ 11,361,342
Uses:					
Operating	\$ 8,842,220	\$ 10,517,273	\$ 10,838,290	\$ 10,212,982	\$ 11,361,342
Non-Recurring	247,908	1,632,993	1,632,993	1,452,771	1,743,828
Total Uses:	\$ 9,090,128	\$ 12,150,266	\$ 12,471,283	\$ 11,665,753	\$ 13,105,170
Structural Balance	\$ 3,105,262	\$ 350,818	\$ 37,547	\$ 879,878	\$ -
Accounting Adjustments	\$ 17	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 7,998,654	\$ 5,352,244	\$ 5,038,973	\$ 7,425,761	\$ 5,681,933
Total Ending Spendable Fund Balance	\$ 7,998,654	\$ 5,352,244	\$ 5,038,973	\$ 7,425,761	\$ 5,681,933

## Animal Care and Control

*Analysis by Christine Jasinski, 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: The percentage of dogs licensed in Maricopa County for FY 2013 was 40%. The Department is continually streamlining processes and actively seeking ways to update the laws related to rabies vaccinations and licensing.

##### Department Specific

**By June 2015, ensure the sustainability of providing a minimum of 10,000 pet sterilization surgeries per year in vulnerable areas.**

Status: In FY 2013, the Department was able to sterilize 16,472 pets through the Uno por Uno Program that services vulnerable neighborhoods and the Maricopa County Spay/Neuter Assistance Program (MCSNAP).

##### 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 2013, the Department saved 85% of "treatable and manageable" pets. The New Hope adoption program has allowed the Department to maintain its zero euthanasia policy.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
ACEF - ANIMAL CONTROL ENFORCEMENT	\$ 2,935,528	\$ 3,426,216	\$ 3,426,216	\$ 3,992,856	\$ 3,453,314	\$ 27,098	0.8%
79AC - ANIMAL CONTROL	\$ 2,935,528	\$ 3,426,216	\$ 3,426,216	\$ 3,992,856	\$ 3,453,314	\$ 27,098	0.8%
PETA - PET ADOPTION	\$ 1,914,530	\$ 1,808,850	\$ 1,808,850	\$ 1,675,530	\$ 1,806,186	\$ (2,664)	-0.1%
79AP - PET ADOPTION	\$ 1,914,530	\$ 1,808,850	\$ 1,808,850	\$ 1,675,530	\$ 1,806,186	\$ (2,664)	-0.1%
DOGL - DOG LICENSING	\$ 7,169,083	\$ 7,009,956	\$ 7,009,956	\$ 6,836,710	\$ 7,017,638	\$ 7,682	0.1%
79PL - PET LICENSING	\$ 7,169,083	\$ 7,009,956	\$ 7,009,956	\$ 6,836,710	\$ 7,017,638	\$ 7,682	0.1%
LCSN - LOW COST SPAY NEUTER	\$ 1,257,531	\$ 1,311,534	\$ 1,467,491	\$ 1,732,435	\$ 1,480,957	\$ 13,466	0.9%
79SN - COMMUNITY OUTREACH	\$ 1,257,531	\$ 1,311,534	\$ 1,467,491	\$ 1,732,435	\$ 1,480,957	\$ 13,466	0.9%
GGOV - GENERAL GOVERNMENT	\$ 70,111	\$ 49,361	\$ 49,361	\$ 36,690	\$ 17,408	\$ (31,953)	-64.7%
99GV - GENERAL OVERHEAD	\$ 70,111	\$ 49,361	\$ 49,361	\$ 36,690	\$ 17,408	\$ (31,953)	-64.7%
<b>TOTAL PROGRAMS</b>	<b>\$ 13,346,783</b>	<b>\$ 13,605,917</b>	<b>\$ 13,761,874</b>	<b>\$ 14,274,221</b>	<b>\$ 13,775,503</b>	<b>\$ 13,629</b>	<b>0.1%</b>
<b>USES</b>							
ACEF - ANIMAL CONTROL ENFORCEMENT	\$ 2,944,289	\$ 3,074,723	\$ 3,195,067	\$ 3,156,854	\$ 3,434,412	\$ (239,345)	-7.5%
79AC - ANIMAL CONTROL	\$ 2,944,289	\$ 3,074,723	\$ 3,195,067	\$ 3,156,854	\$ 3,434,412	\$ (239,345)	-7.5%
PETA - PET ADOPTION	\$ 5,643,247	\$ 4,829,844	\$ 5,010,944	\$ 5,173,821	\$ 4,873,526	\$ 137,418	2.7%
79AP - PET ADOPTION	\$ 5,643,247	\$ 4,829,844	\$ 5,010,944	\$ 5,173,821	\$ 4,873,526	\$ 137,418	2.7%
DOGL - DOG LICENSING	\$ 2,018,065	\$ 1,710,977	\$ 2,307,740	\$ 1,592,255	\$ 1,451,128	\$ 856,612	37.1%
79PL - PET LICENSING	\$ 2,018,065	\$ 1,710,977	\$ 2,307,740	\$ 1,592,255	\$ 1,451,128	\$ 856,612	37.1%
LCSN - LOW COST SPAY NEUTER	\$ 1,261,142	\$ 1,508,087	\$ 1,803,330	\$ 1,561,353	\$ 1,373,679	\$ 429,651	23.8%
79SN - COMMUNITY OUTREACH	\$ 1,261,142	\$ 1,508,087	\$ 1,803,330	\$ 1,561,353	\$ 1,373,679	\$ 429,651	23.8%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 1,270,486	\$ 1,251,207	\$ 1,297,863	\$ 1,284,081	\$ 1,153,694	\$ 144,169	11.1%
HRAC - HUMAN RESOURCES	77,455	71,683	76,139	78,241	54,210	21,929	28.8%
ODIR - EXECUTIVE MANAGEMENT	563,687	571,039	501,412	468,379	630,672	(129,260)	-25.8%
PROC - PROCUREMENT	62,750	60,380	64,434	64,586	45,848	18,586	28.8%
99AS - INDIRECT SUPPORT	\$ 1,974,378	\$ 1,954,309	\$ 1,939,848	\$ 1,895,287	\$ 1,884,424	\$ 55,424	2.9%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 897,966	\$ 978,503	\$ 978,503	\$ 978,503	\$ 1,117,577	\$ (139,074)	-14.2%
INFR - INFRASTRUCTURE	-	-	-	-	122,384	(122,384)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	243,655	169,645	154,906	238,922	-	154,906	100.0%
RISK - RISK PREMIUMS	-	-	-	-	49,930	(49,930)	N/A
99GV - GENERAL OVERHEAD	\$ 1,141,621	\$ 1,148,148	\$ 1,133,409	\$ 1,217,425	\$ 1,289,891	\$ (156,482)	-13.8%
TSPT - TECHNOLOGY SUPPORT	\$ 104,884	\$ 83,536	\$ 89,533	\$ 87,719	\$ 52,048	\$ 37,485	41.9%
99IT - INFORMATION TECHNOLOGY	\$ 104,884	\$ 83,536	\$ 89,533	\$ 87,719	\$ 52,048	\$ 37,485	41.9%
<b>TOTAL PROGRAMS</b>	<b>\$ 15,087,626</b>	<b>\$ 14,309,624</b>	<b>\$ 15,479,871</b>	<b>\$ 14,684,714</b>	<b>\$ 14,359,108</b>	<b>\$ 1,120,763</b>	<b>7.2%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>LICENSES AND PERMITS</b>							
0610 - LICENSES AND PERMITS	\$ 7,169,083	\$ 7,009,956	\$ 7,009,956	\$ 6,836,710	\$ 7,034,506	\$ 24,550	0.4%
<b>SUBTOTAL</b>	\$ 7,169,083	\$ 7,009,956	\$ 7,009,956	\$ 6,836,710	\$ 7,034,506	\$ 24,550	0.4%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 28,500	\$ 711,534	\$ -	\$ 55	\$ -	\$ -	N/A
<b>SUBTOTAL</b>	\$ 28,500	\$ 711,534	\$ -	\$ 55	\$ -	\$ -	N/A
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 2,950,554	\$ 3,426,570	\$ 3,426,570	\$ 3,996,670	\$ 3,436,494	\$ 9,924	0.3%
0635 - OTHER CHARGES FOR SERVICES	\$ 1,637,878	\$ 1,784,282	\$ 1,784,282	\$ 1,462,201	\$ 1,404,226	\$ (380,056)	-21.3%
<b>SUBTOTAL</b>	\$ 4,588,432	\$ 5,210,852	\$ 5,210,852	\$ 5,458,871	\$ 4,840,720	\$ (370,132)	-7.1%
0637 - FINES & FORFEITS	\$ 2,757	\$ 3,646	\$ 3,646	\$ 5,813	\$ 3,646	\$ -	0.0%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 28,111	\$ 49,361	\$ 49,361	\$ 36,690	\$ 27,638	\$ (21,723)	-44.0%
0650 - MISCELLANEOUS REVENUE	\$ 1,516,400	\$ 620,568	\$ 1,488,059	\$ 1,936,082	\$ 1,868,993	\$ 380,934	25.6%
<b>SUBTOTAL</b>	\$ 1,544,511	\$ 669,929	\$ 1,537,420	\$ 1,972,772	\$ 1,896,631	\$ 359,211	23.4%
<b>ALL REVENUES</b>	\$ 13,333,283	\$ 13,605,917	\$ 13,761,874	\$ 14,274,221	\$ 13,775,503	\$ 13,629	0.1%
<b>OTHER FINANCING SOURCES</b>							
0680 - TRANSFERS IN	\$ 13,500	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>ALL OTHER FINANCING SOURCES</b>	\$ 13,500	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>TOTAL SOURCES</b>	\$ 13,346,783	\$ 13,605,917	\$ 13,761,874	\$ 14,274,221	\$ 13,775,503	\$ 13,629	0.1%
CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 5,450,741	\$ 5,527,724	\$ 5,900,579	\$ 5,721,587	\$ 5,995,736	\$ (95,157)	-1.6%
0710 - OVERTIME	\$ 194,705	\$ 90,770	\$ 90,770	\$ 170,047	\$ 89,712	\$ 1,058	1.2%
0750 - FRINGE BENEFITS	\$ 2,674,637	\$ 2,499,477	\$ 2,597,152	\$ 2,657,493	\$ 2,824,968	\$ (227,816)	-8.8%
0790 - OTHER PERSONNEL SERVICES	\$ 200,162	\$ 54,371	\$ 54,371	\$ 53,406	\$ 14,220	\$ 40,151	73.8%
0795 - PERSONNEL SERVICES ALLOC-OUT	\$ (2,134,659)	\$ (553,343)	\$ (553,343)	\$ (557,590)	\$ (493,181)	\$ (60,162)	-10.9%
0796 - PERSONNEL SERVICES ALLOC-IN	\$ 2,133,505	\$ 654,640	\$ 654,640	\$ 657,969	\$ 612,549	\$ 42,091	6.4%
<b>SUBTOTAL</b>	\$ 8,519,091	\$ 8,273,639	\$ 8,744,169	\$ 8,702,912	\$ 9,044,004	\$ (299,835)	-3.4%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 279,746	\$ 135,340	\$ 163,654	\$ 212,292	\$ 163,648	\$ 6	0.0%
0802 - MEDICAL SUPPLIES	\$ 555,061	\$ 311,916	\$ 311,916	\$ 480,992	\$ 309,959	\$ 1,957	0.6%
0803 - FUEL	\$ 206,072	\$ 185,219	\$ 194,825	\$ 184,526	\$ 194,507	\$ 318	0.2%
0804 - NON-CAPITAL EQUIPMENT	\$ 13,521	\$ 41,578	\$ 41,578	\$ 41,578	\$ 42,000	\$ (422)	-1.0%
0805 - SUPPLIES-ALLOCATION OUT	\$ (5,781)	\$ (4,822)	\$ (4,822)	\$ (10,034)	\$ -	\$ (4,822)	-100.0%
0806 - SUPPLIES-ALLOCATION IN	\$ 5,289	\$ 5,794	\$ 5,794	\$ 10,764	\$ 1,063	\$ 4,731	81.7%
<b>SUBTOTAL</b>	\$ 1,053,908	\$ 675,025	\$ 712,945	\$ 920,118	\$ 711,177	\$ 1,768	0.2%
<b>SERVICES</b>							
0811 - HEALTH CARE SERVICES	\$ 988,555	\$ 620,153	\$ 1,246,934	\$ 876,783	\$ 769,382	\$ 477,552	38.3%
0812 - OTHER SERVICES	\$ 1,144,648	\$ 1,282,523	\$ 1,362,293	\$ 709,476	\$ 530,458	\$ 831,835	61.1%
0820 - RENT & OPERATING LEASES	\$ 23,946	\$ 38,676	\$ 34,676	\$ 28,351	\$ 16,164	\$ 18,512	53.4%
0825 - REPAIRS AND MAINTENANCE	\$ 63,956	\$ 71,664	\$ 64,464	\$ 99,110	\$ 64,457	\$ 7	0.0%
0839 - INTERNAL SERVICE CHARGES	\$ 1,352,100	\$ 1,352,781	\$ 1,320,763	\$ 1,397,906	\$ 1,315,628	\$ 5,135	0.4%
0841 - TRAVEL	\$ 11,196	\$ 8,042	\$ 6,842	\$ 9,160	\$ 6,780	\$ 62	0.9%
0842 - EDUCATION AND TRAINING	\$ 4,820	\$ 7,000	\$ 7,000	\$ 5,942	\$ 7,000	\$ -	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	\$ 191,771	\$ 173,931	\$ 173,595	\$ 166,089	\$ 147,860	\$ 25,735	14.8%
0850 - UTILITIES	\$ 334,247	\$ 422,492	\$ 422,492	\$ 383,827	\$ 268,782	\$ 153,710	36.4%
0872 - SERVICES-ALLOCATION OUT	\$ (57,778)	\$ (57,778)	\$ (57,778)	\$ (54,188)	\$ (78,922)	\$ 21,144	36.6%
0873 - SERVICES-ALLOCATION IN	\$ 57,778	\$ 58,388	\$ 58,388	\$ 56,140	\$ 79,586	\$ (21,198)	-36.3%
<b>SUBTOTAL</b>	\$ 4,115,239	\$ 3,977,872	\$ 4,639,669	\$ 3,678,596	\$ 3,127,175	\$ 1,512,494	32.6%
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ (12,000)	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	\$ 258,945	\$ 243,143	\$ 243,143	\$ 243,143	\$ 324,192	\$ (81,049)	-33.3%
<b>SUBTOTAL</b>	\$ 258,945	\$ 243,143	\$ 243,143	\$ 243,143	\$ 336,192	\$ (93,049)	-38.3%
<b>ALL EXPENDITURES</b>	\$ 13,947,183	\$ 13,169,679	\$ 14,339,926	\$ 13,544,769	\$ 13,218,548	\$ 1,121,378	7.8%
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ 1,140,443	\$ 1,139,945	\$ 1,139,945	\$ 1,139,945	\$ 1,140,560	\$ (615)	-0.1%
<b>ALL OTHER FINANCING USES</b>	\$ 1,140,443	\$ 1,139,945	\$ 1,139,945	\$ 1,139,945	\$ 1,140,560	\$ (615)	-0.1%
<b>TOTAL USES</b>	\$ 15,087,626	\$ 14,309,624	\$ 15,479,871	\$ 14,684,714	\$ 14,359,108	\$ 1,120,763	7.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
573 ANIMAL CONTROL GRANTS OPERATING	\$ 1,341,932	\$ 1,369,571	\$ 1,525,528	\$ 1,787,439	\$ 1,539,157	\$ 13,629	0.9%
<b>FUND TOTAL SOURCES</b>	<b>\$ 1,341,932</b>	<b>\$ 1,369,571</b>	<b>\$ 1,525,528</b>	<b>\$ 1,787,439</b>	<b>\$ 1,539,157</b>	<b>\$ 13,629</b>	<b>0.9%</b>
572 ANIMAL CONTROL LICENSE SHELTER OPERATING	\$ 9,039,579	\$ 8,783,032	\$ 8,783,032	\$ 8,475,618	\$ 8,783,032	\$ -	0.0%
NON RECURRING NON PROJECT	13,500	-	-	-	-	-	N/A
<b>FUND TOTAL SOURCES</b>	<b>\$ 9,053,079</b>	<b>\$ 8,783,032</b>	<b>\$ 8,783,032</b>	<b>\$ 8,475,618</b>	<b>\$ 8,783,032</b>	<b>\$ -</b>	<b>0.0%</b>
574 ANIMAL CONTROL FIELD OPERATION OPERATING	\$ 2,951,772	\$ 3,453,314	\$ 3,453,314	\$ 4,011,164	\$ 3,453,314	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 2,951,772</b>	<b>\$ 3,453,314</b>	<b>\$ 3,453,314</b>	<b>\$ 4,011,164</b>	<b>\$ 3,453,314</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 13,333,283</b>	<b>\$ 13,605,917</b>	<b>\$ 13,761,874</b>	<b>\$ 14,274,221</b>	<b>\$ 13,775,503</b>	<b>\$ 13,629</b>	<b>0.1%</b>
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	<b>\$ 13,500</b>	<b>\$ -</b>	<b>N/A</b>				
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 13,346,783</b>	<b>\$ 13,605,917</b>	<b>\$ 13,761,874</b>	<b>\$ 14,274,221</b>	<b>\$ 13,775,503</b>	<b>\$ 13,629</b>	<b>0.1%</b>

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL OPERATING	\$ 257,903	\$ 258,954	\$ 258,954	\$ 258,954	\$ 258,954	\$ -	0.0%
<b>FUND TOTAL USES</b>	<b>\$ 257,903</b>	<b>\$ 258,954</b>	<b>\$ 258,954</b>	<b>\$ 258,954</b>	<b>\$ 258,954</b>	<b>\$ -</b>	<b>0.0%</b>
573 ANIMAL CONTROL GRANTS OPERATING	\$ 1,074,036	\$ 1,363,711	\$ 1,669,668	\$ 1,419,780	\$ 1,539,157	\$ 130,511	7.8%
NON RECURRING NON PROJECT	357,615	300,000	300,000	300,000	-	300,000	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 1,431,651</b>	<b>\$ 1,663,711</b>	<b>\$ 1,969,668</b>	<b>\$ 1,719,780</b>	<b>\$ 1,539,157</b>	<b>\$ 430,511</b>	<b>21.9%</b>
572 ANIMAL CONTROL LICENSE SHELTER OPERATING	\$ 9,196,566	\$ 8,783,032	\$ 9,567,889	\$ 9,087,344	\$ 8,783,032	\$ 784,857	8.2%
NON RECURRING NON PROJECT	847,003	-	-	-	-	-	N/A
<b>FUND TOTAL USES</b>	<b>\$ 10,043,569</b>	<b>\$ 8,783,032</b>	<b>\$ 9,567,889</b>	<b>\$ 9,087,344</b>	<b>\$ 8,783,032</b>	<b>\$ 784,857</b>	<b>8.2%</b>
574 ANIMAL CONTROL FIELD OPERATION OPERATING	\$ 3,147,664	\$ 3,319,206	\$ 3,398,639	\$ 3,333,915	\$ 3,399,773	\$ (1,134)	0.0%
NON RECURRING NON PROJECT	206,839	284,721	284,721	284,721	378,192	(93,471)	-32.8%
<b>FUND TOTAL USES</b>	<b>\$ 3,354,503</b>	<b>\$ 3,603,927</b>	<b>\$ 3,683,360</b>	<b>\$ 3,618,636</b>	<b>\$ 3,777,965</b>	<b>\$ (94,605)</b>	<b>-2.6%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 13,676,169</b>	<b>\$ 13,724,903</b>	<b>\$ 14,895,150</b>	<b>\$ 14,099,993</b>	<b>\$ 13,980,916</b>	<b>\$ 914,234</b>	<b>6.1%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 1,411,457</b>	<b>\$ 584,721</b>	<b>\$ 584,721</b>	<b>\$ 584,721</b>	<b>\$ 378,192</b>	<b>\$ 206,529</b>	<b>35.3%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 15,087,626</b>	<b>\$ 14,309,624</b>	<b>\$ 15,479,871</b>	<b>\$ 14,684,714</b>	<b>\$ 14,359,108</b>	<b>\$ 1,120,763</b>	<b>7.2%</b>

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ANIMAL CONTROL							
ANIMAL CONTROL ENFORCEMENT	49.00	50.00	51.00	51.00	51.00	-	0.0%
PROGRAM TOTAL	49.00	50.00	51.00	51.00	51.00	-	0.0%
COMMUNITY OUTREACH							
LOW COST SPAY NEUTER	5.00	6.00	8.00	8.00	8.00	-	0.0%
PROGRAM TOTAL	5.00	6.00	8.00	8.00	8.00	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	3.00	2.00	3.00	3.00	3.00	-	0.0%
EXECUTIVE MANAGEMENT	8.00	5.00	3.00	3.00	3.00	-	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	13.00	9.00	8.00	8.00	8.00	-	0.0%
INFORMATION TECHNOLOGY							
TECHNOLOGY 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	79.00	82.00	84.00	84.00	85.00	1.00	1.2%
PROGRAM TOTAL	79.00	82.00	84.00	84.00	85.00	1.00	1.2%
PET LICENSING							
DOG LICENSING	18.00	17.00	17.00	17.00	17.00	-	0.0%
PROGRAM TOTAL	18.00	17.00	17.00	17.00	17.00	-	0.0%
<b>DEPARTMENT TOTAL</b>	<b>165.00</b>	<b>165.00</b>	<b>169.00</b>	<b>169.00</b>	<b>170.00</b>	<b>1.00</b>	<b>0.6%</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accounting Specialist	2.00	1.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	3.00	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	-	-	-	-	N/A
Animal Care & Control Manager	-	2.00	2.00	2.00	2.00	-	0.0%
Animal Care Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Animal Care Technician	40.00	37.00	37.00	37.00	37.00	-	0.0%
Animal Care Technician Lead	-	3.00	3.00	3.00	3.00	-	0.0%
Animal Control Officer	35.00	34.00	32.00	32.00	32.00	-	0.0%
Animal Control Officer Lead	-	-	3.00	3.00	3.00	-	0.0%
Animal Control Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Animal Health Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Animal Health Technician	12.00	11.00	12.00	12.00	13.00	1.00	8.3%
Animal Health Technician - Ld	-	-	-	-	-	-	N/A
Animal Health Technician Lead	-	1.00	1.00	1.00	1.00	-	0.0%
Assistant County Manager	1.00	-	-	-	-	-	N/A
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 - Animal Care & Control	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dispatcher	4.00	5.00	5.00	5.00	5.00	-	0.0%
Exec Asst to Executive Officer	-	-	-	-	-	-	N/A
Executive Assistant	1.00	-	-	-	-	-	N/A
Finance Manager	-	-	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	-	-	-	-	N/A
Human Resources Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Assistant	-	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	38.00	39.00	39.00	39.00	39.00	-	0.0%
Operations/Program Manager	2.00	-	-	-	-	-	N/A
Operations/Program Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
PC/LAN Technician - Senior/Lead	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	1.00	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	4.00	4.00	4.00	-	0.0%
<b>Department Total</b>	<b>165.00</b>	<b>165.00</b>	<b>169.00</b>	<b>169.00</b>	<b>170.00</b>	<b>1.00</b>	<b>0.6%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
572 ANIMAL CONTROL LICENSE SHELTER	109.00	106.00	107.00	107.00	108.00	1.00	0.9%
573 ANIMAL CONTROL GRANTS	7.00	9.00	11.00	11.00	11.00	-	0.0%
574 ANIMAL CONTROL FIELD OPERATION	49.00	50.00	51.00	51.00	51.00	-	0.0%
<b>Department Total</b>	<b>165.00</b>	<b>165.00</b>	<b>169.00</b>	<b>169.00</b>	<b>170.00</b>	<b>1.00</b>	<b>0.6%</b>

### General Adjustments

**Personnel:** FY 2015 personnel expenditures increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

#### **Base Adjustments:**

##### **Animal Control License/Shelter Fund (572)**

- Increase Regular Benefits by \$1,917 for the impact of changes in retirement contribution rates.
- Decrease Internal Service Charges by \$90,994 for the impact of changes in risk management charges.
- Increase Expenditures by \$90,994 for increased health care costs.
- Decrease Expenditures by \$1,917 to maintain structural balance.

**Animal Control Grants Fund (573)**

- Increase Regular Benefits by \$252 for the impact of changes in retirement contribution rates.
- Increase Expenditures by \$175,194 for increased health care costs.
- Increase Revenue by \$169,586 for projected program growth.

**Animal Control Field Operations Fund (574)**

- Increase Regular Benefits by \$1,134 for the impact of changes in retirement contribution rates.
- Increase Non Recurring by \$378,192 for vehicle replacements and other IT non recurring.

**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 obligations 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of cases resolved within the time limitations of the contract obligation	100.0%	95.9%	97.9%	100.0%	4.1%	4.3%
Percent of bite cases responded to within the time limitations of the contract obligation	100.0%	99.1%	99.5%	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 the County enforcement agent.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of cases resolved within the time limitations of the contract obligation	100.0%	95.9%	97.9%	100.0%	4.1%	4.3%
Result	Percent of bite cases responded to within the time limitations of the contract obligation	100.0%	99.1%	99.5%	100.0%	0.9%	0.9%
Output	Number of cases closed	37,893	39,000	37,372	35,000	(4,000)	-10.3%
Output	Number of bite cases closed	5,686	5,350	5,290	5,800	450	8.4%
Demand	Number of cases requested within scope of contract	37,890	40,000	37,873	35,000	(5,000)	-12.5%
Demand	Number of bite cases requested within scope of contract	5,721	5,400	5,315	5,800	400	7.4%
Expenditure Ratio	Expenditure per case closed	\$ 77.70	\$ 81.92	\$ 84.47	\$ 98.13	\$ (16.20)	-19.8%
<i>Revenue</i>							
	574 - ANIMAL CONTROL FIELD OPERATION	\$ 2,935,528	\$ 3,426,216	\$ 3,992,856	\$ 3,453,314	\$ 27,098	0.8%
	TOTAL SOURCES	\$ 2,935,528	\$ 3,426,216	\$ 3,992,856	\$ 3,453,314	\$ 27,098	0.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 257,903	\$ 257,917	\$ 258,359	\$ 258,954	\$ (1,037)	-0.4%
	574 - ANIMAL CONTROL FIELD OPERATION	2,686,386	2,937,150	2,898,495	3,175,458	(238,308)	-8.1%
	TOTAL USES	\$ 2,944,289	\$ 3,195,067	\$ 3,156,854	\$ 3,434,412	\$ (239,345)	-7.5%

**Activity Narrative:** The FY 2015 requested 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. Services provided under the Animal Control Enforcement Activity include bite case, leash law, and stray dog investigations, as well as impounding. Lower number of cases closed resulted in a higher expenditure ratio.

### 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.

### Program Results

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of successful adoptions	93.6%	100.0%	99.3%	99.4%	(0.6%)	-0.6%

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:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of successful adoptions	93.6%	100.0%	99.3%	99.4%	(0.6%)	-0.6%
Output	Number of adoptions completed	22,407	26,463	25,419	24,948	(1,515)	-5.7%
Output	Number of cats adopted	3,232	7,821	5,614	2,418	(5,403)	-69.1%
Output	Number of dogs adopted	19,175	18,642	19,805	19,530	888	4.8%
Demand	Number of people requesting adoptions	23,982	26,000	26,504	24,000	(2,000)	-7.7%
Demand	Number of adoptable cats available	2,996	6,200	5,401	2,600	(3,600)	-58.1%
Demand	Number of adoptable dogs available	21,813	21,540	23,449	21,000	(540)	-2.5%
Expenditure Ratio	Expenditure per adoption completed	\$ 251.85	\$ 189.36	\$ 203.54	\$ 195.35	\$ (5.99)	-3.2%
<i>Revenue</i>							
	573 - ANIMAL CONTROL GRANTS	\$ 51,264	\$ 54,840	\$ 52,681	\$ 55,000	\$ 160	0.3%
	572 - ANIMAL CONTROL LICENSE SHELTER	1,863,266	1,754,010	1,622,849	1,751,186	(2,824)	-0.2%
	TOTAL SOURCES	\$ 1,914,530	\$ 1,808,850	\$ 1,675,530	\$ 1,806,186	\$ (2,664)	-0.1%
<i>Expenditure</i>							
	573 - ANIMAL CONTROL GRANTS	\$ 167,558	\$ 155,456	\$ 155,597	\$ 155,489	\$ (33)	-0.0%
	572 - ANIMAL CONTROL LICENSE SHELTER	5,475,689	4,855,488	5,018,224	4,718,037	137,451	2.8%
	TOTAL USES	\$ 5,643,247	\$ 5,010,944	\$ 5,173,821	\$ 4,873,526	\$ 137,418	2.7%

**Activity Narrative:** The FY 2015 requested 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 will continue to utilize pre-adoption counseling and responsive customer service to achieve a 100% successful adoption rate for FY 2015.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of dogs licensed in Maricopa County	40.1%	34.3%	34.3%	39.5%	5.1%	14.9%

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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of dogs licensed in Maricopa County	40.1%	34.3%	34.3%	39.5%	5.1%	14.9%
Output	Number of dog licenses issued.	354,754	331,452	329,284	348,870	17,418	5.3%
Demand	Number of dog licenses requested	408,814	386,596	381,532	401,000	14,404	3.7%
Expenditure Ratio	Expenditure per dog license issued	\$ 5.69	\$ 6.96	\$ 4.84	\$ 4.16	\$ 2.80	40.3%
<i>Revenue</i>							
	572 - ANIMAL CONTROL LICENSE SHELTER	\$ 7,158,259	\$ 6,993,088	\$ 6,826,377	\$ 7,017,638	\$ 24,550	0.4%
	574 - ANIMAL CONTROL FIELD OPERATION	10,824	16,868	10,333	-	(16,868)	-100.0%
	TOTAL SOURCES	\$ 7,169,083	\$ 7,009,956	\$ 6,836,710	\$ 7,017,638	\$ 7,682	0.1%
<i>Expenditure</i>							
	572 - ANIMAL CONTROL LICENSE SHELTER	\$ 2,018,065	\$ 2,307,740	\$ 1,592,255	\$ 1,451,128	\$ 856,612	37.1%
	TOTAL USES	\$ 2,018,065	\$ 2,307,740	\$ 1,592,255	\$ 1,451,128	\$ 856,612	37.1%

**Activity Narrative:** The FY 2015 requested 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. In FY 2013, a record number of dog licenses were issued, resulting in an improved expenditure ratio.

### 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.

### Program Results

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent change in pet intake in Maricopa County	8.8%	(1.1%)	(1.1%)	6.3%	7.4%	-665.7%

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:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent change in pet intake in Maricopa County	8.8%	(1.1%)	(1.1%)	6.3%	7.4%	-665.7%
Output	Number of pet sterilization surgeries provided	16,472	16,017	16,017	15,760	(257)	-1.6%
Demand	Number of pet sterilization surgeries requested	17,580	22,256	22,256	16,000	(6,256)	-28.1%
Expenditure Ratio	Expenditure per pet sterilization surgery provided	\$ 76.56	\$ 112.59	\$ 97.48	\$ 87.16	\$ 25.43	22.6%
<i>Revenue</i>							
	573 - ANIMAL CONTROL GRANTS	\$ 1,257,531	\$ 1,467,491	\$ 1,732,435	\$ 1,480,957	\$ 13,466	0.9%
	TOTAL SOURCES	\$ 1,257,531	\$ 1,467,491	\$ 1,732,435	\$ 1,480,957	\$ 13,466	0.9%
<i>Expenditure</i>							
	573 - ANIMAL CONTROL GRANTS	\$ 1,261,142	\$ 1,803,330	\$ 1,561,353	\$ 1,373,679	\$ 429,651	23.8%
	TOTAL USES	\$ 1,261,142	\$ 1,803,330	\$ 1,561,353	\$ 1,373,679	\$ 429,651	23.8%

**Activity Narrative:** The FY 2015 requested budget supports 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 had close to a 2.8% decrease in the forecasted number of surgeries provided in FY 2014 in comparison to those provided in FY 2013 because of new programs and alliances that provide the same service. The shelter is experiencing a positive trend in adoptions and decreased euthanasia. PetSmart Charities, Inc. has been extremely generous to the community over the years and their contributions in FY 2015 will pay for nearly 5,000 cat and dog spay and neuter surgeries.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>All Functions</b>		
<b>FY 2014 Adopted Budget</b>	\$ 258,954	\$ -
<b>FY 2014 Revised Budget</b>	\$ 258,954	\$ -
<b>FY 2015 Baseline Budget Threshold</b>	\$ 258,954	\$ -
<b>FY 2015 Adopted Budget</b>	\$ 258,954	\$ -

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

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	\$ 8,783,032	\$ 8,783,032
Adjustments:		
<b>Employee Salary Adjustments</b>	\$ 209,857	\$ -
County RPP	209,857	-
<b>Non Recurring</b>	\$ 575,000	\$ -
Increase Exp Authority for Shelter Operations	575,000	-
Agenda Item:		
C-49-13-092-2-00		
C-79-14-145-2-00		
<b>FY 2014 Revised Budget</b>	\$ 9,567,889	\$ 8,783,032
Adjustments:		
<b>Employee Salary Adjustments</b>	\$ 5,159	\$ -
Annual Market Adjustment - IT	5,159	-
<b>Base Adjustments</b>	\$ (215,016)	\$ -
Other Base Adjustments	(215,016)	-
<b>Non Recurring</b>	\$ (575,000)	\$ -
Increase Exp Authority for Shelter Operations	(575,000)	-
Agenda Item:		
C-79-14-145-2-00		
<b>FY 2015 Baseline Budget Threshold</b>	\$ 8,783,032	\$ 8,783,032
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	\$ 1,917	\$ -
Retirement Contributions	1,917	-
Other Base Adjustments	90,994	-
Increase in Health Care Services	\$ 90,994	-
Internal Service Charges	(90,994)	-
Risk Management	\$ (90,994)	-
<b>Structural Balance</b>	\$ (1,917)	\$ -
Structural Balance	(1,917)	-
<b>FY 2015 Adopted Budget</b>	\$ 8,783,032	\$ 8,783,032

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

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 4,978,762	\$ 4,295,537	\$ 4,295,537	\$ 3,988,286	\$ 3,376,560
Sources:					
Operating	\$ 9,039,579	\$ 8,783,032	\$ 8,783,032	\$ 8,475,618	\$ 8,783,032
Non-Recurring	13,500	-	-	-	-
Total Sources:	\$ 9,053,079	\$ 8,783,032	\$ 8,783,032	\$ 8,475,618	\$ 8,783,032
Uses:					
Operating	\$ 9,196,566	\$ 8,783,032	\$ 9,567,889	\$ 9,087,344	\$ 8,783,032
Non-Recurring	847,003	-	-	-	-
Total Uses:	\$ 10,043,569	\$ 8,783,032	\$ 9,567,889	\$ 9,087,344	\$ 8,783,032
Structural Balance	\$ (156,987)	\$ -	\$ (784,857)	\$ (611,726)	\$ -
Accounting Adjustments	\$ 14	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 3,988,286	\$ 4,295,537	\$ 3,510,680	\$ 3,376,560	\$ 3,376,560
Total Ending Spendable Fund Balance	\$ 3,988,286	\$ 4,295,537	\$ 3,510,680	\$ 3,376,560	\$ 3,376,560

Animal Control Donations Fund (573)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 1,363,711</b>	<b>\$ 1,369,571</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>		
<i>Petsmart Grant Amendment</i>	\$ 155,957	\$ 155,957
<i>Increase Exp Authority for Shelter Operations</i>	\$ 150,000	\$ -
<b>Non Recurring</b>		
<i>Increase Exp Authority for Shelter Operations</i>	150,000	-
<b>FY 2014 Revised Budget</b>	<b>\$ 1,669,668</b>	<b>\$ 1,525,528</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>		
<i>Petsmart Grant Amendment</i>	\$ (155,957)	\$ (155,957)
<i>Increase Exp Authority for Shelter Operations</i>	\$ (150,000)	\$ -
<b>Non Recurring</b>		
<i>Increase Exp Authority for Shelter Operations</i>	(150,000)	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 1,363,711</b>	<b>\$ 1,369,571</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>		
<i>Retirement Contributions</i>	\$ 252	\$ -
<b>Base Adjustments</b>		
<i>Other Base Adjustments</i>	\$ 175,194	\$ -
<i>Increase In Health Care Services</i>		\$ 175,194
<b>Fees and Other Revenues</b>		
<i>ProgRevenue Volume Inc/Dec</i>	\$ -	\$ 169,586
<b>FY 2015 Adopted Budget</b>	<b>\$ 1,539,157</b>	<b>\$ 1,539,157</b>
<i>Percent Change from Threshold Amount</i>	<i>12.9%</i>	<i>12.4%</i>

Animal Control Donations Fund (573) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 1,037,398	\$ 1,032,009	\$ 1,032,009	\$ 947,679	\$ 1,015,338
Sources:					
Operating	\$ 1,341,932	\$ 1,369,571	\$ 1,525,528	\$ 1,787,439	\$ 1,539,157
Total Sources:	\$ 1,341,932	\$ 1,369,571	\$ 1,525,528	\$ 1,787,439	\$ 1,539,157
Uses:					
Operating	\$ 1,074,036	\$ 1,363,711	\$ 1,669,668	\$ 1,419,780	\$ 1,539,157
Non-Recurring	357,615	300,000	300,000	300,000	-
Total Uses:	\$ 1,431,651	\$ 1,663,711	\$ 1,969,668	\$ 1,719,780	\$ 1,539,157
Structural Balance	\$ 267,896	\$ 5,860	\$ (144,140)	\$ 367,659	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 947,679	\$ 737,869	\$ 587,869	\$ 1,015,338	\$ 1,015,338
Total Ending Spendable Fund Balance	\$ 947,679	\$ 737,869	\$ 587,869	\$ 1,015,338	\$ 1,015,338

Animal Control Field Operations Fund (574)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 3,319,206</b>	<b>\$ 3,453,314</b>
Adjustments:		
Employee Salary Adjustments	\$ 79,433	\$ -
County RPP	79,433	-
Agenda Item:		
C-49-13-092-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 3,398,639</b>	<b>\$ 3,453,314</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
Employee Compensation and Benefits	\$ 1,134	\$ -
Employee Retirement and Benefits	1,134	-
Retirement Contributions		
<b>FY 2015 Adopted Budget</b>	<b>\$ 3,399,773</b>	<b>\$ 3,453,314</b>
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 284,721</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 284,721</b>	<b>\$ -</b>
Adjustments:		
Base Adjustments	\$ (284,721)	\$ -
Other Base Adjustments	(284,721)	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
Non Recurring	\$ 378,192	\$ -
Other Non Recurring	378,192	-
Vehicle Replacement	\$ 324,192	
Other IT Non Recurring	\$ 54,000	
<b>FY 2015 Adopted Budget</b>	<b>\$ 378,192</b>	<b>\$ -</b>

**Animal Control Field Operations Fund (574) Fund Balance Summary**

	<b>FY 2013 ACTUAL</b>	<b>FY 2014 ADOPTED</b>	<b>FY 2014 REVISED</b>	<b>FY 2014 FORECAST</b>	<b>FY 2015 ADOPTED</b>
Beginning Spendable Fund Balance	\$ 1,582,503	\$ 1,671,417	\$ 1,671,417	\$ 1,179,786	\$ 1,572,314
Sources:					
Operating	\$ 2,951,772	\$ 3,453,314	\$ 3,453,314	\$ 4,011,164	\$ 3,453,314
Total Sources:	\$ 2,951,772	\$ 3,453,314	\$ 3,453,314	\$ 4,011,164	\$ 3,453,314
Uses:					
Operating	\$ 3,147,664	\$ 3,319,206	\$ 3,398,639	\$ 3,333,915	\$ 3,399,773
Non-Recurring	206,839	284,721	284,721	284,721	378,192
Total Uses:	\$ 3,354,503	\$ 3,603,927	\$ 3,683,360	\$ 3,618,636	\$ 3,777,965
Structural Balance	\$ (195,892)	\$ 134,108	\$ 54,675	\$ 677,249	\$ 53,541
Accounting Adjustments	\$ 14	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 1,179,786	\$ 1,520,804	\$ 1,441,371	\$ 1,572,314	\$ 1,247,663
Total Ending Spendable Fund Balance	\$ 1,179,786	\$ 1,520,804	\$ 1,441,371	\$ 1,572,314	\$ 1,247,663

## Assessor

*Analysis by Idamarie C. Flaherty, 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 are fairly and equitably valued.

#### Vision

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

#### Strategic Goals

**Growth and  
Economic  
Development**

**By March 1<sup>st</sup> of each year (2011-2015) for Real Property, and by August 31<sup>st</sup> 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, 2014, 100 percent of properties within Maricopa County were fairly and equitably valued. On August 31, 2013, 100 percent of Business Personal Properties were fairly and equitably valued.

#### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
PRAS - PROPERTY ASSESSMENT	\$ 366,834	\$ 240,000	\$ 240,000	\$ 255,517	\$ 240,000	\$ -	0.0%
12PA - PROPERTY ASSESSMENT	\$ 366,834	\$ 240,000	\$ 240,000	\$ 255,517	\$ 240,000	\$ -	0.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 366,834</b>	<b>\$ 240,000</b>	<b>\$ 240,000</b>	<b>\$ 255,517</b>	<b>\$ 240,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>USES</b>							
PRAS - PROPERTY ASSESSMENT	\$ 17,342,179	\$ 18,754,377	\$ 18,977,672	\$ 18,532,845	\$ 19,165,505	\$ (187,833)	-1.0%
12PA - PROPERTY ASSESSMENT	\$ 17,342,179	\$ 18,754,377	\$ 18,977,672	\$ 18,532,845	\$ 19,165,505	\$ (187,833)	-1.0%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 80,330	\$ 80,258	\$ 85,250	\$ 85,882	\$ 76,758	\$ 8,492	10.0%
HRAC - HUMAN RESOURCES	389,706	388,369	323,889	321,509	325,205	(1,316)	-0.4%
ODIR - EXECUTIVE MANAGEMENT	1,009,505	1,002,218	1,173,099	1,077,850	255,978	917,121	78.2%
POOL - POOLED COSTS	-	(223,980)	-	-	19,944	(19,944)	N/A
PROC - PROCUREMENT	69,713	72,565	58,510	78,453	64,706	(6,196)	-10.6%
SPPT - OPERATIONS SUPPORT	-	-	-	-	634,880	(634,880)	N/A
99AS - INDIRECT SUPPORT	\$ 1,549,254	\$ 1,319,430	\$ 1,640,748	\$ 1,563,694	\$ 1,377,471	\$ 263,277	16.0%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 183,975	\$ (183,975)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	111,948	131,808	131,808	131,804	-	131,808	100.0%
MPOS - ELECTED AND STATUTORY OFFICIALS	-	-	-	-	106,054	(106,054)	N/A
RISK - RISK PREMIUMS	-	-	-	-	202,230	(202,230)	N/A
99GV - GENERAL OVERHEAD	\$ 111,948	\$ 131,808	\$ 131,808	\$ 131,804	\$ 492,259	\$ (360,451)	-273.5%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 1,581,953	\$ 1,526,602	\$ 1,804,216	\$ 1,723,096	\$ 1,989,675	\$ (185,459)	-10.3%
DACR - DATA CENTER	227,528	203,265	211,106	212,244	94,009	117,097	55.5%
GISA - GIS APPLICATION DEV AND SUPP	825,174	771,457	633,757	595,636	626,462	7,295	1.2%
TSPT - TECHNOLOGY SUPPORT	278,986	220,406	357,523	303,724	252,438	105,085	29.4%
99IT - INFORMATION TECHNOLOGY	\$ 2,913,641	\$ 2,721,730	\$ 3,006,602	\$ 2,834,700	\$ 2,962,584	\$ 44,018	1.5%
<b>TOTAL PROGRAMS</b>	<b>\$ 21,917,022</b>	<b>\$ 22,927,345</b>	<b>\$ 23,756,830</b>	<b>\$ 23,063,043</b>	<b>\$ 23,997,819</b>	<b>\$ (240,989)</b>	<b>-1.0%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>MISCELLANEOUS</b>							
0650 - MISCELLANEOUS REVENUE	\$ 366,834	\$ 240,000	\$ 240,000	\$ 255,517	\$ 240,000	\$ -	0.0%
<b>SUBTOTAL</b>	\$ 366,834	\$ 240,000	\$ 240,000	\$ 255,517	\$ 240,000	\$ -	0.0%
<b>ALL REVENUES</b>	\$ 366,834	\$ 240,000	\$ 240,000	\$ 255,517	\$ 240,000	\$ -	0.0%
<b>TOTAL SOURCES</b>	\$ 366,834	\$ 240,000	\$ 240,000	\$ 255,517	\$ 240,000	\$ -	0.0%
CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 13,888,502	\$ 14,159,258	\$ 14,890,639	\$ 14,388,273	\$ 14,756,703	\$ 133,936	0.9%
0705 - TEMPORARY PAY	7,189	7,776	6,719	6,768	7,704	(985)	-14.7%
0710 - OVERTIME	1,947	-	-	7,260	-	-	N/A
0750 - FRINGE BENEFITS	5,388,832	5,610,324	5,709,489	5,525,374	5,722,744	(13,255)	-0.2%
0790 - OTHER PERSONNEL SERVICES	20,363	1,000	1,000	11,111	1,000	-	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(101)	-	-	(139)	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	-	2,794	-	-	N/A
<b>SUBTOTAL</b>	\$ 19,306,732	\$ 19,778,358	\$ 20,607,847	\$ 19,941,441	\$ 20,488,151	\$ 119,696	0.6%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 321,831	\$ 224,588	\$ 224,588	\$ 210,726	\$ 227,600	\$ (3,012)	-1.3%
0803 - FUEL	1,327	2,000	2,000	1,102	1,000	1,000	50.0%
0806 - SUPPLIES-ALLOCATION IN	78,215	82,426	82,426	81,760	82,147	279	0.3%
<b>SUBTOTAL</b>	\$ 401,373	\$ 309,014	\$ 309,014	\$ 293,588	\$ 310,747	\$ (1,733)	-0.6%
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 16,080	\$ 16,000	\$ 16,000	\$ 11,055	\$ 16,000	\$ -	0.0%
0812 - OTHER SERVICES	599,336	928,113	928,113	934,858	1,139,073	(210,960)	-22.7%
0820 - RENT & OPERATING LEASES	135,752	150,000	150,000	140,137	150,000	-	0.0%
0825 - REPAIRS AND MAINTENANCE	201,725	539,273	539,273	479,405	562,448	(23,175)	-4.3%
0839 - INTERNAL SERVICE CHARGES	316,744	323,917	323,913	371,910	415,058	(91,145)	-28.1%
0841 - TRAVEL	148,085	184,900	184,900	156,595	195,300	(10,400)	-5.6%
0842 - EDUCATION AND TRAINING	79,153	73,050	73,050	66,035	77,529	(4,479)	-6.1%
0843 - POSTAGE/FREIGHT/SHIPPING	712,042	624,720	624,720	667,994	643,513	(18,793)	-3.0%
0873 - SERVICES-ALLOCATION IN	-	-	-	25	-	-	N/A
<b>SUBTOTAL</b>	\$ 2,208,917	\$ 2,839,973	\$ 2,839,969	\$ 2,828,014	\$ 3,198,921	\$ (358,952)	-12.6%
<b>ALL EXPENDITURES</b>	\$ 21,917,022	\$ 22,927,345	\$ 23,756,830	\$ 23,063,043	\$ 23,997,819	\$ (240,989)	-1.0%
<b>TOTAL USES</b>	\$ 21,917,022	\$ 22,927,345	\$ 23,756,830	\$ 23,063,043	\$ 23,997,819	\$ (240,989)	-1.0%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 366,834	\$ 240,000	\$ 240,000	\$ 255,517	\$ 240,000	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 366,834	\$ 240,000	\$ 240,000	\$ 255,517	\$ 240,000	\$ -	0.0%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 366,834	\$ 240,000	\$ 240,000	\$ 255,517	\$ 240,000	\$ -	0.0%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 366,834	\$ 240,000	\$ 240,000	\$ 255,517	\$ 240,000	\$ -	0.0%
FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 21,753,374	\$ 22,390,345	\$ 23,219,830	\$ 22,539,230	\$ 23,362,819	\$ (142,989)	-0.6%
ESRI DESKTOP REVIEW PROJECT	-	-	-	-	635,000	(635,000)	N/A
NON RECURRING NON PROJECT	163,648	537,000	537,000	523,813	-	537,000	100.0%
<b>FUND TOTAL USES</b>	\$ 21,917,022	\$ 22,927,345	\$ 23,756,830	\$ 23,063,043	\$ 23,997,819	\$ (240,989)	-1.0%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 21,753,374	\$ 22,390,345	\$ 23,219,830	\$ 22,539,230	\$ 23,362,819	\$ (142,989)	-0.6%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 163,648	\$ 537,000	\$ 537,000	\$ 523,813	\$ 635,000	\$ (98,000)	-18.2%
<b>DEPARTMENT TOTAL USES</b>	\$ 21,917,022	\$ 22,927,345	\$ 23,756,830	\$ 23,063,043	\$ 23,997,819	\$ (240,989)	-1.0%

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
GENERAL OVERHEAD							
ELECTED AND STATUTRY OFFICIALS	-	-	-	-	1.00	1.00	N/A
PROGRAM TOTAL	-	-	-	-	1.00	1.00	N/A
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	1.00	1.00	1.00	1.00	.90	(.10)	(10.0%)
EXECUTIVE MANAGEMENT	7.48	6.48	9.48	8.48	3.00	(6.48)	(68.4%)
HUMAN RESOURCES	4.50	4.50	3.50	3.50	3.50	-	0.0%
OPERATIONS SUPPORT	-	-	.00	-	4.48	4.48	N/A
PROCUREMENT	1.00	1.00	1.00	1.00	1.10	.10	10.0%
PROGRAM TOTAL	13.98	12.98	14.98	13.98	12.98	(2.00)	(13.4%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	16.00	15.00	16.00	16.00	19.00	3.00	18.8%
DATA CENTER	3.50	3.00	3.00	3.00	1.00	(2.00)	(66.7%)
GIS APPLICATION DEV AND SUPP	6.00	7.00	6.00	6.00	6.00	-	0.0%
TECHNOLOGY SUPPORT	3.50	3.00	5.00	5.00	4.00	(1.00)	(20.0%)
PROGRAM TOTAL	29.00	28.00	30.00	30.00	30.00	-	0.0%
PROPERTY ASSESSMENT							
PROPERTY ASSESSMENT	280.93	279.41	277.93	281.93	277.93	-	0.0%
PROGRAM TOTAL	280.93	279.41	277.93	281.93	277.93	-	0.0%
DEPARTMENT TOTAL	323.91	320.39	322.91	325.91	321.91	(1.00)	(0.3%)

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin/Operations Specialist	1.50	1.50	3.50	2.50	2.50	(1.00)	(28.6%)
Applications Development Mgr	1.00	1.00	-	-	-	-	N/A
Applications Development Supv	5.00	3.00	3.00	3.00	3.00	-	0.0%
Appraiser	99.00	100.48	87.00	92.00	102.00	15.00	17.2%
Appraiser Manager	6.00	7.00	7.00	7.00	7.00	-	0.0%
Appraiser Senior	11.48	11.48	17.48	17.48	13.48	(4.00)	(22.9%)
Appraiser Supervisor	19.00	17.00	18.00	18.00	18.00	-	0.0%
Appraiser Trainee	16.00	17.00	24.00	22.00	15.00	(9.00)	(37.5%)
Auditor Appraiser	5.00	5.00	5.00	5.00	5.00	-	0.0%
Auditor Appraiser Supervisor	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	-	0.0%
Chief Appraiser - Assessor	1.00	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%
Communicatn Officer Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Computer Operator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Database Administrator	2.00	1.00	-	-	1.00	1.00	N/A
Database Administrator - Senior/Lead	-	-	1.00	1.00	-	(1.00)	(100.0%)
Development Services Specialist	8.00	7.00	7.00	7.00	7.00	-	0.0%
Development Svcs Supervisor	4.00	4.00	4.00	4.00	4.00	-	0.0%
Development Svcs Technician	76.93	74.93	72.93	73.93	73.93	1.00	1.4%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	-	-	-	-	-	N/A
Executive Assistant - Elected Official	-	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%
GIS Programmer/Analyst	2.00	4.00	4.00	4.00	4.00	-	0.0%
GIS Programmer/Analyst - Senior/Lead	-	-	1.00	1.00	1.00	-	0.0%
GIS Technician	18.00	18.00	19.00	19.00	18.00	(1.00)	(5.3%)

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Division Manager	-	-	1.00	1.00	1.00	-	0.0%
IT Senior Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Legal Assistant Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant	1.00	-	-	-	-	-	N/A
Office Assistant Specialized	2.00	2.00	1.00	1.00	1.00	-	0.0%
Operations Support Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	2.00	2.00	-	-	-	-	N/A
Operations/Program Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
PC/LAN Technician	2.00	2.00	3.00	3.00	3.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Programmer/Analyst - Senior/Lead	3.00	4.00	3.00	3.00	3.00	-	0.0%
Project Manager	1.00	-	-	-	-	-	N/A
Project Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Regression Modeler	6.00	5.00	6.00	6.00	5.00	(1.00)	(16.7%)
Regression Modeler Supervisor	2.00	2.00	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	-	-	-	-	-	N/A
Systems Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems Administrator - Senior/Lead	-	1.00	1.00	1.00	1.00	-	0.0%
Trainer	-	-	1.00	1.00	-	(1.00)	(100.0%)
Web Designer/Developer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Web Designer/Developer - Senior/Lead	2.00	2.00	2.00	2.00	2.00	-	0.0%
<b>Department Total</b>	<b>323.91</b>	<b>320.39</b>	<b>322.91</b>	<b>325.91</b>	<b>321.91</b>	<b>(1.00)</b>	<b>(0.3%)</b>

Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	323.91	320.39	322.91	325.91	321.91	(1.00)	(0.3%)
<b>Department Total</b>	<b>323.91</b>	<b>320.39</b>	<b>322.91</b>	<b>325.91</b>	<b>321.91</b>	<b>(1.00)</b>	<b>(0.3%)</b>

General Adjustments

**Personnel:** FY 2015 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

**Base Adjustments:**

**General Fund (100) Operating**

- Increase Regular Benefits by \$5,913 for the impact of changes in retirement contribution rates.
- Increase Internal Service Charges by \$35,211 for the impact of changes in risk management charges.
- Increase expenditures by \$19,944 for Annual IT Market Adjustment.

**General Fund (100) ESRI Desktop Review Project**

- The FY 2015 budget increase of \$635,000 is for the ESRI-Canada Desk Top Review project.

**Capital Improvement:**

- The budget includes \$4,795,200 in funding in the Technology Capital Improvement Fund (460) for the first and second phase of the development of a Computer Aided Mass Appraisal (CAMA) system. Additional funds are set aside in Project Reserve for additional implementation costs.

## 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of property assessments provided	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of property assessments provided	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Total number of property assessments provided	1,689,373	1,692,000	1,692,000	1,696,262	4,262	0.3%
Demand	Total number of property assessments required	1,689,373	1,692,000	1,692,000	1,696,262	4,262	0.3%
Expenditure Ratio	Expenditures per property assessment provided	\$ 10.27	\$ 11.22	\$ 10.95	\$ 11.30	\$ (0.08)	-0.7%
<i>Revenue</i>							
	100 - GENERAL	\$ 366,834	\$ 240,000	\$ 255,517	\$ 240,000	\$ -	0.0%
	TOTAL SOURCES	\$ 366,834	\$ 240,000	\$ 255,517	\$ 240,000	\$ -	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 17,342,179	\$ 18,977,672	\$ 18,532,845	\$ 19,165,505	\$ (187,833)	-1.0%
	TOTAL USES	\$ 17,342,179	\$ 18,977,672	\$ 18,532,845	\$ 19,165,505	\$ (187,833)	-1.0%

**Activity Narrative:** The FY 2015 budget supports the Department in meeting 100% of the demand. The FY 2015 expenditure budget has increased due to continuation of the ESRI Desktop Review (DTR) Pilot Project. The DTR solution will show street front photographs, building sketches, and other property characteristics for active parcels from the user's assigned work list all at the same time. The users will be able to review each parcel's image and make necessary changes if needed.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 22,390,345</b>	<b>\$ 240,000</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 829,485</b>	<b>\$ -</b>
County RPP	754,530	-
1st Quarter Retention Pay and Market Adj	3,002	-
2nd Quarter Retention Pay and Market Adj	4,676	-
FY 14 IT Market Study Adjustments	59,245	-
3rd and 4th Quarter Retention Pay and Market Adj	8,032	-
<b>FY 2014 Revised Budget</b>	<b>\$ 23,219,830</b>	<b>\$ 240,000</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 81,921</b>	<b>\$ -</b>
1st Quarter Retention Pay and Market Adj	865	-
2nd Quarter Retention Pay and Market Adj	(4,676)	-
FY 14 IT Market Study Adjustments	(59,245)	-
3rd and 4th Quarter Retention Pay and Market Adj	(8,032)	-
Annual Market Adjustment - IT	118,489	-
2nd to 4th Quarter Retention Pay Plan	34,520	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 23,301,751</b>	<b>\$ 240,000</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 5,913</b>	<b>\$ -</b>
Retirement Contributions	5,913	-
<b>Base Adjustments</b>	<b>\$ 35,211</b>	<b>\$ -</b>
Internal Service Charges	35,211	-
Risk Management	\$ 35,211	-
<b>FY 2015 Tentative Budget</b>	<b>\$ 23,342,875</b>	<b>\$ 240,000</b>
<i>Percent Change from Threshold Amount</i>	<i>0.2%</i>	<i>0.0%</i>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 19,944</b>	<b>\$ -</b>
Annual Market Adjustment - IT	19,944	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 23,362,819</b>	<b>\$ 240,000</b>
<i>Percent Change from Threshold Amount</i>	<i>0.3%</i>	<i>0.0%</i>
<b>ESRI DESKTOP REVIEW PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 635,000</b>	<b>\$ -</b>
Other Non Recurring	635,000	-
ESRI-Canada Desktop Review Project	\$ 635,000	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 635,000</b>	<b>\$ -</b>

## Assistant County Manager - 940

*Analysis by Dreamlyn Johnson, Management and Budget Analyst*

### Summary

#### Mission

The mission of the Assistant County Manager is to provide regional leadership and fiscally responsible, necessary public services to residents so they can enjoy living in a healthy and safe environment.

#### 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  
and  
Responsibility**

**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 rate for the total market area to be \$21 per square foot. Rental rates are expected to increase by June 30, 2015. Real Estate plans to maintain their performance through aggressive lease renewals and/or negotiations of new leases.

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
RLST - REAL ESTATE MANAGEMENT	\$ 257,126	\$ 203,500	\$ 203,500	\$ 223,356	\$ 201,200	\$ (2,300)	-1.1%
18RE - REAL ESTATE	\$ 257,126	\$ 203,500	\$ 203,500	\$ 223,356	\$ 201,200	\$ (2,300)	-1.1%
<b>TOTAL PROGRAMS</b>	<b>\$ 257,126</b>	<b>\$ 203,500</b>	<b>\$ 203,500</b>	<b>\$ 223,356</b>	<b>\$ 201,200</b>	<b>\$ (2,300)</b>	<b>-1.1%</b>
<b>USES</b>							
RLST - REAL ESTATE MANAGEMENT	\$ 323,162	\$ 311,920	\$ 319,175	\$ 311,575	\$ 328,910	\$ (9,735)	-3.1%
18RE - REAL ESTATE	\$ 323,162	\$ 311,920	\$ 319,175	\$ 311,575	\$ 328,910	\$ (9,735)	-3.1%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ (75,084)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
ODIR - EXECUTIVE MANAGEMENT	-	267,884	284,264	268,320	204,424	79,840	28.1%
POOL - POOLED COSTS	-	(8,400)	-	-	-	-	N/A
SPPT - OPERATIONS SUPPORT	-	-	-	-	71,508	(71,508)	N/A
99AS - INDIRECT SUPPORT	\$ (75,084)	\$ 259,484	\$ 284,264	\$ 268,320	\$ 275,932	\$ 8,332	2.9%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 4,746	\$ (4,746)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	-	9,632	9,632	4,995	-	9,632	100.0%
RISK - RISK PREMIUMS	-	-	-	-	1,880	(1,880)	N/A
99GV - GENERAL OVERHEAD	\$ -	\$ 9,632	\$ 9,632	\$ 4,995	\$ 6,626	\$ 3,006	31.2%
<b>TOTAL PROGRAMS</b>	<b>\$ 248,078</b>	<b>\$ 581,036</b>	<b>\$ 613,071</b>	<b>\$ 584,890</b>	<b>\$ 611,468</b>	<b>\$ 1,603</b>	<b>0.3%</b>

### Sources and Uses by Category

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL OPERATING	\$ 257,126	\$ 203,500	\$ 203,500	\$ 223,356	\$ 201,200	\$ (2,300)	-1.1%
<b>FUND TOTAL SOURCES</b>	<b>\$ 257,126</b>	<b>\$ 203,500</b>	<b>\$ 203,500</b>	<b>\$ 223,356</b>	<b>\$ 201,200</b>	<b>\$ (2,300)</b>	<b>-1.1%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 257,126</b>	<b>\$ 203,500</b>	<b>\$ 203,500</b>	<b>\$ 223,356</b>	<b>\$ 201,200</b>	<b>\$ (2,300)</b>	<b>-1.1%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 257,126</b>	<b>\$ 203,500</b>	<b>\$ 203,500</b>	<b>\$ 223,356</b>	<b>\$ 201,200</b>	<b>\$ (2,300)</b>	<b>-1.1%</b>

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 371,360	\$ 535,331	\$ 599,739	\$ 587,781	\$ 595,522	\$ 4,217	0.7%
0750 - FRINGE BENEFITS	113,015	165,234	172,138	167,442	174,468	(2,330)	-1.4%
0790 - OTHER PERSONNEL SERVICES	10,250	-	-	-	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(249,680)	(143,083)	(182,360)	(187,565)	(182,431)	71	0.0%
<b>SUBTOTAL</b>	<b>\$ 244,945</b>	<b>\$ 557,482</b>	<b>\$ 589,517</b>	<b>\$ 567,658</b>	<b>\$ 587,559</b>	<b>\$ 1,958</b>	<b>0.3%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 880	\$ 4,605	\$ 4,605	\$ 17,780	\$ 5,212	\$ (607)	-13.2%
0803 - FUEL	487	900	900	692	1,200	(300)	-33.3%
0805 - SUPPLIES-ALLOCATION OUT	-	(1,560)	(1,560)	(10,389)	(1,560)	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 1,367</b>	<b>\$ 3,945</b>	<b>\$ 3,945</b>	<b>\$ 8,083</b>	<b>\$ 4,852</b>	<b>\$ (907)</b>	<b>-23.0%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 879	\$ 1,660	\$ 1,660	\$ 195	\$ 1,160	\$ 500	30.1%
0839 - INTERNAL SERVICE CHARGES	487	9,165	9,165	4,645	6,519	2,646	28.9%
0841 - TRAVEL	-	7,000	7,000	4,093	4,094	2,906	41.5%
0842 - EDUCATION AND TRAINING	-	584	584	235	6,084	(5,500)	-941.8%
0850 - UTILITIES	400	1,200	1,200	613	1,200	-	0.0%
0872 - SERVICES-ALLOCATION OUT	-	-	-	(632)	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 1,766</b>	<b>\$ 19,609</b>	<b>\$ 19,609</b>	<b>\$ 9,149</b>	<b>\$ 19,057</b>	<b>\$ 552</b>	<b>2.8%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 248,078</b>	<b>\$ 581,036</b>	<b>\$ 613,071</b>	<b>\$ 584,890</b>	<b>\$ 611,468</b>	<b>\$ 1,603</b>	<b>0.3%</b>
<b>TOTAL USES</b>	<b>\$ 248,078</b>	<b>\$ 581,036</b>	<b>\$ 613,071</b>	<b>\$ 584,890</b>	<b>\$ 611,468</b>	<b>\$ 1,603</b>	<b>0.3%</b>

### Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL OPERATING	\$ 257,126	\$ 203,500	\$ 203,500	\$ 223,356	\$ 201,200	\$ (2,300)	-1.1%
<b>FUND TOTAL SOURCES</b>	<b>\$ 257,126</b>	<b>\$ 203,500</b>	<b>\$ 203,500</b>	<b>\$ 223,356</b>	<b>\$ 201,200</b>	<b>\$ (2,300)</b>	<b>-1.1%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 257,126</b>	<b>\$ 203,500</b>	<b>\$ 203,500</b>	<b>\$ 223,356</b>	<b>\$ 201,200</b>	<b>\$ (2,300)</b>	<b>-1.1%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 257,126</b>	<b>\$ 203,500</b>	<b>\$ 203,500</b>	<b>\$ 223,356</b>	<b>\$ 201,200</b>	<b>\$ (2,300)</b>	<b>-1.1%</b>

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL OPERATING	\$ 248,078	\$ 581,036	\$ 613,071	\$ 584,890	\$ 611,468	\$ 1,603	0.3%
<b>FUND TOTAL USES</b>	<b>\$ 248,078</b>	<b>\$ 581,036</b>	<b>\$ 613,071</b>	<b>\$ 584,890</b>	<b>\$ 611,468</b>	<b>\$ 1,603</b>	<b>0.3%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 248,078</b>	<b>\$ 581,036</b>	<b>\$ 613,071</b>	<b>\$ 584,890</b>	<b>\$ 611,468</b>	<b>\$ 1,603</b>	<b>0.3%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 248,078</b>	<b>\$ 581,036</b>	<b>\$ 613,071</b>	<b>\$ 584,890</b>	<b>\$ 611,468</b>	<b>\$ 1,603</b>	<b>0.3%</b>

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	2.75	1.30	1.63	1.63	1.63	-	0.0%
EXECUTIVE MANAGEMENT	-	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
OPERATIONS SUPPORT	-	-	.00	-	1.00	1.00	N/A
<b>PROGRAM TOTAL</b>	<b>2.75</b>	<b>3.30</b>	<b>3.63</b>	<b>3.63</b>	<b>3.63</b>	<b>-</b>	<b>0.0%</b>
REAL ESTATE							
REAL ESTATE MANAGEMENT	3.00	4.00	3.00	3.00	3.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>3.00</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>5.75</b>	<b>7.30</b>	<b>6.63</b>	<b>6.63</b>	<b>6.63</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Assistant County Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Consultant	.75	-	-	-	-	-	N/A
Exec Asst to Executive Officer	-	-	1.00	1.00	1.00	-	0.0%
Executive Assistant - Elected Official	-	1.00	-	-	-	-	N/A
Management Analyst	2.00	1.30	1.63	1.63	1.63	-	0.0%
Real Estate Manager - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Real Property Specialist	2.00	3.00	2.00	2.00	2.00	-	0.0%
<b>Department Total</b>	<b>5.75</b>	<b>7.30</b>	<b>6.63</b>	<b>6.63</b>	<b>6.63</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	5.75	7.30	6.63	6.63	6.63	-	0.0%
<b>Department Total</b>	<b>5.75</b>	<b>7.30</b>	<b>6.63</b>	<b>6.63</b>	<b>6.63</b>	<b>-</b>	<b>0.0%</b>

### General Adjustments

**Personnel:** FY 2015 personnel expenditures increased due to the annualization of County performance pay and market study adjustments in FY 2014.

#### **Base Adjustments:**

##### **General Fund (100)**

- Increase Regular Benefits by \$298 for the impact of changes in retirement contribution rates.
- Decrease Internal Service Charges by \$2,917 for the impact of changes in risk management charges.

### Programs and Activities

#### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of customers satisfied with real estate services received from Real Estate Services	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Real Estate Management

**Real Estate Management 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of customers satisfied with real estate services received from Real Estate Services staff	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Total number of transactions provided by Real Estate Services staff to its customers	80	80	82	80	-	0.0%
Demand	Total number of transactions requested of Real Estate Services staff by its customers	80	80	82	80	-	0.0%
Expenditure Ratio	Expenditures per transactions provided by Real Estate Services staff to its customers	N/A	\$ 3,989.69	\$ 3,799.70	\$ 4,111.38	\$ (121.69)	-3.1%
<i>Revenue</i>							
	100 - GENERAL	\$ 257,126	\$ 203,500	\$ 223,356	\$ 201,200	\$ (2,300)	-1.1%
	TOTAL SOURCES	\$ 257,126	\$ 203,500	\$ 223,356	\$ 201,200	\$ (2,300)	-1.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 323,162	\$ 319,175	\$ 311,575	\$ 328,910	\$ (9,735)	-3.1%
	TOTAL USES	\$ 323,162	\$ 319,175	\$ 311,575	\$ 328,910	\$ (9,735)	-3.1%

**Activity Narrative:** In FY 2015, revenue will decline due to the non-renewal of a lease agreement in FY 2015. The tenant was scheduled to work on a technical project with the County. It was determined that it was in the best interest of the County to work with another company.

**Base Adjustments:**  
**General Fund (100)**

- Decrease revenue by \$2,300 due to non-renewal of a lease agreement in FY 2015.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 581,036</b>	<b>\$ 203,500</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 32,035</b>	<b>\$ -</b>
County RPP	30,746	-
2nd Quarter Retention Pay and Market Adj	1,289	-
Agenda Item:		
C-49-13-092-2-00		
C-49-14-032-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 613,071</b>	<b>\$ 203,500</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 1,016</b>	<b>\$ -</b>
2nd Quarter Retention Pay and Market Adj	(1,289)	-
2nd to 4th Quarter Retention Pay Plan	2,305	-
Agenda Item:		
C-49-14-032-2-00		
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 614,087</b>	<b>\$ 203,500</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 298</b>	<b>\$ -</b>
Retirement Contributions	298	-
<b>Base Adjustments</b>	<b>\$ (2,917)</b>	<b>\$ -</b>
Internal Service Charges	(2,917)	-
Risk Management	\$ (2,917)	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (2,300)</b>
Lease Revenue Inc/Dec	-	(2,300)
<b>FY 2015 Adopted Budget</b>	<b>\$ 611,468</b>	<b>\$ 201,200</b>
<i>Percent Change from Threshold Amount</i>	<i>-0.4%</i>	<i>-1.1%</i>

## Assistant County Manager - 950

*Analysis by Dreamlyn Johnson, Management and Budget Analyst*

### Summary

#### Mission

The mission of the Assistant County Manager is to provide regional leadership and fiscally responsible, necessary public services to residents so they can enjoy living in a healthy and safe environment.

#### Vision

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

#### Strategic Goals

**TBD: Goals will be developed during the FY 2016 Strategic Planning process.**

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
ACPR - ADULT CRIME PREVENTION	\$ 1,190,814	\$ 317,688	\$ 1,433,950	\$ 1,380,519	\$ -	\$ (1,433,950)	-100.0%
J CPR - JUVENILE CRIME PREVENTION	73,668	-	-	-	-	-	N/A
RSST - RESEARCH AND STATISTICAL REPT 42CD - CRIME PREVENTION	\$ 1,264,482	\$ 317,688	\$ 1,433,950	\$ 1,380,519	\$ 89,121	\$ (1,344,829)	-93.8%
GGOV - GENERAL GOVERNMENT	\$ 1,810	\$ -	\$ -	\$ 701	\$ -	\$ -	N/A
99GV - GENERAL OVERHEAD	\$ 1,810	\$ -	\$ -	\$ 701	\$ -	\$ -	N/A
<b>TOTAL PROGRAMS</b>	<b>\$ 1,266,292</b>	<b>\$ 317,688</b>	<b>\$ 1,433,950</b>	<b>\$ 1,381,220</b>	<b>\$ 89,121</b>	<b>\$ (1,344,829)</b>	<b>-93.8%</b>
<b>USES</b>							
INNV - INNOVATION	\$ 216,038	\$ 81,105	\$ 84,822	\$ 84,564	\$ 84,391	\$ 431	0.5%
20IN - INNOVATION	\$ 216,038	\$ 81,105	\$ 84,822	\$ 84,564	\$ 84,391	\$ 431	0.5%
ACPR - ADULT CRIME PREVENTION	\$ 1,731,519	\$ 854,482	\$ 1,982,244	\$ 1,381,007	\$ -	\$ 1,982,244	100.0%
J CPR - JUVENILE CRIME PREVENTION	354,803	489,777	493,566	211,467	-	493,566	100.0%
RSST - RESEARCH AND STATISTICAL REPT 42CD - CRIME PREVENTION	\$ 2,158,500	\$ 1,418,779	\$ 2,563,692	\$ 1,645,507	\$ 965,570	\$ 1,598,122	62.3%
HRAC - HUMAN RESOURCES	\$ 1,659	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
ODIR - EXECUTIVE MANAGEMENT	135,500	423,580	412,983	399,344	359,722	53,261	12.9%
POOL - POOLED COSTS	-	(8,688)	-	-	-	-	N/A
99AS - INDIRECT SUPPORT	\$ 137,159	\$ 414,892	\$ 412,983	\$ 399,344	\$ 359,722	\$ 53,261	12.9%
CSCA - CENTRAL SERVICE COST ALLOC	\$ -	\$ -	\$ -	\$ -	\$ 24,121	\$ (24,121)	N/A
INFR - INFRASTRUCTURE	-	-	-	-	1,516	(1,516)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	-	9,546	9,546	6,543	-	9,546	100.0%
RISK - RISK PREMIUMS	-	-	-	-	2,169	(2,169)	N/A
99GV - GENERAL OVERHEAD	\$ -	\$ 9,546	\$ 9,546	\$ 6,543	\$ 27,806	\$ (18,260)	-191.3%
<b>TOTAL PROGRAMS</b>	<b>\$ 2,511,697</b>	<b>\$ 1,924,322</b>	<b>\$ 3,071,043</b>	<b>\$ 2,135,958</b>	<b>\$ 1,437,489</b>	<b>\$ 1,633,554</b>	<b>53.2%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 1,257,482	\$ 317,688	\$ 1,433,950	\$ 1,379,853	\$ 89,121	\$ (1,344,829)	-93.8%
<b>SUBTOTAL</b>	\$ 1,257,482	\$ 317,688	\$ 1,433,950	\$ 1,379,853	\$ 89,121	\$ (1,344,829)	-93.8%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 1,810	\$ -	\$ -	\$ 1,367	\$ -	\$ -	N/A
0650 - MISCELLANEOUS REVENUE	7,000	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	\$ 8,810	\$ -	\$ -	\$ 1,367	\$ -	\$ -	N/A
<b>ALL REVENUES</b>	\$ 1,266,292	\$ 317,688	\$ 1,433,950	\$ 1,381,220	\$ 89,121	\$ (1,344,829)	-93.8%
<b>TOTAL SOURCES</b>	\$ 1,266,292	\$ 317,688	\$ 1,433,950	\$ 1,381,220	\$ 89,121	\$ (1,344,829)	-93.8%
CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 429,109	\$ 660,841	\$ 672,023	\$ 628,871	\$ 633,226	\$ 38,797	5.8%
0710 - OVERTIME	-	-	-	18	-	-	N/A
0750 - FRINGE BENEFITS	120,687	199,166	202,131	170,868	187,610	14,521	7.2%
0790 - OTHER PERSONNEL SERVICES	1,709	-	-	-	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(70,213)	(35,942)	(35,942)	(145,848)	(35,942)	-	0.0%
0796 - PERSONNEL SERVICES ALLOC-IN	173,399	39,773	104,133	140,568	39,777	64,356	61.8%
<b>SUBTOTAL</b>	\$ 654,691	\$ 863,838	\$ 942,345	\$ 794,477	\$ 824,671	\$ 117,674	12.5%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 32,604	\$ 3,724	\$ 3,724	\$ 19,452	\$ 3,170	\$ 554	14.9%
0804 - NON-CAPITAL EQUIPMENT	4,989	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	\$ 37,593	\$ 3,724	\$ 3,724	\$ 19,452	\$ 3,170	\$ 554	14.9%
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 658,117	\$ 1,047,025	\$ 1,063,337	\$ 264,465	\$ 553,634	\$ 509,703	47.9%
0820 - RENT & OPERATING LEASES	620	-	-	-	-	-	N/A
0830 - INTERGOVERNMENTAL PAYMENTS	1,147,535	-	1,051,902	1,051,902	-	1,051,902	100.0%
0839 - INTERNAL SERVICE CHARGES	1,033	8,005	8,005	5,007	30,974	(22,969)	-286.9%
0841 - TRAVEL	9,871	1,600	1,600	-	9,386	(7,786)	-486.6%
0842 - EDUCATION AND TRAINING	2,200	10	10	655	15,654	(15,644)	-156440.0%
0843 - POSTAGE/FREIGHT/SHIPPING	37	120	120	-	-	120	100.0%
<b>SUBTOTAL</b>	\$ 1,819,413	\$ 1,056,760	\$ 2,124,974	\$ 1,322,029	\$ 609,648	\$ 1,515,326	71.3%
<b>ALL EXPENDITURES</b>	\$ 2,511,697	\$ 1,924,322	\$ 3,071,043	\$ 2,135,958	\$ 1,437,489	\$ 1,633,554	53.2%
<b>TOTAL USES</b>	\$ 2,511,697	\$ 1,924,322	\$ 3,071,043	\$ 2,135,958	\$ 1,437,489	\$ 1,633,554	53.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
NON RECURRING NON PROJECT	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>FUND TOTAL SOURCES</b>	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>249 NON DEPARTMENTAL GRANT</b>							
OPERATING	\$ -	\$ -	\$ -	\$ 701	\$ -	\$ -	N/A
NON RECURRING NON PROJECT	1,259,292	317,688	1,433,950	1,381,519	89,121	(1,344,829)	-93.8%
<b>FUND TOTAL SOURCES</b>	\$ 1,259,292	\$ 317,688	\$ 1,433,950	\$ 1,381,220	\$ 89,121	\$ (1,344,829)	-93.8%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ -	\$ -	\$ -	\$ 701	\$ -	\$ -	N/A
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	\$ 1,266,292	\$ 317,688	\$ 1,433,950	\$ 1,381,519	\$ 89,121	\$ (1,344,829)	-93.8%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 1,266,292	\$ 317,688	\$ 1,433,950	\$ 1,381,220	\$ 89,121	\$ (1,344,829)	-93.8%
FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 649,427	\$ 404,312	\$ 421,211	\$ 418,055	\$ 419,793	\$ 1,418	0.3%
NON RECURRING NON PROJECT	602,868	797,624	797,624	263,527	534,097	263,527	33.0%
<b>FUND TOTAL USES</b>	\$ 1,252,295	\$ 1,201,936	\$ 1,218,835	\$ 681,582	\$ 953,890	\$ 264,945	21.7%
<b>249 NON DEPARTMENTAL GRANT</b>							
NON RECURRING NON PROJECT	\$ 1,259,402	\$ 317,688	\$ 1,433,950	\$ 1,093,020	\$ 89,121	\$ 1,344,829	93.8%
<b>FUND TOTAL USES</b>	\$ 1,259,402	\$ 317,688	\$ 1,433,950	\$ 1,093,020	\$ 89,121	\$ 1,344,829	93.8%
<b>255 DETENTION OPERATIONS</b>							
OPERATING	\$ -	\$ 404,698	\$ 418,258	\$ 361,356	\$ 394,478	\$ 23,780	5.7%
<b>FUND TOTAL USES</b>	\$ -	\$ 404,698	\$ 418,258	\$ 361,356	\$ 394,478	\$ 23,780	5.7%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 649,427	\$ 809,010	\$ 839,469	\$ 779,411	\$ 814,271	\$ 25,198	3.0%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 1,862,270	\$ 1,115,312	\$ 2,231,574	\$ 1,356,547	\$ 623,218	\$ 1,608,356	72.1%
<b>DEPARTMENT TOTAL USES</b>	\$ 2,511,697	\$ 1,924,322	\$ 3,071,043	\$ 2,135,958	\$ 1,437,489	\$ 1,633,554	53.2%

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
CRIME PREVENTION							
ADULT CRIME PREVENTION	1.80	1.80	1.80	1.80	-	(1.80)	(100.0%)
JUVENILE CRIME PREVENTION	1.30	1.30	1.30	1.30	-	(1.30)	(100.0%)
RESEARCH AND STATISTICAL REPT	.75	.75	1.50	1.50	4.60	3.10	206.7%
PROGRAM TOTAL	3.85	3.85	4.60	4.60	4.60	-	0.0%
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	1.40	3.40	2.65	2.65	2.65	-	0.0%
PROGRAM TOTAL	1.40	3.40	2.65	2.65	2.65	-	0.0%
INNOVATION							
INNOVATION	.75	.75	.75	.75	.75	-	0.0%
PROGRAM TOTAL	.75	.75	.75	.75	.75	-	0.0%
DEPARTMENT TOTAL	6.00	8.00	8.00	8.00	8.00	-	0.0%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Assistant County Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Exec Asst to Executive Officer	-	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%
Management Analyst	-	-	2.00	2.00	2.00	-	0.0%
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Manager - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Project Manager	3.00	3.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>6.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	5.00	3.00	3.00	3.00	3.00	-	0.0%
249 NON DEPARTMENTAL GRANT	1.00	1.00	1.00	1.00	1.00	-	0.0%
255 DETENTION OPERATIONS	-	4.00	4.00	4.00	4.00	-	0.0%
<b>Department Total</b>	<b>6.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>	<b>0.0%</b>

### General Adjustments

**Personnel:** FY 2015 personnel expenditures increased due to the annualization of County performance pay and market study adjustments in FY 2014.

#### **Base Adjustments:**

##### **General Fund (100) Operating**

- Increase Regular Benefits by \$143 for the impact of changes in retirement contribution rates.
- Decrease Internal Service Charges by \$993 for the impact of changes in Risk Management charges.
- Decrease expenditures by \$2,188 due to the reallocation of Internal Service Charges to the Detention Fund.

##### **General Fund (100) Non Recurring Non Project**

- Carry forward of \$534,097 not spent in FY 2014 for activities related to Crime Prevention.

##### **Grant Fund (249) Non Recurring Non Project**

- Increase grant revenues and expenditures by \$89,121 for estimated grant award.

**Detention Fund (255)**

- Increase Regular Benefits by \$64 for the impact of changes in retirement contribution rates.
- Decrease Internal Service Charges by \$1,076 for the impact of changes in risk management charges.
- Increase expenditures by \$2,188 due to the reallocation of Internal Service Charges from the General Fund.
- Reduce expenditures by \$24,956 due to savings from the inactivation of 1.0 FTE Project Manager.

**Programs and Activities**

**Crime and Juvenile Justice System**

The purpose of the Crime and Juvenile Justice System is to provide system analysis and statistical reports, grant revenues, and consultations to Maricopa County departments, federal, state, and local agencies, and community-based organizations so they can support data-driven decision making and implementation of evidence-based strategies.

**Program Results**

Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of report survey respondents who are satisfied or very satisfied with the reports.	86.4%	85.0%	85.0%	85.0%	0.0%	0.0%
Percent of submitted grant applications awarded.	N/A	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Criminal and Juvenile Justice Analysis

**Criminal and Juvenile Justice Analysis Activity**

The purpose of the Criminal and Juvenile Justice Analysis Activity is to provide system analysis and statistical reports, grant revenues, and consultations to Maricopa County departments, federal, state and local agencies, and community-based organizations so they can support data-driven decision making and implementation of evidence-based strategies.

**Mandates:** Discretionary Services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
	Percent of report survey respondents who are satisfied or very satisfied with the reports.	86.4%	85.0%	85.0%	85.0%	0.0%	0.0%
Result	Percent of submitted grant applications awarded.	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of regularly scheduled reports produced.	19	19	19	19	-	0.0%
Output	Grant revenue dollars awarded.	N/A	N/A	N/A	200,000	N/A	N/A
Output	Number of submitted grant applications awarded.	N/A	N/A	N/A	2	N/A	N/A
Demand	Number of regularly scheduled reports requested	19	19	19	19	-	0.0%
Expenditure Ratio	Expenditure per regularly scheduled report produced.	N/A	\$ 4,625.37	\$ 2,791.21	\$ 50,819.47	\$ (46,194.11)	-998.7%
<i>Revenue</i>							
	249 - NON DEPARTMENTAL GRANT	\$ -	\$ -	\$ -	\$ 89,121	\$ 89,121	N/A
	TOTAL SOURCES	\$ -	\$ -	\$ -	\$ 89,121	\$ 89,121	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 72,178	\$ -	\$ -	\$ 534,097	\$ (534,097)	N/A
	249 - NON DEPARTMENTAL GRANT	-	-	-	65,000	(65,000)	N/A
	255 - DETENTION OPERATIONS	-	87,882	53,033	366,473	(278,591)	-317.0%
	TOTAL USES	\$ 72,178	\$ 87,882	\$ 53,033	\$ 965,570	\$ (877,688)	-998.7%

**Activity Narrative:** The Department made significant changes to the FY 2015 Strategic Business Plan including consolidating two activities into the Criminal and Juvenile Justice Analysis activity. As a result, revenues and expenditures will increase in FY 2015. Historical comparison is not available, as many activity measures are new in FY 2015.

**Innovation Program**

The purpose of the Innovation Program is to provide facilitation and consulting services, investigation and prioritization of ideas to County departments so they can successfully implement creative ideas that improve results.

**Program Results**

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of IDEA implemented ideas that demonstrate a business need and potential Return on Investment (ROI).	N/A	62.5%	62.5%	50.0%	(12.5%)	-20.0%

Activities that comprise this program include:

- Innovation

**Innovation Activity**

The purpose of the Innovation Program is to provide facilitation and consulting services, investigation and prioritization of ideas to County departments so they can successfully implement creative ideas that improve results.

**Mandates:** Discretionary service.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of IDEA implemented ideas that demonstrate a business need and potential Return on Investment (ROI).	N/A	62.5%	62.5%	50.0%	(12.5%)	-20.0%
Output	Number of ideas submitted and prioritized.	N/A	N/A	N/A	8	N/A	N/A
Output	Number of IDEA implemented ideas.	N/A	N/A	N/A	2	N/A	N/A
Demand	Number of ideas submitted.	N/A	N/A	N/A	8	N/A	N/A
Expenditure Ratio	Expenditure per idea submitted and prioritized.	N/A	\$ 3,029.36	\$ 1,799.23	\$ 10,548.88	\$ (7,519.52)	-248.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 216,038	\$ 84,822	\$ 84,564	\$ 84,391	\$ 431	0.5%
	TOTAL USES	\$ 216,038	\$ 84,822	\$ 84,564	\$ 84,391	\$ 431	0.5%

**Activity Narrative:** The Department made significant changes to the FY 2015 Strategic Business Plan. Historical comparison is not available as many activity measures are new in FY 2015.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 404,312</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 16,899</b>	<b>\$ -</b>
<i>County RPP</i>	<i>16,764</i>	<i>-</i>
<i>3rd and 4th Quarter Retention Pay and Market Adj</i>	<i>135</i>	<i>-</i>
Agenda Item:		
<i>C-49-13-092-2-00</i>		
<i>C-49-14-043-2-00</i>		
<b>FY 2014 Revised Budget</b>	<b>\$ 421,211</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 1,620</b>	<b>\$ -</b>
<i>3rd and 4th Quarter Retention Pay and Market Adj</i>	<i>(135)</i>	<i>-</i>
<i>2nd to 4th Quarter Retention Pay Plan</i>	<i>1,755</i>	<i>-</i>
Agenda Item:		
<i>C-49-14-043-2-00</i>		
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 422,831</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 143</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>143</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ (993)</b>	<b>\$ -</b>
<i>Internal Service Charges</i>	<i>(993)</i>	<i>-</i>
<i>Risk Management</i>	<i>(993)</i>	<i>-</i>
<b>Reallocations</b>	<b>\$ (2,188)</b>	<b>\$ -</b>
<i>Reallocation Between Funds</i>	<i>(2,188)</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 419,793</b>	<b>\$ -</b>
<i>Percent Change from Threshold Amount</i>	<i>-0.7%</i>	
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 797,624</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 797,624</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (797,624)</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>(797,624)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 534,097</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>534,097</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 534,097</b>	<b>\$ -</b>
<i>Percent Change from Threshold Amount</i>		

Non Departmental Grant Fund (249)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 317,688</b>	<b>\$ 317,688</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ 1,116,262</b>	<b>\$ 1,116,262</b>
<i>Assistant County Manager - 950 Grant Reconciliation</i>	<i>1,116,262</i>	<i>1,116,262</i>
Agenda Item:		
<i>C-31-14-028-G-00</i>		
<b>FY 2014 Revised Budget</b>	<b>\$ 1,433,950</b>	<b>\$ 1,433,950</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ (1,433,950)</b>	<b>\$ (1,433,950)</b>
<i>Assistant County Manager - 950 Grant Reconciliation</i>	<i>(1,116,262)</i>	<i>(1,116,262)</i>
<i>Grant Reconciliation</i>	<i>(317,688)</i>	<i>(317,688)</i>
Agenda Item:		
<i>C-31-14-028-G-00</i>		
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ 89,121</b>	<b>\$ 89,121</b>
<i>Grant Reconciliation</i>	<i>89,121</i>	<i>89,121</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 89,121</b>	<b>\$ 89,121</b>
<i>Percent Change from Threshold Amount</i>		

Detention Fund (255)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 404,698</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 13,560</b>	<b>\$ -</b>
<i>County RPP</i>	<i>13,560</i>	<i>-</i>
Agenda Item:		
<i>C-49-13-092-2-00</i>		
<b>FY 2014 Revised Budget</b>	<b>\$ 418,258</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 418,258</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 64</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>64</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ (26,032)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>(24,956)</i>	<i>-</i>
<i>Savings from inactivation of 1.0 FTE Project Manager</i>	<i>\$ (24,956)</i>	<i>-</i>
<i>Internal Service Charges</i>	<i>(1,076)</i>	<i>-</i>
<i>Risk Management</i>	<i>\$ (1,076)</i>	<i>-</i>
<b>Reallocations</b>	<b>\$ 2,188</b>	<b>\$ -</b>
<i>Reallocation Between Funds</i>	<i>2,188</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 394,478</b>	<b>\$ -</b>
<i>Percent Change from Threshold Amount</i>		<i>-5.7%</i>

## Assistant County Manager - Department 960

*Analysis by Christine Jasinski, Management and Budget Analyst*

### Summary

#### 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.

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
GGDM - GREEN GOVT DATA MANAGEMENT	\$ 21,834	\$ -	\$ -	\$ 1,694	\$ -	-	N/A
GGIE - INTERNAL GREEN GOVT ECO EDUC	43,889	-	-	(1,129)	-	-	N/A
GGPE - PUBLIC GREEN GOVT ECO EDUC	21,420	-	-	(565)	-	-	N/A
44GG - GREEN GOVERNMENT	\$ 87,143	\$ -	\$ -	\$ -	\$ -	-	N/A
<b>TOTAL PROGRAMS</b>	<b>\$ 87,143</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>N/A</b>

### Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 64,742	\$ 200,136	\$ 204,332	\$ 209,101	\$ 211,161	(6,829)	-3.3%
0710 - OVERTIME	-	2,400	2,400	2,588	2,400	-	0.0%
0750 - FRINGE BENEFITS	20,725	54,436	55,110	53,562	56,378	(1,268)	-2.3%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	(256,972)	(261,842)	(264,327)	(269,939)	8,097	3.1%
<b>SUBTOTAL</b>	<b>\$ 85,467</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 924</b>	<b>\$ -</b>	<b>-</b>	<b>N/A</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 25	\$ 2,400	\$ 2,400	\$ 1,531	\$ 2,400	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	321	-	-	-	-	-	N/A
0805 - SUPPLIES-ALLOCATION OUT	-	(2,400)	(2,400)	(1,760)	(2,400)	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 346</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (229)</b>	<b>\$ -</b>	<b>-</b>	<b>N/A</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 345	\$ -	\$ -	\$ -	\$ -	-	N/A
0820 - RENT & OPERATING LEASES	379	600	600	250	600	-	0.0%
0839 - INTERNAL SERVICE CHARGES	47	-	-	-	1,841	(1,841)	N/A
0841 - TRAVEL	250	600	600	945	600	-	0.0%
0842 - EDUCATION AND TRAINING	309	-	-	-	-	-	N/A
0843 - POSTAGE/FREIGHT/SHIPPING	-	300	300	125	300	-	0.0%
0872 - SERVICES-ALLOCATION OUT	-	(1,500)	(1,500)	(2,125)	(3,341)	1,841	122.7%
0873 - SERVICES-ALLOCATION IN	-	-	-	110	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 1,330</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (695)</b>	<b>\$ -</b>	<b>-</b>	<b>N/A</b>
<b>ALL EXPENDITURES</b>	<b>\$ 87,143</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>N/A</b>
<b>TOTAL USES</b>	<b>\$ 87,143</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>N/A</b>

### Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 87,143	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
FUND TOTAL USES	\$ 87,143	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
DEPARTMENT OPERATING TOTAL USES	\$ 87,143	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
DEPARTMENT TOTAL USES	\$ 87,143	\$ -	\$ -	\$ -	\$ -	\$ -	N/A

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
GREEN GOVERNMENT							
GREEN GOVT DATA MANAGEMENT		.25	.25	.25	-	(.25)	(100.0%)
INTERNAL GREEN GOVT ECO EDUC		.50	.50	.50	-	(.50)	(100.0%)
PUBLIC GREEN GOVT ECO EDUC		.25	.25	.25	-	(.25)	(100.0%)
PROGRAM TOTAL		1.00	1.00	1.00	-	(1.00)	(100.0%)
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT		-	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL		-	2.00	2.00	2.00	-	0.0%
DEPARTMENT TOTAL		1.00	3.00	3.00	2.00	(1.00)	(33.3%)

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Assistant County Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Exec Asst to Executive Officer	-	1.00	1.00	1.00	1.00	-	0.0%
Program Manager - County	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
<b>Department Total</b>	<b>1.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>	<b>(1.00)</b>	<b>(33.3%)</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
572 ANIMAL CONTROL LICENSE SHELTER	-	2.00	2.00	2.00	2.00	-	0.0%
<b>Department Total</b>	<b>1.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>	<b>(1.00)</b>	<b>(33.3%)</b>

### General Adjustments

**Personnel:** FY 2015 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

#### **Base Adjustments:**

##### **Fund (572) Operating**

- Increase Regular Benefits by \$108 for the impact of changes in retirement contribution rates.
- Increase Internal Service Charges by \$628 for the impact of changes in risk management charges.
- Increase Internal Service Charges by \$1,250 for the impact of changes in telecom charges.

**Appropriated Budget Reconciliations**

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

	Expenditures	Revenue
<b>OPERATING</b>		
FY 2014 Adopted Budget	\$ -	\$ -
FY 2014 Revised Budget	\$ -	\$ -
FY 2015 Baseline Budget Threshold	\$ -	\$ -
FY 2015 Adopted Budget	\$ -	\$ -

The organizational management function for the Assistant County Manager (ACM) is structurally located in the Animal Control License/Shelter Fund (572). The administrative costs net to zero over the course of the year as the budget is ultimately allocated to the respective Departments under the ACM's leadership. The total cost for this agency, which is allocated out, is \$275,680.

## Board of Supervisors, District 1

*Analysis by Angie Flick, Strategic Business Planning Administrator*

### Summary

#### 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.

### Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
ODIR - EXECUTIVE MANAGEMENT	\$ 335,445	\$ 357,996	\$ 363,098	\$ 362,842	\$ 250,091	\$ 113,007	31.1%
POOL - POOLED COSTS	-	(3,663)	-	-	-	-	N/A
99AS - INDIRECT SUPPORT	\$ 335,445	\$ 354,333	\$ 363,098	\$ 362,842	\$ 250,091	\$ 113,007	31.1%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 1,427	\$ (1,427)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	624	635	635	593	-	635	100.0%
MPOS - ELECTED AND STATUTRY OFFICIALS	-	-	-	-	109,805	(109,805)	N/A
RISK - RISK PREMIUMS	-	-	-	-	650	(650)	N/A
99GV - GENERAL OVERHEAD	\$ 624	\$ 635	\$ 635	\$ 593	\$ 111,882	\$ (111,247)	-17519.2%
<b>TOTAL PROGRAMS</b>	<b>\$ 336,069</b>	<b>\$ 354,968</b>	<b>\$ 363,733</b>	<b>\$ 363,435</b>	<b>\$ 361,973</b>	<b>\$ 1,760</b>	<b>0.5%</b>

### Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 246,900	\$ 254,405	\$ 267,695	\$ 272,740	\$ 258,512	\$ 9,183	3.4%
0750 - FRINGE BENEFITS	79,691	87,662	89,517	81,745	85,903	3,614	4.0%
<b>SUBTOTAL</b>	<b>\$ 326,591</b>	<b>\$ 342,067</b>	<b>\$ 357,212</b>	<b>\$ 354,485</b>	<b>\$ 344,415</b>	<b>\$ 12,797</b>	<b>3.6%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 1,452	\$ 1,526	\$ 400	\$ 400	\$ 1,903	\$ (1,503)	-375.8%
<b>SUBTOTAL</b>	<b>\$ 1,452</b>	<b>\$ 1,526</b>	<b>\$ 400</b>	<b>\$ 400</b>	<b>\$ 1,903</b>	<b>\$ (1,503)</b>	<b>-375.8%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 800	\$ 2,681	\$ 1,000	\$ 920	\$ 1,000	\$ -	0.0%
0825 - REPAIRS AND MAINTENANCE	179	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	2,042	2,121	2,121	2,785	2,655	(534)	-25.2%
0841 - TRAVEL	3,600	4,000	3,000	2,093	6,000	(3,000)	-100.0%
0842 - EDUCATION AND TRAINING	1,390	2,453	-	2,750	6,000	(6,000)	N/A
0843 - POSTAGE/FREIGHT/SHIPPING	15	120	-	2	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 8,026</b>	<b>\$ 11,375</b>	<b>\$ 6,121</b>	<b>\$ 8,550</b>	<b>\$ 15,655</b>	<b>\$ (9,534)</b>	<b>-155.8%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 336,069</b>	<b>\$ 354,968</b>	<b>\$ 363,733</b>	<b>\$ 363,435</b>	<b>\$ 361,973</b>	<b>\$ 1,760</b>	<b>0.5%</b>
<b>TOTAL USES</b>	<b>\$ 336,069</b>	<b>\$ 354,968</b>	<b>\$ 363,733</b>	<b>\$ 363,435</b>	<b>\$ 361,973</b>	<b>\$ 1,760</b>	<b>0.5%</b>

### Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 336,069	\$ 354,968	\$ 363,733	\$ 363,435	\$ 361,973	\$ 1,760	0.5%
FUND TOTAL USES	\$ 336,069	\$ 354,968	\$ 363,733	\$ 363,435	\$ 361,973	\$ 1,760	0.5%
DEPARTMENT OPERATING TOTAL USES	\$ 336,069	\$ 354,968	\$ 363,733	\$ 363,435	\$ 361,973	\$ 1,760	0.5%
DEPARTMENT TOTAL USES	\$ 336,069	\$ 354,968	\$ 363,733	\$ 363,435	\$ 361,973	\$ 1,760	0.5%

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
GENERAL OVERHEAD							
ELECTED AND STATUTORY OFFICIALS		-	-	-	1.00	1.00	N/A
PROGRAM TOTAL		-	-	-	1.00	1.00	N/A
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	2.00	(1.00)	(33.3%)
PROGRAM TOTAL	3.00	3.00	3.00	3.00	2.00	(1.00)	(33.3%)
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED 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

DEPARTMENT/FUND	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total	3.00	3.00	3.00	3.00	3.00	-	0.0%

### General Adjustments

#### Personnel:

- FY 2015 personnel expenditures have increased due to the annualization of County performance pay adjustments made in FY 2014.

#### Base Adjustments:

- Decrease Regular Benefits by \$1,775 for the impact of changes in retirement contribution rates.
- Increase Other Benefits and Internal Services Charges by \$15 for the impact of the changes in risk management charges.

## Appropriated Budget Reconciliations

### General Fund (100)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2014 Adopted Budget</b>		<b>\$ 354,968</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		<b>\$ 8,765</b>	<b>\$ -</b>
<i>County RPP</i>	<i>C-49-13-092-2-00</i>	<i>8,765</i>	<i>-</i>
<b>FY 2014 Revised Budget</b>		<b>\$ 363,733</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>		<b>\$ 363,733</b>	<b>\$ -</b>
Adjustments:			
<b>Employee Compensation and Benefits</b>			
<b>Employee Retirement and Benefits</b>		<b>\$ (1,775)</b>	<b>\$ -</b>
<i>Retirement Contributions</i>		<i>(1,775)</i>	<i>-</i>
<b>Base Adjustments</b>		<b>\$ 15</b>	<b>\$ -</b>
<i>Internal Service Charges</i>		<i>15</i>	<i>-</i>
<i>Risk Management</i>	<i>\$ 15</i>		
<b>FY 2015 Adopted Budget</b>		<b>\$ 361,973</b>	<b>\$ -</b>
<i>Percent Change from Threshold Amount</i>			<i>-0.5%</i>

## Board of Supervisors, District 2

*Analysis by Angie Flick, Strategic Business Planning Administrator*

### Summary

#### 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.

### Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
ODIR - EXECUTIVE MANAGEMENT	\$ 350,667	\$ 357,996	\$ 363,098	\$ 361,733	\$ 249,995	\$ 113,103	31.1%
POOL - POOLED COSTS	-	(3,663)	-	-	-	-	N/A
99AS - INDIRECT SUPPORT	\$ 350,667	\$ 354,333	\$ 363,098	\$ 361,733	\$ 249,995	\$ 113,103	31.1%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 1,523	\$ (1,523)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	636	635	635	615	-	635	100.0%
MPOS - ELECTED AND STATUTORY OFFICIALS	-	-	-	-	109,805	(109,805)	N/A
RISK - RISK PREMIUMS	-	-	-	-	650	(650)	N/A
99GV - GENERAL OVERHEAD	\$ 636	\$ 635	\$ 635	\$ 615	\$ 111,978	\$ (111,343)	-17534.3%
<b>TOTAL PROGRAMS</b>	<b>\$ 351,303</b>	<b>\$ 354,968</b>	<b>\$ 363,733</b>	<b>\$ 362,348</b>	<b>\$ 361,973</b>	<b>\$ 1,760</b>	<b>0.5%</b>

### Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 253,919	\$ 261,939	\$ 267,708	\$ 268,019	\$ 269,764	\$ (2,056)	-0.8%
0750 - FRINGE BENEFITS	80,124	88,822	89,097	88,705	87,868	1,229	1.4%
0790 - OTHER PERSONNEL SERVICES	10,000	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 344,043</b>	<b>\$ 350,761</b>	<b>\$ 356,805</b>	<b>\$ 356,724</b>	<b>\$ 357,632</b>	<b>\$ (827)</b>	<b>-0.2%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 964	\$ 1,052	\$ 1,052	\$ 52	\$ 500	\$ 552	52.5%
<b>SUBTOTAL</b>	<b>\$ 964</b>	<b>\$ 1,052</b>	<b>\$ 1,052</b>	<b>\$ 52</b>	<b>\$ 500</b>	<b>\$ 552</b>	<b>52.5%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 172	\$ -	\$ -	\$ 295	\$ -	\$ -	N/A
0839 - INTERNAL SERVICE CHARGES	2,036	1,971	1,971	1,996	2,086	(115)	-5.8%
0841 - TRAVEL	3,749	684	3,405	2,929	1,605	1,800	52.9%
0842 - EDUCATION AND TRAINING	260	380	380	300	-	380	100.0%
0843 - POSTAGE/FREIGHT/SHIPPING	79	120	120	52	150	(30)	-25.0%
<b>SUBTOTAL</b>	<b>\$ 6,296</b>	<b>\$ 3,155</b>	<b>\$ 5,876</b>	<b>\$ 5,572</b>	<b>\$ 3,841</b>	<b>\$ 2,035</b>	<b>34.6%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 351,303</b>	<b>\$ 354,968</b>	<b>\$ 363,733</b>	<b>\$ 362,348</b>	<b>\$ 361,973</b>	<b>\$ 1,760</b>	<b>0.5%</b>
<b>TOTAL USES</b>	<b>\$ 351,303</b>	<b>\$ 354,968</b>	<b>\$ 363,733</b>	<b>\$ 362,348</b>	<b>\$ 361,973</b>	<b>\$ 1,760</b>	<b>0.5%</b>

### Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 351,303	\$ 354,968	\$ 363,733	\$ 362,348	\$ 361,973	\$ 1,760	0.5%
FUND TOTAL USES	\$ 351,303	\$ 354,968	\$ 363,733	\$ 362,348	\$ 361,973	\$ 1,760	0.5%
DEPARTMENT OPERATING TOTAL USES	\$ 351,303	\$ 354,968	\$ 363,733	\$ 362,348	\$ 361,973	\$ 1,760	0.5%
DEPARTMENT TOTAL USES	\$ 351,303	\$ 354,968	\$ 363,733	\$ 362,348	\$ 361,973	\$ 1,760	0.5%

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
GENERAL OVERHEAD							
ELECTED AND STATUTORY OFFICIALS		-	-	-	1.00	1.00	N/A
PROGRAM TOTAL		-	-	-	1.00	1.00	N/A
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	2.00	(1.00)	(33.3%)
PROGRAM TOTAL	3.00	3.00	3.00	3.00	2.00	(1.00)	(33.3%)
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED 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

DEPARTMENT/FUND	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total	3.00	3.00	3.00	3.00	3.00	-	0.0%

### General Adjustments

#### Personnel:

- FY 2015 personnel expenditures have increased due to the annualization of County performance pay adjustments made in FY 2014.

#### Base Adjustments:

- Decrease Regular Benefits by \$1,775 for the impact of changes in retirement contribution rates.
- Increase Other Benefits and Internal Services Charges by \$15 for the impact of the changes in risk management charges.

## Appropriated Budget Reconciliations

### General Fund (100)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2014 Adopted Budget</b>		<b>\$ 354,968</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		<b>\$ 8,765</b>	<b>\$ -</b>
<i>County RPP</i>	<i>C-49-13-092-2-00</i>	8,765	-
<b>FY 2014 Revised Budget</b>		<b>\$ 363,733</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>		<b>\$ 363,733</b>	<b>\$ -</b>
Adjustments:			
<b>Employee Compensation and Benefits</b>			
<b>Employee Retirement and Benefits</b>		<b>\$ (1,775)</b>	<b>\$ -</b>
<i>Retirement Contributions</i>		(1,775)	-
<b>Base Adjustments</b>		<b>\$ 15</b>	<b>\$ -</b>
<i>Internal Service Charges</i>		15	-
<i>Risk Management</i>	\$ 15		
<b>FY 2015 Adopted Budget</b>		<b>\$ 361,973</b>	<b>\$ -</b>
<i>Percent Change from Threshold Amount</i>			<i>-0.5%</i>

## Board of Supervisors, District 3

*Analysis by Angie Flick, Strategic Business Planning Administrator*

### Summary

#### 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.

### Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
ODIR - EXECUTIVE MANAGEMENT	\$ 321,377	\$ 357,996	\$ 363,098	\$ 351,929	\$ 250,187	\$ 112,911	31.1%
POOL - POOLED COSTS	-	(3,663)	-	-	-	-	N/A
99AS - INDIRECT SUPPORT	\$ 321,377	\$ 354,333	\$ 363,098	\$ 351,929	\$ 250,187	\$ 112,911	31.1%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 1,331	\$ (1,331)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	624	635	635	609	-	635	100.0%
MPOS - ELECTED AND STATUTRY OFFICIALS	-	-	-	-	109,805	(109,805)	N/A
RISK - RISK PREMIUMS	-	-	-	-	650	(650)	N/A
99GV - GENERAL OVERHEAD	\$ 624	\$ 635	\$ 635	\$ 609	\$ 111,786	\$ (111,151)	-17504.1%
<b>TOTAL PROGRAMS</b>	<b>\$ 322,001</b>	<b>\$ 354,968</b>	<b>\$ 363,733</b>	<b>\$ 352,538</b>	<b>\$ 361,973</b>	<b>\$ 1,760</b>	<b>0.5%</b>

### Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 233,418	\$ 254,128	\$ 265,748	\$ 253,946	\$ 264,952	\$ 796	0.3%
0750 - FRINGE BENEFITS	77,527	87,409	88,687	85,692	85,802	2,885	3.3%
<b>SUBTOTAL</b>	<b>\$ 310,945</b>	<b>\$ 341,537</b>	<b>\$ 354,435</b>	<b>\$ 339,638</b>	<b>\$ 350,754</b>	<b>\$ 3,681</b>	<b>1.0%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 62	\$ 1,133	\$ 1,133	\$ 140	\$ 200	\$ 933	82.3%
<b>SUBTOTAL</b>	<b>\$ 62</b>	<b>\$ 1,133</b>	<b>\$ 1,133</b>	<b>\$ 140</b>	<b>\$ 200</b>	<b>\$ 933</b>	<b>82.3%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 287	\$ 1,000	\$ 1,000	\$ -	\$ 500	\$ 500	50.0%
0830 - INTERGOVERNMENTAL PAYMENTS	164	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	4,519	3,283	3,283	4,725	3,519	(236)	-7.2%
0841 - TRAVEL	4,709	4,219	2,219	4,365	5,000	(2,781)	-125.3%
0842 - EDUCATION AND TRAINING	515	3,676	1,543	3,300	1,000	543	35.2%
0843 - POSTAGE/FREIGHT/SHIPPING	800	120	120	370	1,000	(880)	-733.3%
<b>SUBTOTAL</b>	<b>\$ 10,994</b>	<b>\$ 12,298</b>	<b>\$ 8,165</b>	<b>\$ 12,760</b>	<b>\$ 11,019</b>	<b>\$ (2,854)</b>	<b>-35.0%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 322,001</b>	<b>\$ 354,968</b>	<b>\$ 363,733</b>	<b>\$ 352,538</b>	<b>\$ 361,973</b>	<b>\$ 1,760</b>	<b>0.5%</b>
<b>TOTAL USES</b>	<b>\$ 322,001</b>	<b>\$ 354,968</b>	<b>\$ 363,733</b>	<b>\$ 352,538</b>	<b>\$ 361,973</b>	<b>\$ 1,760</b>	<b>0.5%</b>

### Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 322,001	\$ 354,968	\$ 363,733	\$ 352,538	\$ 361,973	\$ 1,760	0.5%
FUND TOTAL USES	\$ 322,001	\$ 354,968	\$ 363,733	\$ 352,538	\$ 361,973	\$ 1,760	0.5%
DEPARTMENT OPERATING TOTAL USES	\$ 322,001	\$ 354,968	\$ 363,733	\$ 352,538	\$ 361,973	\$ 1,760	0.5%
DEPARTMENT TOTAL USES	\$ 322,001	\$ 354,968	\$ 363,733	\$ 352,538	\$ 361,973	\$ 1,760	0.5%

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
GENERAL OVERHEAD							
ELECTED AND STATUTORY OFFICIALS		-	-	-	1.00	1.00	N/A
PROGRAM TOTAL		-	-	-	1.00	1.00	N/A
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	2.00	(1.00)	(33.3%)
PROGRAM TOTAL	3.00	3.00	3.00	3.00	2.00	(1.00)	(33.3%)
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED 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

DEPARTMENT/FUND	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total	3.00	3.00	3.00	3.00	3.00	-	0.0%

### General Adjustments

#### Personnel:

- FY 2015 personnel expenditures have increased due to the annualization of County performance pay adjustments made in FY 2014.

#### Base Adjustments:

- Decrease Regular Benefits by \$1,775 for the impact of changes in retirement contribution rates.
- Increase Other Benefits and Internal Services Charges by \$15 for the impact of the changes in risk management charges.

## Appropriated Budget Reconciliations

### General Fund (100)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2014 Adopted Budget</b>		<b>\$ 354,968</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		<b>\$ 8,765</b>	<b>\$ -</b>
<i>County RPP</i>	<i>C-49-13-092-2-00</i>	8,765	-
<b>FY 2014 Revised Budget</b>		<b>\$ 363,733</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>		<b>\$ 363,733</b>	<b>\$ -</b>
Adjustments:			
<b>Employee Compensation and Benefits</b>			
<b>Employee Retirement and Benefits</b>		<b>\$ (1,775)</b>	<b>\$ -</b>
<i>Retirement Contributions</i>		(1,775)	-
<b>Base Adjustments</b>		<b>\$ 15</b>	<b>\$ -</b>
<i>Internal Service Charges</i>		15	-
<i>Risk Management</i>	\$ 15		
<b>FY 2015 Adopted Budget</b>		<b>\$ 361,973</b>	<b>\$ -</b>
<i>Percent Change from Threshold Amount</i>			<i>-0.5%</i>

## Board of Supervisors, District 4

*Analysis by Angie Flick, Strategic Business Planning Administrator*

### Summary

#### 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.

### Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
ODIR - EXECUTIVE MANAGEMENT	\$ 332,835	\$ 357,996	\$ 363,098	\$ 357,865	\$ 249,906	\$ 113,192	31.2%
POOL - POOLED COSTS	-	(3,663)	-	-	-	-	N/A
99AS - INDIRECT SUPPORT	\$ 332,835	\$ 354,333	\$ 363,098	\$ 357,865	\$ 249,906	\$ 113,192	31.2%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 1,612	\$ (1,612)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	612	635	635	601	-	635	100.0%
MPOS - ELECTED AND STATUTRY OFFICIALS	-	-	-	-	109,805	(109,805)	N/A
RISK - RISK PREMIUMS	-	-	-	-	650	(650)	N/A
99GV - GENERAL OVERHEAD	\$ 612	\$ 635	\$ 635	\$ 601	\$ 112,067	\$ (111,432)	-17548.3%
<b>TOTAL PROGRAMS</b>	<b>\$ 333,447</b>	<b>\$ 354,968</b>	<b>\$ 363,733</b>	<b>\$ 358,466</b>	<b>\$ 361,973</b>	<b>\$ 1,760</b>	<b>0.5%</b>

### Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 248,277	\$ 250,871	\$ 263,491	\$ 266,033	\$ 264,839	\$ (1,348)	-0.5%
0750 - FRINGE BENEFITS	80,205	87,565	89,291	89,471	87,121	2,170	2.4%
<b>SUBTOTAL</b>	<b>\$ 328,482</b>	<b>\$ 338,436</b>	<b>\$ 352,782</b>	<b>\$ 355,504</b>	<b>\$ 351,960</b>	<b>\$ 822</b>	<b>0.2%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 619	\$ 2,842	\$ 732	\$ 753	\$ 600	\$ 132	18.0%
<b>SUBTOTAL</b>	<b>\$ 619</b>	<b>\$ 2,842</b>	<b>\$ 732</b>	<b>\$ 753</b>	<b>\$ 600</b>	<b>\$ 132</b>	<b>18.0%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 247	\$ 2,500	\$ 500	\$ -	\$ 1,000	\$ (500)	-100.0%
0839 - INTERNAL SERVICE CHARGES	2,075	2,165	2,165	2,134	2,420	(255)	-11.8%
0841 - TRAVEL	1,886	4,000	4,000	(233)	4,000	-	0.0%
0842 - EDUCATION AND TRAINING	130	4,905	3,434	300	1,873	1,561	45.5%
0843 - POSTAGE/FREIGHT/SHIPPING	8	120	120	8	120	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 4,346</b>	<b>\$ 13,690</b>	<b>\$ 10,219</b>	<b>\$ 2,209</b>	<b>\$ 9,413</b>	<b>\$ 806</b>	<b>7.9%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 333,447</b>	<b>\$ 354,968</b>	<b>\$ 363,733</b>	<b>\$ 358,466</b>	<b>\$ 361,973</b>	<b>\$ 1,760</b>	<b>0.5%</b>
<b>TOTAL USES</b>	<b>\$ 333,447</b>	<b>\$ 354,968</b>	<b>\$ 363,733</b>	<b>\$ 358,466</b>	<b>\$ 361,973</b>	<b>\$ 1,760</b>	<b>0.5%</b>

### Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 333,447	\$ 354,968	\$ 363,733	\$ 358,466	\$ 361,973	\$ 1,760	0.5%
FUND TOTAL USES	\$ 333,447	\$ 354,968	\$ 363,733	\$ 358,466	\$ 361,973	\$ 1,760	0.5%
DEPARTMENT OPERATING TOTAL USES	\$ 333,447	\$ 354,968	\$ 363,733	\$ 358,466	\$ 361,973	\$ 1,760	0.5%
DEPARTMENT TOTAL USES	\$ 333,447	\$ 354,968	\$ 363,733	\$ 358,466	\$ 361,973	\$ 1,760	0.5%

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
GENERAL OVERHEAD							
ELECTED AND STATUTORY OFFICIALS		-	-	-	1.00	1.00	N/A
PROGRAM TOTAL		-	-	-	1.00	1.00	N/A
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	2.00	(1.00)	(33.3%)
PROGRAM TOTAL	3.00	3.00	3.00	3.00	2.00	(1.00)	(33.3%)
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED 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

DEPARTMENT/FUND	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total	3.00	3.00	3.00	3.00	3.00	-	0.0%

### General Adjustments

#### Personnel:

- FY 2015 personnel expenditures have increased due to the annualization of County performance pay adjustments made in FY 2014.

#### Base Adjustments:

- Decrease Regular Benefits by \$1,775 for the impact of changes in retirement contribution rates.
- Increase Other Benefits and Internal Services Charges by \$15 for the impact of the changes in risk management charges.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 354,968</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 8,765</b>	<b>\$ -</b>
<i>County RPP</i>	<i>8,765</i>	<i>-</i>
Agenda Item:		
<i>C-49-13-092-2-00</i>		
<b>FY 2014 Revised Budget</b>	<b>\$ 363,733</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 363,733</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ (1,775)</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>(1,775)</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ 15</b>	<b>\$ -</b>
<i>Internal Service Charges</i>	<i>15</i>	<i>-</i>
<i>Risk Management</i>	<i>\$ 15</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 361,973</b>	<b>\$ -</b>
<i>Percent Change from Threshold Amount</i>		<i>-0.5%</i>

## Board of Supervisors, District 5

*Analysis by Angie Flick, Strategic Business Planning Administrator*

### Summary

#### 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.

### Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
ODIR - EXECUTIVE MANAGEMENT	\$ 327,910	\$ 357,996	\$ 363,098	\$ 356,743	\$ 249,665	\$ 113,433	31.2%
POOL - POOLED COSTS	-	(3,663)	-	-	-	-	N/A
99AS - INDIRECT SUPPORT	\$ 327,910	\$ 354,333	\$ 363,098	\$ 356,743	\$ 249,665	\$ 113,433	31.2%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 1,853	\$ (1,853)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	888	635	635	718	-	635	100.0%
MPOS - ELECTED AND STATUTRY OFFICIALS	-	-	-	-	109,805	(109,805)	N/A
RISK - RISK PREMIUMS	-	-	-	-	650	(650)	N/A
99GV - GENERAL OVERHEAD	\$ 888	\$ 635	\$ 635	\$ 718	\$ 112,308	\$ (111,673)	-17586.3%
<b>TOTAL PROGRAMS</b>	<b>\$ 328,798</b>	<b>\$ 354,968</b>	<b>\$ 363,733</b>	<b>\$ 357,461</b>	<b>\$ 361,973</b>	<b>\$ 1,760</b>	<b>0.5%</b>

### Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 193,387	\$ 221,200	\$ 228,823	\$ 229,719	\$ 231,786	\$ (2,963)	-1.3%
0705 - TEMPORARY PAY	23,128	5,000	5,000	2,547	5,000	-	0.0%
0710 - OVERTIME	333	-	-	-	-	-	N/A
0750 - FRINGE BENEFITS	66,780	81,675	81,618	81,805	81,141	477	0.6%
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	-	308	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 283,628</b>	<b>\$ 307,875</b>	<b>\$ 315,441</b>	<b>\$ 314,379</b>	<b>\$ 317,927</b>	<b>\$ (2,486)</b>	<b>-0.8%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 17,042	\$ 20,337	\$ 20,337	\$ 16,347	\$ 13,715	\$ 6,622	32.6%
<b>SUBTOTAL</b>	<b>\$ 17,042</b>	<b>\$ 20,337</b>	<b>\$ 20,337</b>	<b>\$ 16,347</b>	<b>\$ 13,715</b>	<b>\$ 6,622</b>	<b>32.6%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 4,196	\$ 2,000	\$ 2,000	\$ 4,545	\$ 2,000	\$ -	0.0%
0839 - INTERNAL SERVICE CHARGES	5,547	2,881	4,080	5,545	8,211	(4,131)	-101.3%
0841 - TRAVEL	14,045	14,755	14,755	14,373	13,000	1,755	11.9%
0842 - EDUCATION AND TRAINING	4,210	7,000	7,000	1,770	7,000	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	130	120	120	134	120	-	0.0%
0873 - SERVICES-ALLOCATION IN	-	-	-	368	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 28,128</b>	<b>\$ 26,756</b>	<b>\$ 27,955</b>	<b>\$ 26,735</b>	<b>\$ 30,331</b>	<b>\$ (2,376)</b>	<b>-8.5%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 328,798</b>	<b>\$ 354,968</b>	<b>\$ 363,733</b>	<b>\$ 357,461</b>	<b>\$ 361,973</b>	<b>\$ 1,760</b>	<b>0.5%</b>
<b>TOTAL USES</b>	<b>\$ 328,798</b>	<b>\$ 354,968</b>	<b>\$ 363,733</b>	<b>\$ 357,461</b>	<b>\$ 361,973</b>	<b>\$ 1,760</b>	<b>0.5%</b>

### Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 328,798	\$ 354,968	\$ 363,733	\$ 357,461	\$ 361,973	\$ 1,760	0.5%
<b>FUND TOTAL USES</b>	<b>\$ 328,798</b>	<b>\$ 354,968</b>	<b>\$ 363,733</b>	<b>\$ 357,461</b>	<b>\$ 361,973</b>	<b>\$ 1,760</b>	<b>0.5%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 328,798</b>	<b>\$ 354,968</b>	<b>\$ 363,733</b>	<b>\$ 357,461</b>	<b>\$ 361,973</b>	<b>\$ 1,760</b>	<b>0.5%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 328,798</b>	<b>\$ 354,968</b>	<b>\$ 363,733</b>	<b>\$ 357,461</b>	<b>\$ 361,973</b>	<b>\$ 1,760</b>	<b>0.5%</b>

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
GENERAL OVERHEAD							
ELECTED AND STATUTRY OFFICIALS		-	-	-	1.00	1.00	N/A
<b>PROGRAM TOTAL</b>		-	-	-	1.00	1.00	N/A
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT		3.00	2.80	3.00	2.00	(1.00)	(33.3%)
<b>PROGRAM TOTAL</b>		3.00	2.80	3.00	2.00	(1.00)	(33.3%)
<b>DEPARTMENT TOTAL</b>		3.00	2.80	3.00	3.00	-	0.0%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED 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	.80	1.00	1.00	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>3.00</b>	<b>2.80</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	3.00	2.80	3.00	3.00	3.00	-	0.0%
<b>Department Total</b>	<b>3.00</b>	<b>2.80</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>0.0%</b>

## General Adjustments

### Personnel:

- FY 2015 personnel expenditures have increased due to the annualization of County performance pay adjustments made in FY 2014.

### Base Adjustments:

- Decrease Regular Benefits by \$1,775 for the impact of changes in retirement contribution rates.
- Increase Other Benefits and Internal Services Charges by \$15 for the impact of the changes in risk management charges.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 354,968</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 8,765</b>	<b>\$ -</b>
County RPP	8,765	-
Agenda Item:		
C-49-13-092-2-00	8,765	-
<b>FY 2014 Revised Budget</b>	<b>\$ 363,733</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 363,733</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ (1,775)</b>	<b>\$ -</b>
Retirement Contributions	(1,775)	-
<b>Base Adjustments</b>	<b>\$ 15</b>	<b>\$ -</b>
Internal Service Charges	15	-
Risk Management	15	-
	\$ 15	
<b>FY 2015 Adopted Budget</b>	<b>\$ 361,973</b>	<b>\$ -</b>
<i>Percent Change from Threshold Amount</i>		<i>-0.5%</i>

## Call Center

*Analysis by Idamarie C. Flaherty, 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

**Department Specific**

**By June 2017, 95% of a monthly, randomly selected sample of 100 real time calls will be scored at a 90% level or higher based on a grading and weighting system that considers proper greeting, accuracy, completeness and politeness.**

Status: The department currently samples random real time calls as noted and have a consolidated average of 95.85%

**Department Specific**

**By June 2016, 60% of calls will be answered within 30 seconds.**

Status: This is a new goal for FY 2015

### Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
TELE - CUSTOMER SERVICE TELEPHONE	\$ 1,508,161	\$ 1,563,971	\$ 1,597,098	\$ 1,532,245	\$ 1,507,404	\$ 89,694	5.6%
14SC - CALL CENTER	\$ 1,508,161	\$ 1,563,971	\$ 1,597,098	\$ 1,532,245	\$ 1,507,404	\$ 89,694	5.6%
POOL - POOLED COSTS	\$ -	\$ (14,742)	\$ -	\$ -	\$ 56,859	\$ (56,859)	N/A
99AS - INDIRECT SUPPORT	\$ -	\$ (14,742)	\$ -	\$ -	\$ 56,859	\$ (56,859)	N/A
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 95,174	\$ (95,174)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	6,324	5,683	5,683	5,675	-	5,683	100.0%
RISK - RISK PREMIUMS	-	-	-	-	4,119	(4,119)	N/A
99GV - GENERAL OVERHEAD	\$ 6,324	\$ 5,683	\$ 5,683	\$ 5,675	\$ 99,293	\$ (93,610)	-1647.2%
<b>TOTAL PROGRAMS</b>	<b>\$ 1,514,485</b>	<b>\$ 1,554,912</b>	<b>\$ 1,602,781</b>	<b>\$ 1,537,920</b>	<b>\$ 1,663,556</b>	<b>\$ (60,775)</b>	<b>-3.8%</b>

### Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 895,738	\$ 897,656	\$ 942,018	\$ 928,308	\$ 978,609	\$ (36,591)	-3.9%
0705 - TEMPORARY PAY	36,324	40,872	38,421	30,764	33,549	4,872	12.7%
0710 - OVERTIME	1,035	-	-	306	-	-	N/A
0750 - FRINGE BENEFITS	409,863	419,047	425,005	424,594	421,101	3,904	0.9%
0790 - OTHER PERSONNEL SERVICES	900	-	-	-	3,744	(3,744)	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	-	-	-	(36)	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 1,343,860</b>	<b>\$ 1,357,575</b>	<b>\$ 1,405,444</b>	<b>\$ 1,383,936</b>	<b>\$ 1,437,003</b>	<b>\$ (31,559)</b>	<b>-2.2%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 22,794	\$ 47,916	\$ 47,916	\$ 47,346	\$ 14,002	\$ 33,914	70.8%
<b>SUBTOTAL</b>	<b>\$ 22,794</b>	<b>\$ 47,916</b>	<b>\$ 47,916</b>	<b>\$ 47,346</b>	<b>\$ 14,002</b>	<b>\$ 33,914</b>	<b>70.8%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 49,277	\$ 64,535	\$ 64,535	\$ 41,472	\$ 140,641	\$ (76,106)	-117.9%
0820 - RENT & OPERATING LEASES	492	1,980	1,980	1,151	2,328	(348)	-17.6%
0825 - REPAIRS AND MAINTENANCE	108	4,206	4,206	2,191	4,202	4	0.1%
0839 - INTERNAL SERVICE CHARGES	97,934	112,913	112,913	105,173	99,593	13,320	11.8%
0842 - EDUCATION AND TRAINING	4	15,687	15,687	6,535	15,687	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	16	100	100	106	100	-	0.0%
0872 - SERVICES-ALLOCATION OUT	-	(50,000)	(50,000)	(50,000)	(50,000)	-	0.0%
0873 - SERVICES-ALLOCATION IN	-	-	-	10	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 147,831</b>	<b>\$ 149,421</b>	<b>\$ 149,421</b>	<b>\$ 106,638</b>	<b>\$ 212,551</b>	<b>\$ (63,130)</b>	<b>-42.2%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 1,514,485</b>	<b>\$ 1,554,912</b>	<b>\$ 1,602,781</b>	<b>\$ 1,537,920</b>	<b>\$ 1,663,556</b>	<b>\$ (60,775)</b>	<b>-3.8%</b>
<b>TOTAL USES</b>	<b>\$ 1,514,485</b>	<b>\$ 1,554,912</b>	<b>\$ 1,602,781</b>	<b>\$ 1,537,920</b>	<b>\$ 1,663,556</b>	<b>\$ (60,775)</b>	<b>-3.8%</b>

### Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 1,514,485	\$ 1,554,912	\$ 1,602,781	\$ 1,537,920	\$ 1,663,556	\$ (60,775)	-3.8%
<b>FUND TOTAL USES</b>	<b>\$ 1,514,485</b>	<b>\$ 1,554,912</b>	<b>\$ 1,602,781</b>	<b>\$ 1,537,920</b>	<b>\$ 1,663,556</b>	<b>\$ (60,775)</b>	<b>-3.8%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 1,514,485</b>	<b>\$ 1,554,912</b>	<b>\$ 1,602,781</b>	<b>\$ 1,537,920</b>	<b>\$ 1,663,556</b>	<b>\$ (60,775)</b>	<b>-3.8%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 1,514,485</b>	<b>\$ 1,554,912</b>	<b>\$ 1,602,781</b>	<b>\$ 1,537,920</b>	<b>\$ 1,663,556</b>	<b>\$ (60,775)</b>	<b>-3.8%</b>

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
CALL CENTER							
CUSTOMER SERVICE TELEPHONE	27.00	27.00	27.00	27.00	27.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>-</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Administrative Supervisor	2.00	-	-	-	-	-	N/A
Call Center Supervisor	-	2.00	2.00	2.00	2.00	-	0.0%
Call Ctr Representative	22.00	18.00	18.00	18.00	18.00	-	0.0%
Call Ctr Representative - Lead	-	4.00	4.00	4.00	4.00	-	0.0%
Director - STAR Call Center	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	-	-	-	-	-	-	N/A
Management Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	-	<b>0.0%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	27.00	27.00	27.00	27.00	27.00	-	0.0%
<b>Department Total</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	-	<b>0.0%</b>

### General Adjustments

**Personnel:** FY 2015 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

#### **Base Adjustments:**

##### **General Fund (100)**

- Increase Regular Benefits by \$481 for the impact of the changes in retirement contribution rates.
- Decrease Other Benefits and Internal Services Charges by \$1,564 for the impact of the changes in risk management charges.
- Increase expenditures by \$56,859 for Call Center Representative Market Adjustment.

### 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of calls answered within 30 seconds	46.1%	54.8%	48.3%	50.0%	(4.8%)	-8.8%

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:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of calls answered within 30 seconds	46.1%	54.8%	48.3%	50.0%	(4.8%)	-8.8%
Output	Number of calls answered	1,028,401	1,044,198	829,665	942,000	(102,198)	-9.8%
Output	Total calls	1,028,401	1,044,198	829,665	942,000	(102,198)	-9.8%
Output	Number of calls answered within 30 seconds	474,027	572,511	400,926	471,000	(101,511)	-17.7%
Demand	Number of calls projected to be offered	1,028,401	1,044,198	939,596	942,000	(102,198)	-9.8%
Expenditure Ratio	Average cost of a call answered	\$ 1.47	\$ 1.53	\$ 1.85	\$ 1.60	\$ (0.07)	-4.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,508,161	\$ 1,597,098	\$ 1,532,245	\$ 1,507,404	\$ 89,694	5.6%
	TOTAL USES	\$ 1,508,161	\$ 1,597,098	\$ 1,532,245	\$ 1,507,404	\$ 89,694	5.6%

**Activity Narrative:** The Department expects a decrease in call volume for the Elections Department due to greater use of mail-in ballots. Treasurer and Assessor related call volume will likely remain high in FY 2015. The FY 2015 expenditure budget is below FY 2014 Revised due to costs associated with infrastructure and risk management being budgeted into individual activity codes.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 1,554,912</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 47,869</b>	<b>\$ -</b>
County RPP	46,202	-
FY 14 IT Market Study Adjustments	1,600	-
3rd and 4th Quarter Retention Pay and Market Adj	67	-
Agenda Item:		
C-49-13-092-2-00	46,202	-
C-49-14-041-2-00	1,600	-
C-49-14-043-2-00	67	-
<b>FY 2014 Revised Budget</b>	<b>\$ 1,602,781</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 4,999</b>	<b>\$ -</b>
FY 14 IT Market Study Adjustments	(1,600)	-
3rd and 4th Quarter Retention Pay and Market Adj	(67)	-
Annual Market Adjustment - IT	3,200	-
2nd to 4th Quarter Retention Pay Plan	3,466	-
Agenda Item:		
C-49-14-041-2-00	(1,600)	-
C-49-14-043-2-00	(67)	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 1,607,780</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 481</b>	<b>\$ -</b>
Retirement Contributions	481	-
<b>Base Adjustments</b>	<b>\$ (1,564)</b>	<b>\$ -</b>
Internal Service Charges	(1,564)	-
Risk Management	\$ (1,564)	-
Agenda Item:		
<b>FY 2015 Tentative Budget</b>	<b>\$ 1,606,697</b>	<b>\$ -</b>
Percent Change from Threshold Amount	-0.1%	
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 56,859</b>	<b>\$ -</b>
Call Center Representative Market Adjustment	56,859	-
Agenda Item:		
<b>FY 2015 Adopted Budget</b>	<b>\$ 1,663,556</b>	<b>\$ -</b>
Percent Change from Threshold Amount	3.5%	

## Clerk of the Board

*Analysis by Angie Flick, Strategic Business Planning Administrator*

### 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

#### **Regional Services**

**By 2020, hold training session with Special District managers and/or secretaries of 90 percent of Special Taxing Districts in Maricopa County to educate them regarding Open Meeting Laws, Annual Report and Budget requirements, Election deadlines and procedures, and Disclosure Notice requirements.**

Status: This is a new goal for FY 2015. The Department is compiling data on issues and concerns of Special Districts to lay the foundation for training material development.

#### **Government Operations**

**By 2020, provide Internet search capabilities and access to 100 percent of all public Board of Supervisors' approved meeting minutes and Public Disclosure Notices.**

Status: This is a new goal for FY 2015.

#### **Government Operations**

**By 2020, provide read-only access to 100 percent of the public (non-confidential) records housed in the Clerk of the Board's electronic document management system to County Departments and Special Districts (Flood Control District, Library District, and Stadium District) in order to reduce distribution of paper copies and expedite review and delivery response times.**

Status: This is a new goal for FY 2015.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
RCRD - RECORDS MANAGEMENT	\$ -	\$ -	\$ -	\$ 750	\$ -	-	N/A
06IS - INFORMATION SERVICES	\$ -	\$ -	\$ -	\$ 750	\$ -	-	N/A
<b>TOTAL PROGRAMS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 750</b>	<b>\$ -</b>	<b>-</b>	<b>N/A</b>
<b>USES</b>							
LICP - APPLICATION PROCESSES	\$ 14,403	\$ 18,186	\$ 54,972	\$ 44,520	\$ 19,952	\$ 35,020	63.7%
06AP - APPLICATION PROCESSES	\$ 14,403	\$ 18,186	\$ 54,972	\$ 44,520	\$ 19,952	\$ 35,020	63.7%
BORD - BOARDS AND COMMISSIONS	\$ 8,238	\$ 9,226	\$ 9,424	\$ 9,589	\$ 9,979	\$ (555)	-5.9%
06BC - BOARDS AND COMMISSIONS	\$ 8,238	\$ 9,226	\$ 9,424	\$ 9,589	\$ 9,979	\$ (555)	-5.9%
RCRD - RECORDS MANAGEMENT	\$ 263,717	\$ 364,406	\$ 332,559	\$ 218,682	\$ 336,738	\$ (4,179)	-1.3%
06IS - INFORMATION SERVICES	\$ 263,717	\$ 364,406	\$ 332,559	\$ 218,682	\$ 336,738	\$ (4,179)	-1.3%
MTNG - MEETING MANAGEMENT	\$ 584,692	\$ 752,401	\$ 759,558	\$ 576,714	\$ 776,055	\$ (16,497)	-2.2%
06MM - MEETING MANAGEMENT	\$ 584,692	\$ 752,401	\$ 759,558	\$ 576,714	\$ 776,055	\$ (16,497)	-2.2%
SDIS - SPECIAL DISTRICTS	\$ 55,712	\$ 61,638	\$ 63,653	\$ 63,913	\$ 78,094	\$ (14,441)	-22.7%
06SD - SPECIAL DISTRICTS	\$ 55,712	\$ 61,638	\$ 63,653	\$ 63,913	\$ 78,094	\$ (14,441)	-22.7%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 31,300	\$ 31,162	\$ 33,075	\$ 33,313	\$ 32,321	\$ 754	2.3%
ODIR - EXECUTIVE MANAGEMENT	151,905	153,004	162,113	158,998	107,982	54,131	33.4%
POOL - POOLED COSTS	-	(9,092)	-	-	-	-	N/A
SPPT - OPERATIONS SUPPORT	-	-	-	-	419	(419)	N/A
99AS - INDIRECT SUPPORT	\$ 183,205	\$ 175,074	\$ 195,188	\$ 192,311	\$ 140,722	\$ 54,466	27.9%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 6,291	\$ (6,291)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	79,200	56,098	56,098	51,484	-	56,098	100.0%
MPOS - ELECTED AND STATUTRY OFFICIALS	-	-	-	-	55,077	(55,077)	N/A
RISK - RISK PREMIUMS	-	-	-	-	24,632	(24,632)	N/A
99GV - GENERAL OVERHEAD	\$ 79,200	\$ 56,098	\$ 56,098	\$ 51,484	\$ 86,000	\$ (29,902)	-53.3%
<b>TOTAL PROGRAMS</b>	<b>\$ 1,189,167</b>	<b>\$ 1,437,029</b>	<b>\$ 1,471,452</b>	<b>\$ 1,157,213</b>	<b>\$ 1,447,540</b>	<b>\$ 23,912</b>	<b>1.6%</b>

### Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>OTHER FINANCING SOURCES</b>							
0680 - TRANSFERS IN	\$ -	\$ -	\$ -	\$ 750	\$ -	-	N/A
<b>ALL OTHER FINANCING SOURCES</b>	\$ -	\$ -	\$ -	\$ 750	\$ -	-	N/A
<b>TOTAL SOURCES</b>	\$ -	\$ -	\$ -	\$ 750	\$ -	-	N/A
CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 581,392	\$ 595,737	\$ 625,350	\$ 595,338	\$ 644,915	\$ (19,565)	-3.1%
0705 - TEMPORARY PAY	2,398	-	-	6,579	-	-	N/A
0710 - OVERTIME	65	-	-	37	-	-	N/A
0750 - FRINGE BENEFITS	217,692	227,976	232,786	215,128	236,106	(3,320)	-1.4%
0790 - OTHER PERSONNEL SERVICES	75	-	-	-	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(26,189)	-	-	(357)	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	24,434	-	-	357	-	-	N/A
<b>SUBTOTAL</b>	\$ 799,867	\$ 823,713	\$ 858,136	\$ 817,082	\$ 881,021	\$ (22,885)	-2.7%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 8,653	\$ 19,800	\$ 19,800	\$ 9,970	\$ 25,124	\$ (5,324)	-26.9%
0804 - NON-CAPITAL EQUIPMENT	2,523	-	-	293	-	-	N/A
<b>SUBTOTAL</b>	\$ 11,176	\$ 19,800	\$ 19,800	\$ 10,263	\$ 25,124	\$ (5,324)	-26.9%
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 528	\$ 500	\$ 500	\$ 521	\$ 500	\$ -	0.0%
0812 - OTHER SERVICES	284,386	352,204	352,204	244,891	359,823	(7,619)	-2.2%
0820 - RENT & OPERATING LEASES	5,554	6,000	6,000	5,128	5,400	600	10.0%
0825 - REPAIRS AND MAINTENANCE	466	8,410	8,410	1,250	5,510	2,900	34.5%
0839 - INTERNAL SERVICE CHARGES	84,719	57,102	57,102	54,907	33,906	23,196	40.6%
0841 - TRAVEL	977	-	-	1,906	1,920	(1,920)	N/A
0842 - EDUCATION AND TRAINING	-	10,100	10,100	500	11,700	(1,600)	-15.8%
0843 - POSTAGE/FREIGHT/SHIPPING	1,494	1,000	1,000	745	1,520	(520)	-52.0%
0850 - UTILITIES	-	-	-	20	-	-	N/A
<b>SUBTOTAL</b>	\$ 378,124	\$ 435,316	\$ 435,316	\$ 309,868	\$ 420,279	\$ 15,037	3.5%
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ -	\$ 148,200	\$ 148,200	\$ 20,000	\$ 111,116	\$ 37,084	25.0%
0940 - INFRASTRUCTURE	-	10,000	10,000	-	10,000	-	0.0%
<b>SUBTOTAL</b>	\$ -	\$ 158,200	\$ 158,200	\$ 20,000	\$ 121,116	\$ 37,084	23.4%
<b>ALL EXPENDITURES</b>	\$ 1,189,167	\$ 1,437,029	\$ 1,471,452	\$ 1,157,213	\$ 1,447,540	\$ 23,912	1.6%
<b>TOTAL USES</b>	\$ 1,189,167	\$ 1,437,029	\$ 1,471,452	\$ 1,157,213	\$ 1,447,540	\$ 23,912	1.6%

### Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ -	\$ -	\$ -	\$ 750	\$ -	-	N/A
<b>FUND TOTAL SOURCES</b>	\$ -	\$ -	\$ -	\$ 750	\$ -	-	N/A
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ -	\$ -	\$ -	\$ 750	\$ -	-	N/A
<b>DEPARTMENT TOTAL SOURCES</b>	\$ -	\$ -	\$ -	\$ 750	\$ -	-	N/A
FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 1,064,614	\$ 1,173,053	\$ 1,207,476	\$ 1,136,856	\$ 1,203,921	\$ 3,555	0.3%
NON RECURRING NON PROJECT	124,553	263,976	263,976	20,357	243,619	20,357	7.7%
<b>FUND TOTAL USES</b>	\$ 1,189,167	\$ 1,437,029	\$ 1,471,452	\$ 1,157,213	\$ 1,447,540	\$ 23,912	1.6%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 1,064,614	\$ 1,173,053	\$ 1,207,476	\$ 1,136,856	\$ 1,203,921	\$ 3,555	0.3%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 124,553	\$ 263,976	\$ 263,976	\$ 20,357	\$ 243,619	\$ 20,357	7.7%
<b>DEPARTMENT TOTAL USES</b>	\$ 1,189,167	\$ 1,437,029	\$ 1,471,452	\$ 1,157,213	\$ 1,447,540	\$ 23,912	1.6%

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
APPLICATION PROCESSES							
APPLICATION PROCESSES	.35	.35	1.15	1.15	.40	(.75)	(65.2%)
PROGRAM TOTAL	.35	.35	1.15	1.15	.40	(.75)	(65.2%)
BOARDS AND COMMISSIONS							
BOARDS AND COMMISSIONS	.15	.15	.20	.20	.20	-	0.0%
PROGRAM TOTAL	.15	.15	.20	.20	.20	-	0.0%
GENERAL OVERHEAD							
ELECTED AND STATUTORY OFFICIALS	-	-	-	-	.35	.35	N/A
PROGRAM TOTAL	-	-	-	-	.35	.35	N/A
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	.50	.50	.50	.50	.50	-	0.0%
EXECUTIVE MANAGEMENT	1.25	1.25	1.25	1.25	.90	(.35)	(28.0%)
PROGRAM TOTAL	1.75	1.75	1.75	1.75	1.40	(.35)	(20.0%)
INFORMATION SERVICES							
RECORDS MANAGEMENT	4.40	4.40	3.60	3.60	3.60	-	0.0%
PROGRAM TOTAL	4.40	4.40	3.60	3.60	3.60	-	0.0%
MEETING MANAGEMENT							
MEETING MANAGEMENT	4.50	4.50	5.20	5.20	4.95	(.25)	(4.8%)
PROGRAM TOTAL	4.50	4.50	5.20	5.20	4.95	(.25)	(4.8%)
SPECIAL DISTRICTS							
SPECIAL DISTRICTS	.85	.85	1.10	1.10	1.10	-	0.0%
PROGRAM TOTAL	.85	.85	1.10	1.10	1.10	-	0.0%
DEPARTMENT TOTAL	12.00	12.00	13.00	13.00	12.00	(1.00)	(7.7%)

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin/Operations Specialist	1.00	-	-	-	-	-	N/A
Clerk of Board Assistant	-	-	1.00	1.00	1.00	-	0.0%
Clerk of Board Specialist	-	-	3.00	3.00	1.00	(2.00)	(66.7%)
Clerk of Board Supervisor	-	2.00	2.00	2.00	2.00	-	0.0%
Deputy Director - Clerk of the Board	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Clerk of the Board	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	4.00	3.00	3.00	3.00	5.00	2.00	66.7%
Office Assistant Specialized	4.00	4.00	1.00	1.00	-	(1.00)	(100.0%)
Department Total	12.00	12.00	13.00	13.00	12.00	(1.00)	(7.7%)

### Staffing by Fund

DEPARTMENT/FUND	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	12.00	12.00	13.00	13.00	12.00	(1.00)	(7.7%)
Department Total	12.00	12.00	13.00	13.00	12.00	(1.00)	(7.7%)

### General Adjustments

#### Personnel:

- FY 2015 personnel expenditures have increased due to the annualization of County performance pay adjustments made in FY 2014.
- Increase expenditures by \$19,654 for an increase in personnel costs related to increased complexity in meeting and agenda related documentation.

#### Base Adjustments:

##### Operating

- Increase Regular Benefits by \$337 for the impact of changes in retirement contribution rates.

- Decrease Other Benefits and Internal Services Charges by \$23,546 for the impact of the changes in risk management charges.

**Non Recurring Non Project (0001)**

- Non Recurring carry forward of \$243,619 for the SOLAR and Electronic Document Management System projects.

**Programs and Activities**

**Application Processes Program**

The purpose of the Application Processes Program is to provide application processing and assistance for statutorily mandated procedures to applicants and/or requestors so they can conduct or maintain community related activities including: fireworks permits, franchises, and liquor licenses.

**Program Results**

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of applications processed by the next formal meeting date	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Application Processes

**Application Processes Activity**

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

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

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of applications processed by the next formal meeting date.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of applications processed.	105	100	101	100	-	0.0%
Demand	Number of applications received.	105	100	101	100	-	0.0%
Expenditure Ratio	Total Expenditure per application processed.	\$ 137.17	\$ 549.72	\$ 440.79	\$ 199.52	\$ 350.20	63.7%
<i>Expenditure</i>							
	100 - GENERAL	\$ 14,403	\$ 54,972	\$ 44,520	\$ 19,952	\$ 35,020	63.7%
	TOTAL USES	\$ 14,403	\$ 54,972	\$ 44,520	\$ 19,952	\$ 35,020	63.7%

**Activity Narrative:** The number of liquor license and firework applications received and processed by the Department is expected to remain constant, as has been the experience of the Department so far in FY 2014. The efforts associated with processing of claims against the County are included in this

activity. The number and complexity of claims processing has not been as great as anticipated for FY 2014. The FY 2015 budget is based on the actual experience of FY 2013 with a slight increase in the staff time spent processing applications and claims.

### Boards and Commissions Administration Program

The purpose of the Boards and Commissions Administration Program 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 in order to receive community input.

### Program Results

Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of Notice of monthly Vacancy Reports sent to Board of Supervisor District Offices by the 5th of each month	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Boards and Commissions

### 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:** Administrative mandate.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of Notice of monthly Vacancy Reports sent to Board of Supervisor District Offices by the 5th of each month.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of monthly Notice of Vacancy reports sent to Board of Supervisor District Offices.	60	60	60	60	-	0.0%
Demand	Number of monthly Notice of Vacancy Reports needed by Board of Supervisor District Offices.	60	60	60	60	-	0.0%
Expenditure Ratio	Total Expenditure per Notice of Vacancy Report Sent.	\$ 137.30	\$ 157.07	\$ 159.82	\$ 166.32	\$ (9.25)	-5.9%
<i>Expenditure</i>							
	100 - GENERAL	\$ 8,238	\$ 9,424	\$ 9,589	\$ 9,979	\$ (555)	-5.9%
	TOTAL USES	\$ 8,238	\$ 9,424	\$ 9,589	\$ 9,979	\$ (555)	-5.9%

**Activity Narrative:** 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. Demand and expenditures are expected to remain relatively flat.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of responses received from the public and/or departments who expressed an opinion that they were satisfied with research	98.1%	100.0%	99.9%	100.0%	0.0%	0.0%
Percent of record and information requests processed within three business days.	93.1%	89.9%	91.9%	83.3%	(6.6%)	-7.3%

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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of responses received from the public and/or departments who expressed an opinion that they were satisfied with research.	98.1%	100.0%	99.9%	100.0%	0.0%	0.0%
Result	Percent of record and information requests processed within three business days.	93.1%	89.9%	91.9%	83.3%	(6.6%)	-7.3%
Output	Number of record and information requests processed.	1,955	1,064	1,086	1,200	136	12.8%
Demand	Number of record and information requests received.	1,959	1,077	1,085	1,200	123	11.4%
Expenditure Ratio	Total Expenditure per record and information research request processed.	\$ 134.89	\$ 312.56	\$ 201.36	\$ 280.62	\$ 31.94	10.2%
<i>Revenue</i>							
	100 - GENERAL	\$ -	\$ -	\$ 750	\$ -	\$ -	N/A
	TOTAL SOURCES	\$ -	\$ -	\$ 750	\$ -	\$ -	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 263,717	\$ 332,559	\$ 218,682	\$ 336,738	\$ (4,179)	-1.3%
	TOTAL USES	\$ 263,717	\$ 332,559	\$ 218,682	\$ 336,738	\$ (4,179)	-1.3%

**Activity Narrative:** The total expenditures for this Activity include Non Recurring Non Project funds for the completion of the SOLAR and electronic documents project. This accounts for the substantial variation in the scenarios. The unspent project funding is carried forward into FY 2015.

### 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
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%

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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED	
						VAR	%
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%
Output	Number of Board of Supervisors' and Countywide Districts' meetings held.	215	160	173	112	(48)	-30.0%
Output	Number of Board of Supervisor and Countywide District Agenda Items on a final compiled Agenda.	N/A	N/A	N/A	1,948	N/A	N/A
Demand	Number of Board of Supervisors' and Countywide Districts' Agenda items requested.	2,246	2,317	2,233	2,000	(317)	-13.7%
Demand	Number of Board of Supervisors' and Countywide Districts' meetings requested.	227	160	177	112	(48)	-30.0%
Expenditure Ratio	Total activity expenditure per agenda item processed.	N/A	N/A	N/A	\$ 398.39	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 584,692	\$ 759,558	\$ 576,714	\$ 776,055	\$ (16,497)	-2.2%
	TOTAL USES	\$ 584,692	\$ 759,558	\$ 576,714	\$ 776,055	\$ (16,497)	-2.2%

**Activity Narrative:** The total expenditures for this Activity include Non Recurring Non Project funds for the completion of the SOLAR and electronic documents project. This accounts for the substantial variation in the scenarios. The unspent project funding is carried forward into FY 2015. The number of meetings requested and held is expected to decrease as County department performance and relationships continue to strengthen. This Activity has two new measures starting in FY 2015.

### Special Districts Program

The purpose of the Special Districts Program is to provide consultation and administrative services to citizens and Special Districts, including Fire and Irrigation Water Delivery Districts so they can conduct special district functions.

### Program Results

Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of requests for information related to administration of Special Districts completed within three business days.	94.9%	85.0%	96.6%	78.9%	(6.1%)	-7.1%

Activities that comprise this program include:

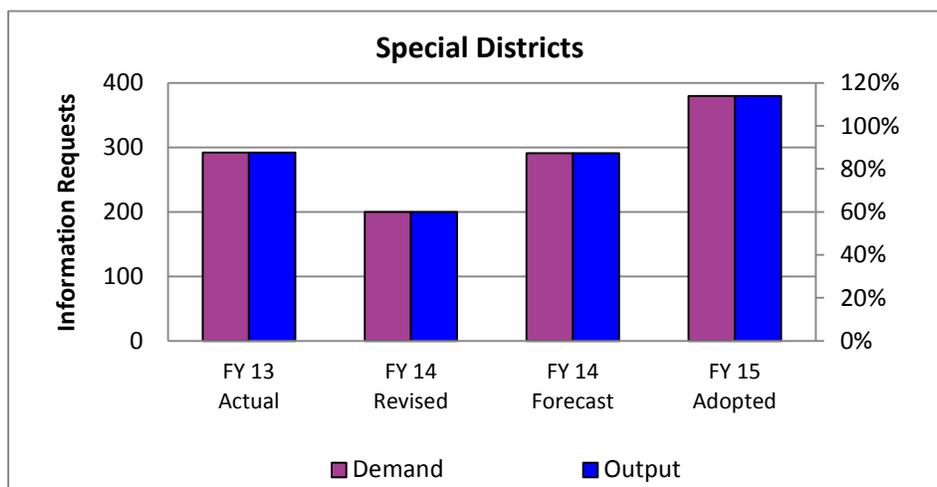
- Special Districts

### Special Districts Activity

The purpose of the Special Districts Activity is to provide consultation and administrative services to citizens and special districts, including Fire and Irrigation Water Delivery 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of requests for information related to administration of Special Districts completed within three business days.	94.9%	85.0%	96.6%	78.9%	(6.1%)	-7.1%
Output	Number of requests for information related to special district administrative services completed.	292	200	291	380	180	90.0%
Demand	Number of requests for information related to special districts.	292	200	291	380	180	90.0%
Expenditure Ratio	Total Expenditure per information request completed for special district.	\$ 190.79	\$ 318.27	\$ 219.63	\$ 205.51	\$ 112.75	35.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 55,712	\$ 63,653	\$ 63,913	\$ 78,094	\$ (14,441)	-22.7%
	TOTAL USES	\$ 55,712	\$ 63,653	\$ 63,913	\$ 78,094	\$ (14,441)	-22.7%



**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 slowly beginning to turn around creating an expectation of a jump in demand in FY 2015 in special district requests.

## Appropriated Budget Reconciliation

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 1,173,053</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 34,423</b>	<b>\$ -</b>
County RPP	34,423	-
Agenda Item:		
C-49-13-092-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 1,207,476</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 1,207,476</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 337</b>	<b>\$ -</b>
Retirement Contributions	337	-
<b>Base Adjustments</b>	<b>\$ (3,892)</b>	<b>\$ -</b>
Internal Service Charges	(23,546)	-
Risk Management	\$ (23,546)	-
Personnel Additions and Related Costs		19,654
Create Two Management Analyst Positions	\$ 127,020	-
Inactivate One Board Specialist Position	(48,763)	-
Inactivate One Board Specialist Position	(58,603)	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 1,203,921</b>	<b>\$ -</b>
Percent Change from Threshold Amount		-0.3%
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 263,976</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 263,976</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (263,976)</b>	<b>\$ -</b>
Non Recurring Carry Forward	(263,976)	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 243,619</b>	<b>\$ -</b>
Non Recurring Carry Forward		243,619
SOLAR and Records Imaging	\$ 243,619	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 243,619</b>	<b>\$ -</b>

## Clerk of the Superior Court

*Analysis by Scott Rothe, Principal 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

#### **Safe Communities**

**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: Having initiated Transcript Imaging and Pre-2002 Imaging, the Clerk 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 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
CASE - CASE ESTABLISHMENT	\$ 356,212	\$ 385,000	\$ 385,000	\$ 327,260	\$ 385,000	\$ -	0.0%
COUR - MEMORIALIZE COURT PROCEEDINGS	3,891,330	3,250,209	3,047,002	3,073,037	2,761,058	(285,944)	-9.4%
EFDC - FILED DOCUMENT	2,845,625	2,868,900	2,868,900	2,610,550	2,632,872	(236,028)	-8.2%
SCDC - SCANNED DOCUMENT	1,223,739	1,316,700	1,316,700	1,155,000	1,147,606	(169,094)	-12.8%
16CR - COURT RECORDS	\$ 8,316,906	\$ 7,820,809	\$ 7,617,602	\$ 7,165,847	\$ 6,926,536	\$ (691,066)	-9.1%
COCL - COURT ORDERED RECEIVABLES	\$ 7,384,007	\$ 7,680,000	\$ 7,680,000	\$ 7,617,788	\$ 7,680,000	\$ -	0.0%
COFR - COURT ORDERED FIN RECORDS	2,363	2,600	2,600	2,100	2,300	(300)	-11.5%
16FS - COURT CLERK FIDUCIARY SERVICES	\$ 7,386,370	\$ 7,682,600	\$ 7,682,600	\$ 7,619,888	\$ 7,682,300	\$ (300)	0.0%
PURE - PUBLIC REGISTRATIONS	\$ 1,430,103	\$ 1,435,000	\$ 1,435,000	\$ 1,451,122	\$ 1,435,000	\$ -	0.0%
16PR - PUBLIC RECORDS	\$ 1,430,103	\$ 1,435,000	\$ 1,435,000	\$ 1,451,122	\$ 1,435,000	\$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	\$ 825,841	\$ 800,026	\$ 1,657,396	\$ 1,406,169	\$ 1,290,776	\$ (366,620)	-22.1%
99AS - INDIRECT SUPPORT	\$ 825,841	\$ 800,026	\$ 1,657,396	\$ 1,406,169	\$ 1,290,776	\$ (366,620)	-22.1%
GGOV - GENERAL GOVERNMENT	\$ 72,475	\$ -	\$ -	\$ (227,793)	\$ -	\$ -	N/A
99GV - GENERAL OVERHEAD	\$ 72,475	\$ -	\$ -	\$ (227,793)	\$ -	\$ -	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 174,887	\$ 216,000	\$ 216,000	\$ 184,783	\$ 216,000	\$ -	0.0%
99IT - INFORMATION TECHNOLOGY	\$ 174,887	\$ 216,000	\$ 216,000	\$ 184,783	\$ 216,000	\$ -	0.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 18,206,582</b>	<b>\$ 17,954,435</b>	<b>\$ 18,608,598</b>	<b>\$ 17,600,016</b>	<b>\$ 17,550,612</b>	<b>\$ (1,057,986)</b>	<b>-5.7%</b>
<b>USES</b>							
APLS - APPELLATE RECORDS	\$ 408,364	\$ 396,467	\$ 396,699	\$ 413,241	\$ 395,000	\$ 1,699	0.4%
CASE - CASE ESTABLISHMENT	3,407,554	3,403,261	3,594,440	3,543,279	3,570,958	23,482	0.7%
COUR - MEMORIALIZE COURT PROCEEDINGS	11,579,213	12,125,383	13,523,418	12,057,627	12,408,455	1,114,963	8.2%
DIST - DISTRIBUTION	672,784	747,034	685,706	623,356	740,600	(54,894)	-8.0%
DRPT - DISPOSITION REPORT	324,415	365,607	344,773	327,422	324,933	19,840	5.8%
EFDC - FILED DOCUMENT	974,644	1,129,185	1,002,955	974,419	936,543	66,412	6.6%
EXCC - EXHIBIT CUSTODY	733,876	743,557	723,904	691,074	668,984	54,920	7.6%
JDOC - JUVENILE SUBSEQUENT DOCUMENT	402,791	420,074	416,033	422,904	600,158	(184,125)	-44.3%
SCDC - SCANNED DOCUMENT	6,759,091	5,777,530	5,933,037	5,466,285	4,727,860	1,205,177	20.3%
16CR - COURT RECORDS	\$ 25,262,732	\$ 25,108,098	\$ 26,620,965	\$ 24,519,607	\$ 24,373,491	\$ 2,247,474	8.4%
CFID - COURT CLERK FIDUCIARY	\$ 199,304	\$ 201,361	\$ 211,184	\$ 210,581	\$ 211,757	\$ (573)	-0.3%
COCL - COURT ORDERED RECEIVABLES	289,652	296,169	358,699	352,105	821,547	(462,848)	-129.0%
COFR - COURT ORDERED FIN RECORDS	2,087,278	2,203,267	2,336,234	2,253,068	2,298,290	37,944	1.6%
16FS - COURT CLERK FIDUCIARY SERVICES	\$ 2,576,234	\$ 2,700,797	\$ 2,906,117	\$ 2,815,754	\$ 3,331,594	\$ (425,477)	-14.6%
CDOC - COURT DOCUMENT COPY	\$ 1,167,296	\$ 1,195,439	\$ 1,211,810	\$ 1,247,831	\$ 1,051,385	\$ 160,425	13.2%
CTFD - COURT FILE DELIVERY	408,695	490,068	553,400	503,908	429,582	123,818	22.4%
PURE - PUBLIC REGISTRATIONS	1,179,403	1,035,886	1,097,435	1,103,078	1,046,642	50,793	4.6%
16PR - PUBLIC RECORDS	\$ 2,755,394	\$ 2,721,393	\$ 2,862,645	\$ 2,854,817	\$ 2,527,609	\$ 335,036	11.7%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 216,141	\$ 261,303	\$ 240,897	\$ 208,251	\$ 178,181	\$ 62,716	26.0%
HRAC - HUMAN RESOURCES	642,215	582,095	589,539	608,455	582,769	6,770	1.1%
ODIR - EXECUTIVE MANAGEMENT	3,376,234	4,168,081	4,251,938	4,260,998	986,205	3,265,733	76.8%
POOL - POOLED COSTS	-	(320,775)	-	-	390,741	(390,741)	N/A
PROC - PROCUREMENT	87,409	127,041	124,156	116,890	123,643	513	0.4%
SPPT - OPERATIONS SUPPORT	-	-	-	-	2,532,999	(2,532,999)	N/A
99AS - INDIRECT SUPPORT	\$ 4,321,999	\$ 4,817,745	\$ 5,206,530	\$ 5,194,594	\$ 4,794,538	\$ 411,992	7.9%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 421,516	\$ (421,516)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	739,621	126,708	126,708	403,936	-	126,708	100.0%
MPOS - ELECTED AND STATUTRY OFFICIALS	-	-	-	-	117,054	(117,054)	N/A
RISK - RISK PREMIUMS	-	-	-	-	132,741	(132,741)	N/A
99GV - GENERAL OVERHEAD	\$ 739,621	\$ 126,708	\$ 126,708	\$ 403,936	\$ 671,311	\$ (544,603)	-429.8%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 2,414,581	\$ 5,135,673	\$ 5,758,673	\$ 2,436,242	\$ 5,405,767	\$ 352,906	6.1%
DACR - DATA CENTER	511,671	537,209	563,469	567,890	1,156,175	(592,706)	-105.2%
TSPT - TECHNOLOGY SUPPORT	639,212	656,008	673,229	598,203	829,370	(156,141)	-23.2%
99IT - INFORMATION TECHNOLOGY	\$ 3,565,464	\$ 6,328,890	\$ 6,995,371	\$ 3,602,335	\$ 7,391,312	\$ (395,941)	-5.7%
<b>TOTAL PROGRAMS</b>	<b>\$ 39,221,444</b>	<b>\$ 41,803,631</b>	<b>\$ 44,718,336</b>	<b>\$ 39,391,043</b>	<b>\$ 43,089,855</b>	<b>\$ 1,628,481</b>	<b>3.6%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>LICENSES AND PERMITS</b>							
0610 - LICENSES AND PERMITS	\$ 521,301	\$ 535,000	\$ 535,000	\$ 525,000	\$ 535,000	\$ -	0.0%
<b>SUBTOTAL</b>	\$ 521,301	\$ 535,000	\$ 535,000	\$ 525,000	\$ 535,000	\$ -	0.0%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 1,121,908	\$ 1,072,654	\$ 1,851,614	\$ 1,406,320	\$ 1,484,995	\$ (366,619)	-19.8%
<b>SUBTOTAL</b>	\$ 1,121,908	\$ 1,072,654	\$ 1,851,614	\$ 1,406,320	\$ 1,484,995	\$ (366,619)	-19.8%
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 833,404	\$ 833,405	\$ 738,135	\$ 738,135	\$ 653,756	\$ (84,379)	-11.4%
0635 - OTHER CHARGES FOR SERVICES	13,338,137	12,927,176	12,897,649	12,384,411	12,290,961	(606,688)	-4.7%
<b>SUBTOTAL</b>	\$ 14,171,541	\$ 13,760,581	\$ 13,635,784	\$ 13,122,546	\$ 12,944,717	\$ (691,067)	-5.1%
0637 - FINES & FORFEITS	\$ 2,323,386	\$ 2,400,000	\$ 2,400,000	\$ 2,450,000	\$ 2,400,000	\$ -	0.0%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 12,265	\$ 6,200	\$ 6,200	\$ 11,150	\$ 5,900	\$ (300)	-4.8%
0650 - MISCELLANEOUS REVENUE	56,181	180,000	180,000	85,000	180,000	-	0.0%
<b>SUBTOTAL</b>	\$ 68,446	\$ 186,200	\$ 186,200	\$ 96,150	\$ 185,900	\$ (300)	-0.2%
<b>ALL REVENUES</b>	\$ 18,206,582	\$ 17,954,435	\$ 18,608,598	\$ 17,600,016	\$ 17,550,612	\$ (1,057,986)	-5.7%
<b>TOTAL SOURCES</b>	\$ 18,206,582	\$ 17,954,435	\$ 18,608,598	\$ 17,600,016	\$ 17,550,612	\$ (1,057,986)	-5.7%
CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 22,463,917	\$ 23,738,659	\$ 25,401,845	\$ 23,684,607	\$ 25,398,225	\$ 3,620	0.0%
0705 - TEMPORARY PAY	255,381	214,423	360,918	243,440	360,303	615	0.2%
0710 - OVERTIME	71,765	83,326	83,326	60,365	83,026	300	0.4%
0750 - FRINGE BENEFITS	9,808,571	10,550,942	10,894,025	10,253,540	10,734,782	159,243	1.5%
0790 - OTHER PERSONNEL SERVICES	93,364	108,000	108,000	31,284	44,000	64,000	59.3%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,147,946)	(1,046,446)	(2,498,561)	(2,225,684)	(1,573,956)	(924,605)	-37.0%
0796 - PERSONNEL SERVICES ALLOC-IN	1,119,432	1,068,846	2,610,640	1,989,360	1,602,957	1,007,683	38.6%
<b>SUBTOTAL</b>	\$ 32,664,484	\$ 34,717,750	\$ 36,960,193	\$ 34,036,912	\$ 36,649,337	\$ 310,856	0.8%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 677,480	\$ 757,824	\$ 773,301	\$ 640,662	\$ 770,794	\$ 2,507	0.3%
0803 - FUEL	18,095	22,800	22,800	18,638	20,000	2,800	12.3%
0804 - NON-CAPITAL EQUIPMENT	211,006	225,325	370,120	674,404	94,000	276,120	74.6%
0805 - SUPPLIES-ALLOCATION OUT	-	-	(7,500)	-	-	(7,500)	-100.0%
<b>SUBTOTAL</b>	\$ 906,581	\$ 1,005,949	\$ 1,158,721	\$ 1,333,704	\$ 884,794	\$ 273,927	23.6%
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 8,689	\$ 10,000	\$ 10,000	\$ 9,490	\$ 10,000	\$ -	0.0%
0811 - HEALTH CARE SERVICES	-	-	-	487	-	-	N/A
0812 - OTHER SERVICES	3,586,599	3,991,311	4,478,401	1,924,514	3,045,846	1,432,555	32.0%
0820 - RENT & OPERATING LEASES	201,077	190,308	223,308	195,579	169,920	53,388	23.9%
0825 - REPAIRS AND MAINTENANCE	401,711	524,090	524,990	577,149	472,665	52,325	10.0%
0839 - INTERNAL SERVICE CHARGES	497,706	482,611	482,611	495,406	495,556	(12,945)	-2.7%
0841 - TRAVEL	38,097	48,000	46,500	31,248	55,000	(8,500)	-18.3%
0842 - EDUCATION AND TRAINING	46,130	111,000	111,000	56,723	70,000	41,000	36.9%
0843 - POSTAGE/FREIGHT/SHIPPING	451,181	509,912	509,912	460,242	461,318	48,594	9.5%
0872 - SERVICES-ALLOCATION OUT	(51,180)	(69,622)	(69,622)	(124,791)	-	(69,622)	-100.0%
0873 - SERVICES-ALLOCATION IN	262,144	232,322	232,322	282,380	157,419	74,903	32.2%
<b>SUBTOTAL</b>	\$ 5,442,154	\$ 6,029,932	\$ 6,549,422	\$ 3,908,427	\$ 4,937,724	\$ 1,611,698	24.6%
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 208,225	\$ 50,000	\$ 50,000	\$ 112,000	\$ 618,000	\$ (568,000)	-1136.0%
<b>SUBTOTAL</b>	\$ 208,225	\$ 50,000	\$ 50,000	\$ 112,000	\$ 618,000	\$ (568,000)	-1136.0%
<b>ALL EXPENDITURES</b>	\$ 39,221,444	\$ 41,803,631	\$ 44,718,336	\$ 39,391,043	\$ 43,089,855	\$ 1,628,481	3.6%
<b>TOTAL USES</b>	\$ 39,221,444	\$ 41,803,631	\$ 44,718,336	\$ 39,391,043	\$ 43,089,855	\$ 1,628,481	3.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 9,170,322	\$ 9,500,000	\$ 9,500,000	\$ 9,396,200	\$ 9,500,000	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 9,170,322	\$ 9,500,000	\$ 9,500,000	\$ 9,396,200	\$ 9,500,000	\$ -	0.0%
216 CLERK OF THE COURT GRANTS							
OPERATING	\$ 1,121,908	\$ 1,072,654	\$ 1,851,614	\$ 1,406,320	\$ 1,484,995	\$ (366,619)	-19.8%
<b>FUND TOTAL SOURCES</b>	\$ 1,121,908	\$ 1,072,654	\$ 1,851,614	\$ 1,406,320	\$ 1,484,995	\$ (366,619)	-19.8%
205 COURT DOCUMENT RETRIEVAL							
OPERATING	\$ 1,226,513	\$ 1,316,700	\$ 1,316,700	\$ 1,158,000	\$ 1,147,606	\$ (169,094)	-12.8%
<b>FUND TOTAL SOURCES</b>	\$ 1,226,513	\$ 1,316,700	\$ 1,316,700	\$ 1,158,000	\$ 1,147,606	\$ (169,094)	-12.8%
208 JUDICIAL ENHANCEMENT							
OPERATING	\$ 976,882	\$ 1,000,000	\$ 1,000,000	\$ 960,000	\$ 960,000	\$ (40,000)	-4.0%
<b>FUND TOTAL SOURCES</b>	\$ 976,882	\$ 1,000,000	\$ 1,000,000	\$ 960,000	\$ 960,000	\$ (40,000)	-4.0%
218 CLERK OF COURT FILL THE GAP							
OPERATING	\$ 2,768,353	\$ 2,104,981	\$ 1,980,184	\$ 1,980,096	\$ 1,740,549	\$ (239,635)	-12.1%
<b>FUND TOTAL SOURCES</b>	\$ 2,768,353	\$ 2,104,981	\$ 1,980,184	\$ 1,980,096	\$ 1,740,549	\$ (239,635)	-12.1%
270 CHILD SUPPORT ENHANCEMENT							
OPERATING	\$ 90,757	\$ 88,600	\$ 88,600	\$ 84,300	\$ 82,290	\$ (6,310)	-7.1%
<b>FUND TOTAL SOURCES</b>	\$ 90,757	\$ 88,600	\$ 88,600	\$ 84,300	\$ 82,290	\$ (6,310)	-7.1%
273 VICTIM LOCATION							
OPERATING	\$ 2,363	\$ 2,600	\$ 2,600	\$ 2,100	\$ 2,300	\$ (300)	-11.5%
<b>FUND TOTAL SOURCES</b>	\$ 2,363	\$ 2,600	\$ 2,600	\$ 2,100	\$ 2,300	\$ (300)	-11.5%
274 CLERK OF THE COURT EDMS							
OPERATING	\$ 2,849,484	\$ 2,868,900	\$ 2,868,900	\$ 2,613,000	\$ 2,632,872	\$ (236,028)	-8.2%
<b>FUND TOTAL SOURCES</b>	\$ 2,849,484	\$ 2,868,900	\$ 2,868,900	\$ 2,613,000	\$ 2,632,872	\$ (236,028)	-8.2%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 18,206,582	\$ 17,954,435	\$ 18,608,598	\$ 17,600,016	\$ 17,550,612	\$ (1,057,986)	-5.7%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 18,206,582	\$ 17,954,435	\$ 18,608,598	\$ 17,600,016	\$ 17,550,612	\$ (1,057,986)	-5.7%
<b>FUND / FUNCTION CLASS</b>	<b>FY 2013 ACTUAL</b>	<b>FY 2014 ADOPTED</b>	<b>FY 2014 REVISED</b>	<b>FY 2014 FORECAST</b>	<b>FY 2015 ADOPTED</b>	<b>REVISED VS ADOPTED VAR</b>	<b>%</b>
100 GENERAL							
OPERATING	\$ 28,913,635	\$ 29,421,859	\$ 30,593,149	\$ 29,702,039	\$ 31,877,562	\$ (1,284,413)	-4.2%
COSC STAFF EQUIPMENT	-	-	-	-	18,000	(18,000)	N/A
NON RECURRING NON PROJECT	5,360	2,909,039	2,909,039	100,000	413,099	2,495,940	85.8%
COSC RFR SYSTEM REPLACEMENT	-	-	-	-	2,395,940	(2,395,940)	N/A
<b>FUND TOTAL USES</b>	\$ 28,918,995	\$ 32,330,898	\$ 33,502,188	\$ 29,802,039	\$ 34,704,601	\$ (1,202,413)	-3.6%
216 CLERK OF THE COURT GRANTS							
OPERATING	\$ 1,121,985	\$ 1,072,654	\$ 1,851,614	\$ 1,406,320	\$ 1,484,995	\$ 366,619	19.8%
<b>FUND TOTAL USES</b>	\$ 1,121,985	\$ 1,072,654	\$ 1,851,614	\$ 1,406,320	\$ 1,484,995	\$ 366,619	19.8%
205 COURT DOCUMENT RETRIEVAL							
OPERATING	\$ 1,182,487	\$ 1,316,700	\$ 1,316,700	\$ 1,158,000	\$ 1,147,606	\$ 169,094	12.8%
NON RECURRING NON PROJECT	319,927	521,836	521,836	442,800	-	521,836	100.0%
<b>FUND TOTAL USES</b>	\$ 1,502,414	\$ 1,838,536	\$ 1,838,536	\$ 1,600,800	\$ 1,147,606	\$ 690,930	37.6%
208 JUDICIAL ENHANCEMENT							
OPERATING	\$ 266,438	\$ 657,394	\$ 657,394	\$ 657,394	\$ 632,979	\$ 24,415	3.7%
NON RECURRING NON PROJECT	282,397	-	569,645	315,040	356,980	212,665	37.3%
<b>FUND TOTAL USES</b>	\$ 548,835	\$ 657,394	\$ 1,227,039	\$ 972,434	\$ 989,959	\$ 237,080	19.3%
218 CLERK OF COURT FILL THE GAP							
OPERATING	\$ 2,248,540	\$ 2,104,981	\$ 1,980,184	\$ 1,665,823	\$ 2,054,822	\$ (74,638)	-3.8%
NON RECURRING NON PROJECT	-	209,048	728,655	693,359	-	728,655	100.0%
<b>FUND TOTAL USES</b>	\$ 2,248,540	\$ 2,314,029	\$ 2,708,839	\$ 2,359,182	\$ 2,054,822	\$ 654,017	24.1%
273 VICTIM LOCATION							
NON RECURRING NON PROJECT	\$ 18,009	\$ 68,000	\$ 68,000	\$ 24,048	\$ 75,000	\$ (7,000)	-10.3%
<b>FUND TOTAL USES</b>	\$ 18,009	\$ 68,000	\$ 68,000	\$ 24,048	\$ 75,000	\$ (7,000)	-10.3%
274 CLERK OF THE COURT EDMS							
OPERATING	\$ 2,414,710	\$ 2,868,900	\$ 2,868,900	\$ 2,613,000	\$ 2,632,872	\$ 236,028	8.2%
NON RECURRING NON PROJECT	2,447,956	653,220	653,220	613,220	-	653,220	100.0%
<b>FUND TOTAL USES</b>	\$ 4,862,666	\$ 3,522,120	\$ 3,522,120	\$ 3,226,220	\$ 2,632,872	\$ 889,248	25.2%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 36,147,795	\$ 37,442,488	\$ 39,267,941	\$ 37,202,576	\$ 39,830,836	\$ (562,895)	-1.4%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 3,073,649	\$ 4,361,143	\$ 5,450,395	\$ 2,188,467	\$ 3,259,019	\$ 2,191,376	40.2%
<b>DEPARTMENT TOTAL USES</b>	\$ 39,221,444	\$ 41,803,631	\$ 44,718,336	\$ 39,391,043	\$ 43,089,855	\$ 1,628,481	3.6%

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
COURT CLERK FIDUCIARY SERVICES							
COURT CLERK FIDUCIARY	3.25	3.15	3.15	3.15	3.15	-	0.0%
COURT ORDERED FIN RECORDS	47.10	45.60	47.10	47.10	47.20	.10	0.2%
COURT ORDERED RECEIVABLES	5.55	4.65	5.15	5.15	10.15	5.00	97.1%
PROGRAM TOTAL	55.90	53.40	55.40	55.40	60.50	5.10	9.2%
COURT RECORDS							
APPELLATE RECORDS	8.70	8.00	8.00	8.00	7.65	(.35)	(4.4%)
CASE ESTABLISHMENT	66.80	72.55	73.75	74.75	77.25	3.50	4.7%
DISPOSITION REPORT	5.20	8.00	7.00	7.00	6.70	(.30)	(4.3%)
DISTRIBUTION	7.60	7.15	5.65	5.65	7.10	1.45	25.7%
FILED DOCUMENT	15.50	23.30	22.25	22.25	21.25	(1.00)	(4.5%)
EXHIBIT CUSTODY	14.70	15.60	13.60	13.60	13.00	(.60)	(4.4%)
JUVENILE SUBSEQUENT DOCUMENT	7.70	8.25	8.25	8.25	12.80	4.55	55.2%
MEMORIALIZE COURT PROCEEDINGS	231.25	239.75	242.25	242.25	239.25	(3.00)	(1.2%)
SCANNED DOCUMENT	111.05	94.15	93.50	94.50	96.60	3.10	3.3%
PROGRAM TOTAL	468.50	476.75	474.25	476.25	481.60	7.35	1.5%
GENERAL OVERHEAD							
ELECTED AND STATUTRY OFFICIALS	-	-	.00	-	1.00	1.00	N/A
PROGRAM TOTAL	-	-	-	-	1.00	1.00	N/A
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	2.45	2.45	2.45	2.45	2.45	-	0.0%
EXECUTIVE MANAGEMENT	40.80	38.75	36.75	36.75	5.00	(31.75)	(86.4%)
HUMAN RESOURCES	8.00	8.00	8.00	8.00	8.00	-	0.0%
OPERATIONS SUPPORT	-	-	.00	-	31.75	31.75	N/A
PROCUREMENT	1.55	1.55	1.55	1.55	1.55	-	0.0%
PROGRAM TOTAL	52.80	50.75	48.75	48.75	48.75	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	21.50	24.15	25.15	25.15	24.15	(1.00)	(4.0%)
DATA CENTER	6.25	5.50	5.50	5.50	5.00	(.50)	(9.1%)
TECHNOLOGY SUPPORT	8.75	9.25	9.25	9.25	9.75	.50	5.4%
PROGRAM TOTAL	36.50	38.90	39.90	39.90	38.90	(1.00)	(2.5%)
PUBLIC RECORDS							
COURT DOCUMENT COPY	25.15	23.55	23.80	22.80	21.55	(2.25)	(9.5%)
COURT FILE DELIVERY	12.40	10.45	12.45	11.45	9.10	(3.35)	(26.9%)
PUBLIC REGISTRATIONS	19.75	21.20	21.95	21.95	21.10	(.85)	(3.9%)
PROGRAM TOTAL	57.30	55.20	58.20	56.20	51.75	(6.45)	(11.1%)
DEPARTMENT TOTAL	671.00	675.00	676.50	676.50	682.50	6.00	0.9%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	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 Specialist	3.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Staff Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Attorney	1.00	1.00	-	-	-	-	N/A
Business Systems Analyst	4.00	5.00	5.00	5.00	5.00	-	0.0%
Business Systems Analyst-Sr/Ld	2.00	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%
Communicatns Mgr-Crim Justice	-	-	1.00	1.00	1.00	-	0.0%
Courtroom Clerk	213.50	213.50	213.00	213.00	218.00	5.00	2.3%
Courtroom Services Supervisor	16.00	16.00	16.00	16.00	16.00	-	0.0%
Data Architect	1.00	1.00	-	-	1.00	1.00	N/A
Database Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Database Administrator - Senior/Lead	-	-	1.00	1.00	-	(1.00)	(100.0%)
Database Report Writer Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Clerk of the Court	4.00	4.00	3.00	3.00	3.00	-	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	1.00	-	0.0%
Finance Manager	1.00	-	-	-	-	-	N/A
Finance Manager - Large	-	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	6.00	6.00	6.00	6.00	-	0.0%
General Laborer	9.00	9.00	10.00	10.00	10.00	-	0.0%
Help Desk Coordinator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Manager	1.00	1.00	-	-	-	-	N/A
Human Resources Manager – Large	-	-	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	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 PMO Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Program Manager	2.00	2.00	1.00	1.00	1.00	-	0.0%
IT Project Manager	2.00	2.00	1.00	1.00	2.00	1.00	100.0%
IT Services Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Administrator	7.00	7.00	7.00	7.00	7.00	-	0.0%
Justice System Clerk	286.00	286.00	288.00	288.00	289.00	1.00	0.3%
Justice System Clerk Lead	23.00	23.00	24.00	24.00	24.00	-	0.0%
Justice System Clerk Supv	20.00	20.00	20.00	20.00	20.00	-	0.0%
Justice System Manager	10.00	10.00	10.00	10.00	10.00	-	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%
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	-	0.0%
PC/LAN Technician	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 - Senior/Lead	2.00	2.00	3.00	3.00	3.00	-	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%
Software Architect	-	-	1.00	1.00	-	(1.00)	(100.0%)
Special Projects Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Systems Administrator	3.00	3.00	3.00	3.00	3.00	-	0.0%
Systems Administrator - Senior/Lead	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	1.00	1.00	1.00	-	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 - Senior/Lead	2.00	2.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>671.00</b>	<b>675.00</b>	<b>676.50</b>	<b>676.50</b>	<b>682.50</b>	<b>6.00</b>	<b>0.9%</b>

## Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	545.00	549.00	550.50	550.50	556.50	6.00	1.1%
205 COURT DOCUMENT RETRIEVAL	27.00	25.00	25.00	25.00	25.00	-	0.0%
208 JUDICIAL ENHANCEMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
216 CLERK OF THE COURT GRANTS	4.00	4.00	4.00	4.00	4.00	-	0.0%
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	46.00	48.00	48.00	48.00	48.00	-	0.0%
<b>Department Total</b>	<b>671.00</b>	<b>675.00</b>	<b>676.50</b>	<b>676.50</b>	<b>682.50</b>	<b>6.00</b>	<b>0.9%</b>

## Significant Variance Analysis

The Clerk of the Superior Court added 3.0 FTE Clerks in FY 2014 due to increased workload in Juvenile Dependency Court. Funding for the positions was absorbed within the Clerk's General Fund Appropriation in FY 2014, but the positions are fully funded for FY 2015. The FY 2015 budget funds 5.0 FTE contract Credit Analysts to initiate a one-year pilot project to reduce the number of fee deferrals (funding for the project was carried forward from FY 2014). In response to the Superior Court's budgeted plan to add two Juvenile Division Judges and one Criminal Division Judge mid-way through FY 2015, the Clerk of the Superior Court's FY 2015 budget includes 5.0 FTE Courtroom Clerks and 1.0 FTE Court Operations Specialist. These six positions are budgeted to begin at the start of November 2014 to ensure the staff are trained and prepared to begin courtroom work the first week of January 2015.

## General Adjustments

### Base Adjustments:

**Personnel:** FY 2015 personnel expenditures increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

### **General Fund (100) Operating**

- Increase budget by \$140,622 to annualize the FY 2014 Retention Pay and Market Adjustment (\$839) and the I.T. Market Adjustment (\$139,783).
- Increase Regular Benefits by \$8,987 for the impact of changes in retirement contribution rates.
- Increase Internal Service Charges by \$6,033 for the impact of changes in risk management charges.
- Delete \$565,176 requested for Other Pay/Benefits to absorb Fill the Gap Fund (218) costs.
- Increase Personal Services by allocating-in \$384,977 from the Fill the Gap Fund (218).
- Increase Personal Services by adding a Clerk position (\$56,454) unintentionally budgeted in the Fill the Gap Fund (218).
- Decrease Personal Services by \$121,844 (increase salary/benefit savings) to offset an unmatched transfer of \$117,020 from the Grant Fund (216), and to apply \$4,824 in savings to a Clerk position that was returned to the General Fund from the Fill the Gap Fund (218).
- Increase Personal Services by \$117,020 by decreasing the allocation-out to the Grants Fund (216).
- Decrease Personal Services by increasing the allocations-out by \$1,000 to the Emergency Management Department (150), inadvertently left out of the budget.
- Decrease expenditures by \$50,630 to balance to the FY 2015 Threshold, including \$15,000 from Other Personal Services, \$7,516 from Supplies, \$26,239 from Services, and \$1,875 from Personal Services.
- Increase Other Pay/Benefits by \$565,176 to fund positions currently funded in the Fill the Gap Fund (218).

- Increase Salaries and Benefits by \$138,395 to fully fund 3.0 FTE Clerks temporarily added in FY 2014 to handle an increasing Juvenile Dependency caseload.
- Increase Personal Services by \$530,038 by reducing allocations-out to the Grants Fund (216) by \$529,438 and to the Emergency Management Department (150) by \$600.
- Decrease Personal Services by \$738,485 by increasing salary/benefit savings from an artificially low level set in conjunction with the expenditure allocations to the Grants Fund (216).
- Decrease Other Personal Services by \$49,000 in lieu of Retention and Merit Pay.
- Decrease Personal Services by a net of \$94,913 for Other Pay, Salary Adjustments and Other Benefits budgeted in FY 2014.
- Decrease Personal Services by \$56,454 by moving a Clerk to the Fill the Gap Fund (218).
- Decrease Personal Services by a net of \$163,757 attributable to FY 2014 turnover and filling positions at higher or lower than budgeted rates.
- Decrease expenditures for Supplies by \$132,730.
- Increase expenditures for Services by a net of \$237,301, including a reduction of \$5,315 in telecommunication charges and an increase of \$242,616 in remaining services.
- Increase Capital Equipment expenditures by \$468,000 to replace computer hardware (\$316,000) and two computer servers (\$152,000).
- Increase Personal Services by \$13,389 to annualize the Information Technology Market Adjustment.
- Increase Personal Services by \$376,852 to fund a market adjustment for justice system support staff.
- Increase expenditures by \$214,658 for the salaries (\$149,421), benefits (\$64,472) and supplies (\$765) of 5.0 FTE Courtroom Clerks and 1.0 FTE Court Operations Specialist to staff two Juvenile Courts and one Criminal Court, anticipated going on-line midway through FY 2015. The annualized Personal Services cost for the staff is \$323,943.

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

- Budget \$413,099 to implement a one-year pilot project to reduce deferred fees and fines.

**General Fund (100) COSC RFR System Replacement**

- Budget Personnel, Supplies and Services of \$2,395,940 to support the development of a Restitution, Fines and Reimbursement (RFR) System replacement.

**General Fund (100) COSC Staff Equipment**

- Budget \$18,000 to equip 6.0 FTE new positions with supplies and equipment associated with the two new Juvenile Courts and one new Criminal Court.

**Court Document Retrieval Fund (205)**

- Increase Regular Benefits by \$490 for the impact of changes in retirement contribution rates.
- Decrease filing fee revenue by \$169,094 based on the FY 2014 Forecast.
- Increase Personal Services by \$27,710 for a 2.5% Merit/Market Pay adjustment.
- Decrease Personal Services by \$145,890 by increasing salary/benefit savings.
- Increase Personal Services by \$40,202 by reducing allocations-out to the Grants Fund (216).
- Decrease Personal Services by \$1,584 by deleting allocations-in from the General Fund (100).
- Increase Personal Services by a net of \$6,053 attributable to FY 2014 turnover and filling positions at higher or lower than budgeted rates.
- Decrease expenditures by \$96,075 by deleting all Supplies (\$3,651) and Services (\$92,424).

**Judicial Enhancement Fund (208)**

- Increase Regular Benefits by \$94 for the impact of changes in retirement contribution rates.
- Decrease filing fee revenue by \$40,000 based on the FY 2014 Forecast.
- Increase Personal Services by \$5,834 for a 2.5% Merit/Market Pay adjustment.
- Increase Personal Services by a net of \$18,980 attributable to FY 2014 turnover and filling positions at higher or lower than budgeted rates.
- Increase expenditures for Supplies by \$52,150.
- Decrease expenditures by \$101,473 for Services (\$51,473) and Capital Equipment (\$50,000).

**Judicial Enhancement Fund (208) Non Recurring Non Project**

- Budget \$70,000 for a Database Application Server.
- Budget \$80,000 for Electronic Document Management Load Balancing hardware.
- Budget \$40,000 for the Interactive Voice Response Project.
- Budget \$101,460 to continue work on the Juvenile Electronic Court Record Project.
- Budget \$65,520 to continue work on the eFiling Foundation Project.

**Clerk of the Court Grants Fund (216)**

- Increase Revenues and Expenditures by \$778,960 due to the FY 2014 grant reconciliation.
- Increase Regular Benefits by \$84 for the impact of changes in retirement contribution rates.
- Decrease Revenue by \$366,619 and Expenditures by \$366,703 based on a reduction in the IV-D grant awards in FY 2015.

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

- Increase Regular Benefits by \$828 for the impact of changes in retirement contribution rates.
- Decrease Personal Services by \$56,441 by returning a position unintentionally moved to the Fill the Gap Fund from the General Fund.
- Increase Personal Services by \$14,280 to correct Merit/Market Pay (\$6,058), and to adjust Other Pay / Benefits (\$8,222).
- Increase Personal Services by \$698,964 by deleting salary and benefit savings.
- Decrease Personal Services by allocating-out \$384,977 to the General Fund.
- Decrease Personal Services by \$616,897 by increasing salary and benefit savings.
- Decrease Personal Services by \$55,302 by deleting Other Pay, and salary/benefit adjustments budgeted in FY 2014.
- Increase Personal Services by \$42,000 for a 2.5% increase for Merit/Market Pay.
- Increase Personal Services by \$56,441 by moving a position from the General Fund.
- Increase Personal Services by \$728,655 by deleting an allocation-out to the Clerk's Fill the Gap Fund Non Recurring Non Project.
- Decrease Personal Services by \$174,813 by deleting an allocation-in from the General Fund.
- Decrease expenditures by \$178,100 by deleting Supplies (\$44,000) and Services (\$134,100).
- Decrease Fill the Gap revenue by \$239,635, including state (\$84,379) and local (\$155,256).

**Child Support Enhancement Fund (270)**

- Decrease Revenue earned from Department of Economic Security IV-D contract incentive payments by \$6,310 based on the FY 2014 Forecast.

**Victim Location Fund (273) Operating**

- Decrease Revenue earned from interest by \$300 based on the FY 2014 Forecast.

**Victim Location Fund (273) Non Recurring Non Project**

- Budget \$75,000 per an agreement for victim location with the Maricopa County Attorney.

**Electronic Document Management Fund (274)**

- Increase Regular Benefits by \$935 for the impact of changes in retirement contribution rates.
- Increase Personal Services by moving 2.0 FTE positions and \$80,119 in salaries and benefits from the Court Document Retrieval Fund (205) where they had been erroneously budgeted.
- Decrease Personal Services expenditures by \$87,085 by increasing salary and benefit savings.
- Increase Personal Services by \$6,966 to correct 2.5% Merit/Market Pay.
- Increase Personal Services by \$50,150 for a 2.5% Merit/Market Pay adjustment.
- Decrease Personal Services by \$105,333 by increasing allocations-out to the Grants Fund (216).
- Delete \$57,020 in Personal Services Allocations-In from the General Fund.
- Increase Personal Services by reducing salary and benefit savings by \$13,989.
- Increase Personal Services by \$20,886 to attain structural balance.
- Decrease Repairs and Maintenance by \$14,362.
- Delete remaining Supplies and Services by \$145,273.
- Decrease filing fee revenue by \$236,028 based on the FY 2014 Forecast.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of 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 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%	100.0%	100.0%	0.0%	0.0%
Percent of new cases established within stated timeframes	99.6%	97.1%	99.3%	95.0%	(2.1%)	-2.2%
Percent of Adult cases established within stated timeframes	99.9%	96.8%	100.0%	95.0%	(1.8%)	-1.9%
Percent of Juvenile cases established within stated timeframes	97.2%	99.7%	92.8%	95.0%	(4.7%)	-4.7%
Percent of Adult minute entries created within three days from date of hearing	97.7%	96.0%	98.0%	95.0%	(1.0%)	-1.0%
Percent of Juvenile minute entries created within three days from date of hearing	79.5%	80.0%	84.9%	95.5%	15.4%	19.3%
Percent of received court created documents that were distributed by the next business day after receiving the documents for distribution	100.0%	100.0%	96.6%	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	100.0%	100.0%	96.6%	100.0%	0.0%	0.0%

Program Results (continued)

Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of received Juvenile court created documents distributed by the next business day after receipt of the documents for distribution	100.0%	100.0%	98.7%	100.0%	0.0%	0.0%
Percent of needed Disposition Reports / Abstracts prepared that are transmitted within established timeframes	99.9%	98.4%	99.6%	93.2%	(5.2%)	-5.3%
Percent of Adult sentencings resulting in a Disposition Report that have the Disposition Report transmitted within 40 days of sentencing	100.0%	100.0%	99.6%	92.7%	(7.3%)	-7.3%
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%
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	91.1%	99.8%	100.0%	100.0%	0.2%	0.2%
Percent of Exhibits received for intake that are available for access within established timeframes	98.5%	99.9%	99.5%	100.0%	0.1%	0.1%
Percent of Adult exhibits received for intake that are available for access within one business day of receipt for storage	98.9%	99.7%	99.5%	100.0%	0.3%	0.3%
Percent of Juvenile exhibits received for intake that are available for access within three business days of receipt for storage	96.2%	97.7%	99.3%	100.0%	2.3%	2.4%
Percent of Juvenile subsequent documents docketed within established timeframes	97.9%	96.6%	99.3%	95.0%	(1.6%)	-1.7%
Percent of eFiled documents available to all authorized customers within two business hours	36.2%	46.5%	70.0%	95.0%	48.5%	104.1%
Percent of eFiled documents reviewed within one business hour after being submitted	21.9%	40.6%	48.0%	65.7%	25.1%	61.9%
Percent of eFiled documents docketed within one business hour of Acceptance	50.3%	51.8%	30.8%	43.4%	(8.4%)	-16.1%
Percent of properly linked eFiled documents	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of scanned and docketed documents available to all authorized customers by 5:00 pm two business days after being filed in paper format	32.5%	52.5%	43.0%	5.0%	(47.5%)	-90.6%
Percent of filed paper documents scanned by 5:00 pm the business day after being filed	26.3%	93.7%	39.5%	4.3%	(89.4%)	-95.4%
Percent of scanned documents docketed by 5:00 pm the business day after being scanned	49.7%	43.7%	57.7%	62.4%	18.7%	42.6%
Percent of Scanned documents meeting quality control standards	99.8%	99.9%	99.9%	96.6%	(3.3%)	-3.3%

Activities that comprise this program include:

- Appellate
- Disposition Report
- eFiled Document
- Juvenile Subsequent Document
- Scanned Document
- Case Establishment
- Distribution
- Exhibit Custody
- Memorialize Court Proceedings

### Appellate Activity

The purpose of the Appellate Activity is to provide the record on appeal to the Court of Appeals or Arizona Supreme Court so they can receive the record within mandated timeframes to further the judicial process.

**Mandates:** The Clerk’s Office transmits the court record of an appealed case to the Appellate Court in accordance with Arizona Rules for Criminal Procedure 31 (Adult Criminal) and 32 (Post-Conviction Relief), Juvenile Rules of Procedure 105, Civil Rules of Procedure 76 and Rules of Civil Appellate Procedure 11. A.R.S. §12-2107 provides for a fee to be paid to the Clerk upon filing of a notice to appeal a civil case.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of 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 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%	100.0%	100.0%	0.0%	0.0%
Output	Number of records transmitted to an Appellate Court	1,478	1,536	1,498	1,522	(14)	-0.9%
Output	Number of Adult records transmitted to an Appellate Court	1,199	1,261	1,204	1,252	(9)	-0.7%
Output	Number of Juvenile records transmitted to an Appellate Court	279	275	294	270	(5)	-1.8%
Demand	Number of records to be transmitted to an Appellate Court	1,529	1,585	1,583	1,584	(1)	-0.1%
Expenditure Ratio	Total activity expenditure per record transmitted to an Appellate Court	\$ 276.29	\$ 258.27	\$ 275.86	\$ 259.53	\$ (1.26)	-0.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 408,182	\$ 396,699	\$ 413,241	\$ 395,000	\$ 1,699	0.4%
	218 - CLERK OF COURT FILL THE GAP	182	-	-	-	-	N/A
	TOTAL USES	\$ 408,364	\$ 396,699	\$ 413,241	\$ 395,000	\$ 1,699	0.4%

### 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), Family Law Procedure (Rule 24), Juvenile Court Procedure (Rule 19), and 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 are collected for case initiation per 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of new cases established within stated timeframes	99.6%	97.1%	99.3%	95.0%	(2.1%)	-2.2%
Result	Percent of Adult cases established within stated timeframes	99.9%	96.8%	100.0%	95.0%	(1.8%)	-1.9%
Result	Percent of Juvenile cases established within stated timeframes	97.2%	99.7%	92.8%	95.0%	(4.7%)	-4.7%
Output	Number of new cases established	159,739	161,566	158,354	162,763	1,197	0.7%
Output	Number of Adult cases established	143,350	144,964	142,062	145,796	832	0.6%
Output	Number of Juvenile cases established	16,389	16,602	16,292	16,967	365	2.2%
Demand	Number of new cases to be established	160,558	162,396	159,300	170,902	8,506	5.2%
Expenditure Ratio	Total activity expenditure per new case established	\$ 21.33	\$ 22.25	\$ 22.38	\$ 21.94	\$ 0.31	1.4%
<i>Revenue</i>							
	100 - GENERAL	\$ 356,212	\$ 385,000	\$ 327,260	\$ 385,000	\$ -	0.0%
	TOTAL SOURCES	\$ 356,212	\$ 385,000	\$ 327,260	\$ 385,000	\$ -	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,719,441	\$ 2,836,092	\$ 2,811,377	\$ 2,883,019	\$ (46,927)	-1.7%
	216 - CLERK OF THE COURT GRANTS	168,001	219,038	212,449	162,826	56,212	25.7%
	218 - CLERK OF COURT FILL THE GAP	407,384	420,687	405,906	424,206	(3,519)	-0.8%
	274 - CLERK OF THE COURT EDMS	112,728	118,623	113,547	100,907	17,716	14.9%
	TOTAL USES	\$ 3,407,554	\$ 3,594,440	\$ 3,543,279	\$ 3,570,958	\$ 23,482	0.7%

**Activity Narrative:** The number of adult cases is expected to be slightly higher in FY 2015 due to changes associated with Orders of Protection. Increased funding from the General Fund in FY 2015 is due to an anticipated decline in grant and EDMS revenue.

### 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:** Rule 37 of the Arizona Rules of Criminal Procedure sets out the mandated procedures for the Clerk to 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of needed Disposition Reports / Abstracts prepared that are transmitted within established timeframes	99.9%	98.4%	99.6%	93.2%	(5.2%)	-5.3%
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%	99.6%	92.7%	(7.3%)	-7.3%
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	91.1%	99.8%	100.0%	100.0%	0.2%	0.2%
Output	Number of Disposition Reports / Abstracts transmitted	57,064	52,810	58,235	58,349	5,539	10.5%
Output	Number of Disposition Reports transmitted	52,894	48,694	54,530	54,455	5,761	11.8%
Output	Number of Adult Abstracts transmitted	3,342	3,162	3,108	3,314	152	4.8%
Output	Number of Juvenile Abstracts transmitted	828	954	597	580	(374)	-39.2%
Demand	Number of Disposition Reports / Abstracts to be transmitted	64,303	60,334	63,767	58,412	(1,922)	-3.2%
Expenditure Ratio	Total activity expenditure per Disposition Report / Abstract transmitted	\$ 5.69	\$ 6.53	\$ 5.62	\$ 5.57	\$ 0.96	14.7%
<i>Expenditure</i>							
	100 - GENERAL	\$ 250,824	\$ 232,436	\$ 236,303	\$ 179,864	\$ 52,572	22.6%
	216 - CLERK OF THE COURT GRANTS	1,126	2,988	1,010	895	2,093	70.0%
	205 - COURT DOCUMENT RETRIEVAL	31,534	65,408	46,323	100,378	(34,970)	-53.5%
	274 - CLERK OF THE COURT EDMS	40,931	43,941	43,786	43,796	145	0.3%
	TOTAL USES	\$ 324,415	\$ 344,773	\$ 327,422	\$ 324,933	\$ 19,840	5.8%

**Activity Narrative:** All sentencings require a disposition report or abstract. An increase in forecasted demand in FY 2014 is due to additional grants given out to the County Attorney's Office and the Sheriff's Office, allowing them to work on a backlog (not expected to continue in FY 2015). A decline in the number of Juvenile Abstracts transmitted is attributed to the implementation of Juvenile Status Offense Court.

### 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), Procedure for Juvenile Proceedings (Rules 106 and 1(D)5), and Criminal Procedure (Rule 31.8) mandate the distribution of minute entries.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
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%	96.6%	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	100.0%	100.0%	96.6%	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	100.0%	100.0%	98.7%	100.0%	0.0%	0.0%
Output	Number of court created documents distributed	761,963	786,380	637,371	608,004	(178,376)	-22.7%
Output	Number of Adult court created documents distributed	628,224	653,484	634,686	607,059	(46,425)	-7.1%
Output	Number of Juvenile court created documents distributed	133,664	132,896	2,685	945	(131,951)	-99.3%
Demand	Number of court created documents received for distribution	761,963	786,380	637,506	608,004	(178,376)	-22.7%
Expenditure Ratio	Total activity expenditure per court created document distributed	\$ 0.88	\$ 0.87	\$ 0.98	\$ 1.22	\$ (0.35)	-39.7%
<i>Expenditure</i>							
	100 - GENERAL	\$ 650,831	\$ 661,726	\$ 610,474	\$ 724,100	\$ (62,374)	-9.4%
	216 - CLERK OF THE COURT GRANTS	21,953	23,980	12,882	16,500	7,480	31.2%
	TOTAL USES	\$ 672,784	\$ 685,706	\$ 623,356	\$ 740,600	\$ (54,894)	-8.0%

**Activity Narrative:** The decline in the number of documents distributed is attributed to more cases filed electronically. The significant decrease in Juvenile documents distributed is a result of the implementation of the Electronic Court Record in September 2013. An increase in FY 2015 expenditures is attributed to an increase in postage costs, as previous charges were budgeted in another Activity.

### 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 2.1) mandates that each case filed with the Court be assigned a number by the Clerk. 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. Per A.R.S. §12-119.02 and 12-284.02, the Superior Court Presiding Judge may provide for the electronic filing of documents and the electronic access to Superior Court records pursuant to rules adopted by the Supreme Court. Maricopa County Superior Court Administrative Order 2007-140 establishes Electronic Filing Guidelines.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of eFiled documents available to all authorized customers within two business hours	36.2%	46.5%	70.0%	95.0%	48.5%	104.1%
Result	Percent of eFiled documents reviewed within one business hour after being submitted	21.9%	40.6%	48.0%	65.7%	25.1%	61.9%
Result	Percent of eFiled documents docketed within one business hour of acceptance	50.3%	51.8%	30.8%	43.4%	(8.4%)	-16.1%
Result	Percent of properly linked eFiled documents	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of eFiled documents available to all authorized customers	461,854	368,649	512,706	484,777	116,128	31.5%
Output	Number of reviewed eFiled documents	469,279	409,009	520,915	527,157	118,148	28.9%
Output	Number of docketed eFiled documents	209,885	268,248	42,431	50,269	(217,979)	-81.3%
Demand	Number of eFiled documents to be docketed	475,328	387,858	529,176	61,715	(326,143)	-84.1%
Demand	Number of eFiled documents submitted for review	476,016	414,018	520,965	527,157	113,139	27.3%
Expenditure Ratio	Total activity expenditure per eFiled document	\$ 2.11	\$ 2.72	\$ 1.90	\$ 1.93	\$ 0.79	29.0%
<i>Revenue</i>							
	274 - CLERK OF THE COURT EDMS	\$ 2,845,625	\$ 2,868,900	\$ 2,610,550	\$ 2,632,872	\$ (236,028)	-8.2%
	TOTAL SOURCES	\$ 2,845,625	\$ 2,868,900	\$ 2,610,550	\$ 2,632,872	\$ (236,028)	-8.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 521,350	\$ 487,396	\$ 461,892	\$ 369,124	\$ 118,272	24.3%
	216 - CLERK OF THE COURT GRANTS	13,540	-	39,818	90,708	(90,708)	N/A
	218 - CLERK OF COURT FILL THE GAP	85,453	89,040	89,122	89,071	(31)	-0.0%
	274 - CLERK OF THE COURT EDMS	354,301	426,519	383,587	387,640	38,879	9.1%
	TOTAL USES	\$ 974,644	\$ 1,002,955	\$ 974,419	\$ 936,543	\$ 66,412	6.6%

**Activity Narrative:** This was a new activity in FY 2013, and the number of eFiled documents continues to grow. The “number of docketed eFiled documents” measure was redefined as the “number of eFiled documents docketed from the Pending Docket queue”, and no longer includes eFiled documents that will be auto-docketed which is attributable to the sharp drop-off in data reported.

**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. Arizona Rules of Criminal Procedure (Rule 28) sets out the manner by which exhibits can be disposed. Superior Court Local Rules of Practice for Maricopa County (Rules 2.8 and 6.2) requires that exhibits marked for identification or introduced as evidence be secured by the Clerk during the trial period, and provide for the disposition of exhibits.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Exhibits received for intake that are available for access within established timeframes	98.5%	99.9%	99.5%	100.0%	0.1%	0.1%
Result	Percent of Adult exhibits received for intake that are available for access within one business day of receipt for storage	98.9%	99.7%	99.5%	100.0%	0.3%	0.3%
Result	Percent of Juvenile exhibits received for intake that are available for access within three business days of receipt for storage	96.2%	97.7%	99.3%	100.0%	2.3%	2.4%
Output	Number of Exhibits processed for intake	119,760	119,586	112,372	117,616	(1,970)	-1.6%
Output	Number of Adult exhibits processed for intake	101,912	101,148	94,545	101,497	349	0.3%
Output	Number of Juvenile exhibits processed for intake	17,848	18,438	17,837	16,119	(2,319)	-12.6%
Demand	Number of Exhibits received for intake	120,852	119,152	114,483	116,616	(2,536)	-2.1%
Expenditure Ratio	Total activity expenditure per exhibit processed for intake	\$ 6.13	\$ 6.05	\$ 6.15	\$ 5.69	\$ 0.37	6.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 664,707	\$ 636,640	\$ 602,882	\$ 588,251	\$ 48,389	7.6%
	218 - CLERK OF COURT FILL THE GAP	69,169	87,264	88,192	80,733	6,531	7.5%
	TOTAL USES	\$ 733,876	\$ 723,904	\$ 691,074	\$ 668,984	\$ 54,920	7.6%

**Activity Narrative:** The number of Juvenile exhibits processed for intake is forecasted to decline in FY 2014 and FY 2015.

### 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 Rules for Maricopa County (Rule 2.1) mandates that each case filed with the Court be assigned a case number by the Clerk. 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Juvenile subsequent documents docketed within established timeframes	97.9%	96.6%	99.3%	95.0%	(1.6%)	-1.7%
Output	Number of Juvenile subsequent documents docketed	250,908	239,486	241,158	239,554	68	0.0%
Demand	Number of Juvenile subsequent documents to be docketed	255,596	243,302	245,420	251,533	8,231	3.4%
Expenditure Ratio	Total activity expenditure per Juvenile subsequent document docketed	\$ 1.61	\$ 1.74	\$ 1.75	\$ 2.51	\$ (0.77)	-44.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 402,791	\$ 416,033	\$ 422,904	\$ 600,158	\$ (184,125)	-44.3%
	TOTAL USES	\$ 402,791	\$ 416,033	\$ 422,904	\$ 600,158	\$ (184,125)	-44.3%

**Activity Narrative:** While the demand has remained relatively steady, the FY 2014 staffing level was insufficient to complete the casework in a timely manner. The Clerk's Office has allocated more staff to this Activity for FY 2015.

### 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, and to maintain and 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) and Family Law Procedure (Rule 94C) mandate 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 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 automation to improve access to court records.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Adult minute entries created within three days from date of hearing	97.7%	96.0%	98.0%	95.0%	(1.0%)	-1.0%
Result	Percent of Juvenile minute entries created within three days from date of hearing	79.5%	80.0%	84.9%	95.5%	15.4%	19.3%
Output	Number of minute entries created	636,196	630,100	653,184	639,944	9,844	1.6%
Output	Number of Adult minute entries created	553,762	549,716	566,065	550,654	938	0.2%
Output	Number of Juvenile minute entries created	82,434	80,384	87,119	89,290	8,906	11.1%
Demand	Number of minute entries to be created	636,196	630,100	653,184	639,944	9,844	1.6%
Expenditure Ratio	Total activity expenditure per minute entry created	\$ 18.20	\$ 21.46	\$ 18.46	\$ 19.39	\$ 2.07	9.7%
<b>Revenue</b>							
	216 - CLERK OF THE COURT GRANTS	\$ 230,224	\$ 194,218	\$ 233,424	\$ 194,219	\$ 1	0.0%
	208 - JUDICIAL ENHANCEMENT	801,995	784,000	775,217	744,000	(40,000)	-5.1%
	218 - CLERK OF COURT FILL THE GAP	2,768,354	1,980,184	1,980,096	1,740,549	(239,635)	-12.1%
	270 - CHILD SUPPORT ENHANCEMENT	90,757	88,600	84,300	82,290	(6,310)	-7.1%
	TOTAL SOURCES	\$ 3,891,330	\$ 3,047,002	\$ 3,073,037	\$ 2,761,058	\$ (285,944)	-9.4%
<b>Expenditure</b>							
	100 - GENERAL	\$ 9,880,854	\$ 11,022,415	\$ 10,087,655	\$ 10,834,978	\$ 187,437	1.7%
	216 - CLERK OF THE COURT GRANTS	450,748	548,239	503,945	468,192	80,047	14.6%
	208 - JUDICIAL ENHANCEMENT	-	232,500	102,500	101,460	131,040	56.4%
	218 - CLERK OF COURT FILL THE GAP	1,247,611	1,720,264	1,363,527	1,003,825	716,439	41.6%
	TOTAL USES	\$ 11,579,213	\$ 13,523,418	\$ 12,057,627	\$ 12,408,455	\$ 1,114,963	8.2%

**Activity Narrative:** The Clerk's Office has been able to not only keep up with the increasing number of Juvenile minute entries created, but is improving the timeliness of their creation. Nearly half of the decline in budgeted FY 2015 expenditures is attributable to a drop-off in non-recurring expenditures from special revenue funds. The decline in expenditures from the Clerk's Grant Fund is due to a reduction in the Title IV-D grant reimbursement for child support enforcement programs. Funding of \$413,099 budgeted for a Fee Deferral Pilot Project in FY 2014 has been moved to the Court-Ordered Receivables Activity for FY 2015.

### 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:** Arizona Supreme Court Code of Judicial Administration (Part 1, Ch.5) authorizes the filing, storage and access to court documents via electronic means in lieu of paper court records. Chapter 5

also authorizes the destruction of paper court, administrative and regulatory case records once such records have met the guidelines set out therein. Arizona Supreme Court Administrative Rule 123 authorizes electronic access to court documents. A.R.S. §12-282 mandates that the Clerk safely keep and dispose of all records and photographic/electronic images of records received in evidence in all courts and hearings in like manner as the original.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Scanned and docketed documents available to all authorized customers by 5:00 pm two business days after being filed in paper format	32.5%	52.5%	43.0%	5.0%	(47.5%)	-90.6%
Result	Percent of filed paper documents scanned by 5:00 pm the business day after being filed	26.3%	93.7%	39.5%	4.3%	(89.4%)	-95.4%
Result	Percent of Scanned documents docketed by 5:00 pm the business day after being scanned	49.7%	43.7%	57.7%	62.4%	18.7%	42.6%
Result	Percent of Scanned documents meeting quality control standards	99.8%	99.9%	99.9%	96.6%	(3.3%)	-3.3%
Output	Number of documents both scanned and docketed	2,057,988	1,445,387	2,065,905	13,506,706	12,061,319	834.5%
Output	Number of documents scanned	1,391,207	2,312,598	1,395,754	13,453,084	11,140,486	481.7%
Output	Number of Scanned documents docketed	1,393,651	1,156,309	1,440,073	1,480,618	324,309	28.0%
Demand	Number of documents to be scanned	1,391,207	2,631,636	1,395,754	12,946,456	10,314,820	392.0%
Demand	Number of Scanned documents to be docketed	1,638,825	1,156,309	1,590,606	1,607,157	450,848	39.0%
Expenditure Ratio	Total activity expenditure per scanned and docketed document	\$ 3.28	\$ 4.10	\$ 2.65	\$ 0.35	\$ 3.75	91.5%
<i>Revenue</i>							
	205 - COURT DOCUMENT RETRIEVAL	\$ 1,223,739	\$ 1,316,700	\$ 1,155,000	\$ 1,147,606	\$ (169,094)	-12.8%
	TOTAL SOURCES	\$ 1,223,739	\$ 1,316,700	\$ 1,155,000	\$ 1,147,606	\$ (169,094)	-12.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,234,679	\$ 2,284,811	\$ 2,239,145	\$ 2,332,966	\$ (48,155)	-2.1%
	216 - CLERK OF THE COURT GRANTS	132,270	340,866	274,414	247,803	93,063	27.3%
	205 - COURT DOCUMENT RETRIEVAL	806,559	1,068,277	911,466	506,486	561,791	52.6%
	208 - JUDICIAL ENHANCEMENT	-	-	-	10,000	(10,000)	N/A
	218 - CLERK OF COURT FILL THE GAP	400,741	391,584	404,038	456,987	(65,403)	-16.7%
	274 - CLERK OF THE COURT EDMS	3,184,842	1,847,499	1,637,222	1,173,618	673,881	36.5%
	TOTAL USES	\$ 6,759,091	\$ 5,933,037	\$ 5,466,285	\$ 4,727,860	\$ 1,205,177	20.3%

**Activity Narrative:** Two imaging activities were created for FY 2013. The Imaged Document Activity allocated costs associated with imaging an estimated 29,000,000 pages of pre-2002 court records. Utilizing fund balance from special revenue funds, the Clerk's Office contracted with a private vendor to complete the bulk of the project by the end of FY 2014. Any remaining documents from the period will gradually be imaged by Clerk staff. The Imaged Document Activity will be inactivated at the end of FY 2014. Associated expenditures (\$406,884 in FY 2013 and \$1,304,588 forecast for FY 2014) are included in the Scanned Document Activity summary table above.

The Scanned Document Activity accounts for the scanning of ongoing court documents. In-house staff will also begin scanning pre-2007 documents, accounting for the substantial increase in FY 2015. Non-recurring special revenue fund expenditures for contracted scanning will end at the close of FY 2014. The FY 2014 operating budget includes funding for an additional position and new expenditures totaling \$321,243 for ongoing supplies and maintenance of the electronic records.

### 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of payments posted 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	99.5%	99.9%	99.1%	99.8%	(0.1%)	-0.1%
Percent of accurate Billing financial records in a statistical sample of deferral orders	91.9%	92.4%	95.8%	95.3%	2.9%	3.1%
Percent of accurate Trust financial records in a statistical sample of trust orders	99.7%	99.9%	99.5%	99.9%	0.0%	0.0%
Percent of accurate Criminal Obligation financial records in a statistical sample of criminal obligation orders	99.0%	98.6%	98.9%	98.9%	0.3%	0.3%
Percent of Billing financial records available within one business day of receiving the financial order	100.0%	99.8%	100.0%	100.0%	0.2%	0.2%
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	96.8%	97.1%	100.0%	95.0%	(2.1%)	-2.2%
Percent of Criminal Obligation financial records available within 30 days from the docketed date	99.9%	100.0%	99.9%	95.6%	(4.4%)	-4.4%
Percent of Juvenile financial records available within 30 days from the filing date	98.5%	94.3%	98.6%	95.0%	0.7%	0.7%
Percent of Support Orders financial record inquiry resolutions completed within two business days	100.0%	99.1%	100.0%	100.0%	0.9%	0.9%
Percent of Criminal Obligation financial record inquiry resolutions completed within two business days	100.0%	98.4%	100.0%	100.0%	1.6%	1.6%
Percent of Support Orders financial reports available within established timeframes	94.9%	92.3%	99.1%	93.5%	1.3%	1.4%

Activities that comprise this program include:

- Court Ordered Financial Records
- Court Ordered Receivables
- Fiduciary

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of financial records available within established timeframes	99.5%	99.9%	99.1%	99.8%	(0.1%)	-0.1%
Result	Percent of accurate Billing financial records in a statistical sample of deferral orders	91.9%	92.4%	95.8%	95.3%	2.9%	3.1%
Result	Percent of accurate Trust financial records in a statistical sample of trust orders	99.7%	99.9%	99.5%	99.9%	0.0%	0.0%
Result	Percent of accurate Criminal Obligation financial records in a statistical sample of criminal obligation orders	99.0%	98.6%	98.9%	98.9%	0.3%	0.3%
Result	Percent of Billing financial records available within one business day of receiving the financial order	100.0%	99.8%	100.0%	100.0%	0.2%	0.2%
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	96.8%	97.1%	100.0%	95.0%	(2.1%)	-2.2%
Result	Percent of Criminal Obligation financial records available within 30 days from the docketed date	99.9%	100.0%	99.9%	95.6%	(4.4%)	-4.4%
Result	Percent of Juvenile financial records available within 30 days from the filing date	98.5%	94.3%	98.6%	95.0%	0.7%	0.7%
Result	Percent of Support Orders financial record inquiry resolutions completed within two business days	100.0%	99.1%	100.0%	100.0%	0.9%	0.9%
Result	Percent of Criminal Obligation financial record inquiry resolutions completed within two business days	100.0%	98.4%	100.0%	100.0%	1.6%	1.6%
Result	Percent of Support Orders financial reports available within established timeframes	94.9%	92.3%	99.1%	93.5%	1.3%	1.4%
Output	Number of financial record orders processed	205,594	205,079	210,277	199,642	(5,437)	-2.7%
Output	Number of Billing Unit financial record orders processed	24,700	25,875	25,064	24,705	(1,170)	-4.5%
Output	Number of Trust financial record orders processed	5,538	5,765	5,245	5,292	(473)	-8.2%
Output	Number of Criminal Obligation financial record orders processed	144,533	137,362	149,574	157,034	19,672	14.3%
Output	Number of Support Orders financial record orders processed	24,382	27,659	23,942	24,624	(3,035)	-11.0%
Output	Number of Juvenile financial record orders processed	6,441	8,182	6,452	6,681	(1,501)	-18.3%
Output	Number of Support Orders financial record customer inquiries resolved	23,054	23,075	25,863	28,504	5,429	23.5%
Output	Number of Criminal Obligation financial record customer inquiries resolved	29,248	29,899	27,619	28,782	(1,117)	-3.7%
Output	Number of Support Orders financial reports prepared	3,248	4,221	2,410	4,359	138	3.3%
Demand	Number of financial record orders to be processed	212,784	212,150	205,606	208,759	(3,391)	-1.6%
Expenditure Ratio	Total activity expenditure per financial record processed	\$ 10.15	\$ 11.39	\$ 10.71	\$ 11.51	\$ (0.12)	-1.1%

**Court Ordered Financial Records (continued)**

<i>Revenue</i>							
	273 - VICTIM LOCATION	\$ 2,363	\$ 2,600	\$ 2,100	\$ 2,300	\$ (300)	-11.5%
	TOTAL SOURCES	\$ 2,363	\$ 2,600	\$ 2,100	\$ 2,300	\$ (300)	-11.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,801,841	\$ 1,656,790	\$ 1,962,607	\$ 1,952,421	\$ (295,631)	-17.8%
	216 - CLERK OF THE COURT GRANTS	259,683	605,144	258,413	265,206	339,938	56.2%
	205 - COURT DOCUMENT RETRIEVAL	7,745	-	-	-	-	N/A
	208 - JUDICIAL ENHANCEMENT	-	6,300	-	5,663	637	10.1%
	273 - VICTIM LOCATION	18,009	68,000	24,048	75,000	(7,000)	-10.3%
	274 - CLERK OF THE COURT EDMS	-	-	8,000	-	-	N/A
	TOTAL USES	\$ 2,087,278	\$ 2,336,234	\$ 2,253,068	\$ 2,298,290	\$ 37,944	1.6%

**Activity Narrative:** Beginning in FY 2014, this activity includes nearly \$275,000 in expenditures that fully fund the Court Ordered Disbursement Activity (inactivated at the end of FY 2013). Of note are 1) an anticipated increase in the number of Support Orders financial record customer inquiries resolved; and 2) a decline in the number of Juvenile financial record orders processed, purportedly due to judicial officers no longer ordering juvenile probation fees.

**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) mandates the fees that the Clerk must charge for filings and other miscellaneous duties.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
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	55,781	48,352	51,718	54,003	5,651	11.7%
Demand	Number of payments to be posted	55,781	48,352	51,718	54,003	5,651	11.7%
Expenditure Ratio	Total activity expenditure per payment posted	\$ 5.19	\$ 7.42	\$ 6.81	\$ 15.21	\$ (7.79)	-105.1%
<i>Revenue</i>							
	100 - GENERAL	\$ 7,384,007	\$ 7,680,000	\$ 7,617,788	\$ 7,680,000	\$ -	0.0%
	TOTAL SOURCES	\$ 7,384,007	\$ 7,680,000	\$ 7,617,788	\$ 7,680,000	\$ -	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 262,444	\$ 358,699	\$ 340,235	\$ 797,915	\$ (439,216)	-122.4%
	216 - CLERK OF THE COURT GRANTS	-	-	11,870	23,632	(23,632)	N/A
	208 - JUDICIAL ENHANCEMENT	27,208	-	-	-	-	N/A
	TOTAL USES	\$ 289,652	\$ 358,699	\$ 352,105	\$ 821,547	\$ (462,848)	-129.0%

**Activity Narrative:** A budgeted decline in the number of payments posted in FY 2014, attributed to the continuing increase in the number of fees deferred, has not been as severe as expected. The Clerk's Office anticipates a turn-around in FY 2015 when a fee deferral pilot project is implemented. Funding of \$413,099 budgeted for a Fee Deferral Pilot Project in FY 2014 in the Memorialize Court Proceedings Activity has been moved to the Court-Ordered Receivables Activity for FY 2015. The intent of the project is to reduce the number of filing fee deferrals, both at the point of filing and those that have yet to be collected. Anticipated additional revenue associated with this Pilot Project is not reflected in the budget, but will be included in FY 2016, if the project is successful.

**Fiduciary Activity**

The purpose of the Fiduciary activity is to provide reconciled accountings to the 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. The Arizona Code of Judicial Administration (Part 1, Ch. 4, §1-401) establishes minimum accounting standards for all superior courts in Arizona (Supreme Court Administrative Order 2010-118).

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
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	137,015	126,866	147,952	120,669	(6,197)	-4.9%
Demand	Number of reconciliations to be completed	137,015	126,866	147,952	120,669	(6,197)	-4.9%
Expenditure Ratio	Total activity expenditure per reconciliation completed	\$ 1.45	\$ 1.66	\$ 1.42	\$ 1.75	\$ (0.09)	-5.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 199,304	\$ 211,184	\$ 210,581	\$ 211,757	\$ (573)	-0.3%
	TOTAL USES	\$ 199,304	\$ 211,184	\$ 210,581	\$ 211,757	\$ (573)	-0.3%

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of page reproductions completed within established timeframes	99.5%	100.0%	100.0%	100.0%	0.0%	0.0%
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	95.7%	100.0%	99.9%	99.8%	(0.2%)	-0.2%
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%

Activities that comprise this program include:

- Court Document Copy
- Court File Delivery
- Public Registrations

### Court Document Copy Activity

The purpose of the Court Document Copy Activity is to provide copies of electronic or paper court record documents upon request to the public, court, legal community and agencies so they can have timely access to reproductions of case file information.

**Mandates:** A.R.S. §12-283 mandates that the Clerk attend all sessions of court and maintain and allow access to all court records. A.R.S. §12-282 mandates that the Clerk safely keep all court records and ensure the proper disposition of all records, and provide parental and child information to the child support case registry. A.R.S. §8-208 requires the Clerk to censure juvenile records as mandated by law. A.R.S. §8-134 mandates the Clerk receive actual and reasonable fees for participation in the confidential intermediary program, and requires the Clerk to provide all receipts to the County Treasurer for deposit into the Juvenile Probation Services Fund.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of page reproductions completed within established timeframes	99.5%	100.0%	100.0%	100.0%	0.0%	0.0%
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	95.7%	100.0%	99.9%	99.8%	(0.2%)	-0.2%
Output	Number of pages reproduced	1,294,467	1,265,462	1,272,851	1,281,993	16,531	1.3%
Output	Number of Adult pages reproduced	1,145,863	1,133,206	1,157,925	1,153,203	19,997	1.8%
Output	Number of Juvenile pages reproduced	148,604	132,256	114,926	128,790	(3,466)	-2.6%
Demand	Number of pages to be reproduced	1,299,280	1,270,484	1,273,538	1,346,034	75,550	5.9%
Expenditure Ratio	Total activity expenditure per page reproduced	\$ 0.90	\$ 0.96	\$ 0.98	\$ 0.82	\$ 0.14	14.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 892,496	\$ 858,011	\$ 869,788	\$ 730,832	\$ 127,179	14.8%
	216 - CLERK OF THE COURT GRANTS	26,172	46,725	50,677	91,895	(45,170)	-96.7%
	205 - COURT DOCUMENT RETRIEVAL	248,628	307,074	267,366	228,658	78,416	25.5%
	274 - CLERK OF THE COURT EDMS	-	-	60,000	-	-	N/A
	TOTAL USES	\$ 1,167,296	\$ 1,211,810	\$ 1,247,831	\$ 1,051,385	\$ 160,425	13.2%

**Activity Narrative:** Although customers can remotely access and print electronic court documents, the demand for copies continues to increase. The Administrative Office of the Courts is pursuing an initiative to provide remote access to the Electronic Court Record for a fee, which would likely reduce demand. It is unknown when the proposal will be initiated, but the Clerk does not anticipate an impact on demand or outputs for FY 2015. However, lowered expenditures budgeted for FY 2015 will reduce the total activity expenditure per page reproduced by 14.4%.

### Court File Delivery Activity

The purpose of the Court File Delivery Activity is to provide hard copy court file delivery upon request to the public, court, legal community and agencies so they can have timely access to case file information contained in the court files.

**Mandates:** A.R.S. §12-283 mandates that the Clerk attend all sessions of court and maintain and allow access to all court records. A.R.S. §12-282 mandates that the Clerk safely keep all court records and ensure the proper disposition of all records, and provide parental and child information to the child support case registry. A.R.S. §12-202 mandates the Clerk to issue writs and processes, enter all judgments of the court, keep records as specified by the court, and provide certified copies of court records after receipt of all pertinent court fees. A.R.S. §8-208 mandates the Clerk to censure juvenile records as mandated by law. A.R.S. §8-121 mandates the Clerk to transmit all adoption records older than 100 years to the state archives, maintain confidential information on adoption records and allow individuals to access non-confidential information pertaining to adoption records.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
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	69,896	71,196	42,134	41,886	(29,310)	-41.2%
Output	Number of Adult files delivered	17,883	20,534	8,360	5,927	(14,607)	-71.1%
Output	Number of Juvenile files delivered	52,013	50,662	33,774	35,959	(14,703)	-29.0%
Demand	Number of files requested	70,246	71,616	42,578	42,196	(29,420)	-41.1%
Expenditure Ratio	Total activity expenditure per file delivered	\$ 5.85	\$ 7.77	\$ 11.96	\$ 10.26	\$ (2.48)	-31.9%
<i>Expenditure</i>							
	100 - GENERAL	\$ 238,834	\$ 291,650	\$ 258,952	\$ 236,184	\$ 55,466	19.0%
	216 - CLERK OF THE COURT GRANTS	8,838	23,275	9,525	10,549	12,726	54.7%
	205 - COURT DOCUMENT RETRIEVAL	161,023	238,475	235,431	182,849	55,626	23.3%
	TOTAL USES	\$ 408,695	\$ 553,400	\$ 503,908	\$ 429,582	\$ 123,818	22.4%

**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. The decline in demand will continue, as more records are imaged and available electronically.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
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	56,019	40,846	62,023	60,682	19,836	48.6%
Demand	Number of applications requested	56,019	40,846	62,023	60,682	19,836	48.6%
Expenditure Ratio	Total activity expenditure per application processed	\$ 21.05	\$ 26.87	\$ 17.78	\$ 17.25	\$ 9.62	35.8%
<i>Revenue</i>							
	100 - GENERAL	\$ 1,430,103	\$ 1,435,000	\$ 1,451,122	\$ 1,435,000	\$ -	0.0%
	TOTAL SOURCES	\$ 1,430,103	\$ 1,435,000	\$ 1,451,122	\$ 1,435,000	\$ -	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 890,353	\$ 913,187	\$ 895,447	\$ 826,078	\$ 87,109	9.5%
	216 - CLERK OF THE COURT GRANTS	29,820	9,004	22,945	46,789	(37,785)	-419.6%
	205 - COURT DOCUMENT RETRIEVAL	207,472	116,864	126,331	115,378	1,486	1.3%
	274 - CLERK OF THE COURT EDMS	51,758	58,380	58,355	58,397	(17)	-0.0%
	TOTAL USES	\$ 1,179,403	\$ 1,097,435	\$ 1,103,078	\$ 1,046,642	\$ 50,793	4.6%

**Activity Narrative:** Tied to the health of the economy, the demand for passports is expected to grow in FY 2014 and FY 2015. The current staffing level is expected to be sufficient to meet the demand.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 29,421,859</b>	<b>\$ 9,500,000</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 1,171,290</b>	<b>\$ -</b>
County RPP	1,018,462	-
1st Quarter Retention Pay and Market Adj	3,964	-
FY 14 IT Market Study Adjustments	139,783	-
3rd and 4th Quarter Retention Pay and Market Adj	9,081	-
<b>FY 2014 Revised Budget</b>	<b>\$ 30,593,149</b>	<b>\$ 9,500,000</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 140,622</b>	<b>\$ -</b>
1st Quarter Retention Pay and Market Adj	78	-
FY 14 IT Market Study Adjustments	(139,783)	-
3rd and 4th Quarter Retention Pay and Market Adj	(9,081)	-
Annual Market Adjustment - IT	279,566	-
2nd to 4th Quarter Retention Pay Plan	9,842	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 30,733,771</b>	<b>\$ 9,500,000</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 8,987</b>	<b>\$ -</b>
Retirement Contributions	8,987	-
<b>Base Adjustments</b>	<b>\$ 529,405</b>	<b>\$ -</b>
Internal Service Charges	6,033	-
Risk Assessment	\$ 6,033	-
Personnel Fund or Function Shifts	523,372	-
Delete \$565,176 requested for Other Pay / Benefits to absorb	\$ (565,176)	-
Fill the Gap (FTG) Fund (218) expenditures	384,977	-
Increase Personal Services by allocating-in expenditures from the FTG Fund	56,454	-
Increase Salary / Benefit Savings to offset an unmatched transfer of \$117,020 from the Grants Fund (216), and to apply \$4,824 in savings to a Clerk position that was returned to the General Fund from the FTG Fund	(121,844)	-
Decrease the Personal Services Allocation-Out to the Grants Fund (216)	117,020	-
Increase Personal Services Allocations-Out to the Emergency Management Department (150), inadvertently left out of the budget	(1,000)	-
Decrease expenditures by \$50,630 to balance to the Threshold, including \$15,000 from Other Personal Services, \$7,516 from Supplies, \$26,239 from Services, and \$1,875 from Personal Services	(50,630)	-
Increase Other Pay / Benefits to fund positions currently funded in FTG Fund	565,176	-
Increase Salaries and Benefits to fully fund 3.0 FTE Clerks temporarily added in FY 2014 to handle an increasing Juvenile Dependency caseload	138,395	-
Increase Personal Services by reducing Allocations-Out to the Grants Fund (216) by \$529,438 and to Emergency Management by \$600	530,038	-
Increase Salary / Benefit Savings from an artificially low level set in conjunction with the expenditure allocations to the Grants Fund (216)	(738,485)	-
Decrease Other Personal Services in lieu of Retention and Merit Pay	(49,000)	-
Decrease Other Pay / Benefits / Adjustments budgeted in FY 2014	(94,913)	-
Move (unintentionally) a Clerk position to the Fill the Gap Fund (218)	(56,454)	-
Decrease net FY 2014 Salary / Benefit adjustments due to turnover and filling positions at higher or lower than budgeted rates	(163,757)	-
Decrease expenditures for Supplies	(132,730)	-
Increase expenditures for Services, including a reduction of \$5,315 in telecom charges and an increase in remaining Services of \$242,616	237,301	-
Increase Capital Equipment to replace computer hardware and servers	468,000	-
<b>FY 2015 Tentative Budget</b>	<b>\$ 31,272,163</b>	<b>\$ 9,500,000</b>
Percent Change from Threshold Amount	1.8%	0.0%

General Fund (100) (continued)

	Expenditures	Revenue
<b>OPERATING</b>		
Adjustments:		
<b>Employee Salary Adjustments</b>	\$ 390,741	\$ -
<i>Annual Market Adjustment - IT</i>	13,889	-
<i>Justice System Support Market Adjustment</i>	376,852	-
<b>Base Adjustments</b>	\$ 214,658	\$ -
<i>Other Base Adjustments</i>	214,658	-
<i>Increase Salaries (\$149,421), Benefits (\$64,472) and Supplies (\$765)</i>	\$ 214,658	-
<i>for 5.0 FTE Courtroom Clerks and 1.0 FTE Court Operations Specialist to</i>		
<i>staff two Juvenile Courts and one Criminal Court midway through FY 2015</i>		
<b>FY 2015 Adopted Budget</b>	<b>\$ 31,877,562</b>	<b>\$ 9,500,000</b>
<i>Percent Change from Threshold Amount</i>	3.7%	0.0%
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 2,909,039</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 2,909,039</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>	\$ (2,494,640)	\$ -
<i>Other IT Non Recurring</i>	(2,494,640)	-
<b>Non Recurring</b>	\$ (414,399)	\$ -
<i>Other Non Recurring</i>	(414,399)	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	\$ 413,099	\$ -
<i>Non Recurring Carry Forward</i>	413,099	-
<i>Deferral Revenue Enhancement Pilot Project</i>	\$ 413,099	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 413,099</b>	<b>\$ -</b>
<b>COSC RFR SYSTEM REPLACEMENT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	\$ 2,395,940	\$ -
<i>Non Recurring Carry Forward</i>	2,395,940	-
<i>Restitution, Fines and Reimbursement System Replacement</i>	\$ 2,395,940	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 2,395,940</b>	<b>\$ -</b>
<b>COSC STAFF EQUIPMENT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	\$ 18,000	\$ -
<i>Other Non Recurring</i>	18,000	-
<i>Start-up equipment costs for 6.0 FTE court staff added in the</i>	\$ 18,000	-
<i>General Fund Operating budget</i>		
<b>FY 2015 Adopted Budget</b>	<b>\$ 18,000</b>	<b>\$ -</b>

Court Document Retrieval Fund (205)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 1,316,700</b>	<b>\$ 1,316,700</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 1,316,700</b>	<b>\$ 1,316,700</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 1,316,700</b>	<b>\$ 1,316,700</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 490</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>490</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ (169,584)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>(169,584)</i>	<i>-</i>
<i>Increase Personal Services for a 2.5% Merit/Market Pay adjustment</i>	<i>\$ 27,710</i>	
<i>Increase Salary / Benefit Savings</i>	<i>(145,890)</i>	
<i>Reduce Personal Services Allocations-Out to Grant Fund (216)</i>	<i>40,202</i>	
<i>Delete Personal Services Allocations-In from General Fund (100)</i>	<i>(1,584)</i>	
<i>Net Increase for remaining Personal Services adjustments</i>	<i>6,053</i>	
<i>Delete all Supplies (\$3,651) and Services (\$92,424)</i>	<i>(96,075)</i>	
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (169,094)</b>
<i>ProgRevenue Volume Inc/Dec</i>		<i>- (169,094)</i>
<i>Decrease Revenue due to declining filing fee receipts</i>	<i>\$ (169,094)</i>	
<b>FY 2015 Adopted Budget</b>	<b>\$ 1,147,606</b>	<b>\$ 1,147,606</b>
<i>Percent Change from Threshold Amount</i>	<i>-12.8%</i>	<i>-12.8%</i>

Court Document Retrieval Fund (205) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 979,587	\$ 537,601	\$ 537,601	\$ 703,695	\$ 260,895
Sources:					
Operating	\$ 1,226,513	\$ 1,316,700	\$ 1,316,700	\$ 1,158,000	\$ 1,147,606
Total Sources:	\$ 1,226,513	\$ 1,316,700	\$ 1,316,700	\$ 1,158,000	\$ 1,147,606
Uses:					
Operating	\$ 1,182,487	\$ 1,316,700	\$ 1,316,700	\$ 1,158,000	\$ 1,147,606
Non-Recurring	319,927	521,836	521,836	442,800	-
Total Uses:	\$ 1,502,414	\$ 1,838,536	\$ 1,838,536	\$ 1,600,800	\$ 1,147,606
Structural Balance	\$ 44,026	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 9	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 703,695	\$ 15,765	\$ 15,765	\$ 260,895	\$ 260,895
Total Ending Spendable Fund Balance	\$ 703,695	\$ 15,765	\$ 15,765	\$ 260,895	\$ 260,895

Judicial Enhancement Fund (208)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 657,394</b>	<b>\$ 1,000,000</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 657,394</b>	<b>\$ 1,000,000</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 657,394</b>	<b>\$ 1,000,000</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 94</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>94</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ (24,509)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>(24,509)</i>	<i>-</i>
<i>Increase Personal Services by \$5,264 for a 2.5% Merit/Market Pay adjustment</i>	<i>\$ 5,834</i>	
<i>Net increase in other Personal Services</i>	<i>18,980</i>	
<i>Increase expenditures for Supplies</i>	<i>52,150</i>	
<i>Decrease expenditures for Services (\$51,473) and Capital Equipment (\$50,000)</i>	<i>(101,473)</i>	
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (40,000)</b>
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>(40,000)</i>
<i>Decrease revenue due to declining Court Automation Fund fee receipts</i>	<i>\$ (40,000)</i>	
<b>FY 2015 Adopted Budget</b>	<b>\$ 632,979</b>	<b>\$ 960,000</b>
<i>Percent Change from Threshold Amount</i>	<i>-3.7%</i>	<i>-4.0%</i>
<b>Expenditures Revenue</b>		
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments: Agenda Item:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ 320,125</b>	<b>\$ -</b>
<i>Juvenile ECR Advancement Project</i>	<i>C-16-14-004-M-00</i> <i>232,500</i>	<i>-</i>
<i>Call Flow Management System</i>	<i>C-16-14-015-M-00</i> <i>87,625</i>	<i>-</i>
<b>Technology Projects</b>	<b>\$ 249,520</b>	<b>\$ -</b>
<i>E-Filing Foundation Project</i>	<i>C-16-14-002-M-00</i> <i>249,520</i>	<i>-</i>
<b>FY 2014 Revised Budget</b>	<b>\$ 569,645</b>	<b>\$ -</b>
Adjustments: Agenda Item:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ (320,125)</b>	<b>\$ -</b>
<i>Juvenile ECR Advancement Project</i>	<i>C-16-14-004-M-00</i> <i>(232,500)</i>	<i>-</i>
<i>Call Flow Management System</i>	<i>C-16-14-015-M-00</i> <i>(87,625)</i>	<i>-</i>
<b>Technology Projects</b>	<b>\$ (249,520)</b>	<b>\$ -</b>
<i>E-Filing Foundation Project</i>	<i>C-16-14-002-M-00</i> <i>(249,520)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments: Agenda Item:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Information and Communications Technology</b>	<b>\$ 190,000</b>	<b>\$ -</b>
<i>Other IT Non Recurring</i>	<i>190,000</i>	<i>-</i>
<i>Database Application Server</i>	<i>\$ 70,000</i>	
<i>Electronic Document Management Load Balancing Hardware</i>	<i>80,000</i>	
<i>Interactive Voice Response Project</i>	<i>40,000</i>	
<b>Non Recurring</b>	<b>\$ 166,980</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>166,980</i>	<i>-</i>
<i>Juvenile ECR Advancement Project</i>	<i>C-16-14-004-M-00</i> <i>\$ 101,460</i>	
<i>E-Filing Foundation Project</i>	<i>C-16-14-002-M-00</i> <i>65,520</i>	
<b>FY 2015 Adopted Budget</b>	<b>\$ 356,980</b>	<b>\$ -</b>

Judicial Enhancement Fund (208) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 2,257,673	\$ 2,718,447	\$ 2,718,447	\$ 2,718,447	\$ 2,763,514
Sources:					
<b>Clerk of the Superior Court (160)</b>	\$ 976,882	\$ 1,000,000	\$ 1,000,000	\$ 960,000	\$ 960,000
<b>Superior Court (800)</b>	513,121	521,600	521,600	495,789	506,200
Operating	\$ 1,490,003	\$ 1,521,600	\$ 1,521,600	\$ 1,455,789	\$ 1,466,200
Total Sources:	\$ 1,490,003	\$ 1,521,600	\$ 1,521,600	\$ 1,455,789	\$ 1,466,200
Uses:					
<b>Clerk of the Superior Court (160)</b>	\$ 266,438	\$ 657,394	\$ 657,394	\$ 657,394	\$ 632,979
<b>Superior Court (800)</b>	470,018	521,600	521,600	438,288	506,200
Operating	\$ 736,456	\$ 1,178,994	\$ 1,178,994	\$ 1,095,682	\$ 1,139,179
<b>Clerk of the Superior Court (160)</b>	\$ 282,394	\$ -	\$ 569,645	\$ 315,040	\$ 356,980
<b>Superior Court (800)</b>	10,379	-	-	-	-
Non-Recurring	\$ 292,773	\$ -	\$ 569,645	\$ 315,040	\$ 356,980
Total Uses:	\$ 1,029,229	\$ 1,178,994	\$ 1,748,639	\$ 1,410,722	\$ 1,496,159
Structural Balance	\$ 460,774	\$ 342,606	\$ (227,039)	\$ 45,067	\$ (29,959)
Ending Spendable Fund Balance:					
Restricted	\$ 2,718,447	\$ 3,061,053	\$ 2,491,408	\$ 2,763,514	\$ 2,733,555
Total Ending Spendable Fund Balance	\$ 2,718,447	\$ 3,061,053	\$ 2,491,408	\$ 2,763,514	\$ 2,733,555

Clerk of the Superior Court Grants Fund (216)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	\$ 1,072,654	\$ 1,072,654
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	\$ 778,960	\$ 778,960
<i>Clerk of Superior Court Grant Reconciliation</i>	778,960	778,960
Agenda Item:		
<i>C-16-14-008-M-00</i>		
<b>FY 2014 Revised Budget</b>	\$ 1,851,614	\$ 1,851,614
<b>FY 2015 Baseline Budget Threshold</b>	\$ 1,851,614	\$ 1,851,614
Adjustments:		
<b>Employee Retirement and Benefits</b>	\$ 84	\$ -
<i>Retirement Contributions</i>	84	-
<b>Grants, Donations and Intergovernmental Agreements</b>	\$ (366,703)	\$ (366,619)
<b>Grants</b>	(366,703)	(366,619)
<i>Grant Reconciliation</i>		
<b>FY 2015 Adopted Budget</b>	\$ 1,484,995	\$ 1,484,995
<i>Percent Change from Threshold Amount</i>	-19.8%	-19.8%

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

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ (3,647)	\$ (3,647)	\$ (3,647)	\$ (3,723)	\$ (3,723)
Sources:					
Operating	\$ 1,121,908	\$ 1,072,654	\$ 1,851,614	\$ 1,406,320	\$ 1,484,995
Total Sources:	\$ 1,121,908	\$ 1,072,654	\$ 1,851,614	\$ 1,406,320	\$ 1,484,995
Uses:					
Operating	\$ 1,121,985	\$ 1,072,654	\$ 1,851,614	\$ 1,406,320	\$ 1,484,995
Total Uses:	\$ 1,121,985	\$ 1,072,654	\$ 1,851,614	\$ 1,406,320	\$ 1,484,995
Structural Balance	\$ (77)	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 1	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(3,723)	(3,647)	(3,647)	(3,723)	(3,723)
Total Ending Spendable Fund Balance	\$ (3,723)	\$ (3,647)	\$ (3,647)	\$ (3,723)	\$ (3,723)

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

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 2,104,981</b>	<b>\$ 2,104,981</b>
Adjustments:		
<b>Supplemental Funding</b>		
<b>Mid Year Adjustments</b>		
<i>Fill the Gap Plan</i>	\$ (124,797)	\$ (124,797)
<i>Agenda Item: C-80-14-002-2-00</i>	(124,797)	(124,797)
<b>FY 2014 Revised Budget</b>	<b>\$ 1,980,184</b>	<b>\$ 1,980,184</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 1,980,184</b>	<b>\$ 1,980,184</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	\$ 828	\$ -
<i>Retirement Contributions</i>	828	-
<b>Base Adjustments</b>	\$ 73,810	\$ -
<i>Other Base Adjustments</i>	73,810	-
<i>Decrease Personal Services by returning a position unintentionally moved to the Fill the Gap Fund from the General Fund</i>	\$ (56,441)	
<i>Increase Personal Services by \$6,058 to correct Merit/Market Pay, and by \$8,222 for other pay and benefits</i>	14,280	
<i>Delete Salary and Benefit Savings</i>	698,964	
<i>Decrease Personal Services by allocating-out \$384,977 to the General Fund</i>	(384,977)	
<i>Increase Salary and Benefit savings from \$82,067 to \$698,964</i>	(616,897)	
<i>Delete Other Pay, and Salary/Benefit adjustments budgeted for FY 2014</i>	(55,302)	
<i>Increase Personal Services for 2.5% Merit/Market Pay</i>	42,000	
<i>Increase Personal Services (unintentional shift of 1.0 position from General Fund)</i>	56,441	
<i>Delete Personal Services Allocation-Out to FTG Non-Recurring</i>	728,655	
<i>Delete Personal Services Allocation-In from the General Fund</i>	(174,813)	
<i>Delete expenditures for supplies (\$44,000) and services (\$134,100)</i>	(178,100)	
<b>Fees and Other Revenues</b>	\$ -	\$ (239,635)
<i>ProgRevenue Volume Inc/Dec</i>	-	(239,635)
<i>Decrease FTG State (\$84,379) and Local (\$155,256) revenue</i>	\$ (239,635)	
<b>FY 2015 Adopted Budget</b>	<b>\$ 2,054,822</b>	<b>\$ 1,740,549</b>
<i>Percent Change from Threshold Amount</i>	<i>3.8%</i>	<i>-12.1%</i>

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

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 173,537	\$ 414,190	\$ 414,190	\$ 693,359	\$ 314,273
Sources:					
Operating	\$ 2,768,353	\$ 2,104,981	\$ 1,980,184	\$ 1,980,096	\$ 1,740,549
Total Sources:	\$ 2,768,353	\$ 2,104,981	\$ 1,980,184	\$ 1,980,096	\$ 1,740,549
Uses:					
Operating	\$ 2,248,540	\$ 2,104,981	\$ 1,980,184	\$ 1,665,823	\$ 2,054,822
Non-Recurring	-	209,048	728,655	693,359	-
Total Uses:	\$ 2,248,540	\$ 2,314,029	\$ 2,708,839	\$ 2,359,182	\$ 2,054,822
Structural Balance	\$ 519,813	\$ -	\$ -	\$ 314,273	\$ (314,273)
Accounting Adjustments	\$ 9	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 693,359	\$ 205,142	\$ -	\$ 314,273	\$ -
Unassigned	-	-	(314,465)	-	-
Total Ending Spendable Fund Balance	\$ 693,359	\$ 205,142	\$ (314,465)	\$ 314,273	\$ -

Child Support Enhancement Fund (270)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	\$ -	\$ 88,600
<b>FY 2014 Revised Budget</b>	\$ -	\$ 88,600
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ 88,600
Adjustments:		
<b>Fees and Other Revenues</b>	\$ -	\$ (6,310)
<i>ProgRevenue Volume Inc/Dec</i>	-	(6,310)
<i>Decrease in DES incentive payments for performance on IV-D contract</i>	\$ (6,310)	
<b>FY 2015 Adopted Budget</b>	\$ -	\$ 82,290
<i>Percent Change from Threshold Amount</i>		-7.1%

Child Support Enhancement Fund (270) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 649,888	\$ 738,218	\$ 738,218	\$ 740,645	\$ 824,945
Sources:					
Operating	\$ 90,757	\$ 88,600	\$ 88,600	\$ 84,300	\$ 82,290
Total Sources:	\$ 90,757	\$ 88,600	\$ 88,600	\$ 84,300	\$ 82,290
Uses:					
Structural Balance	\$ 90,757	\$ 88,600	\$ 88,600	\$ 84,300	\$ 82,290
Ending Spendable Fund Balance:					
Restricted	\$ 740,645	\$ 826,818	\$ 826,818	\$ 824,945	\$ 907,235
Total Ending Spendable Fund Balance	\$ 740,645	\$ 826,818	\$ 826,818	\$ 824,945	\$ 907,235

Victim Location Fund (273)

	Expenditures	Revenue
<b>OPERATING</b>		
FY 2014 Adopted Budget	\$ -	\$ 2,600
FY 2014 Revised Budget	\$ -	\$ 2,600
FY 2015 Baseline Budget Threshold	\$ -	\$ 2,600
Adjustments:		
<b>Fees and Other Revenues</b>	\$ -	\$ (300)
<i>ProgRevenue Volume Inc/Dec</i>		(300)
<i>Decrease in Interest Revenue</i>	\$ (300)	
FY 2015 Adopted Budget	\$ -	\$ 2,300
Percent Change from Threshold Amount		-11.5%
	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
FY 2014 Adopted Budget	\$ 68,000	\$ -
FY 2014 Revised Budget	\$ 68,000	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ (68,000)	\$ -
<i>Other Non Recurring</i>	(68,000)	-
FY 2015 Baseline Budget Threshold	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 75,000	\$ -
<i>Non Recurring Carry Forward</i>		43,952
<i>Intergovernmental Agreement for Victim Location with Maricopa County Attorney</i>	\$ 43,952	
<i>Other Non Recurring</i>		31,048
<i>Intergovernmental Agreement for Victim Location with Maricopa County Attorney</i>	\$ 31,048	
FY 2015 Adopted Budget	\$ 75,000	\$ -

Victim Location Fund (273) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 113,044	\$ 75,166	\$ 75,166	\$ 97,400	\$ 75,452
Sources:					
Operating	\$ 2,363	\$ 2,600	\$ 2,600	\$ 2,100	\$ 2,300
Total Sources:	\$ 2,363	\$ 2,600	\$ 2,600	\$ 2,100	\$ 2,300
Uses:					
Non-Recurring	18,009	68,000	68,000	24,048	75,000
Total Uses:	\$ 18,009	\$ 68,000	\$ 68,000	\$ 24,048	\$ 75,000
Structural Balance	\$ 2,363	\$ 2,600	\$ 2,600	\$ 2,100	\$ 2,300
Accounting Adjustments	\$ 2	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 97,400	\$ 9,766	\$ 9,766	\$ 75,452	\$ 2,752
Total Ending Spendable Fund Balance	\$ 97,400	\$ 9,766	\$ 9,766	\$ 75,452	\$ 2,752

Electronic Document Management System Fund (274)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 2,868,900</b>	<b>\$ 2,868,900</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 2,868,900</b>	<b>\$ 2,868,900</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 108,815</b>	<b>\$ -</b>
<i>Annual Market Adjustment - IT</i>	<i>108,815</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ (108,815)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>(108,815)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 2,868,900</b>	<b>\$ 2,868,900</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 935</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>935</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ (236,963)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>(236,963)</i>	<i>-</i>
<i>Move 2.0 positions as a correction from the Court Document Retrieval Fund (205)</i>	<i>\$ 80,119</i>	
<i>Increase Salary / Benefit savings</i>	<i>(87,085)</i>	
<i>Increase Personal Services to correct amount for 2.5% Merit/Market Pay adjustment</i>	<i>6,966</i>	
<i>Increase Personal Services for 2.5% Merit/Market Pay adjustment</i>	<i>50,150</i>	
<i>Increase Personal Services Allocations-Out to the Grant Fund (216)</i>	<i>(105,333)</i>	
<i>Delete the Personal Services Allocations-In from the General Fund</i>	<i>(57,020)</i>	
<i>Decrease Salary / Benefit Savings</i>	<i>13,989</i>	
<i>Net increase of remaining Personal Services expenditures</i>	<i>20,886</i>	
<i>Decrease Repairs and Maintenance</i>	<i>(14,362)</i>	
<i>Delete General Supplies (\$28,750) and remaining Services (\$116,523)</i>	<i>(145,273)</i>	
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (236,028)</b>
<i>ProgRevenue Volume Inc/Dec</i>		<i>- (236,028)</i>
<i>Decrease filing revenue</i>	<i>\$ (236,028)</i>	
<b>FY 2015 Adopted Budget</b>	<b>\$ 2,632,872</b>	<b>\$ 2,632,872</b>
<i>Percent Change from Threshold Amount</i>	<i>-8.2%</i>	<i>-8.2%</i>

Electronic Document Management System Fund (274) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 2,855,077	\$ 653,690	\$ 653,690	\$ 841,895	\$ 228,675
Sources:					
Operating	\$ 2,849,484	\$ 2,868,900	\$ 2,868,900	\$ 2,613,000	\$ 2,632,872
Total Sources:	\$ 2,849,484	\$ 2,868,900	\$ 2,868,900	\$ 2,613,000	\$ 2,632,872
Uses:					
Operating	\$ 2,414,710	\$ 2,868,900	\$ 2,868,900	\$ 2,613,000	\$ 2,632,872
Non-Recurring	2,447,956	653,220	653,220	613,220	-
Total Uses:	\$ 4,862,666	\$ 3,522,120	\$ 3,522,120	\$ 3,226,220	\$ 2,632,872
Structural Balance	\$ 434,774	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 841,895	\$ 470	\$ 470	\$ 228,675	\$ 228,675
Total Ending Spendable Fund Balance	\$ 841,895	\$ 470	\$ 470	\$ 228,675	\$ 228,675

## Constables

*Analysis by Idamarie C. Flaherty, Management Budget Analyst*

### Summary

#### Mission

The mission of the Constables is to provide execution of mandated civil and criminal process to citizens of Maricopa County so they can receive timely, cost effective and professional service.

#### Vision

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

### Strategic Goals

**Department Specific**

**By June 2015, the Constables will generate revenue at a level of at least 100% of their operating costs on an annual basis.**

Status: The Department has encountered difficulties obtaining the data to measure their success in reaching this goal. This goal will be updated during the FY 2016 strategic plan process.

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
SERV - SERVICE OF PROCESS	\$ 1,594,365	\$ 1,515,522	\$ 1,567,005	\$ 1,609,143	\$ 1,515,522	\$ (51,483)	-3.3%
25PS - SERVICE OF PROCESS	\$ 1,594,365	\$ 1,515,522	\$ 1,567,005	\$ 1,609,143	\$ 1,515,522	\$ (51,483)	-3.3%
<b>TOTAL PROGRAMS</b>	<b>\$ 1,594,365</b>	<b>\$ 1,515,522</b>	<b>\$ 1,567,005</b>	<b>\$ 1,609,143</b>	<b>\$ 1,515,522</b>	<b>\$ (51,483)</b>	<b>-3.3%</b>
<b>USES</b>							
SERV - SERVICE OF PROCESS	\$ 2,651,338	\$ 2,754,767	\$ 2,848,806	\$ 2,765,960	\$ 2,860,707	\$ (11,901)	-0.4%
25PS - SERVICE OF PROCESS	\$ 2,651,338	\$ 2,754,767	\$ 2,848,806	\$ 2,765,960	\$ 2,860,707	\$ (11,901)	-0.4%
POOL - POOLED COSTS	\$ -	\$ (28,442)	\$ -	\$ -	\$ -	\$ -	N/A
99AS - INDIRECT SUPPORT	\$ -	\$ (28,442)	\$ -	\$ -	\$ -	\$ -	N/A
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 14,902	\$ (14,902)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	21,600	23,321	23,321	23,316	-	23,321	100.0%
RISK - RISK PREMIUMS	-	-	-	-	41,693	(41,693)	N/A
99GV - GENERAL OVERHEAD	\$ 21,600	\$ 23,321	\$ 23,321	\$ 23,316	\$ 56,595	\$ (33,274)	-142.7%
<b>TOTAL PROGRAMS</b>	<b>\$ 2,672,938</b>	<b>\$ 2,749,646</b>	<b>\$ 2,872,127</b>	<b>\$ 2,789,276</b>	<b>\$ 2,917,302</b>	<b>\$ (45,175)</b>	<b>-1.6%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 7,394	\$ -	\$ 51,483	\$ -	\$ -	\$ (51,483)	-100.0%
<b>SUBTOTAL</b>	<b>\$ 7,394</b>	<b>\$ -</b>	<b>\$ 51,483</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (51,483)</b>	<b>-100.0%</b>
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 1,586,762	\$ 1,515,522	\$ 1,515,522	\$ 1,609,143	\$ 1,515,522	\$ -	0.0%
<b>SUBTOTAL</b>	<b>\$ 1,586,762</b>	<b>\$ 1,515,522</b>	<b>\$ 1,515,522</b>	<b>\$ 1,609,143</b>	<b>\$ 1,515,522</b>	<b>\$ -</b>	<b>0.0%</b>
<b>MISCELLANEOUS</b>							
0650 - MISCELLANEOUS REVENUE	\$ 209	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>SUBTOTAL</b>	<b>\$ 209</b>	<b>\$ -</b>	<b>N/A</b>				
<b>ALL REVENUES</b>	<b>\$ 1,594,365</b>	<b>\$ 1,515,522</b>	<b>\$ 1,567,005</b>	<b>\$ 1,609,143</b>	<b>\$ 1,515,522</b>	<b>\$ (51,483)</b>	<b>-3.3%</b>
<b>TOTAL SOURCES</b>	<b>\$ 1,594,365</b>	<b>\$ 1,515,522</b>	<b>\$ 1,567,005</b>	<b>\$ 1,609,143</b>	<b>\$ 1,515,522</b>	<b>\$ (51,483)</b>	<b>-3.3%</b>
CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 1,668,513	\$ 1,698,586	\$ 1,744,211	\$ 1,746,645	\$ 1,814,605	\$ (70,394)	-4.0%
0710 - OVERTIME	1,840	-	-	209	-	-	N/A
0750 - FRINGE BENEFITS	760,863	863,027	864,966	859,696	842,606	22,360	2.6%
0790 - OTHER PERSONNEL SERVICES	400	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 2,431,616</b>	<b>\$ 2,561,613</b>	<b>\$ 2,609,177</b>	<b>\$ 2,606,550</b>	<b>\$ 2,657,211</b>	<b>\$ (48,034)</b>	<b>-1.8%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 11,072	\$ 9,000	\$ 42,614	\$ 6,985	\$ 23,423	\$ 19,191	45.0%
0803 - FUEL	63,237	75,000	75,000	67,303	75,000	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	9,579	-	2,573	-	3,500	(927)	-36.0%
<b>SUBTOTAL</b>	<b>\$ 83,888</b>	<b>\$ 84,000</b>	<b>\$ 120,187</b>	<b>\$ 74,288</b>	<b>\$ 101,923</b>	<b>\$ 18,264</b>	<b>15.2%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 2,519	\$ 4,065	\$ 2,538	\$ 1,813	\$ 3,000	\$ (462)	-18.2%
0825 - REPAIRS AND MAINTENANCE	1,000	350	354	(91)	354	-	0.0%
0839 - INTERNAL SERVICE CHARGES	104,636	88,398	116,955	90,502	142,282	(25,327)	-21.7%
0841 - TRAVEL	3,567	2,100	16,796	6,424	5,000	11,796	70.2%
0842 - EDUCATION AND TRAINING	10,989	9,000	6,000	9,704	7,412	(1,412)	-23.5%
0843 - POSTAGE/FREIGHT/SHIPPING	47	120	120	86	120	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 122,758</b>	<b>\$ 104,033</b>	<b>\$ 142,763</b>	<b>\$ 108,438</b>	<b>\$ 158,168</b>	<b>\$ (15,405)</b>	<b>-10.8%</b>
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 34,676	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>SUBTOTAL</b>	<b>\$ 34,676</b>	<b>\$ -</b>	<b>N/A</b>				
<b>ALL EXPENDITURES</b>	<b>\$ 2,672,938</b>	<b>\$ 2,749,646</b>	<b>\$ 2,872,127</b>	<b>\$ 2,789,276</b>	<b>\$ 2,917,302</b>	<b>\$ (45,175)</b>	<b>-1.6%</b>
<b>TOTAL USES</b>	<b>\$ 2,672,938</b>	<b>\$ 2,749,646</b>	<b>\$ 2,872,127</b>	<b>\$ 2,789,276</b>	<b>\$ 2,917,302</b>	<b>\$ (45,175)</b>	<b>-1.6%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 1,594,156	\$ 1,515,522	\$ 1,567,005	\$ 1,609,143	\$ 1,515,522	\$ (51,483)	-3.3%
NON RECURRING NON PROJECT	209	-	-	-	-	-	N/A
<b>FUND TOTAL SOURCES</b>	<b>\$ 1,594,365</b>	<b>\$ 1,515,522</b>	<b>\$ 1,567,005</b>	<b>\$ 1,609,143</b>	<b>\$ 1,515,522</b>	<b>\$ (51,483)</b>	<b>-3.3%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 1,594,156</b>	<b>\$ 1,515,522</b>	<b>\$ 1,567,005</b>	<b>\$ 1,609,143</b>	<b>\$ 1,515,522</b>	<b>\$ (51,483)</b>	<b>-3.3%</b>
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	<b>\$ 209</b>	<b>\$ -</b>	<b>N/A</b>				
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 1,594,365</b>	<b>\$ 1,515,522</b>	<b>\$ 1,567,005</b>	<b>\$ 1,609,143</b>	<b>\$ 1,515,522</b>	<b>\$ (51,483)</b>	<b>-3.3%</b>
FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 2,665,544	\$ 2,749,646	\$ 2,843,685	\$ 2,789,276	\$ 2,912,802	\$ (69,117)	-2.4%
NON RECURRING NON PROJECT	7,394	-	28,442	-	4,500	23,942	84.2%
<b>FUND TOTAL USES</b>	<b>\$ 2,672,938</b>	<b>\$ 2,749,646</b>	<b>\$ 2,872,127</b>	<b>\$ 2,789,276</b>	<b>\$ 2,917,302</b>	<b>\$ (45,175)</b>	<b>-1.6%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 2,665,544</b>	<b>\$ 2,749,646</b>	<b>\$ 2,843,685</b>	<b>\$ 2,789,276</b>	<b>\$ 2,912,802</b>	<b>\$ (69,117)</b>	<b>-2.4%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 7,394</b>	<b>\$ -</b>	<b>\$ 28,442</b>	<b>\$ -</b>	<b>\$ 4,500</b>	<b>\$ 23,942</b>	<b>84.2%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 2,672,938</b>	<b>\$ 2,749,646</b>	<b>\$ 2,872,127</b>	<b>\$ 2,789,276</b>	<b>\$ 2,917,302</b>	<b>\$ (45,175)</b>	<b>-1.6%</b>

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
SERVICE OF PROCESS							
SERVICE OF PROCESS	36.00	36.00	36.00	36.00	36.00	-	0.0%
PROGRAM TOTAL	36.00	36.00	36.00	36.00	36.00	-	0.0%
DEPARTMENT TOTAL	36.00	36.00	36.00	36.00	36.00	-	0.0%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Deputy Constable	-	8.00	8.00	8.00	8.00	-	0.0%
Elected	26.00	26.00	26.00	26.00	26.00	-	0.0%
Legal Order Server	8.00	-	-	-	-	-	N/A
Office Assistant Specialized	2.00	2.00	2.00	2.00	2.00	-	0.0%
<b>Department Total</b>	<b>36.00</b>	<b>36.00</b>	<b>36.00</b>	<b>36.00</b>	<b>36.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	36.00	36.00	36.00	36.00	36.00	-	0.0%
<b>Department Total</b>	<b>36.00</b>	<b>36.00</b>	<b>36.00</b>	<b>36.00</b>	<b>36.00</b>	<b>-</b>	<b>0.0%</b>

### General Adjustments

**Personnel:** FY 2015 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

#### Base Adjustments:

##### General Fund (100)

- Decrease Regular Benefits by \$33,560 for the impact of changes in retirement contribution rates.
- Increase expenditures by \$18,372 for the impact of changes in risk management charges.
- Increase expenditures by \$28,442 for the Restoration of the FY 2014 Chairman's Budget Balancing Adjustment.
- Increase expenditures by \$107,677 for statutory Constables salaries increases in FY 2015.
- The FY 2015 Non-Recurring Non-Project budget includes expenditures of \$3,500 for ballistic vests for newly elected Constables and \$1,000 for qualifying ammunition.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of fines collected within 30 days	35.2%	37.5%	11.3%	37.5%	0.0%	0.0%
Percent of warrant service attempts that resulted in defendants paying or being put on a payment plan	24.9%	46.7%	12.9%	46.7%	0.0%	0.0%

Activities that comprise this program include:

- Service of Process

Service of Process Activity

The purpose of the Service of Process Activity is to provide timely, professional service of court process to the public and governmental agencies so they can proceed with litigation.

**Mandates:** A.R.S. §22-131 establishes the Constables' duty to execute, serve and return all processes and notices directed or delivered to them by the Justice of the Peace of their Maricopa County precinct.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of fines collected within 30 days	35.2%	37.5%	11.3%	37.5%	0.0%	0.0%
Result	Percent of warrant service attempts that resulted in defendants paying or being put on a payment plan	24.9%	46.7%	12.9%	46.7%	0.0%	0.0%
Output	Number Of Writs of Restitution	20,025	17,600	19,468	17,600	-	0.0%
Output	Dollars of outstanding fines collected	486,291	412,900	849,787	412,900	-	0.0%
Output	Number of outstanding fines collected	801	800	1,571	800	-	0.0%
Demand	Number of Writs of Restitution required.	20,125	17,600	19,468	17,600	-	0.0%
Demand	Dollars of outstanding fines to be collected from assigned warrants	775,613	860,000	679,587	860,000	-	0.0%
Demand	Number of outstanding fines to be collected	593	160,000	41,118	160,000	-	0.0%
Expenditure Ratio	Expenditure per dollar of fines collected	\$ 5.45	\$ 6.90	\$ 3.25	\$ 6.93	\$ (0.03)	-0.4%
<i>Revenue</i>							
	100 - GENERAL	\$ 1,594,365	\$ 1,567,005	\$ 1,609,143	\$ 1,515,522	\$ (51,483)	-3.3%
	TOTAL SOURCES	\$ 1,594,365	\$ 1,567,005	\$ 1,609,143	\$ 1,515,522	\$ (51,483)	-3.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,651,338	\$ 2,848,806	\$ 2,765,960	\$ 2,860,707	\$ (11,901)	-0.4%
	TOTAL USES	\$ 2,651,338	\$ 2,848,806	\$ 2,765,960	\$ 2,860,707	\$ (11,901)	-0.4%

**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. The FY 2015 revenue and demand are budgeted below the FY 2014 Forecast levels. The increase in expenditures is due to a statutory increase in Constables salaries in FY 2015.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 2,749,646</b>	<b>\$ 1,515,522</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 42,556</b>	<b>\$ -</b>
County RPP	41,238	-
2nd Quarter Retention Pay and Market Adj	668	-
3rd and 4th Quarter Retention Pay and Market Adj	650	-
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ 51,483</b>	<b>\$ 51,483</b>
Constables Training FY 14	41,110	41,110
Constables Ethics Standards and Training Board Grant	10,373	10,373
	<b>\$ 2,843,685</b>	<b>\$ 1,567,005</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 2,843,685</b>	<b>\$ 1,567,005</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ (332)</b>	<b>\$ -</b>
2nd Quarter Retention Pay and Market Adj	(668)	-
3rd and 4th Quarter Retention Pay and Market Adj	(650)	-
2nd to 4th Quarter Retention Pay Plan	986	-
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ (10,373)</b>	<b>\$ (10,373)</b>
Constables Ethics Standards and Training Board Grant	(10,373)	(10,373)
	<b>\$ 2,832,980</b>	<b>\$ 1,556,632</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 2,832,980</b>	<b>\$ 1,556,632</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ (33,560)</b>	<b>\$ -</b>
Retirement Contributions	(33,560)	-
<b>Base Adjustments</b>	<b>\$ 46,815</b>	<b>\$ -</b>
Internal Service Charges	18,372	-
Risk Management	\$ 18,372	-
Personnel Savings	28,443	-
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ (41,110)</b>	<b>\$ (41,110)</b>
Constables Training FY 14	(41,110)	(41,110)
	<b>\$ 2,805,125</b>	<b>\$ 1,515,522</b>
<b>FY 2015 Tentative Budget</b>	<b>\$ 2,805,125</b>	<b>\$ 1,515,522</b>
Percent Change from Threshold Amount	-1.0%	-2.6%
Adjustments:		
<b>Base Adjustments</b>	<b>\$ 107,677</b>	<b>\$ -</b>
Other Base Adjustments	107,677	-
Constables Salaries	\$ 107,677	-
	<b>\$ 2,912,802</b>	<b>\$ 1,515,522</b>
<b>FY 2015 Adopted Budget</b>	<b>\$ 2,912,802</b>	<b>\$ 1,515,522</b>
Percent Change from Threshold Amount	2.8%	-2.6%

General Fund (100) (continued)

		Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>			
<b>FY 2014 Adopted Budget</b>		\$ -	\$ -
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		\$ 28,442	\$ -
<i>Constables Vacancy Savings Budget Adjustment</i>	<i>C-20-14-043-M-00</i>	28,442	-
<b>FY 2014 Revised Budget</b>		\$ 28,442	\$ -
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		\$ (28,442)	\$ -
<i>Constables Vacancy Savings Budget Adjustment</i>	<i>C-20-14-043-M-00</i>	(28,442)	-
<b>FY 2015 Baseline Budget Threshold</b>		\$ -	\$ -
Adjustments:			
<b>Non Recurring</b>		\$ 4,500	\$ -
<i>Other Non Recurring</i>		4,500	-
<i>Ballistic Vests</i>	\$ 3,500		
<i>Qualifying Ammunition</i>	1,000		
<b>FY 2015 Adopted Budget</b>		\$ 4,500	\$ -

## 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, evidence based, integrated health care services and restoration to competency services to patients in the County jails so they can proceed through the judicial process.

#### Vision

Correctional Health Services will continue to evolve as a nationally recognized leader in providing correctional health and restoration services in a work environment that fosters employee pride and dedication.

### Strategic Goals

#### Government Operations

**By June 30, 2016, the employee turnover rate for direct patient care will be no greater than 12%, which will benefit client care.**

Status: As of January 31, 2014, the Department has a 14% direct patient care vacancy rate. The Department anticipates a significant decrease in employee turnover as a result of the market study completed in FY 2014.

#### Department Specific

**By June 30, 2015, 90% of patients will have their medications within 72 hours of booking, as a result of electronic patient health records.**

Status: In FY 2014, the Department implemented the new Electronic Health Record system and complete data will not be available until FY 2016.

#### Department Specific

**By June 30, 2016, 80% of patients will receive specialty or hospital care within the provider-requested timeframe.**

Status: In FY 2014, the Department implemented the new Electronic Health Record system and complete data will not be available until FY 2016.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
CLSP - CLINICAL SUPPORT	\$ 50,765	\$ 56,500	\$ 56,500	\$ 45,991	\$ 6,500	\$ (50,000)	-88.5%
26SS - SUPPORT SERVICES	\$ 50,765	\$ 56,500	\$ 56,500	\$ 45,991	\$ 6,500	\$ (50,000)	-88.5%
GGOV - GENERAL GOVERNMENT	\$ 4,167	\$ -	\$ -	\$ (14)	\$ -	\$ -	N/A
99GV - GENERAL OVERHEAD	\$ 4,167	\$ -	\$ -	\$ (14)	\$ -	\$ -	N/A
<b>TOTAL PROGRAMS</b>	<b>\$ 54,932</b>	<b>\$ 56,500</b>	<b>\$ 56,500</b>	<b>\$ 45,977</b>	<b>\$ 6,500</b>	<b>\$ (50,000)</b>	<b>-88.5%</b>
<b>USES</b>							
IPMD - INPATIENT MEDICAL	\$ 6,456,816	\$ 5,679,203	\$ 5,955,742	\$ 6,221,975	\$ 5,909,167	\$ 46,575	0.8%
IPMH - INPATIENT MENTAL HEALTH	6,745,315	6,796,454	6,950,516	7,014,030	7,009,860	(59,344)	-0.9%
26IP - INPATIENT	\$ 13,202,131	\$ 12,475,657	\$ 12,906,258	\$ 13,236,005	\$ 12,919,027	\$ (12,769)	-0.1%
INHA - INITIAL HEALTH ASSESSMENT	\$ 2,841,916	\$ 3,082,372	\$ 2,645,784	\$ 2,398,872	\$ 3,374,992	\$ (729,208)	-27.6%
OPTE - OUTPATIENT TREATMENT AND EVAL	30,413,402	31,389,594	31,664,226	31,528,339	29,503,739	2,160,487	6.8%
PBHS - PRE BOOKING HEALTH SCREENING	979,744	1,060,617	2,343,732	2,260,846	3,460,329	(1,116,597)	-47.6%
26OP - OUTPATIENT	\$ 34,235,062	\$ 35,532,583	\$ 36,653,742	\$ 36,188,057	\$ 36,339,060	\$ 314,682	0.9%
CLSP - CLINICAL SUPPORT	\$ 3,523,373	\$ 3,479,555	\$ 3,717,310	\$ 3,552,523	\$ 4,303,909	\$ (586,599)	-15.8%
26SS - SUPPORT SERVICES	\$ 3,523,373	\$ 3,479,555	\$ 3,717,310	\$ 3,552,523	\$ 4,303,909	\$ (586,599)	-15.8%
CURE - CUSTODY RESTORATION AND EVAL	\$ 1,474,919	\$ 1,467,580	\$ 1,531,201	\$ 1,565,226	\$ 1,526,275	\$ 4,926	0.3%
EVAL - ADULT COMPETENCY EVALUATIONS	1,350,017	1,511,463	1,491,069	1,420,931	1,437,797	53,272	3.6%
JVAL - JUVENILE COMPETENCY EVALUATION	231,328	155,387	155,387	183,188	209,712	(54,325)	-35.0%
80RE - RESTORATION TO COMPETENCY	\$ 3,056,264	\$ 3,134,430	\$ 3,177,657	\$ 3,169,345	\$ 3,173,784	\$ 3,873	0.1%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 417,673	\$ 501,786	\$ 484,890	\$ 441,253	\$ 445,764	\$ 39,126	8.1%
HRAC - HUMAN RESOURCES	386,112	397,580	421,672	413,667	409,510	12,162	2.9%
ODIR - EXECUTIVE MANAGEMENT	703,606	372,290	397,686	511,361	492,350	(94,664)	-23.8%
POOL - POOLED COSTS	-	(417,268)	-	-	-	-	N/A
PROC - PROCUREMENT	67,843	55,270	58,185	61,425	57,268	917	1.6%
SPPT - OPERATIONS SUPPORT	-	-	-	-	22,974	(22,974)	N/A
99AS - INDIRECT SUPPORT	\$ 1,575,234	\$ 909,658	\$ 1,362,433	\$ 1,427,706	\$ 1,427,866	\$ (65,433)	-4.8%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 38,256	\$ (38,256)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	1,071,626	2,567,522	2,567,522	2,541,780	-	2,567,522	100.0%
RISK - RISK PREMIUMS	-	-	-	-	2,145,901	(2,145,901)	N/A
99GV - GENERAL OVERHEAD	\$ 1,071,626	\$ 2,567,522	\$ 2,567,522	\$ 2,541,780	\$ 2,184,157	\$ 383,365	14.9%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 528,800	\$ 192,008	\$ 194,198	\$ 136,353	\$ 1,061,709	\$ (867,511)	-446.7%
TSPT - TECHNOLOGY SUPPORT	399,933	(9,732)	-	(10,572)	-	-	N/A
99IT - INFORMATION TECHNOLOGY	\$ 928,733	\$ 182,276	\$ 194,198	\$ 125,781	\$ 1,061,709	\$ (867,511)	-446.7%
<b>TOTAL PROGRAMS</b>	<b>\$ 57,592,423</b>	<b>\$ 58,281,681</b>	<b>\$ 60,579,120</b>	<b>\$ 60,241,197</b>	<b>\$ 61,409,512</b>	<b>\$ (830,392)</b>	<b>-1.4%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 45,833	\$ 50,000	\$ 50,000	\$ 37,500	\$ -	\$ (50,000)	-100.0%
<b>SUBTOTAL</b>	<b>\$ 45,833</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 37,500</b>	<b>\$ -</b>	<b>\$ (50,000)</b>	<b>-100.0%</b>
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 9,099	\$ 6,500	\$ 6,500	\$ 8,491	\$ 6,500	\$ -	0.0%
<b>SUBTOTAL</b>	<b>\$ 9,099</b>	<b>\$ 6,500</b>	<b>\$ 6,500</b>	<b>\$ 8,491</b>	<b>\$ 6,500</b>	<b>\$ -</b>	<b>0.0%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ -	\$ -	\$ -	\$ (14)	\$ -	\$ -	N/A
<b>SUBTOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (14)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>ALL REVENUES</b>	<b>\$ 54,932</b>	<b>\$ 56,500</b>	<b>\$ 56,500</b>	<b>\$ 45,977</b>	<b>\$ 6,500</b>	<b>\$ (50,000)</b>	<b>-88.5%</b>
<b>TOTAL SOURCES</b>	<b>\$ 54,932</b>	<b>\$ 56,500</b>	<b>\$ 56,500</b>	<b>\$ 45,977</b>	<b>\$ 6,500</b>	<b>\$ (50,000)</b>	<b>-88.5%</b>

Sources and Uses by Category (continued)

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 25,908,051	\$ 26,035,456	\$ 27,944,071	\$ 27,247,197	\$ 28,639,707	\$ (695,636)	-2.5%
0710 - OVERTIME	931,165	906,384	873,849	1,087,459	889,380	(15,531)	-1.8%
0750 - FRINGE BENEFITS	9,202,527	9,320,287	9,659,590	9,232,283	9,562,058	97,532	1.0%
0790 - OTHER PERSONNEL SERVICES	571,328	430,878	415,206	565,932	684,780	(269,574)	-64.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(126,644)	(119,228)	(109,496)	(476,934)	(401,810)	292,314	267.0%
0796 - PERSONNEL SERVICES ALLOC-IN	1,270,362	743,840	743,840	979,365	710,935	32,905	4.4%
<b>SUBTOTAL</b>	<b>\$ 37,756,789</b>	<b>\$ 37,317,617</b>	<b>\$ 39,527,060</b>	<b>\$ 38,635,302</b>	<b>\$ 40,085,050</b>	<b>\$ (557,990)</b>	<b>-1.4%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 121,793	\$ 98,580	\$ 98,580	\$ 94,046	\$ 91,464	\$ 7,116	7.2%
0802 - MEDICAL SUPPLIES	5,159,115	5,269,879	5,269,879	5,177,225	4,886,482	383,397	7.3%
0803 - FUEL	10,862	11,472	11,472	8,336	6,588	4,884	42.6%
0804 - NON-CAPITAL EQUIPMENT	12,897	3,204	3,204	11,991	51,312	(48,108)	-1501.5%
0806 - SUPPLIES-ALLOCATION IN	-	63,689	63,689	26,535	-	63,689	100.0%
<b>SUBTOTAL</b>	<b>\$ 5,304,667</b>	<b>\$ 5,446,824</b>	<b>\$ 5,446,824</b>	<b>\$ 5,318,133</b>	<b>\$ 5,035,846</b>	<b>\$ 410,978</b>	<b>7.5%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 1,487,563	\$ 1,451,636	\$ 1,481,342	\$ 1,457,015	\$ 1,464,408	\$ 16,934	1.1%
0811 - HEALTH CARE SERVICES	11,348,856	11,242,209	11,300,499	12,015,345	11,574,087	(273,588)	-2.4%
0812 - OTHER SERVICES	450,975	97,224	97,224	101,427	127,524	(30,300)	-31.2%
0820 - RENT & OPERATING LEASES	106,102	104,712	104,712	109,409	910,227	(805,515)	-769.3%
0825 - REPAIRS AND MAINTENANCE	134,403	48,870	48,870	34,446	55,020	(6,150)	-12.6%
0839 - INTERNAL SERVICE CHARGES	932,852	2,512,113	2,512,113	2,514,822	2,106,938	405,175	16.1%
0841 - TRAVEL	30,011	24,485	24,485	18,323	17,616	6,869	28.1%
0842 - EDUCATION AND TRAINING	13,547	14,175	14,175	13,165	12,636	1,539	10.9%
0843 - POSTAGE/FREIGHT/SHIPPING	5,638	5,112	5,112	5,607	5,568	(456)	-8.9%
0850 - UTILITIES	21,020	16,704	16,704	15,348	14,592	2,112	12.6%
0873 - SERVICES-ALLOCATION IN	-	-	-	2,855	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 14,530,967</b>	<b>\$ 15,517,240</b>	<b>\$ 15,605,236</b>	<b>\$ 16,287,762</b>	<b>\$ 16,288,616</b>	<b>\$ (683,380)</b>	<b>-4.4%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 57,592,423</b>	<b>\$ 58,281,681</b>	<b>\$ 60,579,120</b>	<b>\$ 60,241,197</b>	<b>\$ 61,409,512</b>	<b>\$ (830,392)</b>	<b>-1.4%</b>
<b>TOTAL USES</b>	<b>\$ 57,592,423</b>	<b>\$ 58,281,681</b>	<b>\$ 60,579,120</b>	<b>\$ 60,241,197</b>	<b>\$ 61,409,512</b>	<b>\$ (830,392)</b>	<b>-1.4%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>292 CORRECTIONAL HEALTH GRANT</b>							
OPERATING	\$ 45,833	\$ 50,000	\$ 50,000	\$ 37,486	\$ -	\$ (50,000)	-100.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 45,833</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 37,486</b>	<b>\$ -</b>	<b>\$ (50,000)</b>	<b>-100.0%</b>
<b>255 DETENTION OPERATIONS</b>							
OPERATING	\$ 9,099	\$ 6,500	\$ 6,500	\$ 8,491	\$ 6,500	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 9,099</b>	<b>\$ 6,500</b>	<b>\$ 6,500</b>	<b>\$ 8,491</b>	<b>\$ 6,500</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 54,932</b>	<b>\$ 56,500</b>	<b>\$ 56,500</b>	<b>\$ 45,977</b>	<b>\$ 6,500</b>	<b>\$ (50,000)</b>	<b>-88.5%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 54,932</b>	<b>\$ 56,500</b>	<b>\$ 56,500</b>	<b>\$ 45,977</b>	<b>\$ 6,500</b>	<b>\$ (50,000)</b>	<b>-88.5%</b>
<b>FUND / FUNCTION CLASS</b>							
<b>100 GENERAL</b>							
OPERATING	\$ 3,056,264	\$ 3,123,860	\$ 3,181,813	\$ 3,171,075	\$ 3,180,331	\$ 1,482	0.0%
<b>FUND TOTAL USES</b>	<b>\$ 3,056,264</b>	<b>\$ 3,123,860</b>	<b>\$ 3,181,813</b>	<b>\$ 3,171,075</b>	<b>\$ 3,180,331</b>	<b>\$ 1,482</b>	<b>0.0%</b>
<b>292 CORRECTIONAL HEALTH GRANT</b>							
OPERATING	\$ 50,000	\$ 50,000	\$ 50,000	\$ 25,000	\$ -	\$ 50,000	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>100.0%</b>
<b>255 DETENTION OPERATIONS</b>							
OPERATING	\$ 53,957,521	\$ 54,801,713	\$ 57,041,199	\$ 56,741,308	\$ 58,229,181	\$ (1,187,982)	-2.1%
NON RECURRING NON PROJECT	528,638	306,108	306,108	303,814	-	306,108	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 54,486,159</b>	<b>\$ 55,107,821</b>	<b>\$ 57,347,307</b>	<b>\$ 57,045,122</b>	<b>\$ 58,229,181</b>	<b>\$ (881,874)</b>	<b>-1.5%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 57,063,785</b>	<b>\$ 57,975,573</b>	<b>\$ 60,273,012</b>	<b>\$ 59,937,383</b>	<b>\$ 61,409,512</b>	<b>\$ (1,136,500)</b>	<b>-1.9%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 528,638</b>	<b>\$ 306,108</b>	<b>\$ 306,108</b>	<b>\$ 303,814</b>	<b>\$ -</b>	<b>\$ 306,108</b>	<b>100.0%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 57,592,423</b>	<b>\$ 58,281,681</b>	<b>\$ 60,579,120</b>	<b>\$ 60,241,197</b>	<b>\$ 61,409,512</b>	<b>\$ (830,392)</b>	<b>-1.4%</b>

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	7.90	6.90	5.90	5.90	5.90	-	0.0%
EXECUTIVE MANAGEMENT	3.10	3.10	3.10	3.10	3.10	-	0.0%
HUMAN RESOURCES	5.00	5.00	5.00	5.00	5.00	-	0.0%
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	17.00	16.00	15.00	15.00	15.00	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	2.00	2.00	3.00	2.00	5.00	2.00	66.7%
PROGRAM TOTAL	2.00	2.00	3.00	2.00	5.00	2.00	66.7%
INPATIENT							
INPATIENT MEDICAL	18.98	17.98	16.95	17.95	16.05	(.90)	(5.3%)
INPATIENT MENTAL HEALTH	59.78	58.78	56.75	59.75	55.85	(.90)	(1.6%)
PROGRAM TOTAL	78.75	76.75	73.70	77.70	71.90	(1.80)	(2.4%)
OUTPATIENT							
INITIAL HEALTH ASSESSMENT	30.60	33.40	26.60	23.60	28.90	2.30	8.6%
OUTPATIENT TREATMENT AND EVAL	262.50	269.50	249.00	254.00	226.50	(22.50)	(9.0%)
PRE BOOKING HEALTH SCREENING	11.70	9.90	25.50	22.50	28.00	2.50	9.8%
PROGRAM TOTAL	304.80	312.80	301.10	300.10	283.40	(17.70)	(5.9%)
RESTORATION TO COMPETENCY							
ADULT COMPETENCY EVALUATIONS	4.00	5.00	5.00	5.00	5.00	-	0.0%
CUSTODY RESTORATION AND EVAL	12.00	11.00	11.00	11.00	11.00	-	0.0%
PROGRAM TOTAL	16.00	16.00	16.00	16.00	16.00	-	0.0%
SUPPORT SERVICES							
CLINICAL SUPPORT	55.20	53.20	63.20	61.20	72.20	9.00	14.2%
PROGRAM TOTAL	55.20	53.20	63.20	61.20	72.20	9.00	14.2%
DEPARTMENT TOTAL	473.75	476.75	472.00	472.00	463.50	(8.50)	(1.8%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Accounting Specialist	-	-	1.00	1.00	-	(1.00)	(100.0%)
Admin/Operations Specialist	8.00	8.00	9.00	9.00	9.00	-	0.0%
Administrative Supervisor	1.00	-	-	-	-	-	N/A
Business Systems Analyst	-	-	1.00	1.00	2.00	1.00	100.0%
Business Systems Analyst-Sr/Ld	-	-	1.00	-	-	(1.00)	(100.0%)
Consultant	1.00	-	-	-	-	-	N/A
Correctional Health Legal Liaison	-	1.00	1.00	1.00	1.00	-	0.0%
Dental Assistant	3.00	3.00	3.00	3.00	3.00	-	0.0%
Dentist	1.50	1.50	1.50	1.50	2.00	.50	33.3%
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%
Finance Manager - County	1.00	-	-	-	-	-	N/A
Finance Manager - Large	-	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 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	1.00	-	0.0%
Human Resources Specialist	3.00	2.00	2.00	2.00	2.00	-	0.0%
IT Project Manager	-	-	1.00	-	-	(1.00)	(100.0%)
Legal Assistant	1.00	-	1.00	-	-	(1.00)	(100.0%)
Legal Support Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Licensed Practical Nurse	61.75	66.75	69.50	69.50	70.50	1.00	1.4%
Management Analyst	2.00	2.00	1.00	1.00	1.00	-	0.0%
Medical Assistant	65.50	68.50	68.25	68.25	68.25	-	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	1.00	1.00	-	0.0%
Mental Health Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Mental Health Professional	37.00	39.00	39.00	39.00	40.00	1.00	2.6%
Mental Health Professional Supervisor	4.00	6.00	6.00	6.00	6.00	-	0.0%
Nurse	99.50	100.50	102.75	100.75	105.75	3.00	2.9%
Nurse - Correctional/Psychiatric	1.00	-	-	-	-	-	N/A
Nurse Practitioner	16.00	16.00	6.00	6.00	16.00	10.00	166.7%
Nurse Practitioner - Psychiatric	4.00	4.00	3.00	3.00	4.00	1.00	33.3%
Nursing Administrator	2.00	2.00	3.00	3.00	4.00	1.00	33.3%
Nursing Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Nursing Manager	10.00	10.00	8.00	10.00	8.00	-	0.0%
Office Assistant	78.00	69.00	55.00	57.00	41.00	(14.00)	(25.5%)
Office Assistant Specialized	5.00	6.00	7.00	7.00	7.00	-	0.0%
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Pharmacist	1.00	1.00	-	-	-	-	N/A
Physical Therapist	-	-	1.00	1.00	1.00	-	0.0%
Physician	11.00	11.00	10.00	10.00	10.00	-	0.0%
Physician Assistant	-	-	10.00	10.00	-	(10.00)	(100.0%)
Physician Assistant - Psychiatric	-	-	1.00	1.00	-	(1.00)	(100.0%)
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst - Senior/Lead	1.00	1.00	-	1.00	-	-	N/A
Project Manager	-	-	-	-	2.00	2.00	N/A
Psychiatrist	12.00	12.00	12.50	12.50	12.50	-	0.0%
Psychologist	10.00	10.00	10.00	10.00	10.00	-	0.0%
Psychometrist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Radiologic Technologist	1.50	1.50	1.50	1.50	1.50	-	0.0%
Social Worker	9.00	10.00	11.00	11.00	11.00	-	0.0%
Trainer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Training Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Specialist	5.00	5.00	5.00	5.00	5.00	-	0.0%
Warehouse/Inventory Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>473.75</b>	<b>476.75</b>	<b>472.00</b>	<b>472.00</b>	<b>463.50</b>	<b>(8.50)</b>	<b>(1.8%)</b>

## Staffing by Fund

DEPARTMENT/FUND		FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	ADOPTED VAR %
100	GENERAL	16.00	16.00	16.00	16.00	16.00	-	0.0%
255	DETENTION OPERATIONS	457.75	460.75	456.00	456.00	447.50	(8.50)	(1.9%)
<b>Department Total</b>		<b>473.75</b>	<b>476.75</b>	<b>472.00</b>	<b>472.00</b>	<b>463.50</b>	<b>(8.50)</b>	<b>(1.8%)</b>

## Significant Variance Analysis

The Department has decreased their staff by a net of 8.5 FTE to meet business needs. 2.0 FTE were added for Mental Health as well as 0.5 FTE for a Dentist, 2.0 FTE Project Managers and 1.0 FTE Business Analyst. There was reduction of 18.0 FTE Office Assistants (Health Unit Clerks) due to Electronic Healthcare Record system (EHR) efficiencies. However, 4.0 FTE Office Assistants were added in other working titles for a net decrease of 14.0 FTE Office Assistants.

## General Adjustments

### Base Adjustments:

#### General Fund (100)

- Increase in Regular Benefits by \$513 for the impact of changes in retirement contribution rates.
- Decrease Internal Service Charges by \$2,988 for the impact of changes in risk management.

#### Detention Fund (255) Operating

- Increase Regular Benefits by \$14,953 for the impact of changes in retirement contribution rates.
- Increase budget by \$787,995 for Electronic Health Records Software Licensing agreements.
- Decrease Internal Service Charges by \$351,526 for the impact of changes in risk management charges.

## 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:** 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. One Arizona class action also mandates provision of specific health and mental health services to inmates: *Hart v. Hill* (U.S. District Court of Arizona, CIV1977-00479 PHX EHC).

### Program Results

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	ADOPTED %
Percent of patients discharged within 16 calendar days	83.4%	86.3%	80.6%	81.9%	(4.4%)	-5.1%
Percent of patients discharged within 25 calendar days	91.0%	92.1%	92.3%	93.0%	0.9%	1.0%

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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of patients discharged within 16 calendar days	83.4%	86.3%	80.6%	81.9%	(4.4%)	-5.1%
Output	Number of bed days received	19,355	19,663	19,107	19,296	(367)	-1.9%
Demand	Number of patients referred to an inpatient medical setting	1,147	1,226	1,117	1,140	(86)	-7.0%
Expenditure Ratio	Cost per bed day received	\$ 333.60	\$ 302.89	\$ 325.64	\$ 306.24	\$ (3.35)	-1.1%
<i>Expenditure</i>							
	255 - DETENTION OPERATIONS	\$ 6,456,816	\$ 5,955,742	\$ 6,221,975	\$ 5,909,167	\$ 46,575	0.8%
	TOTAL USES	\$ 6,456,816	\$ 5,955,742	\$ 6,221,975	\$ 5,909,167	\$ 46,575	0.8%

**Activity Narrative:** Based on FY 2013 Actuals, the number of patients referred to an inpatient medical setting is expected to decrease slightly in FY 2015. Expenditures are expected to decrease in FY 2015 due to a decrease in the usage of registry staff, as the Department anticipates hiring and retaining qualified employees due to the pay adjustments from the Healthcare Study and Countywide merit pay increase given in FY 2014.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of patients discharged within 25 calendar days	91.0%	92.1%	92.3%	93.0%	0.9%	1.0%
Output	Number of mental health bed days received	41,910	43,495	42,075	42,204	(1,291)	-3.0%
Demand	Number of patients referred to an inpatient mental health setting	3,345	3,302	4,077	4,008	706	21.4%
Expenditure Ratio	Cost per mental health bed days received	\$ 160.95	\$ 159.80	\$ 166.70	\$ 166.09	\$ (6.29)	-3.9%
<i>Expenditure</i>							
	255 - DETENTION OPERATIONS	\$ 6,745,315	\$ 6,950,516	\$ 7,014,030	\$ 7,009,860	\$ (59,344)	-0.9%
	TOTAL USES	\$ 6,745,315	\$ 6,950,516	\$ 7,014,030	\$ 7,009,860	\$ (59,344)	-0.9%

**Activity Narrative:** The demand for the number of patients referred to an inpatient mental health setting has continued to increase in the past few years due to service reductions by the State mental health provider (Magellan) and State budget cuts eliminating AHCCCS coverage for childless adults. This has a significant impact on the Department as these patients are not able to receive proper mental health evaluation and treatment in the community and are subsequently more likely to commit an offense due to lack of treatment. In FY 2015, there is still uncertainty in regards to the State's new contract with Mercy Maricopa Integrated Care as the Regional Behavioral Health Authority. As the community continues to solve its issues with the effective management of the Severely Mentally Ill (SMI) population, it is anticipated the Department will slowly begin to see a decrease in their demand in FY 2016.

## 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:** 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. One Arizona class action also mandates provision of specific health and mental health services to inmates: *Hart v. Hill* (U.S. District Court of Arizona, CIV1977-00479 PHX EHC).

## Program Results

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of patients triaged within 24 hours	99.3%	99.4%	97.6%	97.3%	(2.1%)	-2.1%
Percent of scheduled appointments kept	82.7%	81.8%	83.8%	82.7%	0.8%	1.0%
Percent of prescriptions written that are given within three days	96.5%	97.2%	97.0%	96.9%	(0.3%)	-0.3%
Percent of initial health assessments completed within 14 calendar days	93.8%	93.2%	99.8%	100.0%	6.8%	7.3%
Percent of screened inmates booked	100.0%	99.4%	100.0%	99.2%	(0.2%)	-0.2%

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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of patients triaged within 24 hours	99.3%	99.4%	97.6%	97.3%	(2.1%)	-2.1%
Result	Percent of scheduled appointments kept	82.7%	81.8%	83.8%	82.7%	0.8%	1.0%
Result	Percent of prescriptions written that are given within three days	96.5%	97.2%	97.0%	96.9%	(0.3%)	-0.3%
Output	Number of health service requests triaged	101,428	106,001	101,169	100,188	(5,813)	-5.5%
Demand	Number of health service requests	101,428	106,001	101,169	100,188	(5,813)	-5.5%
Demand	Number of scheduled appointments	450,945	468,067	251,601	450,936	(17,131)	-3.7%
Demand	Number of outpatient prescription orders written	332,428	355,680	298,716	296,016	(59,664)	-16.8%
Expenditure Ratio	Cost per appointment kept	\$ 81.57	\$ 82.65	\$ 149.56	\$ 79.13	\$ 3.53	4.3%
<i>Expenditure</i>							
	255 - DETENTION OPERATIONS	\$ 30,413,402	\$ 31,664,226	\$ 31,528,339	\$ 29,503,739	\$ 2,160,487	6.8%
	TOTAL USES	\$ 30,413,402	\$ 31,664,226	\$ 31,528,339	\$ 29,503,739	\$ 2,160,487	6.8%

**Activity Narrative:** The demand for the number of outpatient prescription orders written is expected to decrease in FY 2015 as result of the change in the copay policy for inmates. This has eliminated some unnecessary requests for services and prescription orders. Expenditures are expected to decrease due to the transfer of clinical staff to Pre-Booking Health Screening Activity and Initial Health Assessment Activity as now 100% of bookings will have health assessments completed at intake. With the new EHR system in place, the Department expects to be able to track data more accurately

regarding their demands, outputs and results in this activity. In FY 2014, data was not available from September through January for some of the measures due to system issues.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	ADOPTED %
Result	Percent of screened inmates booked	100.0%	99.4%	100.0%	99.2%	(0.2%)	-0.2%
Output	Number screenings completed and inmate subsequently booked	103,677	104,609	107,605	107,270	2,661	2.5%
Output	Number of inmates screened	103,677	105,216	107,605	108,131	2,915	2.8%
Demand	Number of inmates presented at booking sites	104,499	105,221	107,828	108,131	2,910	2.8%
Expenditure Ratio	Expenditure of screenings completed and inmate subsequently booked	\$ 9.45	\$ 22.40	\$ 21.01	\$ 32.26	\$ (9.85)	-44.0%
<i>Expenditure</i>							
	255 - DETENTION OPERATIONS	\$ 979,744	\$ 2,343,732	\$ 2,260,846	\$ 3,460,329	\$ (1,116,597)	-47.6%
	TOTAL USES	\$ 979,744	\$ 2,343,732	\$ 2,260,846	\$ 3,460,329	\$ (1,116,597)	-47.6%

**Activity Narrative:** The Department anticipates expenditures to increase as a result of a clinical decision made to perform health assessments by RN's on all inmates booked into the jails. This decision was driven by the implementation of the new EMR system and directives from Graves v. Arpaio. Expenditures are expected to increase in FY 2015 due to additional clinical staff needed to perform the health assessments on all inmates booked into the jails.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	ADOPTED %
Result	Percent of initial health assessments completed within 14 calendar days	93.8%	93.2%	99.8%	100.0%	6.8%	7.3%
Output	Number of initial health assessments completed	24,261	25,944	89,961	102,981	77,037	296.9%
Demand	Number of initial health assessments required	24,918	26,724	90,143	102,981	76,257	285.4%
Expenditure Ratio	Cost per initial health assessment completed	\$ 117.14	\$ 101.98	\$ 26.67	\$ 32.77	\$ 69.21	67.9%
<i>Expenditure</i>							
	255 - DETENTION OPERATIONS	\$ 2,841,916	\$ 2,645,784	\$ 2,398,872	\$ 3,374,992	\$ (729,208)	-27.6%
	TOTAL USES	\$ 2,841,916	\$ 2,645,784	\$ 2,398,872	\$ 3,374,992	\$ (729,208)	-27.6%

**Activity Narrative:** The demand and outputs for this Activity are expected to increase drastically as a result of a clinical decision made to perform health assessments by RN's on 100% of inmates booked into the jails. This decision was driven by the implementation of the new EHR system and directives from Graves v. Arpaio.

**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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of complete medical records provided to external requestors within 7 days	100.0%	79.7%	100.0%	100.0%	20.3%	25.5%
Percent of filed grievances resolved within CHS/MCSO	98.6%	98.8%	98.4%	100.0%	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:** 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. One Arizona class action also mandates provision of specific health and mental health services to inmates: *Hart v. Hill* (U.S. District Court of Arizona, CIV1977-00479 PHX EHC).

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of complete medical records provided to external requestors within 7 days	100.0%	79.7%	100.0%	100.0%	20.3%	25.5%
Result	Percent of filed grievances resolved within CHS/MCSO	98.6%	98.8%	98.4%	100.0%	1.2%	1.2%
Output	Number of complete medical records provided to external requestors	2,231	3,120	2,705	3,204	84	2.7%
Output	Number of grievances resolved internally	2,318	2,359	2,391	2,448	89	3.8%
Demand	Number of external medical records requested	3,156	3,353	3,116	3,204	(149)	-4.4%
Demand	Number of grievances filed	2,351	2,388	2,461	2,448	60	2.5%
Expenditure Ratio	Expenditure per external medical record provided	\$ 1,579.28	\$ 1,191.45	\$ 1,313.32	\$ 1,343.29	\$ (151.85)	-12.7%
<i>Revenue</i>							
	292 - CORRECTIONAL HEALTH GRANT	\$ 41,666	\$ 50,000	\$ 37,500	\$ -	\$ (50,000)	-100.0%
	255 - DETENTION OPERATIONS	9,099	6,500	8,491	6,500	-	0.0%
	TOTAL SOURCES	\$ 50,765	\$ 56,500	\$ 45,991	\$ 6,500	\$ (50,000)	-88.5%
<i>Expenditure</i>							
	292 - CORRECTIONAL HEALTH GRANT	\$ 50,000	\$ 50,000	\$ 25,000	\$ -	\$ 50,000	100.0%
	255 - DETENTION OPERATIONS	3,473,373	3,667,310	3,527,523	4,303,909	(636,599)	-17.4%
	TOTAL USES	\$ 3,523,373	\$ 3,717,310	\$ 3,552,523	\$ 4,303,909	\$ (586,599)	-15.8%

**Activity Narrative:** The Department expects a faster turnaround time in providing medical records to external requestors with the implementation of the EHR system. In FY 2015, the expenditures per external medical record provided is increasing by 11.3% due to an increase in employee pay, which is the result of the County merit pay increase in FY 2014 and additional staff needed to meet administration needs.

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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of inpatient defendants found not restorable within 15 months of the determination of incompetency	26.9%	37.5%	31.3%	33.3%	(4.2%)	-11.1%
Percent of internal Rule 11 evaluations performed within 30 days	23.7%	44.7%	20.2%	53.6%	8.9%	19.9%
Percent of rule 11 juvenile evaluation performed within 21 days	N/A	N/A	N/A	71.4%	N/A	N/A

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 § 13-4512 F 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of inpatient defendants found not restorable within 15 months of the determination of incompetency	26.9%	37.5%	31.3%	33.3%	(4.2%)	-11.1%
Output	Average length of stay for all restoration cases	N/A	N/A	N/A	53	N/A	N/A
Output	Number of defendants determined to be Competent (including CIMD, or "Competency is Medication Dependant")	386	300	434	369	69	23.0%
Output	Number of defendants determined to be Incompetent Not Restorable ("IC/NR")	N/A	N/A	N/A	132	N/A	N/A
Demand	Total number of restoration cases ordered by the Court into the RTC program	375	312	327	396	84	26.9%
Expenditure Ratio	Cost per inmate evaluated	\$ 4,007.93	\$ 4,876.44	\$ 3,541.24	\$ 2,399.80	\$ 2,476.63	50.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,474,919	\$ 1,531,201	\$ 1,565,226	\$ 1,526,275	\$ 4,926	0.3%
	TOTAL USES	\$ 1,474,919	\$ 1,531,201	\$ 1,565,226	\$ 1,526,275	\$ 4,926	0.3%

**Activity Narrative:** Based on the historical trends, the demand for the total number of restoration cases ordered by the court into the Return to Competency program is expected to increase in FY 2015 compared to FY 2013 Actuals. The cost for pharmaceuticals continues to increase due to the rise in prescription costs for psychotropic medications. Increased complexity of inmates' mental health issues has increased the number of inmates found not restorable within 15 months by 23% in FY 2015 when compared to FY 2014 Revised. The output for the average length of stay for all restoration cases and the number of defendants determined to be Incompetent not Restorable are new measures for FY 2015 and historical data is not available for comparison.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of internal Rule 11 evaluations performed within 30 days	23.7%	44.7%	20.2%	53.6%	8.9%	19.9%
Output	Number of defendants determined to be Incompetent but Restorable ("IC/R")	8	17	7	15	(2)	-11.8%
Output	Number of defendants determined to be Competent (including CIMD, or "Competency is Medication dependent")	729	714	672	669	(45)	-6.3%
Demand	Number of Rule 11 competency evaluations ordered	780	744	720	720	(24)	-3.2%
Expenditure Ratio	Cost per inmate competency evaluation	\$ 1,713.22	\$ 2,088.33	\$ 2,114.48	\$ 2,139.58	\$ (51.25)	-2.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,350,017	\$ 1,491,069	\$ 1,420,931	\$ 1,437,797	\$ 53,272	3.6%
	TOTAL USES	\$ 1,350,017	\$ 1,491,069	\$ 1,420,931	\$ 1,437,797	\$ 53,272	3.6%

**Activity Narrative:** Based on the FY 2014 Forecast, the Department is expecting the number of competency evaluations ordered and completed to decrease in FY 2015. Due to this decrease in demand, the Department will reach the result of 53.6%, as they will be able to complete evaluations in a more expedited manner.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of rule 11 juvenile evaluation performed within 21 days	N/A	N/A	N/A	71.4%	N/A	N/A
Output	Number of juveniles found competent or incompetent	234	312	312	336	24	7.7%
Output	Number of juvenile evaluations completed	234	312	312	336	24	7.7%
Demand	Number of Rule 11 juvenile competency evaluations ordered	290	336	336	384	48	14.3%
Expenditure Ratio	Cost per juvenile competency evaluation	\$ 988.58	\$ 498.04	\$ 587.14	\$ 624.14	\$ (126.11)	-25.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 231,328	\$ 155,387	\$ 183,188	\$ 209,712	\$ (54,325)	-35.0%
	TOTAL USES	\$ 231,328	\$ 155,387	\$ 183,188	\$ 209,712	\$ (54,325)	-35.0%

**Activity Narrative:** The Department expects the demand for Rule 11 Juvenile Competency Evaluations to continue to increase in FY 2015. With the increase in demand, expenditures are expected to increase, as it is anticipated that additional outside evaluators will be needed.

## Appropriated Budget Reconciliations

### General Fund (100)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2014 Adopted Budget</b>		<b>\$ 3,123,860</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		<b>\$ 57,953</b>	<b>\$ -</b>
County RPP	C-49-13-092-2-00	43,153	-
1st Quarter Retention Pay and Market Adj	C-49-14-020-0-00	14,104	-
3rd and 4th Quarter Retention Pay and Market Adj	C-49-14-043-2-00	696	-
<b>FY 2014 Revised Budget</b>		<b>\$ 3,181,813</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		<b>\$ 993</b>	<b>\$ -</b>
1st Quarter Retention Pay and Market Adj	C-49-14-020-0-00	51	-
3rd and 4th Quarter Retention Pay and Market Adj	C-49-14-043-2-00	(696)	-
2nd to 4th Quarter Retention Pay Plan		1,638	-
<b>FY 2015 Baseline Budget Threshold</b>		<b>\$ 3,182,806</b>	<b>\$ -</b>
Adjustments:			
<b>Employee Compensation and Benefits</b>			
<b>Employee Retirement and Benefits</b>		<b>\$ 513</b>	<b>\$ -</b>
Retirement Contributions		513	-
<b>Base Adjustments</b>		<b>\$ (2,988)</b>	<b>\$ -</b>
Internal Service Charges		(2,988)	-
Risk Management	\$ (2,998)		
<b>FY 2015 Adopted Budget</b>		<b>\$ 3,180,331</b>	<b>\$ -</b>
<i>Percent Change from Threshold Amount</i>			<i>-0.1%</i>

Detention Operations Fund (255)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2014 Adopted Budget</b>		<b>\$ 54,801,713</b>	<b>\$ 6,500</b>
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		<b>\$ 2,239,486</b>	<b>\$ -</b>
County RPP	C-49-13-092-2-00	1,270,622	-
1st Quarter Retention Pay and Market Adj	C-49-14-020-0-00	67,224	-
2nd Quarter Retention Pay and Market Adj	C-49-14-032-2-00	888,757	-
3rd and 4th Quarter Retention Pay and Market Adj	C-49-14-043-2-00	12,883	-
<b>FY 2014 Revised Budget</b>		<b>\$ 57,041,199</b>	<b>\$ 6,500</b>
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		<b>\$ 736,560</b>	<b>\$ -</b>
1st Quarter Retention Pay and Market Adj	C-49-14-020-0-00	3,570	-
2nd Quarter Retention Pay and Market Adj	C-49-14-032-2-00	(888,757)	-
3rd and 4th Quarter Retention Pay and Market Adj	C-49-14-043-2-00	(12,883)	-
Annual Market Adjustment - Health Care		1,531,057	-
2nd to 4th Quarter Retention Pay Plan		103,573	-
<b>FY 2015 Baseline Budget Threshold</b>		<b>\$ 57,777,759</b>	<b>\$ 6,500</b>
Adjustments:			
<b>Employee Compensation and Benefits</b>			
<b>Employee Retirement and Benefits</b>		<b>\$ 14,953</b>	<b>\$ -</b>
Retirement Contributions		14,953	-
<b>Base Adjustments</b>		<b>\$ 436,469</b>	<b>\$ -</b>
Internal Service Charges		(351,526)	-
Risk Management	\$ (351,526)		
Software Maintenance Costs		787,995	-
Electronic Health Records System Annual Licensing	\$ 787,995		
<b>FY 2015 Adopted Budget</b>		<b>\$ 58,229,181</b>	<b>\$ 6,500</b>
<i>Percent Change from Threshold Amount</i>		<i>0.8%</i>	<i>0.0%</i>

## County Attorney

*Analysis by Ron Forster, 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.

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
LAAC - CIVIL SERVICES	\$ -	\$ -	\$ -	\$ 24,031	\$ 31,020	\$ 31,020	N/A
19CL - CIVIL LEGAL SERVICES	\$ -	\$ -	\$ -	\$ 24,031	\$ 31,020	\$ 31,020	N/A
COUT - COMMUNITY AND VICTIM OUTREACH	\$ 2,672,582	\$ 2,877,432	\$ 2,877,432	\$ 2,657,780	\$ 3,737,077	\$ 859,645	29.9%
19CO - COMMUNITY AND VICTIM OUTREACH	\$ 2,672,582	\$ 2,877,432	\$ 2,877,432	\$ 2,657,780	\$ 3,737,077	\$ 859,645	29.9%
CHAC - CHARGING ACTIVITY	\$ 1,578,551	\$ 1,728,613	\$ 1,728,613	\$ 1,555,599	\$ 1,555,630	\$ (172,983)	-10.0%
GANG - DRUG AND GANG PROSECUTION	-	-	-	-	1,401,425	1,401,425	N/A
IVAC - COUNTY ATTORNEY INITIATED INV	27,650	-	-	15,710	119,404	119,404	N/A
PROP - PROPERTY CRIME PROSECUTION	-	-	-	-	263,349	263,349	N/A
PROS - COMMUNITY BASED PROSECUTION	9,613,965	9,987,032	10,057,032	7,749,789	4,242,439	(5,814,593)	-57.8%
SPCP - SPECIALIZED CRIME PROSECUTION	-	-	-	-	735,461	735,461	N/A
19PP - PROSECUTION	\$ 11,220,166	\$ 11,715,645	\$ 11,785,645	\$ 9,321,098	\$ 8,317,708	\$ (3,467,937)	-29.4%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 41,037	\$ 39,966	\$ 39,966	\$ 37,948	\$ 28,980	\$ (10,986)	-27.5%
ODIR - EXECUTIVE MANAGEMENT	1,644,319	1,683,250	1,683,250	1,551,052	-	(1,683,250)	-100.0%
99AS - INDIRECT SUPPORT	\$ 1,685,356	\$ 1,723,216	\$ 1,723,216	\$ 1,589,000	\$ 28,980	\$ (1,694,236)	-98.3%
GGOV - GENERAL GOVERNMENT	\$ (1,074,743)	\$ -	\$ -	\$ 1,680,103	\$ -	\$ -	N/A
99GV - GENERAL OVERHEAD	\$ (1,074,743)	\$ -	\$ -	\$ 1,680,103	\$ -	\$ -	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	\$ -	\$ -	\$ -	\$ 47,644	\$ -	\$ -	N/A
99IT - INFORMATION TECHNOLOGY	\$ -	\$ -	\$ -	\$ 47,644	\$ -	\$ -	N/A
<b>TOTAL PROGRAMS</b>	<b>\$ 14,503,361</b>	<b>\$ 16,316,293</b>	<b>\$ 16,386,293</b>	<b>\$ 15,319,656</b>	<b>\$ 12,114,785</b>	<b>\$ (4,271,508)</b>	<b>-26.1%</b>

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
LAAC - CIVIL SERVICES DIVISION	\$ 8,377,676	\$ 8,545,859	\$ 8,979,352	\$ 8,847,181	\$ 8,814,881	\$ 164,471	1.8%
19CL - CIVIL SERVICES DIVISION	\$ 8,377,676	\$ 8,545,859	\$ 8,979,352	\$ 8,847,181	\$ 8,814,881	\$ 164,471	1.8%
COUT - COMMUNITY AND VICTIM OUTREACH	\$ 2,565,494	\$ 2,967,338	\$ 3,727,871	\$ 2,897,740	\$ 3,744,111	\$ (16,240)	-0.4%
19CO - COMMUNITY AND VICTIM OUTREACH	\$ 2,565,494	\$ 2,967,338	\$ 3,727,871	\$ 2,897,740	\$ 3,744,111	\$ (16,240)	-0.4%
JUVI - JUVENILE	\$ -	\$ -	\$ -	\$ -	\$ 4,186,183	\$ (4,186,183)	N/A
19JU - JUVENILE	\$ -	\$ -	\$ -	\$ -	\$ 4,186,183	\$ (4,186,183)	N/A
CHAC - CHARGING ACTIVITY	\$ 12,381,625	\$ 13,339,435	\$ 14,110,052	\$ 13,102,826	\$ 14,018,554	\$ 91,498	0.6%
CPTL - CAPITAL PROSECUTION	-	-	-	-	3,301,557	(3,301,557)	N/A
GANG - DRUG AND GANG PROSECUTION	-	-	-	-	4,864,935	(4,864,935)	N/A
IVAC - COUNTY ATTORNEY INITIATED INV	5,120,980	6,288,025	6,475,107	6,199,257	6,193,184	281,923	4.4%
PROP - PROPERTY CRIME PROSECUTION	-	-	-	-	4,400,634	(4,400,634)	N/A
PROS - COMMUNITY BASED PROSECUTION	46,757,240	53,217,673	58,493,443	54,681,058	33,908,517	24,584,926	42.0%
SPCP - SPECIALIZED CRIME PROSECUTION	-	-	-	-	1,715,678	(1,715,678)	N/A
19PP - PROSECUTION	\$ 64,259,845	\$ 72,845,133	\$ 79,078,602	\$ 73,983,141	\$ 68,403,059	\$ 10,675,543	13.5%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 747,148	\$ 753,840	\$ 779,518	\$ 738,791	\$ 773,130	\$ 6,388	0.8%
FACI - FACILITIES MANAGEMENT	-	-	-	-	148,415	(148,415)	N/A
HRAC - HUMAN RESOURCES	336,839	386,892	428,509	403,164	407,665	20,844	4.9%
ODIR - EXECUTIVE MANAGEMENT	3,374,315	3,934,232	3,914,311	3,768,001	1,284,158	2,630,153	67.2%
POOL - POOLED COSTS	-	(643,880)	-	-	235,992	(235,992)	N/A
PROC - PROCUREMENT	59,603	55,139	61,330	62,152	59,930	1,400	2.3%
RECO - RECORDS MANAGEMENT	-	-	-	-	465,302	(465,302)	N/A
SPPT - OPERATIONS SUPPORT	-	-	-	-	3,605,188	(3,605,188)	N/A
99AS - INDIRECT SUPPORT	\$ 4,517,905	\$ 4,486,223	\$ 5,183,668	\$ 4,972,108	\$ 6,979,780	\$ (1,796,112)	-34.6%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 570,804	\$ (570,804)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	-	151,843	151,843	152,697	-	151,843	100.0%
MPOS - ELECTED AND STATUTORY OFFICIALS	-	-	-	-	162,028	(162,028)	N/A
RISK - RISK PREMIUMS	-	-	-	-	2,128,978	(2,128,978)	N/A
99GV - GENERAL OVERHEAD	\$ -	\$ 151,843	\$ 151,843	\$ 152,697	\$ 2,861,810	\$ (2,709,967)	-1784.7%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 757,570	\$ 1,054,471	\$ 1,089,422	\$ 1,089,773	\$ 998,967	\$ 90,455	8.3%
DACR - DATA CENTER	1,799,875	1,562,976	1,576,264	1,257,751	1,879,336	(303,072)	-19.2%
TSPT - TECHNOLOGY SUPPORT	1,485,789	1,614,024	1,684,075	1,672,621	562,287	1,121,788	66.6%
VANS - INFRASTRUCTURE NETWORK SVCS	-	-	-	-	921,558	(921,558)	N/A
99IT - INFORMATION TECHNOLOGY	\$ 4,043,234	\$ 4,231,471	\$ 4,349,761	\$ 4,020,145	\$ 4,362,148	\$ (12,387)	-0.3%
<b>TOTAL PROGRAMS</b>	<b>\$ 83,764,154</b>	<b>\$ 93,227,867</b>	<b>\$ 101,471,097</b>	<b>\$ 94,873,012</b>	<b>\$ 99,351,972</b>	<b>\$ 2,119,125</b>	<b>2.1%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 5,777,460	\$ 6,933,464	\$ 6,933,464	\$ 6,892,563	\$ 5,131,945	\$ (1,801,519)	-26.0%
0620 - OTHER INTERGOVERNMENTAL	1,495,726	1,400,000	1,470,000	1,669,801	1,524,404	54,404	3.7%
<b>SUBTOTAL</b>	<b>\$ 7,273,186</b>	<b>\$ 8,333,464</b>	<b>\$ 8,403,464</b>	<b>\$ 8,562,364</b>	<b>\$ 6,656,349</b>	<b>\$ (1,747,115)</b>	<b>-20.8%</b>
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 621,285	\$ 622,468	\$ 622,468	\$ 621,268	\$ 621,268	\$ (1,200)	-0.2%
0635 - OTHER CHARGES FOR SERVICES	955,444	1,102,545	1,102,545	956,393	963,382	(139,163)	-12.6%
<b>SUBTOTAL</b>	<b>\$ 1,576,729</b>	<b>\$ 1,725,013</b>	<b>\$ 1,725,013</b>	<b>\$ 1,577,661</b>	<b>\$ 1,584,650</b>	<b>\$ (140,363)</b>	<b>-8.1%</b>
0637 - FINES & FORFEITS	\$ 5,282,061	\$ 6,156,750	\$ 6,156,750	\$ 5,089,109	\$ 3,752,781	\$ (2,403,969)	-39.0%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 71,818	\$ 61,100	\$ 61,100	\$ 52,574	\$ 85,317	\$ 24,217	39.6%
0650 - MISCELLANEOUS REVENUE	299,567	39,966	39,966	37,948	35,688	(4,278)	-10.7%
<b>SUBTOTAL</b>	<b>\$ 371,385</b>	<b>\$ 101,066</b>	<b>\$ 101,066</b>	<b>\$ 90,522</b>	<b>\$ 121,005</b>	<b>\$ 19,939</b>	<b>19.7%</b>
<b>ALL REVENUES</b>	<b>\$ 14,503,361</b>	<b>\$ 16,316,293</b>	<b>\$ 16,386,293</b>	<b>\$ 15,319,656</b>	<b>\$ 12,114,785</b>	<b>\$ (4,271,508)</b>	<b>-26.1%</b>
<b>TOTAL SOURCES</b>	<b>\$ 14,503,361</b>	<b>\$ 16,316,293</b>	<b>\$ 16,386,293</b>	<b>\$ 15,319,656</b>	<b>\$ 12,114,785</b>	<b>\$ (4,271,508)</b>	<b>-26.1%</b>

Sources and Uses by Category (continued)

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 47,260,343	\$ 50,613,243	\$ 56,102,504	\$ 55,294,896	\$ 58,580,799	\$ (2,478,295)	-4.4%
0705 - TEMPORARY PAY	14,902	100,317	79,170	40,481	129,287	(50,117)	-63.3%
0710 - OVERTIME	426,862	344,721	511,423	527,009	557,227	(45,804)	-9.0%
0750 - FRINGE BENEFITS	16,776,932	18,865,354	19,649,946	19,167,286	19,921,695	(271,749)	-1.4%
0790 - OTHER PERSONNEL SERVICES	951,072	959,964	699,466	804,761	873,969	(174,503)	-24.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(360,071)	(992,980)	(950,102)	(1,015,710)	(1,969,298)	1,019,196	107.3%
0796 - PERSONNEL SERVICES ALLOC-IN	262,190	924,980	1,424,186	1,199,391	1,969,298	(545,112)	-38.3%
<b>SUBTOTAL</b>	<b>\$ 65,332,230</b>	<b>\$ 70,815,599</b>	<b>\$ 77,516,593</b>	<b>\$ 76,018,114</b>	<b>\$ 80,062,977</b>	<b>\$ (2,546,384)</b>	<b>-3.3%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 2,179,298	\$ 2,657,451	\$ 3,721,170	\$ 2,744,325	\$ 2,269,967	\$ 1,451,203	39.0%
0802 - MEDICAL SUPPLIES	5,423	-	-	625	1,000	(1,000)	N/A
0803 - FUEL	101,661	102,065	102,065	110,318	87,748	14,317	14.0%
0804 - NON-CAPITAL EQUIPMENT	180,793	1,500,000	2,137,000	858,639	629,901	1,507,099	70.5%
<b>SUBTOTAL</b>	<b>\$ 2,467,175</b>	<b>\$ 4,259,516</b>	<b>\$ 5,960,235</b>	<b>\$ 3,713,907</b>	<b>\$ 2,988,616</b>	<b>\$ 2,971,619</b>	<b>49.9%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 991,248	\$ 600,587	\$ 600,587	\$ 556,962	\$ 804,239	\$ (203,652)	-33.9%
0811 - HEALTH CARE SERVICES	3,216,580	3,083,378	3,497,784	3,023,393	3,331,287	166,497	4.8%
0812 - OTHER SERVICES	2,578,177	3,575,185	4,490,765	2,818,263	2,209,187	2,281,578	50.8%
0820 - RENT & OPERATING LEASES	1,779,934	1,867,807	1,867,807	1,834,407	1,735,290	132,517	7.1%
0825 - REPAIRS AND MAINTENANCE	1,226,256	1,330,759	2,016,759	1,077,211	1,860,900	155,859	7.7%
0830 - INTERGOVERNMENTAL PAYMENTS	325,550	450,000	450,000	460,250	350,250	99,750	22.2%
0839 - INTERNAL SERVICE CHARGES	3,041,907	3,141,952	3,150,952	3,157,588	3,117,531	33,421	1.1%
0841 - TRAVEL	228,125	281,400	337,850	334,562	444,880	(107,030)	-31.7%
0842 - EDUCATION AND TRAINING	319,342	263,400	479,400	204,888	399,904	79,496	16.6%
0843 - POSTAGE/FREIGHT/SHIPPING	218,197	213,078	213,078	216,367	225,210	(12,132)	-5.7%
0845 - SUPPORT AND CARE OF PERSONS	419,364	1,113,316	1,293,316	976,322	1,103,005	190,311	14.7%
0850 - UTILITIES	189,055	131,890	131,890	148,627	189,216	(57,326)	-43.5%
0873 - SERVICES-ALLOCATION IN	-	-	-	240	480	(480)	N/A
<b>SUBTOTAL</b>	<b>\$ 14,533,735</b>	<b>\$ 16,052,752</b>	<b>\$ 18,530,188</b>	<b>\$ 14,809,080</b>	<b>\$ 15,771,379</b>	<b>\$ 2,758,809</b>	<b>14.9%</b>
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 1,392,268	\$ 2,100,000	\$ (535,919)	\$ 331,911	\$ 529,000	\$ (1,064,919)	-198.7%
0930 - VEHICLES & CONSTRUCTION EQUIP	38,746	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 1,431,014</b>	<b>\$ 2,100,000</b>	<b>\$ (535,919)</b>	<b>\$ 331,911</b>	<b>\$ 529,000</b>	<b>\$ (1,064,919)</b>	<b>-198.7%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 83,764,154</b>	<b>\$ 93,227,867</b>	<b>\$ 101,471,097</b>	<b>\$ 94,873,012</b>	<b>\$ 99,351,972</b>	<b>\$ 2,119,125</b>	<b>2.1%</b>
<b>TOTAL USES</b>	<b>\$ 83,764,154</b>	<b>\$ 93,227,867</b>	<b>\$ 101,471,097</b>	<b>\$ 94,873,012</b>	<b>\$ 99,351,972</b>	<b>\$ 2,119,125</b>	<b>2.1%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 42,703	\$ 39,966	\$ 39,966	\$ 63,158	\$ 60,000	\$ 20,034	50.1%
<b>FUND TOTAL SOURCES</b>	<b>\$ 42,703</b>	<b>\$ 39,966</b>	<b>\$ 39,966</b>	<b>\$ 63,158</b>	<b>\$ 60,000</b>	<b>\$ 20,034</b>	<b>50.1%</b>
219 COUNTY ATTORNEY GRANTS							
OPERATING	\$ 5,804,984	\$ 6,938,464	\$ 6,938,464	\$ 6,911,562	\$ 5,185,349	\$ (1,753,115)	-25.3%
<b>FUND TOTAL SOURCES</b>	<b>\$ 5,804,984</b>	<b>\$ 6,938,464</b>	<b>\$ 6,938,464</b>	<b>\$ 6,911,562</b>	<b>\$ 5,185,349</b>	<b>\$ (1,753,115)</b>	<b>-25.3%</b>
213 COUNTY ATTORNEY RICO							
OPERATING	\$ 3,419,172	\$ 4,000,000	\$ 4,000,000	\$ 3,140,331	\$ 2,012,040	\$ (1,987,960)	-49.7%
<b>FUND TOTAL SOURCES</b>	<b>\$ 3,419,172</b>	<b>\$ 4,000,000</b>	<b>\$ 4,000,000</b>	<b>\$ 3,140,331</b>	<b>\$ 2,012,040</b>	<b>\$ (1,987,960)</b>	<b>-49.7%</b>
220 DIVERSION							
OPERATING	\$ 1,644,319	\$ 1,683,250	\$ 1,683,250	\$ 1,551,052	\$ 1,429,500	\$ (253,750)	-15.1%
<b>FUND TOTAL SOURCES</b>	<b>\$ 1,644,319</b>	<b>\$ 1,683,250</b>	<b>\$ 1,683,250</b>	<b>\$ 1,551,052</b>	<b>\$ 1,429,500</b>	<b>\$ (253,750)</b>	<b>-15.1%</b>
221 COUNTY ATTORNEY FILL THE GAP							
OPERATING	\$ 1,578,551	\$ 1,728,613	\$ 1,728,613	\$ 1,555,599	\$ 1,555,630	\$ (172,983)	-10.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 1,578,551</b>	<b>\$ 1,728,613</b>	<b>\$ 1,728,613</b>	<b>\$ 1,555,599</b>	<b>\$ 1,555,630</b>	<b>\$ (172,983)</b>	<b>-10.0%</b>
266 CHECK ENFORCEMENT PROGRAM							
OPERATING	\$ 334,220	\$ 346,000	\$ 346,000	\$ 243,012	\$ 180,058	\$ (165,942)	-48.0%
NON RECURRING NON PROJECT	121	-	-	-	-	-	N/A
<b>FUND TOTAL SOURCES</b>	<b>\$ 334,341</b>	<b>\$ 346,000</b>	<b>\$ 346,000</b>	<b>\$ 243,012</b>	<b>\$ 180,058</b>	<b>\$ (165,942)</b>	<b>-48.0%</b>
267 CRIM JUSTICE ENHANCEMENT							
OPERATING	\$ 1,475,212	\$ 1,405,000	\$ 1,475,000	\$ 1,657,979	\$ 1,477,500	\$ 2,500	0.2%
<b>FUND TOTAL SOURCES</b>	<b>\$ 1,475,212</b>	<b>\$ 1,405,000</b>	<b>\$ 1,475,000</b>	<b>\$ 1,657,979</b>	<b>\$ 1,477,500</b>	<b>\$ 2,500</b>	<b>0.2%</b>
268 VICTIM COMP AND ASSISTANCE							
OPERATING	\$ 188,150	\$ 135,000	\$ 135,000	\$ 172,645	\$ 200,000	\$ 65,000	48.1%
<b>FUND TOTAL SOURCES</b>	<b>\$ 188,150</b>	<b>\$ 135,000</b>	<b>\$ 135,000</b>	<b>\$ 172,645</b>	<b>\$ 200,000</b>	<b>\$ 65,000</b>	<b>48.1%</b>
269 VICTIM COMP RESTITUTION INT							
OPERATING	\$ 15,929	\$ 40,000	\$ 40,000	\$ 24,318	\$ 14,708	\$ (25,292)	-63.2%
<b>FUND TOTAL SOURCES</b>	<b>\$ 15,929</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 24,318</b>	<b>\$ 14,708</b>	<b>\$ (25,292)</b>	<b>-63.2%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 14,503,240</b>	<b>\$ 16,316,293</b>	<b>\$ 16,386,293</b>	<b>\$ 15,319,656</b>	<b>\$ 12,114,785</b>	<b>\$ (4,271,508)</b>	<b>-26.1%</b>
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	<b>\$ 121</b>	<b>\$ -</b>	<b>N/A</b>				
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 14,503,361</b>	<b>\$ 16,316,293</b>	<b>\$ 16,386,293</b>	<b>\$ 15,319,656</b>	<b>\$ 12,114,785</b>	<b>\$ (4,271,508)</b>	<b>-26.1%</b>

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 68,196,188	\$ 70,940,676	\$ 77,362,618	\$ 77,266,218	\$ 82,979,918	\$ (5,617,300)	-7.3%
NON RECURRING NON PROJECT	687,780	-	643,880	-	-	643,880	100.0%
MCAO CASE MANAGEMENT SYSTEM	-	-	225,000	-	529,000	(304,000)	-135.1%
<b>FUND TOTAL USES</b>	<b>\$ 68,883,968</b>	<b>\$ 70,940,676</b>	<b>\$ 78,231,498</b>	<b>\$ 77,266,218</b>	<b>\$ 83,508,918</b>	<b>\$ (5,277,420)</b>	<b>-6.7%</b>
219 COUNTY ATTORNEY GRANTS							
OPERATING	\$ 5,818,899	\$ 6,938,464	\$ 7,075,944	\$ 6,449,975	\$ 5,185,349	\$ 1,890,595	26.7%
<b>FUND TOTAL USES</b>	<b>\$ 5,818,899</b>	<b>\$ 6,938,464</b>	<b>\$ 7,075,944</b>	<b>\$ 6,449,975</b>	<b>\$ 5,185,349</b>	<b>\$ 1,890,595</b>	<b>26.7%</b>
213 COUNTY ATTORNEY RICO							
OPERATING	\$ 3,453,144	\$ 4,000,000	\$ 4,000,000	\$ 2,683,523	\$ 2,012,040	\$ 1,987,960	49.7%
NON RECURRING NON PROJECT	60,842	3,147,784	147,784	71,791	-	147,784	100.0%
MCAO CASE MANAGEMENT SYSTEM	107,684	426,550	3,426,550	1,716,550	1,710,000	1,716,550	50.1%
<b>FUND TOTAL USES</b>	<b>\$ 3,621,670</b>	<b>\$ 7,574,334</b>	<b>\$ 7,574,334</b>	<b>\$ 4,471,864</b>	<b>\$ 3,722,040</b>	<b>\$ 3,852,294</b>	<b>50.9%</b>
220 DIVERSION							
OPERATING	\$ 1,377,383	\$ 1,683,250	\$ 1,683,250	\$ 1,505,900	\$ 1,429,500	\$ 253,750	15.1%
NON RECURRING NON PROJECT	448,280	1,936,850	1,936,850	1,072,551	1,268,323	668,527	34.5%
<b>FUND TOTAL USES</b>	<b>\$ 1,825,663</b>	<b>\$ 3,620,100</b>	<b>\$ 3,620,100</b>	<b>\$ 2,578,451</b>	<b>\$ 2,697,823</b>	<b>\$ 922,277</b>	<b>25.5%</b>
221 COUNTY ATTORNEY FILL THE GAP							
OPERATING	\$ 1,556,693	\$ 1,728,613	\$ 1,903,681	\$ 1,758,214	\$ 1,555,630	\$ 348,051	18.3%
NON RECURRING NON PROJECT	157,594	266,728	266,728	264,399	-	266,728	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 1,714,287</b>	<b>\$ 1,995,341</b>	<b>\$ 2,170,409</b>	<b>\$ 2,022,613</b>	<b>\$ 1,555,630</b>	<b>\$ 614,779</b>	<b>28.3%</b>
266 CHECK ENFORCEMENT PROGRAM							
OPERATING	\$ 275,570	\$ 346,000	\$ 365,860	\$ 351,321	\$ 180,058	\$ 185,802	50.8%
NON RECURRING NON PROJECT	10,567	13,900	13,900	7,000	-	13,900	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 286,137</b>	<b>\$ 359,900</b>	<b>\$ 379,760</b>	<b>\$ 358,321</b>	<b>\$ 180,058</b>	<b>\$ 199,702</b>	<b>52.6%</b>
267 CRIM JUSTICE ENHANCEMENT							
OPERATING	\$ 1,332,952	\$ 1,405,000	\$ 1,475,000	\$ 1,463,288	\$ 1,477,500	\$ (2,500)	-0.2%
NON RECURRING NON PROJECT	277,134	219,052	219,052	172,171	144,186	74,866	34.2%
<b>FUND TOTAL USES</b>	<b>\$ 1,610,086</b>	<b>\$ 1,624,052</b>	<b>\$ 1,694,052</b>	<b>\$ 1,635,459</b>	<b>\$ 1,621,686</b>	<b>\$ 72,366</b>	<b>4.3%</b>
268 VICTIM COMP AND ASSISTANCE							
OPERATING	\$ -	\$ 135,000	\$ 135,000	\$ 71,000	\$ 200,000	\$ (65,000)	-48.1%
NON RECURRING NON PROJECT	-	-	480,000	-	501,308	(21,308)	-4.4%
<b>FUND TOTAL USES</b>	<b>\$ -</b>	<b>\$ 135,000</b>	<b>\$ 615,000</b>	<b>\$ 71,000</b>	<b>\$ 701,308</b>	<b>\$ (86,308)</b>	<b>-14.0%</b>
269 VICTIM COMP RESTITUTION INT							
OPERATING	\$ 3,444	\$ 40,000	\$ 40,000	\$ 19,111	\$ 14,708	\$ 25,292	63.2%
NON RECURRING NON PROJECT	-	-	70,000	-	164,452	(94,452)	-134.9%
<b>FUND TOTAL USES</b>	<b>\$ 3,444</b>	<b>\$ 40,000</b>	<b>\$ 110,000</b>	<b>\$ 19,111</b>	<b>\$ 179,160</b>	<b>\$ (69,160)</b>	<b>-62.9%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 82,014,273</b>	<b>\$ 87,217,003</b>	<b>\$ 94,041,353</b>	<b>\$ 91,568,550</b>	<b>\$ 95,034,703</b>	<b>\$ (993,350)</b>	<b>-1.1%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 1,749,881</b>	<b>\$ 6,010,864</b>	<b>\$ 7,429,744</b>	<b>\$ 3,304,462</b>	<b>\$ 4,317,269</b>	<b>\$ 3,112,475</b>	<b>41.9%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 83,764,154</b>	<b>\$ 93,227,867</b>	<b>\$ 101,471,097</b>	<b>\$ 94,873,012</b>	<b>\$ 99,351,972</b>	<b>\$ 2,119,125</b>	<b>2.1%</b>

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
<b>CIVIL LEGAL SERVICES</b>							
CIVIL SERVICES	96.00	86.00	86.50	86.50	86.50	-	0.0%
PROGRAM TOTAL	96.00	86.00	86.50	86.50	86.50	-	0.0%
<b>COMMUNITY AND VICTIM OUTREACH</b>							
COMMUNITY AND VICTIM OUTREACH	16.00	15.00	15.00	15.00	19.00	4.00	26.7%
PROGRAM TOTAL	16.00	15.00	15.00	15.00	19.00	4.00	26.7%
<b>GENERAL OVERHEAD</b>							
ELECTED AND STATUTRY OFFICIALS	-	-	.00	-	1.00	1.00	N/A
PROGRAM TOTAL	-	-	-	-	1.00	1.00	N/A
<b>INDIRECT SUPPORT</b>							
BUDGET AND FINANCIAL SERVICES	7.00	7.00	7.00	7.00	8.00	1.00	14.3%
EXECUTIVE MANAGEMENT	34.00	35.00	33.00	34.00	7.00	(26.00)	(78.8%)
FACILITIES MANAGEMENT	-	-	.00	-	2.00	2.00	N/A
HUMAN RESOURCES	5.00	6.00	6.00	6.00	6.00	-	0.0%
OPERATIONS SUPPORT	-	-	.00	-	39.00	39.00	N/A
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
RECORDS MANAGEMENT	-	-	.00	-	8.00	8.00	N/A
PROGRAM TOTAL	47.00	49.00	47.00	48.00	71.00	24.00	51.1%
<b>INFORMATION TECHNOLOGY</b>							
BUSINESS APPLICATION DEV SUPP	10.00	10.00	10.00	10.00	9.00	(1.00)	(10.0%)
DATA CENTER	1.00	1.00	1.00	1.00	2.00	1.00	100.0%
INFRASTRUCTURE NETWORK SVCS	-	-	.00	-	8.00	8.00	N/A
TECHNOLOGY SUPPORT	19.00	20.00	20.00	20.00	8.00	(12.00)	(60.0%)
PROGRAM TOTAL	30.00	31.00	31.00	31.00	27.00	(4.00)	(12.9%)
<b>JUVENILE</b>							
JUVENILE	-	-	.00	-	44.50	44.50	N/A
PROGRAM TOTAL	-	-	-	-	44.50	44.50	N/A
<b>PROSECUTION</b>							
CAPITAL PROSECUTION	-	-	.00	-	30.00	30.00	N/A
CHARGING ACTIVITY	160.00	167.50	159.00	164.50	165.50	6.50	4.1%
COMMUNITY BASED PROSECUTION	524.00	525.00	537.50	529.00	302.00	(235.50)	(43.8%)
COUNTY ATTORNEY INITIATED INV	59.00	62.00	63.00	63.00	63.00	-	0.0%
DRUG AND GANG PROSECUTION	-	-	.00	-	61.00	61.00	N/A
PROPERTY CRIME PROSECUTION	-	-	.00	-	54.50	54.50	N/A
SPECIALIZED CRIME PROSECUTION	-	-	.00	-	21.00	21.00	N/A
PROGRAM TOTAL	743.00	754.50	759.50	756.50	697.00	(62.50)	(8.2%)
DEPARTMENT TOTAL	932.00	935.50	939.00	937.00	946.00	7.00	0.7%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	3.00	3.00	3.00	3.00	3.00	-	0.0%
Accounting Specialist	-	-	-	-	1.00	1.00	N/A
Admin/Operations Specialist	3.00	3.00	4.00	4.00	4.00	-	0.0%
Administrative Staff Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrator	1.00	-	-	-	-	-	N/A
Applications Development Mgr	1.00	-	-	-	-	-	N/A
Attorney	342.50	343.00	342.50	342.50	345.50	3.00	0.9%
Attorney - Civil Practice Mgr	5.00	5.00	5.00	5.00	5.00	-	0.0%
Attorney - Senior Counsel	13.00	13.00	13.00	13.00	13.00	-	0.0%
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	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Officer Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Communicatns Mgr-Crim Justice	1.00	1.00	1.00	1.00	1.00	-	0.0%
County Attorney Special Assistant	3.00	4.00	4.00	4.00	4.00	-	0.0%
Data Architect	1.00	1.00	-	-	1.00	1.00	N/A
Database Administrator	1.00	1.00	-	-	1.00	1.00	N/A
Database Administrator - Senior/Lead	-	-	1.00	1.00	-	(1.00)	(100.0%)
Department Facilities Planner	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>932.00</b>	<b>935.50</b>	<b>939.00</b>	<b>937.00</b>	<b>946.00</b>	<b>7.00</b>	<b>0.7%</b>

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	2.00	2.00	1.00	1.00	1.00	-	0.0%
Executive Assistant - Elected Official	-	-	1.00	1.00	1.00	-	0.0%
Finance Manager - Large	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%
Finance/Business Analyst	1.00	-	-	-	-	-	N/A
General Laborer	3.00	3.00	4.00	3.00	3.00	(1.00)	(25.0%)
Grant-Contract Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Help Desk Coordinator	2.00	4.00	4.00	4.00	3.00	(1.00)	(25.0%)
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	-	0.0%
Human Resources Manager	1.00	1.00	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%
Intern	.50	.50	.50	.50	.50	-	0.0%
Investigations Supervisor - MCAO	5.00	6.00	5.00	6.00	6.00	1.00	20.0%
Investigations Task Force Commander - MCAO	1.00	1.00	1.00	1.00	1.00	-	0.0%
Investigator - MCAO	41.00	48.00	47.00	47.00	47.00	-	0.0%
Investigator Chief - MCAO	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Program Manager	-	1.00	1.00	1.00	1.00	-	0.0%
IT Security Analyst - Senior/Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Senior Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Legal Assistant	104.00	97.00	97.00	97.00	97.00	-	0.0%
Legal Assistant Supv	13.00	13.00	13.00	13.00	13.00	-	0.0%
Legal Management Assistant	4.00	5.00	6.00	6.00	6.00	-	0.0%
Legal Order Server	-	2.00	2.00	2.00	2.00	-	0.0%
Legal Services Manager	3.00	3.00	3.00	3.00	3.00	-	0.0%
Legal Support Specialist	104.00	104.00	104.00	104.00	104.00	-	0.0%
Legal Support Supervisor	36.00	36.00	35.00	35.00	35.00	-	0.0%
Management Analyst	4.00	3.00	3.00	3.00	3.00	-	0.0%
Media Specialist	2.00	2.00	3.00	2.00	2.00	(1.00)	(33.3%)
Network Engineer	-	-	1.00	1.00	-	(1.00)	(100.0%)
Network Engineer Senior/Lead	-	-	3.00	3.00	-	(3.00)	(100.0%)
Nurse Legal Consultant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	112.00	112.00	112.00	110.00	116.00	4.00	3.6%
Office Assistant Specialized	18.00	16.00	17.00	19.00	18.00	1.00	5.9%
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	1.00	-	0.0%
PC/LAN Technician	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	2.00	2.00	2.00	2.00	-	0.0%
Programmer/Analyst	3.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst - Senior/Lead	2.00	3.00	3.00	3.00	3.00	-	0.0%
Social Worker	47.00	47.00	47.00	47.00	48.00	1.00	2.1%
Social Worker Supervisor	8.00	8.00	8.00	8.00	8.00	-	0.0%
Software Architect	-	-	1.00	1.00	-	(1.00)	(100.0%)
Software Sys Engineer - Sr/Ld	-	1.00	1.00	1.00	1.00	-	0.0%
Special Projects Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Systems Admin & Analysis Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems Administrator	4.00	3.00	2.00	2.00	3.00	1.00	50.0%
Systems Administrator - Senior/Lead	4.00	4.00	1.00	1.00	4.00	3.00	300.0%
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%
<b>Department Total</b>	<b>932.00</b>	<b>935.50</b>	<b>939.00</b>	<b>937.00</b>	<b>946.00</b>	<b>7.00</b>	<b>0.7%</b>

## Staffing by Fund

DEPARTMENT/FUND		FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	769.00	742.00	755.50	754.50	804.00	48.50	6.4%
213	COUNTY ATTORNEY RICO	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
219	COUNTY ATTORNEY GRANTS	68.00	86.00	75.00	75.00	58.00	(17.00)	(22.7%)
220	DIVERSION	28.00	37.00	38.00	37.00	35.00	(3.00)	(7.9%)
221	COUNTY ATTORNEY FILL THE GAP	33.00	36.50	36.50	36.50	26.00	(10.50)	(28.8%)
266	CHECK ENFORCEMENT PROGRAM	9.00	9.00	9.00	9.00	3.00	(6.00)	(66.7%)
267	CRIM JUSTICE ENHANCEMENT	24.00	24.00	24.00	24.00	20.00	(4.00)	(16.7%)
<b>Department Total</b>		<b>932.00</b>	<b>935.50</b>	<b>939.00</b>	<b>937.00</b>	<b>946.00</b>	<b>7.00</b>	<b>0.7%</b>

## Staffing Variance Analysis

The Maricopa County Attorney's Office reallocated 37.5 positions from Special Revenue funds to the General Fund, due to reduction in special revenues. The General Fund inactivated two positions in order to transfer funding to the Sheriff's Office for dedicated dispatch services. Additional Non Recurring positions were eliminated in the Criminal Justice Enhancement Fund due to reduced revenues.

## General Adjustments

**Personnel:** FY 2015 personnel expenditures increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

### **Base Adjustments:**

#### **General Fund (100) Operating**

- Increase Other Services by \$392,770 to meet demand.
- Increase Supplies and Services by \$123,194 to meet increased demand.
- Increase Temporary Pay by \$113,625.
- Increase Other Benefits by \$ 22,988
- Increase Regular Benefits by \$22,757 for the impact of changes in retirement contribution rates.
- Decrease Internal Service Charges by \$118,526 for the impact of changes in risk management charges.
- Increase Personnel costs by \$768,219 for 13 additional positions requested after the Zero Based budget was submitted.
- Increase expenditures by \$75,993 for the reallocation of one position from MCAO RICO Fund (213) due to reduced revenues.
- Increase expenditures by \$1,135,050 for the reallocation of 17 positions from Grant Fund (219) due to reduced grant revenues.
- Increase expenditures by \$95,314 for the reallocation of three positions from Diversion Fund (220) due to reduced revenues.
- Increase expenditures by \$795,005 for the reallocation of 10.5 positions from Fill the Gap Fund (221) due to reduced revenues.
- Increase expenditures by \$282,986 for the reallocation of six positions from Check Enforcement Fund (266) due to reduced revenues.
- Increase expenditures in order to reduce personnel salary and savings by \$1,772,302 to better match forecasted vacancy rates.
- Increase revenue by \$20,034 due to trend analysis.
- Increase expenditures by \$235,992 due to Justice System support market increases.
- Decrease budget by \$139,216 and inactivate two positions for transfer of funding to MCSO for County Attorney Dispatch Services.

**General Fund (100) MCAO Case Management System**

- Budget \$529,000 for case management system hardware.

**County Attorney RICO Fund (213) Operating**

- Reduce revenue and expenditures by \$1,987,960 due to anticipated reduction in revenues.
- Reallocate one position to General Fund due to RICO guidelines.

**County Attorney RICO Fund (213) Case Management Project**

- Carry forward \$1,710,000 in project dollars for the development of the County Attorney case management system.

**County Attorney Grants Fund (219) Operating**

- Increase Regular Benefits by \$1,794 for the impact of changes in retirement contribution rates.
- Reduce expenditures by \$1,135,050 for the reallocation of 17 positions to the General Fund.
- Reduce other supplies and services by \$764,235 to maintain structural balance.
- Reduce grant revenues by \$1,753,115 due to anticipated reduction in revenues from grant sources.

**Diversion Fund (220) Operating**

- Increase Regular Benefits by \$468 for the impact of changes in retirement contribution rates.
- Reduce expenditures by \$95,314 for the reallocation of 3 positions to the General Fund.
- Reduce other supplies and services by \$158,904 to maintain structural balance.
- Reduce Diversion revenues by \$253,750 due to anticipated reduction in revenues.

**Diversion Fund (220) Non Recurring Non Project**

- Increase Regular Benefits by \$468 for the impact of changes in retirement contribution rates.
- Increase expenditure budget by \$1,267,855 for use of fund balance to decrease backlog in sex crime and family violence cases and cold homicide casework.

**County Attorney Fill the Gap Fund (221) Operating**

- Increase Regular Benefits by \$527 for the impact of changes in retirement contribution rates.
- Reduce expenditures by \$369,756 for the reallocation of 6 positions to the General Fund.
- Increase expenditures by \$175,068 for the impact of merit increases awarded in FY 2014.
- Increase expenditures in order to reduce personnel salary and savings by \$21,178 to better match forecasted vacancy rates.
- Reduce Fill the Gap revenues by \$172,983 due to anticipated reduction in revenues.

**County Attorney Fill the Gap Fund (221) Non Recurring Non Project**

- Reduce expenditures by \$427,990 for the reallocations of 4.5 positions to the general fund.
- Reduce salary savings by \$162,417 associated with the 4.5 positions reallocated to the general fund.
- Reduce expenditures by \$1,155 for the impact of changes in retirement contribution rates.

**Check Enforcement Program Fund (266) Operating**

- Increase Regular Benefits by \$55 for the impact of changes in retirement contribution rates.
- Reduce expenditures by \$282,986 for the reallocation of 6 positions to the General Fund.
- Reduce other supplies and services by \$116,989 to maintain structural balance.
- Reduce Check Enforcement revenues by \$165,942 due to anticipated reduction in revenues.

**Criminal Justice Enhancement Fund (267) Operating**

- Increase Regular Benefits by \$556 for the impact of changes in retirement contribution rates.
- Increase revenues by \$72,500 due to an increase in funding based on current trends.
- Increase expenditures by \$71,944 to right-size services based on expanded revenue.

**Criminal Justice Enhancement Fund (267) Non Recurring Non Project**

- Increase Regular Benefits by \$54 for the impact of changes in retirement contribution rates.
- Increase expenditure budget by \$144,132 for use of fund balance to decrease backlog in sex crime casework.

**Victim Compensation and Assistance Fund (268) Operating**

- Increase revenues and expenditures by \$65,000 to right-size services based on expanded revenue.

**Victim Compensation and Assistance Fund (268) Non Recurring Non Project**

- Increase expenditure budget by \$501,308 for use of fund balance to pay victim compensation claims.

**Victim Compensation Restitution Interest Fund (269) Operating**

- Reduce revenues and expenditures by \$25,292 to right-size services based on reduced revenue.

**Victim Compensation and Assistance Fund (268) Non Recurring Non Project**

- Increase expenditure budget by \$164,452 for use of fund balance to pay victim compensation claims.

**Programs and Activities**

The Maricopa County Attorney’s Office has a new strategic plan beginning in FY 2015. Therefore, no performance measure data is available to report.

**Civil Services Program**

The purpose of the Civil Services Program is to provide legal advice and representation to the Maricopa County Board of Supervisors, elected and appointed officials, departments, employees, and certain agents of the County so they can manage the business of the County with the benefit of timely and responsive legal advice and representation.

**Program Results**

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of all civil claims resolved in favor of Maricopa County	N/A	N/A	N/A	N/A	N/A	N/A
Percent of civil clients who were satisfied or very satisfied	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Civil Services Activity

**Civil Services Activity**

The purpose of the Civil Services Activity is to provide legal advice and representation to the Maricopa County Board of Supervisors, elected and appointed officials, departments, employees and certain agents of the County so they can manage the business of the County with the benefit of timely and responsive legal advice and representation.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of all civil claims resolved in favor of Maricopa County	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of civil clients who were satisfied or very satisfied	N/A	N/A	N/A	N/A	N/A	N/A
Output	Total number of civil claims represented	N/A	N/A	N/A	N/A	N/A	N/A
Output	Total number of civil claims against Maricopa County defended	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of civil claims by Maricopa County represented	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of civil claims filed against Maricopa County	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure Ratio	Total expenditure per civil claim represented	N/A	N/A	N/A	N/A	N/A	N/A
<i>Revenue</i>							
	100 - GENERAL	\$ -	\$ -	\$ 24,031	\$ 31,020	\$ 31,020	N/A
	TOTAL SOURCES	\$ -	\$ -	\$ 24,031	\$ 31,020	\$ 31,020	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 8,377,676	\$ 8,979,352	\$ 8,847,181	\$ 8,814,881	\$ 164,471	1.8%
	TOTAL USES	\$ 8,377,676	\$ 8,979,352	\$ 8,847,181	\$ 8,814,881	\$ 164,471	1.8%

**Community/Victim Outreach Program**

The purpose of the Community/Victim Outreach Program is to provide legal support and information to victims and their families, law enforcement agencies, civic organizations, schools, and residents of Maricopa County so they can work in partnership with MCAO to provide a safe community.

**Program Results**

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of victims satisfied as determined by a satisfaction survey	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Community/Victim Outreach

**Community/Victim Outreach Activity**

The purpose of the Community / Victim Outreach Activity is to provide legal support and information to victims and their families, law enforcement agencies, civic organizations, schools and residents of Maricopa County so they can work in partnership with the MCAO to provide a safe community.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of victims satisfied as determined by a satisfaction survey	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of victims receiving services	N/A	N/A	N/A	N/A	N/A	N/A
Output	Dollars of victim financial reimbursements (dollars)	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of K-9 child victim sessions	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of participants in classes and presentations	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of requests for classes and presentations	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure Ratio	Total expenditure per class or presentation participant	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure Ratio	Expenditure per victim who received services	N/A	N/A	N/A	N/A	N/A	N/A
<b>Revenue</b>							
	219 - COUNTY ATTORNEY GRANTS	\$ 2,134,162	\$ 2,356,432	\$ 2,217,805	\$ 1,919,519	\$ (436,913)	-18.5%
	220 - DIVERSION	-	-	-	1,429,500	1,429,500	N/A
	266 - CHECK ENFORCEMENT PROGRAM	334,341	346,000	243,012	180,058	(165,942)	-48.0%
	268 - VICTIM COMP AND ASSISTANCE	188,150	135,000	172,645	200,000	65,000	48.1%
	269 - VICTIM COMP RESTITUTION INT	15,929	40,000	24,318	8,000	(32,000)	-80.0%
	TOTAL SOURCES	\$ 2,672,582	\$ 2,877,432	\$ 2,657,780	\$ 3,737,077	\$ 859,645	29.9%
<b>Expenditure</b>							
	100 - GENERAL	\$ 127,598	\$ 155,246	\$ 222,835	\$ 499,936	\$ (344,690)	-222.0%
	219 - COUNTY ATTORNEY GRANTS	2,148,315	2,482,539	2,234,247	1,860,551	621,988	25.1%
	220 - DIVERSION	-	-	-	328,258	(328,258)	N/A
	266 - CHECK ENFORCEMENT PROGRAM	286,137	365,086	350,547	180,058	185,028	50.7%
	268 - VICTIM COMP AND ASSISTANCE	-	615,000	71,000	701,308	(86,308)	-14.0%
	269 - VICTIM COMP RESTITUTION INT	3,444	110,000	19,111	174,000	(64,000)	-58.2%
	TOTAL USES	\$ 2,565,494	\$ 3,727,871	\$ 2,897,740	\$ 3,744,111	\$ (16,240)	-0.4%

### Juvenile Program

The purpose of the Juvenile Program is to provide juvenile adjudication and other legal support to the residents of Maricopa County and to youthful offenders so they can be rehabilitated in a manner that ensures public safety.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of juvenile adjudications that result in a disposition	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Juvenile Activity

**Juvenile Activity**

The purpose of the Juvenile Activity is to provide juvenile adjudication and other legal support to residents of Maricopa County and youthful offenders so they can be rehabilitated in a manner that ensures public safety and reduces recidivism.

**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.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of juvenile adjudications that result in a disposition	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of juvenile adjudications completed	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of juvenile diversion referrals	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of adoptions	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of juveniles adjudicated with prior adjudications	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of juvenile referrals	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure Ratio	Total expenditure per juvenile adjudication completed	N/A	N/A	N/A	N/A	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ -	\$ -	\$ -	\$ 4,186,183	\$ (4,186,183)	N/A
	TOTAL USES	\$ -	\$ -	\$ -	\$ 4,186,183	\$ (4,186,183)	N/A

**Prosecution Program**

The purpose of the Prosecution Program is to provide comprehensive felony, misdemeanor, delinquency and incorrigibility prosecution in the adult and juvenile courts to the people of Maricopa County so 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of vehicle theft prosecutions completed within 180 days of arraignment	0.0%	0.0%	0.0%	N/A	N/A	N/A
Percent of vehicle theft case resolutions	N/A	N/A	N/A	N/A	N/A	N/A
Percent of Fraud and Identity Theft (FITE) victims receiving restitution	N/A	N/A	N/A	N/A	N/A	N/A
Percent of initial felony screenings resulting in charges being filed (filing rate)	N/A	N/A	N/A	N/A	N/A	N/A
Percent of initial felony screenings resulting in diversion from criminal prosecution	N/A	N/A	N/A	N/A	N/A	N/A
Percent of new felony convictions within 3 years of prior Maricopa County conviction and/or release from the Arizona Department of Corrections commitment from a Maricopa County conviction	N/A	N/A	N/A	N/A	N/A	N/A
Percent of criminal investigations resulting in a submittal	N/A	N/A	N/A	N/A	N/A	N/A
Percent of capital cases resulting in a death sentence	N/A	N/A	N/A	N/A	N/A	N/A
Percent of capital cases resulting in a life sentence	N/A	N/A	N/A	N/A	N/A	N/A
Percent of capital cases resulting in a sentence of at least 15 years	N/A	N/A	N/A	N/A	N/A	N/A
Percent of the total number of felonies resulting in a disposition of probation, jail and probation, Department of Corrections commitment, or Department of Correction commitment with probation	N/A	N/A	N/A	N/A	N/A	N/A
Percent of the total number of gang-related prosecutions reaching a conviction disposition	N/A	N/A	N/A	N/A	N/A	N/A
Percent of the total number of drug-related prosecutions reaching a conviction disposition	N/A	N/A	N/A	N/A	N/A	N/A
Percent of dangerous crimes filings resulting in convictions (arsons, home invasions, weapons misconduct)	N/A	N/A	N/A	N/A	N/A	N/A
Percent of specialized crime victims receiving restitution	N/A	N/A	N/A	N/A	N/A	N/A
Percent of strangulation filings that result in a conviction	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Capital Prosecution Activity
- Drug and Gang Prosecutions Activity
- Investigations Activity
- Pretrial/Charging Activity
- Property Crime Activity
- Prosecution Activity
- Specialized Crime Prosecution Activity

**Capital Prosecution Activity**

The purpose of the Capital Prosecution Activity is to provide criminal prosecution of capital defendants to victims, their families and residents of Maricopa County so they can achieve a sense of justice, live in a safe community and hold offenders accountable.

**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.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of capital cases resulting in a death sentence	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of capital cases resulting in a life sentence	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of capital cases resulting in a sentence of at least 15 years	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of capital cases reaching disposition	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of post-conviction relief representations	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of capital cases	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of capital reviewed within 60 days	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of capital cases tried within 5 years	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of capital cases filed	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure Ratio	Total expenditure per capital case reaching disposition	N/A	N/A	N/A	N/A	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ -	\$ -	\$ -	\$ 2,926,897	\$ (2,926,897)	N/A
	220 - DIVERSION	-	-	-	214,248	(214,248)	N/A
	267 - CRIM JUSTICE ENHANCEMENT	-	-	-	160,412	(160,412)	N/A
	TOTAL USES	\$ -	\$ -	\$ -	\$ 3,301,557	\$ (3,301,557)	N/A

### Drug and Gang Prosecutions Activity

The purpose of the Drug and Gang Prosecutions Activity is to provide criminal prosecution of drug traffickers, gang members and gang related crimes to victims, their families and residents of Maricopa County so they can live in a safe community and hold offenders accountable.

**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.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of the total number of gang-related prosecutions reaching a conviction disposition	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of the total number of drug-related prosecutions reaching a conviction disposition	N/A	N/A	N/A	N/A	N/A	N/A
Output	Total number of drug-related filings reaching disposition	N/A	N/A	N/A	N/A	N/A	N/A
Output	Total number of gang-related filings reaching disposition	N/A	N/A	N/A	N/A	N/A	N/A
Output	Total number of drug and gang-related prosecutions reaching disposition	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Total number of drug-related prosecutions required	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Total number of gang-related prosecutions required	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure Ratio	Total expenditure per drug-related and gang-related prosecutions reaching disposition	N/A	N/A	N/A	N/A	N/A	N/A
<i>Revenue</i>							
	219 - COUNTY ATTORNEY GRANTS	\$ -	\$ -	\$ -	\$ 1,401,425	\$ 1,401,425	N/A
	TOTAL SOURCES	\$ -	\$ -	\$ -	\$ 1,401,425	\$ 1,401,425	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ -	\$ -	\$ -	\$ 3,505,258	\$ (3,505,258)	N/A
	219 - COUNTY ATTORNEY GRANTS	-	-	-	1,263,569	(1,263,569)	N/A
	220 - DIVERSION	-	-	-	60,500	(60,500)	N/A
	267 - CRIM JUSTICE ENHANCEMENT	-	-	-	35,608	(35,608)	N/A
	TOTAL USES	\$ -	\$ -	\$ -	\$ 4,864,935	\$ (4,864,935)	N/A

**Investigations Activity**

The purpose of the Investigations Activity is to provide investigations to prosecutors representing victims and law enforcement agencies and residents of Maricopa County so they can live in a safe community and hold offenders accountable.

**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.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of criminal investigations resulting in a submittal	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of completed criminal investigations initiated by the MCAO	3,422	15,376	11,794	N/A	N/A	N/A
Output	Number of subpoenas served	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of search warrants served	N/A	N/A	N/A	N/A	N/A	N/A
Output	Total number of completed criminal investigations	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of completed criminal investigations initiated by other law enforcement agencies with MCAO investigations support	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of Special Detail Requests (SDRs) completed by Deputy County Attorneys to assist during trials	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of misdemeanor cases submitted to Justice Courts	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of criminal investigations requested by other law enforcement agencies	2,440	14,780	12,500	N/A	N/A	N/A
Expenditure Ratio	Total expenditure per completed criminal investigation	\$ 1,496.49	\$ 421.12	\$ 525.63	N/A	N/A	N/A
<i>Revenue</i>							
	100 - GENERAL	\$ 1,666	\$ -	\$ 1,179	\$ -	\$ -	N/A
	219 - COUNTY ATTORNEY GRANTS	25,984	-	14,531	119,404	119,404	N/A
	TOTAL SOURCES	\$ 27,650	\$ -	\$ 15,710	\$ 119,404	\$ 119,404	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 4,432,085	\$ 5,157,335	\$ 5,138,590	\$ 5,398,178	\$ (240,843)	-4.7%
	219 - COUNTY ATTORNEY GRANTS	226,129	262,299	189,199	181,878	80,421	30.7%
	213 - COUNTY ATTORNEY RICO	60,842	47,784	65,271	-	47,784	100.0%
	220 - DIVERSION	301,725	864,125	638,621	613,128	250,997	29.0%
	221 - COUNTY ATTORNEY FILL THE GAP	100,199	143,564	167,576	-	143,564	100.0%
	TOTAL USES	\$ 5,120,980	\$ 6,475,107	\$ 6,199,257	\$ 6,193,184	\$ 281,923	4.4%

**Pretrial/Charging Activity**

The purpose of the Pretrial / Charging Activity is to provide felony case reviews and charging decisions to prosecutors representing victims and law enforcement agencies so they can successfully prosecute criminals, hold offenders accountable and provide a safe community.

**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.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of initial felony screenings resulting in charges being filed (filing rate)	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of initial felony screenings resulting in diversion from criminal prosecution	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of new felony convictions within 3 years of prior Maricopa County conviction and/or release from the Arizona Department of Corrections commitment from a Maricopa County conviction	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of felony screenings submitted	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of offenders released within last 3 years from Maricopa County conviction and/or release from the Arizona Department of Corrections commitment from a Maricopa County conviction	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of criminal cases filed	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of felony submittals charged within 30 days	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of in-jail submittals charged within 48 hours	N/A	N/A	N/A	N/A	N/A	N/A
Output	Dollars of check enforcement restitutions	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of criminal cases submitted by law enforcement agencies	24,719	40,168	43,478	N/A	N/A	N/A
Expenditure Ratio	Total activity expenditure per felony screening	N/A	N/A	N/A	N/A	N/A	N/A
<i>Revenue</i>							
	221 - COUNTY ATTORNEY FILL THE GAP	\$ 1,578,551	\$ 1,728,613	\$ 1,555,599	\$ 1,555,630	\$ (172,983)	-10.0%
	TOTAL SOURCES	\$ 1,578,551	\$ 1,728,613	\$ 1,555,599	\$ 1,555,630	\$ (172,983)	-10.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 9,774,596	\$ 11,092,917	\$ 10,423,499	\$ 11,571,311	\$ (478,394)	-4.3%
	219 - COUNTY ATTORNEY GRANTS	204,951	215,638	125,427	88,129	127,509	59.1%
	220 - DIVERSION	793,184	928,204	815,463	864,030	64,174	6.9%
	221 - COUNTY ATTORNEY FILL THE GAP	1,327,749	1,510,550	1,398,092	1,147,828	362,722	24.0%
	266 - CHECK ENFORCEMENT PROGRAM	-	13,900	7,000	-	13,900	100.0%
	267 - CRIM JUSTICE ENHANCEMENT	281,145	348,843	333,345	347,256	1,587	0.5%
	TOTAL USES	\$ 12,381,625	\$ 14,110,052	\$ 13,102,826	\$ 14,018,554	\$ 91,498	0.6%

**Property Crime Activity**

The purpose of the Property Crime Activity is to provide criminal prosecution of property crimes and identity theft crimes to victims and residents of Maricopa County so they can have their personal property and identities protected and hold offenders accountable.

**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.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of vehicle theft prosecutions completed within 180 days of arraignment	0.0%	0.0%	0.0%	N/A	N/A	N/A
Result	Percent of vehicle theft case resolutions	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of Fraud and Identity Theft (FITE) victims receiving restitution	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of vehicle thefts prosecuted	569	920	920	N/A	N/A	N/A
Output	Number of identity thefts prosecuted	N/A	N/A	N/A	N/A	N/A	N/A
Output	Dollars of recovered assets	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of vehicle thefts submitted by law enforcement	884	1,372	1,372	N/A	N/A	N/A
Expenditure Ratio	Total expenditure per vehicle theft prosecuted	N/A	N/A	N/A	N/A	N/A	N/A
<i>Revenue</i>							
	219 - COUNTY ATTORNEY GRANTS	\$ -	\$ -	\$ -	\$ 263,349	\$ 263,349	N/A
	TOTAL SOURCES	\$ -	\$ -	\$ -	\$ 263,349	\$ 263,349	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ -	\$ -	\$ -	\$ 4,138,157	\$ (4,138,157)	N/A
	219 - COUNTY ATTORNEY GRANTS	-	-	-	262,477	(262,477)	N/A
	TOTAL USES	\$ -	\$ -	\$ -	\$ 4,400,634	\$ (4,400,634)	N/A

**Prosecution Activity**

The purpose of the Prosecution Activity is to provide effective trial presentations and post-conviction follow-up to victims, their families and residents of Maricopa County so they can live in a safe community and hold offenders accountable.

**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.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of the total number of felonies resulting in a disposition of probation, jail and probation, Department of Corrections commitment, or Department of Correction commitment with probation	N/A	N/A	N/A	N/A	N/A	N/A
Output	Total number of felony prosecutions reaching disposition	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of warrants issued	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of probation revocations	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of Department of Correction eligible offenders sent to prison	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of misdemeanor convictions	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of felony prosecutions required	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure Ratio	Total expenditure per felony prosecution reaching disposition	N/A	N/A	N/A	N/A	N/A	N/A
<i>Revenue</i>							
	219 - COUNTY ATTORNEY GRANTS	\$ 4,719,581	\$ 4,582,032	\$ 2,951,479	\$ 746,191	\$ (3,835,841)	-83.7%
	213 - COUNTY ATTORNEY RICO	3,419,172	4,000,000	3,140,331	2,012,040	(1,987,960)	-49.7%
	267 - CRIM JUSTICE ENHANCEMENT	1,475,212	1,475,000	1,657,979	1,477,500	2,500	0.2%
	269 - VICTIM COMP RESTITUTION INT	-	-	-	6,708	6,708	N/A
	<b>TOTAL SOURCES</b>	<b>\$ 9,613,965</b>	<b>\$ 10,057,032</b>	<b>\$ 7,749,789</b>	<b>\$ 4,242,439</b>	<b>\$ (5,814,593)</b>	<b>-57.8%</b>
<i>Expenditure</i>							
	100 - GENERAL	\$ 38,262,499	\$ 43,920,387	\$ 44,186,461	\$ 27,211,329	\$ 16,709,058	38.0%
	219 - COUNTY ATTORNEY GRANTS	3,105,730	3,984,387	3,762,605	1,083,379	2,901,008	72.8%
	213 - COUNTY ATTORNEY RICO	3,560,828	7,526,550	4,406,593	3,722,040	3,804,510	50.5%
	220 - DIVERSION	321,198	1,311,174	682,469	617,659	693,515	52.9%
	221 - COUNTY ATTORNEY FILL THE GAP	286,339	516,295	456,945	407,802	108,493	21.0%
	267 - CRIM JUSTICE ENHANCEMENT	1,220,646	1,234,650	1,185,985	861,148	373,502	30.3%
	269 - VICTIM COMP RESTITUTION INT	-	-	-	5,160	(5,160)	N/A
	<b>TOTAL USES</b>	<b>\$ 46,757,240</b>	<b>\$ 58,493,443</b>	<b>\$ 54,681,058</b>	<b>\$ 33,908,517</b>	<b>\$ 24,584,926</b>	<b>42.0%</b>

**Specialized Crime Prosecution Activity**

The purpose of the Specialized Crime Prosecution Activity is to provide criminal prosecution of dangerous offenders to victims, their families and residents of Maricopa County so they can live in a safe community and hold offenders accountable.

**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.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of dangerous crimes filings resulting in convictions (arsons, home invasions, weapons misconduct)	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of specialized crime victims receiving restitution	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percent of strangulation filings that result in a conviction	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of dangerous crime prosecutions (arsons, home invasions, weapons misconduct) resulting in dispositions	N/A	N/A	N/A	N/A	N/A	N/A
Output	Total number of dangerous driver prosecutions	N/A	N/A	N/A	N/A	N/A	N/A
Output	Total number of physical child abuse filings	N/A	N/A	N/A	N/A	N/A	N/A
Output	Total number of strangulation prosecutions	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of dangerous crime (arsons, home invasions, weapons misconduct) charges filed	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure Ratio	Total expenditure per number of dangerous crimes (arsons, home invasions, weapons misconduct) filings resulting in dispositions	N/A	N/A	N/A	N/A	N/A	N/A
<i>Revenue</i>							
	219 - COUNTY ATTORNEY GRANTS	\$ -	\$ -	\$ -	\$ 735,461	\$ 735,461	N/A
	TOTAL SOURCES	\$ -	\$ -	\$ -	\$ 735,461	\$ 735,461	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ -	\$ -	\$ -	\$ 1,457,668	\$ (1,457,668)	N/A
	219 - COUNTY ATTORNEY GRANTS	-	-	-	258,010	(258,010)	N/A
	TOTAL USES	\$ -	\$ -	\$ -	\$ 1,715,678	\$ (1,715,678)	N/A

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 70,940,676</b>	<b>\$ 39,966</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 6,421,942</b>	<b>\$ -</b>
County RPP	5,852,315	-
1st Quarter Retention Pay and Market Adj	473,877	-
2nd Quarter Retention Pay and Market Adj	7,033	-
FY 14 IT Market Study Adjustments	56,913	-
3rd and 4th Quarter Retention Pay and Market Adj	31,804	-
<b>FY 2014 Revised Budget</b>	<b>\$ 77,362,618</b>	<b>\$ 39,966</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 38,847</b>	<b>\$ -</b>
1st Quarter Retention Pay and Market Adj	274	-
2nd Quarter Retention Pay and Market Adj	(7,033)	-
FY 14 IT Market Study Adjustments	(56,913)	-
3rd and 4th Quarter Retention Pay and Market Adj	(31,804)	-
Annual Market Adjustment - IT	113,826	-
2nd to 4th Quarter Retention Pay Plan	20,497	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 77,401,465</b>	<b>\$ 39,966</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 22,757</b>	<b>\$ -</b>
Retirement Contributions	22,757	-
<b>Base Adjustments</b>	<b>\$ 5,458,920</b>	<b>\$ -</b>
Other Base Adjustments	652,577	-
Internal Service Charges	(118,526)	-
Personnel Additions and Related Costs	768,219	-
Personnel Fund or Function Shifts	2,384,348	-
Personnel Savings	1,772,302	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 20,034</b>
ProgRevenue Volume Inc/Dec	-	20,034
<b>FY 2015 Tentative Budget</b>	<b>\$ 82,883,142</b>	<b>\$ 60,000</b>
Percent Change from Threshold Amount	7.1%	50.1%
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 235,992</b>	<b>\$ -</b>
Justice System Support Market Adjustment	235,992	-
<b>Reallocations</b>	<b>\$ (139,216)</b>	<b>\$ -</b>
Reallocation Between Depts	(139,216)	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 82,979,918</b>	<b>\$ 60,000</b>
Percent Change from Threshold Amount	7.2%	50.1%

County Attorney General Fund (100) (continued)

	Expenditures	Revenue
<b>MCAO CASE MANAGEMENT SYSTEM</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>		
<b>Technology Projects</b>	<b>\$ 225,000</b>	<b>\$ -</b>
<i>FY 2104 County Attorney Case Management System</i>	<i>225,000</i>	<i>-</i>
Agenda Item:		
<i>C-19-14-046-2-00</i>		
<b>FY 2014 Revised Budget</b>	<b>\$ 225,000</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>		
<b>Technology Projects</b>	<b>\$ (225,000)</b>	<b>\$ -</b>
<i>FY 2104 County Attorney Case Management System</i>	<i>(225,000)</i>	<i>-</i>
Agenda Item:		
<i>C-19-14-046-2-00</i>		
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>		
<b>Technology Projects</b>	<b>\$ 652,000</b>	<b>\$ -</b>
<i>Other Technology Projects</i>	<i>652,000</i>	<i>-</i>
<i>Hardware for Case Management System</i>	<i>\$ 652,000</i>	<i>-</i>
<b>FY 2015 Tentative Budget</b>	<b>\$ 652,000</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>		
<b>Technology Projects</b>	<b>\$ (123,000)</b>	<b>\$ -</b>
<i>Other Technology Projects</i>	<i>(123,000)</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 529,000</b>	<b>\$ -</b>

County Attorney RICO Fund (213)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 4,000,000</b>	<b>\$ 4,000,000</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 4,000,000</b>	<b>\$ 4,000,000</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 4,000,000</b>	<b>\$ 4,000,000</b>
Adjustments:		
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (1,987,960)</b>
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>(1,987,960)</i>
<b>Structural Balance</b>	<b>\$ (1,987,960)</b>	<b>\$ -</b>
<i>Structural Balance</i>	<i>(1,987,960)</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 2,012,040</b>	<b>\$ 2,012,040</b>
<i>Percent Change from Threshold Amount</i>	<i>-49.7%</i>	<i>-49.7%</i>

County Attorney RICO Fund (213) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 3,147,784</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>		
<b>Technology Projects</b>	<b>\$ (3,000,000)</b>	<b>\$ -</b>
County Attorney Case Management System	(3,000,000)	-
Agenda Item:		
C-19-14-035-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 147,784</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>		
<b>Technology Projects</b>	<b>\$ 3,000,000</b>	<b>\$ -</b>
County Attorney Case Management System	3,000,000	-
<b>Non Recurring</b>	<b>\$ (3,147,784)</b>	<b>\$ -</b>
Non Recurring Carry Forward	(47,784)	-
Other Non Recurring	(3,100,000)	-
Agenda Item:		
C-19-14-035-2-00		
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2015 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>MCAO CASE MANAGEMENT SYSTEM</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 426,550</b>	<b>\$ -</b>
Adjustments:		
<b>Technology Projects</b>	<b>\$ 3,000,000</b>	<b>\$ -</b>
County Attorney Case Management System	3,000,000	-
Agenda Item:		
C-19-14-035-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 3,426,550</b>	<b>\$ -</b>
Adjustments:		
<b>Technology Projects</b>	<b>\$ (3,000,000)</b>	<b>\$ -</b>
County Attorney Case Management System	(3,000,000)	-
<b>Non Recurring</b>	<b>\$ (426,550)</b>	<b>\$ -</b>
Non Recurring Carry Forward	(426,550)	-
Agenda Item:		
C-19-14-035-2-00		
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 1,710,000</b>	<b>\$ -</b>
Non Recurring Carry Forward	1,710,000	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 1,710,000</b>	<b>\$ -</b>

County Attorney RICO Fund (213) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 4,173,225	\$ 4,028,012	\$ 4,028,012	\$ 3,970,730	\$ 2,639,197
Sources:					
Operating	\$ 3,419,172	\$ 4,000,000	\$ 4,000,000	\$ 3,140,331	\$ 2,012,040
Total Sources:	\$ 3,419,172	\$ 4,000,000	\$ 4,000,000	\$ 3,140,331	\$ 2,012,040
Uses:					
Operating	\$ 3,453,144	\$ 4,000,000	\$ 4,000,000	\$ 2,683,523	\$ 2,012,040
Non-Recurring	168,526	3,574,334	3,574,334	1,788,341	1,710,000
Total Uses:	\$ 3,621,670	\$ 7,574,334	\$ 7,574,334	\$ 4,471,864	\$ 3,722,040
Structural Balance	\$ (33,972)	\$ -	\$ -	\$ 456,808	\$ -
Accounting Adjustments	\$ 3	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 3,970,730	\$ 453,678	\$ 453,678	\$ 2,639,197	\$ 929,197
Total Ending Spendable Fund Balance	\$ 3,970,730	\$ 453,678	\$ 453,678	\$ 2,639,197	\$ 929,197

County Attorney Grants Fund (219)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 6,938,464</b>	<b>\$ 6,938,464</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 137,480</b>	<b>\$ -</b>
County RPP	610,044	-
1st Quarter Retention Pay and Market Adj	(472,564)	-
Agenda Item: C-49-13-092-2-00		
C-49-14-020-0-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 7,075,944</b>	<b>\$ 6,938,464</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 6,896</b>	<b>\$ -</b>
Annual Market Adjustment - IT	6,896	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 7,082,840</b>	<b>\$ 6,938,464</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 1,794</b>	<b>\$ -</b>
Retirement Contributions	1,794	-
<b>Base Adjustments</b>	<b>\$ (1,135,050)</b>	<b>\$ -</b>
Other Base Adjustments	(1,135,050)	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (1,753,115)</b>
ProgRevenue Volume Inc/Dec	-	(1,753,115)
<b>Structural Balance</b>	<b>\$ (764,235)</b>	<b>\$ -</b>
Structural Balance	(764,235)	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 5,185,349</b>	<b>\$ 5,185,349</b>
Percent Change from Threshold Amount	-26.8%	-25.3%

County Attorney Grants Fund (219) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ (87,268)	\$ 506,633	\$ 506,633	\$ (101,176)	\$ 360,411
Sources:					
Operating	\$ 5,804,984	\$ 6,938,464	\$ 6,938,464	\$ 6,911,562	\$ 5,185,349
Total Sources:	\$ 5,804,984	\$ 6,938,464	\$ 6,938,464	\$ 6,911,562	\$ 5,185,349
Uses:					
Operating	\$ 5,818,899	\$ 6,938,464	\$ 7,075,944	\$ 6,449,975	\$ 5,185,349
Total Uses:	\$ 5,818,899	\$ 6,938,464	\$ 7,075,944	\$ 6,449,975	\$ 5,185,349
Structural Balance	\$ (13,915)	\$ -	\$ (137,480)	\$ 461,587	\$ -
Accounting Adjustments	\$ 7	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ 506,633	\$ 369,153	\$ 360,411	\$ 360,411
Unassigned	(101,176)	-	-	-	-
Total Ending Spendable Fund Balance	\$ (101,176)	\$ 506,633	\$ 369,153	\$ 360,411	\$ 360,411

Diversions Fund (220)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	\$ 1,683,250	\$ 1,683,250
<b>FY 2014 Revised Budget</b>	\$ 1,683,250	\$ 1,683,250
<b>FY 2015 Baseline Budget Threshold</b>	\$ 1,683,250	\$ 1,683,250
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	\$ 468	\$ -
<i>Retirement Contributions</i>	468	-
<b>Base Adjustments</b>	\$ (95,314)	\$ -
<i>Other Base Adjustments</i>	(95,314)	-
<b>Fees and Other Revenues</b>	\$ -	\$ (253,750)
<i>ProgRevenue Volume Inc/Dec</i>	-	(253,750)
<b>Structural Balance</b>	\$ (158,904)	\$ -
<i>Structural Balance</i>	(158,904)	-
<b>FY 2015 Adopted Budget</b>	\$ 1,429,500	\$ 1,429,500
<i>Percent Change from Threshold Amount</i>	-15.1%	-15.1%

County Attorney Diversion Fund (220) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 1,936,850</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 1,936,850</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (1,936,850)</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>(1,932,868)</i>	<i>-</i>
<i>Other Non Recurring</i>	<i>(3,982)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 468</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>468</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ 1,267,855</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>1,267,855</i>	<i>-</i>
<i>Sex Crimes Backlog, Family Violence, Cold Homicide Casework</i>	<i>\$ 1,267,855</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 1,268,323</b>	<b>\$ -</b>

Diversion Fund (220) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 2,826,540	\$ 2,730,110	\$ 2,730,110	\$ 2,645,198	\$ 1,617,799
Sources:					
Operating	\$ 1,644,319	\$ 1,683,250	\$ 1,683,250	\$ 1,551,052	\$ 1,429,500
Total Sources:	\$ 1,644,319	\$ 1,683,250	\$ 1,683,250	\$ 1,551,052	\$ 1,429,500
Uses:					
Operating	\$ 1,377,383	\$ 1,683,250	\$ 1,683,250	\$ 1,505,900	\$ 1,429,500
Non-Recurring	448,280	1,936,850	1,936,850	1,072,551	1,268,323
Total Uses:	\$ 1,825,663	\$ 3,620,100	\$ 3,620,100	\$ 2,578,451	\$ 2,697,823
Structural Balance	\$ 266,936	\$ -	\$ -	\$ 45,152	\$ -
Accounting Adjustments	\$ 2	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 2,645,198	\$ 793,260	\$ 793,260	\$ 1,617,799	\$ 349,476
Total Ending Spendable Fund Balance	\$ 2,645,198	\$ 793,260	\$ 793,260	\$ 1,617,799	\$ 349,476

County Attorney Fill the Gap Fund (221)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 1,728,613</b>	<b>\$ 1,728,613</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 175,068</b>	<b>\$ -</b>
County RPP	175,068	-
Agenda Item:		
C-49-13-092-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 1,903,681</b>	<b>\$ 1,728,613</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ (175,068)</b>	<b>\$ -</b>
Other Base Adjustments	(175,068)	-
<b>FY 2015 Budget Target</b>	<b>\$ 1,728,613</b>	<b>\$ 1,728,613</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 527</b>	<b>\$ -</b>
Retirement Contributions	527	-
<b>Base Adjustments</b>	<b>\$ (173,510)</b>	<b>\$ -</b>
Other Base Adjustments	(173,510)	-
Reallocate six positions to the General Fund	\$ (369,756)	
Merit Increases	175,068	
Text Explanation 2	21,178	
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (172,983)</b>
ProgRevenue Volume Inc/Dec	-	(172,983)
<b>FY 2015 Adopted Budget</b>	<b>\$ 1,555,630</b>	<b>\$ 1,555,630</b>
Percent Change from Target Amount	-10.0%	-10.0%
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 266,728</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 266,728</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (266,728)</b>	<b>\$ -</b>
Non Recurring Carry Forward	(265,573)	-
Reallocate 4.5 positions to the General Fund	\$ (427,990)	
Reduce Salary Savings associated with the 4.5 positions	162,417	
Other Non Recurring	(1,155)	-
<b>FY 2015 Budget Target</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2015 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>

County Attorney Fill the Gap Fund (221) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 690,444	\$ 566,848	\$ 566,848	\$ 554,717	\$ 87,703
Sources:					
Operating	\$ 1,578,551	\$ 1,728,613	\$ 1,728,613	\$ 1,555,599	\$ 1,555,630
Total Sources:	\$ 1,578,551	\$ 1,728,613	\$ 1,728,613	\$ 1,555,599	\$ 1,555,630
Uses:					
Operating	\$ 1,556,693	\$ 1,728,613	\$ 1,903,681	\$ 1,758,214	\$ 1,555,630
Non-Recurring	157,594	266,728	266,728	264,399	-
Total Uses:	\$ 1,714,287	\$ 1,995,341	\$ 2,170,409	\$ 2,022,613	\$ 1,555,630
Structural Balance	\$ 21,858	\$ -	\$ (175,068)	\$ (202,615)	\$ -
Accounting Adjustments	\$ 9	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 554,717	\$ 300,120	\$ 125,052	\$ 87,703	\$ 87,703
Total Ending Spendable Fund Balance	\$ 554,717	\$ 300,120	\$ 125,052	\$ 87,703	\$ 87,703

Check Enforcement Fund (266)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 346,000</b>	<b>\$ 346,000</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 19,860</b>	<b>\$ -</b>
County RPP	19,860	-
Agenda Item: C-49-13-092-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 365,860</b>	<b>\$ 346,000</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ (19,860)</b>	<b>\$ -</b>
Other Base Adjustments	(19,860)	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 346,000</b>	<b>\$ 346,000</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 55</b>	<b>\$ -</b>
Retirement Contributions	55	-
<b>Base Adjustments</b>	<b>\$ (165,997)</b>	<b>\$ -</b>
Other Base Adjustments	(282,986)	-
Personnel Savings	116,989	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (165,942)</b>
ProgRevenue Volume Inc/Dec	-	(165,942)
<b>FY 2015 Adopted Budget</b>	<b>\$ 180,058</b>	<b>\$ 180,058</b>
Percent Change from Threshold Amount	-48.0%	-48.0%

Check Enforcement Program Fund (266) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 257,587	\$ 275,630	\$ 275,630	\$ 305,794	\$ 190,485
Sources:					
Operating	\$ 334,220	\$ 346,000	\$ 346,000	\$ 243,012	\$ 180,058
Non-Recurring	121	-	-	-	-
Total Sources:	\$ 334,341	\$ 346,000	\$ 346,000	\$ 243,012	\$ 180,058
Uses:					
Operating	\$ 275,570	\$ 346,000	\$ 365,860	\$ 351,321	\$ 180,058
Non-Recurring	10,567	13,900	13,900	7,000	-
Total Uses:	\$ 286,137	\$ 359,900	\$ 379,760	\$ 358,321	\$ 180,058
Structural Balance	\$ 58,650	\$ -	\$ (19,860)	\$ (108,309)	\$ -
Accounting Adjustments	\$ 3	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 305,794	\$ 261,730	\$ 241,870	\$ 190,485	\$ 190,485
Total Ending Spendable Fund Balance	\$ 305,794	\$ 261,730	\$ 241,870	\$ 190,485	\$ 190,485

Criminal Justice Enhancement Fund (267)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 1,405,000</b>	<b>\$ 1,405,000</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>
<i>Budget Adjustment for Criminal Justice Enhancement Fund</i>	<i>70,000</i>	<i>70,000</i>
Agenda Item:		
C-19-14-037-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 1,475,000</b>	<b>\$ 1,475,000</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 15,230</b>	<b>\$ -</b>
<i>Annual Market Adjustment - IT</i>	<i>15,230</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ (15,230)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>(15,230)</i>	<i>-</i>
<b>Non Recurring</b>	<b>\$ (70,000)</b>	<b>\$ (70,000)</b>
<i>Budget Adjustment for Criminal Justice Enhancement Fund</i>	<i>(70,000)</i>	<i>(70,000)</i>
Agenda Item:		
C-19-14-037-2-00		
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 1,405,000</b>	<b>\$ 1,405,000</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 556</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>556</i>	<i>-</i>
<b>Fees and Other Revenues</b>	<b>\$ 71,944</b>	<b>\$ 72,500</b>
<i>ProgRevenue Volume Inc/Dec</i>	<i>71,944</i>	<i>72,500</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 1,477,500</b>	<b>\$ 1,477,500</b>
<i>Percent Change from Threshold Amount</i>	<i>5.2%</i>	<i>5.2%</i>
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 219,052</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 219,052</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (219,052)</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>(218,185)</i>	<i>-</i>
<i>Other Non Recurring</i>	<i>(867)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 54</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>54</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ 144,132</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>144,132</i>	<i>-</i>
<i>Sex Crimes Backlog</i>	<i>144,132</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 144,186</b>	<b>\$ -</b>

**Criminal Justice Enhancement Fund (267) Fund Balance Summary**

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 547,615	\$ 508,341	\$ 508,341	\$ 412,744	\$ 435,264
Sources:					
Operating	\$ 1,475,212	\$ 1,405,000	\$ 1,475,000	\$ 1,657,979	\$ 1,477,500
Non-Recurring	-	-	-	-	-
Total Sources:	\$ 1,475,212	\$ 1,405,000	\$ 1,475,000	\$ 1,657,979	\$ 1,477,500
Uses:					
Operating	\$ 1,332,952	\$ 1,405,000	\$ 1,475,000	\$ 1,463,288	\$ 1,477,500
Non-Recurring	277,134	219,052	219,052	172,171	144,186
Total Uses:	\$ 1,610,086	\$ 1,624,052	\$ 1,694,052	\$ 1,635,459	\$ 1,621,686
Structural Balance	\$ 142,260	\$ -	\$ -	\$ 194,691	\$ -
Accounting Adjustments	\$ 3	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 412,744	\$ 289,289	\$ 289,289	\$ 435,264	\$ 291,078
Total Ending Spendable Fund Balance	\$ 412,744	\$ 289,289	\$ 289,289	\$ 435,264	\$ 291,078

**Victim Compensation and Assistance Fund (268)**

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	\$ 135,000	\$ 135,000
<b>FY 2014 Revised Budget</b>	\$ 135,000	\$ 135,000
<b>FY 2015 Baseline Budget Threshold</b>	\$ 135,000	\$ 135,000
Adjustments:		
<b>Fees and Other Revenues</b>	\$ 65,000	\$ 65,000
<i>ProgRevenue Volume Inc/Dec</i>	65,000	65,000
<b>FY 2015 Adopted Budget</b>	\$ 200,000	\$ 200,000
<i>Percent Change from Threshold Amount</i>	48.1%	48.1%

Victim Compensation and Assistance Fund (268) (continued)

		Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>			
<b>FY 2014 Adopted Budget</b>		\$ -	\$ -
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		\$ 480,000	\$ -
<i>Budget Adjustment for Victim Compensation Claims</i>	<i>C-19-14-036-2-00</i>	<i>480,000</i>	<i>-</i>
<b>FY 2014 Revised Budget</b>		\$ 480,000	\$ -
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		\$ (480,000)	\$ -
<i>Budget Adjustment for Victim Compensation Claims</i>	<i>C-19-14-036-2-00</i>	<i>(480,000)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>		\$ -	\$ -
Adjustments:			
<b>Base Adjustments</b>		\$ 501,308	\$ -
<i>Other Base Adjustments</i>		<i>501,308</i>	<i>-</i>
<i>Sex Crimes Backlog</i>	\$ 144,132		
<b>FY 2015 Adopted Budget</b>		\$ 501,308	\$ -

Victim Compensation and Assistance Fund (268) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 1,257,708	\$ 1,424,564	\$ 1,424,564	\$ 1,445,859	\$ 1,547,504
Sources:					
Operating	\$ 188,150	\$ 135,000	\$ 135,000	\$ 172,645	\$ 200,000
Total Sources:	\$ 188,150	\$ 135,000	\$ 135,000	\$ 172,645	\$ 200,000
Uses:					
Operating	\$ -	\$ 135,000	\$ 135,000	\$ 71,000	\$ 200,000
Non-Recurring	-	-	480,000	-	501,308
Total Uses:	\$ -	\$ 135,000	\$ 615,000	\$ 71,000	\$ 701,308
Structural Balance	\$ 188,150	\$ -	\$ -	\$ 101,645	\$ -
Accounting Adjustments	\$ 1	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 1,445,859	\$ 1,424,564	\$ 944,564	\$ 1,547,504	\$ 1,046,196
Total Ending Spendable Fund Balance	\$ 1,445,859	\$ 1,424,564	\$ 944,564	\$ 1,547,504	\$ 1,046,196

Victim Compensation Restitution Interest Fund (269)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>
Adjustments:		
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (25,292)</b>
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>(25,292)</i>
<b>Structural Balance</b>	<b>\$ (25,292)</b>	<b>\$ -</b>
<i>Structural Balance</i>	<i>(25,292)</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 14,708</b>	<b>\$ 14,708</b>
<i>Percent Change from Threshold Amount</i>	<i>-63.2%</i>	<i>-63.2%</i>
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:	Agenda Item:	
<b>Non Recurring</b>		<b>\$ 70,000</b>
<i>Budget Adjustment for Victim Compensation Claims</i>	<i>C-19-14-036-2-00</i>	<i>70,000</i>
<b>FY 2014 Revised Budget</b>		<b>\$ -</b>
Adjustments:	Agenda Item:	
<b>Non Recurring</b>		<b>\$ (70,000)</b>
<i>Budget Adjustment for Victim Compensation Claims</i>	<i>C-19-14-036-2-00</i>	<i>(70,000)</i>
<b>FY 2015 Baseline Budget Threshold</b>		<b>\$ -</b>
Adjustments:		
<b>Base Adjustments</b>		<b>\$ 164,452</b>
<i>Other Base Adjustments</i>		<i>164,452</i>
<i>Victim Compensation Claims</i>	<b>\$ 164,452</b>	<i>-</i>
<b>FY 2015 Adopted Budget</b>		<b>\$ -</b>

Victim Compensation Restitution Interest Fund (269) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 778,225	\$ 789,701	\$ 789,701	\$ 790,712	\$ 795,919
Sources:					
Operating	\$ 15,929	\$ 40,000	\$ 40,000	\$ 24,318	\$ 14,708
Total Sources:	\$ 15,929	\$ 40,000	\$ 40,000	\$ 24,318	\$ 14,708
Uses:					
Operating	\$ 3,444	\$ 40,000	\$ 40,000	\$ 19,111	\$ 14,708
Non-Recurring	-	-	70,000	-	164,452
Total Uses:	\$ 3,444	\$ 40,000	\$ 110,000	\$ 19,111	\$ 179,160
Structural Balance	\$ 12,485	\$ -	\$ -	\$ 5,207	\$ -
Accounting Adjustments	\$ 2	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 790,712	\$ 789,701	\$ 719,701	\$ 795,919	\$ 631,467
Total Ending Spendable Fund Balance	\$ 790,712	\$ 789,701	\$ 719,701	\$ 795,919	\$ 631,467

## County Manager

*Analysis by Dreamlyn 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

**TBD: Strategic goals will be reviewed during the FY 2016 Strategic Business Plan process.**

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
COMM - COMMUTE OPTIONS	\$ 1,310	\$ 600	\$ 600	\$ 1,090	\$ 600	\$ -	0.0%
71CT - COMMUTE OPTIONS	\$ 1,310	\$ 600	\$ 600	\$ 1,090	\$ 600	\$ -	0.0%
GGOV - GENERAL GOVERNMENT	\$ 2,359,352	\$ 2,000	\$ 1,405,308	\$ 1,244,810	\$ 7,000	\$ (1,398,308)	-99.5%
99GV - GENERAL OVERHEAD	\$ 2,359,352	\$ 2,000	\$ 1,405,308	\$ 1,244,810	\$ 7,000	\$ (1,398,308)	-99.5%
<b>TOTAL PROGRAMS</b>	<b>\$ 2,360,662</b>	<b>\$ 2,600</b>	<b>\$ 1,405,908</b>	<b>\$ 1,245,900</b>	<b>\$ 7,600</b>	<b>\$ (1,398,308)</b>	<b>-99.5%</b>
<b>USES</b>							
CMSV - COMMUNICATION SERVICES	\$ 542,511	\$ 606,088	\$ 603,376	\$ 590,971	\$ 614,028	\$ (10,652)	-1.8%
GOVR - GOVERNMENT RELATIONS	950,516	977,640	996,385	990,302	992,659	3,726	0.4%
20GC - GOVT RELATIONS AND COMM	\$ 1,493,027	\$ 1,583,728	\$ 1,599,761	\$ 1,581,273	\$ 1,606,687	\$ (6,926)	-0.4%
COMM - COMMUTE OPTIONS	\$ 37,094	\$ 47,975	\$ 49,644	\$ 49,644	\$ 48,085	\$ 1,559	3.1%
71CT - COMMUTE OPTIONS	\$ 37,094	\$ 47,975	\$ 49,644	\$ 49,644	\$ 48,085	\$ 1,559	3.1%
ODIR - EXECUTIVE MANAGEMENT	\$ 788,264	\$ 813,669	\$ 854,458	\$ 810,247	\$ 473,578	\$ 380,880	44.6%
POOL - POOLED COSTS	-	(18,849)	-	-	-	-	N/A
SPPT - OPERATIONS SUPPORT	-	-	-	-	376,218	(376,218)	N/A
99AS - INDIRECT SUPPORT	\$ 788,264	\$ 794,820	\$ 854,458	\$ 810,247	\$ 849,796	\$ 4,662	0.5%
GGOV - GENERAL GOVERNMENT	\$ 2,359,352	\$ 2,000	\$ 1,405,308	\$ 1,237,065	\$ 7,000	\$ 1,398,308	99.5%
ISFC - INTERNAL SERVICE FUND CHARGES	72,300	12,877	12,877	13,031	-	12,877	100.0%
RISK - RISK PREMIUMS	-	-	-	-	16,128	(16,128)	N/A
99GV - GENERAL OVERHEAD	\$ 2,431,652	\$ 14,877	\$ 1,418,185	\$ 1,250,096	\$ 23,128	\$ 1,395,057	98.4%
<b>TOTAL PROGRAMS</b>	<b>\$ 4,750,037</b>	<b>\$ 2,441,400</b>	<b>\$ 3,922,048</b>	<b>\$ 3,691,260</b>	<b>\$ 2,527,696</b>	<b>\$ 1,394,352</b>	<b>35.6%</b>

### Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 2,359,352	\$ 2,000	\$ 1,405,308	\$ 1,244,810	\$ 7,000	\$ (1,398,308)	-99.5%
<b>SUBTOTAL</b>	\$ 2,359,352	\$ 2,000	\$ 1,405,308	\$ 1,244,810	\$ 7,000	\$ (1,398,308)	-99.5%
<b>MISCELLANEOUS</b>							
0650 - MISCELLANEOUS REVENUE	\$ 1,310	\$ 600	\$ 600	\$ 1,090	\$ 600	\$ -	0.0%
<b>SUBTOTAL</b>	\$ 1,310	\$ 600	\$ 600	\$ 1,090	\$ 600	\$ -	0.0%
<b>ALL REVENUES</b>	\$ 2,360,662	\$ 2,600	\$ 1,405,908	\$ 1,245,900	\$ 7,600	\$ (1,398,308)	-99.5%
<b>TOTAL SOURCES</b>	\$ 2,360,662	\$ 2,600	\$ 1,405,908	\$ 1,245,900	\$ 7,600	\$ (1,398,308)	-99.5%
CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 1,273,992	\$ 1,296,033	\$ 1,360,031	\$ 1,333,356	\$ 1,387,018	\$ (26,987)	-2.0%
0705 - TEMPORARY PAY	3,162	15,138	15,138	6,614	16,286	(1,148)	-7.6%
0710 - OVERTIME	423	-	-	179	-	-	N/A
0750 - FRINGE BENEFITS	386,385	411,504	424,856	397,987	430,620	(5,764)	-1.4%
0790 - OTHER PERSONNEL SERVICES	50	-	-	50	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	1,755	-	-	(2,259)	-	-	N/A
<b>SUBTOTAL</b>	\$ 1,665,767	\$ 1,722,675	\$ 1,800,025	\$ 1,735,927	\$ 1,833,924	\$ (33,899)	-1.9%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 15,967	\$ 27,018	\$ 27,008	\$ 22,189	\$ 22,986	\$ 4,022	14.9%
0803 - FUEL	382	1,500	1,500	480	480	1,020	68.0%
0804 - NON-CAPITAL EQUIPMENT	683	6,200	6,200	5,000	5,000	1,200	19.4%
<b>SUBTOTAL</b>	\$ 17,032	\$ 34,718	\$ 34,708	\$ 27,669	\$ 28,466	\$ 6,242	18.0%
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 2,951,617	\$ 610,986	\$ 2,014,294	\$ 1,840,150	\$ 599,044	\$ 1,415,250	70.3%
0820 - RENT & OPERATING LEASES	1,179	5,800	5,800	4,800	4,800	1,000	17.2%
0825 - REPAIRS AND MAINTENANCE	9,838	12,000	12,000	5,000	6,000	6,000	50.0%
0839 - INTERNAL SERVICE CHARGES	91,013	22,722	22,722	30,109	33,668	(10,946)	-48.2%
0841 - TRAVEL	12,422	30,225	30,225	20,899	20,000	10,225	33.8%
0842 - EDUCATION AND TRAINING	819	675	675	825	675	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	350	1,599	1,599	821	1,119	480	30.0%
0850 - UTILITIES	-	-	-	60	-	-	N/A
<b>SUBTOTAL</b>	\$ 3,067,238	\$ 684,007	\$ 2,087,315	\$ 1,902,664	\$ 665,306	\$ 1,422,009	68.1%
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	N/A
<b>SUBTOTAL</b>	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	N/A
<b>ALL EXPENDITURES</b>	\$ 4,750,037	\$ 2,441,400	\$ 3,922,048	\$ 3,691,260	\$ 2,527,696	\$ 1,394,352	35.6%
<b>TOTAL USES</b>	\$ 4,750,037	\$ 2,441,400	\$ 3,922,048	\$ 3,691,260	\$ 2,527,696	\$ 1,394,352	35.6%

### Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 1,310	\$ 600	\$ 600	\$ 1,090	\$ 600	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 1,310	\$ 600	\$ 600	\$ 1,090	\$ 600	\$ -	0.0%
<b>249 NON DEPARTMENTAL GRANT</b>							
OPERATING	\$ 235,499	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
NON RECURRING NON PROJECT	2,123,853	2,000	1,405,308	1,244,810	7,000	(1,398,308)	-99.5%
<b>FUND TOTAL SOURCES</b>	\$ 2,359,352	\$ 2,000	\$ 1,405,308	\$ 1,244,810	\$ 7,000	\$ (1,398,308)	-99.5%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 236,809	\$ 600	\$ 600	\$ 1,090	\$ 600	\$ -	0.0%
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	\$ 2,123,853	\$ 2,000	\$ 1,405,308	\$ 1,244,810	\$ 7,000	\$ (1,398,308)	-99.5%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 2,360,662	\$ 2,600	\$ 1,405,908	\$ 1,245,900	\$ 7,600	\$ (1,398,308)	-99.5%
FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 2,390,685	\$ 2,439,400	\$ 2,516,740	\$ 2,454,195	\$ 2,520,696	\$ (3,956)	-0.2%
<b>FUND TOTAL USES</b>	\$ 2,390,685	\$ 2,439,400	\$ 2,516,740	\$ 2,454,195	\$ 2,520,696	\$ (3,956)	-0.2%
<b>249 NON DEPARTMENTAL GRANT</b>							
NON RECURRING NON PROJECT	\$ 2,359,352	\$ 2,000	\$ 1,405,308	\$ 1,237,065	\$ 7,000	\$ 1,398,308	99.5%
<b>FUND TOTAL USES</b>	\$ 2,359,352	\$ 2,000	\$ 1,405,308	\$ 1,237,065	\$ 7,000	\$ 1,398,308	99.5%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 2,390,685	\$ 2,439,400	\$ 2,516,740	\$ 2,454,195	\$ 2,520,696	\$ (3,956)	-0.2%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 2,359,352	\$ 2,000	\$ 1,405,308	\$ 1,237,065	\$ 7,000	\$ 1,398,308	99.5%
<b>DEPARTMENT TOTAL USES</b>	\$ 4,750,037	\$ 2,441,400	\$ 3,922,048	\$ 3,691,260	\$ 2,527,696	\$ 1,394,352	35.6%

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
COMMUTE OPTIONS							
COMMUTE OPTIONS	.40	.50	.50	.50	.50	-	0.0%
PROGRAM TOTAL	.40	.50	.50	.50	.50	-	0.0%
GOVT RELATIONS AND COMMUNICATION SERVICES	6.20	6.00	6.00	6.00	6.00	-	0.0%
GOVERNMENT RELATIONS	4.00	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	10.20	10.00	10.00	10.00	10.00	-	0.0%
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	7.40	7.50	7.50	7.50	2.00	(5.50)	(73.3%)
OPERATIONS SUPPORT	-	-	.00	-	5.50	5.50	N/A
PROGRAM TOTAL	7.40	7.50	7.50	7.50	7.50	-	0.0%
DEPARTMENT TOTAL	18.00	18.00	18.00	18.00	18.00	-	0.0%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin/Operations Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
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%
Exec Asst to Executive Officer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Legislative Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Legislative Analyst – County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Media Specialist	2.00	2.00	3.00	3.00	3.00	-	0.0%
Office Assistant Specialized	1.00	1.00	-	-	-	-	N/A
Program Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	18.00	18.00	18.00	18.00	18.00	-	0.0%

### Staffing by Fund

DEPARTMENT/FUND	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	18.00	18.00	18.00	18.00	18.00	-	0.0%
Department Total	18.00	18.00	18.00	18.00	18.00	-	0.0%

### General Adjustments

#### Base Adjustments:

##### General Fund (100)

- Increase Regular Benefits by \$705 for the impact of changes in retirement contribution rates.
- Increase Internal Service Charges by \$3,251 for the impact of the changes in risk management charges.

##### Non Departmental Grant Fund (249)

- Increase revenue and expenditures by \$7,000 for expected Tribal Gaming Grants. All grant revenues received in this fund are passed through to other county departments and local municipalities. In FY 2014, the department received \$1.2 million in funds to pass through. It is unknown at this time how much the department will receive year to year. Therefore, the department budgets at \$7,000 and will go to the Board of Supervisors for an appropriation adjustment once the amount is determined for FY 2015.

## Programs and Activities

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of citizens responding to annual survey who indicate they know about the	N/A	71.5%	77.6%	80.0%	8.5%	11.9%
Percent of state bills tracked whose outcome is favorable to the County	34.7%	97.3%	100.0%	100.0%	2.7%	2.8%

Activities that comprise this program include:

- Communications Services
- Government Relations

### Communications Services Activity

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:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of citizens responding to annual survey who indicate they know about the structure and organization of Maricopa County	N/A	71.5%	77.6%	80.0%	8.5%	11.9%
Output	Number of video broadcasts produced	264	60	1,195	450	390	650.0%
Output	Number of print media produced	2,736	800	3,493	3,000	2,200	275.0%
Demand	Number of video broadcasts requested	264	60	422	450	390	650.0%
Demand	Number of print media requested	2,736	800	3,493	3,000	2,200	275.0%
Expenditure Ratio	Expenditure per print media produced	\$ 198.29	\$ 754.22	\$ 169.19	\$ 204.68	\$ 549.54	72.9%
<i>Expenditure</i>							
	100 - GENERAL	\$ 542,511	\$ 603,376	\$ 590,971	\$ 614,028	\$ (10,652)	-1.8%
	TOTAL USES	\$ 542,511	\$ 603,376	\$ 590,971	\$ 614,028	\$ (10,652)	-1.8%

**Activity Narrative:** In FY 2015 when compared to FY 2014 Forecast, demand and output are expected to increase as a result of new Board members requesting additional press releases, videos and print media to communicate their vision and philosophy for their respective districts. The Department expects to fill a vacant Video Production Specialist position, which will result in an increase in production of video broadcasts and social media. These measures will be reviewed during the FY 2016 Strategic Business Plan update.

**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:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of state bills tracked whose outcome is favorable to the County	34.7%	97.3%	100.0%	100.0%	2.7%	2.8%
Output	Number of state legislative bills tracked with positive outcomes	288	483	490	500	17	3.5%
Output	Number of state legislative bills tracked	288	1,578	1,585	1,600	22	1.4%
Demand	Number of state legislative bills with County impacts tracked	288	483	490	500	17	3.5%
Expenditure Ratio	Expenditure per state legislative bill tracked	\$ 3,300.40	\$ 631.42	\$ 624.80	\$ 620.41	\$ 11.01	1.7%
<i>Expenditure</i>							
	100 - GENERAL	\$ 950,516	\$ 996,385	\$ 990,302	\$ 992,659	\$ 3,726	0.4%
	TOTAL USES	\$ 950,516	\$ 996,385	\$ 990,302	\$ 992,659	\$ 3,726	0.4%

**Activity Narrative:** The Government Relations team will be working on all legislative bills. The number of bills to review varies from year to year. These measures will be reviewed during the FY 2016 Strategic Business Plan update.

**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 vehicle trips to and from work.

**Program Results**

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of County employees who use an alternative mode of transportation.	66.7%	49.0%	33.2%	56.8%	7.8%	16.0%

Activities that comprise this program include:

- Commute Options

**Commute Options Activity**

The purpose of the Commute Options Activity is to provide alternative travel incentives and strategies to Maricopa County employees so they can reduce their single-occupancy vehicle trips to and from work.

**Mandates:** A.R.S. §11-251 (53) which 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; A.R.S §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 the emissions inspection program; powers and duties of director; administration; periodic inspection; minimum standards; and rules exception.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of County employees who use an alternative mode of transportation.	66.7%	49.0%	33.2%	56.8%	7.8%	16.0%
Output	Number of platinum bus passes provided	7,576	2,112	1,976	8,200	6,088	288.3%
Output	Number of vanpool subsidy applications approved	2,780	2,720	3,008	2,900	180	6.6%
Demand	Number of platinum bus passes requested	7,576	2,112	1,976	8,200	6,088	288.3%
Demand	Number of vanpool subsidy applications received	2,780	2,720	3,008	2,900	180	6.6%
Expenditure Ratio	Expenditure per platinum bus pass provided	\$ 4.90	\$ 23.51	\$ 25.12	\$ 5.86	\$ 17.64	75.1%
<b>Revenue</b>							
	100 - GENERAL	\$ 1,310	\$ 600	\$ 1,090	\$ 600	\$ -	0.0%
	TOTAL SOURCES	\$ 1,310	\$ 600	\$ 1,090	\$ 600	\$ -	0.0%
<b>Expenditure</b>							
	100 - GENERAL	\$ 37,094	\$ 49,644	\$ 49,644	\$ 48,085	\$ 1,559	3.1%
	TOTAL USES	\$ 37,094	\$ 49,644	\$ 49,644	\$ 48,085	\$ 1,559	3.1%

**Activity Narrative:** Commute Options will be responsible for the replacement of all existing Platinum Pass cards for existing cardholders in FY 2015. These measures will be reviewed during the FY 2016 Strategic Business Plan update.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 2,439,400</b>	<b>\$ 600</b>
Adjustments:	Agenda Item:	
<b>Employee Salary Adjustments</b>		\$ 77,340
County RPP	C-49-13-092-2-00	77,340
<b>FY 2014 Revised Budget</b>	<b>\$ 2,516,740</b>	<b>\$ 600</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 2,516,740</b>	<b>\$ 600</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>		\$ 705
Retirement Contributions		705
<b>Base Adjustments</b>		\$ 3,251
Internal Service Charges		3,251
Risk Management	\$ 3,251	
<b>FY 2015 Adopted Budget</b>	<b>\$ 2,520,696</b>	<b>\$ 600</b>
Percent Change from Threshold Amount	0.2%	0.0%

Non Departmental Grant Fund (249)

		Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>			
<b>FY 2014 Adopted Budget</b>		<b>\$ 2,000</b>	<b>\$ 2,000</b>
Adjustments:	Agenda Item:		
<b>Grants, Donations and Intergovernmental Agreements</b>			
<b>Grants</b>		<b>\$ 1,403,308</b>	<b>\$ 1,403,308</b>
County Manager Grant Reconciliation	C-20-14-021-2-00	1,242,810	1,242,810
FY 14 County Manager Grant Reconciliation	C-20-14-044-2-00	160,498	160,498
<b>FY 2014 Revised Budget</b>		<b>\$ 1,405,308</b>	<b>\$ 1,405,308</b>
Adjustments:	Agenda Item:		
<b>Grants, Donations and Intergovernmental Agreements</b>			
<b>Grants</b>		<b>\$ (1,403,308)</b>	<b>\$ (1,403,308)</b>
County Manager Grant Reconciliation	C-20-14-021-2-00	(1,242,810)	(1,242,810)
FY 14 County Manager Grant Reconciliation	C-20-14-044-2-00	(160,498)	(160,498)
<b>Non Recurring</b>		<b>\$ (2,000)</b>	<b>\$ (2,000)</b>
Non Recurring Carry Forward		(2,000)	(2,000)
<b>FY 2015 Baseline Budget Threshold</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:			
<b>Grants, Donations and Intergovernmental Agreements</b>			
<b>Grants</b>		<b>\$ 7,000</b>	<b>\$ 7,000</b>
Grant Reconciliation		7,000	7,000
<b>FY 2015 Adopted Budget</b>		<b>\$ 7,000</b>	<b>\$ 7,000</b>
<i>Percent Change from Threshold Amount</i>			

## Deputy County Manager - 920

*Analysis by Jack L. Patton, Principal Management and Budget Analyst*

### Summary

#### Mission

The Mission of Deputy County Manager 920 is to provide regional leadership and fiscally responsible, necessary public services to residents so they can enjoy living in a healthy and safe environment.

#### Vision

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

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
PFMG - PERFORMANCE MANAGEMENT	\$ 64,838	\$ 261,055	\$ 245,238	\$ 219,621	\$ 212,569	\$ 32,669	13.3%
39PM - PERFORMANCE MANAGEMENT	\$ 64,838	\$ 261,055	\$ 245,238	\$ 219,621	\$ 212,569	\$ 32,669	13.3%
BDMF - BUDGET DEV MON FORECASTING	\$ 70,097	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
49PB - PLANNING AND BUDGETING	\$ 70,097	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
POCO - POLICY AND COMPLIANCE	\$ 252,224	\$ 363,444	\$ 453,406	\$ 435,942	\$ 499,761	\$ (46,355)	-10.2%
49PC - POLICY AND COMPLIANCE	\$ 252,224	\$ 363,444	\$ 453,406	\$ 435,942	\$ 499,761	\$ (46,355)	-10.2%
OPAD - OFFICE OF PROGRAM ADVOCACY	\$ -	\$ 196,949	\$ 183,002	\$ 167,586	\$ 135,557	\$ 47,445	25.9%
92OP - PROGRAM ADVOCACY	\$ -	\$ 196,949	\$ 183,002	\$ 167,586	\$ 135,557	\$ 47,445	25.9%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ -	\$ 70,647	\$ 73,565	\$ 72,797	\$ 74,479	\$ (914)	-1.2%
ODIR - EXECUTIVE MANAGEMENT	436,561	477,682	451,056	426,350	437,654	13,402	3.0%
POOL - POOLED COSTS	-	(13,988)	-	-	-	-	N/A
SPPT - OPERATIONS SUPPORT	-	-	-	-	50,975	(50,975)	N/A
99AS - INDIRECT SUPPORT	\$ 436,561	\$ 534,341	\$ 524,621	\$ 499,147	\$ 563,108	\$ (38,487)	-7.3%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 4,080	\$ (4,080)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	2,568	3,051	3,051	3,791	-	3,051	100.0%
RISK - RISK PREMIUMS	-	-	-	-	4,746	(4,746)	N/A
99GV - GENERAL OVERHEAD	\$ 2,568	\$ 3,051	\$ 3,051	\$ 3,791	\$ 8,826	\$ (5,775)	-189.3%
<b>TOTAL PROGRAMS</b>	<b>\$ 826,288</b>	<b>\$ 1,358,840</b>	<b>\$ 1,409,318</b>	<b>\$ 1,326,087</b>	<b>\$ 1,419,821</b>	<b>\$ (10,503)</b>	<b>-0.7%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 651,985	\$ 976,269	\$ 974,075	\$ 961,975	\$ 1,034,662	\$ (60,587)	-6.2%
0710 - OVERTIME	494	-	-	325	-	-	N/A
0750 - FRINGE BENEFITS	182,365	301,445	280,691	276,070	303,065	(22,374)	-8.0%
0790 - OTHER PERSONNEL SERVICES	14,748	11,712	11,820	-	11,820	-	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(42,470)	-	-	-	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	17,990	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 825,112</b>	<b>\$ 1,289,426</b>	<b>\$ 1,266,586</b>	<b>\$ 1,238,370</b>	<b>\$ 1,349,547</b>	<b>\$ (82,961)</b>	<b>-6.5%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 300	\$ 9,061	\$ 9,061	\$ 5,940	\$ 10,000	\$ (939)	-10.4%
0804 - NON-CAPITAL EQUIPMENT	-	1,500	1,500	625	-	1,500	100.0%
<b>SUBTOTAL</b>	<b>\$ 300</b>	<b>\$ 10,561</b>	<b>\$ 10,561</b>	<b>\$ 6,565</b>	<b>\$ 10,000</b>	<b>\$ 561</b>	<b>5.3%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 130	\$ 30,575	\$ 103,893	\$ 57,761	\$ 34,277	\$ 69,616	67.0%
0820 - RENT & OPERATING LEASES	-	6,828	6,828	4,914	6,828	-	0.0%
0825 - REPAIRS AND MAINTENANCE	-	1,050	1,050	440	1,050	-	0.0%
0839 - INTERNAL SERVICE CHARGES	263	17,080	17,080	12,124	7,819	9,261	54.2%
0841 - TRAVEL	461	1,000	1,000	4,723	5,000	(4,000)	-400.0%
0842 - EDUCATION AND TRAINING	22	1,820	1,820	969	4,800	(2,980)	-163.7%
0843 - POSTAGE/FREIGHT/SHIPPING	-	500	500	211	500	-	0.0%
0873 - SERVICES-ALLOCATION IN	-	-	-	10	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 876</b>	<b>\$ 58,853</b>	<b>\$ 132,171</b>	<b>\$ 81,152</b>	<b>\$ 60,274</b>	<b>\$ 71,897</b>	<b>54.4%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 826,288</b>	<b>\$ 1,358,840</b>	<b>\$ 1,409,318</b>	<b>\$ 1,326,087</b>	<b>\$ 1,419,821</b>	<b>\$ (10,503)</b>	<b>-0.7%</b>
<b>TOTAL USES</b>	<b>\$ 826,288</b>	<b>\$ 1,358,840</b>	<b>\$ 1,409,318</b>	<b>\$ 1,326,087</b>	<b>\$ 1,419,821</b>	<b>\$ (10,503)</b>	<b>-0.7%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL OPERATING	\$ 826,288	\$ 1,358,840	\$ 1,409,318	\$ 1,326,087	\$ 1,419,821	\$ (10,503)	-0.7%
<b>FUND TOTAL USES</b>	<b>\$ 826,288</b>	<b>\$ 1,358,840</b>	<b>\$ 1,409,318</b>	<b>\$ 1,326,087</b>	<b>\$ 1,419,821</b>	<b>\$ (10,503)</b>	<b>-0.7%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 826,288</b>	<b>\$ 1,358,840</b>	<b>\$ 1,409,318</b>	<b>\$ 1,326,087</b>	<b>\$ 1,419,821</b>	<b>\$ (10,503)</b>	<b>-0.7%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 826,288</b>	<b>\$ 1,358,840</b>	<b>\$ 1,409,318</b>	<b>\$ 1,326,087</b>	<b>\$ 1,419,821</b>	<b>\$ (10,503)</b>	<b>-0.7%</b>

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
<b>INDIRECT SUPPORT</b>							
BUDGET AND FINANCIAL SERVICES	-	.30	.30	.30	.30	-	0.0%
EXECUTIVE MANAGEMENT	3.70	3.70	3.70	3.70	3.70	-	0.0%
<b>PROGRAM TOTAL</b>	<b>3.70</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>	<b>0.0%</b>
<b>PERFORMANCE MANAGEMENT</b>							
PERFORMANCE MANAGEMENT	2.00	3.00	2.00	2.00	2.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>2.00</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>	<b>0.0%</b>
<b>PLANNING AND BUDGETING</b>							
BUDGET DEV MON FORECASTING	.30	-	.00	-	-	-	N/A
<b>PROGRAM TOTAL</b>	<b>.30</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>N/A</b>
<b>POLICY AND COMPLIANCE</b>							
POLICY AND COMPLIANCE	4.00	4.00	5.00	5.00	5.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>	<b>0.0%</b>
<b>PROGRAM ADVOCACY</b>							
OFFICE OF PROGRAM ADVOCACY	-	2.00	1.00	1.00	1.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>-</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>10.00</b>	<b>13.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Administrator	-	-	2.00	2.00	2.00	-	0.0%
Co Pol/Compliance/PrgAdvoc Dir	-	-	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 County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director	-	-	-	-	-	-	N/A
Exec Asst to Executive Officer	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Program Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	3.00	5.00	3.00	3.00	3.00	-	0.0%
Managing for Results Facilitatr	2.00	1.00	1.00	1.00	1.00	-	0.0%
Policy and Compliance Consultant	1.00	1.00	-	-	-	-	N/A
Program Manager - County	-	1.00	-	-	-	-	N/A
Special Projects Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>10.00</b>	<b>13.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	10.00	13.00	12.00	12.00	12.00	-	0.0%
<b>Department Total</b>	<b>10.00</b>	<b>13.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>-</b>	<b>0.0%</b>

### General Adjustments

**Personnel:** FY 2015 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

#### **Base Adjustments:** **General Fund (100)**

- Increase Regular Benefits by \$518 for the impact of changes in retirement contribution rates.
- Increase expenditures by \$54 for the impact of changes in risk management charges and net amount of reallocation from the Office of Management and Budget.

### Programs and Activities

#### Business Performance Management Program

The purpose of the Business Performance Management Program is to provide strategic planning and performance measurement services to County leaders and managers so they can meet strategic goals and priorities based on data-driven decisions and be accountable to the public.

#### Program Results

Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of employees who believe that Managing for Results will increase organizational effectiveness.	68.4%	68.4%	68.4%	70.0%	1.6%	2.4%
Percent of departments rating Managing for Results consultation services as very helpful.	N/A	84.6%	84.6%	84.6%	0.0%	0.0%

Activities that comprise this program include:

- Business Performance Management

**Business Performance Management Activity**

The purpose of the Business Performance Management Activity is to provide strategic planning and performance measurement services to County leaders and managers so they can meet strategic goals and priorities based on data-driven decisions and be accountable to the public.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of employees who believe that Managing for Results will increase organizational effectiveness.	68.4%	68.4%	68.4%	70.0%	1.6%	2.4%
Result	Percent of departments rating Managing for Results consultation services as very helpful.	N/A	84.6%	84.6%	84.6%	0.0%	0.0%
Output	Number of facilitated department strategic business plans.	34	35	30	30	(5)	-14.3%
Output	Number of strategic business plan reviews.	34	35	30	30	(5)	-14.3%
Demand	Number of strategic business plan reviews requested.	34	35	30	30	(5)	-14.3%
Demand	Number of department strategic business plans to be updated	34	35	30	30	(5)	-14.3%
Expenditure Ratio	Expenditure per updated department strategic business plan.	N/A	\$ 7,006.80	\$ 7,320.70	\$ 7,085.63	\$ (78.83)	-1.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 64,838	\$ 245,238	\$ 219,621	\$ 212,569	\$ 32,669	13.3%
	TOTAL USES	\$ 64,838	\$ 245,238	\$ 219,621	\$ 212,569	\$ 32,669	13.3%

**Activity Narrative:** In FY 2013, 68% of employees noted they agree with the statement that Managing for Results (MFR) will increase organizational effectiveness. This number of respondents indicating agreement with this question (2,093) demonstrates the familiarity with the MFR process across diverse functional areas within the County. For FY 2014, these values are expected to remain stable and slightly increase in FY 2015.

The “Percent of departments rating MFR consultation services as very helpful” results measure is a departmental question (one response per department) and the respondents are usually administrative staff. In FY 2012, 84.6% of staff responded positively to this survey question. This value was used for the FY 2014 Revised Budget and Forecast. The Adopted value is estimated to approximate the FY 2014 Revised and Forecast value of 84.6%. Business Performance Management staff are expecting continued success in FY 2015 in providing relevant and useful services to departments; as evidenced by the 30 departments, which are forecasted to request assistance in modifying their departmental plans, outcomes and measures in FY 2015. The high percentage of agreement for this question demonstrates the value perceived by the collective departments for consultation services provided by the Business Performance Management staff.

## Policy 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, and districts so they can benefit from standardized methodologies, sound policies, and financial economies of scale that minimize risk exposure and are understandable to all parts of the organization.

## Program Results

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of approved policies available online within one business week	N/A	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Policy and Compliance

## Policy and Compliance Activity

The purpose of the Policy 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 minimize risk exposure and are understandable to all parts of the organization.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of approved policies available online within one business week	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of policies reviewed	29	30	57	37	7	23.3%
Demand	Number of policy reviews requested	29	30	57	37	7	23.3%
Expenditure Ratio	Expenditure per policy reviewed	N/A	\$ 15,113.53	\$ 7,648.11	\$ 13,507.05	\$ 1,606.48	10.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 252,224	\$ 453,406	\$ 435,942	\$ 499,761	\$ (46,355)	-10.2%
	TOTAL USES	\$ 252,224	\$ 453,406	\$ 435,942	\$ 499,761	\$ (46,355)	-10.2%

**Activity Narrative:** Policy and Compliance began organizational policy reviews in FY 2013 and is forecasted to nearly double in the number of policies requested and reviewed in FY 2014. As departments became more familiar with the services available through this activity and the expertise of staff, the number of requests for policy review significantly increased. In FY 2015, the number of reviews requested is forecasted to continue at a rate similar to that in FY 2013.

Policy and Compliance expects to continue placing 100% of approved policies online within one business week of approval in order to promote education of new policies and build awareness of their policy library that archives all Maricopa County Policies.

### Program Advocacy Program

The purpose of the Program Advocacy Program is to provide non-capital project management expertise and consulting services for requested projects to County departments so they can be familiar with project management best practices likely to lead to high-quality projects being completed on time and within budget.

### Program Results

Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of project management class participants who report they are familiar with project management best practices	N/A	100.0%	81.0%	82.0%	(18.0%)	-18.0%
Percent of project management class participants, who have completed a project, that report they used project management best practices	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of OPA-guided projects completed on time	N/A	87.5%	87.5%	75.0%	(12.5%)	-14.3%
Percent of OPA-guided projects completed on or under budget	N/A	87.5%	87.5%	75.0%	(12.5%)	-14.3%
Percent of OPA-guided projects determined to be suitable for their intended purpose after one year in production.	N/A	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Program Advocacy

### Program Advocacy Activity

The purpose of the Program Advocacy Activity is to provide non-capital project management expertise and consulting services for requested projects to County departments so they can increase County knowledge of project management best practices likely to lead to high-quality projects being completed on time and within budget.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of project management class participants who report they are familiar with project management best practices	N/A	100.0%	81.0%	82.0%	(18.0%)	-18.0%
Result	Percent of project management class participants, who have completed a project, that report they used project management best practices	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of OPA-guided projects completed on time	N/A	87.5%	87.5%	75.0%	(12.5%)	-14.3%
Result	Percent of OPA-guided projects completed on or under budget	N/A	87.5%	87.5%	75.0%	(12.5%)	-14.3%
Result	Percent of OPA-guided projects determined to be suitable for their intended purpose after one year in production.	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of employees who participated in project management classes	N/A	10	21	50	40	400.0%
Output	Number of mentored projects	N/A	8	8	4	(4)	-50.0%
Output	Number of project management process/methodology consultations	N/A	12	15	13	1	8.3%
Demand	Number of employees who signed up for project management classes	N/A	10	10	20	10	100.0%
Demand	Number of requests for project mentoring	N/A	8	11	11	3	37.5%
Demand	Number of requests for project management process/methodology consultations	N/A	12	15	13	1	8.3%
Expenditure Ratio	Total activity expenditure per project management class participant	N/A	\$ 18,300.20	\$ 7,980.29	\$ 2,711.14	\$ 15,589.06	85.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ -	\$ 183,002	\$ 167,586	\$ 135,557	\$ 47,445	25.9%
	TOTAL USES	\$ -	\$ 183,002	\$ 167,586	\$ 135,557	\$ 47,445	25.9%

**Activity Narrative:** FY 2014 is the first year of Program Advocacy activities. Initial data indicate that 16 staff have participated in project management classes and 12 of them (75%) report being familiar with project management best practices. It is forecasted that 10 of these participants will complete their identified project in FY 2014 will all report utilizing project management best practices. For FY 2015, the number of project management class participants is expected to more than triple in size to 50 individuals.

Program Advocacy guided 8 projects in FY 2014 and 7 (87.5%) of these were completed on time and under budget. In FY 2015, the number of mentored projects is expected to decrease due to the scale of the projects undertaken, which include a new integrated Finance, Budget and Procurement system, an electronic records management system for Correction Health, organizational alignment with HIPPA (Health Insurance Portability and Accountability Act) regulations and continued system management of ADP, the County's personnel management and payroll system.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 1,358,840</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 50,478</b>	<b>\$ -</b>
County RPP	39,486	-
2nd Quarter Retention Pay and Market Adj	1,889	-
FY 14 IT Market Study Adjustments	9,103	-
Agenda Item:		
C-49-13-092-2-00		-
C-49-14-032-2-00		-
C-49-14-041-2-00		-
<b>FY 2014 Revised Budget</b>	<b>\$ 1,409,318</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 9,931</b>	<b>\$ -</b>
2nd Quarter Retention Pay and Market Adj	(1,889)	-
FY 14 IT Market Study Adjustments	(9,103)	-
Annual Market Adjustment - IT	18,206	-
2nd to 4th Quarter Retention Pay Plan	2,717	-
Agenda Item:		
C-49-14-032-2-00		-
C-49-14-041-2-00		-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 1,419,249</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 518</b>	<b>\$ -</b>
Retirement Contributions	518	-
<b>Base Adjustments</b>	<b>\$ 3,105</b>	<b>\$ -</b>
Internal Service Charges	3,105	-
<b>Reallocations</b>	<b>\$ (3,051)</b>	<b>\$ -</b>
Reallocation Between Depts	(3,051)	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 1,419,821</b>	<b>\$ -</b>
Percent Change from Threshold Amount		0.0%

## Deputy County Manager - 930

*Analysis by Christine Jasinski, Management and Budget Analyst*

### Summary

#### 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.

### Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
HRAC - HUMAN RESOURCES	\$ 88,120	\$ -	\$ 9,316	\$ -	\$ -	9,316	100.0%
ODIR - EXECUTIVE MANAGEMENT	111,609	-	3,811	(276)	(2,376)	6,187	162.3%
99AS - INDIRECT SUPPORT	\$ 199,729	\$ -	\$ 13,127	\$ (276)	\$ (2,376)	\$ 15,503	118.1%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 2,376	\$ (2,376)	N/A
99GV - GENERAL OVERHEAD	\$ -	\$ -	\$ -	\$ -	\$ 2,376	\$ (2,376)	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 335,779	\$ -	\$ 3,351	\$ (1,260)	\$ -	3,351	100.0%
DACR - DATA CENTER	290,280	-	755	(254)	-	755	100.0%
GISA - GIS APPLICATION DEV AND SUPP	74,920	-	431	(146)	-	431	100.0%
TSPT - TECHNOLOGY SUPPORT	101,293	-	(17,664)	1,936	-	(17,664)	100.0%
99IT - INFORMATION TECHNOLOGY	\$ 802,272	\$ -	\$ (13,127)	\$ 276	\$ -	\$ (13,127)	100.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 1,002,001</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>

Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 2,259,872	\$ 2,503,207	\$ 2,079,023	\$ 2,034,137	\$ 800,499	\$ 1,278,524	61.5%
0710 - OVERTIME	990	-	-	934	-	-	N/A
0750 - FRINGE BENEFITS	741,337	845,368	701,189	677,336	266,099	435,090	62.1%
0790 - OTHER PERSONNEL SERVICES	66,805	8,000	8,000	6,760	-	8,000	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(2,302,666)	(3,356,575)	(2,788,212)	(2,744,107)	(1,066,598)	(1,721,614)	-61.7%
<b>SUBTOTAL</b>	<b>\$ 766,338</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (24,940)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 9,216	\$ 12,800	\$ 12,800	\$ 4,213	\$ 2,000	\$ 10,800	84.4%
0803 - FUEL	389	400	400	86	-	400	100.0%
0804 - NON-CAPITAL EQUIPMENT	593,441	306,250	306,250	221,926	3,000	303,250	99.0%
0805 - SUPPLIES-ALLOCATION OUT	(537,970)	(319,450)	(319,450)	(225,981)	(5,000)	(314,450)	-98.4%
0806 - SUPPLIES-ALLOCATION IN	55,619	-	-	75	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 120,695</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 319</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 1,345	\$ 1,000	\$ 1,000	\$ 3,063	\$ 1,000	\$ -	0.0%
0825 - REPAIRS AND MAINTENANCE	475,439	1,090,770	1,090,770	858,858	-	1,090,770	100.0%
0839 - INTERNAL SERVICE CHARGES	796	-	-	422	4,509	(4,509)	N/A
0841 - TRAVEL	2,374	15,500	15,500	5,879	3,500	12,000	77.4%
0842 - EDUCATION AND TRAINING	7,026	79,474	79,474	53,057	20,006	59,468	74.8%
0843 - POSTAGE/FREIGHT/SHIPPING	73	300	300	172	150	150	50.0%
0872 - SERVICES-ALLOCATION OUT	(407,000)	(1,242,314)	(1,242,314)	(944,026)	(63,275)	(1,179,039)	-94.9%
0873 - SERVICES-ALLOCATION IN	20,968	55,270	55,270	47,196	34,110	21,160	38.3%
<b>SUBTOTAL</b>	<b>\$ 101,021</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 24,621</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 213,665	\$ 380,088	\$ 380,088	\$ 367,979	\$ -	\$ 380,088	100.0%
0955 - CAPITAL-ALLOCATION OUT	(199,718)	(380,088)	(380,088)	(367,979)	-	(380,088)	-100.0%
<b>SUBTOTAL</b>	<b>\$ 13,947</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>ALL EXPENDITURES</b>	<b>\$ 1,002,001</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>TOTAL USES</b>	<b>\$ 1,002,001</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
226 PLANNING AND DEVELOPMENT FEES							
OPERATING	\$ 869,873	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
NON RECURRING NON PROJECT	132,128	-	-	-	-	-	N/A
<b>FUND TOTAL USES</b>	<b>\$ 1,002,001</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 869,873</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 132,128</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 1,002,001</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
<b>INDIRECT SUPPORT</b>							
EXECUTIVE MANAGEMENT	4.00	2.00	2.00	2.00	2.00	-	0.0%
HUMAN RESOURCES	6.75	11.00	10.00	11.00	11.00	1.00	10.0%
<b>PROGRAM TOTAL</b>	<b>10.75</b>	<b>13.00</b>	<b>12.00</b>	<b>13.00</b>	<b>13.00</b>	<b>1.00</b>	<b>8.3%</b>
<b>INFORMATION TECHNOLOGY</b>							
BUSINESS APPLICATION DEV SUPP	9.00	14.00	.00	-	-	-	N/A
DATA CENTER	4.00	4.00	.00	-	-	-	N/A
GIS APPLICATION DEV AND SUPP	2.50	2.50	.00	-	-	-	N/A
TECHNOLOGY SUPPORT	7.00	7.00	.00	-	-	-	N/A
<b>PROGRAM TOTAL</b>	<b>22.50</b>	<b>27.50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>N/A</b>
<b>NOT ALLOCATED</b>							
NOT ALLOCATED	-	-	1.00	-	-	(1.00)	(100.0%)
<b>PROGRAM TOTAL</b>	<b>-</b>	<b>-</b>	<b>1.00</b>	<b>-</b>	<b>-</b>	<b>(1.00)</b>	<b>(100.0%)</b>
<b>DEPARTMENT TOTAL</b>	<b>33.25</b>	<b>40.50</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Applications Development Mgr	-	1.00	-	-	-	-	N/A
Assistant County Manager	1.00	-	-	-	-	-	N/A
Business Systems Analyst	2.00	2.00	-	-	-	-	N/A
Business Systems Analyst-Sr/Ld	1.00	2.00	-	-	-	-	N/A
Database Administrator	1.00	1.00	-	-	-	-	N/A
Deputy County Manager	-	1.00	1.00	1.00	1.00	-	0.0%
GIS Programmer/Analyst	2.00	2.00	-	-	-	-	N/A
GIS Technician	.50	.50	-	-	-	-	N/A
Help Desk Coordinator	1.00	1.00	-	-	-	-	N/A
Help Desk Coordinator - Sr/Ld	1.00	1.00	-	-	-	-	N/A
Human Resources Analyst	2.00	3.00	3.00	3.00	3.00	-	0.0%
Human Resources Associate	-	3.00	3.00	3.00	3.00	-	0.0%
Human Resources Manager – Large	1.00	-	-	-	-	-	N/A
Human Resources Manager – RDSA	-	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
IT Division Manager	1.00	1.00	-	-	-	-	N/A
IT Program Manager	2.00	2.00	-	-	-	-	N/A
IT Services Supv	1.00	-	-	-	-	-	N/A
Management Analyst	1.00	-	-	-	-	-	N/A
Office Assistant	-	1.00	1.00	1.00	1.00	-	0.0%
PC/LAN Technician - Senior/Lead	4.00	4.00	-	-	-	-	N/A
Programmer/Analyst	1.00	1.00	-	-	-	-	N/A
Programmer/Analyst - Senior/Lead	5.00	5.00	-	-	-	-	N/A
Special Projects Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Systems Admin & Analysis Supv	-	1.00	-	-	-	-	N/A
Systems Administrator	1.00	1.00	-	-	-	-	N/A
Systems Administrator - Senior/Lead	1.00	2.00	-	-	-	-	N/A
Trainer	.75	-	-	-	-	-	N/A
<b>Department Total</b>	<b>33.25</b>	<b>40.50</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
226 PLANNING AND DEVELOPMENT FEES	33.25	40.50	13.00	13.00	13.00	-	0.0%
<b>Department Total</b>	<b>33.25</b>	<b>40.50</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>-</b>	<b>0.0%</b>

### General Adjustments

**Personnel:** FY 2015 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

#### **Base Adjustments:**

##### **Fund (226) Operating**

- Increase Regular Benefits by \$398 for the impact of changes in retirement contribution rates.
- Increase Internal Service Charges by \$8,184 for the impact of changes in risk management charges.
- Increase Internal Service Charges by \$4,509 for the impact of changes in telecom charges.

## Appropriated Budget Reconciliations

### Planning and Development Fees Fund (226)

	Expenditures	Revenue
<b>OPERATING</b>		
FY 2014 Adopted Budget	\$ -	\$ -
FY 2014 Revised Budget	\$ -	\$ -
FY 2015 Baseline Budget Threshold	\$ -	\$ -
FY 2015 Adopted Budget	\$ -	\$ -

The organizational management function for the Deputy County Manager (DCM) is structurally located in the Planning and Development Fees Fund (226). The administrative costs net to zero over the course of the year as the budget is ultimately allocated to the respective Departments under the DCM's leadership. The total cost for this agency, which is allocated out, is \$1,134,873.

## Education Services

*Analysis by Zachary Wolfe, 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 and Responsibility**

**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% of all districts in Maricopa County Schools rating “compliant” and 12% of districts rating “non-compliant” according to the Arizona Auditor General.**

Status: Only four (4) school districts were labeled with marginal compliance, and no school districts were in non-compliance with their financial audits according to the most recent data from the Auditor General. MCESA has implemented two programs designed to facilitate this goal: the School Business Resident program and the Itinerant Business Manager program. The School Business Resident program provides training for qualified individuals to master the skill of school district finance all while in a school district setting. This program is a rigorous training that provides expert coaching in conjunction with partner school districts, vested organizations, and State and County government. The Itinerant Business Manager program supports school districts by providing consulting as well as strategic and tactical support. Business managers are able to build their capacity and ultimately reduce audit findings.

A continued focus on audit trends and other issues have brought increased training on the school district financial systems in order for districts to reduce their audit findings. MCESA has implemented 3 additional trainings for FY 2013-14 and is utilizing data from trends from Financial System data to build additional training components targeted to continuing the trend of less audit findings in FY 2014-15.

#### **Growth and Economic Development**

**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%, as evidenced by an average Measure of Academic Progress (MAP) score of 53%.**

Status: On January 20, 2011, the Education Service Agency began Interactive Video Learning (IVL) for multiple schools in Maricopa County, providing expert content and classroom instruction in science and technology. Since May, 2013, the department has expanded the use of IVL by providing professional development to teachers through classroom instruction. Future on-line courses are being planned for the Arizona Readiness Standards implementation.

In addition, MCESA has secured \$3.45 million dollars through the Investing In Innovation grant. This grant focuses on STEM learning through the use of the IVL and Technology in the hands of the student. The grant support professional development for teachers to become highly effective in the use of classroom technology, thus increasing academic achievement.

With the Teacher Incentive Fund grant, Rewarding Excellence in Instruction and Leadership (REIL), awarded in FY 2012-2013, the department entered partnerships with 6 school districts to create a systemic K-12 performance-based compensation system (PBCS). Once implemented, the system will transform how districts recruit, retain, support, and compensate teachers and principals in the neediest schools. In FY 2013-14, teacher and principal performance-based compensation was awarded to those who have met the challenge of improving student achievement and become highly effective teachers/principals.

With the Teacher Incentive Fund grant, Rewarding Excellence in Instruction and Leadership, the Next Generation (REIL-TNG), the agency is now into its second year of partnering with 7 additional school districts to improve student achievement by increasing teacher and principal effectiveness; reform teacher and principal compensation systems; increase the number of effective teachers teaching poor, minority, and disadvantaged students in hard to staff subjects; and create sustainable performance-based compensation systems.

Each of these aforementioned grants has increased resources available to students, teachers and education administrators in order to increase student achievement as indicated by the Measure of Academic Progress (MAP). Unfortunately, there is no current information on MAP score determine effectiveness of the grant expenditures. Data is expected to be available in FY 2015 for this measure from the *Expect More Arizona* Survey.

**Department  
Specific**

**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: The *Expect More Arizona* survey baseline data was captured in FY 2009 and released in FY 2010. It is expected that a follow-up survey will occur in FY 2014, with data being released in FY 2015.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
ELDR - EXECUTIVE LEADERSHIP	\$ 29,000	\$ 12,000	\$ 12,000	\$ 6,015	\$ 12,000	\$ -	0.0%
37EL - EXECUTIVE LEADERSHIP	\$ 29,000	\$ 12,000	\$ 12,000	\$ 6,015	\$ 12,000	\$ -	0.0%
EMGT - ECONOMIC MANAGEMENT	\$ 526,677	\$ 943,136	\$ 943,136	\$ 602,891	\$ 918,936	\$ (24,200)	-2.6%
37EM - ECONOMIC MANAGEMENT	\$ 526,677	\$ 943,136	\$ 943,136	\$ 602,891	\$ 918,936	\$ (24,200)	-2.6%
EINN - EDUCATIONAL INNOVATION	\$ 9,495,206	\$ 21,421,736	\$ 21,421,736	\$ 19,871,418	\$ 25,885,158	\$ 4,463,422	20.8%
37SC - EDUCATIONAL INNOVATION	\$ 9,495,206	\$ 21,421,736	\$ 21,421,736	\$ 19,871,418	\$ 25,885,158	\$ 4,463,422	20.8%
GGOV - GENERAL GOVERNMENT	\$ 1,019,150	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
99GV - GENERAL OVERHEAD	\$ 1,019,150	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>TOTAL PROGRAMS</b>	<b>\$ 11,070,033</b>	<b>\$ 22,376,872</b>	<b>\$ 22,376,872</b>	<b>\$ 20,480,324</b>	<b>\$ 26,816,094</b>	<b>\$ 4,439,222</b>	<b>19.8%</b>
<b>USES</b>							
ELDR - EXECUTIVE LEADERSHIP	\$ 944,703	\$ 601,884	\$ 640,517	\$ 966,963	\$ 635,671	\$ 4,846	0.8%
37EL - EXECUTIVE LEADERSHIP	\$ 944,703	\$ 601,884	\$ 640,517	\$ 966,963	\$ 635,671	\$ 4,846	0.8%
EMGT - ECONOMIC MANAGEMENT	\$ 2,400,771	\$ 3,824,934	\$ 3,850,770	\$ 5,182,272	\$ 2,708,151	\$ 1,142,619	29.7%
37EM - ECONOMIC MANAGEMENT	\$ 2,400,771	\$ 3,824,934	\$ 3,850,770	\$ 5,182,272	\$ 2,708,151	\$ 1,142,619	29.7%
EINN - EDUCATIONAL INNOVATION	\$ 10,514,016	\$ 23,261,795	\$ 23,250,663	\$ 18,714,204	\$ 27,386,571	\$ (4,135,908)	-17.8%
37SC - EDUCATIONAL INNOVATION	\$ 10,514,016	\$ 23,261,795	\$ 23,250,663	\$ 18,714,204	\$ 27,386,571	\$ (4,135,908)	-17.8%
FACM - FACILITIES CONSTRUCTION MGMT	\$ 230	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
91FD - CAPITAL FACILITIES DEVELOPMENT	\$ 230	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
HRAC - HUMAN RESOURCES	\$ 62,854	\$ 61,971	\$ 66,542	\$ 70,335	\$ 68,963	\$ (2,421)	-3.6%
ODIR - EXECUTIVE MANAGEMENT	354,609	355,845	366,292	358,370	366,992	(700)	-0.2%
POOL - POOLED COSTS	-	(17,275)	-	-	-	-	N/A
99AS - INDIRECT SUPPORT	\$ 417,463	\$ 400,541	\$ 432,834	\$ 428,705	\$ 435,955	\$ (3,121)	-0.7%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 41,059	\$ (41,059)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	25,236	45,557	45,557	34,979	-	45,557	100.0%
RISK - RISK PREMIUMS	-	-	-	-	54,285	(54,285)	N/A
99GV - GENERAL OVERHEAD	\$ 25,236	\$ 45,557	\$ 45,557	\$ 34,979	\$ 95,344	\$ (49,787)	-109.3%
<b>TOTAL PROGRAMS</b>	<b>\$ 14,302,419</b>	<b>\$ 28,134,711</b>	<b>\$ 28,220,341</b>	<b>\$ 25,327,123</b>	<b>\$ 31,261,692</b>	<b>\$ (3,041,351)</b>	<b>-10.8%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 9,610,843	\$ 20,468,590	\$ 20,468,590	\$ 19,154,049	\$ 25,099,197	\$ 4,630,607	22.6%
0620 - OTHER INTERGOVERNMENTAL	933,906	1,187,830	1,187,830	874,676	1,166,949	(20,881)	-1.8%
<b>SUBTOTAL</b>	<b>\$ 10,544,749</b>	<b>\$ 21,656,420</b>	<b>\$ 21,656,420</b>	<b>\$ 20,028,725</b>	<b>\$ 26,266,146</b>	<b>\$ 4,609,726</b>	<b>21.3%</b>
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 376,309	\$ 250,136	\$ 250,136	\$ 344,737	\$ 225,936	\$ (24,200)	-9.7%
0635 - OTHER CHARGES FOR SERVICES	132,504	470,316	470,316	105,500	324,012	(146,304)	-31.1%
<b>SUBTOTAL</b>	<b>\$ 508,813</b>	<b>\$ 720,452</b>	<b>\$ 720,452</b>	<b>\$ 450,237</b>	<b>\$ 549,948</b>	<b>\$ (170,504)</b>	<b>-23.7%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 6,471	\$ -	\$ -	\$ 1,362	\$ -	\$ -	N/A
0650 - MISCELLANEOUS REVENUE	10,000	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 16,471</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,362</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>ALL REVENUES</b>	<b>\$ 11,070,033</b>	<b>\$ 22,376,872</b>	<b>\$ 22,376,872</b>	<b>\$ 20,480,324</b>	<b>\$ 26,816,094</b>	<b>\$ 4,439,222</b>	<b>19.8%</b>
<b>TOTAL SOURCES</b>	<b>\$ 11,070,033</b>	<b>\$ 22,376,872</b>	<b>\$ 22,376,872</b>	<b>\$ 20,480,324</b>	<b>\$ 26,816,094</b>	<b>\$ 4,439,222</b>	<b>19.8%</b>

Sources and Uses by Category (continued)

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 5,858,911	\$ 8,018,763	\$ 9,523,274	\$ 8,367,544	\$ 9,827,221	\$ (303,947)	-3.2%
0705 - TEMPORARY PAY	9,429	166,700	161,315	62,948	142,279	19,036	11.8%
0710 - OVERTIME	30,540	23,236	23,236	32,193	23,233	3	0.0%
0750 - FRINGE BENEFITS	1,896,607	2,877,344	3,254,820	2,764,456	3,273,908	(19,088)	-0.6%
0790 - OTHER PERSONNEL SERVICES	59,959	-	-	-	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(414,580)	(284,373)	(266,739)	(300,322)	(441,750)	175,011	65.6%
0796 - PERSONNEL SERVICES ALLOC-IN	524,523	432,622	435,393	451,207	598,894	(163,501)	-37.6%
<b>SUBTOTAL</b>	<b>\$ 7,965,389</b>	<b>\$ 11,234,292</b>	<b>\$ 13,131,299</b>	<b>\$ 11,378,026</b>	<b>\$ 13,423,785</b>	<b>\$ (292,486)</b>	<b>-2.2%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 390,826	\$ 588,658	\$ 580,812	\$ 545,350	\$ 494,087	\$ 86,725	14.9%
0803 - FUEL	3,796	11,830	11,830	4,059	11,830	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	285,104	133,256	133,256	-	-	133,256	100.0%
<b>SUBTOTAL</b>	<b>\$ 679,726</b>	<b>\$ 733,744</b>	<b>\$ 725,898</b>	<b>\$ 549,409</b>	<b>\$ 505,917</b>	<b>\$ 219,981</b>	<b>30.3%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ -	\$ -	\$ -	\$ 170	\$ -	\$ -	N/A
0812 - OTHER SERVICES	4,006,175	14,327,897	12,505,452	11,576,974	15,772,581	(3,267,129)	-26.1%
0820 - RENT & OPERATING LEASES	852,261	776,313	776,313	784,795	700,578	75,735	9.8%
0839 - INTERNAL SERVICE CHARGES	189,485	187,715	179,629	139,577	181,123	(1,494)	-0.8%
0841 - TRAVEL	549,099	620,750	616,750	551,081	655,750	(39,000)	-6.3%
0842 - EDUCATION AND TRAINING	52,122	20,500	16,500	46,466	18,458	(1,958)	-11.9%
0843 - POSTAGE/FREIGHT/SHIPPING	6,832	3,500	3,500	4,888	3,500	-	0.0%
0850 - UTILITIES	1,330	-	-	1,537	-	-	N/A
0872 - SERVICES-ALLOCATION OUT	-	(427,855)	(427,855)	(559,211)	(427,855)	-	0.0%
0873 - SERVICES-ALLOCATION IN	-	427,855	427,855	623,411	427,855	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 5,657,304</b>	<b>\$ 15,936,675</b>	<b>\$ 14,098,144</b>	<b>\$ 13,169,688</b>	<b>\$ 17,331,990</b>	<b>\$ (3,233,846)</b>	<b>-22.9%</b>
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ -	\$ 230,000	\$ 230,000	\$ 230,000	\$ -	\$ 230,000	100.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	-	35,000	-	-	35,000	100.0%
<b>SUBTOTAL</b>	<b>\$ -</b>	<b>\$ 230,000</b>	<b>\$ 265,000</b>	<b>\$ 230,000</b>	<b>\$ -</b>	<b>\$ 265,000</b>	<b>100.0%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 14,302,419</b>	<b>\$ 28,134,711</b>	<b>\$ 28,220,341</b>	<b>\$ 25,327,123</b>	<b>\$ 31,261,692</b>	<b>\$ (3,041,351)</b>	<b>-10.8%</b>
<b>TOTAL USES</b>	<b>\$ 14,302,419</b>	<b>\$ 28,134,711</b>	<b>\$ 28,220,341</b>	<b>\$ 25,327,123</b>	<b>\$ 31,261,692</b>	<b>\$ (3,041,351)</b>	<b>-10.8%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 29,399	\$ 117,000	\$ 117,000	\$ 111,015	\$ 117,000	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 29,399</b>	<b>\$ 117,000</b>	<b>\$ 117,000</b>	<b>\$ 111,015</b>	<b>\$ 117,000</b>	<b>\$ -</b>	<b>0.0%</b>
715 SCHOOL GRANT							
OPERATING	\$ 9,612,297	\$ 20,593,590	\$ 20,593,590	\$ 19,117,477	\$ 25,224,197	\$ 4,630,607	22.5%
<b>FUND TOTAL SOURCES</b>	<b>\$ 9,612,297</b>	<b>\$ 20,593,590</b>	<b>\$ 20,593,590</b>	<b>\$ 19,117,477</b>	<b>\$ 25,224,197</b>	<b>\$ 4,630,607</b>	<b>22.5%</b>
669 SMALL SCHOOL SERVICE							
OPERATING	\$ 110,473	\$ 109,657	\$ 109,657	\$ 109,997	\$ 109,657	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 110,473</b>	<b>\$ 109,657</b>	<b>\$ 109,657</b>	<b>\$ 109,997</b>	<b>\$ 109,657</b>	<b>\$ -</b>	<b>0.0%</b>
780 SCHOOL TRANSPORTATION							
OPERATING	\$ 379,812	\$ 600,000	\$ 600,000	\$ 411,916	\$ 600,000	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 379,812</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>	<b>\$ 411,916</b>	<b>\$ 600,000</b>	<b>\$ -</b>	<b>0.0%</b>
782 SCHOOL COMMUNICATION							
OPERATING	\$ 489,414	\$ 603,452	\$ 603,452	\$ 375,159	\$ 432,948	\$ (170,504)	-28.3%
<b>FUND TOTAL SOURCES</b>	<b>\$ 489,414</b>	<b>\$ 603,452</b>	<b>\$ 603,452</b>	<b>\$ 375,159</b>	<b>\$ 432,948</b>	<b>\$ (170,504)</b>	<b>-28.3%</b>
795 EDUCATIONAL SUPPLEMENTAL PROG							
OPERATING	\$ 448,638	\$ 353,173	\$ 353,173	\$ 354,760	\$ 332,292	\$ (20,881)	-5.9%
<b>FUND TOTAL SOURCES</b>	<b>\$ 448,638</b>	<b>\$ 353,173</b>	<b>\$ 353,173</b>	<b>\$ 354,760</b>	<b>\$ 332,292</b>	<b>\$ (20,881)</b>	<b>-5.9%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 11,070,033</b>	<b>\$ 22,376,872</b>	<b>\$ 22,376,872</b>	<b>\$ 20,480,324</b>	<b>\$ 26,816,094</b>	<b>\$ 4,439,222</b>	<b>19.8%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 11,070,033</b>	<b>\$ 22,376,872</b>	<b>\$ 22,376,872</b>	<b>\$ 20,480,324</b>	<b>\$ 26,816,094</b>	<b>\$ 4,439,222</b>	<b>19.8%</b>

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 2,247,182	\$ 2,318,140	\$ 2,365,999	\$ 2,320,002	\$ 2,578,452	\$ (212,453)	-9.0%
NON RECURRING NON PROJECT	-	1,193,762	1,193,762	1,193,762	78,956	1,114,806	93.4%
<b>FUND TOTAL USES</b>	\$ 2,247,182	\$ 3,511,902	\$ 3,559,761	\$ 3,513,764	\$ 2,657,408	\$ 902,353	25.3%
715 SCHOOL GRANT							
OPERATING	\$ 9,486,561	\$ 20,593,590	\$ 20,593,590	\$ 19,117,477	\$ 25,224,197	\$ (4,630,607)	-22.5%
<b>FUND TOTAL USES</b>	\$ 9,486,561	\$ 20,593,590	\$ 20,593,590	\$ 19,117,477	\$ 25,224,197	\$ (4,630,607)	-22.5%
255 DETENTION OPERATIONS							
OPERATING	\$ -	\$ -	\$ 2,771	\$ -	\$ -	\$ 2,771	100.0%
NON RECURRING NON PROJECT	734,076	1,654,819	1,654,819	935,758	1,117,223	537,596	32.5%
<b>FUND TOTAL USES</b>	\$ 734,076	\$ 1,654,819	\$ 1,657,590	\$ 935,758	\$ 1,117,223	\$ 540,367	32.6%
669 SMALL SCHOOL SERVICE							
OPERATING	\$ 79,879	\$ 109,657	\$ 109,657	\$ 99,259	\$ 109,657	\$ -	0.0%
NON RECURRING NON PROJECT	-	-	35,000	-	72,051	(37,051)	-105.9%
<b>FUND TOTAL USES</b>	\$ 79,879	\$ 109,657	\$ 144,657	\$ 99,259	\$ 181,708	\$ (37,051)	-25.6%
780 SCHOOL TRANSPORTATION							
OPERATING	\$ 450,600	\$ 600,000	\$ 600,000	\$ 411,916	\$ 600,000	\$ -	0.0%
<b>FUND TOTAL USES</b>	\$ 450,600	\$ 600,000	\$ 600,000	\$ 411,916	\$ 600,000	\$ -	0.0%
782 SCHOOL COMMUNICATION							
OPERATING	\$ 303,938	\$ 603,452	\$ 603,452	\$ 275,159	\$ 432,948	\$ 170,504	28.3%
ENCUMBERED IN FUND 782	-	-	-	-	153,953	(153,953)	N/A
NON RECURRING NON PROJECT	-	-	-	-	209,825	(209,825)	N/A
<b>FUND TOTAL USES</b>	\$ 303,938	\$ 603,452	\$ 603,452	\$ 275,159	\$ 796,726	\$ (193,274)	-32.0%
795 EDUCATIONAL SUPPLEMENTAL PROG							
OPERATING	\$ 511,256	\$ 332,292	\$ 332,292	\$ 354,760	\$ 332,292	\$ -	0.0%
NON RECURRING NON PROJECT	488,927	728,999	728,999	619,030	352,138	376,861	51.7%
<b>FUND TOTAL USES</b>	\$ 1,000,183	\$ 1,061,291	\$ 1,061,291	\$ 973,790	\$ 684,430	\$ 376,861	35.5%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 13,079,416	\$ 24,557,131	\$ 24,607,761	\$ 22,578,573	\$ 29,277,546	\$ (4,669,785)	-19.0%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 1,223,003	\$ 3,577,580	\$ 3,612,580	\$ 2,748,550	\$ 1,984,146	\$ 1,628,434	45.1%
<b>DEPARTMENT TOTAL USES</b>	\$ 14,302,419	\$ 28,134,711	\$ 28,220,341	\$ 25,327,123	\$ 31,261,692	\$ (3,041,351)	-10.8%

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ECONOMIC MANAGEMENT							
ECONOMIC MANAGEMENT	21.35	22.50	22.50	22.50	21.50	(1.00)	(4.4%)
<b>PROGRAM TOTAL</b>	21.35	22.50	22.50	22.50	21.50	(1.00)	(4.4%)
EDUCATIONAL INNOVATION							
EDUCATIONAL INNOVATION	82.05	102.50	123.50	121.50	121.50	(2.00)	(1.6%)
<b>PROGRAM TOTAL</b>	82.05	102.50	123.50	121.50	121.50	(2.00)	(1.6%)
EXECUTIVE LEADERSHIP							
EXECUTIVE LEADERSHIP	3.60	5.00	5.00	5.00	5.00	-	0.0%
<b>PROGRAM TOTAL</b>	3.60	5.00	5.00	5.00	5.00	-	0.0%
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	3.00	-	0.0%
HUMAN RESOURCES	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>PROGRAM TOTAL</b>	4.00	4.00	4.00	4.00	4.00	-	0.0%
<b>DEPARTMENT TOTAL</b>	111.00	134.00	155.00	153.00	152.00	(3.00)	(1.9%)

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	-	-	1.00	1.00	1.00	-	0.0%
Accounting Specialist	7.00	7.00	5.00	5.00	5.00	-	0.0%
Admin/Operations Specialist	6.00	6.00	6.00	6.00	6.00	-	0.0%
Chief Deputy - Schools	1.00	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%
Community Justice Coordinator	-	8.00	8.00	8.00	8.00	-	0.0%
Database Report Writer Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Education Service Assistant Superintendent	3.00	3.00	3.00	3.00	3.00	-	0.0%
Education Service Peer Evaluator	34.00	34.00	44.00	44.00	44.00	-	0.0%
Education Svc Program Coord	7.00	10.00	14.00	12.00	12.00	(2.00)	(14.3%)
Educator - Detention	2.00	2.00	1.00	1.00	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant - Elected Official	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	2.00	4.00	4.00	4.00	4.00	-	0.0%
Finance/Business Analyst - County	1.00	-	-	-	-	-	N/A
Grant-Contract Administrator	1.00	-	-	-	-	-	N/A
Help Desk Coordinator	1.00	1.00	-	-	-	-	N/A
Human Resources Associate	-	-	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	1.00	-	-	-	-	N/A
Intern	2.00	2.00	1.00	1.00	1.00	-	0.0%
IT Operations Manager	1.00	-	-	-	-	-	N/A
IT Project Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	-	2.00	1.00	1.00	1.00	-	0.0%
Management Assistant	2.00	3.00	6.00	6.00	6.00	-	0.0%
Media Specialist	1.00	2.00	3.00	3.00	3.00	-	0.0%
Network Engineer	-	-	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	2.00	5.00	5.00	5.00	5.00	-	0.0%
Operations Support Analyst	-	-	1.00	1.00	1.00	-	0.0%
PC/LAN Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
PC/LAN Technician - Senior/Lead	-	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	-	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst - Senior/Lead	1.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
Schools Program Manager	17.00	27.00	32.00	32.00	32.00	-	0.0%
Systems Administrator	1.00	1.00	-	-	-	-	N/A
Systems Administrator - Senior/Lead	-	-	1.00	1.00	1.00	-	0.0%
Telecommunications Tech	-	-	1.00	1.00	1.00	-	0.0%
Trainer	9.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>111.00</b>	<b>134.00</b>	<b>155.00</b>	<b>153.00</b>	<b>152.00</b>	<b>(3.00)</b>	<b>(1.9%)</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	21.00	22.00	21.00	21.00	27.00	6.00	28.6%
255 DETENTION OPERATIONS	12.00	12.00	12.00	12.00	12.00	-	0.0%
669 SMALL SCHOOL SERVICE	1.00	1.00	1.00	1.00	2.00	1.00	100.0%
715 SCHOOL GRANT	58.00	81.00	101.00	100.00	100.00	(1.00)	(1.0%)
782 SCHOOL COMMUNICATION	2.00	4.00	7.00	6.00	6.00	(1.00)	(14.3%)
795 EDUCATIONAL SUPPLEMENTAL PROG	17.00	14.00	13.00	13.00	5.00	(8.00)	(61.5%)
<b>Department Total</b>	<b>111.00</b>	<b>134.00</b>	<b>155.00</b>	<b>153.00</b>	<b>152.00</b>	<b>(3.00)</b>	<b>(1.9%)</b>

### Significant Variance Analysis

- The department transferred three financial services positions from the Educational Supplemental Programming Fund (795) to the General Fund (100) to realign positions related with mandated services. Additionally, an increase in General Fund (100) operating expenditure appropriation added an additional three financial services positions from the Educational Supplemental Programming Fund (795) and a non-recurring appropriation facilitated a

Marketing & Communications Administrator position to transfer from the Educational Supplemental Programming Fund (795) to the General Fund (100). Lastly, an accounting specialist in the General Fund (100) was inactivated.

- The department transferred the Itinerant Business Manager position from the Educational Supplemental Programming Fund (795) to the Small Schools Fund (669) to realign this position with the Small School Service Grant services.

## General Adjustments

### **Base Adjustments:**

#### **General Fund (100) Operating**

- Increase Internal Services Charges by \$8,728 for the impact of the changes in Risk Management charges.
- Increase Personal Services by \$189,915 for the addition of three FTE financial services positions.

#### **General Fund (100) Non Recurring Non Project**

- Increase Personal Services by \$78,956 for the addition of one FTE Marketing and Communications Administrator position.

#### **Detention Fund (255) Non Recurring Non Project**

- Carry forward of unused expenditure authority of \$1,117,223 for the Transforming Juvenile Transition pilot program for post-adjudicated youth. This is the last year of the pilot program and employs 12 FTE positions.

#### **Small Schools Fund (669) Non Recurring Non Project**

- Increase Personal Services by \$72,051 for the addition of one FTE Itinerant Business Manager Position.

#### **School Grant Fund (715)**

- Increase revenues and expenditures by \$4,630,607 to reflect anticipated grant awards for FY 2015.

#### **School Communication Fund (782) Operating**

- Decrease in revenues and expenditures by \$170,504 as a result of less professional development services being purchased by school districts.

#### **School Communication Fund (782) Non Recurring Non Project**

- Increase expenditures by \$209,825 to cover the shortfall in operating revenue.
- Increase expenditures by \$153,953 for a payment to the Arizona Department of Education.

#### **Educational Supplemental Programming Fund (795) Operating**

- Decrease revenues by \$20,881 due to a decline in the indirect fees recovered by school districts for MCEA.

#### **Educational Supplemental Programming Fund (795) Non Recurring Non Project**

- Increase Personal Services by \$234,691 to cover two FTE positions, Administrator for Research and Evaluation and a Standards and Assessment Administrator.
- Increase expenditures by \$117,447 to cover the shortfall in operating revenue.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent change of students with one year's academic growth	NA	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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent change of students with one year's academic growth	NA	1.0%	1.0%	1.0%	0.0%	0.0%
Output	Number of educational professional development sessions provided	223	80	80	125	45	56.3%
Demand	Number of educational professional development sessions requested	223	160	160	140	(20)	-12.5%
Expenditure Ratio	Expenditure per educational professional development session provided	\$ 47,148.05	\$ 290,633.29	\$ 233,927.55	\$ 219,092.57	\$ 71,540.72	24.6%
<i>Revenue</i>							
	715 - SCHOOL GRANT	\$ 8,583,058	\$ 20,593,590	\$ 19,153,414	\$ 25,224,197	\$ 4,630,607	22.5%
	669 - SMALL SCHOOL SERVICE	109,657	109,657	109,657	109,657	-	0.0%
	782 - SCHOOL COMMUNICATION	353,853	365,316	253,587	219,012	(146,304)	-40.0%
	795 - EDUCATIONAL SUPPLEMENTAL PROG	448,638	353,173	354,760	332,292	(20,881)	-5.9%
	TOTAL SOURCES	\$ 9,495,206	\$ 21,421,736	\$ 19,871,418	\$ 25,885,158	\$ 4,463,422	20.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ (209,490)	\$ 166,922	\$ 170,219	\$ 194,415	\$ (27,493)	-16.5%
	715 - SCHOOL GRANT	9,319,511	20,567,474	16,862,489	25,160,090	(4,592,616)	-22.3%
	255 - DETENTION OPERATIONS	734,076	1,657,590	935,758	1,117,223	540,367	32.6%
	669 - SMALL SCHOOL SERVICE	24,673	66,402	24,683	14,301	52,101	78.5%
	782 - SCHOOL COMMUNICATION	142,437	359,164	180,912	389,885	(30,721)	-8.6%
	795 - EDUCATIONAL SUPPLEMENTAL PROG	502,809	433,111	540,143	510,657	(77,546)	-17.9%
	TOTAL USES	\$ 10,514,016	\$ 23,250,663	\$ 18,714,204	\$ 27,386,571	\$ (4,135,908)	-17.8%

**Activity Narrative:** The FY 2015 budget reflects continued implementation of the REIL and REIL-TNG Grant Programs in the School Grant Fund. MCESA is 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. In addition, MCESA has received additional funding to support STEM initiatives, and the reduction of recidivism through a justice department grant. Educational professional development services are component of the Education Innovation Activity and associated with the Small School Service Fund (782). When the cost per educational development session provided is measured against the Small School Service Fund (782), the cost per session significantly decreases to \$3,119; however, this is an increase of \$858 per session delivered when compared to FY 2014. The department is increasing costs in this service area in order to redevelop service provisions for partnering school districts.

The number of educational professional development services requested is expected to slightly decline in FY 2015 while the department's capacity to provide the requested professional development sessions is expected to increase in order to meet the demand. These sessions are expected to continue to positively impact student's academic growth as measured by the *Expect More Arizona* survey.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of districts in compliance	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of districts that move out of non-compliance	N/A	6.9%	6.9%	6.9%	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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of districts in compliance	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of districts that move out of non-compliance	N/A	6.9%	6.9%	6.9%	0.0%	0.0%
Output	Number of fiscal professional development sessions delivered	116	40	40	40	-	0.0%
Demand	Number of requests for fiscal professional development sessions	115	47	47	47	-	0.0%
Expenditure Ratio	Expenditure per fiscal professional development sessions provided	\$ 20,696.30	\$ 96,269.25	\$ 129,556.80	\$ 67,703.78	\$ 28,565.48	29.7%
<i>Revenue</i>							
	100 - GENERAL	\$ 399	\$ 105,000	\$ 105,000	\$ 105,000	\$ -	0.0%
	715 - SCHOOL GRANT	10,089	-	(35,937)	-	-	N/A
	669 - SMALL SCHOOL SERVICE	816	-	340	-	-	N/A
	780 - SCHOOL TRANSPORTATION	379,812	600,000	411,916	600,000	-	0.0%
	782 - SCHOOL COMMUNICATION	135,561	238,136	121,572	213,936	(24,200)	-10.2%
	TOTAL SOURCES	\$ 526,677	\$ 943,136	\$ 602,891	\$ 918,936	\$ (24,200)	-2.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,112,423	\$ 2,412,111	\$ 2,009,197	\$ 1,309,981	\$ 1,102,130	45.7%
	715 - SCHOOL GRANT	166,820	26,116	2,254,988	64,107	(37,991)	-145.5%
	669 - SMALL SCHOOL SERVICE	55,206	78,255	74,576	167,407	(89,152)	-113.9%
	780 - SCHOOL TRANSPORTATION	450,600	600,000	411,916	600,000	-	0.0%
	782 - SCHOOL COMMUNICATION	161,501	242,848	94,247	406,841	(163,993)	-67.5%
	795 - EDUCATIONAL SUPPLEMENTAL PROG	454,221	491,440	337,348	159,815	331,625	67.5%
	TOTAL USES	\$ 2,400,771	\$ 3,850,770	\$ 5,182,272	\$ 2,708,151	\$ 1,142,619	29.7%

**Activity Narrative:** The Department provides professional development sessions to school district employees to enhance business management skills and assist in their achievement of fiscal compliance. Requests for these sessions naturally decreased in FY 2014 in comparison to FY 2013; as staff were trained, they did not request training in the subsequent year. In FY 2015, the number of requests for professional development is expected to remain stable as the economy slowly improves. However, if school districts and charter schools reencounter high turnover rates for financial management staff, this will likely increase demand for training for these services.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of citizens rating satisfaction as good or better	98.4%	73.0%	73.0%	73.0%	0.0%	0.0%

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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of citizens rating satisfaction as good or better	98.4%	73.0%	73.0%	73.0%	0.0%	0.0%
Output	Number of board training sessions provided	4	5	5	5	-	0.0%
Demand	Number of board training sessions requested	6	5	5	5	-	0.0%
Expenditure Ratio	Expenditure per board training session provided	\$ 236,175.75	\$ 128,103.40	\$ 193,392.60	\$ 127,134.20	\$ 969.20	0.8%
<i>Revenue</i>							
	100 - GENERAL	\$ 29,000	\$ 12,000	\$ 6,015	\$ 12,000	\$ -	0.0%
	TOTAL SOURCES	\$ 29,000	\$ 12,000	\$ 6,015	\$ 12,000	\$ -	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 901,550	\$ 503,777	\$ 870,664	\$ 621,713	\$ (117,936)	-23.4%
	795 - EDUCATIONAL SUPPLEMENTAL PROG	43,153	136,740	96,299	13,958	122,782	89.8%
	TOTAL USES	\$ 944,703	\$ 640,517	\$ 966,963	\$ 635,671	\$ 4,846	0.8%

**Activity Narrative:** MCESA Educational Leadership provides support to County school districts in County-wide communications, executive coordination and management of special elections for vacant school board seats. Expenditures for this activity are expected to decrease due to rent charges being transferred to grant programs.



Detention Fund (255)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 1,654,819</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 1,654,819</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (1,654,819)</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>(1,652,402)</i>	<i>-</i>
<i>Other Non Recurring</i>	<i>(2,417)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 1,117,223</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>1,117,223</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 1,117,223</b>	<b>\$ -</b>
<i>Percent Change from Threshold Amount</i>		

Small Schools Fund (669)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	\$ 109,657	\$ 109,657
<b>FY 2014 Revised Budget</b>	\$ 109,657	\$ 109,657
<b>FY 2015 Baseline Budget Threshold</b>	\$ 109,657	\$ 109,657
<b>FY 2015 Adopted Budget</b>	\$ 109,657	\$ 109,657
<i>Percent Change from Threshold Amount</i>	<i>0.0%</i>	<i>0.0%</i>
	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	\$ -	\$ -
Adjustments:	Agenda Item:	
<b>Non Recurring</b>		
<i>MCESA Additional Vehicles Added to Fleet</i>	<i>C-37-14-035-M-00</i>	
	\$ 35,000	\$ -
	35,000	-
<b>FY 2014 Revised Budget</b>	\$ 35,000	\$ -
Adjustments:	Agenda Item:	
<b>Non Recurring</b>		
<i>MCESA Additional Vehicles Added to Fleet</i>	<i>C-37-14-035-M-00</i>	
	\$ (35,000)	\$ -
	(35,000)	-
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>		
<i>Other Non Recurring</i>		
	\$ 72,051	\$ -
	72,051	-
<b>FY 2015 Adopted Budget</b>	\$ 72,051	\$ -
<i>Percent Change from Threshold Amount</i>		

Small Schools Fund (669) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 143,268	\$ 147,566	\$ 147,566	\$ 173,863	\$ 184,601
Sources:					
Operating	\$ 110,473	\$ 109,657	\$ 109,657	\$ 109,997	\$ 109,657
Total Sources:	\$ 110,473	\$ 109,657	\$ 109,657	\$ 109,997	\$ 109,657
Uses:					
Operating	\$ 79,879	\$ 109,657	\$ 109,657	\$ 99,259	\$ 109,657
Non-Recurring	-	-	35,000	-	72,051
Total Uses:	\$ 79,879	\$ 109,657	\$ 144,657	\$ 99,259	\$ 181,708
Structural Balance	\$ 30,594	\$ -	\$ -	\$ 10,738	\$ -
Accounting Adjustments	\$ 1	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 173,863	\$ 147,566	\$ 112,566	\$ 184,601	\$ 112,550
Total Ending Spendable Fund Balance	\$ 173,863	\$ 147,566	\$ 112,566	\$ 184,601	\$ 112,550

School Grant Fund (715)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 20,593,590</b>	<b>\$ 20,593,590</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 20,593,590</b>	<b>\$ 20,593,590</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 20,593,590</b>	<b>\$ 20,593,590</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ 4,630,607</b>	<b>\$ 4,630,607</b>
<i>Grant Reconciliation</i>	<i>4,630,607</i>	<i>4,630,607</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 25,224,197</b>	<b>\$ 25,224,197</b>
<i>Percent Change from Threshold Amount</i>	<i>22.5%</i>	<i>22.5%</i>

School Grant Fund (715) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ (258,360)	\$ 778,396	\$ 778,396	\$ (132,628)	\$ (132,628)
Sources:					
Operating	\$ 9,612,297	\$ 20,593,590	\$ 20,593,590	\$ 19,117,477	\$ 25,224,197
Total Sources:	\$ 9,612,297	\$ 20,593,590	\$ 20,593,590	\$ 19,117,477	\$ 25,224,197
Uses:					
Operating	\$ 9,486,561	\$ 20,593,590	\$ 20,593,590	\$ 19,117,477	\$ 25,224,197
Total Uses:	\$ 9,486,561	\$ 20,593,590	\$ 20,593,590	\$ 19,117,477	\$ 25,224,197
Structural Balance	\$ 125,736	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ (4)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ 778,396	\$ 778,396	\$ -	\$ -
Unassigned	(132,628)	-	-	(132,628)	(132,628)
Total Ending Spendable Fund Balance	\$ (132,628)	\$ 778,396	\$ 778,396	\$ (132,628)	\$ (132,628)

School Transportation Fund (780)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>
<b>FY 2015 Adopted Budget</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>
<i>Percent Change from Threshold Amount</i>	<i>0.0%</i>	<i>0.0%</i>

**School Transportation Fund (780) Fund Balance Summary**

	<b>FY 2013 ACTUAL</b>	<b>FY 2014 ADOPTED</b>	<b>FY 2014 REVISED</b>	<b>FY 2014 FORECAST</b>	<b>FY 2015 ADOPTED</b>
Beginning Spendable Fund Balance	\$ 226,373	\$ 226,373	\$ 226,373	\$ 155,585	\$ 155,585
Sources:					
Operating	\$ 379,812	\$ 600,000	\$ 600,000	\$ 411,916	\$ 600,000
Total Sources:	\$ 379,812	\$ 600,000	\$ 600,000	\$ 411,916	\$ 600,000
Uses:					
Operating	\$ 450,600	\$ 600,000	\$ 600,000	\$ 411,916	\$ 600,000
Total Uses:	\$ 450,600	\$ 600,000	\$ 600,000	\$ 411,916	\$ 600,000
Structural Balance	\$ (70,788)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 155,585	\$ 226,373	\$ 226,373	\$ 155,585	\$ 155,585
Total Ending Spendable Fund Balance	\$ 155,585	\$ 226,373	\$ 226,373	\$ 155,585	\$ 155,585

School Communication Fund (782)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	\$ 603,452	\$ 603,452
<b>FY 2014 Revised Budget</b>	\$ 603,452	\$ 603,452
<b>FY 2015 Baseline Budget Threshold</b>	\$ 603,452	\$ 603,452
Adjustments:		
<b>Fees and Other Revenues</b>	\$ (170,504)	\$ (170,504)
<i>ProgRevenue Volume Inc/Dec</i>	(170,504)	(170,504)
<b>FY 2015 Adopted Budget</b>	\$ 432,948	\$ 432,948
<i>Percent Change from Threshold Amount</i>	-28.3%	-28.3%
	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	\$ -	\$ -
<b>FY 2014 Revised Budget</b>	\$ -	\$ -
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 209,825	\$ -
<i>Other Non Recurring</i>	209,825	-
<b>FY 2015 Adopted Budget</b>	\$ 209,825	\$ -
<i>Percent Change from Threshold Amount</i>		
	Expenditures	Revenue
<b>ENCUMBERED IN FUND 782</b>		
<b>FY 2014 Adopted Budget</b>	\$ -	\$ -
<b>FY 2014 Revised Budget</b>	\$ -	\$ -
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 153,953	\$ -
<i>Other Non Recurring</i>	153,953	-
<i>Payment to the Arizona Department of Education</i>	\$ 153,953	
<b>FY 2015 Adopted Budget</b>	\$ 153,953	\$ -
<i>Percent Change from Threshold Amount</i>		

School Communication Fund (782) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 144,348	\$ 145,897	\$ 145,897	\$ 329,825	\$ 429,825
Sources:					
Operating	\$ 489,414	\$ 603,452	\$ 603,452	\$ 375,159	\$ 432,948
Total Sources:	\$ 489,414	\$ 603,452	\$ 603,452	\$ 375,159	\$ 432,948
Uses:					
Operating	\$ 303,938	\$ 603,452	\$ 603,452	\$ 275,159	\$ 432,948
Total Uses:	\$ 303,938	\$ 603,452	\$ 603,452	\$ 275,159	\$ 796,726
Structural Balance	\$ 185,476	\$ -	\$ -	\$ 100,000	\$ -
Accounting Adjustments	\$ 1	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 329,825	\$ 145,897	\$ 145,897	\$ 429,825	\$ 66,047
Unassigned	-	-	-	-	-
Total Ending Spendable Fund Balance	\$ 329,825	\$ 145,897	\$ 145,897	\$ 429,825	\$ 66,047

Educational Supplemental Programming Fund (795)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	\$ 332,292	\$ 353,173
<b>FY 2014 Revised Budget</b>	\$ 332,292	\$ 353,173
<b>FY 2015 Baseline Budget Threshold</b>	\$ 332,292	\$ 353,173
Adjustments:		
<b>Fees and Other Revenues</b>	\$ -	\$ (20,881)
<i>ProgRevenue Volume Inc/Dec</i>	-	(20,881)
<b>FY 2015 Adopted Budget</b>	\$ 332,292	\$ 332,292
<i>Percent Change from Threshold Amount</i>	0.0%	-5.9%
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	\$ 728,999	\$ -
<b>FY 2014 Revised Budget</b>	\$ 728,999	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ (728,999)	\$ -
<i>Other Non Recurring</i>	(728,999)	-
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 352,138	\$ -
<i>Other Non Recurring</i>	352,138	-
<b>FY 2015 Adopted Budget</b>	\$ 352,138	\$ -
<i>Percent Change from Threshold Amount</i>		

**Educational Supplemental Programming Fund (795) Fund Balance Summary**

	<b>FY 2013 ACTUAL</b>	<b>FY 2014 ADOPTED</b>	<b>FY 2014 REVISED</b>	<b>FY 2014 FORECAST</b>	<b>FY 2015 ADOPTED</b>
Beginning Spendable Fund Balance	\$ 1,522,703	\$ 994,104	\$ 994,104	\$ 971,168	\$ 352,138
Sources:					
Operating	\$ 448,638	\$ 353,173	\$ 353,173	\$ 354,760	\$ 332,292
Total Sources:	\$ 448,638	\$ 353,173	\$ 353,173	\$ 354,760	\$ 332,292
Uses:					
Operating	\$ 511,256	\$ 332,292	\$ 332,292	\$ 354,760	\$ 332,292
Non-Recurring	488,927	728,999	728,999	619,030	352,138
Total Uses:	\$ 1,000,183	\$ 1,061,291	\$ 1,061,291	\$ 973,790	\$ 684,430
Structural Balance	\$ (62,618)	\$ 20,881	\$ 20,881	\$ -	\$ -
Accounting Adjustments	\$ 10	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 971,168	\$ 285,986	\$ 285,986	\$ 352,138	\$ -
Total Ending Spendable Fund Balance	\$ 971,168	\$ 285,986	\$ 285,986	\$ 352,138	\$ -

## Elections

*Analysis by Idamarie C. Flaherty, 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

#### Regional Services

**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 Presidential General Election in 2012, the Elections Department surveyed 190 voters, of which 18 were not satisfied (9.47%) with the ease of voting, and another 5 were somewhat satisfied (2.63%). Three voters surveyed did not answer the question (1.58%), while 164 voters were satisfied with their access and ability to vote (86.32%). The Presidential General Election in 2008 had a slightly higher percentage of satisfied voters (91.73%). We anticipate that voters will continue to be satisfied with the ease of voting.

#### Department Specific

**By June 2016, 75% of total votes cast will be done by mail.**

Status: The November 2012 Presidential General Election had 69.1% of total ballots cast as early ballots (960,389 of 1,390,836). For the Presidential General Election in 2008, we had 55.1%. The previous General Election in 2006 had 49.1% of total ballots cast as early ballots. The upward trend is expected to continue, as casting a ballot via the early ballot process has become easier.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
ELEC - ELECTION PROCESSING	\$ 4,793,094	\$ 4,015,152	\$ 4,015,152	\$ 5,822,967	\$ 4,619,157	\$ 604,005	15.0%
21EL - ELECTIONS PROCESSING	\$ 4,793,094	\$ 4,015,152	\$ 4,015,152	\$ 5,822,967	\$ 4,619,157	\$ 604,005	15.0%
CAND - CANDIDATE FILING CAMPAIGN FIN	\$ 18,943	\$ 11,001	\$ 11,001	\$ 10,042	\$ 12,001	\$ 1,000	9.1%
VREG - VOTER REGISTRATION	\$ 25,284	\$ 304	\$ 304	\$ 2,378	\$ 204	\$ (100)	-32.9%
21PE - PRE ELECTION PROCESSING	\$ 44,227	\$ 11,305	\$ 11,305	\$ 12,420	\$ 12,205	\$ 900	8.0%
ODIR - EXECUTIVE MANAGEMENT	\$ -	\$ 2	\$ 2	\$ -	\$ 2	\$ -	0.0%
99AS - INDIRECT SUPPORT	\$ -	\$ 2	\$ 2	\$ -	\$ 2	\$ -	0.0%
GGOV - GENERAL GOVERNMENT	\$ 128,267	\$ -	\$ -	\$ 2,066,080	\$ -	\$ -	N/A
99GV - GENERAL OVERHEAD	\$ 128,267	\$ -	\$ -	\$ 2,066,080	\$ -	\$ -	N/A
<b>TOTAL PROGRAMS</b>	<b>\$ 4,965,588</b>	<b>\$ 4,026,459</b>	<b>\$ 4,026,459</b>	<b>\$ 7,901,467</b>	<b>\$ 4,631,364</b>	<b>\$ 604,905</b>	<b>15.0%</b>
<b>USES</b>							
ELEC - ELECTION PROCESSING	\$ 14,740,961	\$ 7,317,337	\$ 9,752,006	\$ 10,847,069	\$ 17,478,399	\$ (7,726,393)	-79.2%
PELP - POST ELECTION PROCESSING	\$ 554,209	\$ 1,262,654	\$ 1,271,753	\$ 656,453	\$ 1,287,847	\$ (16,094)	-1.3%
21EL - ELECTIONS PROCESSING	\$ 15,295,170	\$ 8,579,991	\$ 11,023,759	\$ 11,503,522	\$ 18,766,246	\$ (7,742,487)	-70.2%
CAND - CANDIDATE FILING CAMPAIGN FIN	\$ 143,605	\$ 141,199	\$ 146,726	\$ 141,392	\$ 147,866	\$ (1,140)	-0.8%
VREG - VOTER REGISTRATION	\$ 2,058,967	\$ 1,091,964	\$ 1,087,787	\$ 975,667	\$ 1,642,218	\$ (554,431)	-51.0%
21PE - PRE ELECTION PROCESSING	\$ 2,202,572	\$ 1,233,163	\$ 1,234,513	\$ 1,117,059	\$ 1,790,084	\$ (555,571)	-45.0%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 296,805	\$ 294,214	\$ 307,222	\$ 305,067	\$ 305,775	\$ 1,447	0.5%
HRAC - HUMAN RESOURCES	\$ 66,050	\$ 52,158	\$ 54,730	\$ 54,550	\$ 57,288	\$ (2,558)	-4.7%
ODIR - EXECUTIVE MANAGEMENT	\$ 821,082	\$ 742,201	\$ 796,068	\$ 715,375	\$ 438,421	\$ 357,647	44.9%
POOL - POOLED COSTS	\$ -	\$ (34,596)	\$ -	\$ -	\$ 9,872	\$ (9,872)	N/A
SPPT - OPERATIONS SUPPORT	\$ -	\$ -	\$ -	\$ -	\$ 380,841	\$ (380,841)	N/A
99AS - INDIRECT SUPPORT	\$ 1,183,937	\$ 1,053,977	\$ 1,158,020	\$ 1,074,992	\$ 1,192,197	\$ (34,177)	-3.0%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 38,347	\$ (38,347)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 60,156	\$ 60,835	\$ 60,835	\$ 60,827	\$ -	\$ 60,835	100.0%
RISK - RISK PREMIUMS	\$ -	\$ -	\$ -	\$ -	\$ 49,745	\$ (49,745)	N/A
99GV - GENERAL OVERHEAD	\$ 60,156	\$ 60,835	\$ 60,835	\$ 60,827	\$ 88,092	\$ (27,257)	-44.8%
<b>TOTAL PROGRAMS</b>	<b>\$ 18,741,835</b>	<b>\$ 10,927,966</b>	<b>\$ 13,477,127</b>	<b>\$ 13,756,400</b>	<b>\$ 21,836,619</b>	<b>\$ (8,359,492)</b>	<b>-62.0%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 118,747	\$ 2,181,549	\$ 2,181,549	\$ 3,545,116	\$ 861,153	\$ (1,320,396)	-60.5%
0620 - OTHER INTERGOVERNMENTAL	\$ 4,805,878	\$ 1,830,002	\$ 1,830,002	\$ 4,337,423	\$ 3,750,002	\$ 1,920,000	104.9%
<b>SUBTOTAL</b>	<b>\$ 4,924,625</b>	<b>\$ 4,011,551</b>	<b>\$ 4,011,551</b>	<b>\$ 7,882,539</b>	<b>\$ 4,611,155</b>	<b>\$ 599,604</b>	<b>14.9%</b>
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 4,583	\$ 402	\$ 402	\$ 1,084	\$ 203	\$ (199)	-49.5%
<b>SUBTOTAL</b>	<b>\$ 4,583</b>	<b>\$ 402</b>	<b>\$ 402</b>	<b>\$ 1,084</b>	<b>\$ 203</b>	<b>\$ (199)</b>	<b>-49.5%</b>
0637 - FINES & FORFEITS	\$ 18,655	\$ 11,000	\$ 11,000	\$ 9,985	\$ 12,000	\$ 1,000	9.1%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 9,520	\$ -	\$ -	\$ 3,127	\$ -	\$ -	N/A
0650 - MISCELLANEOUS REVENUE	\$ 8,205	\$ 3,506	\$ 3,506	\$ 4,732	\$ 8,006	\$ 4,500	128.4%
<b>SUBTOTAL</b>	<b>\$ 17,725</b>	<b>\$ 3,506</b>	<b>\$ 3,506</b>	<b>\$ 7,859</b>	<b>\$ 8,006</b>	<b>\$ 4,500</b>	<b>128.4%</b>
<b>ALL REVENUES</b>	<b>\$ 4,965,588</b>	<b>\$ 4,026,459</b>	<b>\$ 4,026,459</b>	<b>\$ 7,901,467</b>	<b>\$ 4,631,364</b>	<b>\$ 604,905</b>	<b>15.0%</b>
<b>TOTAL SOURCES</b>	<b>\$ 4,965,588</b>	<b>\$ 4,026,459</b>	<b>\$ 4,026,459</b>	<b>\$ 7,901,467</b>	<b>\$ 4,631,364</b>	<b>\$ 604,905</b>	<b>15.0%</b>

Sources and Uses by Category (continued)

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 2,197,844	\$ 2,193,299	\$ 2,311,664	\$ 2,297,081	\$ 2,339,939	\$ (28,275)	-1.2%
0705 - TEMPORARY PAY	779,291	219,433	219,433	197,497	1,373,756	(1,154,323)	-526.0%
0710 - OVERTIME	542,122	80,956	80,956	85,372	692,554	(611,598)	-755.5%
0750 - FRINGE BENEFITS	1,082,039	979,685	993,581	983,265	1,158,997	(165,416)	-16.6%
0790 - OTHER PERSONNEL SERVICES	19,743	-	1,900	4,471	3,625	(1,725)	-90.8%
0796 - PERSONNEL SERVICES ALLOC-IN	55,780	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 4,676,819</b>	<b>\$ 3,473,373</b>	<b>\$ 3,607,534</b>	<b>\$ 3,567,686</b>	<b>\$ 5,568,871</b>	<b>\$ (1,961,337)</b>	<b>-54.4%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 133,970	\$ 138,450	\$ 2,553,450	\$ 3,510,050	\$ 879,940	\$ 1,673,510	65.5%
0803 - FUEL	19,943	9,000	9,000	9,232	21,050	(12,050)	-133.9%
0804 - NON-CAPITAL EQUIPMENT	3,501	2,092,049	2,092,049	1,019,865	-	2,092,049	100.0%
<b>SUBTOTAL</b>	<b>\$ 157,414</b>	<b>\$ 2,239,499</b>	<b>\$ 4,654,499</b>	<b>\$ 4,539,147</b>	<b>\$ 900,990</b>	<b>\$ 3,753,509</b>	<b>80.6%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 4,435	\$ 7,000	\$ 7,000	\$ 3,915	\$ 13,500	\$ (6,500)	-92.9%
0812 - OTHER SERVICES	11,527,512	4,243,826	4,243,826	4,574,022	12,847,264	(8,603,438)	-202.7%
0820 - RENT & OPERATING LEASES	140,067	53,625	53,625	28,024	208,022	(154,397)	-287.9%
0825 - REPAIRS AND MAINTENANCE	276,120	1,000	1,000	267,273	101,988	(100,988)	-10098.8%
0839 - INTERNAL SERVICE CHARGES	106,112	86,552	86,552	88,354	82,294	4,258	4.9%
0841 - TRAVEL	66,208	18,175	18,175	20,751	75,100	(56,925)	-313.2%
0842 - EDUCATION AND TRAINING	23,890	43,050	43,050	10,684	31,400	11,650	27.1%
0843 - POSTAGE/FREIGHT/SHIPPING	1,679,845	705,666	705,666	611,750	1,974,890	(1,269,224)	-179.9%
0850 - UTILITIES	60,920	56,200	56,200	44,774	32,300	23,900	42.5%
0873 - SERVICES-ALLOCATION IN	-	-	-	20	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 13,885,109</b>	<b>\$ 5,215,094</b>	<b>\$ 5,215,094</b>	<b>\$ 5,649,567</b>	<b>\$ 15,366,758</b>	<b>\$ (10,151,664)</b>	<b>-194.7%</b>
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 22,493	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>SUBTOTAL</b>	<b>\$ 22,493</b>	<b>\$ -</b>	<b>N/A</b>				
<b>ALL EXPENDITURES</b>	<b>\$ 18,741,835</b>	<b>\$ 10,927,966</b>	<b>\$ 13,477,127</b>	<b>\$ 13,756,400</b>	<b>\$ 21,836,619</b>	<b>\$ (8,359,492)</b>	<b>-62.0%</b>
<b>TOTAL USES</b>	<b>\$ 18,741,835</b>	<b>\$ 10,927,966</b>	<b>\$ 13,477,127</b>	<b>\$ 13,756,400</b>	<b>\$ 21,836,619</b>	<b>\$ (8,359,492)</b>	<b>-62.0%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 4,837,321	\$ 1,844,910	\$ 1,844,910	\$ 4,353,224	\$ 1,844,910	\$ -	0.0%
PRI/GEN ELEC CYCLE SPENDING	-	-	-	-	1,925,301	1,925,301	N/A
<b>FUND TOTAL SOURCES</b>	<b>\$ 4,837,321</b>	<b>\$ 1,844,910</b>	<b>\$ 1,844,910</b>	<b>\$ 4,353,224</b>	<b>\$ 3,770,211</b>	<b>\$ 1,925,301</b>	<b>104.4%</b>
<b>248 ELECTIONS GRANT</b>							
OPERATING	\$ 128,267	\$ 2,181,549	\$ 2,181,549	\$ 3,548,243	\$ 861,153	\$ (1,320,396)	-60.5%
<b>FUND TOTAL SOURCES</b>	<b>\$ 128,267</b>	<b>\$ 2,181,549</b>	<b>\$ 2,181,549</b>	<b>\$ 3,548,243</b>	<b>\$ 861,153</b>	<b>\$ (1,320,396)</b>	<b>-60.5%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 4,965,588</b>	<b>\$ 4,026,459</b>	<b>\$ 4,026,459</b>	<b>\$ 7,901,467</b>	<b>\$ 2,706,063</b>	<b>\$ (1,320,396)</b>	<b>-32.8%</b>
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,925,301</b>	<b>\$ 1,925,301</b>	<b>N/A</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 4,965,588</b>	<b>\$ 4,026,459</b>	<b>\$ 4,026,459</b>	<b>\$ 7,901,467</b>	<b>\$ 4,631,364</b>	<b>\$ 604,905</b>	<b>15.0%</b>
<b>100 GENERAL</b>							
OPERATING	\$ 8,070,897	\$ 8,746,417	\$ 8,880,578	\$ 8,754,482	\$ 8,894,320	\$ (13,742)	-0.2%
PRI/GEN ELEC CYCLE SPENDING	-	-	-	-	12,081,146	(12,081,146)	N/A
NON RECURRING NON PROJECT	10,542,673	-	2,415,000	2,415,000	-	2,415,000	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 18,613,570</b>	<b>\$ 8,746,417</b>	<b>\$ 11,295,578</b>	<b>\$ 11,169,482</b>	<b>\$ 20,975,466</b>	<b>\$ (9,679,888)</b>	<b>-85.7%</b>
<b>248 ELECTIONS GRANT</b>							
OPERATING	\$ 128,265	\$ 2,181,549	\$ 2,181,549	\$ 2,586,918	\$ 861,153	\$ 1,320,396	60.5%
<b>FUND TOTAL USES</b>	<b>\$ 128,265</b>	<b>\$ 2,181,549</b>	<b>\$ 2,181,549</b>	<b>\$ 2,586,918</b>	<b>\$ 861,153</b>	<b>\$ 1,320,396</b>	<b>60.5%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 8,199,162</b>	<b>\$ 10,927,966</b>	<b>\$ 11,062,127</b>	<b>\$ 11,341,400</b>	<b>\$ 9,755,473</b>	<b>\$ 1,306,654</b>	<b>11.8%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 10,542,673</b>	<b>\$ -</b>	<b>\$ 2,415,000</b>	<b>\$ 2,415,000</b>	<b>\$ 12,081,146</b>	<b>\$ (9,666,146)</b>	<b>-400.3%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 18,741,835</b>	<b>\$ 10,927,966</b>	<b>\$ 13,477,127</b>	<b>\$ 13,756,400</b>	<b>\$ 21,836,619</b>	<b>\$ (8,359,492)</b>	<b>-62.0%</b>

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	ADOPTED VAR %
ELECTIONS PROCESSING							
ELECTION PROCESSING	21.00	20.00	20.00	20.00	20.00	-	0.0%
POST ELECTION PROCESSING	3.00	3.00	3.00	3.00	3.00	-	0.0%
PROGRAM TOTAL	24.00	23.00	23.00	23.00	23.00	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	3.00	3.00	3.00	3.00	3.00	-	0.0%
EXECUTIVE MANAGEMENT	8.00	8.00	8.00	8.00	4.00	(4.00)	(50.0%)
HUMAN RESOURCES	1.00	1.00	1.00	1.00	1.00	-	0.0%
OPERATIONS SUPPORT	-	-	.00	-	4.00	4.00	N/A
PROGRAM TOTAL	12.00	12.00	12.00	12.00	12.00	-	0.0%
PRE ELECTION PROCESSING							
CANDIDATE FILING CAMPAIGN FIN	2.00	2.00	2.00	2.00	2.00	-	0.0%
VOTER REGISTRATION	14.00	15.00	15.00	15.00	15.00	-	0.0%
PROGRAM TOTAL	16.00	17.00	17.00	17.00	17.00	-	0.0%
DEPARTMENT TOTAL	52.00	52.00	52.00	52.00	52.00	-	0.0%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	ADOPTED VAR %
Admin/Operations Specialist	2.00	2.00	5.00	2.00	2.00	(3.00)	(60.0%)
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 - Elections	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Elections	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
GIS Programmer/Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
GIS Programmer/Analyst - Senior/Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
GIS Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	21.00	21.00	-	21.00	21.00	21.00	N/A
Office Assistant Specialized	8.00	8.00	26.00	8.00	8.00	(18.00)	(69.2%)
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	52.00	52.00	52.00	52.00	52.00	-	0.0%

### Staffing by Fund

DEPARTMENT/FUND	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	ADOPTED VAR %
100 GENERAL	52.00	52.00	52.00	52.00	52.00	-	0.0%
Department Total	52.00	52.00	52.00	52.00	52.00	-	0.0%

### General Adjustments

**Personnel:** FY 2015 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

#### Base Adjustments:

##### General Fund (100) Operating

- Decrease Regular Benefits by \$161 for the impact of changes in retirement contribution rates.

- Decrease Internal Service Charges by \$5,545 for the impact of changes in risk management charges.
- Increase expenditures by \$9,872 for Office Assistant Specialized Market Adjustment.

**General Fund (100) PRI/GEN Election Cycle Spending**

- Increase Expenditures \$12,081,146 for general and primary 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Fines levied as a percentage of active political committees	4.7%	0.8%	1.3%	10.0%	9.2%	1212.5%
Percentage of all valid registrations processed in time to meet election deadlines	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

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 Statutes, 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Fines levied as a percentage of active political committees	4.7%	0.8%	1.3%	10.0%	9.2%	1212.5%
Output	Number of candidates trained, precinct committeemen processed and filings processed	4,268	5,250	3,016	1,500	(3,750)	-71.4%
Output	Number of candidate filings and active committees	5,468	2,000	1,643	1,825	(175)	-8.8%
Demand	Number of candidates running for office, precinct committeemen processed and filings	4,528	5,250	3,016	450	(4,800)	-91.4%
Expenditure Ratio	Cost per candidate trained	\$ 33.65	\$ 27.95	\$ 46.88	\$ 98.58	\$ (70.63)	-252.7%
<i>Revenue</i>							
	100 - GENERAL	\$ 18,943	\$ 11,001	\$ 10,042	\$ 12,001	\$ 1,000	9.1%
	TOTAL SOURCES	\$ 18,943	\$ 11,001	\$ 10,042	\$ 12,001	\$ 1,000	9.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 143,605	\$ 146,726	\$ 141,392	\$ 147,866	\$ (1,140)	-0.8%
	TOTAL USES	\$ 143,605	\$ 146,726	\$ 141,392	\$ 147,866	\$ (1,140)	-0.8%

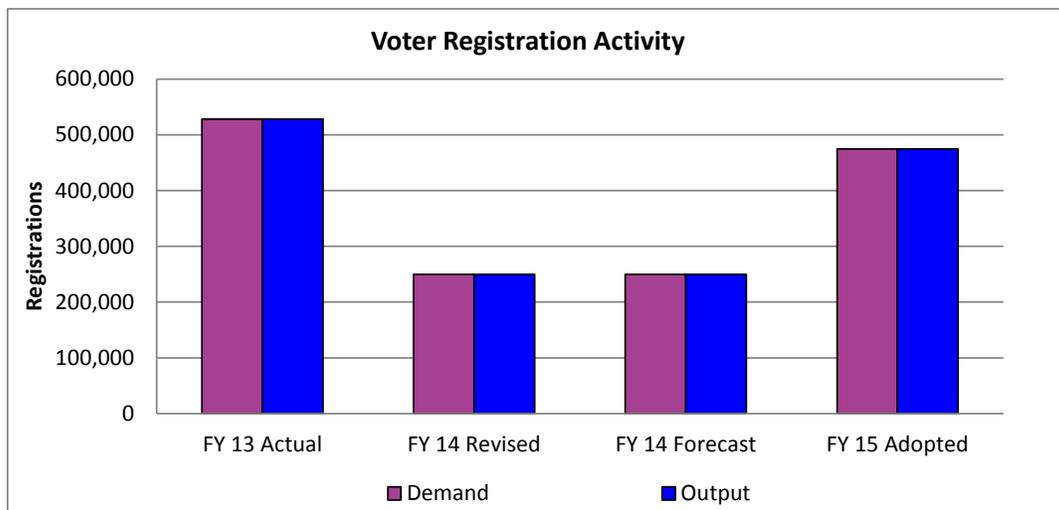
**Activity Narrative:** The Campaign Finance reporting activity is tied to the Primary and General Elections held in the even numbered years. There is an increase in activity for FY 2015 compared to FY 2014. The Campaign Finance division continues to provide extensive training to its customers to minimize fines levied.

**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 Statutes, 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of all valid registrations processed in time to meet election deadlines	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of registrations processed	528,522	250,000	267,227	475,000	225,000	90.0%
Demand	Number of registrations to be processed	528,522	250,000	267,227	475,000	225,000	90.0%
Expenditure Ratio	Cost per registration processed	\$ 3.90	\$ 4.35	\$ 3.65	\$ 3.46	\$ 0.89	20.5%
<i>Revenue</i>							
	100 - GENERAL	\$ 25,284	\$ 304	\$ 2,378	\$ 204	\$ (100)	-32.9%
	TOTAL SOURCES	\$ 25,284	\$ 304	\$ 2,378	\$ 204	\$ (100)	-32.9%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,058,967	\$ 1,087,787	\$ 975,667	\$ 1,642,218	\$ (554,431)	-51.0%
	TOTAL USES	\$ 2,058,967	\$ 1,087,787	\$ 975,667	\$ 1,642,218	\$ (554,431)	-51.0%



**Activity Narrative:** In the last gubernatorial cycle, Voter Registration processed over 500,000 registrations. In the current fiscal year, Voter Registration is averaging over 80,000 registrations per quarter. The projection for the upcoming fiscal year reflects an increase in activity due to the gubernatorial Election being held in November 2014.

## 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Voter Turnout (as percentage of total voters)	50.6%	60.0%	60.0%	64.7%	4.7%	7.8%
Percent of provisional ballots that were valid	57.3%	100.0%	25.5%	93.9%	(6.1%)	-6.1%
Percent of tallies transmitted within timeliness standards	100.0%	75.0%	98.7%	100.0%	25.0%	33.3%

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 Statutes, 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Voter Turnout (as percentage of total voters)	50.6%	60.0%	60.0%	64.7%	4.7%	7.8%
Output	Number of voters receiving ballots	1,383,031	790,000	227,903	1,833,250	1,043,250	132.1%
Demand	Number of voters requesting ballots	1,903,595	790,000	913,825	3,095,000	2,305,000	291.8%
Expenditure Ratio	Cost per voter receiving a ballot	\$ 10.66	\$ 12.34	\$ 47.60	\$ 9.53	\$ 2.81	22.8%
<i>Revenue</i>							
	100 - GENERAL	\$ 4,793,094	\$ 1,833,603	\$ 4,340,804	\$ 3,758,004	\$ 1,924,401	105.0%
	248 - ELECTIONS GRANT	-	2,181,549	1,482,163	861,153	(1,320,396)	-60.5%
	TOTAL SOURCES	\$ 4,793,094	\$ 4,015,152	\$ 5,822,967	\$ 4,619,157	\$ 604,005	15.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 14,612,696	\$ 7,570,457	\$ 8,260,151	\$ 16,617,246	\$ (9,046,789)	-119.5%
	248 - ELECTIONS GRANT	128,265	2,181,549	2,586,918	861,153	1,320,396	60.5%
	TOTAL USES	\$ 14,740,961	\$ 9,752,006	\$ 10,847,069	\$ 17,478,399	\$ (7,726,393)	-79.2%

**Activity Narrative:** FY 2015 includes a primary election in August, and the statewide gubernatorial election in November, as well as jurisdictional elections in March or May of 2015. Costs are driven by several factors: the number of registered voters (estimating 2,000,000); the number and type of elections to be held; and the effect of popular programs, such as the permanent early voting list (estimating 1,300,000). The statewide primary in 2010 had a voter turnout rate of 64.82%, and the general election had a turnout rate of 77.13%.

### 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 Statutes, 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of provisional ballots that were valid	57.3%	100.0%	25.5%	93.9%	(6.1%)	-6.1%
Result	Percent of tallies transmitted within timeliness standards	100.0%	75.0%	98.7%	100.0%	25.0%	33.3%
Output	Number of provisional ballots processed	232,875	8,250	4,687	70,000	61,750	748.5%
Output	Number of election tallies transmitted	1,898,834	730,750	161,153	1,833,250	1,102,500	150.9%
Demand	Number of provisional ballots expected to be submitted	133,365	8,250	4,687	70,000	61,750	748.5%
Demand	Number of election tallies required to be transmitted	133,365	730,750	12,187	1,833,250	1,102,500	150.9%
Expenditure Ratio	Cost per provisional ballot processed	\$ 2.38	\$ 154.15	\$ 140.06	\$ 18.40	\$ 135.75	88.1%
Expenditure Ratio	Cost per election tally transmitted	\$ 0.29	\$ 1.74	\$ 4.07	\$ 0.70	\$ 1.04	59.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 554,209	\$ 1,271,753	\$ 656,453	\$ 1,287,847	\$ (16,094)	-1.3%
	TOTAL USES	\$ 554,209	\$ 1,271,753	\$ 656,453	\$ 1,287,847	\$ (16,094)	-1.3%

**Activity Narrative:** The number of ballots processed that are provisional ballots includes a relatively small percentage of total ballots cast. The Elections Department is projecting a total of 3,095,000 ballots cast in FY 2015, therefore provisional ballots for the fiscal year should not be greater than 70,000.



Elections Grant Fund (248)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 2,181,549</b>	<b>\$ 2,181,549</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 2,181,549</b>	<b>\$ 2,181,549</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 2,181,549</b>	<b>\$ 2,181,549</b>
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants		
Help America Vote Grant	\$ (1,320,396)	\$ (1,320,396)
Agenda Item:		
C-21-09-004-G-00	(1,320,396)	(1,320,396)
<b>FY 2015 Adopted Budget</b>	<b>\$ 861,153</b>	<b>\$ 861,153</b>
<i>Percent Change from Threshold Amount</i>	<i>-60.5%</i>	<i>-60.5%</i>

Elections Grant Fund (248) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ -	\$ 4,905	\$ 4,905	\$ -	\$ 961,325
Sources:					
Operating	\$ 128,267	\$ 2,181,549	\$ 2,181,549	\$ 3,548,243	\$ 861,153
Total Sources:	\$ 128,267	\$ 2,181,549	\$ 2,181,549	\$ 3,548,243	\$ 861,153
Uses:					
Operating	\$ 128,265	\$ 2,181,549	\$ 2,181,549	\$ 2,586,918	\$ 861,153
Total Uses:	\$ 128,265	\$ 2,181,549	\$ 2,181,549	\$ 2,586,918	\$ 861,153
Structural Balance	\$ 2	\$ -	\$ -	\$ 961,325	\$ -
Accounting Adjustments	\$ (2)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ 4,905	\$ 4,905	\$ 961,325	\$ 961,325
Total Ending Spendable Fund Balance	\$ -	\$ 4,905	\$ 4,905	\$ 961,325	\$ 961,325

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 Harold Sigüenza, Management and Budget Supervisor*

### 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, 2015, Emergency Management will be able to communicate to 40% of the community within 15 minutes as evidenced by 70% success rate in activating available channels (mediums) through exercise or real event.**

Status: This goal is new for FY 2015. Maricopa County Department of Emergency Management (MCDEM) is currently utilizing several methods of communication to notify the public.

Means of communication include: Emergency Alert System or Amber Alert, social media, Reverse 911 calls, text messages and MCDEM's own in house software, NXT. By using these channels of communication, MCDEM will be able to fulfill the strategic goal.

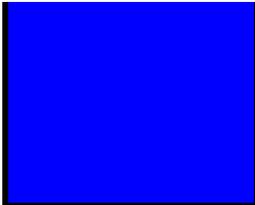
#### Safe Communities

**By June 2015 Emergency Management will coordinate 60% completion of Emergency Support Functions (ESF) based plans for cities/towns as evidenced by a 65% success rate through exercise or real event activation of those plans.**

Status: In FY 2014, the Emergency Operation Center was utilized for Statewide, Flood Control District and various County department exercises.

MCDEM staff continues to focus on reviewing municipal emergency plans and has conducted 13 reviews while holding emergency exercises for each review. For FY 2015, staff will continue to hold exercises for all emergency plans reviewed.

A flood tabletop exercise was scheduled and completed for FY 2014, which involved three municipalities.



A total of 10 exercises were scheduled and completed for Palo Verde in FY 2014, including a siren exercise, a reception and care center exercise, a dress rehearsal plume exercise and a federally-graded plume exercise. In FY 2015, the Federal Emergency Management Agency (FEMA) will be rating the Palo Verde exercises. FEMA rates nuclear plant exercises every other year to determine if Federal protocol is followed.

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
PLAN - PLANNING	\$ 1,530,257	\$ 1,561,786	\$ 1,561,786	\$ 1,432,376	\$ 1,615,805	\$ 54,019	3.5%
15PR - PREPAREDNESS	\$ 1,530,257	\$ 1,561,786	\$ 1,561,786	\$ 1,432,376	\$ 1,615,805	\$ 54,019	3.5%
GGOV - GENERAL GOVERNMENT	\$ (25,169)	\$ -	\$ -	\$ 130,515	\$ -	\$ -	N/A
99GV - GENERAL OVERHEAD	\$ (25,169)	\$ -	\$ -	\$ 130,515	\$ -	\$ -	N/A
<b>TOTAL PROGRAMS</b>	<b>\$ 1,505,088</b>	<b>\$ 1,561,786</b>	<b>\$ 1,561,786</b>	<b>\$ 1,562,891</b>	<b>\$ 1,615,805</b>	<b>\$ 54,019</b>	<b>3.5%</b>
<b>USES</b>							
PLAN - PLANNING	\$ 1,517,461	\$ 1,695,878	\$ 1,701,777	\$ 1,602,615	\$ 1,572,991	\$ 128,786	7.6%
15PR - PREPAREDNESS	\$ 1,517,461	\$ 1,695,878	\$ 1,701,777	\$ 1,602,615	\$ 1,572,991	\$ 128,786	7.6%
EMER - EMERGENCY OPERATIONS MGMT	\$ 76,517	\$ 92,451	\$ 92,451	\$ 96,524	\$ 98,836	\$ (6,385)	-6.9%
15RR - RESPONSE AND RECOVERY	\$ 76,517	\$ 92,451	\$ 92,451	\$ 96,524	\$ 98,836	\$ (6,385)	-6.9%
ODIR - EXECUTIVE MANAGEMENT	\$ -	\$ -	\$ -	\$ -	\$ 27,609	\$ (27,609)	N/A
POOL - POOLED COSTS	\$ -	\$ (1,329)	\$ -	\$ -	\$ -	\$ -	N/A
99AS - INDIRECT SUPPORT	\$ -	\$ (1,329)	\$ -	\$ -	\$ 27,609	\$ (27,609)	N/A
CSCA - CENTRAL SERVICE COST ALLOC	\$ 73,927	\$ 97,990	\$ 97,990	\$ 97,990	\$ 103,988	\$ (5,998)	-6.1%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 66,298	\$ (66,298)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 3,432	\$ 3,643	\$ 3,643	\$ 3,613	\$ -	\$ 3,643	100.0%
RISK - RISK PREMIUMS	\$ -	\$ -	\$ -	\$ -	\$ 3,719	\$ (3,719)	N/A
99GV - GENERAL OVERHEAD	\$ 77,359	\$ 101,633	\$ 101,633	\$ 101,603	\$ 174,005	\$ (72,372)	-71.2%
<b>TOTAL PROGRAMS</b>	<b>\$ 1,671,337</b>	<b>\$ 1,888,633</b>	<b>\$ 1,895,861</b>	<b>\$ 1,800,742</b>	<b>\$ 1,873,441</b>	<b>\$ 22,420</b>	<b>1.2%</b>

### Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 1,345,116	\$ 1,355,962	\$ 1,355,962	\$ 1,355,962	\$ 1,414,708	\$ 58,746	4.3%
<b>SUBTOTAL</b>	<b>\$ 1,345,116</b>	<b>\$ 1,355,962</b>	<b>\$ 1,355,962</b>	<b>\$ 1,355,962</b>	<b>\$ 1,414,708</b>	<b>\$ 58,746</b>	<b>4.3%</b>
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 156,027	\$ 205,824	\$ 205,824	\$ 205,824	\$ 201,097	\$ (4,727)	-2.3%
<b>SUBTOTAL</b>	<b>\$ 156,027</b>	<b>\$ 205,824</b>	<b>\$ 205,824</b>	<b>\$ 205,824</b>	<b>\$ 201,097</b>	<b>\$ (4,727)</b>	<b>-2.3%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 3,695	\$ -	\$ -	\$ 1,105	\$ -	\$ -	N/A
0650 - MISCELLANEOUS REVENUE	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>SUBTOTAL</b>	<b>\$ 3,945</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,105</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>ALL REVENUES</b>	<b>\$ 1,505,088</b>	<b>\$ 1,561,786</b>	<b>\$ 1,561,786</b>	<b>\$ 1,562,891</b>	<b>\$ 1,615,805</b>	<b>\$ 54,019</b>	<b>3.5%</b>
<b>TOTAL SOURCES</b>	<b>\$ 1,505,088</b>	<b>\$ 1,561,786</b>	<b>\$ 1,561,786</b>	<b>\$ 1,562,891</b>	<b>\$ 1,615,805</b>	<b>\$ 54,019</b>	<b>3.5%</b>

Sources and Uses by Category (continued)

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 667,816	\$ 742,185	\$ 783,463	\$ 745,674	\$ 798,173	\$ (14,710)	-1.9%
0710 - OVERTIME	1,836	6,500	6,500	4,517	-	6,500	100.0%
0750 - FRINGE BENEFITS	246,036	274,453	283,141	260,965	290,156	(7,015)	-2.5%
0790 - OTHER PERSONNEL SERVICES	23,290	11,000	11,000	9,588	37,609	(26,609)	-241.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(51,946)	(74,045)	(74,045)	(61,245)	(37,517)	(36,528)	-49.3%
0796 - PERSONNEL SERVICES ALLOC-IN	201,326	216,997	218,413	214,963	213,025	5,388	2.5%
<b>SUBTOTAL</b>	<b>\$ 1,088,358</b>	<b>\$ 1,177,090</b>	<b>\$ 1,228,472</b>	<b>\$ 1,174,462</b>	<b>\$ 1,301,446</b>	<b>\$ (72,974)</b>	<b>-5.9%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 88,559	\$ 123,064	\$ 88,051	\$ 78,525	\$ 101,708	\$ (13,657)	-15.5%
0802 - MEDICAL SUPPLIES	1,019	-	-	-	-	-	N/A
0803 - FUEL	5,039	4,388	4,388	2,904	1,000	3,388	77.2%
0804 - NON-CAPITAL EQUIPMENT	9,669	-	-	-	-	-	N/A
0806 - SUPPLIES-ALLOCATION IN	12,537	28,074	28,074	23,833	14,620	13,454	47.9%
<b>SUBTOTAL</b>	<b>\$ 116,823</b>	<b>\$ 155,526</b>	<b>\$ 120,513</b>	<b>\$ 105,262</b>	<b>\$ 117,328</b>	<b>\$ 3,185</b>	<b>2.6%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 170,567	\$ 192,545	\$ 183,404	\$ 153,927	\$ 165,521	\$ 17,883	9.8%
0820 - RENT & OPERATING LEASES	-	3,381	3,381	2,007	3,076	305	9.0%
0825 - REPAIRS AND MAINTENANCE	19,879	19,068	19,068	45,669	29,351	(10,283)	-53.9%
0839 - INTERNAL SERVICE CHARGES	179,367	195,510	195,510	213,869	198,378	(2,868)	-1.5%
0841 - TRAVEL	3,017	18,500	18,500	11,136	23,400	(4,900)	-26.5%
0842 - EDUCATION AND TRAINING	2,050	4,350	4,350	2,000	7,100	(2,750)	-63.2%
0843 - POSTAGE/FREIGHT/SHIPPING	414	500	500	477	704	(204)	-40.8%
0850 - UTILITIES	1,532	-	-	53	-	-	N/A
0872 - SERVICES-ALLOCATION OUT	-	-	-	-	(8,240)	8,240	N/A
0873 - SERVICES-ALLOCATION IN	35,102	47,163	47,163	40,075	35,377	11,786	25.0%
<b>SUBTOTAL</b>	<b>\$ 411,928</b>	<b>\$ 481,017</b>	<b>\$ 471,876</b>	<b>\$ 469,213</b>	<b>\$ 454,667</b>	<b>\$ 17,209</b>	<b>3.6%</b>
<b>CAPITAL</b>							
0930 - VEHICLES & CONSTRUCTION EQUIP	\$ 48,137	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
0956 - CAPITAL-ALLOCATION IN	6,091	75,000	75,000	51,805	-	75,000	100.0%
<b>SUBTOTAL</b>	<b>\$ 54,228</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 51,805</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>100.0%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 1,671,337</b>	<b>\$ 1,888,633</b>	<b>\$ 1,895,861</b>	<b>\$ 1,800,742</b>	<b>\$ 1,873,441</b>	<b>\$ 22,420</b>	<b>1.2%</b>
<b>TOTAL USES</b>	<b>\$ 1,671,337</b>	<b>\$ 1,888,633</b>	<b>\$ 1,895,861</b>	<b>\$ 1,800,742</b>	<b>\$ 1,873,441</b>	<b>\$ 22,420</b>	<b>1.2%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>207 PALO VERDE</b>							
OPERATING	\$ 504,025	\$ 665,916	\$ 665,916	\$ 666,960	\$ 756,264	\$ 90,348	13.6%
<b>FUND TOTAL SOURCES</b>	<b>\$ 504,025</b>	<b>\$ 665,916</b>	<b>\$ 665,916</b>	<b>\$ 666,960</b>	<b>\$ 756,264</b>	<b>\$ 90,348</b>	<b>13.6%</b>
<b>215 EMERGENCY MANAGEMENT</b>							
OPERATING	\$ 720,533	\$ 844,468	\$ 844,468	\$ 844,529	\$ 839,541	\$ (4,927)	-0.6%
NON RECURRING NON PROJECT	280,530	51,402	51,402	51,402	20,000	(31,402)	-61.1%
<b>FUND TOTAL SOURCES</b>	<b>\$ 1,001,063</b>	<b>\$ 895,870</b>	<b>\$ 895,870</b>	<b>\$ 895,931</b>	<b>\$ 859,541</b>	<b>\$ (36,329)</b>	<b>-4.1%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 1,224,558</b>	<b>\$ 1,510,384</b>	<b>\$ 1,510,384</b>	<b>\$ 1,511,489</b>	<b>\$ 1,595,805</b>	<b>\$ 85,421</b>	<b>5.7%</b>
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	<b>\$ 280,530</b>	<b>\$ 51,402</b>	<b>\$ 51,402</b>	<b>\$ 51,402</b>	<b>\$ 20,000</b>	<b>\$ (31,402)</b>	<b>-61.1%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 1,505,088</b>	<b>\$ 1,561,786</b>	<b>\$ 1,561,786</b>	<b>\$ 1,562,891</b>	<b>\$ 1,615,805</b>	<b>\$ 54,019</b>	<b>3.5%</b>
<b>100 GENERAL</b>							
OPERATING	\$ 215,719	\$ 234,457	\$ 241,685	\$ 240,455	\$ 242,187	\$ (502)	-0.2%
<b>FUND TOTAL USES</b>	<b>\$ 215,719</b>	<b>\$ 234,457</b>	<b>\$ 241,685</b>	<b>\$ 240,455</b>	<b>\$ 242,187</b>	<b>\$ (502)</b>	<b>-0.2%</b>
<b>207 PALO VERDE</b>							
OPERATING	\$ 435,989	\$ 665,916	\$ 665,916	\$ 622,355	\$ 756,264	\$ (90,348)	-13.6%
NON RECURRING NON PROJECT	48,137	57,000	57,000	33,773	-	57,000	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 484,126</b>	<b>\$ 722,916</b>	<b>\$ 722,916</b>	<b>\$ 656,128</b>	<b>\$ 756,264</b>	<b>\$ (33,348)</b>	<b>-4.6%</b>
<b>215 EMERGENCY MANAGEMENT</b>							
OPERATING	\$ 770,637	\$ 844,468	\$ 844,468	\$ 828,387	\$ 839,541	\$ 4,927	0.6%
NON RECURRING NON PROJECT	200,855	86,792	86,792	75,772	35,449	51,343	59.2%
<b>FUND TOTAL USES</b>	<b>\$ 971,492</b>	<b>\$ 931,260</b>	<b>\$ 931,260</b>	<b>\$ 904,159</b>	<b>\$ 874,990</b>	<b>\$ 56,270</b>	<b>6.0%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 1,422,345</b>	<b>\$ 1,744,841</b>	<b>\$ 1,752,069</b>	<b>\$ 1,691,197</b>	<b>\$ 1,837,992</b>	<b>\$ (85,923)</b>	<b>-4.9%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 248,992</b>	<b>\$ 143,792</b>	<b>\$ 143,792</b>	<b>\$ 109,545</b>	<b>\$ 35,449</b>	<b>\$ 108,343</b>	<b>75.3%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 1,671,337</b>	<b>\$ 1,888,633</b>	<b>\$ 1,895,861</b>	<b>\$ 1,800,742</b>	<b>\$ 1,873,441</b>	<b>\$ 22,420</b>	<b>1.2%</b>

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
PREPAREDNESS							
PLANNING	13.50	14.50	15.50	15.50	14.50	(1.00)	(6.5%)
PROGRAM TOTAL	13.50	14.50	15.50	15.50	14.50	(1.00)	(6.5%)
DEPARTMENT TOTAL	13.50	14.50	15.50	15.50	14.50	(1.00)	(6.5%)

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Administrative Services Mgr	-	-	1.00	1.00	-	(1.00)	(100.0%)
Director - Emergency Mgt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Emergency Services Planner	6.50	6.50	6.50	6.50	6.50	-	0.0%
Emergency Services Planner Senior	-	-	1.00	1.00	-	(1.00)	(100.0%)
Emergency Services Planning Supervisor	2.00	3.00	3.00	3.00	3.00	-	0.0%
Finance Support Supervisor	1.00	1.00	-	-	1.00	1.00	N/A
Management Assistant	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%
<b>Department Total</b>	<b>13.50</b>	<b>14.50</b>	<b>15.50</b>	<b>15.50</b>	<b>14.50</b>	<b>(1.00)</b>	<b>(6.5%)</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	2.00	2.00	2.00	2.00	2.00	-	0.0%
207 PALO VERDE	4.00	5.00	6.00	6.00	5.00	(1.00)	(16.7%)
215 EMERGENCY MANAGEMENT	7.50	7.50	7.50	7.50	7.50	-	0.0%
<b>Department Total</b>	<b>13.50</b>	<b>14.50</b>	<b>15.50</b>	<b>15.50</b>	<b>14.50</b>	<b>(1.00)</b>	<b>(6.5%)</b>

### General Adjustments

**Revenue:** Funding is expected to increase in Palo Verde (207) due to House Bill 2034 of the 51<sup>st</sup> Legislature First Regular Session. Emergency Management (215) funds are expected to decrease for FY 2015 due to a reduction in the Emergency Management Planning Grant (EMPG).

**Personnel:** FY 2015 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

### Base Adjustments:

#### General Fund (100)

- Increase Regular Benefits by \$48 for the impact of changes in retirement contribution rates.
- Increase Internal Service Charges by \$20 for the impact of changes in risk management charges.

#### Palo Verde Fund (207)

- Increase Regular Benefits by \$138 for the impact of changes in retirement contribution rates.
- Increase Internal Service Charges by \$38 for the impact of changes in risk management charges.

#### Emergency Management Fund (215)

- Increase Regular Benefits by \$225 for the impact of changes in retirement contribution rates.
- Decrease Internal Service Charges by \$62 for the impact of changes in risk management charges.

## Programs and Activities

### Preparedness Program

The purpose of the Preparedness Program is to provide plans, exercises, training, and information to communities, organizations, and individuals so they can be able to respond to and survive the effects of disasters.

### Program Results

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
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%
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%
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.	68.1%	64.0%	64.0%	64.2%	0.2%	0.3%

Activities that comprise this program include:

- Planning

### Planning Activity

The purpose of the Planning Activity is to provide tested emergency plans and guidance to public and private entities so they can be prepared to react in an emergency and minimize loss of life and property.

**Mandates:** Activity mandated by Federal Regulation 0654 (both Federal Emergency Management Agency and Nuclear Regulation Commission). Funding appropriated according to A.R.S. §26.306 under the State Director of Emergency Management.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
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%
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.	68.1%	64.0%	64.0%	64.2%	0.2%	0.3%
Output	Number of cities and towns.	24	24	24	24	-	0.0%
Output	Number of County, public and private sector exercises and training sessions supported (excludes cities and towns).	17	30	15	16	(14)	-46.7%
Output	Total number of items to be evaluated for Palo Verde Nuclear Generating Station (PVNGS).	16	16	16	16	-	0.0%
Output	Total number of Palo Verde Nuclear Generating Station Exercises conducted.	2	3	3	7	4	133.3%
Demand	Number of city/town exercises requested to be conducted, supported or participated in.	3	24	18	24	-	0.0%
Demand	Number of Palo Verde Nuclear Generating Station exercises required to be conducted during the year by Federal Emergency Management Agency (FEMA).	2	3	3	5	2	66.7%
Demand	Total number of plan reviews requested.	69	102	114	100	(2)	-2.0%
Demand	Number of city/town training sessions requested to be conducted and/or supported.	N/A	24	23	20	(4)	-16.7%
Expenditure Ratio	Total Activity expenditure per exercise or training session.	N/A	\$ 56,725.90	\$ 106,841.00	\$ 98,311.94	\$ (41,586.04)	-73.3%
<i>Revenue</i>							
	207 - PALO VERDE	\$ 504,025	\$ 665,916	\$ 666,960	\$ 756,264	\$ 90,348	13.6%
	215 - EMERGENCY MANAGEMENT	1,026,232	895,870	765,416	859,541	(36,329)	-4.1%
	TOTAL SOURCES	\$ 1,530,257	\$ 1,561,786	\$ 1,432,376	\$ 1,615,805	\$ 54,019	3.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 203,350	\$ 212,979	\$ 205,726	\$ 214,789	\$ (1,810)	-0.8%
	207 - PALO VERDE	437,232	648,313	582,675	599,359	48,954	7.6%
	215 - EMERGENCY MANAGEMENT	876,879	840,485	814,214	758,843	81,642	9.7%
	TOTAL USES	\$ 1,517,461	\$ 1,701,777	\$ 1,602,615	\$ 1,572,991	\$ 128,786	7.6%

**Activity Narrative:** In FY 2015, MCDEM will continue working with municipalities reviewing their emergency operations plans. The number of exercises required at the Palo Verde Nuclear Generating Station has increased by two. The Department is adequately funded to meet the expectation of 100% of exercises conducted as required by the Federal Emergency Management Agency, while conducting an additional two exercises for the fiscal year. In addition, the reduction in the number of County, public and private sector exercises and training is due to less demand from the State.

## 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of emergency notifications made within 15 minutes of decision.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of EOC activations utilizing electronic EOC management tool.	N/A	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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of emergency notifications made within 15 minutes of decision.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of EOC activations utilizing electronic EOC management tool.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of total days in which 24-hour-a-day response and recovery function capable of responding within 15 minutes are maintained.	365	365	365	365	-	0.0%
Output	Number of emergency notifications made within 15 minutes of decision.	37	150	117	50	(100)	-66.7%
Output	Number of emergency notifications made.	37	150	117	50	(100)	-66.7%
Output	Number of county/cities/towns EOC activations.	N/A	9	9	3	(6)	-66.7%
Demand	Number of emergency notifications required.	37	150	117	50	(100)	-66.7%
Expenditure Ratio	Total activity expenditure per notification.	\$ 2,068.03	\$ 616.34	\$ 824.99	\$ 1,976.72	\$ (1,360.38)	-220.7%
<b>Expenditure</b>							
	100 - GENERAL	\$ 10,470	\$ 27,979	\$ 33,516	\$ 944	\$ 27,035	96.6%
	207 - PALO VERDE	20,498	31,006	30,063	87,342	(56,336)	-181.7%
	215 - EMERGENCY MANAGEMENT	45,549	33,466	32,945	10,550	22,916	68.5%
	TOTAL USES	\$ 76,517	\$ 92,451	\$ 96,524	\$ 98,836	\$ (6,385)	-6.9%

**Activity Narrative:** The FY 2015 budget supports the Department in meeting 100% of the demand. In FY 2014, the number of emergency notifications made increased significantly due to the National Weather Service's increased number of weather related notifications, such as dust storms. For FY 2015, the Department has redefined the notifications that should be made related to weather causing a decrease in the number of emergency notifications made. The increase in expenditures is due additional emergency training exercises for Palo Verde.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 234,457</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 7,228</b>	<b>\$ -</b>
County RPP	7,066	-
FY 14 IT Market Study Adjustments	162	-
Agenda Item:		
C-49-13-092-2-00		
C-49-14-041-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 241,685</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 434</b>	<b>\$ -</b>
FY 14 IT Market Study Adjustments	(162)	-
Annual Market Adjustment - IT	324	-
2nd to 4th Quarter Retention Pay Plan	272	-
Agenda Item:		
C-49-14-041-2-00		
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 242,119</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 48</b>	<b>\$ -</b>
Retirement Contributions	48	-
<b>Base Adjustments</b>	<b>\$ 20</b>	<b>\$ -</b>
Internal Service Charges	20	-
Risk Management	\$ 20	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 242,187</b>	<b>\$ -</b>
Percent Change from Threshold Amount		0.0%

### Palo Verde Fund (207)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 665,916</b>	<b>\$ 665,916</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 665,916</b>	<b>\$ 665,916</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 540</b>	<b>\$ -</b>
Annual Market Adjustment - IT	540	-
<b>Base Adjustments</b>	<b>\$ (540)</b>	<b>\$ -</b>
Other Base Adjustments	(540)	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 665,916</b>	<b>\$ 665,916</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 138</b>	<b>\$ -</b>
Retirement Contributions	138	-
<b>Base Adjustments</b>	<b>\$ 38</b>	<b>\$ -</b>
Internal Service Charges	38	-
Risk Management	\$ 38	-
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ 90,172</b>	<b>\$ 90,348</b>
Grant Reconciliation	90,172	90,348
<b>FY 2015 Adopted Budget</b>	<b>\$ 756,264</b>	<b>\$ 756,264</b>
Percent Change from Threshold Amount		13.6%

Palo Verde Fund (207) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 477,392	\$ 333,224	\$ 333,224	\$ 497,289	\$ 508,121
Sources:					
Operating	\$ 504,025	\$ 665,916	\$ 665,916	\$ 666,960	\$ 756,264
Total Sources:	\$ 504,025	\$ 665,916	\$ 665,916	\$ 666,960	\$ 756,264
Uses:					
Operating	\$ 435,989	\$ 665,916	\$ 665,916	\$ 622,355	\$ 756,264
Non-Recurring	48,137	57,000	57,000	33,773	-
Total Uses:	\$ 484,126	\$ 722,916	\$ 722,916	\$ 656,128	\$ 756,264
Structural Balance	\$ 68,036	\$ -	\$ -	\$ 44,605	\$ -
Accounting Adjustments	\$ (2)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 497,289	\$ 276,224	\$ 276,224	\$ 508,121	\$ 508,121
Total Ending Spendable Fund Balance	\$ 497,289	\$ 276,224	\$ 276,224	\$ 508,121	\$ 508,121

Emergency Management Fund (215)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	\$ 844,468	\$ 844,468
<b>FY 2014 Revised Budget</b>	\$ 844,468	\$ 844,468
Adjustments:		
<b>Employee Salary Adjustments</b>	\$ 2,737	\$ -
Annual Market Adjustment - IT	2,737	-
<b>Base Adjustments</b>	\$ (2,737)	\$ -
Other Base Adjustments	(2,737)	-
<b>FY 2015 Baseline Budget Threshold</b>	\$ 844,468	\$ 844,468
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	\$ 225	\$ -
Retirement Contributions	225	-
<b>Base Adjustments</b>	\$ 62	\$ -
Internal Service Charges	62	-
Risk Management	\$ 62	
<b>Structural Balance</b>	\$ (5,214)	\$ (4,927)
Structural Balance	(5,214)	(4,927)
<b>FY 2015 Adopted Budget</b>	\$ 839,541	\$ 839,541
Percent Change from Threshold Amount	-0.6%	-0.6%

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 86,792</b>	<b>\$ 51,402</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 86,792</b>	<b>\$ 51,402</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ (35,390)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>(35,390)</i>	<i>-</i>
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ (51,402)</b>	<b>\$ (51,402)</b>
<i>Grant Reconciliation</i>	<i>(51,402)</i>	<i>(51,402)</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ 15,449</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>15,449</i>	<i>-</i>
<i>Desktop and Laptop Replacements</i>	<i>\$ 15,449</i>	
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>
<i>Grant Reconciliation</i>	<i>20,000</i>	<i>20,000</i>
<i>BLM - Community Wildfire Protection Plan</i>	<i>\$ 20,000</i>	
<b>FY 2015 Adopted Budget</b>	<b>\$ 35,449</b>	<b>\$ 20,000</b>

### Emergency Management Fund (215) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ (72,857)	\$ 13,108	\$ 13,108	\$ (43,285)	\$ (51,513)
Sources:					
Operating	\$ 720,533	\$ 844,468	\$ 844,468	\$ 844,529	\$ 839,541
Non-Recurring	280,530	51,402	51,402	51,402	20,000
Total Sources:	\$ 1,001,063	\$ 895,870	\$ 895,870	\$ 895,931	\$ 859,541
Uses:					
Operating	\$ 770,637	\$ 844,468	\$ 844,468	\$ 828,387	\$ 839,541
Non-Recurring	200,855	86,792	86,792	75,772	35,449
Total Uses:	\$ 971,492	\$ 931,260	\$ 931,260	\$ 904,159	\$ 874,990
Structural Balance	\$ (50,104)	\$ -	\$ -	\$ 16,142	\$ -
Accounting Adjustments	\$ 1	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(43,285)	(22,282)	(22,282)	(51,513)	(66,962)
Total Ending Spendable Fund Balance	\$ (43,285)	\$ (22,282)	\$ (22,282)	\$ (51,513)	\$ (66,962)

The Emergency Management Grant Fund receives grant and intergovernmental revenue. Grant revenue is received as a reimbursement, which results in a deficit balance at the close of fiscal year-end.

## Employee Benefits and Health

*Analysis by Zachary Wolfe, Management and Budget Analyst*

### Summary

#### Mission

The mission of Employee benefits and Health is to provide benefits, health and wellness services to employees and the public 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

#### Safe Communities

**By 2015, 51% or more of eligible people with HIV/AIDS will enter and remain in medical care, an increase of 10% from FY 2011.**

Status: According to FY 2014 data, 59% of program participants have remained in medical care, as defined as visiting the doctor twice and having laboratory tests run. The Department's success in this measure is attributed to providing additional technical assistance to program providers which has strengthened Ryan White core medical and support services while increasing participant engagement.

The Department expects to maintain this level of medical care usage or exceed it in FY 2015 due to modifications in data processing and faster data analysis on the status of services received by clients. This will allow for earlier reengagement of participants who are under-utilizing medical services. Moreover, due to expansion of Medicaid eligibility and private-market options through the Patient Protection and Affordable Care Act, this is expected to increase medical eligibility of participants and decrease medical-related costs for Ryan White; allowing the program to shift resources to non-medical core and support services which are noted to have a reinforcing effect on participant utilization of medical services.

#### Department Specific

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

Status: In FY 2013, a new partnership with the Valley of the Sun YMCA was initiated to encourage employees to increase their fitness activity and in FY 2014, this benefit coverage expanded to cover part-time employees. At the end of FY 2013, biometric screening data indicated that 50% of employees met this goal measure. In order to achieve this goal by the target date, the Department is planning enhanced wellness incentive programs starting in FY 2016 focused on department-level activities. This shift in programming is expected to increase participation and results for the wellness program.

**Safe  
Communities**

**By 2017, 45% of benefit-covered County employees and dependents will complete annual Well Adult and Well Child examinations.**

Status: In FY 2013, 34% of benefit-covered County employees completed annual Well Adult and Well Child examinations. The Department is exploring new incentive programs to encourage greater participation in preventive care.

**Safe  
Communities**

**By 2017, 35% or more of County employees and their dependents who are enrolled in a County-sponsored medical plan will be immunized against influenza, an increase of more than 50% from FY 2010.**

Status: In 2013, 19.3% of employees and dependents were immunized against influenza. Influenza immunizations are provided free of charge to employees and dependents enrolled in County health benefit plans, and provided extensively at worksites. The Department will continue these efforts, and seeks improved marketing and incentives to encourage greater participation.

**Fiscal Strength  
and  
Responsibility**

**By 2015, the annual rate of increase in total premiums (employer plus employee rates) for County medical plans for active employees will be 3% below the national trend.**

Status: Rates in FY 2014 increased by 5.0%, primarily as a result of the expanded benefits and new fees required by the Patient Protection and Affordable Care Act. In FY 2015, rates decreased slightly by .9% by increasing medical vendor options at the PPO tier level.

**Department  
Specific**

**By 2016, 70% or less of employees will be overweight or obese (based on Body Mass Index of less than 25 as determined by Biometric screenings), a decrease from 74% in FY 2009.**

Status: The percentage of employees identified as overweight or obese increased to 77% in 2013. The Department is refocusing on this goal, and re-evaluating previous efforts in order to identify and implement more effective strategies.

**Safe  
Communities**

**By the end of FY 2016, the percentage of eligible Ryan White Part A clients enrolled in government or private health insurance will be increase to 76% from 55% in 2013.**

Status: In 2014, 79% of eligible Ryan White Part A clients are enrolled in government or private health insurance. The implementation of the Patient Protection and Affordable Care Act (ACA) has significantly altered the eligibility of Ryan White program participants in state government and private health insurance plans. The Maricopa County Ryan White Part A Program partnered with other public and non-profit agencies on an outreach and communications effort, which resulted in 97% of RWPA clients participating in the enrollment process. Altogether, 1,456 participants have been able to enroll in AHCCCS due to Arizona's expanded coverage, while another 315 participants have been able to enroll in subsidized private health insurance, for which the Ryan White Part A program is able to pay for premiums, deductibles and copays.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
OTHR - EMP VOL INSURANCE BENEFITS	\$ 898,387	\$ 892,212	\$ 892,212	\$ 906,751	\$ 834,751	\$ (57,461)	-6.4%
39EB - EMP BENEFITS AND WELLNESS	\$ 898,387	\$ 892,212	\$ 892,212	\$ 906,751	\$ 834,751	\$ (57,461)	-6.4%
SFBH - EMP BEHAVIORAL HEALTH BENEFITS	\$ 1,851,169	\$ 1,749,785	\$ 1,749,785	\$ 1,554,650	\$ 1,657,641	\$ (92,144)	-5.3%
SFMD - EMPLOYEE MEDICAL BENEFITS	102,472,852	105,240,645	110,440,645	100,065,741	101,551,206	(8,889,439)	-8.0%
SFRX - EMPLOYEE PHARMACY BENEFITS	12,525,641	8,329,755	8,329,755	14,448,161	14,201,476	5,871,721	70.5%
SIDE - EMPLOYEE DENTAL BENEFITS	9,105,148	9,772,009	9,772,009	9,996,024	9,947,269	175,260	1.8%
VISN - EMPLOYEE VISION BENEFITS	1,488,279	1,658,880	1,658,880	1,706,261	1,706,262	47,382	2.9%
39HB - EMPLOYEE HEALTH BENEFITS	\$ 127,443,089	\$ 126,751,074	\$ 131,951,074	\$ 127,770,837	\$ 129,063,854	\$ (2,867,220)	-2.2%
EMPA - EMP SHRT TRM COUNS AND REF	\$ 216,146	\$ 369,603	\$ 369,603	\$ 389,111	\$ 400,320	\$ 30,717	8.3%
FITN - EMPLOYEE FITNESS	25	-	-	-	-	-	N/A
39HW - EMPLOYEE HEALTH AND WELLNESS	\$ 216,171	\$ 369,603	\$ 369,603	\$ 389,111	\$ 400,320	\$ 30,717	8.3%
CORE - RYAN WHITE PT A CORE MED SVCS	\$ 5,514,084	\$ 6,208,293	\$ 6,208,293	\$ 5,951,838	\$ 6,262,523	\$ 54,230	0.9%
NMSS - RYAN WHITE PT A NON MED SVCS	1,188,523	1,041,058	1,041,058	840,733	883,436	(157,622)	-15.1%
RWPC - RYAN WHITE PLNG COUNCIL SUPP	8,743	155,687	155,687	156,409	177,620	21,933	14.1%
39RW - RYAN WHITE HIV AIDS PART A	\$ 6,711,350	\$ 7,405,038	\$ 7,405,038	\$ 6,948,980	\$ 7,323,579	\$ (81,459)	-1.1%
FIBP - EMP LIFE INSURANCE BENEFITS	\$ 3,977,814	\$ 3,887,345	\$ 3,887,345	\$ 4,215,197	\$ 4,215,197	\$ 327,852	8.4%
FSAA - EMP FLEXIBLE SPENDING ACCOUNTS	3,313,888	3,244,162	3,244,162	3,071,271	3,071,271	(172,891)	-5.3%
STDS - EMP SHORT TERM DISABILITY INS	1,884,323	1,854,876	1,854,876	2,058,942	2,514,304	659,428	35.6%
39VB - VOLUNTARY AND OTHER BENEFITS	\$ 9,176,025	\$ 8,986,383	\$ 8,986,383	\$ 9,345,410	\$ 9,800,772	\$ 814,389	9.1%
ODIR - EXECUTIVE MANAGEMENT	\$ 4,211,914	\$ 4,277,962	\$ 4,277,962	\$ 7,878,787	\$ 4,477,146	\$ 199,184	4.7%
99AS - INDIRECT SUPPORT	\$ 4,211,914	\$ 4,277,962	\$ 4,277,962	\$ 7,878,787	\$ 4,477,146	\$ 199,184	4.7%
<b>TOTAL PROGRAMS</b>	<b>\$ 148,656,936</b>	<b>\$ 148,682,272</b>	<b>\$ 153,882,272</b>	<b>\$ 153,239,876</b>	<b>\$ 151,900,422</b>	<b>\$ (1,981,850)</b>	<b>-1.3%</b>
<b>USES</b>							
BCAS - BENEFITS CUSTOMER ASSISTANCE	\$ 632,894	\$ 609,067	\$ 621,919	\$ 493,400	\$ 786,701	\$ (164,782)	-26.5%
39BW - BENEFITS AND WELLNESS SUPPORT	\$ 632,894	\$ 609,067	\$ 621,919	\$ 493,400	\$ 786,701	\$ (164,782)	-26.5%
OTHR - EMP VOL INSURANCE BENEFITS	\$ 897,630	\$ 892,212	\$ 892,212	\$ 906,751	\$ 834,751	\$ 57,461	6.4%
39EB - EMP BENEFITS AND WELLNESS	\$ 897,630	\$ 892,212	\$ 892,212	\$ 906,751	\$ 834,751	\$ 57,461	6.4%
SFBH - EMP BEHAVIORAL HEALTH BENEFITS	\$ 1,973,939	\$ 1,749,785	\$ 1,749,785	\$ 1,461,665	\$ 1,797,391	\$ (47,606)	-2.7%
SFMD - EMPLOYEE MEDICAL BENEFITS	96,814,867	105,240,645	110,440,645	108,216,598	110,872,497	(431,852)	-0.4%
SFRX - EMPLOYEE PHARMACY BENEFITS	10,774,152	16,154,800	16,154,800	15,294,479	15,043,817	1,110,983	6.9%
SIDE - EMPLOYEE DENTAL BENEFITS	9,064,182	9,772,009	9,772,009	9,587,179	9,947,269	(175,260)	-1.8%
VISN - EMPLOYEE VISION BENEFITS	1,602,625	1,658,880	1,658,880	1,620,443	1,706,262	(47,382)	-2.9%
39HB - EMPLOYEE HEALTH BENEFITS	\$ 120,229,765	\$ 134,576,119	\$ 139,776,119	\$ 136,180,364	\$ 139,367,236	\$ 408,883	0.3%
EMPA - EMP SHRT TRM COUNS AND REF	\$ 215,833	\$ 369,603	\$ 369,603	\$ 389,111	\$ 400,320	\$ (30,717)	-8.3%
ERGO - EMPLOYEE ERGONOMICS	263,163	268,268	229,735	174,421	249,459	(19,724)	-8.6%
FITN - EMPLOYEE FITNESS	97,620	578,348	594,134	585,398	596,722	(2,588)	-0.4%
MSPM - EMP MET SYN PREV MITIGATION	1,843	65,298	112,347	60,174	62,209	50,138	44.6%
PRHT - EMPLOYEE PREVENTIVE HEALTH	759,555	765,276	736,495	618,328	754,207	(17,712)	-2.4%
TOCE - EMPLOYEE TOBACCO CESSATION	1,843	228,100	230,911	31,341	59,316	(171,595)	74.3%
39HW - EMPLOYEE HEALTH AND WELLNESS	\$ 1,339,857	\$ 2,274,893	\$ 2,273,225	\$ 1,858,773	\$ 2,122,233	\$ 150,992	6.6%
CORE - RYAN WHITE PT A CORE MED SVCS	\$ 5,159,288	\$ 6,208,293	\$ 6,245,742	\$ 5,951,838	\$ 6,262,820	\$ (17,078)	-0.3%
NMSS - RYAN WHITE PT A NON MED SVCS	971,753	1,041,058	948,436	840,733	883,436	65,000	6.9%
RWPC - RYAN WHITE PLNG COUNCIL SUPP	16,609	155,687	210,860	156,409	177,323	33,537	15.9%
39RW - RYAN WHITE HIV AIDS PART A	\$ 6,147,650	\$ 7,405,038	\$ 7,405,038	\$ 6,948,980	\$ 7,323,579	\$ 81,459	1.1%
FIBP - EMP LIFE INSURANCE BENEFITS	\$ 3,974,562	\$ 3,887,345	\$ 3,887,345	\$ 4,215,197	\$ 4,215,197	\$ (327,852)	-8.4%
FSAA - EMP FLEXIBLE SPENDING ACCOUNTS	3,313,889	3,244,162	3,244,162	3,071,271	3,071,271	172,891	5.3%
STDS - EMP SHORT TERM DISABILITY INS	8,193,022	8,054,876	8,054,876	2,777,787	2,914,304	5,140,572	63.8%
39VB - VOLUNTARY AND OTHER BENEFITS	\$ 15,481,473	\$ 15,186,383	\$ 15,186,383	\$ 10,064,255	\$ 10,200,772	\$ 4,985,611	32.8%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 818,970	\$ 1,867,716	\$ 1,877,419	\$ 1,764,077	\$ 1,809,198	\$ 68,221	3.6%
HRAC - HUMAN RESOURCES	-	17,080	17,080	17,153	18,318	(1,238)	-7.2%
ODIR - EXECUTIVE MANAGEMENT	313,338	393,717	413,379	3,810,024	408,297	5,082	1.2%
POOL - POOLED COSTS	-	(4,192)	-	-	-	-	N/A
PROC - PROCUREMENT	36,039	113,080	99,486	54,794	124,103	(24,617)	-24.7%
99AS - INDIRECT SUPPORT	\$ 1,168,347	\$ 2,387,401	\$ 2,407,364	\$ 5,646,048	\$ 2,359,916	\$ 47,448	2.0%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 145,357	\$ 236,567	\$ 236,567	\$ 236,363	\$ 243,708	\$ (7,141)	-3.0%
INFR - INFRASTRUCTURE	-	-	-	-	13,680	(13,680)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	13,924	23,725	7,452	7,452	-	7,452	100.0%
RISK - RISK PREMIUMS	-	-	-	-	10,747	(10,747)	N/A
99GV - GENERAL OVERHEAD	\$ 159,281	\$ 260,292	\$ 244,019	\$ 243,815	\$ 268,135	\$ (24,116)	-9.9%
<b>TOTAL PROGRAMS</b>	<b>\$ 146,056,897</b>	<b>\$ 163,591,405</b>	<b>\$ 168,806,279</b>	<b>\$ 162,342,386</b>	<b>\$ 163,263,323</b>	<b>\$ 5,542,956</b>	<b>3.3%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 6,711,350	\$ 7,405,038	\$ 7,405,038	\$ 6,948,980	\$ 7,323,579	\$ (81,459)	-1.1%
<b>SUBTOTAL</b>	\$ 6,711,350	\$ 7,405,038	\$ 7,405,038	\$ 6,948,980	\$ 7,323,579	\$ (81,459)	-1.1%
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 1,582,448	\$ 1,714,739	\$ 1,714,739	\$ 1,575,433	\$ 1,309,895	\$ (404,844)	-23.6%
0635 - OTHER CHARGES FOR SERVICES	28,476,195	26,805,055	30,505,055	28,781,511	29,496,730	(1,008,325)	-3.3%
0636 - INTERNAL SERVICE CHARGES	111,602,151	112,677,440	114,177,440	112,422,501	113,657,654	(519,786)	-0.5%
<b>SUBTOTAL</b>	\$ 141,660,794	\$ 141,197,234	\$ 146,397,234	\$ 142,779,445	\$ 144,464,279	\$ (1,932,955)	-1.3%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 284,792	\$ 80,000	\$ 80,000	\$ 109,810	\$ 112,564	\$ 32,564	40.7%
0650 - MISCELLANEOUS REVENUE	-	-	-	3,401,641	-	-	N/A
<b>SUBTOTAL</b>	\$ 284,792	\$ 80,000	\$ 80,000	\$ 3,511,451	\$ 112,564	\$ 32,564	40.7%
<b>ALL REVENUES</b>	\$ 148,656,936	\$ 148,682,272	\$ 153,882,272	\$ 153,239,876	\$ 151,900,422	\$ (1,981,850)	-1.3%
<b>TOTAL SOURCES</b>	\$ 148,656,936	\$ 148,682,272	\$ 153,882,272	\$ 153,239,876	\$ 151,900,422	\$ (1,981,850)	-1.3%
CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 1,726,876	\$ 2,107,251	\$ 2,137,724	\$ 1,910,150	\$ 2,306,984	\$ (169,260)	-7.9%
0705 - TEMPORARY PAY	33,655	34,700	37,700	36,100	26,000	11,700	31.0%
0710 - OVERTIME	9,756	2,004	5,000	5,911	6,000	(1,000)	-20.0%
0750 - FRINGE BENEFITS	600,617	724,464	739,270	660,047	799,516	(60,246)	-8.1%
0790 - OTHER PERSONNEL SERVICES	51,366	-	-	-	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(249,616)	(308,590)	(310,845)	(316,137)	(294,789)	(16,056)	-5.2%
0796 - PERSONNEL SERVICES ALLOC-IN	257,072	340,784	343,039	337,089	327,737	15,302	4.5%
<b>SUBTOTAL</b>	\$ 2,429,726	\$ 2,900,613	\$ 2,951,888	\$ 2,633,160	\$ 3,171,448	\$ (219,560)	-7.4%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 59,968	\$ 38,303	\$ 58,903	\$ 47,129	\$ 37,703	\$ 21,200	36.0%
0802 - MEDICAL SUPPLIES	-	220,426	220,426	20,426	46,248	174,178	79.0%
0803 - FUEL	1,119	2,000	2,000	250	720	1,280	64.0%
0804 - NON-CAPITAL EQUIPMENT	10,909	24,000	24,000	27,141	107,000	(83,000)	-345.8%
<b>SUBTOTAL</b>	\$ 71,996	\$ 284,729	\$ 305,329	\$ 94,946	\$ 191,671	\$ 113,658	37.2%
<b>SERVICES</b>							
0811 - HEALTH CARE SERVICES	\$ 127,416,116	\$ 146,405,016	\$ 151,501,089	\$ 151,469,207	\$ 151,311,010	\$ 190,079	0.1%
0812 - OTHER SERVICES	15,782,930	13,540,361	13,501,194	7,604,671	7,800,811	5,700,383	42.2%
0820 - RENT & OPERATING LEASES	12,765	17,400	17,400	16,102	17,320	80	0.5%
0825 - REPAIRS AND MAINTENANCE	63,089	22,928	87,428	80,075	328,240	(240,812)	-275.4%
0839 - INTERNAL SERVICE CHARGES	254,655	367,280	388,873	383,472	385,989	2,884	0.7%
0841 - TRAVEL	7,490	19,000	19,000	19,655	20,220	(1,220)	-6.4%
0842 - EDUCATION AND TRAINING	9,574	14,300	14,300	9,368	13,454	846	5.9%
0843 - POSTAGE/FREIGHT/SHIPPING	8,556	6,153	6,153	17,995	8,660	(2,507)	-40.7%
0873 - SERVICES-ALLOCATION IN	-	-	-	110	-	-	N/A
<b>SUBTOTAL</b>	\$ 143,555,175	\$ 160,392,438	\$ 165,535,437	\$ 159,600,655	\$ 159,885,704	\$ 5,649,733	3.4%
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ -	\$ 13,625	\$ 13,625	\$ -	\$ 14,500	\$ (875)	-6.4%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	-	-	13,625	-	-	N/A
<b>SUBTOTAL</b>	\$ -	\$ 13,625	\$ 13,625	\$ 13,625	\$ 14,500	\$ (875)	-6.4%
<b>ALL EXPENDITURES</b>	\$ 146,056,897	\$ 163,591,405	\$ 168,806,279	\$ 162,342,386	\$ 163,263,323	\$ 5,542,956	3.3%
<b>TOTAL USES</b>	\$ 146,056,897	\$ 163,591,405	\$ 168,806,279	\$ 162,342,386	\$ 163,263,323	\$ 5,542,956	3.3%

Sources by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
532 PUBLIC HEALTH GRANTS OPERATING	\$ 6,711,350	\$ 7,405,038	\$ 7,405,038	\$ 6,948,980	\$ 7,323,579	\$ (81,459)	-1.1%
<b>FUND TOTAL SOURCES</b>	\$ 6,711,350	\$ 7,405,038	\$ 7,405,038	\$ 6,948,980	\$ 7,323,579	\$ (81,459)	-1.1%
601 MEDICAL HMO BENEFITS HOLIDAY OPERATING	\$ -	\$ -	\$ -	\$ -	\$ (4,044,144)	\$ (4,044,144)	N/A
NON RECURRING NON PROJECT	51,638,687	53,061,629	49,561,629	49,085,640	50,236,155	674,526	1.4%
<b>FUND TOTAL SOURCES</b>	\$ 51,638,687	\$ 53,061,629	\$ 49,561,629	\$ 45,041,494	\$ 46,192,011	\$ (3,369,618)	-6.8%
604 MEDICAL PPO BENEFITS HOLIDAY OPERATING	\$ -	\$ -	\$ -	\$ -	\$ (3,162,390)	\$ (3,162,390)	N/A
NON RECURRING NON PROJECT	35,098,522	35,848,681	39,048,681	38,711,289	39,134,609	85,928	0.2%
<b>FUND TOTAL SOURCES</b>	\$ 35,098,522	\$ 35,848,681	\$ 39,048,681	\$ 35,548,899	\$ 35,972,219	\$ (3,076,462)	-7.9%
606 MEDICAL HDHP W HSA BENEFITS HOLIDAY OPERATING	\$ -	\$ -	\$ -	\$ -	\$ (1,669,828)	\$ (1,669,828)	N/A
NON RECURRING NON PROJECT	15,020,221	15,520,423	21,020,423	20,560,302	21,017,804	(2,619)	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 15,020,221	\$ 15,520,423	\$ 21,020,423	\$ 18,890,476	\$ 19,347,976	\$ (1,672,447)	-8.0%
607 FI DENTAL PPO OPERATING	\$ 4,919,115	\$ 5,192,538	\$ 5,192,538	\$ 5,212,272	\$ 5,481,882	\$ 289,344	5.6%
<b>FUND TOTAL SOURCES</b>	\$ 4,919,115	\$ 5,192,538	\$ 5,192,538	\$ 5,212,272	\$ 5,481,882	\$ 289,344	5.6%
608 COINSURANCE PHARMACY BENEFITS HOLIDAY OPERATING	\$ -	\$ -	\$ -	\$ -	\$ (1,268,250)	\$ (1,268,250)	N/A
NON RECURRING NON PROJECT	12,129,582	8,010,147	8,010,147	15,345,593	14,697,568	6,687,421	83.5%
<b>FUND TOTAL SOURCES</b>	\$ 12,129,582	\$ 8,010,147	\$ 8,010,147	\$ 14,077,341	\$ 13,429,318	\$ 5,419,171	67.7%
611 60 PERCENT STD OPERATING	\$ 1,421,008	\$ 1,408,140	\$ 1,408,140	\$ 1,550,696	\$ 1,944,571	\$ 536,431	38.1%
<b>FUND TOTAL SOURCES</b>	\$ 1,421,008	\$ 1,408,140	\$ 1,408,140	\$ 1,550,696	\$ 1,944,571	\$ 536,431	38.1%
612 50 PERCENT STD OPERATING	\$ 317,870	\$ 304,556	\$ 304,556	\$ 352,740	\$ 408,473	\$ 103,917	34.1%
<b>FUND TOTAL SOURCES</b>	\$ 317,870	\$ 304,556	\$ 304,556	\$ 352,740	\$ 408,473	\$ 103,917	34.1%
613 40 PERCENT STD OPERATING	\$ 145,445	\$ 142,180	\$ 142,180	\$ 155,506	\$ 161,260	\$ 19,080	13.4%
<b>FUND TOTAL SOURCES</b>	\$ 145,445	\$ 142,180	\$ 142,180	\$ 155,506	\$ 161,260	\$ 19,080	13.4%
614 BEHAVIORAL HEALTH BENEFITS HOLIDAY OPERATING	\$ -	\$ -	\$ -	\$ -	\$ (139,750)	\$ (139,750)	N/A
NON RECURRING NON PROJECT	1,851,169	1,749,785	1,749,785	1,694,400	1,797,391	47,606	2.7%
<b>FUND TOTAL SOURCES</b>	\$ 1,851,169	\$ 1,749,785	\$ 1,749,785	\$ 1,554,650	\$ 1,657,641	\$ (92,144)	-5.3%
615 WELLNESS OPERATING	\$ 1,755,380	\$ 1,362,790	\$ 1,362,790	\$ 1,406,365	\$ 1,406,365	\$ 43,575	3.2%
<b>FUND TOTAL SOURCES</b>	\$ 1,755,380	\$ 1,362,790	\$ 1,362,790	\$ 1,406,365	\$ 1,406,365	\$ 43,575	3.2%
618 BENEFIT ADMINISTRATION OPERATING	\$ 2,456,559	\$ 2,915,172	\$ 2,915,172	\$ 6,472,422	\$ 3,070,781	\$ 155,609	5.3%
<b>FUND TOTAL SOURCES</b>	\$ 2,456,559	\$ 2,915,172	\$ 2,915,172	\$ 6,472,422	\$ 3,070,781	\$ 155,609	5.3%
619 ONSITE PHARMACY CLINIC OPERATING	\$ 1,527,527	\$ 1,736,000	\$ 1,736,000	\$ 1,553,810	\$ 1,969,148	\$ 233,148	13.4%
<b>FUND TOTAL SOURCES</b>	\$ 1,527,527	\$ 1,736,000	\$ 1,736,000	\$ 1,553,810	\$ 1,969,148	\$ 233,148	13.4%
620 BENEFITS ELIMINATIONS OPERATING	\$ (1,059,306)	\$ (1,245,000)	\$ (1,245,000)	\$ (1,157,990)	\$ (1,157,990)	\$ 87,010	-7.0%
<b>FUND TOTAL SOURCES</b>	\$ (1,059,306)	\$ (1,245,000)	\$ (1,245,000)	\$ (1,157,990)	\$ (1,157,990)	\$ 87,010	-7.0%
621 FLEX SPENDING HEALTH OPERATING	\$ 2,392,829	\$ 2,356,070	\$ 2,356,070	\$ 2,269,651	\$ 2,269,651	\$ (86,419)	-3.7%
<b>FUND TOTAL SOURCES</b>	\$ 2,392,829	\$ 2,356,070	\$ 2,356,070	\$ 2,269,651	\$ 2,269,651	\$ (86,419)	-3.7%
622 FLEX SPENDING DEP CARE OPERATING	\$ 921,059	\$ 888,092	\$ 888,092	\$ 801,620	\$ 801,620	\$ (86,472)	-9.7%
<b>FUND TOTAL SOURCES</b>	\$ 921,059	\$ 888,092	\$ 888,092	\$ 801,620	\$ 801,620	\$ (86,472)	-9.7%
623 VISION OPERATING	\$ 1,488,279	\$ 1,658,880	\$ 1,658,880	\$ 1,706,261	\$ 1,706,262	\$ 47,382	2.9%
<b>FUND TOTAL SOURCES</b>	\$ 1,488,279	\$ 1,658,880	\$ 1,658,880	\$ 1,706,261	\$ 1,706,262	\$ 47,382	2.9%
625 FI PREPAID DENTAL OPERATING	\$ 374,009	\$ 269,861	\$ 269,861	\$ 226,860	\$ 226,860	\$ (43,001)	-15.9%
<b>FUND TOTAL SOURCES</b>	\$ 374,009	\$ 269,861	\$ 269,861	\$ 226,860	\$ 226,860	\$ (43,001)	-15.9%
626 FI LIFE AND AD AND D OPERATING	\$ 367,853	\$ 397,832	\$ 397,832	\$ 398,661	\$ 398,661	\$ 829	0.2%
<b>FUND TOTAL SOURCES</b>	\$ 367,853	\$ 397,832	\$ 397,832	\$ 398,661	\$ 398,661	\$ 829	0.2%
627 SUPPLEMENTAL LIFE OPERATING	\$ 3,248,350	\$ 3,140,997	\$ 3,140,997	\$ 3,471,236	\$ 3,471,236	\$ 330,239	10.5%
<b>FUND TOTAL SOURCES</b>	\$ 3,248,350	\$ 3,140,997	\$ 3,140,997	\$ 3,471,236	\$ 3,471,236	\$ 330,239	10.5%
628 EMPLOYEE ASSISTANCE OPERATING	\$ 216,146	\$ 369,603	\$ 369,603	\$ 389,111	\$ 400,320	\$ 30,717	8.3%
<b>FUND TOTAL SOURCES</b>	\$ 216,146	\$ 369,603	\$ 369,603	\$ 389,111	\$ 400,320	\$ 30,717	8.3%
629 SI DENTAL PPO OPERATING	\$ 3,812,024	\$ 4,309,610	\$ 4,309,610	\$ 4,556,892	\$ 4,238,527	\$ (71,083)	-1.6%
<b>FUND TOTAL SOURCES</b>	\$ 3,812,024	\$ 4,309,610	\$ 4,309,610	\$ 4,556,892	\$ 4,238,527	\$ (71,083)	-1.6%
630 DEPENDENT LIFE OPERATING	\$ 361,611	\$ 348,516	\$ 348,516	\$ 345,300	\$ 345,300	\$ (3,216)	-0.9%
<b>FUND TOTAL SOURCES</b>	\$ 361,611	\$ 348,516	\$ 348,516	\$ 345,300	\$ 345,300	\$ (3,216)	-0.9%
631 VOLUNTARY BENEFITS OPERATING	\$ 898,387	\$ 892,212	\$ 892,212	\$ 906,751	\$ 834,751	\$ (57,461)	-6.4%
<b>FUND TOTAL SOURCES</b>	\$ 898,387	\$ 892,212	\$ 892,212	\$ 906,751	\$ 834,751	\$ (57,461)	-6.4%
632 CIGNA FOR SENIORS OPERATING	\$ 643,260	\$ 638,520	\$ 638,520	\$ 559,872	\$ -	\$ (638,520)	-100.0%
<b>FUND TOTAL SOURCES</b>	\$ 643,260	\$ 638,520	\$ 638,520	\$ 559,872	\$ -	\$ (638,520)	-100.0%

Sources by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
DEPARTMENT OPERATING TOTAL SOURCES	\$ 148,656,936	\$ 148,682,272	\$ 153,882,272	\$ 163,524,240	\$ 151,900,422	\$ (1,981,850)	-1.3%
DEPARTMENT NON RECURRING TOTAL SOURCES	\$ -	\$ -	\$ -	\$ (10,284,364)	\$ -	\$ -	N/A
DEPARTMENT TOTAL SOURCES	\$ 148,656,936	\$ 148,682,272	\$ 153,882,272	\$ 153,239,876	\$ 151,900,422	\$ (1,981,850)	-1.3%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 214,147	\$ 241,588	\$ 256,462	\$ 256,412	\$ 258,539	\$ (2,077)	-0.8%
FUND TOTAL USES	\$ 214,147	\$ 241,588	\$ 256,462	\$ 256,412	\$ 258,539	\$ (2,077)	-0.8%
532 PUBLIC HEALTH GRANTS							
OPERATING	\$ 6,146,222	\$ 7,405,038	\$ 7,405,038	\$ 6,948,980	\$ 7,323,579	\$ 81,459	1.1%
NON RECURRING NON PROJECT	1,428	-	-	-	-	-	N/A
FUND TOTAL USES	\$ 6,147,650	\$ 7,405,038	\$ 7,405,038	\$ 6,948,980	\$ 7,323,579	\$ 81,459	1.1%
601 MEDICAL HMO							
OPERATING	\$ 47,785,945	\$ 53,061,629	\$ 49,561,629	\$ 47,315,910	\$ 50,236,155	\$ (674,526)	-1.4%
FUND TOTAL USES	\$ 47,785,945	\$ 53,061,629	\$ 49,561,629	\$ 47,315,910	\$ 50,236,155	\$ (674,526)	-1.4%
604 MEDICAL PPO							
OPERATING	\$ 33,071,288	\$ 35,848,681	\$ 39,048,681	\$ 38,051,720	\$ 39,134,609	\$ (85,928)	-0.2%
FUND TOTAL USES	\$ 33,071,288	\$ 35,848,681	\$ 39,048,681	\$ 38,051,720	\$ 39,134,609	\$ (85,928)	-0.2%
606 MEDICAL HDHP W HSA							
OPERATING	\$ 14,965,634	\$ 15,520,423	\$ 21,020,423	\$ 21,824,187	\$ 21,017,804	\$ 2,619	0.0%
FUND TOTAL USES	\$ 14,965,634	\$ 15,520,423	\$ 21,020,423	\$ 21,824,187	\$ 21,017,804	\$ 2,619	0.0%
607 FI DENTAL PPO							
OPERATING	\$ 4,910,537	\$ 5,192,538	\$ 5,192,538	\$ 5,212,272	\$ 5,481,882	\$ (289,344)	-5.6%
FUND TOTAL USES	\$ 4,910,537	\$ 5,192,538	\$ 5,192,538	\$ 5,212,272	\$ 5,481,882	\$ (289,344)	-5.6%
608 COINSURANCE PHARMACY							
OPERATING	\$ 13,391,293	\$ 15,835,192	\$ 15,835,192	\$ 14,948,231	\$ 14,697,568	\$ 1,137,624	7.2%
NON RECURRING NON PROJECT	(3,122,217)	-	-	-	-	-	N/A
FUND TOTAL USES	\$ 10,269,076	\$ 15,835,192	\$ 15,835,192	\$ 14,948,231	\$ 14,697,568	\$ 1,137,624	7.2%
611 60 PERCENT STD							
OPERATING	\$ 7,917,516	\$ 1,408,140	\$ 1,408,140	\$ 2,357,865	\$ 2,344,571	\$ (936,431)	-66.5%
NON RECURRING NON PROJECT	-	6,200,000	6,200,000	-	-	6,200,000	100.0%
FUND TOTAL USES	\$ 7,917,516	\$ 7,608,140	\$ 7,608,140	\$ 2,357,865	\$ 2,344,571	\$ 5,263,569	69.2%
612 50 PERCENT STD							
OPERATING	\$ 185,696	\$ 304,556	\$ 304,556	\$ 309,174	\$ 408,473	\$ (103,917)	-34.1%
FUND TOTAL USES	\$ 185,696	\$ 304,556	\$ 304,556	\$ 309,174	\$ 408,473	\$ (103,917)	-34.1%
613 40 PERCENT STD							
OPERATING	\$ 89,810	\$ 142,180	\$ 142,180	\$ 110,748	\$ 161,260	\$ (19,080)	-13.4%
FUND TOTAL USES	\$ 89,810	\$ 142,180	\$ 142,180	\$ 110,748	\$ 161,260	\$ (19,080)	-13.4%
614 BEHAVIORAL HEALTH							
OPERATING	\$ 1,973,939	\$ 1,749,785	\$ 1,749,785	\$ 1,461,665	\$ 1,797,391	\$ (47,606)	-2.7%
FUND TOTAL USES	\$ 1,973,939	\$ 1,749,785	\$ 1,749,785	\$ 1,461,665	\$ 1,797,391	\$ (47,606)	-2.7%
615 WELLNESS							
OPERATING	\$ 794,886	\$ 1,362,790	\$ 1,362,790	\$ 1,138,928	\$ 1,406,365	\$ (43,575)	-3.2%
NON RECURRING NON PROJECT	65,975	542,500	542,500	332,402	320,000	222,500	41.0%
FUND TOTAL USES	\$ 860,861	\$ 1,905,290	\$ 1,905,290	\$ 1,471,330	\$ 1,726,365	\$ 178,925	9.4%
618 BENEFIT ADMINISTRATION							
OPERATING	\$ 1,948,325	\$ 2,915,172	\$ 2,915,172	\$ 5,988,038	\$ 3,070,781	\$ (155,609)	-5.3%
NON RECURRING NON PROJECT	61,213	100,000	100,000	137,145	100,000	-	0.0%
FUND TOTAL USES	\$ 2,009,538	\$ 3,015,172	\$ 3,015,172	\$ 6,125,183	\$ 3,170,781	\$ (155,609)	-5.2%
619 ONSITE PHARMACY CLINIC							
OPERATING	\$ 1,826,372	\$ 1,736,000	\$ 1,736,000	\$ 1,969,147	\$ 1,969,148	\$ (233,148)	-13.4%
NON RECURRING NON PROJECT	73,583	-	-	-	-	-	N/A
FUND TOTAL USES	\$ 1,899,955	\$ 1,736,000	\$ 1,736,000	\$ 1,969,147	\$ 1,969,148	\$ (233,148)	-13.4%
620 BENEFITS ELIMINATIONS							
OPERATING	\$ (1,059,306)	\$ (1,245,000)	\$ (1,245,000)	\$ (1,157,990)	\$ (1,157,990)	\$ (87,010)	7.0%
FUND TOTAL USES	\$ (1,059,306)	\$ (1,245,000)	\$ (1,245,000)	\$ (1,157,990)	\$ (1,157,990)	\$ (87,010)	7.0%
621 FLEX SPENDING HEALTH							
OPERATING	\$ 2,392,828	\$ 2,356,070	\$ 2,356,070	\$ 2,269,651	\$ 2,269,651	\$ 86,419	3.7%
FUND TOTAL USES	\$ 2,392,828	\$ 2,356,070	\$ 2,356,070	\$ 2,269,651	\$ 2,269,651	\$ 86,419	3.7%
622 FLEX SPENDING DEP CARE							
OPERATING	\$ 921,061	\$ 888,092	\$ 888,092	\$ 801,620	\$ 801,620	\$ 86,472	9.7%
FUND TOTAL USES	\$ 921,061	\$ 888,092	\$ 888,092	\$ 801,620	\$ 801,620	\$ 86,472	9.7%
623 VISION							
OPERATING	\$ 1,602,625	\$ 1,658,880	\$ 1,658,880	\$ 1,620,443	\$ 1,706,262	\$ (47,382)	-2.9%
FUND TOTAL USES	\$ 1,602,625	\$ 1,658,880	\$ 1,658,880	\$ 1,620,443	\$ 1,706,262	\$ (47,382)	-2.9%
625 FI PREPAID DENTAL							
OPERATING	\$ 374,511	\$ 269,861	\$ 269,861	\$ 226,860	\$ 226,860	\$ 43,001	15.9%
FUND TOTAL USES	\$ 374,511	\$ 269,861	\$ 269,861	\$ 226,860	\$ 226,860	\$ 43,001	15.9%
626 FI LIFE AND AD AND D							
OPERATING	\$ 370,265	\$ 397,832	\$ 397,832	\$ 398,661	\$ 398,661	\$ (829)	-0.2%
FUND TOTAL USES	\$ 370,265	\$ 397,832	\$ 397,832	\$ 398,661	\$ 398,661	\$ (829)	-0.2%
627 SUPPLEMENTAL LIFE							
OPERATING	\$ 3,242,088	\$ 3,140,997	\$ 3,140,997	\$ 3,471,236	\$ 3,471,236	\$ (330,239)	-10.5%
FUND TOTAL USES	\$ 3,242,088	\$ 3,140,997	\$ 3,140,997	\$ 3,471,236	\$ 3,471,236	\$ (330,239)	-10.5%
628 EMPLOYEE ASSISTANCE							
OPERATING	\$ 215,833	\$ 369,603	\$ 369,603	\$ 389,111	\$ 400,320	\$ (30,717)	-8.3%
FUND TOTAL USES	\$ 215,833	\$ 369,603	\$ 369,603	\$ 389,111	\$ 400,320	\$ (30,717)	-8.3%

Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
629 SI DENTAL PPO OPERATING	\$ 3,779,134	\$ 4,309,610	\$ 4,309,610	\$ 4,148,047	\$ 4,238,527	\$ 71,083	1.6%
<b>FUND TOTAL USES</b>	<b>\$ 3,779,134</b>	<b>\$ 4,309,610</b>	<b>\$ 4,309,610</b>	<b>\$ 4,148,047</b>	<b>\$ 4,238,527</b>	<b>\$ 71,083</b>	<b>1.6%</b>
630 DEPENDENT LIFE OPERATING	\$ 362,209	\$ 348,516	\$ 348,516	\$ 345,300	\$ 345,300	\$ 3,216	0.9%
<b>FUND TOTAL USES</b>	<b>\$ 362,209</b>	<b>\$ 348,516</b>	<b>\$ 348,516</b>	<b>\$ 345,300</b>	<b>\$ 345,300</b>	<b>\$ 3,216</b>	<b>0.9%</b>
631 VOLUNTARY BENEFITS OPERATING	\$ 897,630	\$ 892,212	\$ 892,212	\$ 906,751	\$ 834,751	\$ 57,461	6.4%
<b>FUND TOTAL USES</b>	<b>\$ 897,630</b>	<b>\$ 892,212</b>	<b>\$ 892,212</b>	<b>\$ 906,751</b>	<b>\$ 834,751</b>	<b>\$ 57,461</b>	<b>6.4%</b>
632 CIGNA FOR SENIORS OPERATING	\$ 656,427	\$ 638,520	\$ 638,520	\$ 559,872	\$ -	\$ 638,520	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 656,427</b>	<b>\$ 638,520</b>	<b>\$ 638,520</b>	<b>\$ 559,872</b>	<b>\$ -</b>	<b>\$ 638,520</b>	<b>100.0%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 148,976,915</b>	<b>\$ 156,748,905</b>	<b>\$ 161,963,779</b>	<b>\$ 161,872,839</b>	<b>\$ 162,843,323</b>	<b>\$ (879,544)</b>	<b>-0.5%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ (2,920,018)</b>	<b>\$ 6,842,500</b>	<b>\$ 6,842,500</b>	<b>\$ 469,547</b>	<b>\$ 420,000</b>	<b>\$ 6,422,500</b>	<b>93.9%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 146,056,897</b>	<b>\$ 163,591,405</b>	<b>\$ 168,806,279</b>	<b>\$ 162,342,386</b>	<b>\$ 163,263,323</b>	<b>\$ 5,542,956</b>	<b>3.3%</b>

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
<b>BENEFITS AND WELLNESS SUPPORT</b>							
BENEFITS CUSTOMER ASSISTANCE	7.33	6.00	6.00	6.00	7.00	1.00	16.7%
<b>PROGRAM TOTAL</b>	<b>7.33</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>1.00</b>	<b>16.7%</b>
<b>EMPLOYEE HEALTH AND WELLNESS</b>							
EMP MET SYN PREV MITIGATION	.05	.20	.45	.45	.45	-	0.0%
EMPLOYEE ERGONOMICS	3.00	3.00	3.00	3.00	3.00	-	0.0%
EMPLOYEE FITNESS	1.15	1.70	1.90	1.90	1.90	-	0.0%
EMPLOYEE PREVENTIVE HEALTH	.75	1.00	1.50	1.50	1.50	-	0.0%
EMPLOYEE TOBACCO CESSATION	.05	.10	.15	.15	.15	-	0.0%
<b>PROGRAM TOTAL</b>	<b>5.00</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>	<b>0.0%</b>
<b>INDIRECT SUPPORT</b>							
BUDGET AND FINANCIAL SERVICES	8.00	8.00	8.00	8.00	8.00	-	0.0%
EXECUTIVE MANAGEMENT	3.34	5.00	5.00	5.00	5.00	-	0.0%
PROCUREMENT	1.33	1.00	1.00	1.00	1.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>12.67</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>-</b>	<b>0.0%</b>
<b>RYAN WHITE HIV AIDS PART A</b>							
RYAN WHITE PLNG COUNCIL SUPP	-	1.00	1.00	1.00	1.00	-	0.0%
RYAN WHITE PT A CORE MED SVCS	10.00	10.00	10.00	10.00	10.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>-</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>35.00</b>	<b>37.00</b>	<b>38.00</b>	<b>38.00</b>	<b>39.00</b>	<b>1.00</b>	<b>2.6%</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
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%
Benefits Specialist - County	-	-	2.00	2.00	2.00	-	0.0%
Benefits Vendor Relations Mgr	-	-	1.00	1.00	1.00	-	0.0%
Director - Business Strategies & Healthcare Progra	1.00	1.00	1.00	1.00	1.00	-	0.0%
Employee Records Specialist	-	-	-	-	1.00	1.00	N/A
Ergonomist - County	3.00	3.00	3.00	3.00	3.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	2.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst - County	2.00	2.00	2.00	2.00	2.00	-	0.0%
Grant/Contract Admin Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Health Educator	1.00	1.00	2.00	2.00	2.00	-	0.0%
Health Educator Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Analyst	4.00	3.00	2.00	2.00	2.00	-	0.0%
Human Resources Mngr - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Supervisor – County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	4.00	3.00	3.00	3.00	3.00	-	0.0%
Management Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Media Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Nurse	2.00	2.00	1.00	1.00	2.00	1.00	100.0%
Nurse - Public Health	-	-	1.00	1.00	-	(1.00)	(100.0%)
Office Assistant	1.00	1.00	-	-	-	-	N/A
Office Assistant Specialized	-	1.00	-	-	-	-	N/A
Operations/Program Manager	2.00	2.00	1.00	1.00	1.00	-	0.0%
Operations/Program Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	-	1.00	1.00	1.00	1.00	-	0.0%
Trainer	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>35.00</b>	<b>37.00</b>	<b>38.00</b>	<b>38.00</b>	<b>39.00</b>	<b>1.00</b>	<b>2.6%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	3.00	4.00	4.00	4.00	4.00	-	0.0%
532 PUBLIC HEALTH GRANTS	10.00	11.00	11.00	11.00	11.00	-	0.0%
615 WELLNESS	2.00	6.00	7.00	7.00	7.00	-	0.0%
618 BENEFIT ADMINISTRATION	20.00	16.00	16.00	16.00	17.00	1.00	6.3%
<b>Department Total</b>	<b>35.00</b>	<b>37.00</b>	<b>38.00</b>	<b>38.00</b>	<b>39.00</b>	<b>1.00</b>	<b>2.6%</b>

### Significant Variance Analysis

In FY 2015, an Employee Records Specialist position will be created to address the increase in employee notifications required by the Patient Protection and Affordable Care Act.

### General Adjustments

**Personnel:** FY 2015 personnel expenditures increased due to the annualization of County performance pay and market study adjustments in FY 2014.

### Base Adjustments:

#### General Fund (100)

- Increase Regular Benefits by \$159 for the impact of changes in retirement contribution rates.
- Increase Internal Services Charges by \$677 for the impact of the changes in risk management charges.

**Public Health Grant Fund (532)**

- Increase Regular Benefits by \$322 for the impact of changes in retirement contribution rates.
- Increase Internal Services Charges by \$1,362 for the impact of the changes in risk management charges.
- Decrease revenues by \$81,459 and expenditures by \$83,143 to reconcile expected grant awards in FY 2015.

**Wellness Fund (615) Operating**

- Increase Regular Benefits by \$200 for the impact of changes in retirement contribution rates.
- Increase expenditures by \$42,309 for an increase in biometric screenings conducted and 2.5% in performance pay.
- Increase Internal Services Charges by \$1,066 for the impact of the changes in risk management charges.
- Increase revenue by \$43,575 to retain structural balance of the fund. The additional revenue is from employer benefit charges.

**Wellness Fund (615) Non Recurring Non Project**

- Increase expenditures by \$320,000 for upgrades of fitness equipment and fitness space remodeling.

**Benefits Administration Fund (618) Operating**

- Increase Regular Benefits by \$475 for the impact of changes in retirement contribution rates.
- Increase expenditures by \$153,246 for an Employee Records Specialist position, 2.5% in performance pay and personnel management system (ADP) enhancements.
- Increase Internal Services Charges by \$1,888 for the impact of the changes in risk management charges.
- Increase revenue by \$155,609 to retain structural balance of the fund. The additional revenue is from employer benefit charges.

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

- Increase expenditures by \$100,000 for a Data Warehouse Project and Office Space Configuration.

**Benefits Trust Fund (685)**

- Increase expenditures by \$400,000 for increased costs for the 60% Short-Term Disability Fund (611).
- Decrease revenue by \$10,284,362 for two benefit holidays which reduces the Benefit Trust Reserve from 250% to 150% company action level.

Note: Fund 685 is the aggregate of all health plan funds. Fund 685 Operating is out of structural balance due to a \$(400,000) deficit in the 60% Short-Term Disability Fund (611) and two benefit holidays totaling \$(10,284,362) in funds 601, 604, 604, 608 and 614. For the 60% Disability Fund, premiums will be increased in FY 2016 to correct the structural deficit and fund reserves will be utilized in FY 2015 to cover a shortage in revenue. The two benefit holidays are planned to reduce the reserve level from 250% to 150% company action level (CAL). Benefit Trust reserves will be utilized to cover the reduction in revenue collections.

## Programs and Activities

### Benefits and Wellness Support Program

The purpose of the Benefits and Wellness Support Program is to provide administrative and customer support services to participants and departments so they can effectively utilize benefits and wellness services.

#### Program Results

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percentage of customers indicating they were satisfied with the response to their call	0.0%	87.0%	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Employee Benefits Customer Assistance

### Employee Benefits Customer Assistance Activity

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

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of customers indicating they were satisfied with the response to their call	0.0%	87.0%	N/A	N/A	N/A	N/A
Output	Number of responses to customer telephone calls and e-mails	14,899	13,641	14,673	14,273	632	4.6%
Demand	Number of benefits customer service calls and e-mails	15,297	13,848	14,942	14,538	690	5.0%
Expenditure Ratio	Total activity expenditure per customer service call and e-mail response	\$ 42.48	\$ 45.59	\$ 33.63	\$ 55.12	\$ (9.53)	-20.9%
<i>Expenditure</i>							
	618 - BENEFIT ADMINISTRATION	\$ 632,894	\$ 621,919	\$ 493,400	\$ 786,701	\$ (164,782)	-26.5%
	TOTAL USES	\$ 632,894	\$ 621,919	\$ 493,400	\$ 786,701	\$ (164,782)	-26.5%

**Activity Narrative:** Employee Benefits Customer Service continued to receive a large volume of phone calls and emails in FY 2014. This is expected to continue into FY 2015 with the enactment of the Patient Protection and Affordable Care Act which significantly changes insurance requirements and eligibility. Although the department planned on measuring satisfaction with phone call services, a survey has not been done to capture these data.

### Employee Health Benefits Program

The purpose of the Employee Health Benefits program is to provide health insurance benefit services to eligible employees and their dependents so they can have access to effective and affordable health care.

Program Results

Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percentage of employees receiving behavioral health insurance coverage who are	61.0%	55.0%	61.0%	61.0%	6.0%	10.9%
Percentage of behavioral health claims expense to premium revenue (loss ratio).	99.7%	100.0%	98.1%	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.	76.0%	96.0%	77.0%	80.0%	(16.0%)	-16.7%
Percentage of medical claims expense to premium revenue (loss ratio).	95.7%	100.0%	109.7%	100.0%	0.0%	0.0%
Percentage of employees receiving medical insurance coverage who are satisfied according to the benefits customer satisfaction survey.	83.1%	96.0%	83.0%	85.0%	(11.0%)	-11.4%
Percentage of employees receiving pharmacy insurance coverage who rate their benefits as affordable according to the annual benefit satisfaction survey.	86.0%	85.0%	86.0%	86.0%	1.0%	1.2%
Percentage of pharmacy claims expense to premium revenue (loss ratio).	108.9%	100.0%	109.2%	100.0%	0.0%	0.0%
Percentage of employees receiving pharmacy insurance coverage who are satisfied according to the benefits customer satisfaction survey.	82.2%	88.0%	82.1%	83.0%	(4.9%)	-5.6%
Percentage of employees receiving dental insurance coverage who rate the benefit as affordable according to the annual benefit satisfaction survey.	85.4%	95.0%	85.0%	85.0%	(10.0%)	-10.5%
Percentage of dental claims expense to premium revenue (loss ratio).	99.9%	100.0%	95.3%	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.	86.2%	95.0%	86.0%	86.0%	(8.9%)	-9.4%
Percentage of employees receiving vision insurance coverage who rated their insurance coverage as affordable.	92.2%	80.0%	92.0%	92.0%	12.0%	15.0%
Percentage of vision claims expenses to premium revenue (loss ratio).	105.2%	100.1%	81.4%	100.0%	(0.1%)	-0.1%
Percentage of employees receiving vision insurance coverage who are satisfied according to the benefits customer satisfaction survey	88.0%	87.0%	88.0%	88.1%	1.1%	1.3%

Activities that comprise this program include:

- Employee Behavioral Health Benefits
- Employee Dental Benefits
- Employee Medical Benefits
- Employee Pharmacy Benefits
- Employee Vision Benefits

**Employee Behavioral Health Benefits Activity**

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

**Mandates:**

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percentage of employees receiving behavioral health insurance coverage who are satisfied with their benefits	61.0%	55.0%	61.0%	61.0%	6.0%	10.9%
Result	Percentage of behavioral health claims expense to premium revenue (loss ratio).	99.7%	100.0%	98.1%	100.0%	0.0%	0.0%
Output	Average number of subscribers (covered employees and retirees) receiving behavioral health insurance coverage.	9,775	9,864	9,520	9,516	(348)	-3.5%
Output	Average number of members receiving behavioral health insurance coverage.	22,514	22,530	22,130	22,588	58	0.3%
Demand	Average number of subscribers (covered employees and retirees) enrolled in behavioral health insurance coverage.	9,775	9,864	9,520	9,516	(348)	-3.5%
Demand	Average number of members enrolled in behavioral health insurance coverage.	22,511	22,530	22,121	22,588	58	0.3%
Expenditure Ratio	Expenditure per subscriber (covered employee or retiree) receiving behavioral health insurance coverage.	\$ 16.83	\$ 14.78	\$ 12.79	\$ 15.74	\$ (0.96)	-6.5%
Expenditure Ratio	Expenditure per member receiving behavioral health insurance coverage.	\$ 7.31	\$ 6.47	\$ 5.50	\$ 6.63	\$ (0.16)	-2.5%
<i>Revenue</i>							
	614 - BEHAVIORAL HEALTH	\$ 1,851,169	\$ 1,749,785	\$ 1,554,650	\$ 1,657,641	\$ (92,144)	-5.3%
	TOTAL SOURCES	\$ 1,851,169	\$ 1,749,785	\$ 1,554,650	\$ 1,657,641	\$ (92,144)	-5.3%
<i>Expenditure</i>							
	614 - BEHAVIORAL HEALTH	\$ 1,973,939	\$ 1,749,785	\$ 1,461,665	\$ 1,797,391	\$ (47,606)	-2.7%
	TOTAL USES	\$ 1,973,939	\$ 1,749,785	\$ 1,461,665	\$ 1,797,391	\$ (47,606)	-2.7%

**Activity Narrative:** While the total number of employees receiving behavioral health benefits is expected to decrease between FY 2013 Actual and FY 2015, enrollment is estimated to increase for the total number of members receiving behavioral health insurance coverage. This indicates a higher proportion of dependent coverage. However, data for FY 2014 Forecast demonstrate a net positive trend for this activity measure. In FY 2015, expenditures are budgeted to exceed revenue due to two benefits holidays.

**Employee Dental Benefits Activity**

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

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of employees receiving dental insurance coverage who rate the benefit as affordable according to the annual benefit satisfaction survey.	85.4%	95.0%	85.0%	85.0%	(10.0%)	-10.5%
Result	Percentage of dental claims expense to premium revenue (loss ratio).	99.9%	100.0%	95.3%	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.	86.2%	95.0%	86.0%	86.0%	(8.9%)	-9.4%
Output	Average number of subscribers (covered employees and retirees) receiving dental insurance coverage	11,511	11,534	11,536	11,526	(8)	-0.1%
Output	Average number of subscribers (covered employees and retirees) receiving self-insured dental insurance coverage.	4,980	4,983	5,263	5,266	283	5.7%
Output	Average number of members receiving dental insurance coverage.	27,148	27,080	27,548	27,508	428	1.6%
Output	Average number of subscribers (covered employees and retirees) receiving fully insured dental insurance coverage.	6,531	6,551	6,272	6,260	(291)	-4.4%
Output	Average number of subscribers (covered employees and retirees) receiving pre-paid dental insurance coverage.	1,599	1,613	1,353	1,346	(267)	-16.6%
Output	Average number of members receiving fully insured dental insurance coverage	14,913	14,826	14,504	14,521	(305)	-2.1%
Output	Average number of members receiving self-insured dental insurance coverage	12,235	12,254	13,036	12,987	733	6.0%
Output	Average number of members receiving pre-paid dental insurance coverage	3,368	3,349	2,881	2,873	(476)	-14.2%
Demand	Average number of subscribers (covered employees and retirees) enrolled in dental insurance coverage.	11,511	11,534	11,553	11,526	(8)	-0.1%
Demand	Average number of members enrolled in dental insurance coverage.	27,148	27,080	27,548	27,508	428	1.6%
Expenditure Ratio	Expenditure per member who received dental insurance coverage	\$ 27.82	\$ 30.07	\$ 29.00	\$ 30.13	\$ (0.06)	-0.2%
<b>Revenue</b>							
	607 - FIDENTAL PPO	\$ 4,919,115	\$ 5,192,538	\$ 5,212,272	\$ 5,481,882	\$ 289,344	5.6%
	625 - FIPREPAID DENTAL	374,009	269,861	226,860	226,860	(43,001)	-15.9%
	629 - SIDENTAL PPO	3,812,024	4,309,610	4,556,892	4,238,527	(71,083)	-1.6%
	TOTAL SOURCES	\$ 9,105,148	\$ 9,772,009	\$ 9,996,024	\$ 9,947,269	\$ 175,260	1.8%
<b>Expenditure</b>							
	607 - FIDENTAL PPO	\$ 4,910,537	\$ 5,192,538	\$ 5,212,272	\$ 5,481,882	\$ (289,344)	-5.6%
	625 - FIPREPAID DENTAL	374,511	269,861	226,860	226,860	43,001	15.9%
	629 - SIDENTAL PPO	3,779,134	4,309,610	4,148,047	4,238,527	71,083	1.6%
	TOTAL USES	\$ 9,064,182	\$ 9,772,009	\$ 9,587,179	\$ 9,947,269	\$ (175,260)	-1.8%

**Activity Narrative:** In FY 2015, premiums were reduced in the self-insured Cigna dental PPO plan, with savings to both employees and employer. While premiums increased in the fully-insured Delta Dental plan, the core-buy up strategy resulted in an employer decrease and employee increase. The Department will be monitoring the affordability measure to determine if the reduction in Cigna dental PPO plan rates increases perceptions of affordability.

FY 2013 Actual data indicate that between 85% to 86% of employees surveyed rate the dental services provided as affordable and are satisfied with their dental benefits. This is nearly 10 percentage points below the budgeted value in FY 2014 of 95% for these result measures.

**Employee Medical Benefits Activity**

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

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of employees receiving medical insurance coverage who consider benefits to be affordable according to the benefits customer satisfaction survey.	76.0%	96.0%	77.0%	80.0%	(16.0%)	-16.7%
Result	Percentage of medical claims expense to premium revenue (loss ratio).	95.7%	100.0%	109.7%	100.0%	0.0%	0.0%
Result	Percentage of employees receiving medical insurance coverage who are satisfied according to the benefits customer satisfaction survey.	83.1%	96.0%	83.0%	85.0%	(11.0%)	-11.4%
Output	Average number of subscribers (covered employees and retirees) receiving high-deductible medical, pharmacy, and behavioral health insurance coverage with a Health Savings Account	1,495	1,490	1,867	1,931	441	29.6%
Output	Average number of subscribers (covered employees and retirees) receiving medical insurance coverage.	11,302	11,354	11,375	11,447	93	0.8%
Output	Average number of members receiving high-deductible medical, pharmacy, and behavioral health insurance coverage with a health savings account.	3,772	3,747	4,734	5,144	1,397	37.3%
Output	Average number of members receiving medical insurance coverage.	26,183	26,277	26,842	27,732	1,455	5.5%
Output	Average number of employees receiving medical insurance coverage.	11,250	11,342	11,375	11,447	105	0.9%
Output	Average number of subscribers (covered employees and retirees) receiving HMO medical insurance coverage.	6,069	6,131	5,596	5,551	(580)	-9.5%
Output	Average number of subscribers (covered employees and retirees) receiving PPO medical insurance coverage.	3,712	3,733	3,913	3,965	232	6.2%
Output	Average number of members receiving HMO medical insurance coverage	13,985	14,083	13,115	13,205	(878)	-6.2%
Output	Average number of members receiving PPO medical insurance coverage.	8,443	8,447	8,994	9,383	936	11.1%
Demand	Average number of subscribers (covered eligible employees and retirees) enrolled in medical insurance coverage.	11,250	11,354	11,375	11,447	93	0.8%
Demand	Average number of members enrolled in medical insurance coverage.	26,183	26,277	26,842	27,732	1,455	5.5%
Expenditure Ratio	Expenditure per subscriber (employee or retiree) receiving medical benefit coverage	\$ 713.83	\$ 810.59	\$ 792.77	\$ 807.14	\$ 3.44	0.4%
Expenditure Ratio	Expenditure per member receiving medical benefit coverage.	\$ 308.13	\$ 350.24	\$ 335.97	\$ 333.17	\$ 17.08	4.9%
<i>Revenue</i>							
	601 - MEDICAL HMO	\$ 51,638,687	\$ 49,561,629	\$ 45,041,494	\$ 46,192,011	\$ (3,369,618)	-6.8%
	604 - MEDICAL PPO	35,098,522	39,048,681	35,548,899	35,972,219	(3,076,462)	-7.9%
	606 - MEDICAL HDHP W HSA	15,020,221	21,020,423	18,890,476	19,347,976	(1,672,447)	-8.0%
	619 - ONSITE PHARMACY CLINIC	72,162	270,392	90,000	104,000	(166,392)	-61.5%
	620 - BENEFITS ELIMINATIONS	-	(99,000)	(65,000)	(65,000)	34,000	-34.3%
	632 - CIGNA FOR SENIORS	643,260	638,520	559,872	-	(638,520)	-100.0%
	TOTAL SOURCES	\$102,472,852	\$110,440,645	\$100,065,741	\$101,551,206	\$ (8,889,439)	-8.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ -	\$ -	\$ -	\$ 19,020	\$ (19,020)	N/A
	601 - MEDICAL HMO	47,785,945	49,561,629	47,315,910	50,236,155	(674,526)	-1.4%
	604 - MEDICAL PPO	33,071,288	39,048,681	38,051,720	39,134,609	(85,928)	-0.2%
	606 - MEDICAL HDHP W HSA	14,965,634	21,020,423	21,824,187	21,017,804	2,619	0.0%
	619 - ONSITE PHARMACY CLINIC	335,573	270,392	529,909	529,909	(259,517)	-96.0%
	620 - BENEFITS ELIMINATIONS	-	(99,000)	(65,000)	(65,000)	(34,000)	34.3%
	632 - CIGNA FOR SENIORS	656,427	638,520	559,872	-	638,520	100.0%
	TOTAL USES	\$ 96,814,867	\$110,440,645	\$108,216,598	\$110,872,497	\$ (431,852)	-0.4%

**Activity Narrative:** From FY 2013 to FY 2015, the growth of employees enrolling for medical benefits has grown by about 1%. However, during the same period of time, the growth of dependents covered by medical benefits has increased by nearly 6%. The Department attributes the growth of dependents to the Patient Protection and Affordable Care Act new requirement of insurance. Additionally, subscribers have shifted medical elections from the HMO plan to the PPO and Health Savings Account plans. Although this has increased medical premiums, the increase has been borne by the employee based upon the core buy-up plan pricing where the employee pays for the increased cost of insurance.

In FY 2013 and FY 2014, a smaller proportion of employees (83%) indicated they are satisfied with their medical benefits coverage than budgeted (96%). The Department identified that a component of this dissatisfaction is employees wanted greater choice of medical plans. Therefore, in FY 2015, United Health Care was contracted as the PPO and Health Savings Account option while Cigna remained the HMO plan. It is expected that this broadening of options will assist in increasing satisfaction with medical benefits.

Lastly, the variance between the budgeted revenue and expenditures is a result of the two benefits holidays which are utilized to reduce the Benefits Trust reserve level and mitigate increases in medical costs.

### **Employee Pharmacy Benefits Activity**

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

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of employees receiving pharmacy insurance coverage who rate their benefits as affordable according to the annual benefit satisfaction survey.	86.0%	85.0%	86.0%	86.0%	1.0%	1.2%
Result	Percentage of pharmacy claims expense to premium revenue (loss ratio).	108.9%	100.0%	109.2%	100.0%	0.0%	0.0%
Result	Percentage of employees receiving pharmacy insurance coverage who are satisfied according to the benefits customer satisfaction survey.	82.2%	88.0%	82.1%	83.0%	(4.9%)	-5.6%
Output	Average number of subscribers (covered employees and retirees) receiving pharmacy insurance coverage.	9,690	9,867	9,495	9,516	(351)	-3.6%
Output	Average number of members receiving pharmacy insurance coverage.	22,304	22,539	22,130	22,588	49	0.2%
Demand	Average number of subscribers (covered employees and retirees) enrolled for pharmacy insurance coverage.	9,690	9,867	9,520	9,516	(351)	-3.6%
Demand	Average number of members enrolled in pharmacy insurance coverage.	22,304	22,539	22,130	22,588	49	0.2%
Expenditure Ratio	Expenditure per subscriber (covered employees and retirees) receiving pharmacy insurance coverage.	\$ 92.65	\$ 136.44	\$ 134.23	\$ 131.74	\$ 4.70	3.4%
Expenditure Ratio	Expenditure per member receiving pharmacy insurance coverage.	\$ 40.26	\$ 59.73	\$ 57.59	\$ 55.50	\$ 4.23	7.1%
<b>Revenue</b>							
	608 - COINSURANCE PHARMACY	\$ 12,129,582	\$ 8,010,147	\$ 14,077,341	\$ 13,429,318	\$ 5,419,171	67.7%
	619 - ONSITE PHARMACY CLINIC	1,455,365	1,465,608	1,463,810	1,865,148	399,540	27.3%
	620 - BENEFITS ELIMINATIONS	(1,059,306)	(1,146,000)	(1,092,990)	(1,092,990)	53,010	-4.6%
	TOTAL SOURCES	\$ 12,525,641	\$ 8,329,755	\$ 14,448,161	\$ 14,201,476	\$ 5,871,721	70.5%
<b>Expenditure</b>							
	608 - COINSURANCE PHARMACY	\$ 10,269,076	\$ 15,835,192	\$ 14,948,231	\$ 14,697,568	\$ 1,137,624	7.2%
	619 - ONSITE PHARMACY CLINIC	1,564,382	1,465,608	1,439,238	1,439,239	26,369	1.8%
	620 - BENEFITS ELIMINATIONS	(1,059,306)	(1,146,000)	(1,092,990)	(1,092,990)	(53,010)	4.6%
	TOTAL USES	\$ 10,774,152	\$ 16,154,800	\$ 15,294,479	\$ 15,043,817	\$ 1,110,983	6.9%

**Activity Narrative:** In FY 2015, the Department is expecting a decrease in subscribers as compared to the FY 2014 budget and a small increase in the number of family members covered. Also, in FY 2015, pharmaceutical costs are expected to increase from FY 2013 by about 42%. The growth of family member enrollment and increased costs is attributed to the Patient Protection and Affordable Care Act.

**Employee Vision Insurance Activity**

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

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of employees receiving vision insurance coverage who rated their insurance coverage as affordable.	92.2%	80.0%	92.0%	92.0%	12.0%	15.0%
Result	Percentage of vision claims expenses to premium revenue (loss ratio).	105.2%	100.1%	81.4%	100.0%	(0.1%)	-0.1%
Result	Percentage of employees receiving vision insurance coverage who are satisfied according to the benefits customer satisfaction survey	88.0%	87.0%	88.0%	88.1%	1.1%	1.3%
Output	Average number of subscribers (employees plus retirees) receiving vision insurance coverage	10,879	10,990	11,186	11,232	242	2.2%
Output	Average number of members enrolled in vision insurance coverage	25,812	25,927	26,838	26,932	1,005	3.9%
Demand	Average number of subscribers (employees Plus retirees) enrolled for vision insurance coverage.	10,879	10,990	11,197	11,232	242	2.2%
Demand	Average number of members enrolled for vision insurance coverage.	25,812	25,927	26,689	26,932	1,005	3.9%
Expenditure Ratio	Expenditure per member who received vision insurance coverage.	\$ 5.17	\$ 5.33	\$ 5.03	\$ 5.28	\$ 0.05	1.0%
<i>Revenue</i>							
	623 - VISION	\$ 1,488,279	\$ 1,658,880	\$ 1,706,261	\$ 1,706,262	\$ 47,382	2.9%
	TOTAL SOURCES	\$ 1,488,279	\$ 1,658,880	\$ 1,706,261	\$ 1,706,262	\$ 47,382	2.9%
<i>Expenditure</i>							
	623 - VISION	\$ 1,602,625	\$ 1,658,880	\$ 1,620,443	\$ 1,706,262	\$ (47,382)	-2.9%
	TOTAL USES	\$ 1,602,625	\$ 1,658,880	\$ 1,620,443	\$ 1,706,262	\$ (47,382)	-2.9%

**Activity Narrative:** The number of employees electing vision benefits and the number of family members covered has grown slightly by 3.2% and 4.3% respectively between FY 2013 and FY 2015. During this time period, premium costs have remained relatively flat. Consequently, the Department estimates that 92% of employees receiving vision insurance coverage in FY 2015 will rate their coverage affordable, maintaining the same rate as in FY 2013.

### Employee Health and Wellness Program

The purpose of the Employee Health and Wellness Program is to provide nutrition, fitness, preventive health, ergonomic and other wellness services to employees and their families so they can keep themselves healthy and productive.

Program Results

Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of departments who received the services who feel that as a result of services,	N/A	95.0%	72.5%	95.0%	0.0%	0.0%
Percentage of employees receiving counseling services who felt the services helped them to resolve or cope with their issues.	59.2%	50.1%	60.0%	50.1%	0.0%	0.0%
Percentage of employees who strongly agree they know more about their health following the screening	0.0%	85.2%	85.2%	86.6%	1.4%	1.7%
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	31.6%	33.5%	33.5%	30.9%	(2.6%)	-7.7%
Percentage of employees who agree that on-site fitness classes were useful	100.0%	98.9%	98.5%	98.5%	(0.4%)	-0.4%
Percentage of employees who successfully completed the tobacco smoking cessation program	N/A	N/A	34.6%	100.0%	N/A	N/A

Activities that comprise this program include:

- Employee Ergonomics
- Employee Fitness
- Employee Metabolic Syndrome
- Employee Preventative Health
- Employee Short-term Counseling and Referrals
- Employee Tobacco Cessation

Employee Ergonomics Activity

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

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
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).	N/A	95.0%	72.5%	95.0%	0.0%	0.0%
Output	Number of ergonomic evaluations completed	2,314	3,780	725	840	(2,940)	-77.8%
Demand	Number of ergonomic evaluations requested	2,806	4,680	777	840	(3,840)	-82.1%
Expenditure Ratio	Expenditure per evaluation completed	\$ 113.73	\$ 60.78	\$ 240.58	\$ 296.98	\$ (236.20)	-388.6%
<i>Expenditure</i>							
	615 - WELLNESS	\$ -	\$ 229,735	\$ 174,421	\$ 249,459	\$ (19,724)	-8.6%
	618 - BENEFIT ADMINISTRATION	263,163	-	-	-	-	N/A
	TOTAL USES	\$ 263,163	\$ 229,735	\$ 174,421	\$ 249,459	\$ (19,724)	-8.6%

**Activity Narrative:** In FY 2015, demand and output are expected to significantly decline as fewer employees are requested ergonomic evaluations in FY 2014. The Department is maintaining one position vacant pending review of demand for service.

### 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.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of employees who agree that on-site fitness classes were useful	100.0%	98.9%	0.0%	98.5%	(0.4%)	-0.4%
Output	Number of participants in on-site fitness classes	3,796	10,358	7,706	7,200	(3,158)	-30.5%
Demand	Number of employees who register for on-site fitness classes	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure Ratio	Total activity expenditure per on-site fitness class participant	\$ 25.72	\$ 57.36	\$ 75.97	\$ 82.88	\$ (25.52)	-44.5%
<i>Revenue</i>							
	615 - WELLNESS	\$ 25	\$ -	\$ -	\$ -	\$ -	N/A
	TOTAL SOURCES	\$ 25	\$ -	\$ -	\$ -	\$ -	N/A
<i>Expenditure</i>							
	615 - WELLNESS	\$ 97,620	\$ 594,134	\$ 585,398	\$ 596,722	\$ (2,588)	-0.4%
	TOTAL USES	\$ 97,620	\$ 594,134	\$ 585,398	\$ 596,722	\$ (2,588)	-0.4%

**Activity Narrative:** In FY 2013, the Department contracted with the YMCA to provide subsidized memberships to full-time Maricopa County employees and their dependents. YMCA memberships were extended to part-time employees in FY 2014. This partnership is continued in FY 2015 and non-recurring expenditures are also set aside for employee fitness equipment and facilities, which will include siting of fitness equipment in more distributed locations based on recommendations of departmental Wellness Champions.

The current data collection methods for the output and demand measures for this activity do not capture the registration of on-site fitness class participants and are unable to determine the discrete count of participants. This measure is being reevaluated for FY 2016.

### 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.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percentage of employees whose biometric screening results are favorable on the metabolic syndrome program post screening	125.0%	N/A	N/A	N/A	N/A	N/A
Result	Percentage of employees whose biometric screening results are favorable on the metabolic syndrome program prescreening	1.0%	N/A	N/A	N/A	N/A	N/A
Output	Number of employees who completed the metabolic syndrome program	50	-	-	-	-	N/A
Output	Number of employees who participated in the metabolic syndrome program	200	-	-	-	-	N/A
Demand	Number of employees eligible to participate in the metabolic syndrome program	6,959	6,959	6,959	-	(6,959)	-100.0%
Expenditure Ratio	Total activity expenditure per metabolic syndrome program participant	\$ 9.22	N/A	N/A	N/A	N/A	N/A
<i>Expenditure</i>							
	615 - WELLNESS	\$ 1,843	\$ 112,347	\$ 60,174	\$ 62,209	\$ 50,138	44.6%
	TOTAL USES	\$ 1,843	\$ 112,347	\$ 60,174	\$ 62,209	\$ 50,138	44.6%

**Activity Narrative:** In FY 2013, the County’s medical insurance provider, CIGNA started a metabolic syndrome program. This program did not continue in FY 2014 and therefore there are no current data available for this activity measure. In FY 2014, expenditure authority was re-directed to support department “mini-grants” and the new wellness vendor contract.

The Department is evaluating how this activity measure will be utilized in FY 2016.

### 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.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percentage of employees who strongly agree they know more about their health following the screening	0.0%	85.2%	85.2%	86.6%	1.4%	1.7%
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	31.6%	33.5%	33.5%	30.9%	(2.6%)	-7.7%
Result	Percentage of employees and dependents enrolled in medical insurance coverage who identify a preventable health condition	0.0%	0.0%	0.0%	0.0%	0.0%	N/A
Output	Number of employees who participate in biometric screenings	9,076	9,500	9,500	10,430	930	9.8%
Output	Number of influenza vaccinations administered	4,919	4,200	4,200	5,000	800	19.0%
Demand	Number of biometric screenings requested	9,076	9,500	9,500	10,430	930	9.8%
Demand	Number of influenza vaccinations requested	4,919	4,200	4,200	5,000	800	19.0%
Expenditure Ratio	Total activity expenditure per biometric screening conducted	\$ 83.69	\$ 77.53	\$ 65.09	\$ 72.31	\$ 5.21	6.7%
<i>Expenditure</i>							
	615 - WELLNESS	\$ 759,555	\$ 736,495	\$ 618,328	\$ 754,207	\$ (17,712)	-2.4%
	TOTAL USES	\$ 759,555	\$ 736,495	\$ 618,328	\$ 754,207	\$ (17,712)	-2.4%

**Activity Narrative:** In FY 2015, Employee Preventive Health expenditures are directed to two new initiatives. Department wellness champions will have an opportunity to request “mini-grants” for fitness equipment or classes to support local wellness initiatives. Secondly, a new wellness vendor will be contracted to conduct biometric screenings and health risk assessments, in conjunction with enhanced wellness incentive programs starting in FY 2016. These efforts are expected to maintain the 85% of employees who strongly agree that they know more about their health following the biometric screening.

**Employee Short-Term Counseling and Referrals Activity**

The purpose of the Employee Short-Term Counseling and Referrals Activity is to provide short-term counseling and referral services for both personal and work-related issues to employees and their families so they can live and work well.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of employees receiving counseling services who felt the services helped them to resolve or cope with their issues.	59.2%	50.1%	60.0%	50.1%	0.0%	0.0%
Output	Number of active employees who received short-term counseling and referral services.	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of active employees requesting short-term counseling and referral services.	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure Ratio	Expenditure per employee receiving short-term counseling and referral services	N/A	N/A	N/A	N/A	N/A	N/A
<i>Revenue</i>							
	628 - EMPLOYEE ASSISTANCE	\$ 216,146	\$ 369,603	\$ 389,111	\$ 400,320	\$ 30,717	8.3%
	TOTAL SOURCES	\$ 216,146	\$ 369,603	\$ 389,111	\$ 400,320	\$ 30,717	8.3%
<i>Expenditure</i>							
	628 - EMPLOYEE ASSISTANCE	\$ 215,833	\$ 369,603	\$ 389,111	\$ 400,320	\$ (30,717)	-8.3%
	TOTAL USES	\$ 215,833	\$ 369,603	\$ 389,111	\$ 400,320	\$ (30,717)	-8.3%

**Activity Narrative:** In FY 2015, Employee Short Term Counseling and Referral expenditures increased to reflect higher numbers of covered employees and premium increases specified in the current contract with the counseling agency Magellan. Reliable data is not available for the Output and Demand measures.

**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.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of employees who successfully completed the tobacco smoking cessation program	N/A	N/A	34.6%	100.0%	N/A	N/A
Output	Number of employees that completed the tobacco smoking cessation program	-	2	8	20	18	900.0%
Output	Number of employees who participate in the tobacco smoking cessation program	-	10	31	20	10	100.0%
Demand	Number of employees who enroll in the tobacco smoking cessation program	-	10	28	20	10	100.0%
Expenditure Ratio	Total activity expenditure per tobacco smoking cessation program participant	N/A	\$ 23,091.10	\$ 1,011.00	\$ 2,965.80	\$ 20,125.30	87.2%
<i>Expenditure</i>							
	615 - WELLNESS	\$ 1,843	\$ 230,911	\$ 31,341	\$ 59,316	\$ 171,595	74.3%
	TOTAL USES	\$ 1,843	\$ 230,911	\$ 31,341	\$ 59,316	\$ 171,595	74.3%

**Activity Narrative:** In FY 2015, Employee Tobacco Cessation operating expenditures increased in anticipation of increased participation in tobacco cessation programs. Non-recurring expenditures of \$200,000, budgeted in FY 2014 to purchase saliva test kits to detect the presence of nicotine, were not necessary after it was decided not to re-test employees who have been previously certified as non-users.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of Planning Council members indicating satisfaction w/ staff administrative	96.0%	100.0%	95.5%	95.0%	(5.0%)	-5.0%
Percent of clients tested with a Viral load below level of detection	33.9%	30.0%	25.5%	28.0%	(2.0%)	-6.7%
Percent of eligible clients with referral to non-medical support services who receive medical services or non-medical support services.	67.9%	50.0%	71.9%	70.0%	20.0%	40.0%

Activities that comprise this program include:

- Ryan White Part A Core Medical Services
- Ryan White Part A Non-Medical Support Services
- Ryan White Planning Council Support

### Ryan White Part A Core Medical Services Activity

The purpose of the Ryan White Part A 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:** Discretionary.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of clients tested with a Viral load below level of detection	33.9%	30.0%	25.5%	28.0%	(2.0%)	-6.7%
Output	Number of core medical units of service received	266,983	305,556	166,257	153,600	(151,956)	-49.7%
Output	Average number of eligible clients receiving core medical services	2,474	2,500	3,000	3,000	500	20.0%
Demand	Number of core medical units of service units requested	266,983	305,556	166,257	153,600	(151,956)	-49.7%
Demand	Average number of eligible clients requesting core medical services	3,030	3,000	3,000	3,000	-	0.0%
Expenditure Ratio	Expenditure per unit of core medical services received	\$ 19.32	\$ 20.44	\$ 35.80	\$ 40.77	\$ (20.33)	-99.5%
Expenditure Ratio	Expenditure per eligible client receiving core medical services.	\$ 2,085.61	\$ 2,498.30	\$ 1,983.95	\$ 2,087.61	\$ 410.69	16.4%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 5,514,084	\$ 6,208,293	\$ 5,951,838	\$ 6,262,523	\$ 54,230	0.9%
	TOTAL SOURCES	\$ 5,514,084	\$ 6,208,293	\$ 5,951,838	\$ 6,262,523	\$ 54,230	0.9%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 5,159,288	\$ 6,245,742	\$ 5,951,838	\$ 6,262,820	\$ (17,078)	-0.3%
	TOTAL USES	\$ 5,159,288	\$ 6,245,742	\$ 5,951,838	\$ 6,262,820	\$ (17,078)	-0.3%

**Activity Narrative:** The passage of the Patient Protection and Affordable Care Act (ACA) has significantly altered the eligibility of Ryan White program participants: 1,456 participants are now able to enroll in AHCCCS due to Arizona’s expanded coverage and another 315 participants are able to enroll in subsidized private health insurance, which Ryan White funding is able to contribute to insurance premiums, deductibles and copays. The ACA has reduced the number of medical service units provided since Ryan White program participants now receive primary medical care through their insurance plans which allows funding to shift to other core medical services such as dental.

**Ryan White Part A Non-Medical Support Services Activity**

The purpose of the Ryan White Part A 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:** Discretionary.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of eligible clients with referral to non-medical support services who receive medical services or non-medical support services.	67.9%	50.0%	71.9%	70.0%	20.0%	40.0%
Output	Number of non-medical support units of service received	41,668	46,644	33,526	36,000	(10,644)	-22.8%
Output	Average number of eligible clients with referral to non-medical support services.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Average number of eligible clients receiving non-medical support services.	1,000	1,059	952	900	(159)	-15.0%
Demand	Number of non-medical support units requested	41,668	46,644	33,526	36,000	(10,644)	-22.8%
Demand	Average number of eligible clients requesting non-medical support services.	1,000	1,059	952	900	(159)	-15.0%
Expenditure Ratio	Expenditure per non-medical support unit of service received	\$ 23.32	\$ 20.33	\$ 25.08	\$ 24.54	\$ (4.21)	-20.7%
Expenditure Ratio	Expenditure per eligible client receiving non-medical support services.	\$ 972.00	\$ 895.60	\$ 883.05	\$ 81.80	\$ 813.80	90.9%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,188,523	\$ 1,041,058	\$ 840,733	\$ 883,436	\$ (157,622)	-15.1%
	TOTAL SOURCES	\$ 1,188,523	\$ 1,041,058	\$ 840,733	\$ 883,436	\$ (157,622)	-15.1%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 971,753	\$ 948,436	\$ 840,733	\$ 883,436	\$ 65,000	6.9%
	TOTAL USES	\$ 971,753	\$ 948,436	\$ 840,733	\$ 883,436	\$ 65,000	6.9%

**Activity Narrative:** In FY 2014, Non-Medical Support Services were reduced as funding was diverted to core medical services. As savings are realized from client enrollment in expanded Medicaid or the federally facilitated marketplace insurance plans, additional funds may be routed back to non-medical support services. The impact of the enrollments should be measurable during the summer of 2014 and will be integrated into a Planning Resource Service Allocation meeting which will determine the distribution of core and non-medical core services.

Non-Medical Support Services will meet anticipated demand by providing an average of 3,000 monthly service units to an average of 900 clients.

**Ryan White Planning Council Support Activity**

The purpose of the Ryan White Planning Council Support Activity is to provide information, facilitation and other support services to the Maricopa County Ryan White Part A Planning Council so they can effectively set policy and allocate resources for the Ryan White Part A Program.

**Mandates:** Discretionary.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Planning Council members indicating satisfaction w/ staff administrative duties	96.0%	100.0%	95.5%	95.0%	(5.0%)	-5.0%
Output	Number of meetings facilitated	45	54	43	63	9	16.7%
Demand	Number of meetings scheduled	68	65	44	63	(2)	-3.1%
Expenditure Ratio	Expenditures per meeting held	\$ 369.09	\$ 3,904.81	\$ 3,637.42	\$ 2,814.65	\$ 1,090.16	27.9%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 8,743	\$ 155,687	\$ 156,409	\$ 177,620	\$ 21,933	14.1%
	TOTAL SOURCES	\$ 8,743	\$ 155,687	\$ 156,409	\$ 177,620	\$ 21,933	14.1%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 16,609	\$ 210,860	\$ 156,409	\$ 177,323	\$ 33,537	15.9%
	TOTAL USES	\$ 16,609	\$ 210,860	\$ 156,409	\$ 177,323	\$ 33,537	15.9%

**Activity Narrative:** In FY 2014, the funds for the Ryan White Planning Council Support Activity were reallocated from the Public Health Department to Employee Benefits and Health. The Planning Council determines how the Ryan White Program will allocate resources and sets policy for the use of Ryan White Funding. In FY 2015, the Department expects the Council will continue a high level of satisfaction with staff administrative duties as demonstrated in previous years.

### Voluntary and Other Benefits Program

The purpose of the Voluntary and Other Benefits Program is to provide life, short-term disability and other optional benefit services to eligible employees so they can protect their financial security and benefit from group savings.

### Program Results

Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percentage of employees receiving child life insurance coverage who are satisfied with the	63.1%	53.0%	63.1%	63.1%	10.0%	19.0%
Percentage of employees receiving additional life insurance who rated the benefit as affordable.	85.1%	76.0%	85.0%	85.0%	8.9%	11.7%
Percentage of employees receiving accidental death and dismemberment insurance who rated the benefit as affordable.	84.0%	71.0%	84.0%	84.0%	13.0%	18.4%
Percentage of employees receiving spouse life insurance who are satisfied with the benefit.	65.1%	56.0%	65.0%	65.0%	9.0%	16.1%
Percentage of employees satisfied with their health care flexible spending account.	90.3%	90.8%	90.3%	90.3%	(0.5%)	-0.6%
Percentage of employees satisfied with their dependent care flexible spending account.	95.8%	100.0%	95.8%	95.8%	(4.2%)	-4.2%
Percentage of short-term disability claims expense to premium revenue (loss ratio).	104.4%	100.0%	131.4%	100.0%	0.0%	0.0%
Percentage of employees who rate their short-term disability insurance as affordable according to the annual benefit satisfaction survey.	82.1%	74.0%	81.9%	81.9%	7.9%	10.7%
Percentage of 60% short-term disability claims expense to premium revenue (loss ratio).	116.6%	100.0%	145.5%	100.0%	0.0%	0.0%
Percentage of 50% short-term disability claims expense to premium revenue (loss ratio).	67.7%	100.0%	96.1%	100.0%	0.0%	0.0%
Percentage of 40% short-term disability claims expense to premium revenue (loss ratio).	65.9%	100.0%	73.7%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Employee Flexible Spending Accounts
- Employee Life Insurance Benefits
- Employee Short Term Disability Insurance
- Employee Voluntary Insurance Benefits

### Employee Flexible Spending Accounts Activity

The purpose of the Employee Flexible Spending Accounts Activity is to provide elective reimbursement benefits to eligible 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.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of employees satisfied with their health care flexible spending account.	90.3%	90.8%	90.3%	90.3%	(0.5%)	-0.6%
Result	Percentage of employees satisfied with their dependent care flexible spending account.	95.8%	100.0%	95.8%	95.8%	(4.2%)	-4.2%
Output	Average number of employees participating in a dependent care flexible spending account.	258	276	270	270	(6)	-2.2%
Output	Average number of employees participating in a health care flexible spending account.	1,894	1,962	1,661	1,661	(301)	-15.3%
Output	Average number of employees participating in a limited use flexible spending account.	212	148	205	205	57	38.5%
Output	Average number of employees participating in a flexible spending account of any type.	2,364	2,386	2,136	2,136	(250)	-10.5%
Demand	Average number of employees enrolled in a dependent care flexible spending account.	258	276	264	270	(6)	-2.2%
Demand	Average number of employees enrolled in a health care flexible spending account.	2,106	1,962	1,876	1,624	(338)	-17.2%
Demand	Average number of employees enrolled in a limited use flexible spending account.	212	148	227	242	94	63.5%
Demand	Average number of employees enrolled in a flexible spending account of any type.	2,364	2,386	2,136	2,136	(250)	-10.5%
Expenditure Ratio	Expenditure per employee participating in a dependent care or health care flexible spending account.	\$ 1,401.81	\$ 1,359.67	\$ 1,437.86	\$ 1,437.86	\$ (78.20)	-5.8%
<i>Revenue</i>							
	621 - FLEX SPENDING HEALTH	\$ 2,392,829	\$ 2,356,070	\$ 2,269,651	\$ 2,269,651	\$ (86,419)	-3.7%
	622 - FLEX SPENDING DEP CARE	921,059	888,092	801,620	801,620	(86,472)	-9.7%
	TOTAL SOURCES	\$ 3,313,888	\$ 3,244,162	\$ 3,071,271	\$ 3,071,271	\$ (172,891)	-5.3%
<i>Expenditure</i>							
	621 - FLEX SPENDING HEALTH	\$ 2,392,828	\$ 2,356,070	\$ 2,269,651	\$ 2,269,651	\$ 86,419	3.7%
	622 - FLEX SPENDING DEP CARE	921,061	888,092	801,620	801,620	86,472	9.7%
	TOTAL USES	\$ 3,313,889	\$ 3,244,162	\$ 3,071,271	\$ 3,071,271	\$ 172,891	5.3%

**Activity Narrative:** In FY 2015, more than 2,000 employees are expected to utilize a flexible spending account and indicate a 90% satisfaction level with their dependent and non-dependent flexible spending account. Total enrollment in flexible spending accounts is expected to slightly decrease from FY 2014 Revised.

**Employee Life Insurance Benefits Activity**

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

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of employees receiving child life insurance coverage who are satisfied with the benefit.	63.1%	53.0%	63.1%	63.1%	10.0%	19.0%
Result	Percentage of employees receiving additional life insurance who rated the benefit as affordable.	85.1%	76.0%	85.0%	85.0%	8.9%	11.7%
Result	Percentage of employees receiving accidental death and dismemberment insurance who rated the benefit as affordable.	84.0%	71.0%	84.0%	84.0%	13.0%	18.4%
Result	Percentage of employees receiving spouse life insurance who are satisfied with the benefit.	65.1%	56.0%	65.0%	65.0%	9.0%	16.1%
Output	Average number of employees who receive basic life insurance coverage.	12,628	12,675	12,676	12,652	(23)	-0.2%
Output	Average number of employees who receive accidental death and dismemberment insurance coverage.	12,620	12,675	12,637	12,652	(23)	-0.2%
Output	Average number of employees who receive additional life insurance coverage.	8,364	8,022	8,281	8,296	274	3.4%
Output	Average number of employees who receive child life insurance coverage.	3,850	3,827	3,977	3,965	138	3.6%
Output	Average number of employees who receive spouse life insurance coverage.	3,382	3,370	3,336	3,336	(34)	-1.0%
Output	Average number of employees who receive basic life, additional life, accidental death and dismemberment, child life, and spousal life insurance coverage.	36,181	1,775	12,676	12,652	10,877	612.8%
Demand	Average number of employees enrolled in basic life insurance coverage	12,628	12,675	12,682	12,652	(23)	-0.2%
Demand	Average number of employees enrolled in accidental death and dismemberment insurance coverage	12,542	12,675	12,637	12,652	(23)	-0.2%
Demand	Average number of employees enrolled in additional life and accidental death and dismemberment insurance coverage.	3,797	8,022	8,280	8,296	274	3.4%
Demand	Average number of employees enrolled in child life insurance coverage.	3,850	3,827	3,977	3,965	138	3.6%
Demand	Average number of employees enrolled in spouse life insurance coverage.	3,382	3,370	3,336	3,336	(34)	-1.0%
Expenditure Ratio	Expenditure per employee who receives basic life, additional life, accidental death and dismemberment, child life and/or spouse life insurance coverage.	\$ 9.15	\$ 182.50	\$ 27.71	\$ 27.76	\$ 154.74	84.8%
<b>Revenue</b>							
	626 - FILIFE AND AD AND D	\$ 367,853	\$ 397,832	\$ 398,661	\$ 398,661	\$ 829	0.2%
	627 - SUPPLEMENTAL LIFE	3,248,350	3,140,997	3,471,236	3,471,236	330,239	10.5%
	630 - DEPENDENT LIFE	361,611	348,516	345,300	345,300	(3,216)	-0.9%
	TOTAL SOURCES	\$ 3,977,814	\$ 3,887,345	\$ 4,215,197	\$ 4,215,197	\$ 327,852	8.4%
<b>Expenditure</b>							
	626 - FILIFE AND AD AND D	\$ 370,265	\$ 397,832	\$ 398,661	\$ 398,661	\$ (829)	-0.2%
	627 - SUPPLEMENTAL LIFE	3,242,088	3,140,997	3,471,236	3,471,236	(330,239)	-10.5%
	630 - DEPENDENT LIFE	362,209	348,516	345,300	345,300	3,216	0.9%
	TOTAL USES	\$ 3,974,562	\$ 3,887,345	\$ 4,215,197	\$ 4,215,197	\$ (327,852)	-8.4%

**Activity Narrative:** In FY 2015, enrollment is expected to remain nearly flat compared to FY 2014 Forecast. A 3% increase in rates was absorbed by employer premiums and should assist in maintaining 85% agreement with the affordability of this employee benefit.

**Employee Short-Term Disability Insurance Activity**

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

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of short-term disability claims expense to premium revenue (loss ratio).	104.4%	100.0%	131.4%	100.0%	0.0%	0.0%
Result	Percentage of employees who rate their short-term disability insurance as affordable according to the annual benefit satisfaction survey.	82.1%	74.0%	81.9%	81.9%	7.9%	10.7%
Result	Percentage of 60% short-term disability claims expense to premium revenue (loss ratio).	116.6%	100.0%	145.5%	100.0%	0.0%	0.0%
Result	Percentage of 50% short-term disability claims expense to premium revenue (loss ratio).	67.7%	100.0%	96.1%	100.0%	0.0%	0.0%
Result	Percentage of 40% short-term disability claims expense to premium revenue (loss ratio).	65.9%	100.0%	73.7%	100.0%	0.0%	0.0%
Output	Average number of employees receiving short-term disability insurance.	8,316	8,339	8,397	8,402	63	0.8%
Output	Average number of employees receiving 60% short-term disability insurance.	5,372	5,381	5,410	5,383	2	0.0%
Output	Average number of employees receiving 50% short-term disability insurance.	1,786	1,787	1,838	1,852	65	3.6%
Output	Average number of employees receiving 40% short-term disability insurance.	1,158	1,171	1,149	1,167	(4)	-0.3%
Demand	Average number of employees enrolled in short-term disability insurance.	8,316	8,339	8,386	8,402	63	0.8%
Demand	Average number of employees enrolled in 60% short-term disability insurance.	5,372	5,381	5,410	5,383	2	0.0%
Demand	Average number of employees enrolled in 50% short-term disability insurance.	1,786	1,787	1,838	1,852	65	3.6%
Demand	Average number of employees enrolled in 40% short-term disability insurance.	1,158	1,171	1,149	1,167	(4)	-0.3%
Expenditure Ratio	Expenditure per employee who received short-term disability insurance coverage.	\$ 82.11	\$ 80.49	\$ 27.57	\$ 28.90	\$ 51.59	64.1%
<i>Revenue</i>							
	611 - 60 PERCENT STD	\$ 1,421,008	\$ 1,408,140	\$ 1,550,696	\$ 1,944,571	\$ 536,431	38.1%
	612 - 50 PERCENT STD	317,870	304,556	352,740	408,473	103,917	34.1%
	613 - 40 PERCENT STD	145,445	142,180	155,506	161,260	19,080	13.4%
	TOTAL SOURCES	\$ 1,884,323	\$ 1,854,876	\$ 2,058,942	\$ 2,514,304	\$ 659,428	35.6%
<i>Expenditure</i>							
	611 - 60 PERCENT STD	\$ 7,917,516	\$ 7,608,140	\$ 2,357,865	\$ 2,344,571	\$ 5,263,569	69.2%
	612 - 50 PERCENT STD	185,696	304,556	309,174	408,473	(103,917)	-34.1%
	613 - 40 PERCENT STD	89,810	142,180	110,748	161,260	(19,080)	-13.4%
	TOTAL USES	\$ 8,193,022	\$ 8,054,876	\$ 2,777,787	\$ 2,914,304	\$ 5,140,572	63.8%

**Activity Narrative:** In FY 2013, expenditures increased due to a one-time premium rebate of \$6,200,000. This rebate was budgeted in FY 2014, thus there are additional expenditures of \$6,200,000 in FY 2014 Revised which revert back to FY 2013.

In FY 2014, a structural deficit occurred in the employee-funded 60% short-term disability insurance plan of approximately \$800,000. This resulted in a premium increase for this disability plan in FY 2015, during which the plan is expected to reduce the structural deficit to \$400,000. A subsequent increase in employee premiums in FY 2016 is expected to eliminate the deficit. Notably, 65% of employees

electing coverage for short-term disability in FY 2014 chose the 60% short-term disability plan. The 40% and 50% short-term disability plans both show excess net positive returns in FY 2013 and FY 2014.

**Employee Voluntary Insurance Benefits Activity**

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.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percentage of employees receiving voluntary insurance coverage who rated the benefit as affordable according to the annual benefit customer satisfaction survey.	53.1%	85.8%	52.9%	87.3%	1.5%	1.7%
Output	Average number of employees receiving group rental insurance coverage.	79	80	50	N/A	N/A	N/A
Output	Average number of employees receiving accident insurance coverage.	325	328	283	N/A	N/A	N/A
Output	Average number of employees receiving critical illness insurance coverage.	104	103	90	N/A	N/A	N/A
Output	Average number of employees receiving term life insurance coverage.	49	50	44	N/A	N/A	N/A
Output	Average number of employees enrolled in whole life insurance coverage.	106	106	92	N/A	N/A	N/A
Output	Average number of employees receiving voluntary insurance coverage.	2,554	670	2,478	1,913	1,243	185.5%
Output	Average number of employees receiving group prepaid legal services.	1,892	1,890	1,918	1,913	23	1.2%
Demand	Average number of employees enrolled in group rental insurance.	79	80	50	N/A	N/A	N/A
Demand	Average number of employees enrolled in accident insurance.	325	328	283	N/A	N/A	N/A
Demand	Average number of employees enrolled in critical illness insurance.	104	103	90	N/A	N/A	N/A
Demand	Average number of employees enrolled in term life insurance.	49	50	44	N/A	N/A	N/A
Demand	Average number of employees enrolled in whole life insurance.	106	106	92	N/A	N/A	N/A
Demand	Average number of employees enrolled in voluntary insurance.	662	670	2,476	1,913	1,243	185.5%
Demand	Average number of employees enrolled in group prepaid legal services.	1,892	1,890	1,918	1,913	23	1.2%
Expenditure Ratio	Expenditure per employee receiving voluntary insurance coverage.	\$ 29.29	\$ 110.97	\$ 30.50	\$ 36.36	\$ 74.61	67.2%
<b>Revenue</b>							
	631 - VOLUNTARY BENEFITS	\$ 898,387	\$ 892,212	\$ 906,751	\$ 834,751	\$ (57,461)	-6.4%
	TOTAL SOURCES	\$ 898,387	\$ 892,212	\$ 906,751	\$ 834,751	\$ (57,461)	-6.4%
<b>Expenditure</b>							
	631 - VOLUNTARY BENEFITS	\$ 897,630	\$ 892,212	\$ 906,751	\$ 834,751	\$ 57,461	6.4%
	TOTAL USES	\$ 897,630	\$ 892,212	\$ 906,751	\$ 834,751	\$ 57,461	6.4%

**Activity Narrative:** In FY 2015, Voluntary Insurance Benefits revenue will be reduced due to the cancellation of contracts for accident, critical illness, whole life and term life insurance effective July 1, 2014. These programs had very limited participation. Overall, there was no change in premium rates in FY 2015 for continued Voluntary Insurance Benefits.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 1,246,548</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 14,874</b>	<b>\$ -</b>
County RPP	14,824	-
3rd and 4th Quarter Retention Pay and Market Adj	50	-
Agenda Item:		
C-49-13-092-2-00		
C-49-14-043-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 1,261,422</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 1,241</b>	<b>\$ -</b>
3rd and 4th Quarter Retention Pay and Market Adj	(50)	-
2nd to 4th Quarter Retention Pay Plan	1,291	-
<b>Restatements</b>	<b>\$ (1,004,960)</b>	<b>\$ -</b>
Employee Benefits and Health to Non Departmental	(1,004,960)	-
Agenda Item:		
C-49-14-043-2-00		
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 257,703</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 159</b>	<b>\$ -</b>
Retirement Contributions	159	-
<b>Base Adjustments</b>	<b>\$ 677</b>	<b>\$ -</b>
Internal Service Charges	677	-
Risk Management	\$ 677	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 258,539</b>	<b>\$ -</b>
Percent Change from Threshold Amount		0.3%

### Public Health Grant Fund (532)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 7,405,038</b>	<b>\$ 7,405,038</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 7,405,038</b>	<b>\$ 7,405,038</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 7,405,038</b>	<b>\$ 7,405,038</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 322</b>	<b>\$ -</b>
Retirement Contributions	322	-
<b>Base Adjustments</b>	<b>\$ 1,362</b>	<b>\$ -</b>
Internal Service Charges	1,362	-
Risk Management	\$ 1,362	-
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ (83,143)</b>	<b>\$ (81,459)</b>
Grant Reconciliation	(83,143)	(81,459)
<b>FY 2015 Adopted Budget</b>	<b>\$ 7,323,579</b>	<b>\$ 7,323,579</b>
Percent Change from Threshold Amount		-1.1%

Wellness Fund (615)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 1,362,790</b>	<b>\$ 1,362,790</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 1,362,790</b>	<b>\$ 1,362,790</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 1,362,790</b>	<b>\$ 1,362,790</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	\$ 200	\$ -
<i>Retirement Contributions</i>	200	-
<b>Base Adjustments</b>	\$ 43,375	\$ -
<i>Other Base Adjustments</i>	42,309	-
<i>Internal Service Charges</i>	1,066	-
<i>Risk Management</i>	\$ 1,066	-
<b>Fees and Other Revenues</b>	\$ -	\$ 43,575
<i>ProgRevenue Volume Inc/Dec</i>	-	43,575
<b>FY 2015 Adopted Budget</b>	<b>\$ 1,406,365</b>	<b>\$ 1,406,365</b>
<i>Percent Change from Threshold Amount</i>	3.2%	3.2%
	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 542,500</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 542,500</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	\$ (542,500)	\$ -
<i>Other Non Recurring</i>	(542,500)	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	\$ 320,000	\$ -
<i>Other Non Recurring</i>	320,000	-
<i>Fitness Equipment and Remodel</i>	\$ 320,000	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 320,000</b>	<b>\$ -</b>
<i>Percent Change from Threshold Amount</i>		

Benefit Administration Fund (618)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 2,915,172</b>	<b>\$ 2,915,172</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 2,915,172</b>	<b>\$ 2,915,172</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 2,915,172</b>	<b>\$ 2,915,172</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	\$ 475	\$ -
<i>Retirement Contributions</i>	475	-
<b>Base Adjustments</b>	\$ 155,134	\$ -
<i>Other Base Adjustments</i>	153,246	-
<i>Internal Service Charges</i>	1,888	-
<i>Risk Management</i>	\$ 1,888	-
<b>Fees and Other Revenues</b>	\$ -	\$ 155,609
<i>ProgRevenue Volume Inc/Dec</i>	-	155,609
<b>FY 2015 Adopted Budget</b>	<b>\$ 3,070,781</b>	<b>\$ 3,070,781</b>
<i>Percent Change from Threshold Amount</i>	5.3%	5.3%
<b>Expenditures Revenue</b>		
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 100,000</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 100,000</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	\$ (100,000)	\$ -
<i>Other Non Recurring</i>	(100,000)	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	\$ 100,000	\$ -
<i>Other Non Recurring</i>	100,000	-
<i>Data Warehouse Project and Cube Configuration</i>	\$ 100,000	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 100,000</b>	<b>\$ -</b>
<i>Percent Change from Threshold Amount</i>		

Benefits Trust Fund (685)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 149,102,279</b>	<b>\$ 141,277,234</b>
Adjustments:		
<b>Non Recurring</b>		
Employee Benefit Trust Adjustment	\$ 5,200,000	\$ 5,200,000
	5,200,000	5,200,000
	Agenda Item:	
	C-39-14-031-2-00	
<b>FY 2014 Revised Budget</b>	<b>\$ 154,302,279</b>	<b>\$ 146,477,234</b>
Adjustments:		
<b>Non Recurring</b>		
Employee Benefit Trust Adjustment	\$ (5,200,000)	\$ (5,200,000)
	(5,200,000)	(5,200,000)
	Agenda Item:	
	C-39-14-031-2-00	
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 149,102,279</b>	<b>\$ 141,277,234</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>		
Retirement Contributions	\$ 675	\$ -
	675	-
<b>Base Adjustments</b>		
Other Base Adjustments	\$ 198,509	\$ -
Internal Service Charges	195,555	-
Risk Management	2,954	-
	\$ 2,954	-
<b>Fees and Other Revenues</b>		
ProgRevenue Volume Inc/Dec	\$ 5,959,742	\$ 13,583,971
	5,959,742	13,583,971
<b>Non Recurring</b>		
Other Non Recurring	\$ -	\$ (10,284,362)
Benefits Holiday	\$ (10,284,362)	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 155,261,205</b>	<b>\$ 144,576,843</b>
Percent Change from Threshold Amount	4.1%	2.3%
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 6,842,500</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 6,842,500</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>		
Other Non Recurring	\$ (6,842,500)	\$ -
	(6,842,500)	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>		
Other Non Recurring	\$ 420,000	\$ -
Fitness Equipment and Remodel	\$ 320,000	-
Data Warehouse Project and Cube Configuration	\$ 100,000	-
	420,000	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 420,000</b>	<b>\$ -</b>
Percent Change from Threshold Amount		

Benefits Trust Fund (685) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 43,167,723	\$ 43,368,221	\$ 43,368,221	\$ 45,418,987	\$ 36,572,889
Sources:					
Operating	\$ 141,945,586	\$ 141,277,234	\$ 146,477,234	\$ 156,575,260	\$ 144,576,843
Non-Recurring	-	-	-	(10,284,364)	-
Total Sources:	\$ 141,945,586	\$ 141,277,234	\$ 146,477,234	\$ 146,290,896	\$ 144,576,843
Uses:					
Operating	\$ 142,616,546	\$ 149,102,279	\$ 154,302,279	\$ 154,667,447	\$ 155,261,205
Non-Recurring	(2,921,446)	6,842,500	6,842,500	469,547	420,000
Total Uses:	\$ 139,695,100	\$ 155,944,779	\$ 161,144,779	\$ 155,136,994	\$ 155,681,205
Structural Balance	\$ (670,960)	\$ (7,825,045)	\$ (7,825,045)	\$ 1,907,813	\$ (10,684,362)
Accounting Adjustments	\$ 778	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 45,791,413	\$ 35,095,610	\$ 35,095,610	\$ 42,605,456	\$ 40,777,456
Unassigned	(372,426)	(6,394,934)	(6,394,934)	(6,032,567)	(15,308,929)
Total Ending Spendable Fund Balance	\$ 45,418,987	\$ 28,700,676	\$ 28,700,676	\$ 36,572,889	\$ 25,468,527

## Enterprise Technology

*Analysis by Harold Sigüenza, Management and Budget Supervisor*

### Summary

#### Mission

The mission of the Office of Enterprise Technology (OET) is to provide secure, cost-efficient, and high-quality technology solutions to County departments so they can best serve our citizens and communities.

#### Vision

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

#### Department Specific

**By June 2015, OET will improve customer satisfaction ratings as evidenced by an increase in its combined Central Services Customer Satisfaction score to 95%.**

Status: OET continually strives to provide outstanding service to its customers. In order to measure their success, Customer Satisfaction Surveys are regularly provided to its customers to rate their experience and provide feedback to improve its services. OET has initiated several initiatives to improve customer satisfaction. First, in FY 2013, at the Chief Information Officer's direction, OET created a Strategic Planning and Business Alignment division to focus on the establishment of priorities focused on customer satisfaction. This division developed OET's strategic plan and its business integration specialists work directly with County departments to understand their strategic plans and align solutions that enable those departments to improve their service delivery and achieve their goals. Second, in FY 2014, OET issued a request for proposal study for the study of OET's internal service systems, including the Customer Service Center help desk software, to improve the ability to capture, manage, and resolve all requests for assistance. Finally, in FY 2014, OET is developing its Service Portfolio and Cost Allocation capability through partnership with a leading vendor. Initial efforts have included the development of the service catalog and the initial cost allocation for those services, which will provide departments greater transparency for the service they receive from OET.

**Department  
Specific**

**By June 2015, 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 OET to improve employee morale and employee satisfaction. OET developed several employee satisfaction focus groups targeting areas of highest concern from the most recent Employee Satisfaction Survey. The focus groups provided an open opportunity for all OET employees to discuss their concerns and suggestions for improvement based on the targeted areas of concern. Additionally, OET identified "Great People" as a cornerstone to its recently published Strategic Plan, outlining several initiatives to improve employee satisfaction, including improvements to compensation and recruitment, OET's current work environment within the Chambers Building, and the development of strategic workforce planning efforts that includes staffing improvements related to the recent staffing study and a focus on providing training opportunities for all employees.

**Department  
Specific**

**By May 2016, OET will complete the initial County network infrastructure refresh strategy to ensure the identified County network infrastructure meets current lifecycle standards.**

Status: OET made significant progress in the development of the network refresh projects through improved program and project management. The remote site study was completed in early calendar year 2014, identifying the scope and budget for technology refresh necessary for those sites. The Durango Campus Zone 3 project is nearing completion through its final phase of work to migrate users to the new network. The Downtown Zone 2 project is under development with OET's partners and in coordination with all stakeholders. Lastly, OET has identified its long-term goals to ensure meeting lifecycle standards, including the completion of the network refresh projects and initiation of a network architecture and optimization project for FY 2015.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
ENET - ENTERPRISE NETWORK SERVICES	\$ 5,585,880	\$ 4,833,967	\$ 6,033,967	\$ 5,036,143	\$ 4,821,948	\$ (1,212,019)	-20.1%
OCTR - CUSTOMER RESOURCE	8,197,270	8,264,620	8,264,620	8,142,948	8,720,866	456,246	5.5%
RDNW - WIRELESS SYSTEMS	3,242,777	2,835,396	3,035,328	3,074,037	2,952,789	(82,539)	-2.7%
41IF - INFO TECHNOLOGY INFRASTRUCTURE	\$ 17,025,927	\$ 15,933,983	\$ 17,333,915	\$ 16,253,128	\$ 16,495,603	\$ (838,312)	-4.8%
ODIR - EXECUTIVE MANAGEMENT	\$ 19,438	\$ 13,800	\$ 13,800	\$ 6,150	\$ 13,800	\$ -	0.0%
99AS - INDIRECT SUPPORT	\$ 19,438	\$ 13,800	\$ 13,800	\$ 6,150	\$ 13,800	\$ -	0.0%
GGOV - GENERAL GOVERNMENT	\$ -	\$ 10,000	\$ 10,000	\$ 10,911	\$ 10,000	\$ -	0.0%
99GV - GENERAL OVERHEAD	\$ -	\$ 10,000	\$ 10,000	\$ 10,911	\$ 10,000	\$ -	0.0%
GISA - GIS APPLICATION DEV AND SUPP	\$ 336,153	\$ 460,300	\$ 460,300	\$ 456,655	\$ 460,300	\$ -	0.0%
99IT - INFORMATION TECHNOLOGY	\$ 336,153	\$ 460,300	\$ 460,300	\$ 456,655	\$ 460,300	\$ -	0.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 17,381,518</b>	<b>\$ 16,418,083</b>	<b>\$ 17,818,015</b>	<b>\$ 16,726,844</b>	<b>\$ 16,979,703</b>	<b>\$ (838,312)</b>	<b>-4.7%</b>
<b>USES</b>							
ENET - ENTERPRISE NETWORK SERVICES	\$ 7,377,563	\$ 20,593,135	\$ 21,915,592	\$ 16,583,105	\$ 30,421,680	\$ (8,506,088)	-38.8%
OCTR - CUSTOMER RESOURCE	9,293,232	10,887,803	10,770,292	10,601,307	10,428,044	342,248	3.2%
RDNW - WIRELESS SYSTEMS	2,243,484	2,247,109	2,301,029	2,314,452	2,449,728	(148,699)	-6.5%
41IF - INFO TECHNOLOGY INFRASTRUCTURE	\$ 18,914,279	\$ 33,728,047	\$ 34,986,913	\$ 29,498,864	\$ 43,299,452	\$ (8,312,539)	-23.8%
APPD - APP DEVELOPMENT AND SUPP SVCS	\$ 2,191,586	\$ 2,530,365	\$ 2,584,857	\$ 2,367,502	\$ 2,355,492	\$ 229,365	8.9%
ITCN - IT CONSULTING	757,455	807,915	879,497	1,029,579	1,065,370	(185,873)	-21.1%
41MG - INFO TECHNOLOGY MANAGEMENT	\$ 2,949,041	\$ 3,338,280	\$ 3,464,354	\$ 3,397,081	\$ 3,420,862	\$ 43,492	1.3%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 229,766	\$ 1,292,689	\$ 1,471,328	\$ 788,241	\$ 1,627,764	\$ (156,436)	-10.6%
HRAC - HUMAN RESOURCES	151,324	60,304	61,879	63,583	132,996	(71,117)	-114.9%
ODIR - EXECUTIVE MANAGEMENT	2,117,998	1,038,072	1,156,797	1,617,572	989,146	167,651	14.5%
POOL - POOLED COSTS	-	(117,507)	-	-	-	-	N/A
SPPT - OPERATIONS SUPPORT	-	-	-	-	1,053,652	(1,053,652)	N/A
99AS - INDIRECT SUPPORT	\$ 2,499,088	\$ 2,273,558	\$ 2,690,004	\$ 2,469,396	\$ 3,803,558	\$ (1,113,554)	-41.4%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 353,042	\$ 515,096	\$ 515,096	\$ 515,092	\$ 652,589	\$ (137,493)	-26.7%
INFR - INFRASTRUCTURE	-	-	-	-	180,107	(180,107)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	422,617	291,416	291,416	435,916	-	291,416	100.0%
RISK - RISK PREMIUMS	-	-	-	-	183,106	(183,106)	N/A
99GV - GENERAL OVERHEAD	\$ 775,659	\$ 806,512	\$ 806,512	\$ 951,008	\$ 1,015,802	\$ (209,290)	-26.0%
GISA - GIS APPLICATION DEV AND SUPP	\$ 586,722	\$ 974,154	\$ 991,500	\$ 791,466	\$ 1,036,596	\$ (45,096)	-4.5%
99IT - INFORMATION TECHNOLOGY	\$ 586,722	\$ 974,154	\$ 991,500	\$ 791,466	\$ 1,036,596	\$ (45,096)	-4.5%
<b>TOTAL PROGRAMS</b>	<b>\$ 25,724,789</b>	<b>\$ 41,120,551</b>	<b>\$ 42,939,283</b>	<b>\$ 37,107,815</b>	<b>\$ 52,576,270</b>	<b>\$ (9,636,987)</b>	<b>-22.4%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0620 - OTHER INTERGOVERNMENTAL	\$ 336,153	\$ 460,300	\$ 460,300	\$ 456,655	\$ 460,300	\$ -	0.0%
<b>SUBTOTAL</b>	<b>\$ 336,153</b>	<b>\$ 460,300</b>	<b>\$ 460,300</b>	<b>\$ 456,655</b>	<b>\$ 460,300</b>	<b>\$ -</b>	<b>0.0%</b>
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 87,462	\$ 83,093	\$ 231,742	\$ 241,378	\$ 150,000	\$ (81,742)	-35.3%
0636 - INTERNAL SERVICE CHARGES	16,717,431	15,848,890	17,100,173	16,004,464	16,343,603	(756,570)	-4.4%
<b>SUBTOTAL</b>	<b>\$ 16,804,893</b>	<b>\$ 15,931,983</b>	<b>\$ 17,331,915</b>	<b>\$ 16,245,842</b>	<b>\$ 16,493,603</b>	<b>\$ (838,312)</b>	<b>-4.8%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 19,206	\$ 10,000	\$ 10,000	\$ 10,911	\$ 10,000	\$ -	0.0%
0650 - MISCELLANEOUS REVENUE	221,266	15,800	15,800	13,436	15,800	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 240,472</b>	<b>\$ 25,800</b>	<b>\$ 25,800</b>	<b>\$ 24,347</b>	<b>\$ 25,800</b>	<b>\$ -</b>	<b>0.0%</b>
<b>ALL REVENUES</b>	<b>\$ 17,381,518</b>	<b>\$ 16,418,083</b>	<b>\$ 17,818,015</b>	<b>\$ 16,726,844</b>	<b>\$ 16,979,703</b>	<b>\$ (838,312)</b>	<b>-4.7%</b>
<b>TOTAL SOURCES</b>	<b>\$ 17,381,518</b>	<b>\$ 16,418,083</b>	<b>\$ 17,818,015</b>	<b>\$ 16,726,844</b>	<b>\$ 16,979,703</b>	<b>\$ (838,312)</b>	<b>-4.7%</b>

Sources and Uses by Category (continued)

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 9,191,892	\$ 10,957,496	\$ 12,910,374	\$ 11,682,620	\$ 14,457,814	\$ (1,547,440)	-12.0%
0705 - TEMPORARY PAY	61,582	22,968	33,559	41,783	22,968	10,591	31.6%
0710 - OVERTIME	163,911	96,704	96,704	146,283	98,544	(1,840)	-1.9%
0750 - FRINGE BENEFITS	2,981,229	3,589,176	4,100,344	3,694,573	4,554,621	(454,277)	-11.1%
0790 - OTHER PERSONNEL SERVICES	152,990	20,137	25,713	39,578	80,706	(54,993)	-213.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(3,578,535)	(5,282,613)	(7,050,800)	(5,795,112)	(7,819,004)	768,204	10.9%
0796 - PERSONNEL SERVICES ALLOC-IN	1,191,472	1,353,903	1,365,343	1,316,370	2,191,994	(826,651)	-60.5%
<b>SUBTOTAL</b>	<b>\$ 10,164,541</b>	<b>\$ 10,757,771</b>	<b>\$ 11,481,237</b>	<b>\$ 11,126,095</b>	<b>\$ 13,587,643</b>	<b>\$ (2,106,406)</b>	<b>-18.3%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 1,423,558	\$ 1,069,315	\$ 1,069,315	\$ 1,038,270	\$ 1,500,248	\$ (430,933)	-40.3%
0803 - FUEL	40,108	42,376	42,376	37,637	42,376	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	334,366	2,680,000	3,880,000	1,136,798	2,913,200	966,800	24.9%
0805 - SUPPLIES-ALLOCATION OUT	(60,441)	(388,562)	(388,562)	(341,770)	(388,562)	-	0.0%
0806 - SUPPLIES-ALLOCATION IN	36,238	12,678	12,678	12,591	12,678	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 1,773,829</b>	<b>\$ 3,415,807</b>	<b>\$ 4,615,807</b>	<b>\$ 1,883,526</b>	<b>\$ 4,079,940</b>	<b>\$ 535,867</b>	<b>11.6%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 1,817,381	\$ 4,128,212	\$ 4,109,539	\$ 2,346,148	\$ 9,695,899	\$ (5,586,360)	-135.9%
0820 - RENT & OPERATING LEASES	30,130	1,670,759	1,670,759	1,703,590	1,219,259	451,500	27.0%
0825 - REPAIRS AND MAINTENANCE	3,348,875	12,738,521	12,663,178	11,800,035	13,709,391	(1,046,213)	-8.3%
0830 - INTERGOVERNMENTAL PAYMENTS	2,802	8,000	8,000	2,794	8,000	-	0.0%
0839 - INTERNAL SERVICE CHARGES	873,176	1,092,284	1,092,284	1,094,297	1,237,540	(145,256)	-13.3%
0841 - TRAVEL	20,615	8,260	8,260	17,805	11,900	(3,640)	-44.1%
0842 - EDUCATION AND TRAINING	121,632	89,609	89,609	42,693	89,320	289	0.3%
0843 - POSTAGE/FREIGHT/SHIPPING	2,751	5,033	5,033	3,100	5,033	-	0.0%
0850 - UTILITIES	7,827,786	7,392,667	7,381,949	7,432,389	7,427,083	(45,134)	-0.6%
0872 - SERVICES-ALLOCATION OUT	(1,107,377)	(676,089)	(676,089)	(678,326)	(478,312)	(197,777)	-29.3%
0873 - SERVICES-ALLOCATION IN	368,838	243,979	243,979	321,068	196,392	47,587	19.5%
<b>SUBTOTAL</b>	<b>\$ 13,306,609</b>	<b>\$ 26,701,235</b>	<b>\$ 26,596,501</b>	<b>\$ 24,085,593</b>	<b>\$ 33,121,505</b>	<b>\$ (6,525,004)</b>	<b>-24.5%</b>
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 479,810	\$ 245,738	\$ 245,738	\$ 12,601	\$ 1,705,182	\$ (1,459,444)	-593.9%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	-	-	-	82,000	(82,000)	N/A
<b>SUBTOTAL</b>	<b>\$ 479,810</b>	<b>\$ 245,738</b>	<b>\$ 245,738</b>	<b>\$ 12,601</b>	<b>\$ 1,787,182</b>	<b>\$ (1,541,444)</b>	<b>-627.3%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 25,724,789</b>	<b>\$ 41,120,551</b>	<b>\$ 42,939,283</b>	<b>\$ 37,107,815</b>	<b>\$ 52,576,270</b>	<b>\$ (9,636,987)</b>	<b>-22.4%</b>
<b>TOTAL USES</b>	<b>\$ 25,724,789</b>	<b>\$ 41,120,551</b>	<b>\$ 42,939,283</b>	<b>\$ 37,107,815</b>	<b>\$ 52,576,270</b>	<b>\$ (9,636,987)</b>	<b>-22.4%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 336,385	\$ 465,100	\$ 465,100	\$ 459,055	\$ 465,100	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 336,385</b>	<b>\$ 465,100</b>	<b>\$ 465,100</b>	<b>\$ 459,055</b>	<b>\$ 465,100</b>	<b>\$ -</b>	<b>0.0%</b>
681 TECHNOLOGY INFRASTRUCTURE							
OPERATING	\$ 17,045,133	\$ 15,952,983	\$ 17,352,915	\$ 16,267,789	\$ 16,514,603	\$ (838,312)	-4.8%
<b>FUND TOTAL SOURCES</b>	<b>\$ 17,045,133</b>	<b>\$ 15,952,983</b>	<b>\$ 17,352,915</b>	<b>\$ 16,267,789</b>	<b>\$ 16,514,603</b>	<b>\$ (838,312)</b>	<b>-4.8%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 17,381,518</b>	<b>\$ 16,418,083</b>	<b>\$ 17,818,015</b>	<b>\$ 16,726,844</b>	<b>\$ 16,979,703</b>	<b>\$ (838,312)</b>	<b>-4.7%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 17,381,518</b>	<b>\$ 16,418,083</b>	<b>\$ 17,818,015</b>	<b>\$ 16,726,844</b>	<b>\$ 16,979,703</b>	<b>\$ (838,312)</b>	<b>-4.7%</b>

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
ENTPRISE DATA CNTR SYSTEMS	\$ -	\$ 2,708,300	\$ 2,708,300	\$ 2,681,300	\$ 2,760,850	\$ (52,550)	-1.9%
ENTPRISE DATA NETWORKING	-	1,980,974	1,980,974	1,970,974	3,074,118	(1,093,144)	-55.2%
ENTPRISE GEOGRAPHICAL INFO SYS	-	238,200	238,200	238,000	238,200	-	0.0%
ENTPRISE SOFTWARE SYSTEMS	-	3,164,369	3,164,369	3,135,418	3,164,369	-	0.0%
ENTPRISE TELEPHONY	-	1,853,727	1,853,727	1,834,000	1,853,727	-	0.0%
OPERATING	8,242,310	9,044,236	9,463,036	8,867,625	10,523,328	(1,060,292)	-11.2%
CYBER SECURITY NRNP	-	-	-	-	4,801,092	(4,801,092)	N/A
DATA CENTER ONE TIME NRNP	-	-	-	-	1,301,182	(1,301,182)	N/A
NON RECURRING NON PROJECT	5,000	-	-	-	-	-	N/A
ENTPRISE DATA CNTR SYSTEMS	-	4,700,000	4,700,000	1,600,000	5,824,200	(1,124,200)	-23.9%
ENTPRISE DATA NETWORKING	-	450,000	450,000	-	450,000	-	0.0%
<b>FUND TOTAL USES</b>	<b>\$ 8,247,310</b>	<b>\$ 24,139,806</b>	<b>\$ 24,558,606</b>	<b>\$ 20,327,317</b>	<b>\$ 33,991,066</b>	<b>\$ (9,432,460)</b>	<b>-38.4%</b>
255 DETENTION OPERATIONS							
OPERATING	\$ -	\$ -	\$ -	\$ -	\$ 1,019,055	\$ (1,019,055)	N/A
<b>FUND TOTAL USES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,019,055</b>	<b>\$ (1,019,055)</b>	<b>N/A</b>
681 TECHNOLOGY INFRASTRUCTURE							
OPERATING	\$ 16,720,618	\$ 15,877,016	\$ 17,276,948	\$ 15,982,039	\$ 16,514,603	\$ 762,345	4.4%
NON RECURRING NON PROJECT	756,861	1,103,729	1,103,729	798,459	1,051,546	52,183	4.7%
<b>FUND TOTAL USES</b>	<b>\$ 17,477,479</b>	<b>\$ 16,980,745</b>	<b>\$ 18,380,677</b>	<b>\$ 16,780,498</b>	<b>\$ 17,566,149</b>	<b>\$ 814,528</b>	<b>4.4%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 24,962,928</b>	<b>\$ 34,866,822</b>	<b>\$ 36,685,554</b>	<b>\$ 34,709,356</b>	<b>\$ 39,148,250</b>	<b>\$ (2,462,696)</b>	<b>-6.7%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 761,861</b>	<b>\$ 6,253,729</b>	<b>\$ 6,253,729</b>	<b>\$ 2,398,459</b>	<b>\$ 13,428,020</b>	<b>\$ (7,174,291)</b>	<b>-114.7%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 25,724,789</b>	<b>\$ 41,120,551</b>	<b>\$ 42,939,283</b>	<b>\$ 37,107,815</b>	<b>\$ 52,576,270</b>	<b>\$ (9,636,987)</b>	<b>-22.4%</b>

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	6.00	6.00	6.00	6.00	7.00	1.00	16.7%
EXECUTIVE MANAGEMENT	7.00	7.00	8.00	8.00	8.00	-	0.0%
HUMAN RESOURCES	3.00	2.00	2.00	2.00	2.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>16.00</b>	<b>15.00</b>	<b>16.00</b>	<b>16.00</b>	<b>17.00</b>	<b>1.00</b>	<b>6.3%</b>
INFO TECHNOLOGY INFRASTRUCTURE							
CUSTOMER RESOURCE	35.00	39.50	46.00	46.00	46.00	-	0.0%
ENTERPRISE NETWORK SERVICES	45.00	45.50	49.00	49.00	53.00	4.00	8.2%
WIRELESS SYSTEMS	15.00	17.00	17.00	17.00	18.00	1.00	5.9%
<b>PROGRAM TOTAL</b>	<b>95.00</b>	<b>102.00</b>	<b>112.00</b>	<b>112.00</b>	<b>117.00</b>	<b>5.00</b>	<b>4.5%</b>
INFO TECHNOLOGY MANAGEMENT							
APP DEVELOPMENT AND SUPP SVCS	34.33	34.49	43.00	41.00	37.50	(5.50)	(12.8%)
IT CONSULTING	18.00	15.50	26.50	26.50	24.50	(2.00)	(7.5%)
<b>PROGRAM TOTAL</b>	<b>52.33</b>	<b>49.99</b>	<b>69.50</b>	<b>67.50</b>	<b>62.00</b>	<b>(7.50)</b>	<b>(10.8%)</b>
INFORMATION TECHNOLOGY							
GIS APPLICATION DEV AND SUPP	2.00	2.00	4.50	4.50	5.50	1.00	22.2%
<b>PROGRAM TOTAL</b>	<b>2.00</b>	<b>2.00</b>	<b>4.50</b>	<b>4.50</b>	<b>5.50</b>	<b>1.00</b>	<b>22.2%</b>
DEPARTMENT TOTAL	165.33	168.99	202.00	200.00	201.50	(.50)	(0.2%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	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	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Mgr	1.00	1.00	3.00	3.00	3.00	-	0.0%
Applications Development Supv	3.00	2.00	1.00	1.00	-	(1.00)	(100.0%)
Business Systems Analyst	3.00	1.00	3.00	3.00	3.00	-	0.0%
Business Systems Analyst-Sr/Ld	6.00	5.00	10.00	10.00	9.00	(1.00)	(10.0%)
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%
Database Administrator	6.33	7.49	5.00	4.00	4.00	(1.00)	(20.0%)
Database Administrator - Senior/Lead	-	-	4.00	4.00	3.50	(.50)	(12.5%)
Deputy Director - OET/Adv Svcs	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - OET/Infrastr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Geographic Information Systems	1.00	1.00	1.00	1.00	1.00	-	0.0%
Enterprise Architect	7.00	6.00	7.00	7.00	8.00	1.00	14.3%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	2.00	1.00	100.0%
GIS Programmer/Analyst	-	-	2.00	2.00	2.00	-	0.0%
GIS Technician	-	-	.50	.50	1.50	1.00	200.0%
Help Desk Coordinator	5.00	5.00	6.00	6.00	6.00	-	0.0%
Help Desk Coordinator - Sr/Ld	2.00	2.00	3.00	3.00	3.00	-	0.0%
HST Analyst	3.00	3.00	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%
IT Consultant	7.00	8.50	9.50	9.50	8.50	(1.00)	(10.5%)
IT Division Manager	4.00	4.00	6.00	6.00	7.00	1.00	16.7%
IT Operations Manager	1.00	-	-	-	-	-	N/A
IT PMO Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Program Manager	3.00	3.00	5.00	5.00	4.00	(1.00)	(20.0%)
IT Project Manager	5.00	5.00	5.00	5.00	5.00	-	0.0%
IT Security Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Security Analyst - Senior/Lead	1.00	1.00	1.00	1.00	3.00	2.00	200.0%
IT Senior Manager	3.00	3.00	4.00	4.00	5.00	1.00	25.0%
IT Services Supv	4.00	4.00	4.00	3.00	3.00	(1.00)	(25.0%)
Management Analyst	2.00	1.00	1.00	1.00	1.00	-	0.0%
Media Specialist	1.00	1.00	-	-	-	-	N/A
Network Engineer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Network Engineer Senior/Lead	4.00	4.00	5.00	5.00	5.00	-	0.0%
Nursing Informatics Analyst	1.00	-	-	-	-	-	N/A
Operations Support Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations Support Anlst-Sr/Ld	1.00	2.00	2.00	2.00	2.00	-	0.0%
PC/LAN Technician	11.00	7.00	7.00	7.00	7.00	-	0.0%
PC/LAN Technician - Senior/Lead	3.00	5.00	10.00	10.00	10.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	-	-	1.00	1.00	1.00	-	0.0%
Programmer/Analyst - Senior/Lead	8.00	9.00	15.00	14.00	14.00	(1.00)	(6.7%)
Quality Assurance Analyst	-	-	1.00	1.00	1.00	-	0.0%
Systems Admin & Analysis Mgr	1.00	2.00	3.00	3.00	3.00	-	0.0%
Systems Admin & Analysis Supv	3.00	2.00	2.00	2.00	2.00	-	0.0%
Systems Administrator	5.00	5.00	5.00	5.00	5.00	-	0.0%
Systems Administrator - Senior/Lead	7.00	9.00	9.00	10.00	10.00	1.00	11.1%
Telecomm Engineer	5.00	6.00	6.00	6.00	6.00	-	0.0%
Telecomm Engineer - Sr/Ld	1.00	2.00	2.00	2.00	2.00	-	0.0%
Telecomm Prgmr/Analyst	2.00	2.00	1.00	1.00	1.00	-	0.0%
Telecomm Prgmr/Analyst-Sr/Ld	3.00	5.00	5.00	5.00	5.00	-	0.0%
Telecommunications Tech	9.00	11.00	11.00	11.00	11.00	-	0.0%
Telecommunications Tech-Sr/Ld	7.00	8.00	8.00	8.00	8.00	-	0.0%
Web Designer/Developer	3.00	3.00	2.00	2.00	1.00	(1.00)	(50.0%)
Web Designer/Developer - Senior/Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>165.33</b>	<b>168.99</b>	<b>202.00</b>	<b>200.00</b>	<b>201.50</b>	<b>(.50)</b>	<b>(0.2%)</b>

## Staffing by Fund

DEPARTMENT/FUND		FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	114.33	113.99	147.00	145.00	143.50	(3.50)	(2.4%)
681	TECHNOLOGY INFRASTRUCTURE	51.00	55.00	55.00	55.00	58.00	3.00	5.5%
<b>Department Total</b>		<b>165.33</b>	<b>168.99</b>	<b>202.00</b>	<b>200.00</b>	<b>201.50</b>	<b>(.50)</b>	<b>(0.2%)</b>

## General Adjustments

### Personnel:

- FY 2015 personnel expenditures increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

### Base Adjustments:

#### **General Fund (100) Operating**

- Increase Regular Benefits by \$5,541 for the impact of changes in retirement contribution rates.
- Increase Internal Services Charges by \$36,917 for the impact of the changes in risk management.
- Increase Personnel Expenditures by \$475,426 and supplies and services by \$167,300 for the impact of Cyber Security program increases.
- Increase Services by \$150,000 for the impact of data center storage growth maintenance.

#### **General Fund (100) Cyber Security Non Recurring Non Project**

- Budget of \$4,801,092 for Cyber Security tools and software services.

#### **General Fund (100) Operating Major Maintenance**

- Increase Services by \$1,145,694 for the impact of increased maintenance cost for Enterprise Data Center Systems and Enterprise Data Networking.

#### **General Fund (100) Non Recurring Major Maintenance**

- Budget non-capital equipment and services of \$5,824,200 for Enterprise Data Center Systems.
- Budget non-capital equipment and services of \$450,000 for Enterprise Data Networking.

#### **Detention Fund (255) Operating**

- Budget of \$1,019,055 is a reallocation from Non-Departmental for Correctional Health Services IT support.

#### **Telecommunications Fund (681) Operating**

- Increase Regular Benefits by \$2,640 for the impact of changes in retirement contribution rates.
- Increase Other Services by \$36,410 for the impact of increased cost for providing services.
- Increase Other Services by \$299,547 for the impact of increased demand for professional services.
- Increase Internal Services Charges by \$36,917 for the impact of the changes in risk management.

#### **Telecommunications Fund (681) Non Recurring Non Project**

- Budget of \$1,051,546 for vehicle replacements, general repairs and maintenance, radio test gear, and additional staff.

## 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of all completed radio service requests finished within two business days or less.	94.3%	80.0%	92.4%	100.0%	20.0%	25.0%
Percent "uptime" of radio network.	99.8%	99.5%	99.6%	99.6%	0.1%	0.1%
Percent of time external systems (Internet) access is available.	100.0%	99.8%	99.8%	98.6%	(1.2%)	-1.2%
Percent of time enterprise email is available.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of time Smart devices enterprise services are available.	100.0%	100.0%	99.8%	100.0%	0.0%	0.0%
Percent of new service work orders resolved.	86.3%	90.0%	89.1%	100.0%	10.0%	11.1%
Percent of help requests resolved during reporting period.	77.9%	82.5%	78.1%	77.2%	(5.3%)	-6.4%

Activities that comprise this program include:

- Enterprise Network Services
- Customer Resource
- 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:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of time external systems (Internet) access is available.	100.0%	99.8%	99.8%	98.6%	(1.2%)	-1.2%
Result	Percent of time enterprise email is available.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of time Smart devices enterprise services are available.	100.0%	100.0%	99.8%	100.0%	0.0%	0.0%
Result	Percent of new service work orders resolved.	86.3%	90.0%	89.1%	100.0%	10.0%	11.1%
Output	Number of new service work order requests received during the reporting period.	917	1,000	1,074	1,000	-	0.0%
Demand	Number of new service work order requests received.	791	1,000	1,074	1,000	-	0.0%
Expenditure Ratio	Total expenditure per new work order request resolved.	\$ 8,045.32	\$ 21,915.59	\$ 15,440.51	\$ 30,421.68	\$ (8,506.09)	-38.8%
<i>Revenue</i>							
	681 - TECHNOLOGY INFRASTRUCTURE	\$ 5,585,880	\$ 6,033,967	\$ 5,036,143	\$ 4,821,948	\$ (1,212,019)	-20.1%
	TOTAL SOURCES	\$ 5,585,880	\$ 6,033,967	\$ 5,036,143	\$ 4,821,948	\$ (1,212,019)	-20.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,510,476	\$ 16,278,970	\$ 12,386,658	\$ 25,481,761	\$ (9,202,791)	-56.5%
	681 - TECHNOLOGY INFRASTRUCTURE	4,867,087	5,636,622	4,196,447	4,939,919	696,703	12.4%
	TOTAL USES	\$ 7,377,563	\$ 21,915,592	\$ 16,583,105	\$ 30,421,680	\$ (8,506,088)	-38.8%

**Activity Narrative:** The FY 2015 budget supports the Department in meeting 100% of the demand for service access and maintenance. 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. The increase in expenditures are due to the augmentation of cyber security services including tools and software services, additional personnel, supplies and services.

**Customer Resource Activity**

The purpose of the Customer Resource 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:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of help requests resolved during reporting period.	77.9%	82.5%	78.1%	77.2%	(5.3%)	-6.4%
Output	Number of help requests received during reporting period.	36,996	35,900	37,223	38,846	2,946	8.2%
Output	Number of help request resolved.	28,820	35,900	32,174	30,000	(5,900)	-16.4%
Demand	Number of help requests received.	36,996	35,900	37,223	38,846	2,946	8.2%
Expenditure Ratio	Total expenditure per help resolution resolved.	\$ 322.46	\$ 300.01	\$ 329.50	\$ 347.60	\$ (47.59)	-15.9%
<i>Revenue</i>							
	681 - TECHNOLOGY INFRASTRUCTURE	\$ 8,197,270	\$ 8,264,620	\$ 8,142,948	\$ 8,720,866	\$ 456,246	5.5%
	TOTAL SOURCES	\$ 8,197,270	\$ 8,264,620	\$ 8,142,948	\$ 8,720,866	\$ 456,246	5.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 955,490	\$ 2,745,377	\$ 2,691,881	\$ 2,744,460	\$ 917	0.0%
	681 - TECHNOLOGY INFRASTRUCTURE	8,337,742	8,024,915	7,909,426	7,683,584	341,331	4.3%
	TOTAL USES	\$ 9,293,232	\$ 10,770,292	\$ 10,601,307	\$ 10,428,044	\$ 342,248	3.2%

**Activity Narrative:** After a full year of implementation of the new help desk software package, the Department percent of help requests resolved during a reporting period is decreasing due to an accurate count of help request received. This activity includes services for support of computer hardware and software, incident tracking, outage notifications, password reset, and telephony/voicemail.

**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:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of all completed radio service requests finished within two business days or less.	94.3%	80.0%	92.4%	100.0%	20.0%	25.0%
Result	Percent "uptime" of radio network.	99.8%	99.5%	99.6%	99.6%	0.1%	0.1%
Output	Number of radio service requests completed.	6,801	4,800	7,696	8,000	3,200	66.7%
Demand	Number of push-to-talk transmissions attempted.	15,741,084	16,000,000	13,772,023	13,750,000	(2,250,000)	-14.1%
Demand	Number of radio service requests requested.	6,801	4,800	7,696	8,000	3,200	66.7%
Expenditure Ratio	Total expenditure per radio service request completed.	\$ 329.88	\$ 479.38	\$ 300.73	\$ 306.22	\$ 173.17	36.1%
<i>Revenue</i>							
	681 - TECHNOLOGY INFRASTRUCTURE	\$ 3,242,777	\$ 3,035,328	\$ 3,074,037	\$ 2,952,789	\$ (82,539)	-2.7%
	TOTAL SOURCES	\$ 3,242,777	\$ 3,035,328	\$ 3,074,037	\$ 2,952,789	\$ (82,539)	-2.7%
<i>Expenditure</i>							
	681 - TECHNOLOGY INFRASTRUCTURE	\$ 2,243,484	\$ 2,301,029	\$ 2,314,452	\$ 2,449,728	\$ (148,699)	-6.5%
	TOTAL USES	\$ 2,243,484	\$ 2,301,029	\$ 2,314,452	\$ 2,449,728	\$ (148,699)	-6.5%

**Activity Narrative:** New software was implemented in FY 2013, which changed the reporting from the number of push-to-talk transmissions to the number of radio transmissions. The FY 2013 Actuals was based on an estimate of the number of radio transmission prior to the implementation of the new counting method. In FY 2015 the Department is continuing to implement the new counting method causing a decrease in the number of push-to-talk transmission attempts in line with the FY 2014 Forecast. The increase in expenditures is due to more work orders being created on the expanded radio system.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of Production Support service requests resolved.	108.4%	90.0%	97.4%	97.6%	7.6%	8.4%
Percent of Project Development service requests resolved.	83.2%	100.0%	94.8%	100.0%	0.0%	0.0%
Percent of analyses completed.	78.7%	80.0%	85.3%	100.0%	20.0%	25.0%

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:** Administrative mandate.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of Production Support service requests resolved.	108.4%	90.0%	97.4%	97.6%	7.6%	8.4%
Result	Percent of Project Development service requests resolved.	83.2%	100.0%	94.8%	100.0%	0.0%	0.0%
Output	Number of Production Support service requests resolved.	3,685	2,800	3,291	3,500	700	25.0%
Output	Number of Project Development service requests resolved.	184	400	289	178	(222)	-55.5%
Demand	Number of Production Support service requests.	3,685	2,800	3,345	3,415	615	22.0%
Demand	Number of Project Development service requests.	153	400	289	178	(222)	-55.5%
Expenditure Ratio	Total expenditure per Production Support requests completed.	\$ 548.72	\$ 1,025.74	\$ 738.69	\$ 689.75	\$ 335.99	32.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,191,586	\$ 2,584,857	\$ 2,367,502	\$ 2,355,492	\$ 229,365	8.9%
	TOTAL USES	\$ 2,191,586	\$ 2,584,857	\$ 2,367,502	\$ 2,355,492	\$ 229,365	8.9%

**Activity Narrative:** The number of project development service requests continues to drop as the department continues to implement the new software and its method of counting requests. Costs are decreasing from the FY 2014 Revised Budget due to an increase in personnel allocation out to departments receiving direct services from the Activity. 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:** Administrative mandate.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of analyses completed.	78.7%	80.0%	85.3%	100.0%	20.0%	25.0%
Result	Percent of customers satisfied with quality of services performed.	85.1%	90.0%	90.0%	N/A	N/A	N/A
Output	Number of initial analysis provided.	624	600	402	600	-	0.0%
Output	Total number of customer survey responses.	101	120	120	-	(120)	-100.0%
Demand	Number of analysis requests initiated.	624	600	402	600	-	0.0%
Expenditure Ratio	Total expenditure per analysis provided.	\$ 1,542.68	\$ 1,832.29	\$ 3,001.69	\$ 1,775.62	\$ 56.67	3.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 757,455	\$ 879,497	\$ 1,029,579	\$ 1,065,370	\$ (185,873)	-21.1%
	TOTAL USES	\$ 757,455	\$ 879,497	\$ 1,029,579	\$ 1,065,370	\$ (185,873)	-21.1%

**Activity Narrative:** National organizations which provide valuable support and resources to the Department have increased membership dues, accounting for most of the negative expenditure variance. Services within the Activity include Business Analysis, Electronic Document Management and Workflow Analysis, Project Management, and Technology Evaluation Services. Once an initial analysis has been provided to a Department, the customer determines if they wish to continue with a project, then a complete analysis is provided

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 9,044,236</b>	<b>\$ 465,100</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 418,800</b>	<b>\$ -</b>
County RPP	229,441	-
1st Quarter Retention Pay and Market Adj	1,738	-
2nd Quarter Retention Pay and Market Adj	9,639	-
FY 14 IT Market Study Adjustments	172,406	-
3rd and 4th Quarter Retention Pay and Market Adj	5,576	-
Agenda Item:		
C-49-13-092-2-00	229,441	-
C-49-14-020-0-00	1,738	-
C-49-14-032-2-00	9,639	-
C-49-14-041-2-00	172,406	-
C-49-14-043-2-00	5,576	-
<b>FY 2014 Revised Budget</b>	<b>\$ 9,463,036</b>	<b>\$ 465,100</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 199,136</b>	<b>\$ -</b>
1st Quarter Retention Pay and Market Adj	208	-
2nd Quarter Retention Pay and Market Adj	(9,639)	-
FY 14 IT Market Study Adjustments	(172,406)	-
3rd and 4th Quarter Retention Pay and Market Adj	(5,576)	-
Annual Market Adjustment - IT	344,812	-
2nd to 4th Quarter Retention Pay Plan	41,737	-
Agenda Item:		
C-49-14-020-0-00	208	-
C-49-14-032-2-00	(9,639)	-
C-49-14-041-2-00	(172,406)	-
C-49-14-043-2-00	(5,576)	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 9,662,172</b>	<b>\$ 465,100</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 5,541</b>	<b>\$ -</b>
Retirement Contributions	5,541	-
<b>Base Adjustments</b>	<b>\$ 829,643</b>	<b>\$ -</b>
Internal Service Charges	36,917	-
Risk Management	\$ 36,917	-
Cyber Security	642,726	-
Data Center	150,000	-
<b>FY 2015 Tentative Budget</b>	<b>\$ 10,497,356</b>	<b>\$ 465,100</b>
Percent Change from Threshold Amount	8.6%	0.0%
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 25,972</b>	<b>\$ -</b>
Annual Market Adjustment - IT	25,972	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 10,523,328</b>	<b>\$ 465,100</b>
Percent Change from Threshold Amount	8.9%	0.0%

General Fund (100) (continued)

	Expenditures	Revenue
<b>CYBER SECURITY NRNP</b>		
FY 2014 Adopted Budget	\$ -	\$ -
FY 2014 Revised Budget	\$ -	\$ -
FY 2015 Baseline Budget Threshold	\$ -	\$ -
Adjustments:		
<b>Base Adjustments</b>	\$ 4,801,092	\$ -
<i>Cyber Security</i>	4,801,092	-
<i>Cyber Security - Tools and Software Services</i>	\$ 4,801,092	
FY 2015 Adopted Budget	\$ 4,801,092	\$ -
<b>MAJOR MAINTENANCE OPERATING</b>		
FY 2014 Adopted Budget	\$ 9,945,570	\$ -
FY 2014 Revised Budget	\$ 9,945,570	\$ -
FY 2015 Baseline Budget Threshold	\$ 9,945,570	\$ -
Adjustments:		
<b>Major Maintenance Projects</b>	\$ 1,145,694	\$ -
<i>Major Maintenance Program</i>	1,145,694	-
<i>Enterprise Data Center Systems</i>	\$ 1,093,144	
<i>Enterprise Data Networking</i>	52,550	
FY 2015 Adopted Budget	\$ 11,091,264	\$ -
<b>ENTPRISE DATA CNTR SYSTEMS</b>		
FY 2014 Adopted Budget	\$ 4,700,000	\$ -
FY 2014 Revised Budget	\$ 4,700,000	\$ -
Adjustments:		
<b>Information and Communications Technology</b>		
<i>Other IT Non Recurring</i>		(4,700,000)
FY 2015 Baseline Budget Threshold	\$ -	\$ -
Adjustments:		
<b>Base Adjustments</b>	\$ 5,824,200	\$ -
<i>Data Center</i>	5,824,200	-
<i>Other IT Non Recurring</i>	\$ 2,724,200	
<i>Non Recurring Carry Forward</i>	3,100,000	
FY 2015 Adopted Budget	\$ 5,824,200	\$ -

General Fund (100) (continued)

	Expenditures	Revenue
<b>ENTPRISE DATA NETWORKING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 450,000</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 450,000</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>		
<i>Other IT Non Recurring</i>	<i>(450,000)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 450,000</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>450,000</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 450,000</b>	<b>\$ -</b>

Detention Fund (255)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Reallocations</b>	<b>\$ 1,019,055</b>	<b>\$ -</b>
<i>Reallocation Between Depts</i>	<i>1,019,055</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 1,019,055</b>	<b>\$ -</b>

Telecommunication Fund (681)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2014 Adopted Budget</b>		<b>\$ 15,877,016</b>	<b>\$ 15,952,983</b>
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		<b>\$ 199,932</b>	<b>\$ 199,932</b>
County RPP	C-49-13-092-2-00	148,649	148,649
FY 14 IT Market Study Adjustments	C-49-14-041-2-00	51,283	51,283
<b>Non Recurring</b>		<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>
Increase Telecommunications Rev and Exp for OET	C-41-14-010-M-00	1,200,000	1,200,000
<b>FY 2014 Revised Budget</b>		<b>\$ 17,276,948</b>	<b>\$ 17,352,915</b>
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		<b>\$ 62,141</b>	<b>\$ (51,283)</b>
FY 14 IT Market Study Adjustments	C-49-14-041-2-00	(51,283)	(51,283)
Annual Market Adjustment - IT		102,565	-
2nd to 4th Quarter Retention Pay Plan		10,859	-
<b>Fees and Other Revenues</b>		<b>\$ -</b>	<b>\$ 113,424</b>
ProgRevenue Volume Inc/Dec		-	113,424
<b>Non Recurring</b>		<b>\$ (1,200,000)</b>	<b>\$ (1,200,000)</b>
Increase Telecommunications Rev and Exp for OET	C-41-14-010-M-00	(1,200,000)	(1,200,000)
<b>FY 2015 Baseline Budget Threshold</b>		<b>\$ 16,139,089</b>	<b>\$ 16,215,056</b>
Adjustments:			
<b>Employee Compensation and Benefits</b>			
<b>Employee Retirement and Benefits</b>		<b>\$ 2,640</b>	<b>\$ -</b>
Retirement Contributions		2,640	-
<b>Base Adjustments</b>		<b>\$ 73,327</b>	<b>\$ -</b>
Other Base Adjustments		36,410	-
Increased Cost for Providing Services	\$ 36,410		
Internal Service Charges		36,917	-
Risk Management	\$ 36,917		
<b>Fees and Other Revenues</b>		<b>\$ 299,547</b>	<b>\$ 299,547</b>
ProgRevenue Volume Inc/Dec		299,547	299,547
<b>FY 2015 Adopted Budget</b>		<b>\$ 16,514,603</b>	<b>\$ 16,514,603</b>
Percent Change from Threshold Amount		2.3%	1.8%

Telecommunication Fund (681) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 1,103,729</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 1,103,729</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (1,103,729)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(1,103,729)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 1,051,546</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>1,051,546</i>	<i>-</i>
<i>IT Division Manager &amp; Telecomm Techs</i>	<i>\$ 398,167</i>	
<i>Vehicle Replacements</i>	<i>257,000</i>	
<i>General Repairs and Maintenance</i>	<i>169,000</i>	
<i>IT Division Manager Succession Planning</i>	<i>167,379</i>	
<i>Radio Test Gear</i>	<i>60,000</i>	
<b>FY 2015 Adopted Budget</b>	<b>\$ 1,051,546</b>	<b>\$ -</b>

Telecommunications Fund (681) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 3,837,338	\$ 3,476,906	\$ 3,476,906	\$ 3,404,998	\$ 2,892,289
Sources:					
Operating	\$ 17,045,133	\$ 15,952,983	\$ 17,352,915	\$ 16,267,789	\$ 16,514,603
Total Sources:	\$ 17,045,133	\$ 15,952,983	\$ 17,352,915	\$ 16,267,789	\$ 16,514,603
Uses:					
Operating	\$ 16,720,618	\$ 15,877,016	\$ 17,276,948	\$ 15,982,039	\$ 16,514,603
Non-Recurring	756,861	1,103,729	1,103,729	798,459	1,051,546
Total Uses:	\$ 17,477,479	\$ 16,980,745	\$ 18,380,677	\$ 16,780,498	\$ 17,566,149
Structural Balance	\$ 324,515	\$ 75,967	\$ 75,967	\$ 285,750	\$ -
Accounting Adjustments	\$ 6	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Committed	3,404,998	2,449,144	2,449,144	2,892,289	1,840,743
Total Ending Spendable Fund Balance	\$ 3,404,998	\$ 2,449,144	\$ 2,449,144	\$ 2,892,289	\$ 1,840,743

## Environmental Services

*Analysis by Idamarie C. Flaherty, 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 was implemented in September of 2013. The online plan review submission project will be underway by the end of FY 2014, and is expected to be complete prior to the end of FY 2015.

#### Safe Communities

**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 introduction of the new testing equipment (PCR) is much more sensitive in detecting West Nile Virus in mosquito samples than the old (RAMP) testing methods previously used.



**By June 30, 2018, 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 2018. The Department projects that this strategic goal will be met prior to the goal date of June 30, 2018.

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
HCPA - HEALTH CODE PERMITTING	\$ 5,398	\$ 1,800	\$ 1,800	\$ 28,268	\$ 1,200	\$ (600)	-33.3%
88BP - BUSINESS SERVICES	\$ 5,398	\$ 1,800	\$ 1,800	\$ 28,268	\$ 1,200	\$ (600)	-33.3%
EHPR - ENV HEALTH PLAN REVIEW	\$ 1,282,621	\$ 1,212,906	\$ 1,212,906	\$ 1,662,065	\$ 1,279,251	\$ 66,345	5.5%
FSIA - FOOD NON FOOD INSPECTIONS	11,249,954	12,220,386	12,285,311	11,654,337	11,609,084	(676,227)	-5.5%
FSLC - FOOD SERVICE LICENSE	1,167,937	1,161,317	1,161,892	757,387	713,586	(448,306)	-38.6%
FWBI - ENV RELATED ILLNESS INVESTIG	17,985	43,200	43,200	30,798	16,200	(27,000)	-62.5%
SWPA - STORMWATER CONSTRUCTION	19,750	16,500	16,500	18,045	19,250	2,750	16.7%
88EH - ENVIRONMENTAL HEALTH SERVICES	\$ 13,738,247	\$ 14,654,309	\$ 14,719,809	\$ 14,122,632	\$ 13,637,371	\$ (1,082,438)	-7.4%
EHEN - ENV HEALTH ENFORCEMENT	\$ 214,744	\$ 120,000	\$ 120,000	\$ 260,026	\$ 200,001	\$ 80,001	66.7%
NPRC - NONPERMIT RELATED COMPLIANCE	13,430	5,508	5,508	29,618	18,185	12,677	230.2%
88EP - ENVIRONMENTAL ENFORCEMENT	\$ 228,174	\$ 125,508	\$ 125,508	\$ 289,644	\$ 218,186	\$ 92,678	73.8%
WWCI - WW CONSTRUCTION INSPECTION	\$ 2,202,920	\$ 2,229,475	\$ 2,229,475	\$ 2,231,635	\$ 516,187	\$ (1,713,288)	-76.8%
WWIA - WW MANAGEMENT INSPECTIONS	1,115,131	1,137,745	1,137,745	1,112,916	3,542,410	2,404,665	211.4%
WWPR - WW PLAN REVIEW	2,116,528	1,709,741	1,709,741	2,381,323	1,949,927	240,186	14.0%
88WW - WATER AND WASTE MANAGEMENT	\$ 5,434,579	\$ 5,076,961	\$ 5,076,961	\$ 5,725,874	\$ 6,008,524	\$ 931,563	18.3%
ODIR - EXECUTIVE MANAGEMENT	\$ 172,125	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
99AS - INDIRECT SUPPORT	\$ 172,125	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
GGOV - GENERAL GOVERNMENT	\$ (134,840)	\$ 20,000	\$ 20,000	\$ 26,360	\$ 26,000	\$ 6,000	30.0%
99GV - GENERAL OVERHEAD	\$ (134,840)	\$ 20,000	\$ 20,000	\$ 26,360	\$ 26,000	\$ 6,000	30.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 19,443,683</b>	<b>\$ 19,878,578</b>	<b>\$ 19,944,078</b>	<b>\$ 20,192,778</b>	<b>\$ 19,891,281</b>	<b>\$ (52,797)</b>	<b>-0.3%</b>

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
HCPA - HEALTH CODE PERMITTING	\$ 825,389	\$ 968,241	\$ 992,511	\$ 924,947	\$ 725,316	\$ 267,195	26.9%
88BP - BUSINESS SERVICES	\$ 825,389	\$ 968,241	\$ 992,511	\$ 924,947	\$ 725,316	\$ 267,195	26.9%
EHPR - ENV HEALTH PLAN REVIEW	\$ 999,491	\$ 1,046,364	\$ 1,067,496	\$ 1,066,986	\$ 934,171	\$ 133,325	12.5%
FSIA - FOOD NON FOOD INSPECTIONS	8,296,628	10,487,956	10,653,436	9,653,021	9,871,482	781,954	7.3%
FSLC - FOOD SERVICE LICENSE	594,957	636,760	615,022	588,984	546,268	68,754	11.2%
FWBI - ENV RELATED ILLNESS INVESTIG	242,955	251,885	291,402	246,489	266,682	24,720	8.5%
SWCE - STORMWATER PUBLIC EDUCATION	86,246	90,480	99,698	91,402	94,470	5,228	5.2%
SWIA - STORMWATER DISCHARGE	372,132	387,649	397,780	364,856	360,911	36,869	9.3%
SWPA - STORMWATER CONSTRUCTION	44,299	46,799	49,964	50,171	51,036	(1,072)	-2.1%
88EH - ENVIRONMENTAL HEALTH SERVICES	\$ 10,636,708	\$ 12,947,893	\$ 13,174,798	\$ 12,061,909	\$ 12,125,020	\$ 1,049,778	8.0%
EHEN - ENV HEALTH ENFORCEMENT	\$ 446,168	\$ 493,010	\$ 506,001	\$ 484,306	\$ 515,443	\$ (9,442)	-1.9%
NPRC - NONPERMIT RELATED COMPLIANCE	575,004	598,226	627,468	577,069	595,869	31,599	5.0%
88EP - ENVIRONMENTAL ENFORCEMENT	\$ 1,021,172	\$ 1,091,236	\$ 1,133,469	\$ 1,061,375	\$ 1,111,312	\$ 22,157	2.0%
VECT - VECTOR CTRL PUB ED SURV TRTMNT	\$ 2,699,127	\$ 2,545,548	\$ 2,574,841	\$ 2,607,934	\$ 3,000,632	\$ (425,791)	-16.5%
88VC - VECTOR CONTROL	\$ 2,699,127	\$ 2,545,548	\$ 2,574,841	\$ 2,607,934	\$ 3,000,632	\$ (425,791)	-16.5%
WWCI - WW CONSTRUCTION INSPECTION	\$ 1,054,691	\$ 1,052,155	\$ 1,136,830	\$ 1,158,377	\$ 440,115	\$ 696,715	61.3%
WWIA - WW MANAGEMENT INSPECTIONS	687,394	746,792	768,307	712,083	2,027,100	(1,258,793)	-163.8%
WWPR - WW PLAN REVIEW	1,770,773	1,932,326	1,953,526	1,918,787	1,484,427	469,099	24.0%
88WW - WATER AND WASTE MANAGEMENT	\$ 3,512,858	\$ 3,731,273	\$ 3,858,663	\$ 3,789,247	\$ 3,951,642	\$ (92,979)	-2.4%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 158,687	\$ 359,560	\$ 328,115	\$ 225,739	\$ 242,139	\$ 85,976	26.2%
FACI - FACILITIES MANAGEMENT	-	-	-	-	123,024	(123,024)	N/A
HRAC - HUMAN RESOURCES	986,792	859,364	741,084	663,689	155,222	585,862	79.1%
ODIR - EXECUTIVE MANAGEMENT	1,577,780	1,921,640	2,044,173	1,591,285	271,729	1,772,444	86.7%
POOL - POOLED COSTS	-	(26,434)	-	-	843	(843)	N/A
PROC - PROCUREMENT	8,468	-	-	-	51,377	(51,377)	N/A
RECO - RECORDS MANAGEMENT	52,013	55,584	57,679	57,345	56,870	809	1.4%
SPPT - OPERATIONS SUPPORT	-	-	-	-	1,590,602	(1,590,602)	N/A
99AS - INDIRECT SUPPORT	\$ 2,783,740	\$ 3,169,714	\$ 3,171,051	\$ 2,538,058	\$ 2,491,806	\$ 679,245	21.4%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 874,879	\$ 988,056	\$ 988,053	\$ 988,053	\$ 885,345	\$ 102,708	10.4%
INFR - INFRASTRUCTURE	-	-	-	-	200,923	(200,923)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	114,756	141,746	140,674	121,257	-	140,674	100.0%
RISK - RISK PREMIUMS	-	-	-	-	238,731	(238,731)	N/A
99GV - GENERAL OVERHEAD	\$ 989,635	\$ 1,129,802	\$ 1,128,727	\$ 1,109,310	\$ 1,324,999	\$ (196,272)	-17.4%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 1,443,898	\$ 1,531,161	\$ 1,749,769	\$ 1,595,695	\$ 1,723,953	\$ 25,816	1.5%
99IT - INFORMATION TECHNOLOGY	\$ 1,443,898	\$ 1,531,161	\$ 1,749,769	\$ 1,595,695	\$ 1,723,953	\$ 25,816	1.5%
<b>TOTAL PROGRAMS</b>	<b>\$ 23,912,527</b>	<b>\$ 27,114,868</b>	<b>\$ 27,783,829</b>	<b>\$ 25,688,475</b>	<b>\$ 26,454,680</b>	<b>\$ 1,329,149</b>	<b>4.8%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>LICENSES AND PERMITS</b>							
0610 - LICENSES AND PERMITS	\$ 15,730,197	\$ 16,792,123	\$ 16,748,923	\$ 15,690,775	\$ 15,865,080	\$ (883,843)	-5.3%
<b>SUBTOTAL</b>	<b>\$ 15,730,197</b>	<b>\$ 16,792,123</b>	<b>\$ 16,748,923</b>	<b>\$ 15,690,775</b>	<b>\$ 15,865,080</b>	<b>\$ (883,843)</b>	<b>-5.3%</b>
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 3,436,884	\$ 2,939,147	\$ 2,982,347	\$ 4,092,231	\$ 3,780,815	\$ 798,468	26.8%
<b>SUBTOTAL</b>	<b>\$ 3,436,884</b>	<b>\$ 2,939,147</b>	<b>\$ 2,982,347</b>	<b>\$ 4,092,231</b>	<b>\$ 3,780,815</b>	<b>\$ 798,468</b>	<b>26.8%</b>
0637 - FINES & FORFEITS	\$ 228,174	\$ 125,508	\$ 125,508	\$ 289,644	\$ 218,186	\$ 92,678	73.8%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 37,285	\$ 20,000	\$ 20,000	\$ 26,360	\$ 26,000	\$ 6,000	30.0%
0650 - MISCELLANEOUS REVENUE	5,398	1,800	1,800	28,268	1,200	(600)	-33.3%
<b>SUBTOTAL</b>	<b>\$ 42,683</b>	<b>\$ 21,800</b>	<b>\$ 21,800</b>	<b>\$ 54,628</b>	<b>\$ 27,200</b>	<b>\$ 5,400</b>	<b>24.8%</b>
<b>ALL REVENUES</b>	<b>\$ 19,437,938</b>	<b>\$ 19,878,578</b>	<b>\$ 19,878,578</b>	<b>\$ 20,127,278</b>	<b>\$ 19,891,281</b>	<b>\$ 12,703</b>	<b>0.1%</b>
<b>OTHER FINANCING SOURCES</b>							
0680 - TRANSFERS IN	\$ 5,745	\$ -	\$ 65,500	\$ 65,500	\$ -	\$ (65,500)	-100.0%
<b>ALL OTHER FINANCING SOURCES</b>	<b>\$ 5,745</b>	<b>\$ -</b>	<b>\$ 65,500</b>	<b>\$ 65,500</b>	<b>\$ -</b>	<b>\$ (65,500)</b>	<b>-100.0%</b>
<b>TOTAL SOURCES</b>	<b>\$ 19,443,683</b>	<b>\$ 19,878,578</b>	<b>\$ 19,944,078</b>	<b>\$ 20,192,778</b>	<b>\$ 19,891,281</b>	<b>\$ (52,797)</b>	<b>-0.3%</b>

Sources and Uses by Category (continued)

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 12,123,244	\$ 12,661,251	\$ 13,086,874	\$ 12,608,079	\$ 13,002,888	\$ 83,986	0.6%
0710 - OVERTIME	95,945	46,950	49,332	137,107	-	49,332	100.0%
0750 - FRINGE BENEFITS	4,752,578	4,952,746	5,050,811	4,791,974	4,948,555	102,256	2.0%
0790 - OTHER PERSONNEL SERVICES	343,735	-	207	6,142	-	207	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(378,308)	(341,658)	(351,705)	(486,284)	(237,240)	(114,465)	-32.5%
0796 - PERSONNEL SERVICES ALLOC-IN	1,280,254	1,437,564	1,434,773	1,428,201	1,314,702	120,071	8.4%
<b>SUBTOTAL</b>	<b>\$ 18,217,448</b>	<b>\$ 18,756,853</b>	<b>\$ 19,270,292</b>	<b>\$ 18,485,219</b>	<b>\$ 19,028,905</b>	<b>\$ 241,387</b>	<b>1.3%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 758,372	\$ 763,963	\$ 687,183	\$ 669,856	\$ 915,494	\$ (228,311)	-33.2%
0803 - FUEL	284,471	298,145	299,865	282,993	288,964	10,901	3.6%
0804 - NON-CAPITAL EQUIPMENT	8,515	511,400	511,400	514,994	543,100	(31,700)	-6.2%
0805 - SUPPLIES-ALLOCATION OUT	(4,428)	(3,360)	(3,410)	(5,901)	(2,172)	(1,238)	-36.3%
0806 - SUPPLIES-ALLOCATION IN	334,049	80,928	80,936	67,603	3,178	77,758	96.1%
<b>SUBTOTAL</b>	<b>\$ 1,380,979</b>	<b>\$ 1,651,076</b>	<b>\$ 1,575,974</b>	<b>\$ 1,529,545</b>	<b>\$ 1,748,564</b>	<b>\$ (172,590)</b>	<b>-11.0%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ -	\$ 15,000	\$ 15,000	\$ 7,500	\$ 11,500	\$ 3,500	23.3%
0812 - OTHER SERVICES	168,681	621,044	627,768	654,006	691,039	(63,271)	-10.1%
0820 - RENT & OPERATING LEASES	900,147	948,008	965,729	936,251	871,797	93,932	9.7%
0825 - REPAIRS AND MAINTENANCE	131,177	31,125	30,712	26,343	-	30,712	100.0%
0830 - INTERGOVERNMENTAL PAYMENTS	500	-	418	2,090	-	418	100.0%
0839 - INTERNAL SERVICE CHARGES	1,560,875	1,767,358	1,768,550	1,711,022	1,884,973	(116,423)	-6.6%
0841 - TRAVEL	92,335	112,730	113,094	98,079	103,107	9,987	8.8%
0842 - EDUCATION AND TRAINING	64,091	246,902	230,449	193,901	97,965	132,484	57.5%
0843 - POSTAGE/FREIGHT/SHIPPING	67,817	83,840	84,341	64,748	65,212	19,129	22.7%
0850 - UTILITIES	-	-	-	810	2,400	(2,400)	N/A
0872 - SERVICES-ALLOCATION OUT	(172,634)	(174,960)	(164,202)	(198,379)	(229,358)	65,156	39.7%
0873 - SERVICES-ALLOCATION IN	280,827	596,832	806,644	685,696	821,005	(14,361)	-1.8%
<b>SUBTOTAL</b>	<b>\$ 3,093,816</b>	<b>\$ 4,247,879</b>	<b>\$ 4,478,503</b>	<b>\$ 4,182,067</b>	<b>\$ 4,319,640</b>	<b>\$ 158,863</b>	<b>3.5%</b>
<b>CAPITAL</b>							
0910 - LAND	\$ 7,365	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ 1,000,000	100.0%
0915 - BUILDINGS AND IMPROVEMENTS	852,741	1,000,000	1,000,000	-	925,000	75,000	7.5%
0920 - CAPITAL EQUIPMENT	125,447	37,500	37,500	39,032	52,900	(15,400)	-41.1%
0930 - VEHICLES & CONSTRUCTION EQUIP	140,155	289,576	289,576	289,575	135,000	154,576	53.4%
0956 - CAPITAL-ALLOCATION IN	94,576	131,984	131,984	163,037	244,671	(112,687)	-85.4%
<b>SUBTOTAL</b>	<b>\$ 1,220,284</b>	<b>\$ 2,459,060</b>	<b>\$ 2,459,060</b>	<b>\$ 1,491,644</b>	<b>\$ 1,357,571</b>	<b>\$ 1,101,489</b>	<b>44.8%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 23,912,527</b>	<b>\$ 27,114,868</b>	<b>\$ 27,783,829</b>	<b>\$ 25,688,475</b>	<b>\$ 26,454,680</b>	<b>\$ 1,329,149</b>	<b>4.8%</b>
<b>TOTAL USES</b>	<b>\$ 23,912,527</b>	<b>\$ 27,114,868</b>	<b>\$ 27,783,829</b>	<b>\$ 25,688,475</b>	<b>\$ 26,454,680</b>	<b>\$ 1,329,149</b>	<b>4.8%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 13,347	\$ 5,400	\$ 5,400	\$ 14,046	\$ 18,101	\$ 12,701	235.2%
<b>FUND TOTAL SOURCES</b>	<b>\$ 13,347</b>	<b>\$ 5,400</b>	<b>\$ 5,400</b>	<b>\$ 14,046</b>	<b>\$ 18,101</b>	<b>\$ 12,701</b>	<b>235.2%</b>
<b>506 ENVIRONMTL SVCS ENV HEALTH</b>							
OPERATING	\$ 19,430,336	\$ 19,873,178	\$ 19,873,178	\$ 20,178,732	\$ 19,873,180	\$ 2	0.0%
NON RECURRING NON PROJECT	-	-	65,500	-	-	(65,500)	-100.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 19,430,336</b>	<b>\$ 19,873,178</b>	<b>\$ 19,938,678</b>	<b>\$ 20,178,732</b>	<b>\$ 19,873,180</b>	<b>\$ (65,498)</b>	<b>-0.3%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 19,443,683</b>	<b>\$ 19,878,578</b>	<b>\$ 19,878,578</b>	<b>\$ 20,192,778</b>	<b>\$ 19,891,281</b>	<b>\$ 12,703</b>	<b>0.1%</b>
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 65,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (65,500)</b>	<b>-100.0%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 19,443,683</b>	<b>\$ 19,878,578</b>	<b>\$ 19,944,078</b>	<b>\$ 20,192,778</b>	<b>\$ 19,891,281</b>	<b>\$ (52,797)</b>	<b>-0.3%</b>
<b>100 GENERAL</b>							
OPERATING	\$ 3,839,460	\$ 3,882,968	\$ 3,982,702	\$ 3,929,615	\$ 4,184,101	\$ (201,399)	-5.1%
NON RECURRING NON PROJECT	99,210	57,298	57,298	57,297	97,739	(40,441)	-70.6%
<b>FUND TOTAL USES</b>	<b>\$ 3,938,670</b>	<b>\$ 3,940,266</b>	<b>\$ 4,040,000</b>	<b>\$ 3,986,912</b>	<b>\$ 4,281,840</b>	<b>\$ (241,840)</b>	<b>-6.0%</b>
<b>506 ENVIRONMTL SVCS ENV HEALTH</b>							
OPERATING	\$ 17,912,439	\$ 19,661,862	\$ 20,231,089	\$ 19,247,033	\$ 19,872,908	\$ 358,181	1.8%
NON RECURRING NON PROJECT	2,061,418	3,512,740	3,512,740	2,454,530	2,299,932	1,212,808	34.5%
<b>FUND TOTAL USES</b>	<b>\$ 19,973,857</b>	<b>\$ 23,174,602</b>	<b>\$ 23,743,829</b>	<b>\$ 21,701,563</b>	<b>\$ 22,172,840</b>	<b>\$ 1,570,989</b>	<b>6.6%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 21,751,899</b>	<b>\$ 23,544,830</b>	<b>\$ 24,213,791</b>	<b>\$ 23,176,648</b>	<b>\$ 24,057,009</b>	<b>\$ 156,782</b>	<b>0.6%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 2,160,628</b>	<b>\$ 3,570,038</b>	<b>\$ 3,570,038</b>	<b>\$ 2,511,827</b>	<b>\$ 2,397,671</b>	<b>\$ 1,172,367</b>	<b>32.8%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 23,912,527</b>	<b>\$ 27,114,868</b>	<b>\$ 27,783,829</b>	<b>\$ 25,688,475</b>	<b>\$ 26,454,680</b>	<b>\$ 1,329,149</b>	<b>4.8%</b>

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
<b>BUSINESS SERVICES</b>							
HEALTH CODE PERMITTING	15.20	15.20	15.20	15.20	13.20	(2.00)	(13.2%)
PROGRAM TOTAL	15.20	15.20	15.20	15.20	13.20	(2.00)	(13.2%)
<b>ENVIRONMENTAL ENFORCEMENT</b>							
ENV HEALTH ENFORCEMENT	7.25	6.75	6.75	6.75	6.75	-	0.0%
NONPERMIT RELATED COMPLIANCE	9.25	9.25	9.25	10.25	10.25	1.00	10.8%
PROGRAM TOTAL	16.50	16.00	16.00	17.00	17.00	1.00	6.3%
<b>ENVIRONMENTAL HEALTH SERVICES</b>							
ENV HEALTH PLAN REVIEW	14.77	14.77	14.02	14.02	13.77	(.25)	(1.8%)
ENV RELATED ILLNESS INVESTIG	4.00	4.00	4.00	4.00	4.00	-	0.0%
FOOD NON FOOD INSPECTIONS	111.43	122.23	123.98	122.98	119.23	(4.75)	(3.8%)
FOOD SERVICE LICENSE	11.80	9.80	9.80	9.80	9.80	-	0.0%
STORMWATER CONSTRUCTION	.60	.50	.50	.50	.50	-	0.0%
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%
PROGRAM TOTAL	149.60	158.30	159.30	158.30	154.30	(5.00)	(3.1%)
<b>INDIRECT SUPPORT</b>							
BUDGET AND FINANCIAL SERVICES	3.00	5.00	5.00	5.00	3.00	(2.00)	(40.0%)
EXECUTIVE MANAGEMENT	6.00	6.00	7.00	7.00	3.00	(4.00)	(57.1%)
HUMAN RESOURCES	10.50	10.00	10.00	10.00	-	(10.00)	(100.0%)
OPERATIONS SUPPORT	-	-	.00	-	11.00	11.00	N/A
PROCUREMENT	2.00	-	.00	-	1.00	1.00	N/A
RECORDS MANAGEMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	22.50	22.00	23.00	23.00	19.00	(4.00)	(17.4%)
<b>VECTOR CONTROL</b>							
VECTOR CTRL PUB ED SURV TRTMNT	36.00	36.00	37.00	36.00	36.00	(1.00)	(2.7%)
PROGRAM TOTAL	36.00	36.00	37.00	36.00	36.00	(1.00)	(2.7%)
<b>WATER AND WASTE MANAGEMENT</b>							
WW CONSTRUCTION INSPECTION	12.94	14.09	17.09	17.09	6.40	(10.69)	(62.6%)
WW MANAGEMENT INSPECTIONS	11.64	10.44	10.44	10.44	27.87	17.43	167.0%
WW PLAN REVIEW	21.62	20.97	21.97	21.97	16.23	(5.74)	(26.1%)
PROGRAM TOTAL	46.20	45.50	49.50	49.50	50.50	1.00	2.0%
DEPARTMENT TOTAL	286.00	293.00	300.00	299.00	290.00	(10.00)	(3.3%)

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	6.00	6.00	6.00	6.00	5.00	(1.00)	(16.7%)
Administrative Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	4.00	3.00	3.00	3.00	3.00	-	0.0%
Chemical Applicatns Tech	27.00	27.00	28.00	27.00	27.00	(1.00)	(3.6%)
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 - Environmental Services	1.00	1.00	1.00	1.00	1.00	-	0.0%
Development Svcs Supervisor	2.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
Development Svcs Technician	19.00	19.00	19.00	19.00	18.00	(1.00)	(5.3%)
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	1.00	1.00	1.00	1.00	-	0.0%
Engineering Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Environmental Enforcement Specialist	7.00	7.00	7.00	7.00	7.00	-	0.0%
Environmental Services Division Manger	-	3.00	3.00	3.00	3.00	-	0.0%
Environmental Services Operations Supervisor	-	8.00	8.00	8.00	7.00	(1.00)	(12.5%)
Environmental Spec Trainee	-	10.00	15.00	15.00	15.00	-	0.0%
Environmental Specialist	124.00	124.00	124.00	124.00	123.00	(1.00)	(0.8%)
Environmental Specialist Supervisor	29.00	29.00	29.00	29.00	28.00	(1.00)	(3.4%)
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	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	5.00	5.00	5.00	5.00	4.00	(1.00)	(20.0%)
Office Assistant	13.00	12.00	12.00	12.00	12.00	-	0.0%
Office Assistant Specialized	10.00	11.00	11.00	11.00	10.00	(1.00)	(9.1%)
Operations/Program Manager	4.00	-	-	-	-	-	N/A
Operations/Program Supervisor	8.00	-	-	-	-	-	N/A
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Special Projects Manager	-	-	1.00	1.00	-	(1.00)	(100.0%)
<b>Department Total</b>	<b>286.00</b>	<b>293.00</b>	<b>300.00</b>	<b>299.00</b>	<b>290.00</b>	<b>(10.00)</b>	<b>(3.3%)</b>

### Staffing by Fund

DEPARTMENT/FUND		FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
		ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL		45.00	45.00	46.00	45.00	45.00	(1.00)	(2.2%)
506 ENVIRONMTL SVCS ENV HEALTH		241.00	248.00	254.00	254.00	245.00	(9.00)	(3.5%)
<b>Department Total</b>		<b>286.00</b>	<b>293.00</b>	<b>300.00</b>	<b>299.00</b>	<b>290.00</b>	<b>(10.00)</b>	<b>(3.3%)</b>

### General Adjustments

**Personnel:** FY 2015 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

#### **Other Base Adjustments:**

##### **General Fund (100) Operating**

- Increase Regular Benefits by \$929 for the impact of changes in retirement contribution rates.
- Increase Internal Service Charges by \$7,928 for the impact of changes in risk management charges.
- Increase Revenue by \$12,701 for volume increase.
- Decrease expenditures \$43,050 for Salary and Benefits Savings Adjustment.
- Increase expenditures \$198,317 for Allocation in of Administrative Services from Fund 506.
- Decrease expenditures \$164,124 for right sizing of supplies.
- Increase expenditures \$192,000 for mosquito Adukticide and Larvacide chemicals.

- Increase expenditures \$843 for Office Assistant Specialized Market Adjustment.
- FY 2015 Non Recurring Non Project budget of \$289,739 includes:
  - \$20,139 for Developer Tools, ESX Server, Fiber Switch, Hardware and Software upgrades, GIS Performance, and VID.
  - \$40,100 for laptops, laptop truck mounts, field cameras, and PCR plate spinner.
  - \$37,500 for electric foggers.

**Environmental Services Environmental Health Fund (506)**

- Increase Regular Benefits by \$6,149 for the impact of changes in retirement contribution rates.
- Increase Internal Service Charges by \$33,800 for the impact of changes in risk management charges.
- Increase expenditures \$62,932 for Benefits Savings adjustment.
- Increase expenditures \$162,145 for 2.5% performance pay.
- Decrease expenditures \$218,804 for Allocation out of Administrative services to Fund 100 of \$198,317 and RDSA HR rent of \$20,487.
- Decrease expenditures \$46,492 for right sizing of supplies.
- FY 2015 Non Recurring Non Project budget of \$1,374,932 includes:
  - \$1,925,000 for equipment and services for the new Eastern Regional Office Building.
  - \$224,532 for Developer Tools, ESX Server and Fiber Switch.
  - \$135,000 for 6 replacement vehicles.
  - \$15,400 for 2 replacement registers.

**Programs and Activities**

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of enforcement actions processed within 10 calendar days	N/A	85.0%	91.1%	93.7%	8.7%	10.2%
Percent of nuisance complaint investigations initiated within 7 calendar days	N/A	100.0%	81.1%	80.1%	(19.9%)	-19.9%
Percent of nuisance complaint investigations resolved within 60 calendar days	N/A	86.9%	134.0%	122.1%	35.2%	40.5%

Activities that comprise this program include:

- Enforcement Activity
- Non-Permit Related Compliance
- Stormwater Construction
- Stormwater Discharge
- Stormwater Public Education

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of enforcement actions processed within 10 calendar days	N/A	85.0%	91.1%	93.7%	8.7%	10.2%
Output	Number of enforcement actions processed	1,099	1,100	1,182	1,286	186	16.9%
Demand	Number of enforcement actions requested	1,113	1,100	1,184	1,286	186	16.9%
Expenditure Ratio	Cost per enforcement action processed	\$ 405.98	\$ 460.00	\$ 409.73	\$ 400.81	\$ 59.19	12.9%
<i>Revenue</i>							
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 214,744	\$ 120,000	\$ 260,026	\$ 200,001	\$ 80,001	66.7%
	TOTAL SOURCES	\$ 214,744	\$ 120,000	\$ 260,026	\$ 200,001	\$ 80,001	66.7%
<i>Expenditure</i>							
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 446,168	\$ 506,001	\$ 484,306	\$ 515,443	\$ (9,442)	-1.9%
	TOTAL USES	\$ 446,168	\$ 506,001	\$ 484,306	\$ 515,443	\$ (9,442)	-1.9%

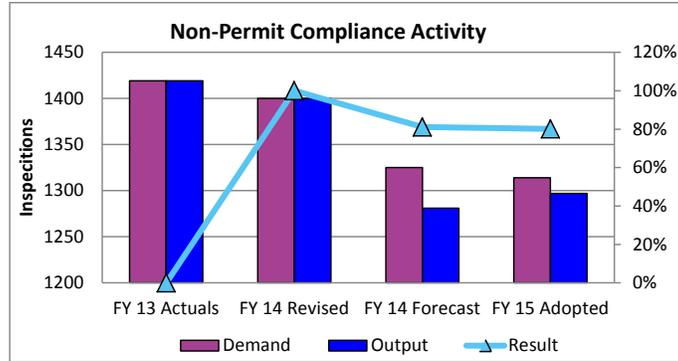
**Activity Narrative:** The FY 2015 budget supports the Department in meeting 93.7% of the demand. FY 2015 budgeted revenues increase is due to increases in both enforcement actions and response efficiency. The FY 2015 expenditure budget is increasing to support the greater demand.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of nuisance complaint investigations initiated within 7 calendar days	N/A	100.0%	81.1%	80.1%	(19.9%)	-19.9%
Result	Percent of nuisance complaint investigations resolved within 60 calendar days	N/A	86.9%	134.0%	122.1%	35.2%	40.5%
Output	Number of nuisance complaint investigations initiated	1,419	1,400	1,281	1,297	(103)	-7.4%
Demand	# of nuisance complaints required to be investigated	1,419	1,400	1,325	1,314	(86)	-6.1%
Expenditure Ratio	Cost per nuisance complaint investigated	\$ 405.22	\$ 448.19	\$ 450.48	\$ 459.42	\$ (11.23)	-2.5%
<i>Revenue</i>							
	100 - GENERAL	\$ 13,347	\$ 5,400	\$ 14,046	\$ 18,101	\$ 12,701	235.2%
	506 - ENVIRONMTL SVCS ENV HEALTH	83	108	15,572	84	(24)	-22.2%
	TOTAL SOURCES	\$ 13,430	\$ 5,508	\$ 29,618	\$ 18,185	\$ 12,677	230.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 144,228	\$ 169,911	\$ 122,076	\$ 123,140	\$ 46,771	27.5%
	506 - ENVIRONMTL SVCS ENV HEALTH	430,776	457,557	454,993	472,729	(15,172)	-3.3%
	TOTAL USES	\$ 575,004	\$ 627,468	\$ 577,069	\$ 595,869	\$ 31,599	5.0%



**Activity Narrative:** The FY 2015 budgeted increase in revenue is due to an anticipated increase in fines collected for non-permitted/non-permittable sources. The FY 2015 drop in the percent of nuisance complaint investigations initiated within seven calendar days is due to two vacant positions. The FY 2015 budgeted decrease in expenditures is the result of the Department’s ability to hire and retain more experienced staff, resulting in greater efficiencies.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of initial plan reviews provided within 30 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of initial plan reviews provided	15	12	12	12	-	0.0%
Demand	Number of initial plan reviews for construction projects required	15	12	12	12	-	0.0%
Expenditure Ratio	Cost per plan review provided	\$ 2,953.27	\$ 4,163.67	\$ 4,180.92	\$ 4,253.00	\$ (89.33)	-2.1%
<i>Revenue</i>							
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 19,750	\$ 16,500	\$ 18,045	\$ 19,250	\$ 2,750	16.7%
	TOTAL SOURCES	\$ 19,750	\$ 16,500	\$ 18,045	\$ 19,250	\$ 2,750	16.7%
<i>Expenditure</i>							
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 44,299	\$ 49,964	\$ 50,171	\$ 51,036	\$ (1,072)	-2.1%
	TOTAL USES	\$ 44,299	\$ 49,964	\$ 50,171	\$ 51,036	\$ (1,072)	-2.1%

**Activity Narrative:** The FY 2015 budgeted revenues and expenditures are expected to increase marginally due to economic improvement.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of total urbanized unincorporated area of Maricopa County required to be inspected that received inspections.	100.2%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of County facilities within the urbanized area receiving required inspections	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of County facility inspections within the urbanized area conducted.	N/A	88	88	68	(20)	-22.7%
Output	Number of square miles of urbanized unincorporated Maricopa County inspected	N/A	31	44	40	9	30.7%
Demand	Square miles of urbanized unincorporated area in Maricopa County required to be inspected per the ADEQ permit.	76	31	31	40	9	30.7%
Demand	Number of County facility inspections within the urbanized area required	N/A	88	88	36	(52)	-59.1%
Expenditure Ratio	Cost per square miles of urbanized unincorporated Maricopa County inspections	N/A	\$ 12,999.35	\$ 8,341.47	\$ 9,022.78	\$ 3,976.57	30.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 372,132	\$ 397,780	\$ 364,856	\$ 360,911	\$ 36,869	9.3%
	TOTAL USES	\$ 372,132	\$ 397,780	\$ 364,856	\$ 360,911	\$ 36,869	9.3%

**Activity Narrative:** The FY 2015 budget supports the Department in meeting 100% of demand of Stormwater complaint inspections provided in five days, as well as total urbanized unincorporated area of Maricopa County. The FY 2015 budgeted expenditures are decreasing based on a lower demand for inspections within the urbanized area.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of required public educational sessions conducted within the required timeframe	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of public educational sessions conducted	100	48	48	105	57	118.8%
Demand	Number of public educational sessions requested	100	48	48	105	57	118.8%
Expenditure Ratio	Cost per public educational session	\$ 862.46	\$ 2,077.04	\$ 1,904.21	\$ 899.71	\$ 1,177.33	56.7%
<i>Expenditure</i>							
	100 - GENERAL	\$ 86,246	\$ 99,698	\$ 91,402	\$ 94,470	\$ 5,228	5.2%
	TOTAL USES	\$ 86,246	\$ 99,698	\$ 91,402	\$ 94,470	\$ 5,228	5.2%

**Activity Narrative:** The FY 2015 budget supports the Department in meeting 100% of the demand for this activity. The FY 2015 expenditures are increasing to support the increase in educational sessions requested.

## Environmental Health Services Program

The purpose of the Environmental Health Program is to provide environmental health review, investigative, permitting and licensing services to regulated facilities and the general population so they can operate their business in compliance with the Maricopa County Environmental Health code and to ensure a safe and healthy environment for our community.

### Program Results

Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of environmental health plan reviews completed within 30 business days	93.0%	95.5%	87.8%	94.4%	(1.1%)	-1.2%
Percent of comprehensive food inspections completed with no foodborne illness risk factors reported	60.5%	60.0%	62.5%	60.8%	0.8%	1.3%
Percent of required comprehensive inspections completed for all food permits	113.7%	100.0%	100.9%	96.7%	(3.3%)	-3.3%
Percent of all food permits that received the required number of inspections	98.0%	100.0%	100.0%	98.0%	(2.0%)	-2.0%
Percent of environmental related illness complaints where contact was attempted within 24 business hours from the time it was received.	99.6%	N/A	99.7%	98.0%	N/A	N/A
Percent of outbreak investigations initiated within 72 business hours of being declared.	100.0%	N/A	100.0%	100.0%	N/A	N/A
Percent of Communicable Disease Alert investigations initiated within 72 business hours	100.0%	N/A	100.0%	100.0%	N/A	N/A
Percent of total urbanized unincorporated area of Maricopa County required to be inspected that received inspections.	100.2%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of County facilities within the urbanized area receiving required inspections	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percentage of initial plan reviews provided within 30 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of required public educational sessions conducted within the required timeframe	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Some measures within the Environmental Health Services Program are newly established in FY 2014.

Activities that comprise this program include:

- Environmental Health Plan Review
- Environmental Related Illness Investigations
- Food/Non-Food Inspection

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of environmental health plan reviews completed within 30 business days	93.0%	95.5%	87.8%	94.4%	(1.1%)	-1.2%
Output	Number of inspections conducted	6,156	5,104	5,320	5,550	446	8.7%
Demand	Number of environmental health plan reviews requested	1,475	1,664	1,547	1,430	(234)	-14.1%
Demand	Number of inspection requests received	6,108	5,472	5,374	5,535	63	1.2%
Expenditure Ratio	Expenditures per inspection conducted	\$ 162.36	\$ 209.15	\$ 200.56	\$ 168.32	\$ 40.83	19.5%
<i>Revenue</i>							
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 1,282,621	\$ 1,212,906	\$ 1,662,065	\$ 1,279,251	\$ 66,345	5.5%
	TOTAL SOURCES	\$ 1,282,621	\$ 1,212,906	\$ 1,662,065	\$ 1,279,251	\$ 66,345	5.5%
<i>Expenditure</i>							
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 999,491	\$ 1,067,496	\$ 1,066,986	\$ 934,171	\$ 133,325	12.5%
	TOTAL USES	\$ 999,491	\$ 1,067,496	\$ 1,066,986	\$ 934,171	\$ 133,325	12.5%

**Activity Narrative:** The FY 2015 budget supports the Department in meeting 94% of the demand. The FY 2015 increase in budgeted revenues and expenditures is due to increased output and demand for inspections. The FY 2015 budgeted expenditures are decreasing due to increased staff efficiencies.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of environmental related illness complaints where contact was attempted within 24 business hours from the time it was received.	99.6%	N/A	99.7%	98.0%	N/A	N/A
Result	Percent of outbreak investigations initiated within 72 business hours of being declared.	100.0%	N/A	100.0%	100.0%	N/A	N/A
Result	Percent of Communicable Disease Alert investigations initiated within 72 business hours	100.0%	N/A	100.0%	100.0%	N/A	N/A
Output	Number of environmental illness complaints received and contact initiated	677	N/A	623	745	N/A	N/A
Output	Number of outbreak investigations initiated	23	N/A	8	15	N/A	N/A
Output	Number of Communicable Disease Alert investigations initiated	20	N/A	24	32	N/A	N/A
Demand	Number of environmental illness complaints received	677	665	813	745	80	12.0%
Demand	Number of Outbreaks Identified	23	32	10	15	(17)	-53.1%
Demand	Number of Communicable Disease Alerts that are issued by Maricopa County Department of Public Health	20	22	26	32	10	45.5%
Expenditure Ratio	Cost per environmental illness complaint response initiated	\$ 358.87	N/A	\$ 395.65	\$ 357.96	N/A	N/A
<i>Revenue</i>							
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 17,985	\$ 43,200	\$ 30,798	\$ 16,200	\$ (27,000)	-62.5%
	TOTAL SOURCES	\$ 17,985	\$ 43,200	\$ 30,798	\$ 16,200	\$ (27,000)	-62.5%
<i>Expenditure</i>							
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 242,955	\$ 291,402	\$ 246,489	\$ 266,682	\$ 24,720	8.5%
	TOTAL USES	\$ 242,955	\$ 291,402	\$ 246,489	\$ 266,682	\$ 24,720	8.5%

**Activity Narrative:** The FY 2015 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 2015 is consistent with an upward trend in the number of complaints received year over year for the past four fiscal years. These complaints can change dramatically based on any given situation that may occur. For example, in 2010, the H1N1 pandemic caused great concern and the Department received over 1,000 complaints. In order to determine the forecasted number of complaints, pandemics, such as H1N1, are taken out of the equation, as these are unusual situations, and will cause fluctuations in the number of complaints from one year to the next.

**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 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of comprehensive food inspections completed with no foodborne illness risk factors reported	60.5%	60.0%	62.5%	60.8%	0.8%	1.3%
Result	Percent of required comprehensive inspections completed for all food permits	113.7%	100.0%	100.9%	96.7%	(3.3%)	-3.3%
Result	Percent of all food permits that received the required number of inspections	98.0%	100.0%	100.0%	98.0%	(2.0%)	-2.0%
Output	Number of comprehensive inspections completed for all food establishments	63,763	56,136	54,276	51,480	(4,656)	-8.3%
Demand	Number of comprehensive inspections required for all food establishments	56,069	56,136	53,434	52,264	(3,872)	-6.9%
Expenditure Ratio	Expenditure per comprehensive food establishment inspection completed	\$ 130.12	\$ 189.78	\$ 177.85	\$ 191.75	\$ (1.97)	-1.0%
<b>Revenue</b>							
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 11,249,954	\$ 12,285,311	\$ 11,654,337	\$ 11,609,084	\$ (676,227)	-5.5%
	TOTAL SOURCES	\$ 11,249,954	\$ 12,285,311	\$ 11,654,337	\$ 11,609,084	\$ (676,227)	-5.5%
<b>Expenditure</b>							
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 8,296,628	\$ 10,653,436	\$ 9,653,021	\$ 9,871,482	\$ 781,954	7.3%
	TOTAL USES	\$ 8,296,628	\$ 10,653,436	\$ 9,653,021	\$ 9,871,482	\$ 781,954	7.3%

**Activity Narrative:** The FY 2015 budget supports the Department in meeting 98% of all food permits receiving the required number of inspections. FY 2015 budgeted revenues and expenditures are decreasing in response to an increase in annual Special Event Food Establishment permits, causing a decrease in temporary and seasonal permits.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent change of West Nile virus positive mosquitoes	57.0%	100.0%	(17.0%)	91.9%	(8.1%)	-8.1%
Percent of Field Surveillance Tests completed (RTs)	N/A	95.0%	94.1%	99.8%	4.8%	5.0%
Percent of Routine Sites treated for mosquito breeding (RSIs)	N/A	50.0%	43.5%	38.2%	(11.8%)	-23.5%
Percent of initial complaints with an investigation completed within 5 business days	N/A	77.6%	99.2%	94.8%	17.2%	22.2%

Some measures within the Vector Control Program are newly established in FY 2013.

Activities that comprise this program include:

- Vector Control

### Vector Control

The purpose of the Vector Control Activity is to provide local vector compliant investigation, 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent change of West Nile virus positive mosquitoes	57.0%	100.0%	(17.0%)	91.9%	(8.1%)	-8.1%
Result	Percent of Field Surveillance Tests completed (RTs)	N/A	95.0%	94.1%	99.8%	4.8%	5.0%
Result	Percent of Routine Sites treated for mosquito breeding (RSIs)	N/A	50.0%	43.5%	38.2%	(11.8%)	-23.5%
Result	Percent of initial complaints with an investigation completed within 5 business days	N/A	77.6%	99.2%	94.8%	17.2%	22.2%
Output	Number of acres treated with adulticide	N/A	N/A	N/A	195,000	N/A	N/A
Output	Number of Routine Site Inspections performed for mosquito breeding (RSI)	N/A	28,300	19,965	17,000	(11,300)	-39.9%
Output	Number of complaints investigated	N/A	8,100	5,932	6,750	(1,350)	-16.7%
Output	Total Investigations Performed	N/A	8,100	39,698	48,000	39,900	492.6%
Output	Number of acres treated with larvicide	N/A	N/A	N/A	165	N/A	N/A
Output	Total number of acres treated with larvicide and adulticide	N/A	N/A	N/A	237,000	N/A	N/A
Output	Number of routine sites treated with larvicide	N/A	N/A	N/A	6,500	N/A	N/A
Demand	Number of field surveillance traps (RT) that need to be set	21,760	22,000	25,980	24,000	2,000	9.1%
Demand	Number of complaints received	N/A	8,100	6,010	6,450	(1,650)	-20.4%
Expenditure Ratio	Cost per investigation performed	N/A	\$ 317.88	\$ 65.69	\$ 62.51	\$ 255.37	80.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,699,127	\$ 2,574,841	\$ 2,607,934	\$ 3,000,632	\$ (425,791)	-16.5%
	TOTAL USES	\$ 2,699,127	\$ 2,574,841	\$ 2,607,934	\$ 3,000,632	\$ (425,791)	-16.5%

**Activity Narrative:** The FY 2015 budget supports the Department in meeting 99.8% of the demand for 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 FY 2015 budgeted expenditures are increasing in response to increased output of total investigations performed. The FY 2015 budgeted Non Recurring Non Project expenditures are increasing \$192,000 for the purchase of Zenivex, a mosquito adulticide and Altsoid, a mosquito larvicide.

### 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of plan review application initial substantive reviews provided within the	N/A	N/A	N/A	77.7%	N/A	N/A
Percent of construction inspections provided within the program's established standard for number of business days.	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of facilities and vehicles receiving the required number of operating inspections.	N/A	N/A	N/A	104.9%	N/A	N/A
Percent of facilities and vehicle compliance inspections provided.	N/A	N/A	N/A	100.0%	N/A	N/A

The Water and Waste Management Program was condensed in FY 2015. These activities and subsequent measures are new in FY 2015.

Activities that comprise this program include:

- Water and Waste Construction Inspection
- Water and Waste Management Inspections
- Water and Waste Plan Review

**Water and Waste Construction Inspection Activity**

The purpose of the Water and Waste Construction Inspection Activity is to provide plan construction inspection services to individuals or entities that submit applications for approval of construction for new or remodeled onsite wastewater and bathing place facilities so they can obtain approval to operate their facilities in a timely manner in compliance with applicable regulations.

**Mandates:** The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of construction inspections provided within the program's established standard for number of business days.	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Sum of the number of construction inspections provided within each permit type's standard for number of business days.	N/A	N/A	N/A	3,412	N/A	N/A
Demand	Sum of the number of construction inspections requested.	N/A	N/A	N/A	3,400	N/A	N/A
Expenditure Ratio	Cost per construction inspection provided	N/A	N/A	N/A	\$ 128.99	N/A	N/A
<i>Revenue</i>							
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 2,202,920	\$ 2,229,475	\$ 2,231,635	\$ 516,187	\$ (1,713,288)	-76.8%
	TOTAL SOURCES	\$ 2,202,920	\$ 2,229,475	\$ 2,231,635	\$ 516,187	\$ (1,713,288)	-76.8%
<i>Expenditure</i>							
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 1,054,691	\$ 1,136,830	\$ 1,158,377	\$ 440,115	\$ 696,715	61.3%
	TOTAL USES	\$ 1,054,691	\$ 1,136,830	\$ 1,158,377	\$ 440,115	\$ 696,715	61.3%

**Activity Narrative:** This is a new activity for FY 2015. Historical revenue and expenditure data is the combination of the previous activities: Public Water Plan Review Activity, Swimming Pool Inspection Activity, Swimming Pool Plan Review and Construction Inspection Activity, and Wastewater Plan Review. Because these previous activities also included plan review, the revenue and expenditure variance is skewed. The variance does not reflect budgeted activity.

### Water and Waste Management Inspections Activity

The purpose of the Water and Waste Management Inspections Activity is to provide compliance inspection services to individuals or entities that operate public water systems, wastewater treatment facilities, waste transport vehicles and related facilities, and public/semi-public swimming pools so they can continue to operate their permitted facility or vehicle in compliance with regulations.

**Mandates:** The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of facilities and vehicles receiving the required number of operating inspections.	N/A	N/A	N/A	104.9%	N/A	N/A
Result	Percent of facilities and vehicle compliance inspections provided.	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Sum of the number of operating inspections required	N/A	N/A	N/A	29,200	N/A	N/A
Output	Sum of the number of public water systems, wastewater treatment facilities, waste transport vehicles, related facilities and public / semi-public swimming pool compliance inspections requested	N/A	N/A	N/A	27,830	N/A	N/A
Demand	Sum of the number of public water systems, wastewater treatment facilities, waste transport vehicles and related facilities, and public / semi-public swimming pool operating inspections required.	N/A	N/A	N/A	36,704	N/A	N/A
Expenditure Ratio	Cost per operating inspection provided	N/A	N/A	N/A	\$ 72.84	N/A	N/A
<i>Revenue</i>							
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 1,115,131	\$ 1,137,745	\$ 1,112,916	\$ 3,542,410	\$ 2,404,665	211.4%
	TOTAL SOURCES	\$ 1,115,131	\$ 1,137,745	\$ 1,112,916	\$ 3,542,410	\$ 2,404,665	211.4%
<i>Expenditure</i>							
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 687,394	\$ 768,307	\$ 712,083	\$ 2,027,100	\$ (1,258,793)	-163.8%
	TOTAL USES	\$ 687,394	\$ 768,307	\$ 712,083	\$ 2,027,100	\$ (1,258,793)	-163.8%

**Activity Narrative:** This is a new activity for FY 2015. Historical expenditure data is the combination of the previous activities: Public Water Facility Inspections Activity, Solid Waste Inspection Activity, Food Service Inspection Activity, Swimming Pools Inspection Activity, and Wastewater Facility Inspections Activity. The FY 2015 revenue variance is accurate and is due to anticipated economic improvement. The FY 2015 budgeted expenditures have increased to meet demand.

### Water and Waste Plan Review Activity

The purpose of the Water and Waste Plan Review Activity is to provide plan review services to individuals or entities who submit applications for approval of plans for water, wastewater and bathing place facilities so they can construct and operate their facilities in a timely manner in compliance with applicable regulations.

**Mandates:** The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of plan review application initial substantive reviews provided within the program's established standard for number of business days.	N/A	N/A	N/A	77.7%	N/A	N/A
Output	Sum of the number of initial substantive plan reviews provided.	N/A	N/A	N/A	5,048	N/A	N/A
Output	Sum of the number of initial substantive plan reviews requested	N/A	N/A	N/A	6,154	N/A	N/A
Demand	Sum of the number of initial substantive plan reviews requested.	N/A	N/A	N/A	5,048	N/A	N/A
Expenditure Ratio	Cost per initial substantive plan reviews provided	N/A	N/A	N/A	\$ 378.29	N/A	N/A
<i>Revenue</i>							
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 2,116,528	\$ 1,709,741	\$ 2,381,323	\$ 1,949,927	\$ 240,186	14.0%
	TOTAL SOURCES	\$ 2,116,528	\$ 1,709,741	\$ 2,381,323	\$ 1,949,927	\$ 240,186	14.0%
<i>Expenditure</i>							
	506 - ENVIRONMTL SVCS ENV HEALTH	\$ 1,770,773	\$ 1,953,526	\$ 1,918,787	\$ 1,484,427	\$ 469,099	24.0%
	TOTAL USES	\$ 1,770,773	\$ 1,953,526	\$ 1,918,787	\$ 1,484,427	\$ 469,099	24.0%

**Activity Narrative:** This is a new activity for FY 2015. Historical revenue and expenditure data is the combination of the previous activities: Public Water Plan Review Activity, Subdivision Sanitary Facilities Activity, Swimming Pool Plan Review and Construction Inspection Activity, and Wastewater Plan Review. Because these previous activities also included inspections, the revenue and expenditure variance is skewed. An explanation of the variance would be of no value. The measures were not forecasted for FY 2014.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 3,882,968</b>	<b>\$ 5,400</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 99,734</b>	<b>\$ -</b>
County RPP	90,721	-
1st Quarter Retention Pay and Market Adj	3,091	-
2nd Quarter Retention Pay and Market Adj	666	-
FY 14 IT Market Study Adjustments	4,887	-
3rd and 4th Quarter Retention Pay and Market Adj	369	-
Agenda Item:		
C-49-13-092-2-00		-
C-49-14-020-0-00		-
C-49-14-032-2-00		-
C-49-14-041-2-00		-
C-49-14-043-2-00		-
<b>FY 2014 Revised Budget</b>	<b>\$ 3,982,702</b>	<b>\$ 5,400</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 8,556</b>	<b>\$ -</b>
1st Quarter Retention Pay and Market Adj	479	-
2nd Quarter Retention Pay and Market Adj	(666)	-
FY 14 IT Market Study Adjustments	(4,887)	-
3rd and 4th Quarter Retention Pay and Market Adj	(369)	-
Annual Market Adjustment - IT	9,774	-
2nd to 4th Quarter Retention Pay Plan	4,225	-
Agenda Item:		
C-49-14-020-0-00		-
C-49-14-032-2-00		-
C-49-14-041-2-00		-
C-49-14-043-2-00		-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 3,991,258</b>	<b>\$ 5,400</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 929</b>	<b>\$ -</b>
Retirement Contributions	929	-
<b>Base Adjustments</b>	<b>\$ 191,071</b>	<b>\$ -</b>
Other Base Adjustments	183,143	-
Salary and Benefits Savings Adjustment	\$ (43,050)	-
Administrative Services Allocated from Fund 506	198,317	-
Right Size Supplies	(164,124)	-
Mosquito Adulticide and Larvacide	192,000	-
Internal Service Charges		7,928
Risk Management	\$ 7,928	-
C-88-14-009-M-00		-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 12,701</b>
ProgRevenue Volume Inc/Dec	-	12,701
<b>FY 2015 Tentative Budget</b>	<b>\$ 4,183,258</b>	<b>\$ 18,101</b>
Percent Change from Threshold Amount	4.8%	235.2%
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 843</b>	<b>\$ -</b>
Office Assistant Specialized Market Adjustment	843	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 4,184,101</b>	<b>\$ 18,101</b>
Percent Change from Threshold Amount	4.8%	235.2%

General Fund (100) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 57,298</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 57,298</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (57,298)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(57,298)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 97,739</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>97,739</i>	<i>-</i>
<i>Developer Tools, ESX Server, Fiber Switch, Hdw/Sfw, VID</i>	<i>\$ 20,139</i>	
<i>Laptops, Truck Mounts, Field Cameras, PCR Plate Spinner</i>	<i>40,100</i>	
<i>Electric Foggers</i>	<i>37,500</i>	
<b>FY 2015 Adopted Budget</b>	<b>\$ 97,739</b>	<b>\$ -</b>

Environmental Services Environmental Health Fund (506)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 19,661,862</b>	<b>\$ 19,873,178</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 569,227</b>	<b>\$ -</b>
<i>County RPP</i>	<i>569,227</i>	<i>-</i>
Agenda Item:		
<i>C-49-13-092-2-00</i>	<i>569,227</i>	<i>-</i>
<b>FY 2014 Revised Budget</b>	<b>\$ 20,231,089</b>	<b>\$ 19,873,178</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 76,162</b>	<b>\$ -</b>
<i>Annual Market Adjustment - IT</i>	<i>44,528</i>	<i>-</i>
<i>2nd to 4th Quarter Retention Pay Plan</i>	<i>31,634</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ (434,073)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>(434,073)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 19,873,178</b>	<b>\$ 19,873,178</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 6,149</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>6,149</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ (6,419)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>(40,219)</i>	<i>-</i>
<i>Benefits Savings Adjustment</i>	<i>\$ 62,932</i>	
<i>2.5% Performance Pay</i>	<i>162,145</i>	
<i>Administrative Services and RDSA Allocation</i>	<i>(218,804)</i>	
<i>Right Size Supplies</i>	<i>(46,492)</i>	
<i>Internal Service Charges</i>		<i>33,800</i>
<i>Risk Management</i>	<i>\$ 33,800</i>	<i>-</i>
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 2</b>
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>2</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 19,872,908</b>	<b>\$ 19,873,180</b>
<i>Percent Change from Threshold Amount</i>	<i>0.0%</i>	<i>0.0%</i>

Environmental Services Environmental Health Fund (506) (continued)

		Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>			
<b>FY 2014 Adopted Budget</b>		<b>\$ 3,512,740</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		<b>\$ -</b>	<b>\$ 65,500</b>
<i>FY 14 Reimburse Environmental Services for Fee Waiver</i>	<i>C-88-13-007-2-00</i>	<i>-</i>	<i>46,485</i>
<i>FY 14 Reimburse Environmental Services for Fee Waiver (2)</i>	<i>C-88-14-006-2-00</i>	<i>-</i>	<i>19,015</i>
<b>FY 2014 Revised Budget</b>		<b>\$ 3,512,740</b>	<b>\$ 65,500</b>
Adjustments:	Agenda Item:		
<b>Base Adjustments</b>		<b>\$ (289,576)</b>	<b>\$ -</b>
<i>Vehicle Replacement</i>		<i>(289,576)</i>	<i>-</i>
<b>Information and Communications Technology</b>			
<i>Other IT Non Recurring</i>		<i>(185,587)</i>	<i>-</i>
<b>Non Recurring</b>		<b>\$ (3,037,577)</b>	<b>\$ (65,500)</b>
<i>FY 14 Reimburse Environmental Services for Fee Waiver</i>	<i>C-88-13-007-2-00</i>	<i>-</i>	<i>(46,485)</i>
<i>FY 14 Reimburse Environmental Services for Fee Waiver (2)</i>	<i>C-88-14-006-2-00</i>	<i>-</i>	<i>(19,015)</i>
<i>Non Recurring Carry Forward</i>		<i>(3,000,000)</i>	<i>-</i>
<i>Other Non Recurring</i>		<i>(37,577)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:			
<b>Non Recurring</b>		<b>\$ 1,374,932</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>		<i>1,000,000</i>	<i>-</i>
<i>Eastern Regional Office Building - Services and Supplies for Start-Up</i>	<i>\$ 1,000,000</i>	<i>374,932</i>	<i>-</i>
<i>Other Non Recurring</i>		<i>374,932</i>	<i>-</i>
<i>Developer Tools, ESX Server, Fiber Switch</i>	<i>\$ 224,532</i>	<i>135,000</i>	<i>-</i>
<i>Replacement Vehicles</i>	<i>135,000</i>	<i>15,400</i>	<i>-</i>
<i>Replacement Registers</i>	<i>15,400</i>		<i>-</i>
<b>FY 2015 Tentative Budget</b>		<b>\$ 1,374,932</b>	<b>\$ -</b>
Adjustments:			
<b>Non Recurring</b>		<b>\$ 925,000</b>	<b>\$ -</b>
<i>Other Non Recurring</i>		<i>925,000</i>	<i>-</i>
<i>Eastern Regional Office Building - Services and Supplies for Start-Up</i>	<i>\$ 925,000</i>		<i>-</i>
<b>FY 2015 Adopted Budget</b>		<b>\$ 2,299,932</b>	<b>\$ -</b>

**Environmental Services Environmental Health Fund (506) Fund Balance Summary**

	<b>FY 2013 ACTUAL</b>	<b>FY 2014 ADOPTED</b>	<b>FY 2014 REVISED</b>	<b>FY 2014 FORECAST</b>	<b>FY 2015 ADOPTED</b>
Beginning Spendable Fund Balance	\$ 8,785,861	\$ 9,443,856	\$ 9,443,856	\$ 8,242,349	\$ 6,719,518
Sources:					
Operating	\$ 19,430,336	\$ 19,873,178	\$ 19,873,178	\$ 20,178,732	\$ 19,873,180
Non-Recurring	-	-	65,500	-	-
Total Sources:	\$ 19,430,336	\$ 19,873,178	\$ 19,938,678	\$ 20,178,732	\$ 19,873,180
Uses:					
Operating	\$ 17,912,439	\$ 19,661,862	\$ 20,231,089	\$ 19,247,033	\$ 19,872,908
Non-Recurring	2,061,418	3,512,740	3,512,740	2,454,530	2,299,932
Total Uses:	\$ 19,973,857	\$ 23,174,602	\$ 23,743,829	\$ 21,701,563	\$ 22,172,840
Structural Balance	\$ 1,517,897	\$ 211,316	\$ (357,911)	\$ 931,699	\$ 272
Accounting Adjustments	\$ 9	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Committed	8,242,349	6,142,432	5,638,705	6,719,518	4,419,858
Total Ending Spendable Fund Balance	\$ 8,242,349	\$ 6,142,432	\$ 5,638,705	\$ 6,719,518	\$ 4,419,858

## Equipment Services

*Analysis by Harold Sigüenza, Management and Budget Supervisor*

### 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

#### Department Specific

**By 2016, reduce the County's fleet carbon footprint from 18,566 metric tons to 17,834 metric tons.**

Status: The Department is exploring ways of increasing its on-road alternate fueled vehicles that emit less particulate matter from the current 562 vehicles. Considerations include: 1) Continuing the use of bio-diesel; 2) Retrofitting heavy duty trucks with diesel oxidation catalysts to potentially reduce particulate matter by 25 percent; and 3) Retrofitting specific light duty trucks that run on regular unleaded gasoline with propane. When replacing older vehicles in the fleet, the Department reduces the engine size whenever possible from eight and six cylinders to four cylinders, thereby increasing miles per gallon. The Department is continuously installing the Automotive Information Module System (AIMS-II) wireless fuel management systems on all County passenger vehicles which monitor idling time to maximize vehicle efficiency.

In FY 2013, the County experienced an increase in its carbon foot print from FY 2012 at 17,329 metric tons to 17,830. The main cause was the increased mileage driven by medium and heavy duty vehicles. Although the carbon footprint increased year over year, the Department is still meeting its goal of 17,834 metric tons.

#### Department Specific

**By 2016, maintain a County fleet vehicle readiness rate of 96 percent or above.**

Status: The Department has and will continue to identify 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 and remedy issues that may affect vehicles at a later time, adversely influencing readiness rates.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
FSUP - FLEET SUPPORT SERVICES	\$ 18,339,716	\$ 15,711,672	\$ 18,372,112	\$ 18,532,073	\$ 15,884,045	\$ (2,488,067)	-13.5%
PMVR - PREVENTATIVE MAINTENANCE	166,178	873,984	873,984	453,794	873,984	-	0.0%
RENT - RENTAL POOL	32,293	33,372	33,372	30,924	33,372	-	0.0%
74FM - FLEET MANAGEMENT	\$ 18,538,187	\$ 16,619,028	\$ 19,279,468	\$ 19,016,791	\$ 16,791,401	\$ (2,488,067)	-12.9%
ODIR - EXECUTIVE MANAGEMENT	\$ 8,929	\$ 37,868	\$ 37,868	\$ 15,780	\$ 54,392	\$ 16,524	43.6%
99AS - INDIRECT SUPPORT	\$ 8,929	\$ 37,868	\$ 37,868	\$ 15,780	\$ 54,392	\$ 16,524	43.6%
GGOV - GENERAL GOVERNMENT	\$ -	\$ 25,424	\$ 25,424	\$ 17,421	\$ 8,900	\$ (16,524)	-65.0%
99GV - GENERAL OVERHEAD	\$ -	\$ 25,424	\$ 25,424	\$ 17,421	\$ 8,900	\$ (16,524)	-65.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 18,547,116</b>	<b>\$ 16,682,320</b>	<b>\$ 19,342,760</b>	<b>\$ 19,049,992</b>	<b>\$ 16,854,693</b>	<b>\$ (2,488,067)</b>	<b>-12.9%</b>
<b>USES</b>							
FSUP - FLEET SUPPORT SERVICES	\$ 16,404,749	\$ 15,453,329	\$ 18,091,159	\$ 17,014,795	\$ 15,609,628	\$ 2,481,531	13.7%
PMVR - PREVENTATIVE MAINTENANCE	151,928	126,308	120,530	110,584	112,940	7,590	6.3%
RENT - RENTAL POOL	19,942	21,007	21,386	18,494	11,997	9,389	43.9%
74FM - FLEET MANAGEMENT	\$ 16,576,619	\$ 15,600,644	\$ 18,233,075	\$ 17,143,873	\$ 15,734,565	\$ 2,498,510	13.7%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 130,307	\$ 129,119	\$ 133,648	\$ 122,810	\$ 125,647	\$ 8,001	6.0%
HRAC - HUMAN RESOURCES	63,563	-	-	-	-	-	N/A
ODIR - EXECUTIVE MANAGEMENT	648,435	819,000	841,014	801,250	160,756	680,258	80.9%
PROC - PROCUREMENT	26,447	34,484	35,950	36,776	35,963	(13)	0.0%
SPPT - OPERATIONS SUPPORT	-	-	-	-	843,224	(843,224)	N/A
99AS - INDIRECT SUPPORT	\$ 868,752	\$ 982,603	\$ 1,010,612	\$ 960,836	\$ 1,165,590	\$ (154,978)	-15.3%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 444,047	\$ 521,771	\$ 521,771	\$ 521,777	\$ 605,390	\$ (83,619)	-16.0%
INFR - INFRASTRUCTURE	-	-	-	-	37,846	(37,846)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	137,340	168,302	168,302	168,295	-	168,302	100.0%
RISK - RISK PREMIUMS	-	-	-	-	168,302	(168,302)	N/A
99GV - GENERAL OVERHEAD	\$ 581,387	\$ 690,073	\$ 690,073	\$ 690,072	\$ 811,538	\$ (121,465)	-17.6%
<b>TOTAL PROGRAMS</b>	<b>\$ 18,026,758</b>	<b>\$ 17,273,320</b>	<b>\$ 19,933,760</b>	<b>\$ 18,794,781</b>	<b>\$ 17,711,693</b>	<b>\$ 2,222,067</b>	<b>11.1%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 3,596,944	\$ 2,672,160	\$ 2,805,600	\$ 3,143,861	\$ 2,809,338	\$ 3,738	0.1%
0636 - INTERNAL SERVICE CHARGES	14,874,050	13,960,736	16,487,736	15,852,581	14,012,455	(2,475,281)	-15.0%
<b>SUBTOTAL</b>	<b>\$ 18,470,994</b>	<b>\$ 16,632,896</b>	<b>\$ 19,293,336</b>	<b>\$ 18,996,442</b>	<b>\$ 16,821,793</b>	<b>\$ (2,471,543)</b>	<b>-12.8%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 8,929	\$ 25,424	\$ 25,424	\$ 17,421	\$ 8,900	\$ (16,524)	-65.0%
0650 - MISCELLANEOUS REVENUE	67,193	24,000	24,000	36,129	24,000	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 76,122</b>	<b>\$ 49,424</b>	<b>\$ 49,424</b>	<b>\$ 53,550</b>	<b>\$ 32,900</b>	<b>\$ (16,524)</b>	<b>-33.4%</b>
<b>ALL REVENUES</b>	<b>\$ 18,547,116</b>	<b>\$ 16,682,320</b>	<b>\$ 19,342,760</b>	<b>\$ 19,049,992</b>	<b>\$ 16,854,693</b>	<b>\$ (2,488,067)</b>	<b>-12.9%</b>
<b>TOTAL SOURCES</b>	<b>\$ 18,547,116</b>	<b>\$ 16,682,320</b>	<b>\$ 19,342,760</b>	<b>\$ 19,049,992</b>	<b>\$ 16,854,693</b>	<b>\$ (2,488,067)</b>	<b>-12.9%</b>

Sources and Uses by Category (continued)

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 2,285,029	\$ 2,261,569	\$ 2,370,734	\$ 2,330,857	\$ 2,350,490	\$ 20,244	0.9%
0710 - OVERTIME	162,247	125,346	125,346	158,515	180,000	(54,654)	-43.6%
0750 - FRINGE BENEFITS	1,047,974	1,029,166	1,050,205	1,070,526	1,047,513	2,692	0.3%
0790 - OTHER PERSONNEL SERVICES	67,099	6,619	6,619	9,603	72,526	(65,907)	-995.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(655)	-	-	-	(1,400)	1,400	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	114,642	170,906	174,142	160,736	175,460	(1,318)	-0.8%
<b>SUBTOTAL</b>	<b>\$ 3,676,336</b>	<b>\$ 3,593,606</b>	<b>\$ 3,727,046</b>	<b>\$ 3,730,237</b>	<b>\$ 3,824,589</b>	<b>\$ (97,543)</b>	<b>-2.6%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 3,757,371	\$ 2,946,517	\$ 5,473,517	\$ 4,266,700	\$ 3,416,959	\$ 2,056,558	37.6%
0803 - FUEL	9,055,933	8,959,938	8,959,938	8,721,317	7,878,703	1,081,235	12.1%
0804 - NON-CAPITAL EQUIPMENT	6,505	46,430	46,430	36,955	233,300	(186,870)	-402.5%
0806 - SUPPLIES-ALLOCATION IN	5,101	17,884	17,884	16,240	11,111	6,773	37.9%
<b>SUBTOTAL</b>	<b>\$ 12,824,910</b>	<b>\$ 11,970,769</b>	<b>\$ 14,497,769</b>	<b>\$ 13,041,212</b>	<b>\$ 11,540,073</b>	<b>\$ 2,957,696</b>	<b>20.4%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 83,866	\$ 44,500	\$ 44,500	\$ 75,460	\$ 56,620	\$ (12,120)	-27.2%
0820 - RENT & OPERATING LEASES	20,309	22,570	22,570	18,020	38,050	(15,480)	-68.6%
0825 - REPAIRS AND MAINTENANCE	406,690	441,360	441,360	759,332	628,287	(186,927)	-42.4%
0839 - INTERNAL SERVICE CHARGES	539,529	612,614	612,614	634,783	706,253	(93,639)	-15.3%
0841 - TRAVEL	4,347	6,256	6,256	6,381	7,000	(744)	-11.9%
0842 - EDUCATION AND TRAINING	7,143	15,000	15,000	7,822	35,000	(20,000)	-133.3%
0843 - POSTAGE/FREIGHT/SHIPPING	12,000	10,000	10,000	10,048	15,000	(5,000)	-50.0%
0850 - UTILITIES	74,080	68,000	68,000	67,979	80,000	(12,000)	-17.6%
0873 - SERVICES-ALLOCATION IN	1,178	6,645	6,645	6,095	4,821	1,824	27.4%
<b>SUBTOTAL</b>	<b>\$ 1,149,142</b>	<b>\$ 1,226,945</b>	<b>\$ 1,226,945</b>	<b>\$ 1,585,920</b>	<b>\$ 1,571,031</b>	<b>\$ (344,086)</b>	<b>-28.0%</b>
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 77,003	\$ 242,000	\$ 242,000	\$ 237,412	\$ 536,000	\$ (294,000)	-121.5%
0930 - VEHICLES & CONSTRUCTION EQUIP	299,367	240,000	240,000	200,000	240,000	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 376,370</b>	<b>\$ 482,000</b>	<b>\$ 482,000</b>	<b>\$ 437,412</b>	<b>\$ 776,000</b>	<b>\$ (294,000)</b>	<b>-61.0%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 18,026,758</b>	<b>\$ 17,273,320</b>	<b>\$ 19,933,760</b>	<b>\$ 18,794,781</b>	<b>\$ 17,711,693</b>	<b>\$ 2,222,067</b>	<b>11.1%</b>
<b>TOTAL USES</b>	<b>\$ 18,026,758</b>	<b>\$ 17,273,320</b>	<b>\$ 19,933,760</b>	<b>\$ 18,794,781</b>	<b>\$ 17,711,693</b>	<b>\$ 2,222,067</b>	<b>11.1%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>654 EQUIPMENT SERVICES</b>							
OPERATING	\$ 18,547,116	\$ 16,682,320	\$ 19,342,760	\$ 19,049,992	\$ 16,854,693	\$ (2,488,067)	-12.9%
<b>FUND TOTAL SOURCES</b>	<b>\$ 18,547,116</b>	<b>\$ 16,682,320</b>	<b>\$ 19,342,760</b>	<b>\$ 19,049,992</b>	<b>\$ 16,854,693</b>	<b>\$ (2,488,067)</b>	<b>-12.9%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 18,547,116</b>	<b>\$ 16,682,320</b>	<b>\$ 19,342,760</b>	<b>\$ 19,049,992</b>	<b>\$ 16,854,693</b>	<b>\$ (2,488,067)</b>	<b>-12.9%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 18,547,116</b>	<b>\$ 16,682,320</b>	<b>\$ 19,342,760</b>	<b>\$ 19,049,992</b>	<b>\$ 16,854,693</b>	<b>\$ (2,488,067)</b>	<b>-12.9%</b>
<b>654 EQUIPMENT SERVICES</b>							
OPERATING	\$ 17,586,825	\$ 16,682,320	\$ 19,342,760	\$ 18,260,886	\$ 16,854,693	\$ 2,488,067	12.9%
NON RECURRING NON PROJECT	439,933	591,000	591,000	533,895	857,000	(266,000)	-45.0%
<b>FUND TOTAL USES</b>	<b>\$ 18,026,758</b>	<b>\$ 17,273,320</b>	<b>\$ 19,933,760</b>	<b>\$ 18,794,781</b>	<b>\$ 17,711,693</b>	<b>\$ 2,222,067</b>	<b>11.1%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 17,586,825</b>	<b>\$ 16,682,320</b>	<b>\$ 19,342,760</b>	<b>\$ 18,260,886</b>	<b>\$ 16,854,693</b>	<b>\$ 2,488,067</b>	<b>12.9%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 439,933</b>	<b>\$ 591,000</b>	<b>\$ 591,000</b>	<b>\$ 533,895</b>	<b>\$ 857,000</b>	<b>\$ (266,000)</b>	<b>-45.0%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 18,026,758</b>	<b>\$ 17,273,320</b>	<b>\$ 19,933,760</b>	<b>\$ 18,794,781</b>	<b>\$ 17,711,693</b>	<b>\$ 2,222,067</b>	<b>11.1%</b>

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
<b>FLEET MANAGEMENT</b>							
FLEET SUPPORT SERVICES	43.65	45.15	46.15	45.15	45.15	(1.00)	(2.2%)
PREVENTATIVE MAINTENANCE	3.00	2.00	1.00	2.00	2.00	1.00	100.0%
RENTAL POOL	.15	.15	.15	.15	.15	-	0.0%
<b>PROGRAM TOTAL</b>	<b>46.80</b>	<b>47.30</b>	<b>47.30</b>	<b>47.30</b>	<b>47.30</b>	<b>-</b>	<b>0.0%</b>
<b>INDIRECT SUPPORT</b>							
BUDGET AND FINANCIAL SERVICES	3.00	2.00	2.00	2.00	2.00	-	0.0%
EXECUTIVE MANAGEMENT	4.20	4.20	4.20	4.20	1.20	(3.00)	(71.4%)
OPERATIONS SUPPORT	-	-	.00	-	3.00	3.00	N/A
PROCUREMENT	-	.50	.50	.50	.50	-	0.0%
<b>PROGRAM TOTAL</b>	<b>7.20</b>	<b>6.70</b>	<b>6.70</b>	<b>6.70</b>	<b>6.70</b>	<b>-</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	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%
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	1.00	-	0.0%
Executive Assistant	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%
Fleet Parts Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Management Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Mechanic - Automotive	15.00	16.00	17.00	16.00	16.00	(1.00)	(5.9%)
Mechanic - Automotive Lead	2.00	2.00	2.00	2.00	2.00	-	0.0%
Mechanic - Heavy Equip Lead	2.00	2.00	2.00	2.00	2.00	-	0.0%
Mechanic - Heavy Equipment	13.00	13.00	13.00	13.00	13.00	-	0.0%
Mechanic Supervisor	2.00	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	4.00	3.00	4.00	4.00	1.00	33.3%
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%
<b>Department Total</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
654 EQUIPMENT SERVICES	54.00	54.00	54.00	54.00	54.00	-	0.0%
<b>Department Total</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>	<b>-</b>	<b>0.0%</b>

### General Adjustments

**Personnel:** FY 2015 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

#### **Base Adjustments:**

##### **General Fund (100)**

- Increase Regular Benefits by \$1,217 for the impact of changes in retirement contributions.
- Increase Internal Services Charges by \$35,195 for the impact of the changes in risk management charges.
- Increase Non Recurring Non Project by \$108,000 for six new laptops and 10 Thin clients for technicians, a Radio Frequency Identification (RFID) for all carwashes, and fuel site cameras for all fuel sites.

- Funding of \$200,000 for the replacement of one heavy duty field truck 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of customers satisfied with the timeliness and/or professionalism of	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of preventative maintenance services provided within the scheduled time frame.	83.4%	95.9%	86.4%	96.2%	0.3%	0.4%
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)	96.5%	96.6%	97.1%	96.5%	(0.1%)	-0.1%
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%

The customer service satisfaction survey tools were developed during FY 2012, resulting in the first surveys being conducted in FY 2013.

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:** Administrative Mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of fleet available for department use (fleet availability)	96.5%	96.6%	97.2%	96.5%	(0.1%)	-0.1%
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	21,872	23,804	23,554	25,968	2,164	9.1%
Output	Number of gallons of fuel provided	2,733,180	2,551,521	2,710,805	2,783,477	231,956	9.1%
Demand	Number of repair/maintenance services requested	27,356	24,854	28,049	27,113	2,259	9.1%
Expenditure Ratio	Expenditure per repair/maintenance service provided	\$ 750.03	\$ 760.00	\$ 722.37	\$ 601.11	\$ 158.89	20.9%
<i>Revenue</i>							
	654 - EQUIPMENT SERVICES	\$ 18,339,716	\$ 18,372,112	\$ 18,532,073	\$ 15,884,045	\$ (2,488,067)	-13.5%
	TOTAL SOURCES	\$ 18,339,716	\$ 18,372,112	\$ 18,532,073	\$ 15,884,045	\$ (2,488,067)	-13.5%
<i>Expenditure</i>							
	654 - EQUIPMENT SERVICES	\$ 16,404,749	\$ 18,091,159	\$ 17,014,795	\$ 15,609,628	\$ 2,481,531	13.7%
	TOTAL USES	\$ 16,404,749	\$ 18,091,159	\$ 17,014,795	\$ 15,609,628	\$ 2,481,531	13.7%

**Activity Narrative:** 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 decrease in expenditures is due to a reduction of costs for parts and service on anticipated vehicle repairs. The FY 2015 budget includes carwash water recycler upgrades, above ground lift, above ground tank refurbishment and a fork lift, all in the Non Recurring Non Project budget. The number of gallons of fuel provided increased, reflecting FY 2013 actuals and FY 2014 forecast for the increased demand from County Departments, Cities and Towns.

### 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:** Administrative Mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of customers satisfied with the timeliness and/or professionalism of preventative maintenance services	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of preventative maintenance services provided within the scheduled time frame.	83.4%	95.9%	86.4%	96.2%	0.3%	0.4%
Output	Number of preventative maintenance services completed within a scheduled time frame.	4,566	5,121	4,784	5,586	465	9.1%
Output	Number of preventative maintenance services provided	5,483	5,341	5,534	5,826	485	9.1%
Demand	Number of vehicles due for preventative maintenance services	8,166	7,242	8,015	7,900	658	9.1%
Expenditure Ratio	Expenditure per preventative maintenance service provided	\$ 27.71	\$ 22.57	\$ 19.98	\$ 19.39	\$ 3.18	14.1%
<i>Revenue</i>							
	654 - EQUIPMENT SERVICES	\$ 166,178	\$ 873,984	\$ 453,794	\$ 873,984	\$ -	0.0%
	TOTAL SOURCES	\$ 166,178	\$ 873,984	\$ 453,794	\$ 873,984	\$ -	0.0%
<i>Expenditure</i>							
	654 - EQUIPMENT SERVICES	\$ 151,928	\$ 120,530	\$ 110,584	\$ 112,940	\$ 7,590	6.3%
	TOTAL USES	\$ 151,928	\$ 120,530	\$ 110,584	\$ 112,940	\$ 7,590	6.3%

**Activity Narrative:** The FY 2015 budget supports the Department in meeting 96.2% 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. The increase in the number of preventative maintenance services for FY 2015 is due to the anticipated fleet increase.

**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:** Administrative Mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
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	995	840	892	840	-	0.0%
Output	Number of vehicle days rented	902	888	832	888	-	0.0%
Demand	Number of vehicle days requested	928	840	859	840	-	0.0%
Demand	Number of requests for vehicles	1,078	876	948	876	-	0.0%
Expenditure Ratio	Expenditure per vehicle rented	\$ 20.04	\$ 25.46	\$ 20.74	\$ 14.28	\$ 11.18	43.9%
<i>Revenue</i>							
	654 - EQUIPMENT SERVICES	\$ 32,293	\$ 33,372	\$ 30,924	\$ 33,372	\$ -	0.0%
	TOTAL SOURCES	\$ 32,293	\$ 33,372	\$ 30,924	\$ 33,372	\$ -	0.0%
<i>Expenditure</i>							
	654 - EQUIPMENT SERVICES	\$ 19,942	\$ 21,386	\$ 18,494	\$ 11,997	\$ 9,389	43.9%
	TOTAL USES	\$ 19,942	\$ 21,386	\$ 18,494	\$ 11,997	\$ 9,389	43.9%

**Activity Narrative:** The FY 2014 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 2014 budget included the one-time purchase of a new motor pool key reservation system. In turn, the FY 2015 budget reflects the total operating cost of the Rental Pool activity.

## Appropriated Budget Reconciliations

### Equipment Services Fund (654)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2014 Adopted Budget</b>		<b>\$ 16,682,320</b>	<b>\$ 16,682,320</b>
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		<b>\$ 133,440</b>	<b>\$ 133,440</b>
<i>County RPP</i>	<i>C-49-13-092-2-00</i>	<i>133,440</i>	<i>133,440</i>
<b>Non Recurring</b>		<b>\$ 2,527,000</b>	<b>\$ 2,527,000</b>
<i>Increase Exp and Rev Authority for Increased Repairs</i>	<i>C-74-14-006-V-00</i>	<i>2,527,000</i>	<i>2,527,000</i>
<b>FY 2014 Revised Budget</b>		<b>\$ 19,342,760</b>	<b>\$ 19,342,760</b>
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		<b>\$ 3,738</b>	<b>\$ 3,738</b>
<i>2nd to 4th Quarter Retention Pay Plan</i>		<i>3,738</i>	<i>3,738</i>
<b>Non Recurring</b>		<b>\$ (2,527,000)</b>	<b>\$ (2,527,000)</b>
<i>Increase Exp and Rev Authority for Increased Repairs</i>	<i>C-74-14-006-V-00</i>	<i>(2,527,000)</i>	<i>(2,527,000)</i>
<b>FY 2015 Baseline Budget Threshold</b>		<b>\$ 16,819,498</b>	<b>\$ 16,819,498</b>
Adjustments:			
<b>Employee Compensation and Benefits</b>			
<b>Employee Retirement and Benefits</b>		<b>\$ 1,217</b>	<b>\$ -</b>
<i>Retirement Contributions</i>		<i>1,217</i>	<i>-</i>
<b>Base Adjustments</b>		<b>\$ 33,978</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>		<i>(1,217)</i>	<i>-</i>
<i>Absorbtion of Retirement Contribution</i>	\$ (1,217)		
<i>Internal Service Charges</i>		<i>35,195</i>	<i>-</i>
<i>Risk Management</i>	\$ 35,195		
<b>Fees and Other Revenues</b>		<b>\$ -</b>	<b>\$ 35,195</b>
<i>ProgRevenue Volume Inc/Dec</i>		<i>-</i>	<i>35,195</i>
<b>FY 2015 Adopted Budget</b>		<b>\$ 16,854,693</b>	<b>\$ 16,854,693</b>
<i>Percent Change from Threshold Amount</i>		<i>0.2%</i>	<i>0.2%</i>

Equipment Services Fund (654) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 591,000</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 591,000</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (591,000)</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>(442,000)</i>	<i>-</i>
<i>Other Non Recurring</i>	<i>(149,000)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 857,000</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>309,000</i>	<i>-</i>
<i>Carwash Recycler Upgrade (Mesa, Downtown &amp; Surprise)</i>	<i>\$ 200,000</i>	<i>-</i>
<i>Above Ground Tank Refurbishment</i>	<i>50,000</i>	<i>-</i>
<i>Fork Life 6K Lbs</i>	<i>40,000</i>	<i>-</i>
<i>Desktop Computers (6) &amp; Thin Clients (10)</i>	<i>19,000</i>	<i>-</i>
<i>Other Non Recurring</i>	<i>548,000</i>	<i>-</i>
<i>Field Truck</i>	<i>\$ 200,000</i>	<i>-</i>
<i>Fuel Storage Tank Monitoring System</i>	<i>140,000</i>	<i>-</i>
<i>Lubrication System (Durango)</i>	<i>50,000</i>	<i>-</i>
<i>Fuel Site Cameras</i>	<i>49,000</i>	<i>-</i>
<i>Carwash RFID</i>	<i>40,000</i>	<i>-</i>
<i>Vehicle Lifts (Surprise)</i>	<i>30,000</i>	<i>-</i>
<i>Upgrade Fuel Master FMUs to 2.33GHz for AIM2</i>	<i>27,000</i>	<i>-</i>
<i>Metal Benders/Shears</i>	<i>8,000</i>	<i>-</i>
<i>Vehicle Lift (Mesa)</i>	<i>4,000</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 857,000</b>	<b>\$ -</b>

Equipment Services Fund (654) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 2,390,855	\$ 2,860,517	\$ 2,860,517	\$ 2,911,216	\$ 3,166,427
Sources:					
Operating	\$ 18,547,116	\$ 16,682,320	\$ 19,342,760	\$ 19,049,992	\$ 16,854,693
Total Sources:	\$ 18,547,116	\$ 16,682,320	\$ 19,342,760	\$ 19,049,992	\$ 16,854,693
Uses:					
Operating	\$ 17,586,825	\$ 16,682,320	\$ 19,342,760	\$ 18,260,886	\$ 16,854,693
Non-Recurring	439,933	591,000	591,000	533,895	857,000
Total Uses:	\$ 18,026,758	\$ 17,273,320	\$ 19,933,760	\$ 18,794,781	\$ 17,711,693
Structural Balance	\$ 960,291	\$ -	\$ -	\$ 789,106	\$ -
Accounting Adjustments	\$ 3	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Committed	2,911,216	2,269,517	2,269,517	3,166,427	2,309,427
Total Ending Spendable Fund Balance	\$ 2,911,216	\$ 2,269,517	\$ 2,269,517	\$ 3,166,427	\$ 2,309,427

## Facilities Management

*Analysis by Harold Sigüenza, Management and Budget Supervisor*

### 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

#### **Government Operations**

**By June 30, 2018, Facilities Management will meet the increasing demands for facility improvements by completing 85% of projects on schedule and within established budget parameters.**

Status: The Facilities Management Department is fully committed to providing outstanding customer service and achieving timely project delivery that meets or exceeds their success factors. FMD is continuing to develop, revise and implement procedures and requirements that ensure fairness, consistency, and accountability in project execution to support our policy of continuous improvement in total project delivery. The Department has implemented additional protocols for monitoring customer satisfaction. FMD is working with its contractors, design professionals, and end users to optimize project schedules and budgets while minimizing delays and rework. Compared to the previous fiscal year, where the Department significantly exceeded the delivery goal, FMD is trending toward an even better result in FY 2014.

**Safe  
Communities**

**By June 30, 2017, Facilities Management will enhance safety for Maricopa County residents and visitors by responding to 90% of all critical maintenance tasks that directly impact the immediate safety of Maricopa County employees and visitors within an average of 24 hours, and completing 95% of those tasks within an average of 30 days to sustain maintenance of our facilities' infrastructure according to Federal, State, and local safety and operational standards.**

Status: The Operations and Maintenance division continues to strategically align services to meet customer expectations. This includes upgrades to the electronic maintenance management system and hand-held data collection devices. The Department goal of 24-hour response to 90% of emergencies shows a slight downward trend (77%) which is being analyzed at this time. The goal of 30-day completion for 95% of all emergency work was exceeded by 5%, averaging 2.33 days.

**Department  
Specific**

**By June 30, 2020, the Facilities Management Department will reduce energy usage per square foot by 3% from 23.6 kilowatt hours per square foot to 22.9 kilowatt hours per square foot.**

Status: As of December 2013, the kilowatt hours per square foot of occupied space in County-owned buildings was 23.5, which is under the maximum threshold targeted by the goal. In FY 2014, the County managed 6 total projects qualifying as either major renovations or new construction, of which 2 were targeted for LEED certification. The Maricopa County Sheriff's Headquarters building is completing documentation for LEED Silver status. The Clerk of the Superior Court remodel was recently granted official LEED Silver status.

**Department  
Specific**

**In order to maintain the quality of Facilities Management service delivery to the public, by June 30, 2019, 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 80% or higher Employee Satisfaction rating.**

Status: Our Employee Satisfaction Survey of FY 2013 resulted in an 80% overall level of satisfaction, which was a significant increase from the 74% average in FY 2012. FMD considers their work environment to be a positive one, especially with the implementation of suggestions made by the Employee Workplace Improvement Team. The recent organizational restructuring has proved to have a positive impact on morale, as well as, efficiency.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
FACM - FACILITIES CONSTRUCTION MGMT	\$ -	\$ -	\$ -	\$ 3,075	\$ -	\$ -	N/A
FPDS - FAC PLANNING AND ENERGY MGMT	239,779	-	-	-	-	-	N/A
91FD - CAPITAL FACILITIES DEVELOPMENT	\$ 239,779	\$ -	\$ -	\$ 3,075	\$ -	\$ -	N/A
ODIR - EXECUTIVE MANAGEMENT	\$ 62,671	\$ 38,000	\$ 38,000	\$ 72,178	\$ 25,000	\$ (13,000)	-34.2%
99AS - INDIRECT SUPPORT	\$ 62,671	\$ 38,000	\$ 38,000	\$ 72,178	\$ 25,000	\$ (13,000)	-34.2%
<b>TOTAL PROGRAMS</b>	<b>\$ 302,450</b>	<b>\$ 38,000</b>	<b>\$ 38,000</b>	<b>\$ 75,253</b>	<b>\$ 25,000</b>	<b>\$ (13,000)</b>	<b>-34.2%</b>
<b>USES</b>							
BLDR - BUILDINGS AND GROUNDS	\$ 5,569,557	\$ 6,456,476	\$ 6,460,705	\$ 6,255,158	\$ 6,420,213	\$ 40,492	0.6%
FAMT - FACILITIES MAINTENANCE	13,784,272	13,998,648	14,370,516	13,905,541	14,595,574	(225,058)	-1.6%
700M - FACILITIES OPERATION AND MAINT	\$ 19,353,829	\$ 20,455,124	\$ 20,831,221	\$ 20,160,699	\$ 21,015,787	\$ (184,566)	-0.9%
FACM - FACILITIES CONSTRUCTION MGMT	\$ 23,448,521	\$ 39,687,997	\$ 39,862,997	\$ 22,516,674	\$ 35,089,881	\$ 4,773,116	12.0%
FPDS - FAC PLANNING AND ENERGY MGMT	20,481,889	23,801,068	23,724,427	21,097,178	21,914,630	1,809,797	7.6%
91FD - CAPITAL FACILITIES DEVELOPMENT	\$ 43,930,410	\$ 63,489,065	\$ 63,587,424	\$ 43,613,852	\$ 57,004,511	\$ 6,582,913	10.4%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 455,646	\$ 496,729	\$ 513,098	\$ 514,126	\$ 512,677	\$ 421	0.1%
ODIR - EXECUTIVE MANAGEMENT	1,898,768	2,388,297	2,394,300	2,327,093	874,570	1,519,730	63.5%
POOL - POOLED COSTS	-	(120,912)	-	-	-	-	N/A
PROC - PROCUREMENT	181,397	92,509	91,442	91,442	92,435	(993)	-1.1%
RMGT - RISK MANAGEMENT	-	-	-	-	5,434	(5,434)	N/A
SPPT - OPERATIONS SUPPORT	-	-	-	-	1,547,018	(1,547,018)	N/A
99AS - INDIRECT SUPPORT	\$ 2,535,811	\$ 2,856,623	\$ 2,998,840	\$ 2,932,661	\$ 3,032,134	\$ (33,294)	-1.1%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 410,778	\$ (410,778)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	224,873	730,921	730,921	730,935	-	730,921	100.0%
RISK - RISK PREMIUMS	-	-	-	-	778,924	(778,924)	N/A
99GV - GENERAL OVERHEAD	\$ 224,873	\$ 730,921	\$ 730,921	\$ 730,935	\$ 1,189,702	\$ (458,781)	-62.8%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ -	\$ 15,800	\$ 15,800	\$ 6,580	\$ -	\$ 15,800	100.0%
TSPT - TECHNOLOGY SUPPORT	23,440	13,000	13,000	4,750	13,000	-	0.0%
99IT - INFORMATION TECHNOLOGY	\$ 23,440	\$ 28,800	\$ 28,800	\$ 11,330	\$ 13,000	\$ 15,800	54.9%
<b>TOTAL PROGRAMS</b>	<b>\$ 66,068,363</b>	<b>\$ 87,560,533</b>	<b>\$ 88,177,206</b>	<b>\$ 67,449,477</b>	<b>\$ 82,255,134</b>	<b>\$ 5,922,072</b>	<b>6.7%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>MISCELLANEOUS</b>							
0650 - MISCELLANEOUS REVENUE	\$ 302,450	\$ 38,000	\$ 38,000	\$ 75,253	\$ 25,000	\$ (13,000)	-34.2%
<b>SUBTOTAL</b>	\$ 302,450	\$ 38,000	\$ 38,000	\$ 75,253	\$ 25,000	\$ (13,000)	-34.2%
<b>ALL REVENUES</b>	\$ 302,450	\$ 38,000	\$ 38,000	\$ 75,253	\$ 25,000	\$ (13,000)	-34.2%
<b>TOTAL SOURCES</b>	\$ 302,450	\$ 38,000	\$ 38,000	\$ 75,253	\$ 25,000	\$ (13,000)	-34.2%
CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 7,297,419	\$ 8,183,900	\$ 8,849,389	\$ 8,110,365	\$ 8,743,368	\$ 106,021	1.2%
0710 - OVERTIME	139,071	103,824	103,824	109,400	139,812	(35,988)	-34.7%
0750 - FRINGE BENEFITS	2,744,083	3,062,591	3,186,557	2,944,180	3,217,878	(31,321)	-1.0%
0790 - OTHER PERSONNEL SERVICES	72,586	98,522	110,731	81,735	76,417	34,314	31.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,957,340)	(2,287,366)	(2,513,470)	(2,177,182)	(2,207,832)	(305,638)	-12.2%
0796 - PERSONNEL SERVICES ALLOC-IN	1,951,935	2,456,831	2,572,526	2,453,608	2,178,835	393,691	15.3%
<b>SUBTOTAL</b>	\$ 10,247,754	\$ 11,618,302	\$ 12,309,557	\$ 11,522,106	\$ 12,148,478	\$ 161,079	1.3%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 1,968,959	\$ 1,856,382	\$ 1,722,495	\$ 1,718,035	\$ 1,880,993	\$ (158,498)	-9.2%
0802 - MEDICAL SUPPLIES	6,184	-	-	-	-	-	N/A
0803 - FUEL	92,013	87,859	87,859	90,631	111,202	(23,343)	-26.6%
0804 - NON-CAPITAL EQUIPMENT	26,037	-	-	28,091	-	-	N/A
0806 - SUPPLIES-ALLOCATION IN	71,261	6,267	6,267	52,560	552,459	(546,192)	-8715.4%
<b>SUBTOTAL</b>	\$ 2,164,454	\$ 1,950,508	\$ 1,816,621	\$ 1,889,317	\$ 2,544,654	\$ (728,033)	-40.1%
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ -	\$ -	\$ 175,000	\$ 17,087	\$ 100,000	\$ 75,000	42.9%
0811 - HEALTH CARE SERVICES	-	1,600	1,600	165	1,600	-	0.0%
0812 - OTHER SERVICES	304,911	205,400	205,400	318,636	350,020	(144,620)	-70.4%
0820 - RENT & OPERATING LEASES	60,482	51,660	51,660	50,533	50,400	1,260	2.4%
0825 - REPAIRS AND MAINTENANCE	31,574,424	48,129,394	48,013,699	30,256,254	43,140,387	4,873,312	10.1%
0839 - INTERNAL SERVICE CHARGES	808,768	1,287,481	1,287,481	1,268,198	1,746,002	(458,521)	-35.6%
0841 - TRAVEL	3,719	12,020	12,020	7,907	12,242	(222)	-1.8%
0842 - EDUCATION AND TRAINING	3,280	17,440	17,440	16,649	22,640	(5,200)	-29.8%
0843 - POSTAGE/FREIGHT/SHIPPING	530,543	601,881	601,881	523,829	603,081	(1,200)	-0.2%
0845 - SUPPORT AND CARE OF PERSONS	(1)	-	-	-	-	-	N/A
0850 - UTILITIES	20,206,024	23,432,345	23,432,345	20,949,066	21,492,856	1,939,489	8.3%
0873 - SERVICES-ALLOCATION IN	104,141	252,502	252,502	292,145	42,774	209,728	83.1%
<b>SUBTOTAL</b>	\$ 53,596,291	\$ 73,991,723	\$ 74,051,028	\$ 53,700,469	\$ 67,562,002	\$ 6,489,026	8.8%
<b>CAPITAL</b>							
0915 - BUILDINGS AND IMPROVEMENTS	\$ 18,093	\$ -	\$ -	\$ 290,019	\$ -	\$ -	N/A
0956 - CAPITAL-ALLOCATION IN	41,771	-	-	47,566	-	-	N/A
<b>SUBTOTAL</b>	\$ 59,864	\$ -	\$ -	\$ 337,585	\$ -	\$ -	N/A
<b>ALL EXPENDITURES</b>	\$ 66,068,363	\$ 87,560,533	\$ 88,177,206	\$ 67,449,477	\$ 82,255,134	\$ 5,922,072	6.7%
<b>TOTAL USES</b>	\$ 66,068,363	\$ 87,560,533	\$ 88,177,206	\$ 67,449,477	\$ 82,255,134	\$ 5,922,072	6.7%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 271,200	\$ 38,000	\$ 38,000	\$ 72,178	\$ 25,000	\$ (13,000)	-34.2%
PROBATION REVOCATION RELO	-	-	-	3,075	-	-	N/A
<b>FUND TOTAL SOURCES</b>	<b>\$ 271,200</b>	<b>\$ 38,000</b>	<b>\$ 38,000</b>	<b>\$ 75,253</b>	<b>\$ 25,000</b>	<b>\$ (13,000)</b>	<b>-34.2%</b>
255 DETENTION OPERATIONS							
OPERATING	\$ 31,250	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>FUND TOTAL SOURCES</b>	<b>\$ 31,250</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 302,450</b>	<b>\$ 38,000</b>	<b>\$ 38,000</b>	<b>\$ 72,178</b>	<b>\$ 25,000</b>	<b>\$ (13,000)</b>	<b>-34.2%</b>
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,075</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 302,450</b>	<b>\$ 38,000</b>	<b>\$ 38,000</b>	<b>\$ 75,253</b>	<b>\$ 25,000</b>	<b>\$ (13,000)</b>	<b>-34.2%</b>

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
MAJOR MAINTENANCE OPERATING	\$ 8,026,313	\$ 8,577,906	\$ 8,577,906	\$ 8,119,341	\$ 8,577,906	\$ -	0.0%
OPERATING	30,819,080	33,102,468	33,474,459	31,336,131	33,147,043	327,416	1.0%
NON RECURRING NON PROJECT	83,529	517,664	692,664	433,070	91,830	600,834	86.7%
CENTRAL COURT BLDG	673	4,886,978	4,886,978	901,457	4,897,869	(10,891)	-0.2%
SOUTH COURT TOWER	-	117,000	117,000	-	117,000	-	0.0%
ELECTIONS WAREHOUSE 6205	465,923	-	-	-	-	-	N/A
FORENSIC SCIENCE BLDG GARAGE	234,000	-	-	-	-	-	N/A
LL WEST COURT BLDG RELOC	218,401	-	-	-	-	-	N/A
NE COURT COMPLEX	70,001	-	-	-	-	-	N/A
PROBATION REVOCATION RELO	724,266	-	-	-	-	-	N/A
SECURITY BLDG	1,416,718	1,660,963	1,660,963	452,660	-	1,660,963	100.0%
LIFE SAFETY PROJECTS	-	2,100,000	2,100,000	42,920	2,057,080	42,920	2.0%
SIMS RELOCATION	151,041	797,849	797,849	596,375	-	797,849	100.0%
UA COOPERATIVE EXTENSION	717,447	-	-	-	-	-	N/A
WEST COURT BLDG	4,736	500,000	500,000	125,000	375,000	125,000	25.0%
<b>FUND TOTAL USES</b>	<b>\$ 42,932,128</b>	<b>\$ 52,260,828</b>	<b>\$ 52,807,819</b>	<b>\$ 42,006,954</b>	<b>\$ 49,263,728</b>	<b>\$ 3,544,091</b>	<b>6.7%</b>
255 DETENTION OPERATIONS							
MAJOR MAINTENANCE OPERATING	\$ 4,486,034	\$ 6,940,763	\$ 6,940,763	\$ 5,442,424	\$ 6,940,763	\$ -	0.0%
OPERATING	18,574,406	19,267,341	19,337,023	18,043,866	19,165,486	171,537	0.9%
NON RECURRING NON PROJECT	-	-	-	-	39,511	(39,511)	N/A
DURANGO JAIL INFR IMPROVEMENTS	40,839	1,316,601	1,316,601	1,140,201	-	1,316,601	100.0%
4TH AVE JAIL MAINTENANCE	-	3,000,000	3,000,000	95,000	2,905,000	95,000	3.2%
LBJ COMPLEX	34,956	4,775,000	4,775,000	721,032	3,940,646	834,354	17.5%
<b>FUND TOTAL USES</b>	<b>\$ 23,136,235</b>	<b>\$ 35,299,705</b>	<b>\$ 35,369,387</b>	<b>\$ 25,442,523</b>	<b>\$ 32,991,406</b>	<b>\$ 2,377,981</b>	<b>6.7%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 61,905,833</b>	<b>\$ 67,888,478</b>	<b>\$ 68,330,151</b>	<b>\$ 62,941,762</b>	<b>\$ 67,831,198</b>	<b>\$ 498,953</b>	<b>0.7%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 4,162,530</b>	<b>\$ 19,672,055</b>	<b>\$ 19,847,055</b>	<b>\$ 4,507,715</b>	<b>\$ 14,423,936</b>	<b>\$ 5,423,119</b>	<b>27.3%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 66,068,363</b>	<b>\$ 87,560,533</b>	<b>\$ 88,177,206</b>	<b>\$ 67,449,477</b>	<b>\$ 82,255,134</b>	<b>\$ 5,922,072</b>	<b>6.7%</b>

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
CAPITAL FACILITIES DEVELOPMENT							
FAC PLANNING AND ENERGY MGMT	16.00	16.50	15.50	15.50	15.50	-	0.0%
FACILITIES CONSTRUCTION MGMT	16.00	16.50	17.50	17.50	17.50	-	0.0%
<b>PROGRAM TOTAL</b>	<b>32.00</b>	<b>33.00</b>	<b>33.00</b>	<b>33.00</b>	<b>33.00</b>	<b>-</b>	<b>0.0%</b>
FACILITIES OPERATION AND MAINT							
BUILDINGS AND GROUNDS	4.00	4.00	4.00	4.00	4.00	-	0.0%
FACILITIES MAINTENANCE	108.00	117.00	122.00	121.00	120.00	(2.00)	(1.6%)
<b>PROGRAM TOTAL</b>	<b>112.00</b>	<b>121.00</b>	<b>126.00</b>	<b>125.00</b>	<b>124.00</b>	<b>(2.00)</b>	<b>(1.6%)</b>
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	7.00	7.75	7.75	7.75	7.75	-	0.0%
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	3.00	-	0.0%
PROCUREMENT	1.00	1.25	1.25	1.25	1.25	-	0.0%
<b>PROGRAM TOTAL</b>	<b>11.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>-</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>155.00</b>	<b>166.00</b>	<b>171.00</b>	<b>170.00</b>	<b>169.00</b>	<b>(2.00)</b>	<b>(1.2%)</b>

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Accounting Specialist	2.00	3.00	3.00	3.00	3.00	-	0.0%
Admin/Operations Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Business Systems Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business Systems Analyst-Sr/Ld	1.00	1.00	-	-	-	-	N/A
Director - Facilities Mgt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dispatcher	1.00	1.00	1.00	1.00	1.00	-	0.0%
Duty Plant Operator	-	-	4.00	-	-	(4.00)	(100.0%)
Electrician	10.00	10.00	11.00	11.00	11.00	-	0.0%
Electronic Technician	10.00	3.00	2.00	2.00	2.00	-	0.0%
Electronic Technician Senior	-	8.00	8.00	8.00	8.00	-	0.0%
Engineering Associate	1.00	1.00	2.00	2.00	2.00	-	0.0%
Engineering Technician	2.00	2.00	2.00	2.00	2.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Facil Cap Proj & Png Div Dir	1.00	1.00	1.00	1.00	1.00	-	0.0%
Facil Capital Project Div Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Facil Capital Project Mgr	4.00	4.00	4.00	4.00	4.00	-	0.0%
Facil Capital Project Mgr Sr	5.00	6.00	8.00	8.00	8.00	-	0.0%
Facil Contract Service Monitor	5.00	5.00	4.00	4.00	4.00	-	0.0%
Facil Lg Capital Project Exec	1.00	1.00	1.00	1.00	1.00	-	0.0%
Facil Opts & Maint Div Mgr	2.00	2.00	2.00	2.00	2.00	-	0.0%
Facilities Planner	2.00	6.00	6.00	6.00	6.00	-	0.0%
Facilities Planning Div Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Facilities Project Manager	4.00	4.00	4.00	4.00	4.00	-	0.0%
Facilities Project Manager Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager - Large	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
General Laborer	2.00	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%
HVAC Technician	-	14.00	16.00	16.00	16.00	-	0.0%
HVAC Technician Senior	-	-	2.00	2.00	2.00	-	0.0%
Locksmith	-	-	5.00	6.00	7.00	2.00	40.0%
Office Assistant Specialized	1.00	1.00	1.00	1.00	1.00	-	0.0%
Planner	4.00	-	-	-	-	-	N/A
Plumber	-	12.00	12.00	12.00	12.00	-	0.0%
Procurement Officer - Dept	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%
Safety Representative	-	1.00	-	-	-	-	N/A
Trades Generalist	21.00	29.00	30.00	30.00	28.00	(2.00)	(6.7%)
Trades Specialist	49.00	23.00	12.00	15.00	14.00	2.00	16.7%
Trades Supervisor	8.00	8.00	8.00	8.00	8.00	-	0.0%
Warehouse/Inventory Specialist	2.00	2.00	3.00	3.00	3.00	-	0.0%
Warehouse/Inventory Specialist Lead	-	-	1.00	-	-	(1.00)	(100.0%)
Warehouse/Inventory Supervisor	-	-	-	-	1.00	1.00	N/A
<b>Department Total</b>	<b>155.00</b>	<b>166.00</b>	<b>171.00</b>	<b>170.00</b>	<b>169.00</b>	<b>(2.00)</b>	<b>(1.2%)</b>

Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	125.00	136.00	141.00	140.00	137.00	(4.00)	(2.8%)
255 DETENTION OPERATIONS	30.00	30.00	30.00	30.00	32.00	2.00	6.7%
<b>Department Total</b>	<b>155.00</b>	<b>166.00</b>	<b>171.00</b>	<b>170.00</b>	<b>169.00</b>	<b>(2.00)</b>	<b>(1.2%)</b>

## General Adjustments

### **Personnel:**

- FY 2015 personnel expenditures increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

### **Base Adjustments:**

#### **General Fund (100) Operating**

- Increase Regular Benefits by \$3,763 for the impact of changes in retirement contribution rates.
- Decrease base budget by \$396,914 for the reduction in countywide utilities.
- Increase Internal Services Charges by \$40,800 for the impact of the changes in risk management.
- Decrease revenues by \$13,000 are due to declining leased space from food vendors.

#### **Detention Fund (255) Operating**

- Increase Regular Benefits by \$754 for the impact of changes in retirement contribution rates.
- Decrease base budget by \$185,269 for the reduction in countywide utilities.
- Increase Internal Services Charges by \$7,200 for the impact of the changes in risk management.

## Programs and Activities

### Facilities Operations & Maintenance Program

The purpose of the Facilities Operations & Maintenance Program is to provide facilities, detention security systems, 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of customers who report they are satisfied or very satisfied with the cleanliness of County facilities.	86.1%	83.8%	83.8%	83.8%	0.0%	0.0%
Percent of customers who report they are satisfied or very satisfied with the maintenance of the landscaping and grounds.	88.9%	86.5%	86.5%	86.5%	0.0%	0.0%
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%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of facilities maintenance performed on a time-based schedule or based on quantified material and equipment condition .	50.4%	42.8%	49.7%	42.8%	0.0%	0.0%
Percent Detention Security System is functional 24/7/365.	95.4%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Maricopa County departments and agency customers who are satisfied or very satisfied with the services of Facilities Management Operations & Maintenance according to the annual Customer Satisfaction Survey.	98.7%	98.7%	98.7%	98.7%	0.0%	0.0%

Activities that comprise this program include:

- Buildings and Grounds
- Facilities Maintenance

**Buildings and Grounds Activity**

The purpose of the Buildings and Grounds Activity is to provide property management services to Maricopa County Departments and their customers so they can conduct business in a clean environment.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of customers who report they are satisfied or very satisfied with the cleanliness of County facilities.	86.1%	83.8%	83.8%	83.8%	0.0%	0.0%
Result	Percent of customers who report they are satisfied or very satisfied with the maintenance of the landscaping and grounds.	88.9%	86.5%	86.5%	86.5%	0.0%	0.0%
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%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of square feet of facilities cleaned.	2,734,879	3,208,456	3,208,456	2,850,584	(357,872)	-11.2%
Demand	Number of square feet of facilities required to be cleaned.	2,734,879	3,208,456	3,208,456	2,850,584	(357,872)	-11.2%
Expenditure Ratio	Total expenditure per square foot of facilities cleaned.	\$ 2.04	\$ 2.01	\$ 1.95	\$ 2.25	\$ (0.24)	-11.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 4,811,510	\$ 5,675,473	\$ 5,541,586	\$ 5,634,981	\$ 40,492	0.7%
	255 - DETENTION OPERATIONS	758,047	785,232	713,572	785,232	-	0.0%
	TOTAL USES	\$ 5,569,557	\$ 6,460,705	\$ 6,255,158	\$ 6,420,213	\$ 40,492	0.6%

**Activity Narrative:** The Department is continuously working on finding ways to reduce the amount of waste the County produces. The Department has been successful in encouraging other County Departments to participate in recycling programs, in turn decreasing General Fund expenditures on waste collections. Additionally, the Activity's measure is decreasing from FY2014 due to an imprecise calculation of the number of square feet of facilities to be cleaned at the South Court Tower. The FY 2015 measure accurately captures all square feet of facilities required to be cleaned, including the new Maricopa County Sherriff's Headquarter and the Maricopa County Sherriff's SWAT Vehicle Storage Building.

**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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of facilities maintenance performed on a time-based schedule or based on quantified material and equipment condition.	50.4%	42.8%	49.7%	42.8%	0.0%	0.0%
Result	Percent Detention Security System is functional 24/7/365.	95.4%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Maricopa County departments and agency customers who are satisfied or very satisfied with the services of Facilities Management Operations & Maintenance according to the annual Customer Satisfaction Survey.	98.7%	98.7%	98.7%	98.7%	0.0%	0.0%
Output	Number of square feet of facilities maintained.	38,404,018	38,312,192	39,841,268	39,414,400	1,102,208	2.9%
Demand	Number of (factored) square feet required to be maintained.	38,404,018	38,312,192	39,841,268	39,414,400	1,102,208	2.9%
Expenditure Ratio	Total expenditure per square foot maintained.	\$ 0.36	\$ 0.38	\$ 0.35	\$ 0.37	\$ 0.00	1.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 9,489,357	\$ 10,126,492	\$ 9,824,042	\$ 9,995,675	\$ 130,817	1.3%
	255 - DETENTION OPERATIONS	4,294,915	4,244,024	4,081,499	4,599,899	(355,875)	-8.4%
	TOTAL USES	\$ 13,784,272	\$ 14,370,516	\$ 13,905,541	\$ 14,595,574	\$ (225,058)	-1.6%

**Activity Narrative:** The opening of the new Maricopa County Sheriff's Headquarters in FY 2014 added to the factored square feet of facilities to be maintained. Detention Fund expenditures are increasing due to the shift of two trades generalist positions from the General fund and an increase in contract services and general supplies. General Fund expenditures are decreasing due to the transfer of two trades generalist to the Detention fund. In addition, the number of square feet of facilities required to be maintained is increasing due to a re-measurement with the Integrated Workplace Management System that was integrated in FY 2014.

### Capital Facilities Development Program

The purpose of the Capital Facilities Development Program is to provide facilities planning, energy management, design and construction-related services to Maricopa County departments and agencies so they can operate in County facilities that are safe, functional, and efficient.

### Program Results

Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of new, retrofitted, renovated or remodeled facility projects delivered according to the project schedule established with the customer.	100.0%	93.4%	93.4%	100.0%	6.6%	7.1%
Percent of customers satisfied with the usefulness and timeliness of information provided by Facilities Planning & Energy Management.	48.6%	50.0%	50.0%	125.0%	75.0%	150.0%
Percent of County facilities operating within energy efficiency standards (measured by kilowatts per sq foot).	54.9%	32.9%	32.9%	32.9%	0.0%	0.0%
Percent reduction in energy used by County facilities (kilowatt hours).	99.4%	101.2%	101.2%	101.2%	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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of customers satisfied with the usefulness and timeliness of information provided by Facilities Planning & Energy Management.	48.6%	50.0%	50.0%	125.0%	75.0%	150.0%
Result	Percent of County facilities operating within energy efficiency standards (measured by kilowatts per sq foot).	54.9%	32.9%	32.9%	32.9%	0.0%	0.0%
Result	Percent reduction in energy used by County facilities (kilowatt hours).	99.4%	101.2%	101.2%	101.2%	0.0%	0.0%
Output	Number of planning services provided.	142	120	110	80	(40)	-33.3%
Demand	Number of planning services requested.	175	120	111	84	(36)	-30.0%
Expenditure Ratio	Expenditure per planning service provided.	\$ 144,238.65	\$ 197,703.56	\$ 191,792.53	\$ 273,932.88	\$ (76,229.32)	-38.6%
<b>Revenue</b>							
	100 - GENERAL	\$ 208,529	\$ -	\$ -	\$ -	\$ -	N/A
	255 - DETENTION OPERATIONS	31,250	-	-	-	-	N/A
	TOTAL SOURCES	\$ 239,779	\$ -	\$ -	\$ -	\$ -	N/A
<b>Expenditure</b>							
	100 - GENERAL	\$ 10,342,682	\$ 12,202,789	\$ 10,588,096	\$ 10,914,630	\$ 1,288,159	10.6%
	255 - DETENTION OPERATIONS	10,139,207	11,521,638	10,509,082	11,000,000	521,638	4.5%
	TOTAL USES	\$ 20,481,889	\$ 23,724,427	\$ 21,097,178	\$ 21,914,630	\$ 1,809,797	7.6%

**Activity Narrative:** The number of planning services provided and requested is decreasing due to a reduction in the number of new projects anticipated for FY 2015. The reduction in expenditures for both

the General and Detention Funds are due to a decrease in the countywide utilities budget line. The new countywide utilities amounts reflect FY 2014 Forecast and 2013 Actual amounts which include utility usage for the County's two new buildings, the South Court Tower and the Maricopa County Sheriff's Headquarters.

**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:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of new, retrofitted, renovated or remodeled facility projects delivered according to the project schedule established with the customer.	100.0%	93.4%	93.4%	100.0%	6.6%	7.1%
Output	Number of new, retrofitted, renovated or remodeled facility projects completed.	176	318	318	297	(21)	-6.6%
Demand	Number of new, retrofitted, renovated or remodeled facility projects requested.	193	401	401	330	(71)	-17.7%
Expenditure Ratio	Total activity expenditure per new, retrofitted, renovated or remodeled facility project completed.	\$ 133,230.23	\$ 125,355.34	\$ 70,807.15	\$ 118,147.75	\$ 7,207.59	5.7%
<i>Revenue</i>							
	100 - GENERAL	\$ -	\$ -	\$ 3,075	\$ -	\$ -	N/A
	TOTAL SOURCES	\$ -	\$ -	\$ 3,075	\$ -	\$ -	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 15,504,455	\$ 21,691,410	\$ 12,981,708	\$ 19,163,348	\$ 2,528,062	11.7%
	255 - DETENTION OPERATIONS	7,944,066	18,171,587	9,534,966	15,926,533	2,245,054	12.4%
	TOTAL USES	\$ 23,448,521	\$ 39,862,997	\$ 22,516,674	\$ 35,089,881	\$ 4,773,116	12.0%

**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, both operating and non recurring. The Activity also includes the annual program maintenance. The decrease in expenditures in the General and Detention Fund for FY 2015 is due to the reduced amount of one-time carry-over major maintenance projects from FY 2014.

General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 33,102,468</b>	<b>\$ 38,000</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 371,991</b>	<b>\$ -</b>
County RPP	344,291	-
1st Quarter Retention Pay and Market Adj	8,476	-
2nd Quarter Retention Pay and Market Adj	7,708	-
FY 14 IT Market Study Adjustments	9,135	-
3rd and 4th Quarter Retention Pay and Market Adj	2,381	-
Agenda Item:		
C-49-13-092-2-00	344,291	-
C-49-14-020-0-00	8,476	-
C-49-14-032-2-00	7,708	-
C-49-14-041-2-00	9,135	-
C-49-14-043-2-00	2,381	-
<b>FY 2014 Revised Budget</b>	<b>\$ 33,474,459</b>	<b>\$ 38,000</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 24,935</b>	<b>\$ -</b>
1st Quarter Retention Pay and Market Adj	1,119	-
2nd Quarter Retention Pay and Market Adj	(7,708)	-
FY 14 IT Market Study Adjustments	(9,135)	-
3rd and 4th Quarter Retention Pay and Market Adj	(2,381)	-
Annual Market Adjustment - IT	18,270	-
2nd to 4th Quarter Retention Pay Plan	24,770	-
Agenda Item:		
C-49-14-020-0-00	1,119	-
C-49-14-032-2-00	(7,708)	-
C-49-14-041-2-00	(9,135)	-
C-49-14-043-2-00	(2,381)	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 33,499,394</b>	<b>\$ 38,000</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 3,763</b>	<b>\$ -</b>
Retirement Contributions	3,763	-
<b>Base Adjustments</b>	<b>\$ (356,114)</b>	<b>\$ -</b>
Other Base Adjustments	(396,914)	-
Countywide Utilities	\$ (396,914)	-
Internal Service Charges	40,800	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (13,000)</b>
ProgRevenue Volume Inc/Dec	-	(13,000)
<b>FY 2015 Adopted Budget</b>	<b>\$ 33,147,043</b>	<b>\$ 25,000</b>
Percent Change from Threshold Amount	-1.1%	-34.2%

General Fund (100) (continued)

		Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>			
<b>FY 2014 Adopted Budget</b>		<b>\$ 517,664</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		<b>\$ 175,000</b>	<b>\$ -</b>
<i>Alternative Dispute Resolution</i>	C-70-14-003-M-00	175,000	-
<b>FY 2014 Revised Budget</b>		<b>\$ 692,664</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		<b>\$ (692,664)</b>	<b>\$ -</b>
<i>Alternative Dispute Resolution</i>	C-70-14-003-M-00	(175,000)	-
<i>Other Non Recurring</i>		(517,664)	-
<b>FY 2015 Baseline Budget Threshold</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:			
<b>Non Recurring</b>		<b>\$ 91,830</b>	<b>\$ -</b>
<i>Other Non Recurring</i>		91,830	-
<i>Office of Enterprise Technology Allocation</i>	\$ 91,830		
<b>FY 2015 Adopted Budget</b>		<b>\$ 91,830</b>	<b>\$ -</b>
<b>MAJOR MAINTENANCE OPERATING</b>			
<b>FY 2014 Adopted Budget</b>		<b>\$ 8,577,906</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>		<b>\$ 8,577,906</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>		<b>\$ 8,577,906</b>	<b>\$ -</b>
<b>FY 2015 Adopted Budget</b>		<b>\$ 8,577,906</b>	<b>\$ -</b>
<i>Percent Change from Threshold Amount</i>		<i>0.0%</i>	
<b>MAJOR MAINTENANCE NON RECURRING</b>			
<b>FY 2014 Adopted Budget</b>		<b>\$ 10,062,790</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>		<b>\$ 10,062,790</b>	<b>\$ -</b>
Adjustments:			
<b>Major Maintenance Projects</b>		<b>\$ (10,062,790)</b>	<b>\$ -</b>
<i>Major Maintenance Program</i>		(10,062,790)	-
<b>FY 2015 Baseline Budget Threshold</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:			
<b>Non Recurring</b>		<b>\$ 7,446,949</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>		6,534,601	-
<i>Central Court Building Elevators</i>	\$ 3,985,521		
<i>Court Plaza Electrical Panels</i>	2,057,080		
<i>South Court Tower</i>	117,000		
<i>West Court Building</i>	375,000		
<i>Other Non Recurring</i>		912,348	-
<i>Central Court Building Elevators</i>	\$ 912,348		
<b>FY 2015 Adopted Budget</b>		<b>\$ 7,446,949</b>	<b>\$ -</b>

Detention Fund (255)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 19,267,341</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 69,682</b>	<b>\$ -</b>
County RPP	61,829	-
1st Quarter Retention Pay and Market Adj	1,289	-
2nd Quarter Retention Pay and Market Adj	1,918	-
FY 14 IT Market Study Adjustments	4,299	-
3rd and 4th Quarter Retention Pay and Market Adj	347	-
Agenda Item:		
C-49-13-092-2-00	61,829	-
C-49-14-020-0-00	1,289	-
C-49-14-032-2-00	1,918	-
C-49-14-041-2-00	4,299	-
C-49-14-043-2-00	347	-
<b>FY 2014 Revised Budget</b>	<b>\$ 19,337,023</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 5,778</b>	<b>\$ -</b>
1st Quarter Retention Pay and Market Adj	25	-
2nd Quarter Retention Pay and Market Adj	(1,918)	-
FY 14 IT Market Study Adjustments	(4,299)	-
3rd and 4th Quarter Retention Pay and Market Adj	(347)	-
Annual Market Adjustment - IT	8,598	-
2nd to 4th Quarter Retention Pay Plan	3,719	-
Agenda Item:		
C-49-14-020-0-00	25	-
C-49-14-032-2-00	(1,918)	-
C-49-14-041-2-00	(4,299)	-
C-49-14-043-2-00	(347)	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 19,342,801</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 754</b>	<b>\$ -</b>
Retirement Contributions	754	-
<b>Base Adjustments</b>	<b>\$ (178,069)</b>	<b>\$ -</b>
Other Base Adjustments	(185,269)	-
Countywide Utilities	\$ (185,269)	-
Internal Service Charges	7,200	-
Risk Management	\$ 7,200	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 19,165,486</b>	<b>\$ -</b>
Percent Change from Threshold Amount	-0.9%	-
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 39,511</b>	<b>\$ -</b>
Other Non Recurring	39,511	-
Office of Enterprise Techonology Allocation	\$ 39,511	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 39,511</b>	<b>\$ -</b>

Detention Fund (255) (continued)

	Expenditures	Revenue
<b>MAJOR MAINTENANCE OPERATING</b>		
FY 2014 Adopted Budget	\$ 6,940,763	\$ -
FY 2014 Revised Budget	\$ 6,940,763	\$ -
FY 2015 Baseline Budget Threshold	\$ 6,940,763	\$ -
FY 2015 Adopted Budget	\$ 6,940,763	\$ -
<b>MAJOR MAINTENANCE</b>		
FY 2014 Adopted Budget	\$ 9,091,601	\$ -
FY 2014 Revised Budget	\$ 9,091,601	\$ -
Adjustments:		
<b>Major Maintenance Projects</b>	\$ (9,091,601)	\$ -
<i>Major Maintenance Program</i>	<i>(9,091,601)</i>	<i>-</i>
FY 2015 Baseline Budget Threshold	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 6,845,646	\$ -
<i>Non Recurring Carry Forward</i>	<i>6,845,646</i>	<i>-</i>
<i>Fourth Avenue Jail - Building Automation</i>	\$ 2,905,000	
<i>Lower Buckeye Jail - Building Automation</i>	3,940,646	
FY 2015 Adopted Budget	\$ 6,845,646	\$ -

## Finance

*Analysis by Dreamlyn Johnson, 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 and Responsibility**

**By June 30, 2015, the County will be in 100% compliance with new regulations as related to transparency.**

Status: The Department is 100% in compliance with the transparency regulations and will continue to follow any changes to State statutes, as applicable, to ensure that it remains 100% compliant.

#### **Fiscal Strength and Responsibility**

**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. OnBase functionality will continue to be taught in classes offered through Pathlore. Currently, 91% of users are satisfied. The Department of Finance will review this goal in the FY 2016 Strategic Business Plan update process.

#### **Fiscal Strength and Responsibility**

**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 2013 and extended the licensing to include more users and technological advancements. Currently, 92% of users report satisfaction with the ease of Business Objects. The Department of Finance will review this goal in the FY 2016 Strategic Business Plan update process.

**Fiscal Strength  
 and  
 Responsibility**

**By June 30, 2015, 90% of users will be satisfied with the ease of use with OnBase Document Retrieval.**

Status: Currently, 91% of users report satisfaction with the ease of OnBase Document Retrieval. The Department of Finance will review this goal in the FY 2016 Strategic Business Plan update process.

**Fiscal Strength  
 and  
 Responsibility**

**By June 30, 2015, overall collections will be increased by 20% over the previous four fiscal years to \$9,331,200.**

Status: The Department received \$5,592,169 in FY 2013, an increase of 10% from the previous year. The Department of Finance does not expect to achieve this goal and will review the goal in the FY 2016 Strategic Business Plan update process.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
CLCT - COLLECTIONS	\$ 266,117	\$ 180,000	\$ 180,000	\$ 255,162	\$ 235,000	\$ 55,000	30.6%
18CL - COLLECTIONS	\$ 266,117	\$ 180,000	\$ 180,000	\$ 255,162	\$ 235,000	\$ 55,000	30.6%
<b>TOTAL PROGRAMS</b>	<b>\$ 266,117</b>	<b>\$ 180,000</b>	<b>\$ 180,000</b>	<b>\$ 255,162</b>	<b>\$ 235,000</b>	<b>\$ 55,000</b>	<b>30.6%</b>
<b>USES</b>							
CLCT - COLLECTIONS	\$ 305,948	\$ 336,007	\$ 346,040	\$ 332,142	\$ 341,139	\$ 4,901	1.4%
18CL - COLLECTIONS	\$ 305,948	\$ 336,007	\$ 346,040	\$ 332,142	\$ 341,139	\$ 4,901	1.4%
BLSV - BILLING SERVICES	\$ 71,860	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
PYPR - PAYMENT PROCESSING	\$ 353,026	\$ 464,947	\$ 476,751	\$ 410,192	\$ 498,376	\$ (21,625)	-4.5%
18FM - FINANCIAL MANAGEMENT	\$ 424,886	\$ 464,947	\$ 476,751	\$ 410,192	\$ 498,376	\$ (21,625)	-4.5%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 1,534,195	\$ 1,773,812	\$ 1,814,357	\$ 1,651,068	\$ 1,702,824	\$ 111,533	6.1%
ODIR - EXECUTIVE MANAGEMENT	\$ 467,965	\$ 179,197	\$ 187,987	\$ 190,839	\$ 196,421	\$ (8,434)	-4.5%
POOL - POOLED COSTS	\$ -	\$ (27,881)	\$ -	\$ -	\$ -	\$ -	N/A
99AS - INDIRECT SUPPORT	\$ 2,002,160	\$ 1,925,128	\$ 2,002,344	\$ 1,841,907	\$ 1,899,245	\$ 103,099	5.1%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 20,965	\$ (20,965)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 13,944	\$ 43,510	\$ 43,510	\$ 46,545	\$ -	\$ 43,510	100.0%
RISK - RISK PREMIUMS	\$ -	\$ -	\$ -	\$ -	\$ 12,869	\$ (12,869)	N/A
99GV - GENERAL OVERHEAD	\$ 13,944	\$ 43,510	\$ 43,510	\$ 46,545	\$ 33,834	\$ 9,676	22.2%
<b>TOTAL PROGRAMS</b>	<b>\$ 2,746,938</b>	<b>\$ 2,769,592</b>	<b>\$ 2,868,645</b>	<b>\$ 2,630,786</b>	<b>\$ 2,772,594</b>	<b>\$ 96,051</b>	<b>3.3%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 266,117	\$ 180,000	\$ 180,000	\$ 255,162	\$ 235,000	\$ 55,000	30.6%
<b>SUBTOTAL</b>	<b>\$ 266,117</b>	<b>\$ 180,000</b>	<b>\$ 180,000</b>	<b>\$ 255,162</b>	<b>\$ 235,000</b>	<b>\$ 55,000</b>	<b>30.6%</b>
<b>ALL REVENUES</b>	<b>\$ 266,117</b>	<b>\$ 180,000</b>	<b>\$ 180,000</b>	<b>\$ 255,162</b>	<b>\$ 235,000</b>	<b>\$ 55,000</b>	<b>30.6%</b>
<b>TOTAL SOURCES</b>	<b>\$ 266,117</b>	<b>\$ 180,000</b>	<b>\$ 180,000</b>	<b>\$ 255,162</b>	<b>\$ 235,000</b>	<b>\$ 55,000</b>	<b>30.6%</b>

Sources and Uses by Category (continued)

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 1,836,496	\$ 1,806,075	\$ 1,915,916	\$ 1,934,403	\$ 2,224,355	\$ (308,439)	-16.1%
0710 - OVERTIME	(10)	-	-	-	-	-	N/A
0750 - FRINGE BENEFITS	633,641	656,034	645,246	662,359	767,976	(122,730)	-19.0%
0790 - OTHER PERSONNEL SERVICES	1,600	-	-	-	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	-	-	-	(202,234)	(496,757)	496,757	N/A
<b>SUBTOTAL</b>	<b>\$ 2,471,727</b>	<b>\$ 2,462,109</b>	<b>\$ 2,561,162</b>	<b>\$ 2,394,528</b>	<b>\$ 2,495,574</b>	<b>\$ 65,588</b>	<b>2.6%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 31,001	\$ 84,880	\$ 84,880	\$ 39,895	\$ 52,040	\$ 32,840	38.7%
<b>SUBTOTAL</b>	<b>\$ 31,001</b>	<b>\$ 84,880</b>	<b>\$ 84,880</b>	<b>\$ 39,895</b>	<b>\$ 52,040</b>	<b>\$ 32,840</b>	<b>38.7%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 134,402	\$ 99,805	\$ 99,805	\$ 85,162	\$ 102,966	\$ (3,161)	-3.2%
0820 - RENT & OPERATING LEASES	8,906	7,500	7,500	6,140	8,500	(1,000)	-13.3%
0825 - REPAIRS AND MAINTENANCE	5,500	8,500	8,500	5,328	8,500	-	0.0%
0830 - INTERGOVERNMENTAL PAYMENTS	4,500	6,300	6,300	5,000	6,300	-	0.0%
0839 - INTERNAL SERVICE CHARGES	38,805	41,238	41,238	47,463	32,962	8,276	20.1%
0841 - TRAVEL	2,719	2,000	2,000	590	4,000	(2,000)	-100.0%
0842 - EDUCATION AND TRAINING	11,148	11,610	11,610	8,156	14,042	(2,432)	-20.9%
0843 - POSTAGE/FREIGHT/SHIPPING	38,230	45,650	45,650	38,514	47,710	(2,060)	-4.5%
0873 - SERVICES-ALLOCATION IN	-	-	-	10	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 244,210</b>	<b>\$ 222,603</b>	<b>\$ 222,603</b>	<b>\$ 196,363</b>	<b>\$ 224,980</b>	<b>\$ (2,377)</b>	<b>-1.1%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 2,746,938</b>	<b>\$ 2,769,592</b>	<b>\$ 2,868,645</b>	<b>\$ 2,630,786</b>	<b>\$ 2,772,594</b>	<b>\$ 96,051</b>	<b>3.3%</b>
<b>TOTAL USES</b>	<b>\$ 2,746,938</b>	<b>\$ 2,769,592</b>	<b>\$ 2,868,645</b>	<b>\$ 2,630,786</b>	<b>\$ 2,772,594</b>	<b>\$ 96,051</b>	<b>3.3%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 266,117	\$ 180,000	\$ 180,000	\$ 255,162	\$ 235,000	\$ 55,000	30.6%
<b>FUND TOTAL SOURCES</b>	<b>\$ 266,117</b>	<b>\$ 180,000</b>	<b>\$ 180,000</b>	<b>\$ 255,162</b>	<b>\$ 235,000</b>	<b>\$ 55,000</b>	<b>30.6%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 266,117</b>	<b>\$ 180,000</b>	<b>\$ 180,000</b>	<b>\$ 255,162</b>	<b>\$ 235,000</b>	<b>\$ 55,000</b>	<b>30.6%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 266,117</b>	<b>\$ 180,000</b>	<b>\$ 180,000</b>	<b>\$ 255,162</b>	<b>\$ 235,000</b>	<b>\$ 55,000</b>	<b>30.6%</b>
<b>100 GENERAL</b>							
OPERATING	\$ 2,659,542	\$ 2,769,592	\$ 2,868,645	\$ 2,630,786	\$ 2,772,594	\$ 96,051	3.3%
NON RECURRING NON PROJECT	87,396	-	-	-	-	-	N/A
<b>FUND TOTAL USES</b>	<b>\$ 2,746,938</b>	<b>\$ 2,769,592</b>	<b>\$ 2,868,645</b>	<b>\$ 2,630,786</b>	<b>\$ 2,772,594</b>	<b>\$ 96,051</b>	<b>3.3%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 2,659,542</b>	<b>\$ 2,769,592</b>	<b>\$ 2,868,645</b>	<b>\$ 2,630,786</b>	<b>\$ 2,772,594</b>	<b>\$ 96,051</b>	<b>3.3%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 87,396</b>	<b>\$ -</b>	<b>N/A</b>				
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 2,746,938</b>	<b>\$ 2,769,592</b>	<b>\$ 2,868,645</b>	<b>\$ 2,630,786</b>	<b>\$ 2,772,594</b>	<b>\$ 96,051</b>	<b>3.3%</b>

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
<b>COLLECTIONS</b>							
COLLECTIONS	4.00	4.00	4.00	4.00	4.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>	<b>0.0%</b>
<b>FINANCIAL MANAGEMENT</b>							
BILLING SERVICES	1.00	-	.00	-	-	-	N/A
PAYMENT PROCESSING	6.00	8.00	8.00	8.00	8.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>	<b>0.0%</b>
<b>INDIRECT SUPPORT</b>							
BUDGET AND FINANCIAL SERVICES	23.00	21.00	26.00	26.00	25.00	(1.00)	(3.8%)
EXECUTIVE MANAGEMENT	4.00	2.00	2.00	2.00	2.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>27.00</b>	<b>23.00</b>	<b>28.00</b>	<b>28.00</b>	<b>27.00</b>	<b>(1.00)</b>	<b>(3.6%)</b>
<b>DEPARTMENT TOTAL</b>	<b>38.00</b>	<b>35.00</b>	<b>40.00</b>	<b>40.00</b>	<b>39.00</b>	<b>(1.00)</b>	<b>(2.5%)</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	-	-	2.00	-	-	(2.00)	(100.0%)
Accounting Specialist	5.00	5.00	5.00	5.00	5.00	-	0.0%
Accounting Specialist Supervisor	-	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	-	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	3.00	3.00	3.00	3.00	3.00	-	0.0%
Deputy Director - Finance	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Finance	1.00	-	-	-	-	-	N/A
Executive Assistant	1.00	-	-	-	-	-	N/A
Finan Compliance Admin - Cnty	1.00	-	-	-	-	-	N/A
Finance Manager - County	3.00	3.00	2.00	2.00	2.00	-	0.0%
Finance/Business Analyst - County	13.00	13.00	16.00	18.00	17.00	1.00	6.3%
Financial Supervisor - County	5.00	4.00	4.00	4.00	4.00	-	0.0%
Management Analyst	1.00	-	-	-	-	-	N/A
Office Assistant Specialized	3.00	3.00	3.00	3.00	3.00	-	0.0%
<b>Department Total</b>	<b>38.00</b>	<b>35.00</b>	<b>40.00</b>	<b>40.00</b>	<b>39.00</b>	<b>(1.00)</b>	<b>(2.5%)</b>

### Staffing by Fund

DEPARTMENT/FUND		FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
		ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100	GENERAL	38.00	35.00	40.00	40.00	39.00	(1.00)	(2.5%)
<b>Department Total</b>		<b>38.00</b>	<b>35.00</b>	<b>40.00</b>	<b>40.00</b>	<b>39.00</b>	<b>(1.00)</b>	<b>(2.5%)</b>

### Significant Variance Analysis

1.0 FTE Financial/Business Analyst position restated to Sheriff's Office for the jail per diem billing function.

### General Adjustments

**Personnel:** FY 2015 personnel expenditures increased due to the annualization of County performance pay and market study adjustments in FY 2014

### Base Adjustments:

#### General Fund (100)

- Increase Regular Benefits by \$992 for the impact of changes in retirement contribution rates.
- Decrease Internal Service Charges by \$9,475 for the impact of changes in risk management charges.
- Reallocate expenditures of \$89,868 to the Sheriff's Office from the Finance Department for the jail per diem billing function. This transfer of activity was delayed in FY 2014.

## 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of collectible accounts that are paying	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Collections

### Collections Activity

The purpose of the Collections Activity is to provide collection services to the court, government agencies, victims and interested parties so they can hold the responsible parties accountable and the appropriate parties can realize financial restitution.

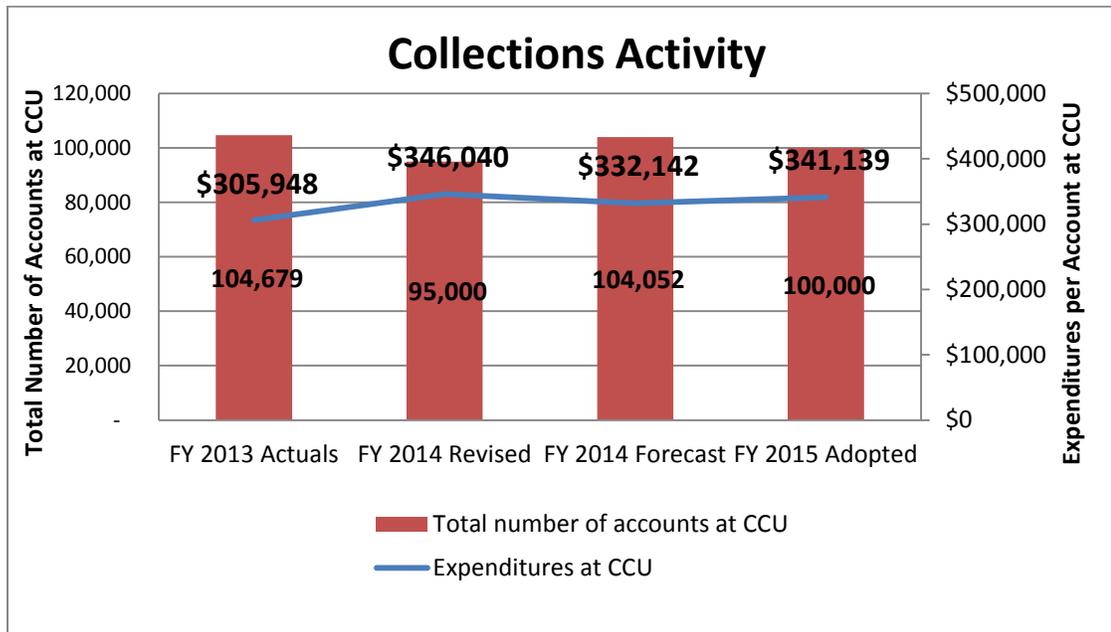
**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
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)	2,180	2,261	2,399	2,261	-	0.0%
Output	Number of accounts sent to Private Collections	15,412	16,400	14,171	15,447	(953)	-5.8%
Output	Total number of accounts at County Collections Unit	104,679	95,000	109,633	104,052	9,052	9.5%
Demand	Number of accounts to County Collections Unit per Fiscal Year	13,192	14,000	15,764	15,597	1,597	11.4%
Expenditure Ratio	Expenditure per collectible accounts internal to County Collections Unit (CCU)	\$ 35.09	\$ 38.26	\$ 34.61	\$ 37.72	\$ 0.54	1.4%
<i>Revenue</i>							
	100 - GENERAL	\$ 266,117	\$ 180,000	\$ 255,162	\$ 235,000	\$ 55,000	30.6%
	TOTAL SOURCES	\$ 266,117	\$ 180,000	\$ 255,162	\$ 235,000	\$ 55,000	30.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 305,948	\$ 346,040	\$ 332,142	\$ 341,139	\$ 4,901	1.4%
	TOTAL USES	\$ 305,948	\$ 346,040	\$ 332,142	\$ 341,139	\$ 4,901	1.4%

### Base Adjustments:

#### General Fund (100)

- Increase Other Charges for Service by \$55,000 based on recent collection trends.



### Financial Management

The purpose of the Financial Management 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of monthly reports produced within 10 business days of month end close	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of payments that are related to Jail Bonds	8.4%	10.2%	9.0%	8.6%	(1.6%)	-15.7%
Percent of payments processed within 5 business days	52.7%	95.0%	98.1%	91.4%	(3.6%)	-3.8%
Percent of jail billings processed in 5 business days	100.0%	N/A	100.0%	N/A	N/A	N/A
Percent of MCSO related billings paid within 60 days.	100.0%	N/A	100.0%	N/A	N/A	N/A

Activities that comprise this program include:

- Payment Processing

**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.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of payments that are related to Jail Bonds	8.4%	10.2%	9.0%	8.6%	(1.6%)	-15.7%
Result	Percent of payments processed within 5 business days	52.7%	95.0%	98.1%	91.4%	(3.6%)	-3.8%
Output	Number of general payments processed	77,539	77,200	84,130	81,338	4,138	5.4%
Output	Total number of payments processed	84,631	86,000	92,415	89,768	3,768	4.4%
Demand	Number of payment requests	84,631	77,200	90,215	85,368	8,168	10.6%
Expenditure Ratio	Expenditure per payment processed	\$ 4.55	\$ 6.18	\$ 4.88	\$ 6.13	\$ 0.05	0.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 353,026	\$ 476,751	\$ 410,192	\$ 498,376	\$ (21,625)	-4.5%
	TOTAL USES	\$ 353,026	\$ 476,751	\$ 410,192	\$ 498,376	\$ (21,625)	-4.5%

**Activity Narrative:** Expenditure increase is due to merit increases that occurred in FY 2014 as well as budgeting positions at a higher rate to attract more qualified candidates.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 2,769,592</b>	<b>\$ 180,000</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 99,053</b>	<b>\$ -</b>
County RPP	97,605	-
3rd and 4th Quarter Retention Pay and Market Adj	1,448	-
Agenda Item:		
C-49-13-092-2-00		-
C-49-14-043-2-00		-
<b>FY 2014 Revised Budget</b>	<b>\$ 2,868,645</b>	<b>\$ 180,000</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 2,300</b>	<b>\$ -</b>
3rd and 4th Quarter Retention Pay and Market Adj	(1,448)	-
2nd to 4th Quarter Retention Pay Plan	3,748	-
Agenda Item:		
C-49-14-043-2-00		-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 2,870,945</b>	<b>\$ 180,000</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 992</b>	<b>\$ -</b>
Retirement Contributions	992	-
<b>Base Adjustments</b>	<b>\$ (9,475)</b>	<b>\$ -</b>
Internal Service Charges	(9,475)	-
Risk Management	\$ (9,475)	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 55,000</b>
ProgRevenue Volume Inc/Dec	-	55,000
<b>Reallocations</b>	<b>\$ (89,868)</b>	<b>\$ -</b>
Reallocation Between Depts	(89,868)	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 2,772,594</b>	<b>\$ 235,000</b>
Percent Change from Threshold Amount	-3.4%	30.6%

## Human Resources

*Analysis by Dreamlyn Johnson, Management and Budget Analyst*

### Summary

#### Mission

The mission of Human Resources is to provide recruitment, development, and retention services in collaboration with and to support the leadership and employees of Maricopa County so they can maintain a quality, professional and diverse workforce in order to fulfill their mission.

#### Vision

Professional and qualified employees who support and assist in the fulfillment of Maricopa County departments' missions.

### Strategic Goals

#### **Government Operations**

**By 2016, the percent of Maricopa County employees indicating they are satisfied with their jobs at Maricopa County will be 85% or greater.**

Status: In FY 2013, the Employee Satisfaction survey showed that 79% of employees reported to be satisfied with their jobs at Maricopa County. The department anticipates that it will reach this goal by 2016.

#### **Government Operations**

**By 2016, the voluntary turnover rate for full-time employees will be maintained at or below 10%.**

Status: In FY 2013, Human Resources exceeded this goal, as the voluntary turnover rate was 8.42%. This goal will be reviewed during the FY 2016 Strategic Business Plan update process.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
PAYR - PAYROLL	\$ 37,584	\$ 35,000	\$ 35,000	\$ 61,419	\$ 41,000	\$ 6,000	17.1%
RECD - RECORDS MANAGEMENT	20,712	11,000	11,000	29	14,000	3,000	27.3%
31PR - PAYROLL AND RECORDS MGMT	\$ 58,296	\$ 46,000	\$ 46,000	\$ 61,448	\$ 55,000	\$ 9,000	19.6%
ODIR - EXECUTIVE MANAGEMENT	\$ 60	\$ -	\$ -	\$ 49	\$ -	\$ -	N/A
99AS - INDIRECT SUPPORT	\$ 60	\$ -	\$ -	\$ 49	\$ -	\$ -	N/A
<b>TOTAL PROGRAMS</b>	<b>\$ 58,356</b>	<b>\$ 46,000</b>	<b>\$ 46,000</b>	<b>\$ 61,497</b>	<b>\$ 55,000</b>	<b>\$ 9,000</b>	<b>19.6%</b>
<b>USES</b>							
DVTY - DIVERSITY	\$ 78,376	\$ 89,737	\$ 93,463	\$ 78,280	\$ 91,520	\$ 1,943	2.1%
20DV - DIVERSITY	\$ 78,376	\$ 89,737	\$ 93,463	\$ 78,280	\$ 91,520	\$ 1,943	2.1%
EPMS - EMPLOYEE AND MANAGEMENT RLT	\$ 327,272	\$ 458,870	\$ 460,624	\$ 463,322	\$ 463,814	\$ (3,190)	-0.7%
MERT - MERIT SYSTEM RULES COMPLIANCE	68,018	104,693	106,814	116,926	112,320	(5,506)	-5.2%
STDV - EMPLOYEE DEVELOPMENT	367,243	371,147	379,234	398,302	640,272	(261,038)	-68.8%
31ED - EMPLOYEE AND MANAGEMENT RLT	\$ 762,533	\$ 934,710	\$ 946,672	\$ 978,550	\$ 1,216,406	\$ (269,734)	-28.5%
EMPL - EMPLOYMENT SERVICES	\$ 561,186	\$ 570,509	\$ 562,997	\$ 541,394	\$ 659,818	\$ (96,821)	-17.2%
31ES - EMPLOYMENT SERVICES	\$ 561,186	\$ 570,509	\$ 562,997	\$ 541,394	\$ 659,818	\$ (96,821)	-17.2%
PAYR - PAYROLL	\$ 631,184	\$ 626,418	\$ 652,665	\$ 642,758	\$ 649,793	\$ 2,872	0.4%
RECD - RECORDS MANAGEMENT	318,224	381,896	398,520	396,866	574,710	(176,190)	-44.2%
31PR - PAYROLL AND RECORDS MGMT	\$ 949,408	\$ 1,008,314	\$ 1,051,185	\$ 1,039,624	\$ 1,224,503	\$ (173,318)	-16.5%
ECOM - EMPLOYEE COMPENSATION	\$ 392,320	\$ 488,704	\$ 509,318	\$ 502,509	\$ 885,338	\$ (376,020)	-73.8%
49EC - EMPLOYEE COMPENSATION	\$ 392,320	\$ 488,704	\$ 509,318	\$ 502,509	\$ 885,338	\$ (376,020)	-73.8%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 50,227	\$ 52,878	\$ 55,850	\$ 55,065	\$ 53,805	\$ 2,045	3.7%
HRAC - HUMAN RESOURCES	23,726	23,299	23,308	16,611	17,426	5,882	25.2%
ODIR - EXECUTIVE MANAGEMENT	246,307	114,718	113,653	114,280	96,458	17,195	15.1%
POOL - POOLED COSTS	-	(34,850)	-	-	744	(744)	N/A
PROC - PROCUREMENT	16,302	13,046	13,391	12,260	12,934	457	3.4%
99AS - INDIRECT SUPPORT	\$ 336,562	\$ 169,091	\$ 206,202	\$ 198,216	\$ 181,367	\$ 24,835	12.0%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 17,663	\$ (17,663)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	90,468	16,221	16,221	16,224	-	16,221	100.0%
RISK - RISK PREMIUMS	-	-	-	-	32,863	(32,863)	N/A
99GV - GENERAL OVERHEAD	\$ 90,468	\$ 16,221	\$ 16,221	\$ 16,224	\$ 50,526	\$ (34,305)	-211.5%
<b>TOTAL PROGRAMS</b>	<b>\$ 3,170,853</b>	<b>\$ 3,277,286</b>	<b>\$ 3,386,058</b>	<b>\$ 3,354,797</b>	<b>\$ 4,309,478</b>	<b>\$ (923,420)</b>	<b>-27.3%</b>

### Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 37,584	\$ 35,000	\$ 35,000	\$ 45,728	\$ 41,000	\$ 6,000	17.1%
<b>SUBTOTAL</b>	\$ 37,584	\$ 35,000	\$ 35,000	\$ 45,728	\$ 41,000	\$ 6,000	17.1%
<b>MISCELLANEOUS</b>							
0650 - MISCELLANEOUS REVENUE	\$ 20,772	\$ 11,000	\$ 11,000	\$ 15,769	\$ 14,000	\$ 3,000	27.3%
<b>SUBTOTAL</b>	\$ 20,772	\$ 11,000	\$ 11,000	\$ 15,769	\$ 14,000	\$ 3,000	27.3%
<b>ALL REVENUES</b>	\$ 58,356	\$ 46,000	\$ 46,000	\$ 61,497	\$ 55,000	\$ 9,000	19.6%
<b>TOTAL SOURCES</b>	\$ 58,356	\$ 46,000	\$ 46,000	\$ 61,497	\$ 55,000	\$ 9,000	19.6%
CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 2,163,030	\$ 2,259,279	\$ 2,353,839	\$ 2,330,214	\$ 2,350,697	\$ 3,142	0.1%
0710 - OVERTIME	313	-	-	81	-	-	N/A
0750 - FRINGE BENEFITS	801,612	865,314	878,060	859,234	889,629	(11,569)	-1.3%
0790 - OTHER PERSONNEL SERVICES	650	-	-	-	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(219,478)	(3,835)	(3,835)	(3,110)	(3,835)	-	0.0%
0796 - PERSONNEL SERVICES ALLOC-IN	47,059	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	\$ 2,793,186	\$ 3,120,758	\$ 3,228,064	\$ 3,186,419	\$ 3,236,491	\$ (8,427)	-0.3%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 52,025	\$ 24,169	\$ 24,169	\$ 18,522	\$ 25,276	\$ (1,107)	-4.6%
0804 - NON-CAPITAL EQUIPMENT	92,650	1,200	1,200	622	-	1,200	100.0%
<b>SUBTOTAL</b>	\$ 144,675	\$ 25,369	\$ 25,369	\$ 19,144	\$ 25,276	\$ 93	0.4%
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 24,617	\$ 31,000	\$ 31,000	\$ 42,416	\$ 38,940	\$ (7,940)	-25.6%
0812 - OTHER SERVICES	84,272	63,745	65,211	55,518	570,769	(505,558)	-775.3%
0820 - RENT & OPERATING LEASES	5,622	8,488	8,488	9,953	398,611	(390,123)	-4596.2%
0825 - REPAIRS AND MAINTENANCE	3,029	1,530	1,530	2,500	1,900	(370)	-24.2%
0839 - INTERNAL SERVICE CHARGES	106,395	38,580	38,580	52,100	39,793	(1,213)	-3.1%
0841 - TRAVEL	207	3,600	3,600	1,731	4,049	(449)	-12.5%
0842 - EDUCATION AND TRAINING	2,988	5,800	9,300	4,494	12,400	(3,100)	-33.3%
0843 - POSTAGE/FREIGHT/SHIPPING	5,862	11,416	11,416	7,202	9,893	1,523	13.3%
0872 - SERVICES-ALLOCATION OUT	-	(33,000)	(36,500)	(26,690)	(28,644)	(7,856)	-21.5%
0873 - SERVICES-ALLOCATION IN	-	-	-	10	-	-	N/A
<b>SUBTOTAL</b>	\$ 232,992	\$ 131,159	\$ 132,625	\$ 149,234	\$ 1,047,711	\$ (915,086)	-690.0%
<b>ALL EXPENDITURES</b>	\$ 3,170,853	\$ 3,277,286	\$ 3,386,058	\$ 3,354,797	\$ 4,309,478	\$ (923,420)	-27.3%
<b>TOTAL USES</b>	\$ 3,170,853	\$ 3,277,286	\$ 3,386,058	\$ 3,354,797	\$ 4,309,478	\$ (923,420)	-27.3%

### Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 58,356	\$ 46,000	\$ 46,000	\$ 61,497	\$ 55,000	\$ 9,000	19.6%
<b>FUND TOTAL SOURCES</b>	\$ 58,356	\$ 46,000	\$ 46,000	\$ 61,497	\$ 55,000	\$ 9,000	19.6%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 58,356	\$ 46,000	\$ 46,000	\$ 61,497	\$ 55,000	\$ 9,000	19.6%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 58,356	\$ 46,000	\$ 46,000	\$ 61,497	\$ 55,000	\$ 9,000	19.6%
FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 3,170,853	\$ 3,277,286	\$ 3,386,058	\$ 3,354,797	\$ 3,854,478	\$ (468,420)	-13.8%
JOB ANALYSIS CONSULTANT	-	-	-	-	385,000	(385,000)	N/A
LEARNING MANAGEMENT	-	-	-	-	70,000	(70,000)	N/A
<b>FUND TOTAL USES</b>	\$ 3,170,853	\$ 3,277,286	\$ 3,386,058	\$ 3,354,797	\$ 4,309,478	\$ (923,420)	-27.3%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 3,170,853	\$ 3,277,286	\$ 3,386,058	\$ 3,354,797	\$ 3,854,478	\$ (468,420)	-13.8%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ -	\$ -	\$ -	\$ -	\$ 455,000	\$ (455,000)	N/A
<b>DEPARTMENT TOTAL USES</b>	\$ 3,170,853	\$ 3,277,286	\$ 3,386,058	\$ 3,354,797	\$ 4,309,478	\$ (923,420)	-27.3%

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
DIVERSITY							
DIVERSITY	1.00	.88	.88	.88	.88	-	0.0%
PROGRAM TOTAL	1.00	.88	.88	.88	.88	-	0.0%
EMPLOYEE AND MANAGEMENT RLT							
EMPLOYEE AND MANAGEMENT RLT	5.25	5.25	5.25	5.25	5.25	-	0.0%
EMPLOYEE DEVELOPMENT	5.25	5.25	5.25	5.25	5.25	-	0.0%
MERIT SYSTEM RULES COMPLIANCE	.70	1.10	1.10	1.10	1.10	-	0.0%
PROGRAM TOTAL	11.20	11.60	11.60	11.60	11.60	-	0.0%
EMPLOYEE COMPENSATION							
EMPLOYEE COMPENSATION	4.80	6.00	6.00	6.00	6.00	-	0.0%
PROGRAM TOTAL	4.80	6.00	6.00	6.00	6.00	-	0.0%
EMPLOYMENT SERVICES							
EMPLOYMENT SERVICES	9.25	9.27	9.27	9.27	9.27	-	0.0%
PROGRAM TOTAL	9.25	9.27	9.27	9.27	9.27	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	1.05	.80	.80	.80	.80	-	0.0%
EXECUTIVE MANAGEMENT	2.70	.95	.95	.95	.95	-	0.0%
HUMAN RESOURCES	.50	.30	.30	.30	.30	-	0.0%
PROCUREMENT	.30	.20	.20	.20	.20	-	0.0%
PROGRAM TOTAL	4.55	2.25	2.25	2.25	2.25	-	0.0%
PAYROLL AND RECORDS MGMT							
PAYROLL	9.10	9.50	9.50	9.50	9.50	-	0.0%
RECORDS MANAGEMENT	7.90	6.50	6.50	6.50	6.50	-	0.0%
PROGRAM TOTAL	17.00	16.00	16.00	16.00	16.00	-	0.0%
DEPARTMENT TOTAL	47.80	46.00	46.00	46.00	46.00	-	0.0%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	-	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	2.00	2.00	3.00	3.00	3.00	-	0.0%
Administrative Services Mgr	-	1.00	1.00	1.00	1.00	-	0.0%
Assistant County Manager	-	-	-	-	-	-	N/A
Compensation Analyst	2.80	3.00	3.00	3.00	3.00	-	0.0%
Compensation Supervisor	1.00	1.00	-	-	-	-	N/A
Deputy Director – Human Resources	1.00	1.00	1.00	2.00	1.00	-	0.0%
Employee Records Specialist	4.00	2.00	2.00	2.00	2.00	-	0.0%
Employee Records Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Employee Relations Analyst-Cty	4.00	4.00	4.00	4.00	4.00	-	0.0%
Exec Asst to Executive Officer	-	-	-	-	-	-	N/A
Finance/Business Analyst	1.00	-	-	-	-	-	N/A
Human Resources Associate	2.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Mngr - County	1.00	2.00	4.00	3.00	3.00	(1.00)	(25.0%)
Human Resources Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Supervisor – County	4.00	4.00	3.00	3.00	4.00	1.00	33.3%
Office Assistant	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	6.00	6.00	5.00	5.00	5.00	-	0.0%
Payroll Specialist – County	5.00	3.00	3.00	3.00	3.00	-	0.0%
Payroll Specialist Lead – County	-	1.00	1.00	1.00	1.00	-	0.0%
Payroll/Time and Labor Spec	2.00	2.00	2.00	2.00	2.00	-	0.0%
Program Manager - County	1.00	-	-	-	-	-	N/A
Recruiter	4.00	4.00	4.00	4.00	4.00	-	0.0%
Trainer	3.00	3.00	3.00	3.00	3.00	-	0.0%
<b>Department Total</b>	<b>47.80</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	47.80	46.00	46.00	46.00	46.00	-	0.0%
<b>Department Total</b>	<b>47.80</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>	<b>-</b>	<b>0.0%</b>

## General Adjustments

**Personnel:** FY 2015 personnel expenditures increased due to the annualization of County performance pay and market study adjustments in FY 2014.

### **Base Adjustments:**

#### **General Fund (100) Operating**

- Increase Regular Benefits by \$1,213 for the impact of changes in retirement contribution rates.
- Increase Internal Service Charges by \$16,642 for the impact of changes in risk management charges.
- Increase FY 2015 revenue by \$9,000 based on the FY 2014 Forecast.
- Increase Personal Services by \$744 for the Justice System Support and Office Assistant Specialized Market Adjustment.

## Programs and Activities

### Diversity Program

The purpose of the Diversity Program 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.

### Program Results

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of employees reporting satisfied or very satisfied with overall workplace diversity.	N/A	N/A	N/A	90.0%	N/A	N/A
Percent of class participants receiving training who respond to post-training survey who indicate that their knowledge, understanding and/or awareness increased.	N/A	N/A	N/A	0.0%	N/A	N/A
Percent of event participants receiving training who respond to post-training survey who indicate their knowledge, understanding and/or awareness increased.	N/A	N/A	N/A	0.0%	N/A	N/A

Activities that comprise this program include:

- Diversity

### **Diversity Activity**

The purpose of the Diversity Activity is to provide diversity training and information services to all levels of Maricopa County employees and County Boards and Commissions so they can increase their knowledge and awareness of workplace diversity.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of employees reporting satisfied or very satisfied with overall workplace diversity.	N/A	N/A	N/A	90.0%	N/A	N/A
Result	Percent of class participants receiving training who respond to post-training survey who indicate that their knowledge, understanding and/or awareness increased.	N/A	N/A	N/A	0.0%	N/A	N/A
Result	Percent of event participants receiving training who respond to post-training survey who indicate their knowledge, understanding and/or awareness increased.	N/A	N/A	N/A	0.0%	N/A	N/A
Output	Number of diversity classes or events provided.	N/A	N/A	N/A	45	N/A	N/A
Demand	Number of diversity classes requested.	-	-	30	40	40	N/A
Demand	Number of diversity events requested.	-	-	-	5	5	N/A
Expenditure Ratio	Expenditure per diversity class/event provided.	N/A	N/A	\$ 2,795.71	\$ 2,033.78	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 78,376	\$ 93,463	\$ 78,280	\$ 91,520	\$ 1,943	2.1%
	TOTAL USES	\$ 78,376	\$ 93,463	\$ 78,280	\$ 91,520	\$ 1,943	2.1%

**Activity Narrative:** The Diversity Activity is in transition and while diversity events and activities will still take place, the services provided by the Diversity Division will change. The measures will be reviewed during the FY 2016 Strategic Business Plan update.

### Employee and Management Relations Program

The purpose of the Employee and Management Relations Program is to provide organizational development services, competency-based training and strategic interventions to all County departments so they can retain a productive and professional workforce.

### Program Results

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of customers who reported satisfied or very satisfied with services provided.	97.2%	90.0%	90.0%	90.0%	0.0%	0.0%
Percent of Merit Commission final orders that were not appealed.	N/A	95.0%	93.3%	92.3%	(2.7%)	-2.8%
Percent of participants reporting satisfied or very satisfied that the stated goals and objectives of the class were met in classes identified as key training programs.	98.7%	98.0%	98.0%	98.1%	0.1%	0.1%
Percent of participants who agree they can apply the knowledge, skills, and abilities gained from classes identified as key training programs.	N/A	98.0%	98.0%	98.1%	0.1%	0.1%

Activities that comprise this program include:

- Employee and Management Relations
- Employee Development
- Merit System Rules Compliance

### Employee and Management Relations Activity

The purpose of the Employee and Management Relations Activity is to provide advice, consultations, and investigative services to the employees and management so they can prevent and resolve workplace issues and maintain regulatory compliance conducive to the achievement of departments' missions.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of customers who reported satisfied or very satisfied with services provided.	97.2%	90.0%	90.0%	90.0%	0.0%	0.0%
Output	Number of employee consultations provided.	-	N/A	N/A	500	N/A	N/A
Output	Number of investigations completed.	N/A	32	16	16	(16)	-50.0%
Demand	Number of employee consultations requested.	-	360	482	500	140	38.9%
Demand	Number of formal or written complaints received.	N/A	32	60	50	18	56.3%
Expenditure Ratio	Expenditure per number of investigations completed.	N/A	N/A	N/A	\$ 28,988.38	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 327,272	\$ 460,624	\$ 463,322	\$ 463,814	\$ (3,190)	-0.7%
	TOTAL USES	\$ 327,272	\$ 460,624	\$ 463,322	\$ 463,814	\$ (3,190)	-0.7%

**Activity Narrative:** The number of employee consultations provided is a new activity measure in FY 2015. The department is working to directly provide the Ombudsman service to employees as a way to reduce costs.

### Employee Development Activity

The purpose of the Employee Development Activity is to provide training related information and services, in collaboration with department, to departments and their employees so they can enhance their knowledge, skills, abilities, and competencies in order to promote career growth to effectively and efficiently contribute to their departments' missions.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of participants reporting satisfied or very satisfied that the stated goals and objectives of the class were met in classes identified as key training programs.	98.7%	98.0%	98.0%	98.1%	0.1%	0.1%
Result	Percent of participants who agree they can apply the knowledge, skills, and abilities gained from classes identified as key training programs.	N/A	98.0%	98.0%	98.1%	0.1%	0.1%
Output	Number of participants in Employee Development sponsored trainings.	5,502	6,494	6,494	6,000	(494)	-7.6%
Demand	Number of participant registrations for training classes	5,502	6,494	6,494	7,000	506	7.8%
Expenditure Ratio	Expenditure per participant in Employee Development sponsored trainings.	\$ 405.35	\$ 457.46	\$ 480.46	\$ 762.23	\$ (304.77)	-66.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 367,243	\$ 379,234	\$ 398,302	\$ 640,272	\$ (261,038)	-68.8%
	TOTAL USES	\$ 367,243	\$ 379,234	\$ 398,302	\$ 640,272	\$ (261,038)	-68.8%

**Activity Narrative:** This activity is now fully staffed and it is anticipated that it will have the capability to provide more classes and training in FY 2015. Additionally, initial licensing fees and the implementation of a Learning Management System will increase expenditures in FY 2015 Adopted. As the department implements a new system, this activity should be reassessed during the Strategic Business Plan update process.

### Base Adjustments: General Fund (100) Operating

- Increase Other Services by \$178,000 for licensing fees associated with a Learning Management System.

**General Fund (100) Non Recurring**

- Increase Other Services by \$70,000 for implementation of a Learning Management System.

**Merit Systems Rules Compliance Activity**

The purpose of the Merit Systems Rules Compliance Activity is to provide administrative and operational support services to classified employees, departments, appellants, and Merit Commissions so they can receive uniform and equitable personnel actions.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Merit Commission final orders that were not appealed.	N/A	95.0%	93.3%	92.3%	(2.7%)	-2.8%
Output	Number of appeal hearings scheduled.	N/A	30	52	52	22	73.3%
Output	Number of scheduled hearings that were withdrawn or dismissed.	N/A	10	11	14	4	40.0%
Output	Number of appeal hearings conducted.	N/A	N/A	N/A	26	N/A	N/A
Demand	Number of appeals filed.	N/A	30	26	34	4	13.3%
Expenditure Ratio	Expenditure per appeal hearing scheduled.	N/A	\$ 5,340.70	\$ 7,795.07	\$ 2,160.00	\$ 3,180.70	59.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 68,018	\$ 106,814	\$ 116,926	\$ 112,320	\$ (5,506)	-5.2%
	TOTAL USES	\$ 68,018	\$ 106,814	\$ 116,926	\$ 112,320	\$ (5,506)	-5.2%

**Activity Narrative:** As more personnel actions were reported, Merit appeal hearings increased in FY 2014 Forecast. Depending on the level of complexity, appeals may require more than a single hearing before resolution. The department expects to maintain an upward trend in FY 2015.

**Employment Services Program**

The purpose of the Employment Services Program is to provide professional recruitment and career advancement consulting services to Maricopa County departments so they can timely interview, select and retain a qualified and diverse workforce.

**Program Results**

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of customers reporting satisfied or very satisfied with the quality of candidates	N/A	95.0%	95.0%	90.0%	(5.0%)	-5.3%
Percent of customers reporting satisfied or very satisfied with the level of customer service provided by the Employment Services support staff.	N/A	95.0%	95.0%	95.0%	0.0%	0.0%

Activities that comprise this program include:

- Employment Services

**Employment Services Activity**

The purpose of the Employment Services Activity is to provide professional recruitment consulting and career advancement consulting services to Maricopa County departments so they can timely interview, select and retain a qualified and diverse workforce.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of customers reporting satisfied or very satisfied with the quality of candidates referred to departments by the Employment Services Division	N/A	95.0%	95.0%	90.0%	(5.0%)	-5.3%
Result	Percent of customers reporting satisfied or very satisfied with the level of customer service provided by the Employment Services support staff.	N/A	95.0%	95.0%	95.0%	0.0%	0.0%
Output	Number of customers surveyed regarding quality of candidates referred to departments.	N/A	50	50	130	80	160.0%
Output	The number of qualified candidates referred to departments.	N/A	46,240	34,796	32,000	(14,240)	-30.8%
Output	Number of customers surveyed regarding the level of customer service provided by the Employment Services support staff.	N/A	50	50	130	80	160.0%
Demand	The number of job requisitions (for number of vacant positions).	N/A	3,917	4,601	4,000	83	2.1%
Demand	The number of applications received for review.	N/A	N/A	N/A	120,000	N/A	N/A
Expenditure Ratio	Expenditure per qualified candidate referred to departments.	N/A	\$ 12.18	\$ 15.56	\$ 20.62	\$ (8.44)	-69.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 561,186	\$ 562,997	\$ 541,394	\$ 659,818	\$ (96,821)	-17.2%
	TOTAL USES	\$ 561,186	\$ 562,997	\$ 541,394	\$ 659,818	\$ (96,821)	-17.2%

**Activity Narrative:** The department added new measures in FY 2014. Therefore, data for measures in FY 2015 is more accurate. As the economy has improved, a more competitive hiring environment has reduced the number of candidates being referred to departments.

**Base Adjustments:**

**General Fund (100) Operating**

- Increase Other Services by \$70,000 to hire a third party to conduct new-hire background checks.

**Payroll and Records Management Program**

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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of records accurately maintained.	95.7%	97.0%	98.0%	97.6%	0.6%	0.6%
Percent of paychecks accurately processed.	99.8%	100.0%	99.8%	99.9%	(0.1%)	-0.1%

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:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of paychecks accurately processed.	99.8%	100.0%	99.8%	99.9%	(0.1%)	-0.1%
Output	Number of paychecks issued.	350,761	356,528	363,815	364,969	8,441	2.4%
Output	The number of bus cards processed.	N/A	1,300	1,439	1,445	145	11.2%
Demand	Number of paychecks required.	350,761	356,528	363,815	364,969	8,441	2.4%
Expenditure Ratio	Expenditure per paycheck issued.	\$ 1.80	\$ 1.83	\$ 1.77	\$ 1.78	\$ 0.05	2.7%
<i>Revenue</i>							
	100 - GENERAL	\$ 37,584	\$ 35,000	\$ 61,419	\$ 41,000	\$ 6,000	17.1%
	TOTAL SOURCES	\$ 37,584	\$ 35,000	\$ 61,419	\$ 41,000	\$ 6,000	17.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 631,184	\$ 652,665	\$ 642,758	\$ 649,793	\$ 2,872	0.4%
	TOTAL USES	\$ 631,184	\$ 652,665	\$ 642,758	\$ 649,793	\$ 2,872	0.4%

### Records Management Activity

The purpose of the Records Management Activity is to provide centralized repository of employee data and personnel actions to County management, departments, and employees, so they can access accurate employment data.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of records accurately maintained.	95.7%	97.0%	98.0%	97.6%	0.6%	0.6%
Output	Number of records maintained.	53,117	53,072	53,176	52,273	(799)	-1.5%
Output	Number of job related transactions.	N/A	5,616	10,057	5,616	-	0.0%
Output	Number of records maintained and job related transactions.	N/A	18,884	14,419	55,492	36,608	193.9%
Demand	Number of maintained records required.	13,279	13,268	13,294	13,068	(200)	-1.5%
Expenditure Ratio	Expenditure per record maintained and job related transaction.	N/A	\$ 21.10	\$ 27.52	\$ 10.36	\$ 10.75	50.9%
<i>Revenue</i>							
	100 - GENERAL	\$ 20,712	\$ 11,000	\$ 29	\$ 14,000	\$ 3,000	27.3%
	TOTAL SOURCES	\$ 20,712	\$ 11,000	\$ 29	\$ 14,000	\$ 3,000	27.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 318,224	\$ 398,520	\$ 396,866	\$ 574,710	\$ (176,190)	-44.2%
	TOTAL USES	\$ 318,224	\$ 398,520	\$ 396,866	\$ 574,710	\$ (176,190)	-44.2%

**Activity Narrative:** In FY 2015, expenditures will increase due to moving 1.0 FTE Sr. Project Manager to this activity in order to meet the increase in the number of records maintained. This activity will be reviewed during the Strategic Business Plan update process, to address an aggregation error.

### Base Adjustments: General Fund (100)

- Increase Other Services by \$190,008 for the cost of ADP Consultant reallocated from Non Departmental.

### Employment 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of surveyed employees voluntarily terminating employment with Maricopa County	42.6%	36.0%	36.0%	36.0%	0.0%	0.0%
Percent of surveyed departments indicating that compensation policies, processes, and philosophies are applied consistently given budget parameters, market data, and internal equity issues.	N/A	36.0%	35.0%	35.0%	(1.0%)	-2.8%

Activities that comprise this program include:

- Employment Compensation

### Employment Compensation Activity

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.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of surveyed employees voluntarily terminating employment with Maricopa County because of pay.	42.6%	36.0%	36.0%	36.0%	0.0%	0.0%
Result	Percent of surveyed departments indicating that compensation policies, processes, and philosophies are applied consistently given budget parameters, market data, and internal equity issues.	N/A	36.0%	35.0%	35.0%	(1.0%)	-2.8%
Output	Number of critical recruitment and retention salary adjustments reviewed.	N/A	N/A	N/A	12,500	N/A	N/A
Output	Number of market ranges, placements in range, and critical recruitment and retention salary adjustments reviewed.	N/A	N/A	N/A	13,000	N/A	N/A
Demand	Number of market ranges and placements in range requested.	N/A	2,050	2,050	2,050	-	0.0%
Demand	Number of critical recruitment and retention salary adjustments requested.	N/A	N/A	N/A	12,500	N/A	N/A
Expenditure Ratio	Expenditure per number of market range, placements in range, and critical recruitment and retention salary adjustments reviewed.	N/A	\$ 248.45	\$ 245.13	\$ 68.10	\$ 180.34	72.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 392,320	\$ 509,318	\$ 502,509	\$ 885,338	\$ (376,020)	-73.8%
	TOTAL USES	\$ 392,320	\$ 509,318	\$ 502,509	\$ 885,338	\$ (376,020)	-73.8%

**Activity Narrative:** Historical comparison is not available as many activity measures are new in FY 2015.

**Base Adjustments:**  
**General Fund (100)**

- Increase Other Services by \$385,000 for a consultant to conduct a comprehensive job analysis of County positions as well as related training for Department staff.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 3,277,286</b>	<b>\$ 46,000</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 108,772</b>	<b>\$ -</b>
County RPP	105,444	-
2nd Quarter Retention Pay and Market Adj	1,466	-
3rd and 4th Quarter Retention Pay and Market Adj	1,862	-
Agenda Item:		
C-49-13-092-2-00		
C-49-14-032-2-00		
C-49-14-043-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 3,386,058</b>	<b>\$ 46,000</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 11,013</b>	<b>\$ -</b>
2nd Quarter Retention Pay and Market Adj	(1,466)	-
3rd and 4th Quarter Retention Pay and Market Adj	(1,862)	-
2nd to 4th Quarter Retention Pay Plan	14,341	-
Agenda Item:		
C-49-14-032-2-00		
C-49-14-043-2-00		
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 3,397,071</b>	<b>\$ 46,000</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 1,213</b>	<b>\$ -</b>
Retirement Contributions	1,213	-
<b>Base Adjustments</b>	<b>\$ 265,442</b>	<b>\$ -</b>
Other Base Adjustments	248,800	-
Increase in Other Services for background checks conducted by third party	\$ 70,000	
Increase in Other services for licensing fees a Learning Management System	178,000	
Internal Service Charges	16,642	-
Risk Management	\$ 16,642	
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 9,000</b>
ProgRevenue Volume Inc/Dec	-	9,000
<b>Reallocations</b>	<b>\$ 190,008</b>	<b>\$ -</b>
Reallocation Between Depts	190,008	-
Reallocation of ADP Consultant from Non Departmental	\$ 190,008	
<b>FY 2015 Tentative Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Percent Change from Threshold Amount	-100.0%	-100.0%
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 744</b>	<b>\$ -</b>
Justice System Support and Office Assistant Specialized Market Adjustment	744	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 3,854,478</b>	<b>\$ 55,000</b>
Percent Change from Threshold Amount	13.5%	19.6%

General Fund (100) (continued)

	Expenditures	Revenue
<b>JOB ANALYSIS CONSULTANT</b>		
<b>FY 2014 Adopted Budget</b>	\$ -	\$ -
<b>FY 2014 Revised Budget</b>	\$ -	\$ -
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 385,000	\$ -
<i>Other Non Recurring</i>		385,000
<i>Consultant and staff for county-wide job analysis</i>	\$ 385,000	-
<b>FY 2015 Adopted Budget</b>	\$ 385,000	\$ -
<i>Percent Change from Threshold Amount</i>		
	Expenditures	Revenue
<b>LEARNING MANAGEMENT</b>		
<b>FY 2014 Adopted Budget</b>	\$ -	\$ -
<b>FY 2014 Revised Budget</b>	\$ -	\$ -
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 70,000	\$ -
<i>Other Non Recurring</i>		70,000
<i>Implementation costs for a Learning Management System</i>	\$ 70,000	-
<b>FY 2015 Adopted Budget</b>	\$ 70,000	\$ -
<i>Percent Change from Threshold Amount</i>		

## Human Services

*Analysis by Jacqueline M. Edwards, Senior 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 have opportunities to achieve self-sufficiency and experience a high quality of life.

### Strategic Goals

**Department  
Specific**

**By June 2017, 96% of the Human Services Department's customers will be satisfied or very satisfied with services received as measured by responses in the annual Customer Satisfaction Survey.**

Status: This is a new goal for the Department in FY 2015.

**Department  
Specific**

**By June 2017, 85% of the Human Services Department's clients will show movement toward self-sufficiency as measured by an increase in at least four domains on the HSD Self-Sufficiency Matrix.**

Status: This is a new goal for the Department in FY 2015.

**Department  
Specific**

**By June 2017, 90% of the Human Services Department's clients will agree or strongly agree that they have moved toward self-sufficiency in the last year as measured by responses in the annual Customer Satisfaction Survey.**

Status: This is a new goal for the Department in FY 2015.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
CDBG - COMMUNITY DEV BLOCK GRANT	\$ 3,853,300	\$ 4,307,881	\$ 4,307,881	\$ 3,675,796	\$ 5,111,624	\$ 803,743	18.7%
HMAD - HOME INVESTMENT PARTNERSHIPS	3,708,163	11,487,285	11,487,285	3,145,540	11,094,611	(392,674)	-3.4%
WTHR - WEATHERIZATION	2,612,286	1,588,239	1,754,400	2,430,133	1,572,083	(182,317)	-10.4%
17CD - COMMUNITY DEVELOPMENT	\$ 10,173,749	\$ 17,383,405	\$ 17,549,566	\$ 9,251,469	\$ 17,778,318	\$ 228,752	1.3%
COAA - COMMUNITY ACTION AGENCY	\$ 819,826	\$ 1,125,443	\$ 1,668,817	\$ 1,487,515	\$ 1,562,996	\$ (105,821)	-6.3%
EHSN - EMERGENCY SHELTER NIGHTS	204,476	152,140	250,282	181,139	160,167	(90,115)	-36.0%
FAST - FINANCIAL ASSISTANCE	2,312,999	1,946,977	3,718,211	3,788,222	1,946,977	(1,771,234)	-47.6%
SAIL - SR ADULT INDEPENDENT LIVING	1,475,385	941,411	988,728	1,185,735	1,077,169	88,441	8.9%
22CS - COMMUNITY SERVICES	\$ 4,812,686	\$ 4,165,971	\$ 6,626,038	\$ 6,642,611	\$ 4,747,309	\$ (1,878,729)	-28.4%
CDEV - CHILD DEV AND EARLY CHILDDH ED	\$ 20,244,491	\$ 20,751,209	\$ 19,583,658	\$ 19,703,554	\$ 20,742,777	\$ 1,159,119	5.9%
22ED - CHILD DEV AND EARLY CHILDDH ED	\$ 20,244,491	\$ 20,751,209	\$ 19,583,658	\$ 19,703,554	\$ 20,742,777	\$ 1,159,119	5.9%
NBHD - NEIGHBORHOOD STABILIZATION	\$ 2,465,796	\$ 4,102,725	\$ 4,102,725	\$ 4,102,725	\$ -	\$ (4,102,725)	-100.0%
22NS - NEIGHBORHOOD STABILIZATION	\$ 2,465,796	\$ 4,102,725	\$ 4,102,725	\$ 4,102,725	\$ -	\$ (4,102,725)	-100.0%
SEEK - JOB SEEKER SERVICES	\$ 11,207,040	\$ 9,248,437	\$ 10,997,810	\$ 10,551,302	\$ 9,786,324	\$ (1,211,486)	-11.0%
YOUT - YOUTH SERVICES	3,334,817	3,024,083	4,044,928	3,726,049	3,851,320	(193,608)	-4.8%
22WD - WORKFORCE DEVELOPMENT	\$ 14,541,857	\$ 12,272,520	\$ 15,042,738	\$ 14,277,351	\$ 13,637,644	\$ (1,405,094)	-9.3%
ODIR - EXECUTIVE MANAGEMENT	\$ 1,818,239	\$ 3,270,869	\$ 3,270,869	\$ 3,138,661	\$ -	\$ (3,270,869)	-100.0%
SPPT - OPERATIONS SUPPORT	-	-	-	-	3,692,597	3,692,597	N/A
99AS - INDIRECT SUPPORT	\$ 1,818,239	\$ 3,270,869	\$ 3,270,869	\$ 3,138,661	\$ 3,692,597	\$ 421,728	12.9%
GGOV - GENERAL GOVERNMENT	\$ 306,235	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
99GV - GENERAL OVERHEAD	\$ 306,235	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>TOTAL PROGRAMS</b>	<b>\$ 54,363,053</b>	<b>\$ 61,946,699</b>	<b>\$ 66,175,594</b>	<b>\$ 57,116,371</b>	<b>\$ 60,598,645</b>	<b>\$ (5,576,949)</b>	<b>-8.4%</b>
<b>USES</b>							
CDBG - COMMUNITY DEV BLOCK GRANT	\$ 4,034,355	\$ 4,307,881	\$ 4,307,881	\$ 3,675,796	\$ 5,111,624	\$ (803,743)	-18.7%
HLDS - HOMELESS LOW DEMAND SHELTER	235,000	360,000	360,000	360,000	360,000	-	0.0%
HMAD - HOME INVESTMENT PARTNERSHIPS	3,521,180	11,487,285	11,487,285	3,145,540	11,094,611	392,674	3.4%
WTHR - WEATHERIZATION	2,750,400	1,588,239	1,754,400	2,430,133	1,572,083	182,317	10.4%
17CD - COMMUNITY DEVELOPMENT	\$ 10,540,935	\$ 17,743,405	\$ 17,909,566	\$ 9,611,469	\$ 18,138,318	\$ (228,752)	-1.3%
CJSA - JUSTICE INVOLVED ADLT CASE MGT	\$ 574,730	\$ 96,886	\$ 96,886	\$ 88,424	\$ -	\$ 96,886	100.0%
CJSJ - JUSTICE INVOLVED YOUT CASE MGT	550,435	95,349	95,349	80,720	-	95,349	100.0%
22CJ - HUMAN SERVICES INTEGR CASE MGT	\$ 1,125,165	\$ 192,235	\$ 192,235	\$ 169,144	\$ -	\$ 192,235	100.0%
COAA - COMMUNITY ACTION AGENCY	\$ 1,366,119	\$ 1,437,611	\$ 1,980,985	\$ 1,799,683	\$ 1,875,164	\$ 105,821	5.3%
EHSN - EMERGENCY SHELTER NIGHTS	634,163	542,140	640,282	568,775	550,167	90,115	14.1%
FAST - FINANCIAL ASSISTANCE	2,335,536	1,946,977	3,718,211	3,788,222	1,946,977	1,771,234	47.6%
SAIL - SR ADULT INDEPENDENT LIVING	2,068,353	2,140,155	2,187,472	2,260,982	2,275,913	(88,441)	-4.0%
22CS - COMMUNITY SERVICES	\$ 6,404,171	\$ 6,066,883	\$ 8,526,950	\$ 8,417,662	\$ 6,648,221	\$ 1,878,729	22.0%
CDEV - CHILD DEV AND EARLY CHILDDH ED	\$ 21,051,831	\$ 20,751,209	\$ 19,583,658	\$ 19,703,554	\$ 20,742,777	\$ (1,159,119)	-5.9%
22ED - CHILD DEV AND EARLY CHILDDH ED	\$ 21,051,831	\$ 20,751,209	\$ 19,583,658	\$ 19,703,554	\$ 20,742,777	\$ (1,159,119)	-5.9%
NBHD - NEIGHBORHOOD STABILIZATION	\$ 3,443,805	\$ 4,102,725	\$ 4,102,725	\$ 4,102,725	\$ -	\$ 4,102,725	100.0%
22NS - NEIGHBORHOOD STABILIZATION	\$ 3,443,805	\$ 4,102,725	\$ 4,102,725	\$ 4,102,725	\$ -	\$ 4,102,725	100.0%
SEEK - JOB SEEKER SERVICES	\$ 10,187,847	\$ 9,248,437	\$ 10,997,810	\$ 10,551,302	\$ 9,786,324	\$ 1,211,486	11.0%
YOUT - YOUTH SERVICES	3,097,625	3,024,083	4,044,928	3,726,049	3,851,320	193,608	4.8%
22WD - WORKFORCE DEVELOPMENT	\$ 13,285,472	\$ 12,272,520	\$ 15,042,738	\$ 14,277,351	\$ 13,637,644	\$ 1,405,094	9.3%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 122,819	\$ -	\$ -	\$ 340,042	\$ -	\$ -	N/A
HRAC - HUMAN RESOURCES	63,952	-	-	248,860	-	-	N/A
ODIR - EXECUTIVE MANAGEMENT	3,167,438	3,270,869	3,270,869	3,328,661	-	3,270,869	100.0%
POOL - POOLED COSTS	(952,343)	-	-	(2,796,910)	-	-	N/A
PROC - PROCUREMENT	17,277	-	-	-	-	-	N/A
SPPT - OPERATIONS SUPPORT	-	-	-	-	3,692,597	(3,692,597)	N/A
99AS - INDIRECT SUPPORT	\$ 2,419,143	\$ 3,270,869	\$ 3,270,869	\$ 1,120,653	\$ 3,692,597	\$ (421,728)	-12.9%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 303,984	\$ -	\$ -	\$ 1,511,720	\$ -	\$ -	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	(40,805)	-	-	182,846	-	-	N/A
99GV - GENERAL OVERHEAD	\$ 263,179	\$ -	\$ -	\$ 1,694,566	\$ -	\$ -	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 26,383	\$ 190,000	\$ 190,000	\$ 116,197	\$ -	\$ 190,000	100.0%
DACR - DATA CENTER	26,399	-	-	138,307	-	-	N/A
TSPT - TECHNOLOGY SUPPORT	119,840	-	-	382,586	-	-	N/A
99IT - INFORMATION TECHNOLOGY	\$ 172,622	\$ 190,000	\$ 190,000	\$ 637,090	\$ -	\$ 190,000	100.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 58,706,323</b>	<b>\$ 64,589,846</b>	<b>\$ 68,818,741</b>	<b>\$ 59,734,214</b>	<b>\$ 62,859,557</b>	<b>\$ 5,959,184</b>	<b>8.7%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 54,358,673	\$ 61,946,699	\$ 66,175,594	\$ 57,113,958	\$ 60,598,645	\$ (5,576,949)	-8.4%
<b>SUBTOTAL</b>	\$ 54,358,673	\$ 61,946,699	\$ 66,175,594	\$ 57,113,958	\$ 60,598,645	\$ (5,576,949)	-8.4%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 1,667	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
0650 - MISCELLANEOUS REVENUE	2,713	-	-	2,413	-	-	N/A
<b>SUBTOTAL</b>	\$ 4,380	\$ -	\$ -	\$ 2,413	\$ -	\$ -	N/A
<b>ALL REVENUES</b>	\$ 54,363,053	\$ 61,946,699	\$ 66,175,594	\$ 57,116,371	\$ 60,598,645	\$ (5,576,949)	-8.4%
<b>TOTAL SOURCES</b>	\$ 54,363,053	\$ 61,946,699	\$ 66,175,594	\$ 57,116,371	\$ 60,598,645	\$ (5,576,949)	-8.4%
CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 12,802,871	\$ 13,721,975	\$ 13,305,442	\$ 14,142,199	\$ 14,220,874	\$ (915,432)	-6.9%
0705 - TEMPORARY PAY	23,177	-	25,368	13,358	27,758	(2,390)	-9.4%
0710 - OVERTIME	47,981	5,148	29,148	19,901	-	29,148	100.0%
0750 - FRINGE BENEFITS	5,642,734	6,017,515	6,067,268	6,011,934	5,994,601	72,667	1.2%
0790 - OTHER PERSONNEL SERVICES	333,596	9,162	8,974	-	25,833	(16,859)	-187.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(5,497,049)	(4,666,043)	(4,699,799)	(4,251,000)	(4,627,475)	(72,324)	-1.5%
0796 - PERSONNEL SERVICES ALLOC-IN	5,506,046	4,500,377	4,488,331	4,542,328	4,791,297	(302,966)	-6.8%
<b>SUBTOTAL</b>	\$ 18,859,356	\$ 19,588,134	\$ 19,224,732	\$ 20,478,720	\$ 20,432,888	\$ (1,208,156)	-6.3%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 1,352,064	\$ 694,795	\$ 866,873	\$ 1,193,876	\$ 973,247	\$ (106,374)	-12.3%
0802 - MEDICAL SUPPLIES	30,528	20,000	20,000	38,916	23,000	(3,000)	-15.0%
0803 - FUEL	23,050	23,110	20,850	20,646	35,750	(14,900)	-71.5%
0804 - NON-CAPITAL EQUIPMENT	380,276	255,335	255,335	304,023	369,289	(113,954)	-44.6%
0805 - SUPPLIES-ALLOCATION OUT	(145,957)	(92,436)	(92,436)	(2,590)	(154,964)	62,528	67.6%
0806 - SUPPLIES-ALLOCATION IN	146,426	93,369	93,369	2,277	154,986	(61,617)	-66.0%
<b>SUBTOTAL</b>	\$ 1,786,387	\$ 994,173	\$ 1,163,991	\$ 1,557,148	\$ 1,401,308	\$ (237,317)	-20.4%
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 17,300	\$ 10,000	\$ 10,000	\$ 14,108	\$ 20,001	\$ (10,001)	-100.0%
0811 - HEALTH CARE SERVICES	22,497	55,000	127,214	152,291	30,000	97,214	76.4%
0812 - OTHER SERVICES	23,313,926	19,878,557	24,139,084	22,945,386	20,581,488	3,557,596	14.7%
0820 - RENT & OPERATING LEASES	1,365,104	1,612,315	1,634,117	1,643,011	1,555,916	78,201	4.8%
0825 - REPAIRS AND MAINTENANCE	205,052	142,500	144,000	305,615	125,800	18,200	12.6%
0830 - INTERGOVERNMENTAL PAYMENTS	10,697,097	19,111,845	19,128,431	9,382,533	15,816,331	3,312,100	17.3%
0839 - INTERNAL SERVICE CHARGES	1,610,273	2,021,566	2,069,566	2,123,415	2,216,057	(146,491)	-7.1%
0841 - TRAVEL	216,046	178,696	186,696	280,270	172,280	14,416	7.7%
0842 - EDUCATION AND TRAINING	129,557	253,076	252,076	231,476	235,371	16,705	6.6%
0843 - POSTAGE/FREIGHT/SHIPPING	16,454	15,292	10,142	12,495	10,750	(608)	-6.0%
0845 - SUPPORT AND CARE OF PERSONS	141,891	208,221	208,221	204,267	80,000	128,221	61.6%
0850 - UTILITIES	119,482	143,000	143,000	146,454	181,740	(38,740)	-27.1%
0872 - SERVICES-ALLOCATION OUT	(1,140,654)	(3,693,869)	(3,693,869)	(643,335)	(4,631,246)	937,377	25.4%
0873 - SERVICES-ALLOCATION IN	1,140,653	3,874,840	3,874,840	699,727	4,630,873	(756,033)	-19.5%
<b>SUBTOTAL</b>	\$ 37,854,678	\$ 43,811,039	\$ 48,233,518	\$ 37,497,713	\$ 41,025,361	\$ 7,208,157	14.9%
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 205,902	\$ 196,500	\$ 196,500	\$ 173,633	\$ -	\$ 196,500	100.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	-	-	27,000	-	-	N/A
<b>SUBTOTAL</b>	\$ 205,902	\$ 196,500	\$ 196,500	\$ 200,633	\$ -	\$ 196,500	100.0%
<b>ALL EXPENDITURES</b>	\$ 58,706,323	\$ 64,589,846	\$ 68,818,741	\$ 59,734,214	\$ 62,859,557	\$ 5,959,184	8.7%
<b>TOTAL USES</b>	\$ 58,706,323	\$ 64,589,846	\$ 68,818,741	\$ 59,734,214	\$ 62,859,557	\$ 5,959,184	8.7%

Sources and Uses by Fund by Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 2,213	\$ -	\$ -	\$ 2,213	\$ -	-	N/A
<b>FUND TOTAL SOURCES</b>	\$ 2,213	\$ -	\$ -	\$ 2,213	\$ -	-	N/A
217 CDBG HOUSING TRUST							
OPERATING	\$ 10,764,261	\$ 19,897,891	\$ 19,897,891	\$ 10,960,061	\$ 16,279,189	\$ (3,618,702)	-18.2%
<b>FUND TOTAL SOURCES</b>	\$ 10,764,261	\$ 19,897,891	\$ 19,897,891	\$ 10,960,061	\$ 16,279,189	\$ (3,618,702)	-18.2%
222 HUMAN SERVICES GRANTS							
OPERATING	\$ 43,596,579	\$ 42,048,808	\$ 46,277,703	\$ 46,154,097	\$ 44,319,456	\$ (1,958,247)	-4.2%
<b>FUND TOTAL SOURCES</b>	\$ 43,596,579	\$ 42,048,808	\$ 46,277,703	\$ 46,154,097	\$ 44,319,456	\$ (1,958,247)	-4.2%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 54,363,053	\$ 61,946,699	\$ 66,175,594	\$ 57,116,371	\$ 60,598,645	\$ (5,576,949)	-8.4%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 54,363,053	\$ 61,946,699	\$ 66,175,594	\$ 57,116,371	\$ 60,598,645	\$ (5,576,949)	-8.4%

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 2,269,494	\$ 2,260,912	\$ 2,260,912	\$ 2,260,912	\$ 2,260,912	\$ -	0.0%
NON RECURRING NON PROJECT	50,001	-	-	-	-	-	N/A
<b>FUND TOTAL USES</b>	\$ 2,319,495	\$ 2,260,912	\$ 2,260,912	\$ 2,260,912	\$ 2,260,912	\$ -	0.0%
217 CDBG HOUSING TRUST							
OPERATING	\$ 10,826,155	\$ 19,897,891	\$ 19,897,891	\$ 10,960,061	\$ 16,279,189	\$ 3,618,702	18.2%
<b>FUND TOTAL USES</b>	\$ 10,826,155	\$ 19,897,891	\$ 19,897,891	\$ 10,960,061	\$ 16,279,189	\$ 3,618,702	18.2%
222 HUMAN SERVICES GRANTS							
OPERATING	\$ 44,435,508	\$ 42,048,808	\$ 46,277,703	\$ 46,154,097	\$ 44,319,456	\$ 1,958,247	4.2%
NON RECURRING NON PROJECT	-	190,000	190,000	190,000	-	190,000	100.0%
<b>FUND TOTAL USES</b>	\$ 44,435,508	\$ 42,238,808	\$ 46,467,703	\$ 46,344,097	\$ 44,319,456	\$ 2,148,247	4.6%
255 DETENTION OPERATIONS							
NON RECURRING NON PROJECT	\$ 1,125,165	\$ 192,235	\$ 192,235	\$ 169,144	\$ -	\$ 192,235	100.0%
<b>FUND TOTAL USES</b>	\$ 1,125,165	\$ 192,235	\$ 192,235	\$ 169,144	\$ -	\$ 192,235	100.0%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 57,531,157	\$ 64,207,611	\$ 68,436,506	\$ 59,375,070	\$ 62,859,557	\$ 5,576,949	8.1%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 1,175,166	\$ 382,235	\$ 382,235	\$ 359,144	\$ -	\$ 382,235	100.0%
<b>DEPARTMENT TOTAL USES</b>	\$ 58,706,323	\$ 64,589,846	\$ 68,818,741	\$ 59,734,214	\$ 62,859,557	\$ 5,959,184	8.7%

Staffing by Program/Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
CHILD DEV AND EARLY CHILDHD ED							
CHILD DEV AND EARLY CHILDHD ED	226.50	224.50	209.25	209.25	212.00	2.75	1.3%
<b>PROGRAM TOTAL</b>	226.50	224.50	209.25	209.25	212.00	2.75	1.3%
COMMUNITY DEVELOPMENT							
COMMUNITY DEV BLOCK GRANT	3.23	2.00	4.00	4.00	4.00	-	0.0%
HOME INVESTMENT PARTNERSHIPS	2.23	3.00	1.00	1.00	1.00	-	0.0%
WEATHERIZATION	3.00	3.00	1.25	1.25	1.25	-	0.0%
<b>PROGRAM TOTAL</b>	8.46	8.00	6.25	6.25	6.25	-	0.0%
COMMUNITY SERVICES							
COMMUNITY ACTION AGENCY	8.50	6.70	12.50	11.50	12.50	-	0.0%
FINANCIAL ASSISTANCE	-	2.30	1.00	1.00	-	(1.00)	(100.0%)
SR ADULT INDEPENDENT LIVING	30.00	30.00	28.25	28.25	28.25	-	0.0%
<b>PROGRAM TOTAL</b>	38.50	39.00	41.75	40.75	40.75	(1.00)	(2.4%)
HUMAN SERVICES INTEGR CASE MGT							
JUSTICE INVOLVED ADLT CASE MGT	4.00	-	.00	-	-	-	N/A
JUSTICE INVOLVED YOUT CASE MGT	4.00	-	.00	-	-	-	N/A
<b>PROGRAM TOTAL</b>	8.00	-	-	-	-	-	N/A
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	5.00	6.50	7.00	7.00	8.00	1.00	14.3%
EXECUTIVE MANAGEMENT	4.00	6.00	4.00	4.00	4.00	-	0.0%
HUMAN RESOURCES	2.00	2.50	3.00	3.00	3.00	-	0.0%
PROCUREMENT	1.00	-	.00	-	-	-	N/A
<b>PROGRAM TOTAL</b>	12.00	15.00	14.00	14.00	15.00	1.00	7.1%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	1.18	1.18	1.18	1.18	1.18	-	0.0%
DATA CENTER	1.38	1.38	1.38	1.38	1.38	-	0.0%
TECHNOLOGY SUPPORT	4.44	4.44	4.44	4.44	2.44	(2.00)	(45.0%)
<b>PROGRAM TOTAL</b>	7.00	7.00	7.00	7.00	5.00	(2.00)	(28.6%)
NEIGHBORHOOD STABILIZATION							
NEIGHBORHOOD STABILIZATION	.54	-	.00	-	-	-	N/A
<b>PROGRAM TOTAL</b>	.54	-	-	-	-	-	N/A
WORKFORCE DEVELOPMENT							
JOB SEEKER SERVICES	75.27	63.58	78.00	82.00	84.00	6.00	7.7%
YOUTH SERVICES	3.73	7.42	9.00	9.00	9.00	-	0.0%
<b>PROGRAM TOTAL</b>	79.00	71.00	87.00	91.00	93.00	6.00	6.9%
<b>DEPARTMENT TOTAL</b>	380.00	364.50	365.25	368.25	372.00	6.75	1.8%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	6.00	5.00	5.00	5.00	5.00	-	0.0%
Accounting Specialist	3.50	4.00	4.00	4.00	4.00	-	0.0%
Admin/Operations Specialist	14.00	12.00	11.00	11.00	11.00	-	0.0%
Administrative Manager	3.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	2.00	-	-	-	-	-	N/A
Administrative Supervisor	16.00	12.00	11.00	11.00	11.00	-	0.0%
Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	-	-	1.00	1.00	N/A
Community Devlpmnt Coordinator	2.00	3.00	3.00	3.00	3.00	-	0.0%
Community Devlpmnt Supervisor	1.00	-	-	-	-	-	N/A
Community Justice Coordinator	4.00	-	3.00	5.00	7.00	4.00	133.3%
Consultant	-	-	-	-	-	-	N/A
Deputy Director - Human Services	1.00	-	-	-	-	-	N/A
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	46.50	41.00	41.75	41.75	41.00	(.75)	(1.8%)
Educator Assistant	39.00	41.00	22.50	22.50	22.50	-	0.0%
Educator Bachelor's	35.00	39.50	58.00	58.00	58.50	.50	0.9%
Educator Coordinator	40.00	39.00	28.00	28.00	28.00	-	0.0%
Executive Assistant	2.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager - Large	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%
Finance/Business Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
General Laborer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Grant/Contract Admin Supervisor	3.00	3.00	1.00	1.00	2.00	1.00	100.0%
Grant-Contract Administrator	7.00	4.00	5.00	5.00	5.00	-	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	1.00	1.00	-	0.0%
Human Services Program Administrator	3.00	4.00	4.00	4.00	4.00	-	0.0%
IT Services Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	3.00	1.00	2.00	2.00	2.00	-	0.0%
Management Assistant	-	1.00	-	-	1.00	1.00	N/A
Nurse - Public Health	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	13.00	11.00	10.00	10.00	12.00	2.00	20.0%
Office Assistant Specialized	34.00	38.00	40.00	40.00	38.00	(2.00)	(5.0%)
Operations/Program Manager	2.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Supervisor	6.00	2.00	3.00	3.00	3.00	-	0.0%
PC/LAN Technician	3.00	3.00	3.00	3.00	3.00	-	0.0%
Program Coordinator	13.00	7.00	4.00	4.00	6.00	2.00	50.0%
Programmer/Analyst	-	-	1.00	-	-	(1.00)	(100.0%)
Social Worker	28.00	28.00	28.00	28.00	28.00	-	0.0%
Social Worker Supervisor	3.00	2.00	2.00	2.00	2.00	-	0.0%
Special Projects Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Systems Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems Administrator - Senior/Lead	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%
Trainer	5.00	-	-	-	-	-	N/A
Workforce Development Coordinator	-	5.00	6.00	6.00	5.00	(1.00)	(16.7%)
Workforce Development Manager	-	4.00	3.00	3.00	4.00	1.00	33.3%
Workforce Development Spec	26.00	23.00	32.00	33.00	31.00	(1.00)	(3.1%)
Workforce Development Specialist Supervisor	-	2.00	2.00	2.00	2.00	-	0.0%
Workforce Development Supervisor	-	2.00	5.00	6.00	5.00	-	0.0%
Workforce Development Trainer	-	7.00	7.00	7.00	7.00	-	0.0%
<b>Department Total</b>	<b>380.00</b>	<b>364.50</b>	<b>365.25</b>	<b>368.25</b>	<b>372.00</b>	<b>6.75</b>	<b>1.8%</b>

Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
217 CDBG HOUSING TRUST	6.00	5.00	5.00	5.00	5.00	-	0.0%
222 HUMAN SERVICES GRANTS	366.00	359.50	360.25	363.25	367.00	6.75	1.9%
255 DETENTION OPERATIONS	8.00	-	-	-	-	-	N/A
<b>Department Total</b>	<b>380.00</b>	<b>364.50</b>	<b>365.25</b>	<b>368.25</b>	<b>372.00</b>	<b>6.75</b>	<b>1.8%</b>

## Significant Variance Analysis

Staffing is increased by 6.75 Staff Full Time Equivalents (FTEs) due to partial restoration in federal sequester cuts. Depending on the actual grant awards received by the Department in FY 2015, further staffing changes may be necessary.

## General Adjustments:

### Base Adjustments:

#### **CDBG Housing Trust Fund (217)**

- Increase Regular Benefits by \$145 for the impact of changes in retirement contribution rates.
- Decrease revenues by \$3,618,702 and expenditures by \$3,618,847 to reflect anticipated grant awards for FY 2015.

#### **Human Services Grant Fund (222) Operating**

- Increase Regular Benefits by \$15,668 for the impact of changes in retirement contribution rates.
- Increase Internal Service Charges by \$83 for the impact of changes in risk management charges.
- Increase revenues by \$2,270,648 and expenditures by \$2,254,897 to reflect anticipated grant awards for FY 2015.

## Programs and Activities

### Community Development Program

The purpose of the Community Development Program is to provide community improvements and affordable and energy-efficient housing opportunities to Maricopa Urban County communities (10 cities/towns and unincorporated Maricopa County), Consortium members (8 towns/cities and Maricopa Urban County), 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of CDBG-funded public infrastructure projects completed	100.0%	75.0%	75.0%	100.0%	25.0%	33.3%
Percentage of low-moderate income residents benefitting from completed projects	60.0%	5.6%	5.6%	5.6%	0.0%	0.0%
Percent of eligible HOME-funded activities completed	100.0%	70.0%	70.0%	70.0%	0.0%	0.0%
Percent of low-moderate income residents benefitting from completed projects	100.0%	50.0%	50.0%	50.0%	0.0%	0.0%
Percent of low demand shelter nights provided to men only	2.5%	90.0%	90.0%	90.0%	0.0%	0.0%
Percent of homes weatherized meeting air leakage reduction standards	N/A	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Community Development Block Grant (CDBG)
- Weatherization
- Home Investment Partnerships Program
- Homeless Low Demand Shelter Nights

### Community Development Block Grant (CDBG) Activity

The purpose of the Community Development Block Grant (CDBG) Activity is to provide fiscal, financial, and compliance services to Maricopa Urban County (10 towns/cities and unincorporated Maricopa County) and non-profits so they can provide community improvements and affordable housing opportunities to low- and moderate-income residents to develop viable communities, preserve and expand suitable housing, and stabilize neighborhoods.

**Mandates:** Discretionary service.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of CDBG-funded public infrastructure projects completed	100.0%	75.0%	75.0%	100.0%	25.0%	33.3%
Result	Percentage of low-moderate income residents benefitting from completed projects	60.0%	5.6%	5.6%	5.6%	0.0%	0.0%
Output	Number of eligible public infrastructure projects completed with CDBG funds	11	8	8	8	-	0.0%
Output	Lineal feet of water/sewer/storm drain pipelines installed and/or lineal ft of street improvements	N/A	N/A	N/A	1,000	N/A	N/A
Demand	Number of eligible public infrastructure projects funded with CDBG funds	11	8	8	8	-	0.0%
Expenditure Ratio	Expenditure per project completed with CDBG funds	\$ 366,759.55	\$ 538,485.13	\$ 459,474.50	\$ 638,953.00	\$ (100,467.88)	-18.7%
<i>Revenue</i>							
	217 - CDBG HOUSING TRUST	\$ 3,853,300	\$ 4,307,881	\$ 3,675,796	\$ 5,111,624	\$ 803,743	18.7%
	TOTAL SOURCES	\$ 3,853,300	\$ 4,307,881	\$ 3,675,796	\$ 5,111,624	\$ 803,743	18.7%
<i>Expenditure</i>							
	217 - CDBG HOUSING TRUST	\$ 4,034,355	\$ 4,307,881	\$ 3,675,796	\$ 5,111,624	\$ (803,743)	-18.7%
	TOTAL USES	\$ 4,034,355	\$ 4,307,881	\$ 3,675,796	\$ 5,111,624	\$ (803,743)	-18.7%

**Activity Narrative:** A reduction in new funding from the U.S. Department of Housing and Urban Development is expected in FY 2015 due to a reduction in federal appropriated funds for this block grant. However, the dramatic increase in revenue and expenditures in FY 2015 is due to carryover from prior years. The number of eligible projects is not increasing as the carryover funding is obligated to projects that have not been completed during prior fiscal years. The output measure for pipelines installed is new in FY 2015 and thus a comparison to previous years cannot be made.

### 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 to low and moderate income households.

**Mandates:** Discretionary service.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of eligible HOME-funded activities completed	100.0%	70.0%	70.0%	70.0%	0.0%	0.0%
Result	Percent of low-moderate income residents benefitting from completed projects	100.0%	50.0%	50.0%	50.0%	0.0%	0.0%
Output	Number of eligible projects completed with HOME funds	87	10	10	10	-	0.0%
Output	Number of activities funded with HOME funds	N/A	N/A	N/A	10	N/A	N/A
Demand	Number of eligible projects funded with HOME funds	87	10	10	10	-	0.0%
Expenditure Ratio	Expenditure per project completed with HOME funds	\$ 40,473.33	\$ 1,148,728.50	\$ 314,554.00	\$ 1,109,461.10	\$ 39,267.40	3.4%
<i>Revenue</i>							
	217 - CDBG HOUSING TRUST	\$ 3,708,163	\$ 11,487,285	\$ 3,145,540	\$ 11,094,611	\$ (392,674)	-3.4%
	TOTAL SOURCES	\$ 3,708,163	\$ 11,487,285	\$ 3,145,540	\$ 11,094,611	\$ (392,674)	-3.4%
<i>Expenditure</i>							
	217 - CDBG HOUSING TRUST	\$ 3,521,180	\$ 11,487,285	\$ 3,145,540	\$ 11,094,611	\$ 392,674	3.4%
	TOTAL USES	\$ 3,521,180	\$ 11,487,285	\$ 3,145,540	\$ 11,094,611	\$ 392,674	3.4%

**Activity Narrative:** The output and demand measures are new in FY 2015 and thus a comparison to prior years cannot be made.

### Homeless Low Demand Shelter Activity

The purpose of the Homeless Low Demand Shelter Activity is to provide overnight shelter to men who are unable to get access to other shelters because of certain restrictions so they can have a place to sleep while experiencing homelessness.

**Mandates:** Discretionary service.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of low demand shelter nights provided to men only	2.5%	90.0%	90.0%	90.0%	0.0%	0.0%
Output	Number of low demand shelter nights provided	72,153	87,294	87,294	87,294	-	0.0%
Demand	Number of low demand shelter nights requested for men only	N/A	75,326	75,326	75,326	-	0.0%
Expenditure Ratio	Expenditures per shelter night provided	\$ 3.26	\$ 5.31	\$ 5.31	\$ 5.31	-	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 235,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ -	0.0%
	TOTAL USES	\$ 235,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ -	0.0%

**Activity Narrative:** The Department is currently exploring options to transition these homeless men into permanent housing. New data sources for demand and output were implemented in FY 2014 and thus comparisons to FY 2013 actual measures is not valid.

### 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 affordable and energy efficient.

**Mandates:** Discretionary service.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of homes weatherized meeting air leakage reduction standards	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of homes that receive weatherization service	277	354	354	354	-	0.0%
Demand	Number of homes referred for weatherization services via application	474	705	705	705	-	0.0%
Expenditure Ratio	Expenditure per home weatherized	\$ 9,929.24	\$ 7,190.16	\$ 9,959.56	\$ 6,442.96	\$ 747.20	10.4%
<i>Revenue</i>							
	222 - HUMAN SERVICES GRANTS	\$ 2,612,286	\$ 1,754,400	\$ 2,430,133	\$ 1,572,083	\$ (182,317)	-10.4%
	TOTAL SOURCES	\$ 2,612,286	\$ 1,754,400	\$ 2,430,133	\$ 1,572,083	\$ (182,317)	-10.4%
<i>Expenditure</i>							
	222 - HUMAN SERVICES GRANTS	\$ 2,750,400	\$ 1,754,400	\$ 2,430,133	\$ 1,572,083	\$ 182,317	10.4%
	TOTAL USES	\$ 2,750,400	\$ 1,754,400	\$ 2,430,133	\$ 1,572,083	\$ 182,317	10.4%

**Activity Narrative:** The result measure is new in FY 2015 and thus a comparison to previous years cannot be made.

### 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 they can provide social and economic assistance to address the basic needs of low-income and below-poverty families.

### Program Results

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of respondents to Maricopa County Human Services Department annual customer satisfaction survey, Community Action Program (CAP) subcontractor section, who rate service received as satisfactory or higher.	97.1%	8.9%	8.9%	8.9%	0.0%	0.0%
Percent of households in Housing Authority of Maricopa County (HAMC) properties receiving case management services that reach at least a "5/Safe" on the HSD Self-Sufficiency Matrix Income or Employment domain	N/A	N/A	N/A	50.0%	N/A	N/A
Percent of respondents to MCHSD annual customer satisfaction survey, Community Action Program subcontractor section, who are satisfied or very satisfied with services received	38.2%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of persons receiving case management services who stay in their homes	1.9%	0.4%	0.4%	100.0%	99.6%	23614.5%
Percent of emergency shelter nights provided	7.7%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Community Action Agency
- Emergency Shelter Nights
- Financial Assistance
- Senior Adult Independent Living

### Community Action Agency Activity

The purpose of the Community Action Agency Activity is to provide goods and materials (clothing/diapers, etc.), basic needs service referrals, and case management services to low-income individuals and families so they can move toward self-sufficiency.

**Mandates:** Discretionary service.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of respondents to Maricopa County Human Services Department annual customer satisfaction survey, Community Action Program (CAP) subcontractor section, who rate service received as satisfactory or higher	97.1%	8.9%	8.9%	8.9%	0.0%	0.0%
Result	Percent of households in Housing Authority of Maricopa County (HAMC) properties receiving case management services that reach at least a "5/Safe" on the HSD Self-Sufficiency Matrix Income or Employment domain	N/A	N/A	N/A	50.0%	N/A	N/A
Output	Number of contracts with local Community Action Programs (CAPs) managed	69	21	21	21	-	0.0%
Output	Number of households in Housing Authority of Maricopa County (HAMC) properties that received Family Self-Sufficiency case management services	N/A	N/A	N/A	200	N/A	N/A
Output	Number of individuals who received goods and materials (clothing/diapers, food boxes, etc.)	N/A	N/A	N/A	100	N/A	N/A
Output	Number of individuals who received basic needs service referrals	N/A	N/A	N/A	100	N/A	N/A
Output	Number of individuals who received utility/telephone discount program enrollment services	N/A	N/A	N/A	100	N/A	N/A
Demand	Number of contracts with local Community Action Programs (CAPs) requested	31	21	21	21	-	0.0%
Demand	Number of eligible households in Housing Authority of Maricopa County (HAMC) properties requesting Family Self-Sufficiency case management services	N/A	N/A	N/A	200	N/A	N/A
Expenditure Ratio	Expenditure per contract managed	\$ 19,798.83	\$ 94,332.62	\$ 85,699.19	\$ 89,293.52	\$ 5,039.10	5.3%
Expenditure Ratio	Expenditure per HAMC household receiving family self-sufficiency case management services	N/A	N/A	N/A	\$ 18,751.64	N/A	N/A
<i>Revenue</i>							
	222 - HUMAN SERVICES GRANTS	\$ 819,826	\$ 1,668,817	\$ 1,487,515	\$ 1,562,996	\$ (105,821)	-6.3%
	TOTAL SOURCES	\$ 819,826	\$ 1,668,817	\$ 1,487,515	\$ 1,562,996	\$ (105,821)	-6.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 432,973	\$ 312,168	\$ 312,168	\$ 312,168	\$ -	0.0%
	222 - HUMAN SERVICES GRANTS	933,146	1,668,817	1,487,515	1,562,996	105,821	6.3%
	TOTAL USES	\$ 1,366,119	\$ 1,980,985	\$ 1,799,683	\$ 1,875,164	\$ 105,821	5.3%

**Activity Narrative:** New result, output, demand, and expenditure measures were created for FY 2015 and baselines have not yet been established. The decrease in General Funds from FY 2013 Actual to FY 2014 is due to the elimination of one-time funding. Grant funding is expected to increase in FY 2015 based on the grant awards received in FY 2014 as reflected in FY 2014 Forecast.

### Emergency Homeless Shelter Nights Activity

The purpose of the Emergency Homeless Shelter Nights Activity is to provide emergency shelter nights to low-income and vulnerable individuals and families so they can have a safe place to sleep when an emergency displaces them from their homes.

**Mandates:** Discretionary service.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of emergency shelter nights provided	7.7%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of emergency shelter nights provided	224,284	85,800	85,800	85,800	-	0.0%
Demand	Number of shelter nights requested	N/A	111,232	111,232	111,232	-	0.0%
Expenditure Ratio	Expenditure per emergency shelter night provided	\$ 2.83	\$ 13.68	\$ 12.15	\$ 11.76	\$ 1.93	14.1%
<i>Revenue</i>							
	222 - HUMAN SERVICES GRANTS	\$ 204,476	\$ 250,282	\$ 181,139	\$ 160,167	\$ (90,115)	-36.0%
	TOTAL SOURCES	\$ 204,476	\$ 250,282	\$ 181,139	\$ 160,167	\$ (90,115)	-36.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 500,000	\$ 390,000	\$ 390,000	\$ 390,000	\$ -	0.0%
	222 - HUMAN SERVICES GRANTS	134,163	250,282	178,775	160,167	90,115	36.0%
	TOTAL USES	\$ 634,163	\$ 640,282	\$ 568,775	\$ 550,167	\$ 90,115	14.1%

**Activity Narrative:** Due to facility issues, the Department is currently reviewing other methods of housing the homeless in an emergency. Hence, this Activity will be reviewed during the FY 2016 Strategic Business Plan update process.

### 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 and move toward self-sufficiency.

**Mandates:** Discretionary service.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of respondents to MCHSD annual customer satisfaction survey, Community Action Program subcontractor section, who are satisfied or very satisfied with services received	38.2%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of low-income households that receive financial assistance	6,214	7,664	7,664	7,664	-	0.0%
Demand	Number of low-income individuals and families requesting financial assistance	881	846	846	846	-	0.0%
Expenditure Ratio	Expenditure per low-income household receiving financial assistance	\$ 375.85	\$ 652.32	\$ 664.60	\$ 341.57	\$ 310.74	47.6%
<i>Revenue</i>							
	222 - HUMAN SERVICES GRANTS	\$ 2,312,999	\$ 3,718,211	\$ 3,788,222	\$ 1,946,977	\$ (1,771,234)	-47.6%
	TOTAL SOURCES	\$ 2,312,999	\$ 3,718,211	\$ 3,788,222	\$ 1,946,977	\$ (1,771,234)	-47.6%
<i>Expenditure</i>							
	222 - HUMAN SERVICES GRANTS	\$ 2,335,536	\$ 3,718,211	\$ 3,788,222	\$ 1,946,977	\$ 1,771,234	47.6%
	TOTAL USES	\$ 2,335,536	\$ 3,718,211	\$ 3,788,222	\$ 1,946,977	\$ 1,771,234	47.6%

**Activity Narrative:** The result measure was revised in FY 2014 and thus a comparison cannot be made to the FY 2013 Actual results.

### Senior Adult Independent Living Activity

The purpose of the Senior Adult Independent Living Activity is to provide case management services to elderly and disabled individuals so they can live self-sufficiently at home.

**Mandates:** Discretionary service.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of persons receiving case management services who stay in their homes	1.9%	0.4%	0.4%	100.0%	99.6%	23614.5%
Output	Number of people who receive case management services	5,134	2,790	2,790	3,023	233	8.4%
Demand	Number of eligible persons referred to case management by Area Agency on Aging	402	15,990	15,990	15,990	-	0.0%
Expenditure Ratio	Expenditure per person receiving case management services	\$ 402.87	\$ 784.04	\$ 810.39	\$ 752.87	\$ 31.17	4.0%
<b>Revenue</b>							
	100 - GENERAL	\$ 2,213	\$ -	\$ 2,213	\$ -	\$ -	N/A
	222 - HUMAN SERVICES GRANTS	1,473,172	988,728	1,183,522	1,077,169	88,441	8.9%
	TOTAL SOURCES	\$ 1,475,385	\$ 988,728	\$ 1,185,735	\$ 1,077,169	\$ 88,441	8.9%
<b>Expenditure</b>							
	100 - GENERAL	\$ 934,228	\$ 1,198,744	\$ 1,198,744	\$ 1,198,744	\$ -	0.0%
	222 - HUMAN SERVICES GRANTS	1,134,125	988,728	1,062,238	1,077,169	(88,441)	-8.9%
	TOTAL USES	\$ 2,068,353	\$ 2,187,472	\$ 2,260,982	\$ 2,275,913	\$ (88,441)	-4.0%

**Activity Narrative:** The activity measures were revised during the FY 2015 Strategic Business Plan update process. Consequently, the FY 2015 result measure cannot be compared to prior years.

### Child Development and Early Childhood Education Program

The purpose of the Child Development and Early Childhood Education Program is to provide child development and early childhood education services to low-income children 0-5 so they can achieve school readiness.

### Program Results

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
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.	96.6%	85.7%	85.7%	85.7%	0.0%	0.0%

Activities that comprise this program include:

- Child Development and Education

### Child Development and Early Childhood Education Activity

The purpose of the Child Development and Education Activity is to provide comprehensive child development and health services to low-income children ages 0-5 so they can achieve school readiness.

**Mandates:** Discretionary service.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
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	96.6%	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	792	1,680	1,680	1,680	-	0.0%
Output	Total number of children enrolled in the program	2,971	3,095	3,095	3,095	-	0.0%
Demand	Number of children who have applied for the program	4,118	5,036	5,036	5,036	-	0.0%
Expenditure Ratio	Expenditure per child enrolled in the program completing the assessment	\$ 26,580.59	\$ 11,656.94	\$ 11,728.31	\$ 12,346.89	\$ (689.95)	-5.9%
Expenditure Ratio	Expenditure per child enrolled in the program	\$ 7,085.77	\$ 6,327.51	\$ 6,366.25	\$ 6,702.03	\$ (374.51)	-5.9%
<i>Revenue</i>							
	222 - HUMAN SERVICES GRANTS	\$ 20,244,491	\$ 19,583,658	\$ 19,703,554	\$ 20,742,777	\$ 1,159,119	5.9%
	TOTAL SOURCES	\$ 20,244,491	\$ 19,583,658	\$ 19,703,554	\$ 20,742,777	\$ 1,159,119	5.9%
<i>Expenditure</i>							
	222 - HUMAN SERVICES GRANTS	\$ 21,051,831	\$ 19,583,658	\$ 19,703,554	\$ 20,742,777	\$ (1,159,119)	-5.9%
	TOTAL USES	\$ 21,051,831	\$ 19,583,658	\$ 19,703,554	\$ 20,742,777	\$ (1,159,119)	-5.9%

**Activity Narrative:** The federal sequester cut was restored by the federal government, which increased grant funding for the Department as reflected in their FY 2014 Revised revenue and expenditures. Therefore, the Department expects to maintain the FY 2014 output levels in FY 2015.

### 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, and the incumbent workforce so they can gain the competitive edge through employment opportunities.

### Program Results

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of customers enrolled in Workforce Investment Act (WIA) program that entered employment	75.8%	35.1%	59.5%	35.1%	0.0%	0.0%
Percent of youth enrolled in Workforce Investment Act (WIA) program receiving case management services who are placed in one or more of the following: post-secondary education, advanced training, employment, and military	63.2%	27.3%	27.3%	27.3%	0.0%	0.0%

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 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.

**Mandates:** Discretionary service.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of customers enrolled in Workforce Investment Act (WIA) program that entered employment	75.8%	35.1%	59.5%	35.1%	0.0%	0.0%
Output	Number of customers enrolled in Workforce Investment Act (WIA) program	1,317	9,700	5,800	9,700	-	0.0%
Demand	Number of customers who visit the One Stop Centers requesting Workforce Investment Act (WIA) program enrollment	189,294	215,000	280,000	215,000	-	0.0%
Expenditure Ratio	Expenditure per customer enrolled in WIA program	\$ 7,735.65	\$ 1,999.60	\$ 6,594.56	\$ 1,779.33	\$ 220.27	11.0%
<i>Revenue</i>							
	222 - HUMAN SERVICES GRANTS	\$ 11,207,040	\$ 10,997,810	\$ 10,551,302	\$ 9,786,324	\$ (1,211,486)	-11.0%
	TOTAL SOURCES	\$ 11,207,040	\$ 10,997,810	\$ 10,551,302	\$ 9,786,324	\$ (1,211,486)	-11.0%
<i>Expenditure</i>							
	222 - HUMAN SERVICES GRANTS	\$ 10,187,847	\$ 10,997,810	\$ 10,551,302	\$ 9,786,324	\$ 1,211,486	11.0%
	TOTAL USES	\$ 10,187,847	\$ 10,997,810	\$ 10,551,302	\$ 9,786,324	\$ 1,211,486	11.0%

**Activity Narrative:** The Department's funding is expected to decrease by 11% in FY 2015 as FY 2014 reflects a partial restoration of federal sequestration cuts. This restoration is not budgeted to continue in FY 2015.

### Youth Services Activity

The purpose of the Youth Services Activity is to provide case management services to Workforce Investment Act (WIA) eligible youth ages 14-21 so they can become economically self-sufficient.

**Mandates:** Discretionary service.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of youth enrolled in Workforce Investment Act (WIA) program receiving case management services who are placed in one or more of the following: post-secondary education, advanced training, employment, and military	63.2%	27.3%	27.3%	27.3%	0.0%	0.0%
Output	Number of youth receiving case management services	307	3,300	3,300	3,300	-	0.0%
Demand	Number of youth requesting case management services	8,903	11,100	11,100	11,100	-	0.0%
Expenditure Ratio	Expenditure per youth receiving case management services	\$ 10,089.98	\$ 2,247.18	\$ 2,070.03	\$ 2,139.62	\$ 107.56	4.8%
<i>Revenue</i>							
	222 - HUMAN SERVICES GRANTS	\$ 3,334,817	\$ 4,044,928	\$ 3,726,049	\$ 3,851,320	\$ (193,608)	-4.8%
	TOTAL SOURCES	\$ 3,334,817	\$ 4,044,928	\$ 3,726,049	\$ 3,851,320	\$ (193,608)	-4.8%
<i>Expenditure</i>							
	222 - HUMAN SERVICES GRANTS	\$ 3,097,625	\$ 4,044,928	\$ 3,726,049	\$ 3,851,320	\$ 193,608	4.8%
	TOTAL USES	\$ 3,097,625	\$ 4,044,928	\$ 3,726,049	\$ 3,851,320	\$ 193,608	4.8%

**Activity Narrative:** The measures cannot be compared to FY 2013 Actual as a change in methodology of measuring output, demand, and result occurred in FY 2014. Grant funding is expected to decrease in FY 2015 by 4.8%. FY 2014 reflects a partial restoration of federal sequestration cuts. This restoration is not budgeted to continue in FY 2015.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 2,260,912</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 2,260,912</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 2,260,912</b>	<b>\$ -</b>
<b>FY 2015 Adopted Budget</b>	<b>\$ 2,260,912</b>	<b>\$ -</b>
<i>Percent Change from Threshold Amount</i>		<i>0.0%</i>

### CDBG Housing Trust Fund (217)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 19,897,891</b>	<b>\$ 19,897,891</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 19,897,891</b>	<b>\$ 19,897,891</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 19,897,891</b>	<b>\$ 19,897,891</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 145</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>145</i>	<i>-</i>
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ (3,618,847)</b>	<b>\$ (3,618,702)</b>
<i>Grant Reconciliation</i>	<i>(3,618,847)</i>	<i>(3,618,702)</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 16,279,189</b>	<b>\$ 16,279,189</b>
<i>Percent Change from Threshold Amount</i>		<i>-18.2%</i>

### CDBG Housing Trust Fund (217) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ (232,399)	\$ (232,399)	\$ (232,399)	\$ (294,294)	\$ (294,294)
Sources:					
Operating	\$ 10,764,261	\$ 19,897,891	\$ 19,897,891	\$ 10,960,061	\$ 16,279,189
Total Sources:	\$ 10,764,261	\$ 19,897,891	\$ 19,897,891	\$ 10,960,061	\$ 16,279,189
Uses:					
Operating	\$ 10,826,155	\$ 19,897,891	\$ 19,897,891	\$ 10,960,061	\$ 16,279,189
Total Uses:	\$ 10,826,155	\$ 19,897,891	\$ 19,897,891	\$ 10,960,061	\$ 16,279,189
Structural Balance	\$ (61,894)	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ (1)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(294,294)	(232,399)	(232,399)	(294,294)	(294,294)
Total Ending Spendable Fund Balance	\$ (294,294)	\$ (232,399)	\$ (232,399)	\$ (294,294)	\$ (294,294)

Human Services Grant Fund (222)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 42,048,808</b>	<b>\$ 42,048,808</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ 4,228,895</b>	<b>\$ 4,228,895</b>
<i>Human Svcs Grant Recon Feb 2014</i>	<i>4,228,895</i>	<i>4,228,895</i>
Agenda Item:		
<i>C-22-14-054-2-00</i>		
<b>FY 2014 Revised Budget</b>	<b>\$ 46,277,703</b>	<b>\$ 46,277,703</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ (4,228,895)</b>	<b>\$ (4,228,895)</b>
<i>Human Svcs Grant Recon Feb 2014</i>	<i>(4,228,895)</i>	<i>(4,228,895)</i>
Agenda Item:		
<i>C-22-14-054-2-00</i>		
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 42,048,808</b>	<b>\$ 42,048,808</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 15,668</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>15,668</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ 83</b>	<b>\$ -</b>
<i>Internal Service Charges</i>	<i>83</i>	<i>-</i>
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ 2,254,897</b>	<b>\$ 2,270,648</b>
<i>Grant Reconciliation</i>	<i>2,254,897</i>	<i>2,270,648</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 44,319,456</b>	<b>\$ 44,319,456</b>
<i>Percent Change from Threshold Amount</i>	<i>5.4%</i>	<i>5.4%</i>

Human Services Grant Fund (222) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ (860,186)	\$ (860,186)	\$ (860,186)	\$ (1,699,098)	\$ (1,889,098)
Sources:					
Operating	\$ 43,596,579	\$ 42,048,808	\$ 46,277,703	\$ 46,154,097	\$ 44,319,456
Total Sources:	\$ 43,596,579	\$ 42,048,808	\$ 46,277,703	\$ 46,154,097	\$ 44,319,456
Uses:					
Operating	\$ 44,435,508	\$ 42,048,808	\$ 46,277,703	\$ 46,154,097	\$ 44,319,456
Non-Recurring	-	190,000	190,000	190,000	-
Total Uses:	\$ 44,435,508	\$ 42,238,808	\$ 46,467,703	\$ 46,344,097	\$ 44,319,456
Structural Balance	\$ (838,929)	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 17	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(1,699,098)	(1,050,186)	(1,050,186)	(1,889,098)	(1,889,098)
Total Ending Spendable Fund Balance	\$ (1,699,098)	\$ (1,050,186)	\$ (1,050,186)	\$ (1,889,098)	\$ (1,889,098)

## Integrated Criminal Justice Information System

*Analysis by Idamarie C. Flaherty, Management Budget Analyst*

### Summary

#### Mission

The mission of Integrated Criminal Justice Information System (ICJIS) is to provide automated systems and information technology expertise that promotes efficient sharing of criminal justice information to criminal justice agencies so they can efficiently protect public and officer safety.

#### Vision

ICJIS will be a national leader in providing integration pathways to internal and external stakeholders.

#### Strategic Goals

##### **Department Specific**

**By July 2015, ICJIS will have a fail-over disaster recovery (DR) system in place to ensure that 100% of its data remains protected. The DR system will also ensure that downtime is minimized in the event of a failure of the system or its components.**

Status: Currently, ICJIS is implementing hardware, software, and processes now at the NLETS datacenter in north central Phoenix to facilitate a DR site that will support all data exchanges. Infrastructure will be in place by April 2014 with DR for major applications. By July 2015, all data exchanges will be covered by the DR infrastructure. Currently 30% complete with this goal.

##### **Department Specific**

**By June 2017, ICJIS will be able to support 100% of the continuously increasing number of required operational transactions and data exchanges and provide appropriate and necessary monitoring, alerts, notification, change management and post mortem analysis to ICJIS users on existing data exchanges.**

Status: Currently, ICJIS anticipates that this project will be completed for all data exchanges prior to July 2017. This goal is 15% complete with the recent addition of two critical positions.

##### **Department Specific**

**By June 2015, ICJIS will replace aging infrastructure in order to retain the ability to provide automated systems and expertise to ensure efficient sharing of information among 100% of its governing stakeholder agencies, including Maricopa County Sheriff's Office, Maricopa County Attorney's Office, Office of Public Defense Systems, Clerk of the Superior Court, and the Superior Court.**

Status: Currently, ICJIS is implementing new infrastructure at MCSO HQ datacenter. This will be in place prior to June 30, 2014, to allow for retirement of current equipment. This goal is 75% complete.

### Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
DTEX - ELECTRONIC DATA EXCAHNGE	\$ -	\$ -	\$ -	\$ -	\$ 1,587,128	\$ (1,587,128)	N/A
42EX - ELECTRONIC DATA EXCAHNGE	\$ -	\$ -	\$ -	\$ -	\$ 1,587,128	\$ (1,587,128)	N/A
POOL - POOLED COSTS	\$ -	\$ (9,435)	\$ -	\$ -	\$ -	\$ -	N/A
99AS - INDIRECT SUPPORT	\$ -	\$ (9,435)	\$ -	\$ -	\$ -	\$ -	N/A
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 38,674	\$ (38,674)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	-	2,873	2,873	2,868	-	2,873	100.0%
RISK - RISK PREMIUMS	-	-	-	-	2,752	(2,752)	N/A
99GV - GENERAL OVERHEAD	\$ -	\$ 2,873	\$ 2,873	\$ 2,868	\$ 41,426	\$ (38,553)	-1341.9%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 1,879,986	\$ 1,570,945	\$ 1,657,057	\$ 1,596,958	\$ -	\$ 1,657,057	100.0%
99IT - INFORMATION TECHNOLOGY	\$ 1,879,986	\$ 1,570,945	\$ 1,657,057	\$ 1,596,958	\$ -	\$ 1,657,057	100.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 1,879,986</b>	<b>\$ 1,564,383</b>	<b>\$ 1,659,930</b>	<b>\$ 1,599,826</b>	<b>\$ 1,628,554</b>	<b>\$ 31,376</b>	<b>1.9%</b>

### Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 491,249	\$ 676,892	\$ 728,498	\$ 685,080	\$ 728,931	\$ (433)	-0.1%
0750 - FRINGE BENEFITS	122,710	183,206	188,459	167,436	188,922	(463)	-0.2%
<b>SUBTOTAL</b>	<b>\$ 613,959</b>	<b>\$ 860,098</b>	<b>\$ 916,957</b>	<b>\$ 852,516</b>	<b>\$ 917,853</b>	<b>\$ (896)</b>	<b>-0.1%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 52,750	\$ 4,500	\$ 9,000	\$ 8,666	\$ 5,125	\$ 3,875	43.1%
0804 - NON-CAPITAL EQUIPMENT	-	-	20,000	20,046	14,000	6,000	30.0%
<b>SUBTOTAL</b>	<b>\$ 52,750</b>	<b>\$ 4,500</b>	<b>\$ 29,000</b>	<b>\$ 28,712</b>	<b>\$ 19,125</b>	<b>\$ 9,875</b>	<b>34.1%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 227,773	\$ 358,281	\$ 371,161	\$ 378,389	\$ 321,425	\$ 49,736	13.4%
0820 - RENT & OPERATING LEASES	2,324	2,600	2,600	2,515	25,314	(22,714)	-873.6%
0825 - REPAIRS AND MAINTENANCE	278,270	260,632	227,632	227,632	260,000	(32,368)	-14.2%
0839 - INTERNAL SERVICE CHARGES	49,950	36,395	50,000	49,565	52,632	(2,632)	-5.3%
0841 - TRAVEL	623	4,050	3,500	3,404	3,500	-	0.0%
0842 - EDUCATION AND TRAINING	41,812	-	12,000	10,100	12,000	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	-	80	80	39	80	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 600,752</b>	<b>\$ 662,038</b>	<b>\$ 666,973</b>	<b>\$ 671,644</b>	<b>\$ 674,951</b>	<b>\$ (7,978)</b>	<b>-1.2%</b>
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 612,525	\$ 37,747	\$ 47,000	\$ 46,954	\$ 16,625	\$ 30,375	64.6%
<b>SUBTOTAL</b>	<b>\$ 612,525</b>	<b>\$ 37,747</b>	<b>\$ 47,000</b>	<b>\$ 46,954</b>	<b>\$ 16,625</b>	<b>\$ 30,375</b>	<b>64.6%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 1,879,986</b>	<b>\$ 1,564,383</b>	<b>\$ 1,659,930</b>	<b>\$ 1,599,826</b>	<b>\$ 1,628,554</b>	<b>\$ 31,376</b>	<b>1.9%</b>
<b>TOTAL USES</b>	<b>\$ 1,879,986</b>	<b>\$ 1,564,383</b>	<b>\$ 1,659,930</b>	<b>\$ 1,599,826</b>	<b>\$ 1,628,554</b>	<b>\$ 31,376</b>	<b>1.9%</b>

### Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
255 DETENTION OPERATIONS							
OPERATING	\$ 1,196,163	\$ 1,564,383	\$ 1,618,430	\$ 1,558,326	\$ 1,628,554	\$ (10,124)	-0.6%
NON RECURRING NON PROJECT	683,823	-	41,500	41,500	-	41,500	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 1,879,986</b>	<b>\$ 1,564,383</b>	<b>\$ 1,659,930</b>	<b>\$ 1,599,826</b>	<b>\$ 1,628,554</b>	<b>\$ 31,376</b>	<b>1.9%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 1,196,163</b>	<b>\$ 1,564,383</b>	<b>\$ 1,618,430</b>	<b>\$ 1,558,326</b>	<b>\$ 1,628,554</b>	<b>\$ (10,124)</b>	<b>-0.6%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 683,823</b>	<b>\$ -</b>	<b>\$ 41,500</b>	<b>\$ 41,500</b>	<b>\$ -</b>	<b>\$ 41,500</b>	<b>100.0%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 1,879,986</b>	<b>\$ 1,564,383</b>	<b>\$ 1,659,930</b>	<b>\$ 1,599,826</b>	<b>\$ 1,628,554</b>	<b>\$ 31,376</b>	<b>1.9%</b>

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ELECTRONIC DATA EXCAHNGE							
ELECTRONIC DATA EXCAHNGE	-	-	.00	-	6.00	6.00	N/A
<b>PROGRAM TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6.00</b>	<b>6.00</b>	<b>N/A</b>
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	5.00	6.00	6.00	6.00	-	(6.00)	(100.0%)
<b>PROGRAM TOTAL</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>	<b>(6.00)</b>	<b>(100.0%)</b>
<b>DEPARTMENT TOTAL</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Data Architect	2.00	2.00	-	-	1.00	1.00	N/A
IT Consultant	1.00	2.00	2.00	2.00	2.00	-	0.0%
IT Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Program Manager	-	-	1.00	1.00	1.00	-	0.0%
Programmer/Analyst - Senior/Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
Software Architect	-	-	1.00	1.00	-	(1.00)	(100.0%)
<b>Department Total</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
255 DETENTION OPERATIONS	5.00	6.00	6.00	6.00	6.00	-	0.0%
<b>Department Total</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>	<b>0.0%</b>

### General Adjustments

**Personnel:** FY 2015 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

**Base Adjustments:**  
**Detention Fund (255)**

- Increase Regular Benefits by \$373 for the impact of changes in retirement contribution rates.
- Decrease expenditures by \$121 for the impact of changes in risk management charges.

### Programs and Activities

#### Electronic Data Exchange Program

The purpose of the Electronic Data Exchange Program is to provide reliable online electronic information to law enforcement agencies and criminal justice stakeholders so that they can have timely, accurate, and complete information to make decisions regarding public safety and to facilitate their efforts in meeting the standards for legal due process.

#### Program Results

Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of Service Request Responses Completed to Requestor Parties' Overall Satisfaction	N/A	N/A	N/A	99.0%	N/A	N/A
Percent of the Time Electronic Data Exchanges are Available Online	N/A	N/A	N/A	99.5%	N/A	N/A

Activities that comprise this program include:

- Electronic Data Exchange Activity

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Service Request Responses Completed to Requestor Parties' Overall Satisfaction	N/A	N/A	N/A	99.0%	N/A	N/A
Result	Percent of the Time Electronic Data Exchanges are Available Online	N/A	N/A	N/A	99.5%	N/A	N/A
Output	Number of Service Request Responses Completed	N/A	N/A	N/A	100	N/A	N/A
Demand	Number of Service Requests Received	N/A	N/A	N/A	100	N/A	N/A
Expenditure Ratio	Total Activity Expenditure per Service Request Response Completed	N/A	N/A	N/A	\$ 15,871.28	N/A	N/A
<b>Expenditure</b>							
	255 - DETENTION OPERATIONS	\$ -	\$ -	\$ -	\$ 1,587,128	\$ (1,587,128)	N/A
	TOTAL USES	\$ -	\$ -	\$ -	\$ 1,587,128	\$ (1,587,128)	N/A

**Activity Narrative:** The department developed ICJIS specific programs and activities during the FY 2015 Strategic Business Plan update process. This is a new activity for the department in FY 2015.

## Appropriated Budget Reconciliations

### Detention Fund (255)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 1,564,383</b>	<b>\$ -</b>
Adjustments:	Agenda Item:	
<b>Employee Salary Adjustments</b>		<b>\$ 54,047</b>
County RPP	C-49-13-092-2-00	44,175
FY 14 IT Market Study Adjustments	C-49-14-041-2-00	9,872
<b>FY 2014 Revised Budget</b>	<b>\$ 1,618,430</b>	<b>\$ -</b>
Adjustments:	Agenda Item:	
<b>Employee Salary Adjustments</b>		<b>\$ 9,872</b>
FY 14 IT Market Study Adjustments	C-49-14-041-2-00	(9,872)
Annual Market Adjustment - IT		19,744
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 1,628,302</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>		<b>\$ 373</b>
Retirement Contributions		373
<b>Base Adjustments</b>		<b>\$ (121)</b>
Internal Service Charges		(121)
Risk Management	\$ (121)	
<b>FY 2015 Adopted Budget</b>	<b>\$ 1,628,554</b>	<b>\$ -</b>
Percent Change from Threshold Amount		0.0%

## Internal Audit

*Analysis by Dreamlyn Johnson, 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 and Responsibility**

**By September 2017, Internal Audit will maintain a 100% customer satisfaction rating from our primary customers, the Board of Supervisors, so they can ensure Maricopa County government is accountable to its citizens.**

Status: It is anticipated Internal Audit will achieve a 100% rating in FY 2015.

#### **Fiscal Strength and Responsibility**

**By September 2018, 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.**

Status: It is anticipated Internal Audit will achieve a 100% rating in FY 2015.

#### **Fiscal Strength and Responsibility**

**By September 2019, Internal Audit will facilitate the implementation of 95% of the audit recommendations within three years of being reported so the Board of Supervisors can ensure Maricopa County government is accountable to its citizens.**

Status: The Department is currently on track to reach this goal by September, 2019.

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
AUDT - AUDIT SERVICES	\$ 1,582,200	\$ 1,609,611	\$ 1,648,329	\$ 1,525,111	\$ 1,642,683	\$ 5,646	0.3%
23AS - INTERNAL AUDIT SERVICES	\$ 1,582,200	\$ 1,609,611	\$ 1,648,329	\$ 1,525,111	\$ 1,642,683	\$ 5,646	0.3%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 10,861	\$ 8,208	\$ 8,586	\$ 8,877	\$ 13,669	\$ (5,083)	-59.2%
HRAC - HUMAN RESOURCES	9,104	11,121	12,082	12,153	6,048	6,034	49.9%
ODIR - EXECUTIVE MANAGEMENT	116,854	115,251	121,791	121,666	121,904	(113)	-0.1%
POOL - POOLED COSTS	-	(18,340)	-	-	-	-	N/A
PROC - PROCUREMENT	2,902	2,781	3,023	3,044	601	2,422	80.1%
99AS - INDIRECT SUPPORT	\$ 139,721	\$ 119,021	\$ 145,482	\$ 145,740	\$ 142,222	\$ 3,260	2.2%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 9,897	\$ (9,897)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	4,092	5,573	5,573	5,568	-	5,573	100.0%
RISK - RISK PREMIUMS	-	-	-	-	4,535	(4,535)	N/A
99GV - GENERAL OVERHEAD	\$ 4,092	\$ 5,573	\$ 5,573	\$ 5,568	\$ 14,432	\$ (8,859)	-159.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 1,726,013</b>	<b>\$ 1,734,205</b>	<b>\$ 1,799,384</b>	<b>\$ 1,676,419</b>	<b>\$ 1,799,337</b>	<b>\$ 47</b>	<b>0.0%</b>

### Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 1,226,684	\$ 1,204,802	\$ 1,217,718	\$ 1,211,815	\$ 1,279,459	\$ (61,741)	-5.1%
0705 - TEMPORARY PAY	13,478	54,592	134,424	52,619	59,552	74,872	55.7%
0710 - OVERTIME	368	-	-	150	-	-	N/A
0750 - FRINGE BENEFITS	395,688	412,030	402,801	373,788	420,661	(17,860)	-4.4%
0790 - OTHER PERSONNEL SERVICES	10,000	-	-	-	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(16,063)	(19,175)	(19,175)	(22,567)	(20,800)	1,625	8.5%
<b>SUBTOTAL</b>	<b>\$ 1,630,155</b>	<b>\$ 1,652,249</b>	<b>\$ 1,735,768</b>	<b>\$ 1,615,805</b>	<b>\$ 1,738,872</b>	<b>\$ (3,104)</b>	<b>-0.2%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 9,809	\$ 4,268	\$ 4,268	\$ 5,118	\$ 4,000	\$ 268	6.3%
0804 - NON-CAPITAL EQUIPMENT	37,174	-	-	161	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 46,983</b>	<b>\$ 4,268</b>	<b>\$ 4,268</b>	<b>\$ 5,279</b>	<b>\$ 4,000</b>	<b>\$ 268</b>	<b>6.3%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 9,678	\$ 37,364	\$ 19,024	\$ 16,952	\$ 16,956	\$ 2,068	10.9%
0820 - RENT & OPERATING LEASES	1,454	1,600	1,600	1,320	1,625	(25)	-1.6%
0825 - REPAIRS AND MAINTENANCE	-	200	200	83	200	-	0.0%
0839 - INTERNAL SERVICE CHARGES	14,604	16,334	16,334	15,869	15,935	399	2.4%
0841 - TRAVEL	6,450	4,000	4,000	5,348	5,000	(1,000)	-25.0%
0842 - EDUCATION AND TRAINING	16,655	18,090	18,090	15,532	16,649	1,441	8.0%
0843 - POSTAGE/FREIGHT/SHIPPING	34	100	100	231	100	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 48,875</b>	<b>\$ 77,688</b>	<b>\$ 59,348</b>	<b>\$ 55,335</b>	<b>\$ 56,465</b>	<b>\$ 2,883</b>	<b>4.9%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 1,726,013</b>	<b>\$ 1,734,205</b>	<b>\$ 1,799,384</b>	<b>\$ 1,676,419</b>	<b>\$ 1,799,337</b>	<b>\$ 47</b>	<b>0.0%</b>
<b>TOTAL USES</b>	<b>\$ 1,726,013</b>	<b>\$ 1,734,205</b>	<b>\$ 1,799,384</b>	<b>\$ 1,676,419</b>	<b>\$ 1,799,337</b>	<b>\$ 47</b>	<b>0.0%</b>

### Sources and Uses by Fund by Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 1,726,013	\$ 1,734,205	\$ 1,799,384	\$ 1,676,419	\$ 1,799,337	\$ 47	0.0%
<b>FUND TOTAL USES</b>	<b>\$ 1,726,013</b>	<b>\$ 1,734,205</b>	<b>\$ 1,799,384</b>	<b>\$ 1,676,419</b>	<b>\$ 1,799,337</b>	<b>\$ 47</b>	<b>0.0%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 1,726,013</b>	<b>\$ 1,734,205</b>	<b>\$ 1,799,384</b>	<b>\$ 1,676,419</b>	<b>\$ 1,799,337</b>	<b>\$ 47</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 1,726,013</b>	<b>\$ 1,734,205</b>	<b>\$ 1,799,384</b>	<b>\$ 1,676,419</b>	<b>\$ 1,799,337</b>	<b>\$ 47</b>	<b>0.0%</b>

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	.15	.10	.10	.10	.15	.05	50.0%
EXECUTIVE MANAGEMENT	1.20	1.20	1.20	1.20	1.29	.09	7.5%
HUMAN RESOURCES	.15	.20	.20	.20	.10	(.10)	(50.0%)
PROCUREMENT	.05	.05	.05	.05	.01	(.04)	(80.0%)
PROGRAM TOTAL	1.55	1.55	1.55	1.55	1.55	-	0.0%
INTERNAL AUDIT SERVICES							
AUDIT SERVICES	17.45	17.45	17.20	17.20	16.45	(.75)	(4.4%)
PROGRAM TOTAL	17.45	17.45	17.20	17.20	16.45	(.75)	(4.4%)
DEPARTMENT TOTAL	19.00	19.00	18.75	18.75	18.00	(.75)	(4.0%)

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin/Operations Specialist	1.00	1.00	-	-	-	-	N/A
Deputy Director	-	1.00	-	-	-	-	N/A
Deputy Director - Intrnl Audit	-	-	1.00	1.00	1.00	-	0.0%
Director - Internal Audit	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	-	-	1.00	1.00	1.00	-	0.0%
Internal Audit Manager	2.00	-	-	-	-	-	N/A
Internal Audit Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Internal Audit Supervisor – Specialized	2.00	2.00	2.00	2.00	2.00	-	0.0%
Internal Auditor	3.50	3.50	3.50	3.50	2.75	(.75)	(21.4%)
Internal Auditor Senior	4.00	5.00	5.00	4.50	5.00	-	0.0%
Internal Auditor Senior – Specialized	2.50	2.50	2.25	2.75	2.25	-	0.0%
<b>Department Total</b>	<b>19.00</b>	<b>19.00</b>	<b>18.75</b>	<b>18.75</b>	<b>18.00</b>	<b>(.75)</b>	<b>(4.0%)</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	19.00	19.00	18.75	18.75	18.00	(.75)	(4.0%)
<b>Department Total</b>	<b>19.00</b>	<b>19.00</b>	<b>18.75</b>	<b>18.75</b>	<b>18.00</b>	<b>(.75)</b>	<b>(4.0%)</b>

### Significant Variance Analysis

Inactivation of 0.75 FTE Internal Auditor to increase budgeted rates of remaining Internal Auditor positions. With the assistance and input of Employee Compensation, this action was taken to improve the recruitment and retention of the Internal Auditor position. The Department indicates this will not impact output and overall, will assist the department in achieving results.

### General Adjustments

**Personnel:** FY 2015 personnel expenditures increased due to the annualization of County performance pay and market study adjustments in FY 2014.

### Base Adjustments:

#### General Fund (100)

- Increase Regular Benefits by \$687 for the impact of changes in retirement contribution rates.
- Decrease Internal Service Charges by \$1,038 for the impact of changes in risk management charges.

## 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
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	94.6%	92.0%	93.0%	93.0%	1.0%	1.1%

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:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
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	94.6%	92.0%	93.0%	93.0%	1.0%	1.1%
Output	Number of audit reports completed	20	25	20	20	(5)	-20.0%
Output	Number of Board of Supervisors satisfaction surveys received (responses include BOS, Audit Committee, and Chief of Staff responses)	39	50	50	50	-	0.0%
Output	Number of audit recommendations	1,075	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	20	25	20	20	(5)	-20.0%
Expenditure Ratio	Total Activity Expenditure per audit report	\$ 79,110.00	\$ 65,933.16	\$ 76,255.55	\$ 82,134.15	\$ (16,200.99)	-24.6%
<b>Expenditure</b>							
	100 - GENERAL	\$ 1,582,200	\$ 1,648,329	\$ 1,525,111	\$ 1,642,683	\$ 5,646	0.3%
	TOTAL USES	\$ 1,582,200	\$ 1,648,329	\$ 1,525,111	\$ 1,642,683	\$ 5,646	0.3%

**Activity Narrative:** The Board of Supervisors' audit requests drive the demand for Internal Audit. It is expected that the demand will remain the same in FY 2015 as it was in FY 2014 and FY 2013. The department will update this activity during the FY 2016 Strategic Business Plan update process.

## Appropriated Budget Reconciliation

### General Fund (100)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2014 Adopted Budget</b>		\$ 1,734,205	\$ -
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		\$ 65,179	\$ -
County RPP	C-49-13-092-2-00	65,033	-
3rd and 4th Quarter Retention Pay and Market Adj	C-49-14-043-2-00	146	-
<b>FY 2014 Revised Budget</b>		\$ 1,799,384	\$ -
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		\$ 304	\$ -
3rd and 4th Quarter Retention Pay and Market Adj	C-49-14-043-2-00	(146)	-
2nd to 4th Quarter Retention Pay Plan		450	-
<b>FY 2015 Baseline Budget Threshold</b>		\$ 1,799,688	\$ -
Adjustments:			
<b>Employee Compensation and Benefits</b>			
<b>Employee Retirement and Benefits</b>		\$ 687	\$ -
Retirement Contributions		687	-
<b>Base Adjustments</b>		\$ (1,038)	\$ -
Internal Service Charges		(1,038)	-
Risk Management	\$ (1,038)		
<b>FY 2015 Adopted Budget</b>		\$ 1,799,337	\$ -
Percent Change from Threshold Amount			0.0%

## Justice Courts

*Analysis by Ron Forster, Senior 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

#### Safe Communities

**By June 2015, 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 26 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 26<sup>th</sup> 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 calendar year 2014.

#### Fiscal Strength and Responsibility

**By June 2015, the Justice Courts will expand timely access to accurate and coordinated financial information to increase revenue collections from 70% to 80% during fiscal year 2015.**

Status: The revenue collection rate in the Justice Courts during FY 2013 was reported at 75.8%, with the first two quarters of FY 2014 reporting a collection rate of 69.5%. Civil Traffic and Criminal Traffic violations case filings have been down slightly in FY 2014.

#### Safe Communities

**By June 2015, the Justice Courts will provide timely, fair, and impartial justice in case processing by resolving 98% of all court cases in compliance with established standards.**

Status: The past couple years have shown case clearance rates higher than filings, indicating an excessive backlog. The Department now reports no excessive backlog for Small Claims, Eviction Actions, and Small Civil Cases in compliance with established standards.

**Safe Communities**

**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 continue to solidify the administrative and operational requirements of Supreme Court Administrative Order 2008-59. 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 continues to meet and discuss more uniform ways to further case processing goals and improve customer service ongoing as part of Administrative Order 2008-59. The Best Practices Committee is used as a filter to garner judicial consensus on the implementation of new administrative standards and efficiencies. Two recent examples of improved technology are the Pay Portal and the Electronic Document Management system. While the Department is in compliance with AO 2008-59, they continue to strive for improvement.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
MCAD - MISDEMEANOR CRIM ADJUDICATION	\$ 11,624,968	\$ 11,791,129	\$ 11,791,129	\$ 10,712,512	\$ 11,091,119	\$ (700,010)	-5.9%
80CJ - CRIMINAL JUSTICE	\$ 11,624,968	\$ 11,791,129	\$ 11,791,129	\$ 10,712,512	\$ 11,091,119	\$ (700,010)	-5.9%
CIVT - CIVIL TRAFFIC	\$ 3,133,829	\$ 2,881,766	\$ 2,881,766	\$ 2,939,663	\$ 3,125,979	\$ 244,213	8.5%
SMCV - SMALL CIVIL	\$ 7,945,325	\$ 7,944,943	\$ 7,944,943	\$ 7,854,489	\$ 7,586,540	\$ (358,403)	-4.5%
80CV - CIVIL AND TAX JUSTICE	\$ 11,079,154	\$ 10,826,709	\$ 10,826,709	\$ 10,794,152	\$ 10,712,519	\$ (114,190)	-1.1%
GGOV - GENERAL GOVERNMENT	\$ -	\$ 8,600	\$ 8,600	\$ 8,006	\$ 7,900	\$ (700)	-8.1%
99GV - GENERAL OVERHEAD	\$ -	\$ 8,600	\$ 8,600	\$ 8,006	\$ 7,900	\$ (700)	-8.1%
<b>TOTAL PROGRAMS</b>	<b>\$ 22,704,122</b>	<b>\$ 22,626,438</b>	<b>\$ 22,626,438</b>	<b>\$ 21,514,670</b>	<b>\$ 21,811,538</b>	<b>\$ (814,900)</b>	<b>-3.6%</b>
<b>USES</b>							
CTRF - CRIMINAL TRAFFIC	\$ 1,494,955	\$ 1,893,138	\$ 1,932,634	\$ 1,719,843	\$ 2,061,198	\$ (128,564)	-6.7%
MCAD - MISDEMEANOR CRIM ADJUDICATION	\$ 1,809,871	\$ 1,734,284	\$ 1,758,416	\$ 1,841,145	\$ 1,691,803	\$ 66,613	3.8%
MDUI - MISDEMEANOR DUI	\$ 616,965	\$ 587,490	\$ 595,353	\$ 620,612	\$ 593,374	\$ 1,979	0.3%
80CJ - CRIMINAL JUSTICE	\$ 3,921,791	\$ 4,214,912	\$ 4,286,403	\$ 4,181,600	\$ 4,346,375	\$ (59,972)	-1.4%
CIVT - CIVIL TRAFFIC	\$ 7,870,344	\$ 8,264,155	\$ 8,886,036	\$ 8,112,251	\$ 8,683,417	\$ 202,619	2.3%
CVSC - CIVIL SMALL CLAIMS	\$ 1,417,288	\$ 1,413,800	\$ 1,471,544	\$ 1,539,078	\$ 1,448,842	\$ 22,702	1.5%
FDFT - FORCIBLE DETAINER	\$ 3,630,071	\$ 3,474,480	\$ 3,433,733	\$ 3,525,761	\$ 3,449,634	\$ (15,901)	-0.5%
INJH - INJUNCTIONS AGAINST HARASS	\$ 711,736	\$ 672,317	\$ 688,603	\$ 696,827	\$ 619,890	\$ 68,713	10.0%
ORDP - ORDERS OF PROTECTION	\$ 795,481	\$ 735,612	\$ 753,453	\$ 794,351	\$ 722,409	\$ 31,044	4.1%
SMCV - SMALL CIVIL	\$ 2,074,848	\$ 2,023,980	\$ 2,043,012	\$ 2,115,653	\$ 1,963,554	\$ 79,458	3.9%
80CV - CIVIL AND TAX JUSTICE	\$ 16,499,768	\$ 16,584,344	\$ 17,276,381	\$ 16,783,921	\$ 16,887,746	\$ 388,635	2.2%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 656,623	\$ 684,946	\$ 759,287	\$ 907,984	\$ 980,662	\$ (221,375)	-29.2%
HRAC - HUMAN RESOURCES	\$ 209,645	\$ 115,009	\$ 121,237	\$ 128,267	\$ 193,105	\$ (71,868)	-59.3%
ODIR - EXECUTIVE MANAGEMENT	\$ 989,225	\$ 1,334,159	\$ 1,378,287	\$ 1,025,668	\$ 134,507	\$ 1,243,780	90.2%
POOL - POOLED COSTS	\$ -	\$ (208,895)	\$ -	\$ -	\$ 98,846	\$ (98,846)	N/A
SPPT - OPERATIONS SUPPORT	\$ -	\$ -	\$ -	\$ -	\$ 495,354	\$ (495,354)	N/A
99AS - INDIRECT SUPPORT	\$ 1,855,493	\$ 1,925,219	\$ 2,258,811	\$ 2,061,919	\$ 1,902,474	\$ 356,337	15.8%
GGOV - GENERAL GOVERNMENT	\$ -	\$ 745	\$ 745	\$ 745	\$ -	\$ 745	100.0%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 222,876	\$ (222,876)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 65,688	\$ 74,455	\$ 74,455	\$ 74,453	\$ -	\$ 74,455	100.0%
RISK - RISK PREMIUMS	\$ -	\$ -	\$ -	\$ -	\$ 75,035	\$ (75,035)	N/A
99GV - GENERAL OVERHEAD	\$ 65,688	\$ 75,200	\$ 75,200	\$ 75,198	\$ 297,911	\$ (222,711)	-296.2%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 744,450	\$ 936,836	\$ 936,836	\$ 771,539	\$ 1,564,951	\$ (628,115)	-67.0%
99IT - INFORMATION TECHNOLOGY	\$ 744,450	\$ 936,836	\$ 936,836	\$ 771,539	\$ 1,564,951	\$ (628,115)	-67.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 23,087,190</b>	<b>\$ 23,736,511</b>	<b>\$ 24,833,631</b>	<b>\$ 23,874,177</b>	<b>\$ 24,999,457</b>	<b>\$ (165,826)</b>	<b>-0.7%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 10,988,735	\$ 11,012,700	\$ 11,012,700	\$ 10,769,728	\$ 10,898,500	\$ (114,200)	-1.0%
<b>SUBTOTAL</b>	\$ 10,988,735	\$ 11,012,700	\$ 11,012,700	\$ 10,769,728	\$ 10,898,500	\$ (114,200)	-1.0%
0637 - FINES & FORFEITS	\$ 10,766,602	\$ 10,655,738	\$ 10,655,738	\$ 9,974,574	\$ 9,955,738	\$ (700,000)	-6.6%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 10,260	\$ 8,600	\$ 8,600	\$ 8,006	\$ 7,900	\$ (700)	-8.1%
0650 - MISCELLANEOUS REVENUE	938,525	949,400	949,400	762,362	949,400	-	0.0%
<b>SUBTOTAL</b>	\$ 948,785	\$ 958,000	\$ 958,000	\$ 770,368	\$ 957,300	\$ (700)	-0.1%
<b>ALL REVENUES</b>	\$ 22,704,122	\$ 22,626,438	\$ 22,626,438	\$ 21,514,670	\$ 21,811,538	\$ (814,900)	-3.6%
<b>TOTAL SOURCES</b>	\$ 22,704,122	\$ 22,626,438	\$ 22,626,438	\$ 21,514,670	\$ 21,811,538	\$ (814,900)	-3.6%
CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 12,415,700	\$ 12,625,725	\$ 13,179,984	\$ 13,437,718	\$ 13,492,218	\$ (312,234)	-2.4%
0705 - TEMPORARY PAY	486,308	401,477	727,320	680,568	945,445	(218,125)	-30.0%
0710 - OVERTIME	57,613	106,004	106,004	70,754	106,481	(477)	-0.4%
0750 - FRINGE BENEFITS	5,388,565	5,793,221	5,832,675	5,904,236	5,903,017	(70,342)	-1.2%
0790 - OTHER PERSONNEL SERVICES	87,959	21,740	571,740	6,456	114,151	457,589	80.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(4,565,776)	(4,834,628)	(4,834,628)	(4,590,945)	(4,732,625)	(102,003)	-2.1%
0796 - PERSONNEL SERVICES ALLOC-IN	5,194,624	5,463,476	5,463,476	5,191,451	5,344,595	118,881	2.2%
<b>SUBTOTAL</b>	\$ 19,064,993	\$ 19,577,015	\$ 21,046,571	\$ 20,700,238	\$ 21,173,282	\$ (126,711)	-0.6%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 1,106,044	\$ 965,984	\$ 965,984	\$ 642,701	\$ 679,897	\$ 286,087	29.6%
0802 - MEDICAL SUPPLIES	7,139	-	-	-	-	-	N/A
0804 - NON-CAPITAL EQUIPMENT	65,566	59,000	59,000	14,014	67,054	(8,054)	-13.7%
<b>SUBTOTAL</b>	\$ 1,178,749	\$ 1,024,984	\$ 1,024,984	\$ 656,715	\$ 746,951	\$ 278,033	27.1%
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 2,008	\$ 2,012	\$ 2,012	\$ 3,911	\$ 2,012	\$ -	0.0%
0811 - HEALTH CARE SERVICES	-	-	-	456	-	-	N/A
0812 - OTHER SERVICES	842,132	1,219,463	847,027	574,404	762,453	84,574	10.0%
0820 - RENT & OPERATING LEASES	1,195,776	1,305,110	1,305,110	1,233,830	1,195,761	109,349	8.4%
0825 - REPAIRS AND MAINTENANCE	156,019	135,108	135,108	140,129	135,108	-	0.0%
0839 - INTERNAL SERVICE CHARGES	346,000	318,526	318,526	316,060	318,526	-	0.0%
0841 - TRAVEL	44,660	18,906	18,906	46,755	18,506	400	2.1%
0842 - EDUCATION AND TRAINING	70,781	20,487	20,487	81,762	19,558	929	4.5%
0843 - POSTAGE/FREIGHT/SHIPPING	129,619	114,900	114,900	109,949	115,300	(400)	-0.3%
0873 - SERVICES-ALLOCATION IN	-	-	-	320	-	-	N/A
<b>SUBTOTAL</b>	\$ 2,786,995	\$ 3,134,512	\$ 2,762,076	\$ 2,507,576	\$ 2,567,224	\$ 194,852	7.1%
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 56,453	\$ -	\$ -	\$ 9,648	\$ 512,000	\$ (512,000)	N/A
<b>SUBTOTAL</b>	\$ 56,453	\$ -	\$ -	\$ 9,648	\$ 512,000	\$ (512,000)	N/A
<b>ALL EXPENDITURES</b>	\$ 23,087,190	\$ 23,736,511	\$ 24,833,631	\$ 23,874,177	\$ 24,999,457	\$ (165,826)	-0.7%
<b>TOTAL USES</b>	\$ 23,087,190	\$ 23,736,511	\$ 24,833,631	\$ 23,874,177	\$ 24,999,457	\$ (165,826)	-0.7%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 15,520,219	\$ 15,238,738	\$ 15,238,738	\$ 14,467,929	\$ 14,538,738	\$ (700,000)	-4.6%
<b>FUND TOTAL SOURCES</b>	<b>\$ 15,520,219</b>	<b>\$ 15,238,738</b>	<b>\$ 15,238,738</b>	<b>\$ 14,467,929</b>	<b>\$ 14,538,738</b>	<b>\$ (700,000)</b>	<b>-4.6%</b>
204 JUSTICE CT JUDICIAL ENHANCEMNT							
OPERATING	\$ 760,249	\$ 792,000	\$ 792,000	\$ 783,255	\$ 792,000	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 760,249</b>	<b>\$ 792,000</b>	<b>\$ 792,000</b>	<b>\$ 783,255</b>	<b>\$ 792,000</b>	<b>\$ -</b>	<b>0.0%</b>
237 JUST COURTS PHOTO ENFORCEMENT							
OPERATING	\$ 5,616	\$ 6,200	\$ 6,200	\$ 1,942	\$ 1,800	\$ (4,400)	-71.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 5,616</b>	<b>\$ 6,200</b>	<b>\$ 6,200</b>	<b>\$ 1,942</b>	<b>\$ 1,800</b>	<b>\$ (4,400)</b>	<b>-71.0%</b>
245 JUSTICE COURTS SPECIAL REVENUE							
OPERATING	\$ 6,418,038	\$ 6,589,500	\$ 6,589,500	\$ 6,261,544	\$ 6,479,000	\$ (110,500)	-1.7%
<b>FUND TOTAL SOURCES</b>	<b>\$ 6,418,038</b>	<b>\$ 6,589,500</b>	<b>\$ 6,589,500</b>	<b>\$ 6,261,544</b>	<b>\$ 6,479,000</b>	<b>\$ (110,500)</b>	<b>-1.7%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 22,704,122</b>	<b>\$ 22,626,438</b>	<b>\$ 22,626,438</b>	<b>\$ 21,514,670</b>	<b>\$ 21,811,538</b>	<b>\$ (814,900)</b>	<b>-3.6%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 22,704,122</b>	<b>\$ 22,626,438</b>	<b>\$ 22,626,438</b>	<b>\$ 21,514,670</b>	<b>\$ 21,811,538</b>	<b>\$ (814,900)</b>	<b>-3.6%</b>
100 GENERAL							
OPERATING	\$ 15,843,786	\$ 15,792,908	\$ 16,340,028	\$ 16,891,568	\$ 17,169,657	\$ (829,629)	-5.1%
NON RECURRING NON PROJECT	48,985	-	550,000	-	-	550,000	100.0%
ELEC DOCUMENT MGMNT SYSTEM	-	-	-	-	512,000	(512,000)	N/A
<b>FUND TOTAL USES</b>	<b>\$ 15,892,771</b>	<b>\$ 15,792,908</b>	<b>\$ 16,890,028</b>	<b>\$ 16,891,568</b>	<b>\$ 17,681,657</b>	<b>\$ (791,629)</b>	<b>-4.7%</b>
204 JUSTICE CT JUDICIAL ENHANCEMNT							
OPERATING	\$ 608,167	\$ 792,000	\$ 792,000	\$ 739,649	\$ 792,000	\$ -	0.0%
NON RECURRING NON PROJECT	175,676	250,000	250,000	-	-	250,000	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 783,843</b>	<b>\$ 1,042,000</b>	<b>\$ 1,042,000</b>	<b>\$ 739,649</b>	<b>\$ 792,000</b>	<b>\$ 250,000</b>	<b>24.0%</b>
237 JUST COURTS PHOTO ENFORCEMENT							
OPERATING	\$ -	\$ 6,200	\$ 6,200	\$ 975	\$ 1,800	\$ 4,400	71.0%
ELEC DOCUMENT MGMNT SYSTEM	159,943	305,903	305,903	201,345	45,000	260,903	85.3%
<b>FUND TOTAL USES</b>	<b>\$ 159,943</b>	<b>\$ 312,103</b>	<b>\$ 312,103</b>	<b>\$ 202,320</b>	<b>\$ 46,800</b>	<b>\$ 265,303</b>	<b>85.0%</b>
245 JUSTICE COURTS SPECIAL REVENUE							
OPERATING	\$ 6,166,166	\$ 6,589,500	\$ 6,589,500	\$ 6,040,640	\$ 6,479,000	\$ 110,500	1.7%
NON RECURRING NON PROJECT	84,467	-	-	-	-	-	N/A
<b>FUND TOTAL USES</b>	<b>\$ 6,250,633</b>	<b>\$ 6,589,500</b>	<b>\$ 6,589,500</b>	<b>\$ 6,040,640</b>	<b>\$ 6,479,000</b>	<b>\$ 110,500</b>	<b>1.7%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 22,618,119</b>	<b>\$ 23,180,608</b>	<b>\$ 23,727,728</b>	<b>\$ 23,672,832</b>	<b>\$ 24,442,457</b>	<b>\$ (714,729)</b>	<b>-3.0%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 469,071</b>	<b>\$ 555,903</b>	<b>\$ 1,105,903</b>	<b>\$ 201,345</b>	<b>\$ 557,000</b>	<b>\$ 548,903</b>	<b>49.6%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 23,087,190</b>	<b>\$ 23,736,511</b>	<b>\$ 24,833,631</b>	<b>\$ 23,874,177</b>	<b>\$ 24,999,457</b>	<b>\$ (165,826)</b>	<b>-0.7%</b>

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
CIVIL AND TAX JUSTICE							
CIVIL SMALL CLAIMS	27.50	27.00	29.00	29.00	29.00	-	0.0%
CIVIL TRAFFIC	101.03	98.53	97.50	101.50	100.50	3.00	3.1%
FORCIBLE DETAINER	57.00	57.00	58.00	56.00	56.00	(2.00)	(3.4%)
INJUNCTIONS AGAINST HARASS	13.00	13.00	12.00	12.00	12.00	-	0.0%
ORDERS OF PROTECTION	12.00	11.00	11.00	11.00	11.00	-	0.0%
SMALL CIVIL	36.00	36.00	36.00	36.00	36.00	-	0.0%
PROGRAM TOTAL	246.53	242.53	243.50	245.50	244.50	1.00	0.4%
CRIMINAL JUSTICE							
CRIMINAL TRAFFIC	25.50	27.50	26.50	26.50	27.50	1.00	3.8%
MISDEMEANOR CRIM ADJUDICATION	32.00	30.00	32.00	30.00	30.00	(2.00)	(6.3%)
MISDEMEANOR DUI	11.00	11.00	11.00	11.00	11.00	-	0.0%
PROGRAM TOTAL	68.50	68.50	69.50	67.50	68.50	(1.00)	(1.4%)
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	9.00	10.00	11.00	11.00	11.00	-	0.0%
EXECUTIVE MANAGEMENT	9.00	9.00	9.00	9.00	2.00	(7.00)	(77.8%)
HUMAN RESOURCES	2.00	2.00	2.00	2.00	3.00	1.00	50.0%
OPERATIONS SUPPORT	-	-	.00	-	7.00	7.00	N/A
PROGRAM TOTAL	20.00	21.00	22.00	22.00	23.00	1.00	4.5%
DEPARTMENT TOTAL	335.03	332.03	335.00	335.00	336.00	1.00	0.3%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Admin & Operations Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business Systems Analyst	1.00	4.00	4.00	3.00	3.00	(1.00)	(25.0%)
Business Systems Analyst-Sr/Ld	1.00	1.00	-	-	-	-	N/A
Deputy Director - Justice Courts	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Justice Courts	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant - Elected Official	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager - Large	-	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	-	-	-	-	-	N/A
Human Resources Analyst	1.00	-	-	-	1.00	1.00	N/A
Human Resources Associate	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Manager	-	1.00	1.00	1.00	1.00	-	0.0%
IT Operations Manager	-	-	1.00	1.00	1.00	-	0.0%
Justice Of The Peace	26.00	26.00	26.00	26.00	26.00	-	0.0%
Justice System Clerk	237.03	233.03	235.00	235.00	235.00	-	0.0%
Justice System Clerk Lead	25.00	25.00	25.00	25.00	25.00	-	0.0%
Justice System Clerk Supv	25.00	25.00	25.00	25.00	25.00	-	0.0%
Legislative Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	9.00	7.00	6.00	7.00	7.00	1.00	16.7%
Office Assistant Specialized	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
PC/LAN Technician - Senior/Lead	-	-	1.00	1.00	1.00	-	0.0%
Program Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst - Senior/Lead	-	-	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>335.03</b>	<b>332.03</b>	<b>335.00</b>	<b>335.00</b>	<b>336.00</b>	<b>1.00</b>	<b>0.3%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	332.03	329.03	331.00	331.00	333.00	2.00	0.6%
204 JUSTICE CT JUDICIAL ENHANCEMNT	3.00	3.00	4.00	4.00	3.00	(1.00)	(25.0%)
<b>Department Total</b>	<b>335.03</b>	<b>332.03</b>	<b>335.00</b>	<b>335.00</b>	<b>336.00</b>	<b>1.00</b>	<b>0.3%</b>

### General Adjustments

**Personnel:** FY 2015 personnel expenditures increased due to the annualization of County performance pay and market study adjustments in FY 2014.

#### **Base Adjustments:**

##### **General Fund (100)**

- Decrease Regular Benefits by \$108,527 for the impact of changes in retirement contribution rates.
- Increase Overtime and Overtime Benefits by \$66,816.
- Increase Internal Services Charges by \$1,303 for the impact of changes in risk management charges.
- Increase Funding for Pro Tem coverage by \$611,365.
- Increase in base appropriation by \$116,580 due to a reduction in Salary and Benefits Savings.
- Decrease revenue \$700,000 based on trend analysis.
- Increase base appropriation by \$98,846 for Justice System Support Market increases.

##### **General Fund (100) Electronic Document Management System**

- Budget \$512,000 for the deployment of the Electronic Document Management System.

**Justice Courts Judicial Enhancement Fund (204) Operating**

- Increase Regular Benefits by \$49,762 for the impact of changes in retirement contribution rates.
- Decrease expenditures by \$49,762 to maintain structural balance.

**Justice Courts Photo Enforcement Fund (237) Operating**

- Decrease revenue by \$4,400 due to trend analysis.
- Decrease expenditures by \$4,400 to maintain structural balance.

**Justice Courts Photo Enforcement Fund (237) Electronic Document Management System**

- Budget \$45,000 for the deployment of the Electronic Document Management System.

**Justice Courts Special Revenue Fund (245) Operating**

- Decrease court fee revenue by \$110,500 based on trend analysis.
- Decrease expenditures by \$110,500 to maintain structural balance.

**Programs and Activities**

**Civil Justice Program**

The purpose of the Civil Justice Program is to resolve civil cases for litigants so that they are afforded timely and just legal resolutions.

**Program Results**

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of Civil Traffic cases resolved within 180 days.	89.8%	90.2%	89.1%	89.9%	(0.3%)	-0.4%
Percent of Small Claims cases resolved within 180 days.	61.9%	61.9%	59.0%	60.0%	(1.9%)	-3.1%
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.	61.5%	65.1%	55.9%	62.0%	(3.1%)	-4.8%

Activities that comprise this program include:

- Civil Traffic
- Forcible Detainer (Evictions)
- Orders of Protection
- Civil Small Claims
- Injunctions 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. §28-1552 establishes that municipal and justice courts have concurrent jurisdiction over civil traffic violations.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Civil Traffic cases resolved within 180 days.	89.8%	90.2%	89.1%	89.9%	(0.3%)	-0.4%
Output	Number of Civil Traffic cases resolved.	119,550	120,100	120,075	120,450	350	0.3%
Demand	Number of Civil Traffic (CVT) cases filed.	121,609	120,100	115,504	120,100	-	0.0%
Expenditure Ratio	Cost per Civil Traffic case resolved.	\$ 65.83	\$ 73.99	\$ 67.56	\$ 72.09	\$ 1.90	2.6%
<i>Revenue</i>							
	100 - GENERAL	\$ 1,357,097	\$ 1,119,266	\$ 1,172,744	\$ 1,119,276	\$ 10	0.0%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	4,928	-	-	-	-	N/A
	237 - JUST COURTS PHOTO ENFORCEMENT	5,616	5,400	1,042	1,700	(3,700)	-68.5%
	245 - JUSTICE COURTS SPECIAL REVENUE	1,766,188	1,757,100	1,765,877	2,005,003	247,903	14.1%
	TOTAL SOURCES	\$ 3,133,829	\$ 2,881,766	\$ 2,939,663	\$ 3,125,979	\$ 244,213	8.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 4,967,927	\$ 4,845,967	\$ 4,864,676	\$ 5,087,178	\$ (241,211)	-5.0%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	627,920	523,663	571,009	455,636	68,027	13.0%
	237 - JUST COURTS PHOTO ENFORCEMENT	159,943	312,103	202,320	46,800	265,303	85.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	2,114,554	3,204,303	2,474,246	3,093,803	110,500	3.4%
	TOTAL USES	\$ 7,870,344	\$ 8,886,036	\$ 8,112,251	\$ 8,683,417	\$ 202,619	2.3%

**Activity Narrative:** FY 2014 data for cases filed is down slightly while the number of cases resolved is slightly higher than expectations. While the number of cases filed has been trending lower since FY 2011, court fee proceeds from the Special Revenue Fund (245) are expected to be lower in the 2<sup>nd</sup> half of FY 2014. Justice Courts Special Revenue Fund (245) is expected to increase in FY 2015 due to Administrative Order 2014-027. The administrative order increased the fee for the Defensive Driving School Diversion program by \$20.

### 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. §22-503 gives the Justice Court Small Claims Division jurisdiction in all civil actions where the amount involved is less than \$3,500 (excluding interest, costs, and attorney fees).

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Small Claims cases resolved within 180 days.	61.9%	61.9%	59.0%	60.0%	(1.9%)	-3.1%
Output	Number of Small Claims cases resolved.	10,267	10,941	10,957	9,900	(1,041)	-9.5%
Demand	Number of Small Claims (CVSC) cases filed.	9,517	9,900	10,173	9,900	-	0.0%
Expenditure Ratio	Cost per Small Claims case resolved.	\$ 138.04	\$ 134.50	\$ 140.47	\$ 146.35	\$ (11.85)	-8.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,010,899	\$ 1,194,119	\$ 1,218,177	\$ 1,175,493	\$ 18,626	1.6%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	6,153	23,374	6,250	19,298	4,076	17.4%
	245 - JUSTICE COURTS SPECIAL REVENUE	400,236	254,051	314,651	254,051	-	0.0%
	TOTAL USES	\$ 1,417,288	\$ 1,471,544	\$ 1,539,078	\$ 1,448,842	\$ 22,702	1.5%

**Activity Narrative:** Case filings are flat based on trend data in FY 2014.

### Forcible Detainer Activity

The purpose of the Forcible Detainer Activity is to provide eviction actions (forcible detainer) to litigants so they can be 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 when the amount involved (exclusive of interest, costs and awarded attorney fees when authorized by law) is \$10,000 or less, 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
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.	63,991	64,363	65,635	64,363	-	0.0%
Demand	Number of Forcible Detainer (FDET) cases filed.	64,615	64,340	64,709	64,340	-	0.0%
Expenditure Ratio	Cost per Forcible Detainer case resolved.	\$ 56.73	\$ 53.35	\$ 53.72	\$ 53.60	\$ (0.25)	-0.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,851,690	\$ 2,933,629	\$ 2,898,284	\$ 2,965,178	\$ (31,549)	-1.1%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	7,239	27,615	13,581	11,967	15,648	56.7%
	245 - JUSTICE COURTS SPECIAL REVENUE	771,142	472,489	613,896	472,489	-	0.0%
	TOTAL USES	\$ 3,630,071	\$ 3,433,733	\$ 3,525,761	\$ 3,449,634	\$ (15,901)	-0.5%

**Activity Narrative:** Case filings have been flat in FY 2014.

### 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.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
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.	2,637	2,748	2,450	2,650	(98)	-3.6%
Demand	Number of Injunctions Against Harassment (INJH) requested.	2,637	2,748	2,450	2,650	(98)	-3.6%
Expenditure Ratio	Cost per Injunction Against Harassment issued.	\$ 269.90	\$ 250.58	\$ 284.42	\$ 233.92	\$ 16.66	6.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 520,706	\$ 583,428	\$ 549,616	\$ 514,048	\$ 69,380	11.9%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	2,391	9,962	3,611	10,629	(667)	-6.7%
	245 - JUSTICE COURTS SPECIAL REVENUE	188,639	95,213	143,600	95,213	-	0.0%
	TOTAL USES	\$ 711,736	\$ 688,603	\$ 696,827	\$ 619,890	\$ 68,713	10.0%

**Activity Narrative:** The number of requests has declined based on trend data in FY 2014.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
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.	3,833	3,897	3,661	3,800	(97)	-2.5%
Demand	Number of Orders of Protection (ORDP) requested.	3,833	3,897	3,661	3,800	(97)	-2.5%
Expenditure Ratio	Cost per Order of Protection issued.	\$ 207.53	\$ 193.34	\$ 216.98	\$ 190.11	\$ 3.23	1.7%
<i>Expenditure</i>							
	100 - GENERAL	\$ 599,531	\$ 685,856	\$ 664,207	\$ 655,472	\$ 30,384	4.4%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	147	12,289	2,638	11,629	660	5.4%
	245 - JUSTICE COURTS SPECIAL REVENUE	195,803	55,308	127,506	55,308	-	0.0%
	TOTAL USES	\$ 795,481	\$ 753,453	\$ 794,351	\$ 722,409	\$ 31,044	4.1%

**Activity Narrative:** The number of requests has declined slightly based on trend data in FY 2014.

### 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. §22-201 gives the Justice Courts exclusive jurisdiction in all civil actions where the amount involved (exclusive of interest, costs and awarded attorney fees when authorized by law) is \$10,000 or less.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Small Civil cases resolved within 180 days.	61.5%	65.1%	55.9%	62.0%	(3.1%)	-4.8%
Output	Number of Small Civil cases resolved.	71,287	72,981	76,226	70,000	(2,981)	-4.1%
Demand	Number of Small Civil (SMCV) cases filed.	65,129	69,773	63,200	66,000	(3,773)	-5.4%
Expenditure Ratio	Cost per Small Civil case resolved.	\$ 29.11	\$ 27.99	\$ 27.76	\$ 28.05	\$ (0.06)	-0.2%
<i>Revenue</i>							
	100 - GENERAL	\$ 4,500,789	\$ 4,348,472	\$ 4,461,448	\$ 4,348,472	\$ -	0.0%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	506,677	496,471	511,562	496,471	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	2,937,859	3,100,000	2,881,479	2,741,597	(358,403)	-11.6%
	TOTAL SOURCES	\$ 7,945,325	\$ 7,944,943	\$ 7,854,489	\$ 7,586,540	\$ (358,403)	-4.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,479,914	\$ 1,708,128	\$ 1,663,840	\$ 1,634,619	\$ 73,509	4.3%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	8,962	13,916	6,799	7,967	5,949	42.7%
	245 - JUSTICE COURTS SPECIAL REVENUE	585,972	320,968	445,014	320,968	-	0.0%
	TOTAL USES	\$ 2,074,848	\$ 2,043,012	\$ 2,115,653	\$ 1,963,554	\$ 79,458	3.9%

**Activity Narrative:** The number of Small Civil filings continues to decline from a high of 91,541 filings in FY 2011, due to an improving economy and a decline in debt. Associated fee revenue has declined from a high of \$5,238,895 in FY 2011. The number of cases resolved is higher than filings indicating a reduction in backlog. The FY 2015 Recommended number of cases resolved is less due to a lower backlog.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of Criminal Traffic cases resolved within 180 days.	69.1%	70.2%	69.2%	70.0%	(0.2%)	-0.3%
Percent of Misdemeanor Criminal cases resolved within 180 days.	55.7%	65.0%	44.4%	60.0%	(5.0%)	-7.7%
Percent of Misdemeanor DUI cases resolved within 180 days.	70.2%	70.0%	68.1%	70.0%	0.0%	0.0%

Activities that comprise this program include:

- Criminal Traffic
- Misdemeanor Criminal Adjudication
- Misdemeanor DUI

### Criminal Traffic Activity

The purpose of the Criminal Traffic Adjudication Activity is to resolve criminal traffic cases for defendants and victims so that they are afforded timely and just legal resolutions.

**Mandates:** This activity supports the overall mandate of the Criminal Justice Program. A.R.S. §22-112 establishes that the Justice Courts are responsible for trying criminal traffic cases, excluding those that involve death or felony traffic charges, which are the responsibility of the Superior Court. A.R.S. §22-301 gives Justice Courts jurisdiction over criminal offenses punishable by a fine not exceeding \$2,500, or imprisonment in the county jail for not to exceed six months, or by both a fine and imprisonment.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Criminal Traffic cases resolved within 180 days.	69.1%	70.2%	69.2%	70.0%	(0.2%)	-0.3%
Output	Number of Criminal Traffic cases resolved.	43,196	42,294	41,122	42,000	(294)	-0.7%
Demand	Number of Criminal Traffic (CTRF) cases filed.	41,019	40,887	38,877	41,000	113	0.3%
Expenditure Ratio	Cost per Criminal Traffic case resolved.	\$ 34.61	\$ 45.70	\$ 41.82	\$ 49.08	\$ (3.38)	-7.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 910,212	\$ 1,087,656	\$ 1,058,125	\$ 1,220,846	\$ (133,190)	-12.2%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	4,744	19,924	6,555	15,298	4,626	23.2%
	245 - JUSTICE COURTS SPECIAL REVENUE	579,999	825,054	655,163	825,054	-	0.0%
	TOTAL USES	\$ 1,494,955	\$ 1,932,634	\$ 1,719,843	\$ 2,061,198	\$ (128,564)	-6.7%

**Activity Narrative:** The number of cases filed is anticipated to decline slightly based on trend data in FY 2014.

### 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 in the county jail for more than six months or fines in excess of \$2,500, or by both a fine and imprisonment. A.R.S. §28-1552 establishes that municipal and justice courts have concurrent jurisdiction over misdemeanor criminal violations.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Misdemeanor Criminal cases resolved within 180 days.	55.7%	65.0%	44.4%	60.0%	(5.0%)	-7.7%
Output	Number of Misdemeanor Criminal cases resolved.	17,667	17,124	19,406	17,000	(124)	-0.7%
Demand	Number of Misdemeanor Criminal (MCAD) cases filed.	17,969	18,072	15,391	17,000	(1,072)	-5.9%
Expenditure Ratio	Cost per Misdemeanor Criminal case resolved.	\$ 102.44	\$ 102.69	\$ 94.88	\$ 99.52	\$ 3.17	3.1%
<i>Revenue</i>							
	100 - GENERAL	\$ 9,662,333	\$ 9,771,000	\$ 8,833,737	\$ 9,070,990	\$ (700,010)	-7.2%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	248,644	290,129	267,049	290,129	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	1,713,991	1,730,000	1,611,726	1,730,000	-	0.0%
	TOTAL SOURCES	\$ 11,624,968	\$ 11,791,129	\$ 10,712,512	\$ 11,091,119	\$ (700,010)	-5.9%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,403,927	\$ 1,527,619	\$ 1,537,474	\$ 1,468,279	\$ 59,340	3.9%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	7,978	25,909	8,390	18,636	7,273	28.1%
	245 - JUSTICE COURTS SPECIAL REVENUE	397,966	204,888	295,281	204,888	-	0.0%
	TOTAL USES	\$ 1,809,871	\$ 1,758,416	\$ 1,841,145	\$ 1,691,803	\$ 66,613	3.8%

**Activity Narrative:** The decline in the number of cases filed from previous years has declined slightly. The complexity of many of these cases has made it challenging for the Justice Courts to resolve nearly one-third of the cases within 180 days. A continuing decline in General Fund fee and fine revenue appears to be continuing, while Special Revenue Fund (245) court fee proceeds are also trending down for FY 2014, but are expected to return to FY 2014 revised levels. A reduction in General Fund revenue is anticipated with expenditures rising slightly.

### Misdemeanor DUI Activity

The purpose of 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 in the county jail for more than six months or fines in excess of \$2,500, or by both a fine and imprisonment. A.R.S. §28-1552 establishes that municipal and justice courts have concurrent jurisdiction over misdemeanor criminal violations.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Misdemeanor DUI cases resolved within 180 days.	70.2%	70.0%	68.1%	70.0%	0.0%	0.0%
Output	Number of Misdemeanor DUI cases resolved.	8,836	7,763	7,890	7,900	137	1.8%
Demand	Number of Misdemeanor DUI cases filed.	9,532	8,688	8,912	9,300	612	7.0%
Expenditure Ratio	Cost per Misdemeanor DUI case resolved.	\$ 69.82	\$ 76.69	\$ 78.66	\$ 75.11	\$ 1.58	2.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 423,108	\$ 485,405	\$ 472,917	\$ 485,406	\$ (1)	-0.0%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	2,119	14,609	4,053	12,629	1,980	13.6%
	245 - JUSTICE COURTS SPECIAL REVENUE	191,738	95,339	143,642	95,339	-	0.0%
	TOTAL USES	\$ 616,965	\$ 595,353	\$ 620,612	\$ 593,374	\$ 1,979	0.3%

**Activity Narrative:** The number of Misdemeanor DUI cases filed has been forecasted to increase based on trend data in FY 2014. Forecasted expenditures have increased marginally during the period. The FY 2014 data shows a normalizing of cases resolved.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 15,792,908</b>	<b>\$ 15,238,738</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 547,120</b>	<b>\$ -</b>
County RPP	526,808	-
1st Quarter Retention Pay and Market Adj	9,637	-
2nd Quarter Retention Pay and Market Adj	3,657	-
FY 14 IT Market Study Adjustments	3,981	-
3rd and 4th Quarter Retention Pay and Market Adj	3,037	-
Agenda Item:		
C-49-13-092-2-00	526,808	-
C-49-14-020-0-00	9,637	-
C-49-14-032-2-00	3,657	-
C-49-14-041-2-00	3,981	-
C-49-14-043-2-00	3,037	-
<b>FY 2014 Revised Budget</b>	<b>\$ 16,340,028</b>	<b>\$ 15,238,738</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 43,246</b>	<b>\$ -</b>
1st Quarter Retention Pay and Market Adj	1,817	-
2nd Quarter Retention Pay and Market Adj	(3,657)	-
FY 14 IT Market Study Adjustments	(3,981)	-
3rd and 4th Quarter Retention Pay and Market Adj	(3,037)	-
Annual Market Adjustment - IT	7,962	-
2nd to 4th Quarter Retention Pay Plan	44,142	-
Agenda Item:		
C-49-14-020-0-00	1,817	-
C-49-14-032-2-00	(3,657)	-
C-49-14-041-2-00	(3,981)	-
C-49-14-043-2-00	(3,037)	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 16,383,274</b>	<b>\$ 15,238,738</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ (108,527)</b>	<b>\$ -</b>
Retirement Contributions	(108,527)	-
<b>Base Adjustments</b>	<b>\$ 796,064</b>	<b>\$ -</b>
Other Base Adjustments	66,816	-
Internal Service Charges	1,303	-
Personnel Additions and Related Costs	611,365	-
Personnel Savings	116,580	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (700,000)</b>
ProgRevenue Volume Inc/Dec	-	(700,000)
<b>FY 2015 Tentative Budget</b>	<b>\$ 17,070,811</b>	<b>\$ 14,538,738</b>
Percent Change from Threshold Amount	4.2%	-4.6%
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 98,846</b>	<b>\$ -</b>
Justice System Support Market Adjustment	98,846	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 17,169,657</b>	<b>\$ 14,538,738</b>
Percent Change from Threshold Amount	4.8%	-4.6%

General Fund (100) (continued)

	Expenditures	Revenue
<b>ELEC DOCUMENT MGMNT SYSTEM</b>		
<b>FY 2014 Adopted Budget</b>	\$ -	\$ -
<b>FY 2014 Revised Budget</b>	\$ -	\$ -
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ -
Adjustments:		
<b>Information and Communications Technology</b>		
<b>Technology Projects</b>	\$ 512,000	\$ -
<i>Other Technology Projects</i>	512,000	-
<b>FY 2015 Adopted Budget</b>	\$ 512,000	\$ -
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	\$ -	\$ -
Adjustments:	Agenda Item:	
<b>Non Recurring</b>		
<i>Justice Courts Vacancy Savings Budget Adjustment</i>	C-24-14-004-2-00	\$ 550,000
<i>Justice Courts Contingency</i>	C-24-14-005-2-00	208,895
		341,105
<b>FY 2014 Revised Budget</b>	\$ 550,000	\$ -
Adjustments:	Agenda Item:	
<b>Non Recurring</b>		
<i>Justice Courts Vacancy Savings Budget Adjustment</i>	C-24-14-004-2-00	\$ (550,000)
<i>Justice Courts Contingency</i>	C-24-14-005-2-00	(208,895)
		(341,105)
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ -
<b>FY 2015 Adopted Budget</b>	\$ -	\$ -

Justice Courts Judicial Enhancement Fund (204)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	\$ 792,000	\$ 792,000
<b>FY 2014 Revised Budget</b>	\$ 792,000	\$ 792,000
Adjustments:		
<b>Employee Salary Adjustments</b>	\$ 14,188	\$ -
<i>Annual Market Adjustment - IT</i>	14,188	-
<i>Structural Balance</i>	(14,188)	-
<i>Structural Balance</i>	(14,188)	-
<b>FY 2015 Baseline Budget Threshold</b>	\$ 792,000	\$ 792,000
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	\$ 49,762	\$ -
<i>Retirement Contributions</i>	49,762	-
<b>Structural Balance</b>	\$ (49,762)	\$ -
<i>Structural Balance</i>	(49,762)	-
<b>FY 2015 Adopted Budget</b>	\$ 792,000	\$ 792,000
<i>Percent Change from Threshold Amount</i>	0.0%	0.0%

Justice Courts Judicial Enhancement Fund (204) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 1,123,259	\$ 547,616	\$ 547,616	\$ 1,099,652	\$ 1,143,258
Sources:					
Operating	\$ 760,249	\$ 792,000	\$ 792,000	\$ 783,255	\$ 792,000
Total Sources:	\$ 760,249	\$ 792,000	\$ 792,000	\$ 783,255	\$ 792,000
Uses:					
Operating	\$ 608,167	\$ 792,000	\$ 792,000	\$ 739,649	\$ 792,000
Non-Recurring	175,676	250,000	250,000	-	-
Total Uses:	\$ 783,843	\$ 1,042,000	\$ 1,042,000	\$ 739,649	\$ 792,000
Structural Balance	\$ 152,082	\$ -	\$ -	\$ 43,606	\$ -
Accounting Adjustments	\$ (13)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 1,099,652	\$ 297,616	\$ 297,616	\$ 1,143,258	\$ 1,143,258
Total Ending Spendable Fund Balance	\$ 1,099,652	\$ 297,616	\$ 297,616	\$ 1,143,258	\$ 1,143,258

Justice Courts Photo Enforcement Fund (237)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	\$ 6,200	\$ 6,200
<b>FY 2014 Revised Budget</b>	\$ 6,200	\$ 6,200
<b>FY 2015 Baseline Budget Threshold</b>	\$ 6,200	\$ 6,200
Adjustments:		
<b>Fees and Other Revenues</b>	\$ -	\$ (4,400)
<i>ProgRevenue Volume Inc/Dec</i>	-	(4,400)
<b>Structural Balance</b>	\$ (4,400)	\$ -
<i>Structural Balance</i>	(4,400)	-
<b>FY 2015 Adopted Budget</b>	\$ 1,800	\$ -
<i>Percent Change from Threshold Amount</i>	-71.0%	-100.0%
<b>ELEC DOCUMENT MGMNT SYSTEM</b>		
<b>FY 2014 Adopted Budget</b>	\$ 305,903	\$ -
<b>FY 2014 Revised Budget</b>	\$ 305,903	\$ -
Adjustments:		
<b>Information and Communications Technology</b>		
<i>Other IT Non Recurring</i>	(305,903)	-
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ -
Adjustments:		
<b>Technology Projects</b>	\$ 45,000	\$ -
<i>Other Technology Projects</i>	45,000	-
<b>FY 2015 Adopted Budget</b>	\$ 45,000	\$ -

Justice Courts Photo Enforcement Fund (237) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 399,705	\$ 332,957	\$ 332,957	\$ 245,378	\$ 45,000
Sources:					
Operating	\$ 5,616	\$ 6,200	\$ 6,200	\$ 1,942	\$ 1,800
Total Sources:	\$ 5,616	\$ 6,200	\$ 6,200	\$ 1,942	\$ 1,800
Uses:					
Operating	\$ -	\$ 6,200	\$ 6,200	\$ 975	\$ 1,800
Non-Recurring	159,943	305,903	305,903	201,345	45,000
Total Uses:	\$ 159,943	\$ 312,103	\$ 312,103	\$ 202,320	\$ 46,800
Structural Balance	\$ 5,616	\$ -	\$ -	\$ 967	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 245,378	\$ 27,054	\$ 27,054	\$ 45,000	\$ -
Total Ending Spendable Fund Balance	\$ 245,378	\$ 27,054	\$ 27,054	\$ 45,000	\$ -

Justice Courts Special Revenue Fund (245)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 6,589,500</b>	<b>\$ 6,589,500</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 6,589,500</b>	<b>\$ 6,589,500</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 6,589,500</b>	<b>\$ 6,589,500</b>
Adjustments:		
<b>Fees and Other Revenues</b>	\$ -	\$ (110,500)
<i>ProgRevenue Volume Inc/Dec</i>	-	(110,500)
<b>Structural Balance</b>	\$ (110,500)	\$ -
<i>Structural Balance</i>	(110,500)	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 6,479,000</b>	<b>\$ 6,479,000</b>
<i>Percent Change from Threshold Amount</i>	<i>-1.7%</i>	<i>-1.7%</i>

Justice Courts Special Revenue Fund (245) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 416,382	\$ 692,559	\$ 692,559	\$ 583,794	\$ 804,698
Sources:					
Operating	\$ 6,418,038	\$ 6,589,500	\$ 6,589,500	\$ 6,261,544	\$ 6,479,000
Total Sources:	\$ 6,418,038	\$ 6,589,500	\$ 6,589,500	\$ 6,261,544	\$ 6,479,000
Uses:					
Operating	\$ 6,166,166	\$ 6,589,500	\$ 6,589,500	\$ 6,040,640	\$ 6,479,000
Non-Recurring	84,467	-	-	-	-
Total Uses:	\$ 6,250,633	\$ 6,589,500	\$ 6,589,500	\$ 6,040,640	\$ 6,479,000
Structural Balance	\$ 251,872	\$ -	\$ -	\$ 220,904	\$ -
Accounting Adjustments	\$ 7	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 583,794	\$ 692,559	\$ 692,559	\$ 804,698	\$ 804,698
Total Ending Spendable Fund Balance	\$ 583,794	\$ 692,559	\$ 692,559	\$ 804,698	\$ 804,698

## Juvenile Probation

*Analysis by Jacqueline M. Edwards, Senior 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: In FY 2014, the Department is a stakeholder in the statewide rollout of evidence-based practices instituted by the Juvenile Services Division of the Administrative Office of the Courts. There are several stages to this rollout, including the first of which is to conduct a self-assessment of readiness for implementation. In addition, the Department is working with both the Judicial Branch's Court Technology Services and Administrative Office of the Courts (AOC) to develop an automated case plan, which is expected to be utilized in FY 2015. This goal will be revised during the FY 2016 Strategic Business Plan update process.

#### Department Specific

**By June 2015, the Department will increase overall stakeholder satisfaction with services by 15%.**

Status: During FY 2014, the Department continued to train supervisors and staff in "Communicating with Values and Ethical Decision Making." In FY 2014, the department participated in the Judicial Branch Employee Satisfaction Survey and has now identified areas to address in FY 2015. By the end of FY 2014, the Department plans to establish an external customer satisfaction survey.

**Safe  
 Communities**

**By June 2015, the Department will reduce overrepresentation of minority youth in secure detention by 10%.**

Where We Are:

Detentions in FY2013 By Ethnicity			
Race	Percent of Population	Percent of Juveniles Referred	Percent of Juveniles Detained
African American	5.3%	13.1%	18.6%
Asian / Pacific Islander	3.1%	0.9%	0.6%
Caucasian	44.9%	45.2%	31.5%
Hispanic	41.6%	34.5%	44.7%
Native American	1.7%	3.4%	4.0%
Other*	3.4%	2.9%	0.7%

Status: In FY 2014, the Juvenile Detention Alternatives Initiative (JDAI) Disproportionate Minority Contact (DMC) workgroup began to meet regularly. The group identified equal access to treatment services as its primary goal. As youth may remain detained while waiting for residential treatment, this goal is expected to influence the detention population. Maricopa County’s portion of a statewide DMC assessment will be presented to the Department and other interested stakeholders by the end of FY 2014 in order to facilitate the development of additional strategies to address disproportionality.

**Safe  
 Communities**

**By June 2015, the rate of juvenile recidivism will be at or below 15 per 100 juvenile offenders.**

Status: The Department has adopted an evidence-based practice model and multi-systems approach to target medium and high risk youth as well as dually adjudicated youth. This will direct resources toward the youth most in need of services in order to reduce recidivism and increase their chances of success.

In FY 2011, the Department modified the definition of recidivism to reflect a new adjudication within 365 days of the original referral to the Juvenile Court. The recidivism rate decreased from 13.0% in FY 2011 to 11.9% in FY 2012. In order to allow one whole year for recidivism from the end of the fiscal year, the FY 2013 the recidivism rate will not be available until July 2014.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
DVRN - JUVENILE COURT DIVERSION	\$ 2,514,230	\$ 2,718,386	\$ 4,004,188	\$ 2,432,148	\$ 2,522,453	\$ (1,481,735)	-37.0%
27DV - JUVENILE COURT DIVERSION	\$ 2,514,230	\$ 2,718,386	\$ 4,004,188	\$ 2,432,148	\$ 2,522,453	\$ (1,481,735)	-37.0%
JCUS - JUV DETENTION CUSTODY AND CTRL	\$ 477,585	\$ 493,572	\$ 306,829	\$ 257,991	\$ 479,000	\$ 172,171	56.1%
27JD - JUVENILE DETENTION	\$ 477,585	\$ 493,572	\$ 306,829	\$ 257,991	\$ 479,000	\$ 172,171	56.1%
JRPS - JUV RESTITUTION AND PUBLIC SVC	\$ 2,511	\$ 9,135	\$ 9,135	\$ 1,111	\$ 9,135	\$ -	0.0%
JSTD - JUVENILE STANDARD SUPERVISION	\$ 636,362	\$ 579,376	\$ 962,110	\$ 527,633	\$ 447,485	\$ (514,625)	-53.5%
27JP - COMMUNITY SUPERVISION	\$ 638,873	\$ 588,511	\$ 971,245	\$ 528,744	\$ 456,620	\$ (514,625)	-53.0%
DRUG - JUVENILE DRUG COURT	\$ 27,935	\$ 27,600	\$ 13,800	\$ 39,071	\$ -	\$ (13,800)	-100.0%
JTMS - JUVENILE TREATMENT MGMT SVCS	\$ 542,104	\$ 545,232	\$ 545,420	\$ 473,593	\$ -	\$ (545,420)	-100.0%
JVOH - JUVENILE OUT OF HOME CASE MGMT	\$ -	\$ -	\$ -	\$ -	\$ 544,882	\$ 544,882	N/A
27JT - JUVENILE TREATMENT	\$ 570,039	\$ 572,832	\$ 559,220	\$ 512,664	\$ 544,882	\$ (14,338)	-2.6%
JLED - JUVENILE LAW RELATED EDUCATION	\$ 594,168	\$ -	\$ -	\$ -	\$ 676,039	\$ 676,039	N/A
27PR - JUVENILE CRIME PREVENTION	\$ 594,168	\$ -	\$ -	\$ -	\$ 676,039	\$ 676,039	N/A
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 15,514	\$ 14,750	\$ 14,750	\$ 9,952	\$ 4,750	\$ (10,000)	-67.8%
99AS - INDIRECT SUPPORT	\$ 15,514	\$ 14,750	\$ 14,750	\$ 9,952	\$ 4,750	\$ (10,000)	-67.8%
GGOV - GENERAL GOVERNMENT	\$ 3,247,808	\$ 4,201,274	\$ 3,810,584	\$ 4,222,240	\$ 3,305,158	\$ (505,426)	-13.3%
99GV - GENERAL OVERHEAD	\$ 3,247,808	\$ 4,201,274	\$ 3,810,584	\$ 4,222,240	\$ 3,305,158	\$ (505,426)	-13.3%
<b>TOTAL PROGRAMS</b>	<b>\$ 8,058,217</b>	<b>\$ 8,589,325</b>	<b>\$ 9,666,816</b>	<b>\$ 7,963,739</b>	<b>\$ 7,988,902</b>	<b>\$ (1,677,914)</b>	<b>-17.4%</b>
<b>USES</b>							
DVRN - JUVENILE COURT DIVERSION	\$ 2,226,752	\$ 2,332,321	\$ 2,684,682	\$ 2,462,832	\$ 2,043,042	\$ 641,640	23.9%
JVDD - JUVENILE DRUG DIVERSION	\$ 525,658	\$ 531,665	\$ 556,083	\$ 467,312	\$ 639,517	\$ (83,434)	-15.0%
TEEN - JUVENILE TEEN COURT	\$ 491,468	\$ 494,830	\$ 524,918	\$ 463,358	\$ 657,877	\$ (132,959)	-25.3%
27DV - JUVENILE COURT DIVERSION	\$ 3,243,878	\$ 3,358,816	\$ 3,765,683	\$ 3,393,502	\$ 3,340,436	\$ 425,247	11.3%
DALT - JUV DETENTION ALTERNATIVES	\$ 2,870,718	\$ 3,345,155	\$ 3,598,469	\$ 3,030,384	\$ 3,525,901	\$ 72,568	2.0%
JCUS - JUV DETENTION CUSTODY AND CTRL	\$ 21,389,160	\$ 20,996,847	\$ 22,916,817	\$ 23,220,886	\$ 25,195,720	\$ (2,278,903)	-9.9%
JMED - JUV DETENTION MEDICAL CLINIC	\$ 2,597,358	\$ 2,582,045	\$ 2,715,307	\$ 2,823,339	\$ 2,876,123	\$ (160,816)	-5.9%
JVMH - JUVENILE MENTAL HEALTH	\$ 1,130,469	\$ 1,206,405	\$ 1,126,378	\$ 1,141,340	\$ 1,147,249	\$ (20,871)	-1.9%
27JD - JUVENILE DETENTION	\$ 27,987,705	\$ 28,130,452	\$ 30,356,971	\$ 30,215,949	\$ 32,744,993	\$ (2,388,022)	-7.9%
JIPS - JUVENILE INTENSIVE SUPERVISION	\$ 1,565,988	\$ 1,952,129	\$ 2,209,869	\$ 2,125,139	\$ 2,196,384	\$ 13,485	0.6%
JPDI - JUV PRE DISP INVESTIGATIONS	\$ 2,340,369	\$ 2,286,477	\$ 2,478,644	\$ 2,411,287	\$ -	\$ 2,478,644	100.0%
JRPS - JUV RESTITUTION AND PUBLIC SVC	\$ 228,186	\$ 264,929	\$ 294,171	\$ 299,633	\$ 303,041	\$ (8,870)	-3.0%
JSTD - JUVENILE STANDARD SUPERVISION	\$ 6,883,713	\$ 7,367,323	\$ 8,024,266	\$ 7,571,076	\$ 11,033,560	\$ (3,009,294)	-37.5%
27JP - COMMUNITY SUPERVISION	\$ 11,018,256	\$ 11,870,858	\$ 13,006,950	\$ 12,407,135	\$ 13,532,985	\$ (526,035)	-4.0%
DRUG - JUVENILE DRUG COURT	\$ 454,537	\$ 366,282	\$ 660,182	\$ 481,310	\$ 663,499	\$ (3,317)	-0.5%
JSCM - JUV SEX OFFENDER CASE MGMT	\$ 734,481	\$ 742,922	\$ 820,486	\$ 850,082	\$ 925,792	\$ (105,306)	-12.8%
JTMS - JUVENILE TREATMENT MGMT SVCS	\$ 861,924	\$ 971,188	\$ 952,172	\$ 956,156	\$ 100	\$ 952,072	100.0%
JVOH - JUVENILE OUT OF HOME CASE MGMT	\$ 341,038	\$ 371,222	\$ 402,378	\$ 346,399	\$ 992,732	\$ (590,354)	-146.7%
27JT - JUVENILE TREATMENT	\$ 2,391,980	\$ 2,451,614	\$ 2,835,218	\$ 2,633,947	\$ 2,582,123	\$ 253,095	8.9%
JLED - JUVENILE LAW RELATED EDUCATION	\$ 577,004	\$ 753,303	\$ 896,607	\$ 634,906	\$ 885,110	\$ 11,497	1.3%
JVTR - JUVENILE TRUANCY REDUCTION	\$ 422,987	\$ 486,414	\$ 621,234	\$ 453,131	\$ 525,302	\$ 95,932	15.4%
27PR - JUVENILE CRIME PREVENTION	\$ 999,991	\$ 1,239,717	\$ 1,517,841	\$ 1,088,037	\$ 1,410,412	\$ 107,429	7.1%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 2,483,367	\$ 1,775,898	\$ 1,745,271	\$ 1,540,027	\$ 1,396,723	\$ 348,548	20.0%
HRAC - HUMAN RESOURCES	\$ 996,901	\$ 1,443,565	\$ 1,432,426	\$ 1,371,173	\$ 1,152,971	\$ 279,455	19.5%
ODIR - EXECUTIVE MANAGEMENT	\$ 1,709,168	\$ 970,482	\$ 1,168,691	\$ 1,099,551	\$ 172,703	\$ 995,988	85.2%
POOL - POOLED COSTS	\$ -	\$ (458,843)	\$ (117,846)	\$ -	\$ 27,927	\$ (145,773)	123.7%
PROC - PROCUREMENT	\$ 140,440	\$ 186,227	\$ 186,227	\$ 124,011	\$ 125,480	\$ 60,747	32.6%
RMGT - RISK MANAGEMENT	\$ 131,584	\$ 129,962	\$ 129,962	\$ 141,413	\$ 68,115	\$ 61,847	47.6%
SPPT - OPERATIONS SUPPORT	\$ -	\$ -	\$ -	\$ -	\$ 1,129,308	\$ (1,129,308)	N/A
99AS - INDIRECT SUPPORT	\$ 5,461,460	\$ 4,047,291	\$ 4,544,731	\$ 4,276,175	\$ 4,073,227	\$ 471,504	10.4%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 567,144	\$ (567,144)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 1,304,819	\$ 1,429,228	\$ 1,429,228	\$ 1,376,842	\$ -	\$ 1,429,228	100.0%
RISK - RISK PREMIUMS	\$ -	\$ -	\$ -	\$ -	\$ 723,607	\$ (723,607)	N/A
99GV - GENERAL OVERHEAD	\$ 1,304,819	\$ 1,429,228	\$ 1,429,228	\$ 1,376,842	\$ 1,290,751	\$ 138,477	9.7%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 1,266,648	\$ 2,186,949	\$ 2,186,949	\$ 1,191,289	\$ 1,039,196	\$ 1,147,753	52.5%
TSPT - TECHNOLOGY SUPPORT	\$ 51,060	\$ 56,868	\$ 56,868	\$ 86,868	\$ -	\$ 56,868	100.0%
99IT - INFORMATION TECHNOLOGY	\$ 1,317,708	\$ 2,243,817	\$ 2,243,817	\$ 1,278,157	\$ 1,039,196	\$ 1,204,621	53.7%
<b>TOTAL PROGRAMS</b>	<b>\$ 53,725,797</b>	<b>\$ 54,771,793</b>	<b>\$ 59,700,439</b>	<b>\$ 56,669,744</b>	<b>\$ 60,014,123</b>	<b>\$ (313,684)</b>	<b>-0.5%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 3,927,263	\$ 4,416,881	\$ 5,494,372	\$ 4,126,906	\$ 3,615,983	\$ (1,878,389)	-34.2%
0620 - OTHER INTERGOVERNMENTAL	21,158	5,000	5,000	2,080	549,882	544,882	10897.6%
<b>SUBTOTAL</b>	<b>\$ 3,948,421</b>	<b>\$ 4,421,881</b>	<b>\$ 5,499,372</b>	<b>\$ 4,128,986</b>	<b>\$ 4,165,865</b>	<b>\$ (1,333,507)</b>	<b>-24.2%</b>
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 709,131	\$ 733,670	\$ 733,670	\$ 533,207	\$ 503,994	\$ (229,676)	-31.3%
<b>SUBTOTAL</b>	<b>\$ 709,131</b>	<b>\$ 733,670</b>	<b>\$ 733,670</b>	<b>\$ 533,207</b>	<b>\$ 503,994</b>	<b>\$ (229,676)</b>	<b>-31.3%</b>
0637 - FINES & FORFEITS	\$ 3,361,542	\$ 3,400,000	\$ 3,400,000	\$ 3,281,959	\$ 3,293,269	\$ (106,731)	-3.1%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 11,159	\$ 19,889	\$ 19,889	\$ 16,501	\$ 11,889	\$ (8,000)	-40.2%
0650 - MISCELLANEOUS REVENUE	3,751	13,885	13,885	3,086	13,885	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 14,910</b>	<b>\$ 33,774</b>	<b>\$ 33,774</b>	<b>\$ 19,587</b>	<b>\$ 25,774</b>	<b>\$ (8,000)</b>	<b>-23.7%</b>
<b>ALL REVENUES</b>	<b>\$ 8,034,004</b>	<b>\$ 8,589,325</b>	<b>\$ 9,666,816</b>	<b>\$ 7,963,739</b>	<b>\$ 7,988,902</b>	<b>\$ (1,677,914)</b>	<b>-17.4%</b>
<b>OTHER FINANCING SOURCES</b>							
0680 - TRANSFERS IN	\$ 24,213	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>ALL OTHER FINANCING SOURCES</b>	<b>\$ 24,213</b>	<b>\$ -</b>	<b>N/A</b>				
<b>TOTAL SOURCES</b>	<b>\$ 8,058,217</b>	<b>\$ 8,589,325</b>	<b>\$ 9,666,816</b>	<b>\$ 7,963,739</b>	<b>\$ 7,988,902</b>	<b>\$ (1,677,914)</b>	<b>-17.4%</b>
CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 28,562,698	\$ 29,509,721	\$ 33,375,057	\$ 32,282,870	\$ 33,966,327	\$ (591,270)	-1.8%
0705 - TEMPORARY PAY	188,569	39,732	124,644	207,781	242,212	(117,568)	-94.3%
0710 - OVERTIME	922,928	721,800	721,800	933,953	629,964	91,836	12.7%
0750 - FRINGE BENEFITS	11,571,149	13,070,392	14,027,690	13,251,902	14,479,901	(452,211)	-3.2%
0790 - OTHER PERSONNEL SERVICES	320,732	213,500	313,171	303,510	180,240	132,931	42.4%
0795 - PERSONNEL SERVICES ALLOC-OUT	(6,557,562)	(6,816,047)	(6,816,047)	(6,619,266)	(7,115,436)	299,389	4.4%
0796 - PERSONNEL SERVICES ALLOC-IN	12,851,154	11,204,742	11,023,952	11,347,912	11,592,563	(568,611)	-5.2%
<b>SUBTOTAL</b>	<b>\$ 47,859,668</b>	<b>\$ 47,943,840</b>	<b>\$ 52,770,267</b>	<b>\$ 51,708,662</b>	<b>\$ 53,975,771</b>	<b>\$ (1,205,504)</b>	<b>-2.3%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 743,546	\$ 1,003,661	\$ 1,142,380	\$ 713,540	\$ 640,033	\$ 502,347	44.0%
0802 - MEDICAL SUPPLIES	90,350	91,200	91,200	79,519	85,873	5,327	5.8%
0803 - FUEL	53,770	51,800	51,800	54,298	58,112	(6,312)	-12.2%
0804 - NON-CAPITAL EQUIPMENT	86,829	46,500	31,500	13,201	37,545	(6,045)	-19.2%
0805 - SUPPLIES-ALLOCATION OUT	(64,332)	(64,323)	(64,323)	(64,317)	(86,725)	22,402	34.8%
0806 - SUPPLIES-ALLOCATION IN	440,521	537,253	537,253	483,109	459,921	77,332	14.4%
<b>SUBTOTAL</b>	<b>\$ 1,350,684</b>	<b>\$ 1,666,091</b>	<b>\$ 1,789,810</b>	<b>\$ 1,279,350</b>	<b>\$ 1,194,759</b>	<b>\$ 595,051</b>	<b>33.2%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 273	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
0811 - HEALTH CARE SERVICES	1,280,032	1,366,700	1,345,200	1,250,470	1,346,667	(1,467)	-0.1%
0812 - OTHER SERVICES	252,008	1,520,214	1,520,214	201,847	1,391,204	129,010	8.5%
0820 - RENT & OPERATING LEASES	436,260	328,458	328,458	414,208	422,326	(93,868)	-28.6%
0825 - REPAIRS AND MAINTENANCE	762,716	245,815	245,815	177,517	189,300	56,515	23.0%
0839 - INTERNAL SERVICE CHARGES	1,031,657	1,118,055	1,118,055	1,007,456	1,009,365	108,690	9.7%
0841 - TRAVEL	185,359	151,100	151,100	221,371	161,760	(10,660)	-7.1%
0842 - EDUCATION AND TRAINING	103,384	16,650	16,650	36,190	48,000	(31,350)	-188.3%
0843 - POSTAGE/FREIGHT/SHIPPING	45,126	27,550	27,550	23,949	33,950	(6,400)	-23.2%
0850 - UTILITIES	3,978	3,300	3,300	58,543	3,850	(550)	-16.7%
0872 - SERVICES-ALLOCATION OUT	(470,554)	(444,850)	(444,850)	(390,784)	(390,991)	(53,859)	-12.1%
0873 - SERVICES-ALLOCATION IN	835,138	656,870	656,870	566,998	571,162	85,708	13.0%
<b>SUBTOTAL</b>	<b>\$ 4,465,377</b>	<b>\$ 4,989,862</b>	<b>\$ 4,968,362</b>	<b>\$ 3,567,765</b>	<b>\$ 4,786,593</b>	<b>\$ 181,769</b>	<b>3.7%</b>
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 25,855	\$ -	\$ -	\$ -	\$ 32,000	\$ (32,000)	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	-	172,000	172,000	113,967	25,000	147,000	85.5%
<b>SUBTOTAL</b>	<b>\$ 25,855</b>	<b>\$ 172,000</b>	<b>\$ 172,000</b>	<b>\$ 113,967</b>	<b>\$ 57,000</b>	<b>\$ 115,000</b>	<b>66.9%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 53,701,584</b>	<b>\$ 54,771,793</b>	<b>\$ 59,700,439</b>	<b>\$ 56,669,744</b>	<b>\$ 60,014,123</b>	<b>\$ (313,684)</b>	<b>-0.5%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ 24,213	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>ALL OTHER FINANCING USES</b>	<b>\$ 24,213</b>	<b>\$ -</b>	<b>N/A</b>				
<b>TOTAL USES</b>	<b>\$ 53,725,797</b>	<b>\$ 54,771,793</b>	<b>\$ 59,700,439</b>	<b>\$ 56,669,744</b>	<b>\$ 60,014,123</b>	<b>\$ (313,684)</b>	<b>-0.5%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 36,672	\$ 19,750	\$ 19,750	\$ 12,032	\$ 19,750	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 36,672	\$ 19,750	\$ 19,750	\$ 12,032	\$ 19,750	\$ -	0.0%
227 JUVENILE PROBATION GRANTS							
OPERATING	\$ 3,929,037	\$ 4,424,881	\$ 5,502,372	\$ 4,131,595	\$ 4,160,865	\$ (1,341,507)	-24.4%
<b>FUND TOTAL SOURCES</b>	\$ 3,929,037	\$ 4,424,881	\$ 5,502,372	\$ 4,131,595	\$ 4,160,865	\$ (1,341,507)	-24.4%
228 JUVENILE PROBATION SPECIAL FEE							
OPERATING	\$ 3,787,232	\$ 3,830,500	\$ 3,830,500	\$ 3,561,497	\$ 3,546,769	\$ (283,731)	-7.4%
<b>FUND TOTAL SOURCES</b>	\$ 3,787,232	\$ 3,830,500	\$ 3,830,500	\$ 3,561,497	\$ 3,546,769	\$ (283,731)	-7.4%
229 JUVENILE RESTITUTION							
OPERATING	\$ 2,792	\$ 10,000	\$ 10,000	\$ 1,890	\$ 10,000	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 2,792	\$ 10,000	\$ 10,000	\$ 1,890	\$ 10,000	\$ -	0.0%
255 DETENTION OPERATIONS							
NON RECURRING NON PROJECT	\$ 24,213	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>FUND TOTAL SOURCES</b>	\$ 24,213	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
275 JUVENILE PROBATION DIVERSION							
OPERATING	\$ 278,271	\$ 304,194	\$ 304,194	\$ 256,725	\$ 251,518	\$ (52,676)	-17.3%
<b>FUND TOTAL SOURCES</b>	\$ 278,271	\$ 304,194	\$ 304,194	\$ 256,725	\$ 251,518	\$ (52,676)	-17.3%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 8,034,004	\$ 8,589,325	\$ 9,666,816	\$ 7,963,739	\$ 7,988,902	\$ (1,677,914)	-17.4%
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	\$ 24,213	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 8,058,217	\$ 8,589,325	\$ 9,666,816	\$ 7,963,739	\$ 7,988,902	\$ (1,677,914)	-17.4%
FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 16,039,469	\$ 15,428,434	\$ 16,961,911	\$ 16,870,047	\$ 17,279,942	\$ (318,031)	-1.9%
NON RECURRING NON PROJECT	24,213	-	-	-	-	-	N/A
<b>FUND TOTAL USES</b>	\$ 16,063,682	\$ 15,428,434	\$ 16,961,911	\$ 16,870,047	\$ 17,279,942	\$ (318,031)	-1.9%
227 JUVENILE PROBATION GRANTS							
OPERATING	\$ 4,062,363	\$ 4,424,881	\$ 5,502,372	\$ 4,131,595	\$ 4,160,865	\$ 1,341,507	24.4%
<b>FUND TOTAL USES</b>	\$ 4,062,363	\$ 4,424,881	\$ 5,502,372	\$ 4,131,595	\$ 4,160,865	\$ 1,341,507	24.4%
228 JUVENILE PROBATION SPECIAL FEE							
OPERATING	\$ 3,599,153	\$ 3,830,500	\$ 3,830,500	\$ 3,568,439	\$ 3,546,769	\$ 283,731	7.4%
NON RECURRING NON PROJECT	84,143	-	-	-	283,731	(283,731)	N/A
<b>FUND TOTAL USES</b>	\$ 3,683,296	\$ 3,830,500	\$ 3,830,500	\$ 3,568,439	\$ 3,830,500	\$ -	0.0%
229 JUVENILE RESTITUTION							
OPERATING	\$ 9,260	\$ 10,000	\$ 10,000	\$ 7,205	\$ 10,000	\$ -	0.0%
<b>FUND TOTAL USES</b>	\$ 9,260	\$ 10,000	\$ 10,000	\$ 7,205	\$ 10,000	\$ -	0.0%
255 DETENTION OPERATIONS							
OPERATING	\$ 28,876,654	\$ 29,539,463	\$ 31,830,773	\$ 31,756,734	\$ 33,172,371	\$ (1,341,598)	-4.2%
JUVENILE KITCHEN EQUIP	-	-	-	-	1,225,942	(1,225,942)	N/A
JUV DETENTION TECH PROJECTS	721,384	1,234,321	1,234,321	8,379	-	1,234,321	100.0%
<b>FUND TOTAL USES</b>	\$ 29,598,038	\$ 30,773,784	\$ 33,065,094	\$ 31,765,113	\$ 34,398,313	\$ (1,333,219)	-4.0%
275 JUVENILE PROBATION DIVERSION							
OPERATING	\$ 302,501	\$ 304,194	\$ 330,562	\$ 327,345	\$ 251,518	\$ 79,044	23.9%
NON RECURRING NON PROJECT	6,657	-	-	-	82,985	(82,985)	N/A
<b>FUND TOTAL USES</b>	\$ 309,158	\$ 304,194	\$ 330,562	\$ 327,345	\$ 334,503	\$ (3,941)	-1.2%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 52,889,400	\$ 53,537,472	\$ 58,466,118	\$ 56,661,365	\$ 58,421,465	\$ 44,653	0.1%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 836,397	\$ 1,234,321	\$ 1,234,321	\$ 8,379	\$ 1,592,658	\$ (358,337)	-29.0%
<b>DEPARTMENT TOTAL USES</b>	\$ 53,725,797	\$ 54,771,793	\$ 59,700,439	\$ 56,669,744	\$ 60,014,123	\$ (313,684)	-0.5%

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
COMMUNITY SUPERVISION							
JUV PRE DISP INVESTIGATIONS	41.38	41.68	40.33	41.03	-	(40.33)	(100.0%)
JUV RESTITUTION AND PUBLIC SVC	5.50	5.50	5.50	5.50	6.00	.50	9.1%
JUVENILE INTENSIVE SUPERVISION	41.80	40.00	39.45	39.45	38.70	(.75)	(1.9%)
JUVENILE STANDARD SUPERVISION	105.72	96.37	98.17	97.47	145.84	47.67	48.6%
PROGRAM TOTAL	194.40	183.55	183.45	183.45	190.54	7.09	3.9%
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	17.00	18.00	19.00	20.00	4.00	(15.00)	(78.9%)
HUMAN RESOURCES	7.10	13.25	12.25	12.25	11.00	(1.25)	(10.2%)
OPERATIONS SUPPORT	-	-	.00	-	15.00	15.00	N/A
PROGRAM TOTAL	24.10	31.25	31.25	32.25	30.00	(1.25)	(4.0%)
JUVENILE COURT DIVERSION							
JUVENILE COURT DIVERSION	42.18	42.58	38.58	38.58	33.33	(5.25)	(13.6%)
JUVENILE DRUG DIVERSION	6.50	6.50	5.50	5.50	8.50	3.00	54.5%
JUVENILE TEEN COURT	6.50	6.50	6.50	6.50	8.80	2.30	35.4%
PROGRAM TOTAL	55.18	55.58	50.58	50.58	50.63	.05	0.1%
JUVENILE CRIME PREVENTION							
JUVENILE LAW RELATED EDUCATION	9.10	9.10	9.10	9.10	10.80	1.70	18.7%
JUVENILE TRUANCY REDUCTION	5.70	5.90	5.90	5.90	5.60	(.30)	(5.1%)
PROGRAM TOTAL	14.80	15.00	15.00	15.00	16.40	1.40	9.3%
JUVENILE DETENTION							
JUV DETENTION ALTERNATIVES	20.00	24.00	24.00	24.00	23.00	(1.00)	(4.2%)
JUV DETENTION CUSTODY AND CTRL	316.43	295.43	295.43	295.43	295.43	-	0.0%
JUV DETENTION MEDICAL CLINIC	23.00	24.00	25.00	25.00	25.00	-	0.0%
JUVENILE MENTAL HEALTH	9.00	14.00	12.00	12.00	12.00	-	0.0%
PROGRAM TOTAL	368.43	357.43	356.43	356.43	355.43	(1.00)	(0.3%)
JUVENILE TREATMENT							
JUV SEX OFFENDER CASE MGMT	16.05	15.65	15.65	15.65	16.63	.98	6.3%
JUVENILE DRUG COURT	11.15	9.85	9.85	9.85	11.33	1.48	15.0%
JUVENILE OUT OF HOME CASE MGMT	7.00	7.30	7.30	7.30	18.14	10.84	148.5%
JUVENILE TREATMENT MGMT SVCS	16.99	17.49	17.59	17.59	-	(17.59)	(100.0%)
PROGRAM TOTAL	51.19	50.29	50.39	50.39	46.10	(4.29)	(8.5%)
DEPARTMENT TOTAL	708.10	693.10	687.10	688.10	689.10	2.00	0.3%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accounting Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	4.00	4.00	7.00	7.00	7.00	-	0.0%
Administrative Assistant	-	3.00	-	-	-	-	N/A
Counselor	6.00	6.00	6.00	6.00	6.00	-	0.0%
Deputy Director - Probation	4.00	4.00	3.00	3.00	3.00	-	0.0%
Detention Ofcr Supv -Probation	25.00	26.00	27.00	27.00	27.00	-	0.0%
Detention Officer - Probation	240.10	220.10	220.10	220.10	221.10	1.00	0.5%
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	19.00	19.00	19.00	19.00	19.00	-	0.0%
Health Educator	4.00	4.00	4.00	4.00	4.00	-	0.0%
Human Resources Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
Judicial Clerk Supervisor	-	1.00	-	-	-	-	N/A
Justice System Clerk	34.00	34.00	34.00	34.00	34.00	-	0.0%
Justice System Clerk Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Clerk Supv	5.00	5.00	6.00	6.00	6.00	-	0.0%
Management Analyst	3.00	4.00	5.00	6.00	5.00	-	0.0%
Medical Assistant	4.00	4.00	4.00	4.00	4.00	-	0.0%
Mental Health Director – Juvenile	-	1.00	1.00	1.00	1.00	-	0.0%
Nurse	13.00	13.00	14.00	14.00	14.00	-	0.0%
Nurse Practitioner	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	238.00	230.00	223.00	223.00	224.00	1.00	0.4%
Probation Officer Supervisor	35.00	38.00	38.00	38.00	38.00	-	0.0%
Program Coordinator	4.00	4.00	4.00	4.00	4.00	-	0.0%
Psychologist	4.00	3.00	3.00	3.00	3.00	-	0.0%
Social Worker	4.00	4.00	2.00	2.00	2.00	-	0.0%
Social Worker Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Surveillance Officer	45.00	45.00	45.00	45.00	46.00	1.00	2.2%
Training Officer	-	2.00	3.00	3.00	2.00	(1.00)	(33.3%)
<b>Department Total</b>	<b>708.10</b>	<b>693.10</b>	<b>687.10</b>	<b>688.10</b>	<b>689.10</b>	<b>2.00</b>	<b>0.3%</b>

Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	272.00	267.00	266.00	267.00	271.00	5.00	1.9%
227 JUVENILE PROBATION GRANTS	60.00	60.00	56.00	56.00	53.00	(3.00)	(5.4%)
255 DETENTION OPERATIONS	372.10	362.10	361.10	361.10	361.10	-	0.0%
275 JUVENILE PROBATION DIVERSION	4.00	4.00	4.00	4.00	4.00	-	0.0%
<b>Department Total</b>	<b>708.10</b>	<b>693.10</b>	<b>687.10</b>	<b>688.10</b>	<b>689.10</b>	<b>2.00</b>	<b>0.3%</b>

Significant Variance Analysis

Due to grant funding ending, 3.0 Full-Time Equivalent (FTE) positions are being eliminated in the Juvenile Probation Grants Fund (227) in FY 2015. However, these three positions are able to be absorbed into the Department’s General Fund (100) by right-sizing supplies and services. The other 3.0 FTE positions added to the General Fund (100) include 2.0 FTE Probation Officers and 1.0 Surveillance Officer to meet the increased needs of youth who are both in the Juvenile Detention/Probation System and the Child Protective Services System. This increase is offset by a transfer to Superior Court.

## General Adjustments

**Personnel:** FY 2015 personnel expenditures increased due to the annualization of County performance pay and market study adjustments in FY 2014.

### **Base Adjustments:**

#### **General Fund (100)**

- Increase Regular Benefits by \$73,122 for the impact of changes in retirement contribution rates.
- Increase Internal Services Charges by \$48,307 for the impact of the changes in risk management charges.
- Decrease Personnel Savings by \$214,386 based on prior years' actuals and FY 2014 Forecast. This results in changing the budgeted personnel savings rate from 6.4% in FY 2014 to 5.3% in FY 2015.
- Decrease Supplies and Services by \$134,892 to right-size based on the FY 2014 Forecast.
- Reallocate \$168,132 from the General Fund (100) to the Detention Fund (255) for the Administrative Cost Distribution.
- Increase Expenditures by \$18,964 for Justice Support Market Adjustment.
- Decrease Expenditures by \$117,846 for the transfer of positions from Juvenile Probation to Superior Court.

#### **Juvenile Probation Grants Fund (227)**

- Increase Regular Benefits by \$12,989 for the impact of changes in retirement contribution rates.
- Decrease revenues and expenditures by \$264,016 to reflect an expected reduction in grant awards for FY 2015.
- Decrease Expenditures by \$12,989 to maintain structural balance.

#### **Juvenile Probation Special Fee Fund (228) Operating**

- Decrease Revenues by \$283,731 to reflect a decrease in probation surcharge and fee collection in FY 2015.
- Decrease Expenditures by \$283,731 to maintain structural balance.

#### **Detention Fund (255) Operating**

- Increase Regular Benefits by \$77,160 for the impact of changes in retirement contribution rates.
- Increase Internal Services Charges by \$51,772 for the impact of the changes in risk management charges.
- Decrease Personnel Savings by \$944,457 based on prior years' actuals and FY 2014 Forecast. This results in changing the budgeted personnel savings rate from 10.3% in FY 2014 to 6.5% in FY 2015.
- Reallocate \$168,132 from the General Fund (100) to the Detention Fund (255) for the Administrative Cost Distribution.
- Increase Expenditures by \$8,963 for Justice System Support Market Adjustment.

#### **Detention Fund (255) Juvenile Kitchen Equipment**

- Increase Expenditures by \$1,225,942 for the Juvenile Detention Production Kitchen construction and equipment at two locations (Durango and South East Facilities).

**Juvenile Probation Diversion Fund (275) Operating**

- Increase Regular Benefits by \$1,276 for the impact of changes in retirement contribution rates.
- Decrease Revenues by \$52,676 to reflect a decrease in probation diversion fee collection in FY 2015.
- Decrease Expenditures by \$53,952 to maintain 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of Detention Alternative participants who do not receive a subsequent referral for delinquency while participating in a detention alternative	77.0%	77.5%	85.5%	79.6%	2.0%	2.6%
Percent of detained youth who received Detention Medical Health services without leaving the facility	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Incidents resulting in an injury to detained youth or detention staff	0.8%	1.2%	1.7%	0.8%	(0.3%)	-28.3%
Percent of detained youth who received Detention Mental Health services without leaving the facility	N/A	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Juvenile Detention Alternatives
- Juvenile Detention Medical Clinic
- Juvenile Detention Custody & Control
- Juvenile Mental Health

**Juvenile Detention Alternatives Activity**

The purpose of the Juvenile Detention Alternatives Activity is to provide court-ordered alternatives to detention to youth so they can be crime free and law abiding without secure care detention, enhancing community safety.

**Mandates:** A.R.S. §8-321 establishes that the juvenile court in cooperation with 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Detention Alternative participants who do not receive a subsequent referral for delinquency while participating in a detention alternative	77.0%	77.5%	85.5%	79.6%	2.0%	2.6%
Output	Number of youth placed on alternatives to detention during the reporting period	3,775	1,857	1,998	1,969	112	6.0%
Demand	Number of youth requiring alternatives to detention (GPS Units, non-therapeutic alternatives)	1,918	1,857	1,998	1,969	112	6.0%
Expenditure Ratio	Total activity expenditures per youth placed on alternatives to detention	\$ 760.46	\$ 1,937.79	\$ 1,516.71	\$ 1,790.71	\$ 147.08	7.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 113,696	\$ 217,014	\$ 165,012	\$ 154,568	\$ 62,446	28.8%
	227 - JUVENILE PROBATION GRANTS	2,599	3,000	2,500	-	3,000	100.0%
	255 - DETENTION OPERATIONS	2,754,423	3,378,455	2,862,872	3,371,333	7,122	0.2%
	TOTAL USES	\$ 2,870,718	\$ 3,598,469	\$ 3,030,384	\$ 3,525,901	\$ 72,568	2.0%

**Activity Narrative:** The methodology for measuring this activity changed in FY 2014, so comparison to previous years is not valid. The number of youth requiring alternatives to detention is expected to increase in FY 2015 due to the Department's enhanced focus on detention alternatives. Due to the Department conducting a staffing and process review in FY 2014, it is anticipated that the changes in process and caseload assignment will cause the result measure to increase in FY 2015.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Incidents resulting in an injury to detained youth or detention staff	0.8%	1.2%	1.7%	0.8%	(0.3%)	-28.3%
Output	Number of screened youth detained during the reporting period	5,365	5,630	4,927	4,950	(680)	-12.1%
Output	Number of detained youth (total detained youth population)	7,960	695	602	608	(87)	-12.5%
Demand	Number of youth screened by the Juvenile Detention Assessment Center (JDAC)	7,269	7,683	6,695	6,728	(955)	-12.4%
Expenditure Ratio	Total activity expenditures per juvenile detainee during the reporting period	\$ 2,687.08	\$ 2,749.80	\$ 3,215.74	\$ 3,454.31	\$ (704.51)	-25.6%
<i>Revenue</i>							
	100 - GENERAL	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000	N/A
	227 - JUVENILE PROBATION GRANTS	453,372	306,829	257,991	464,000	157,171	51.2%
	255 - DETENTION OPERATIONS	24,213	-	-	-	-	N/A
	TOTAL SOURCES	\$ 477,585	\$ 306,829	\$ 257,991	\$ 479,000	\$ 172,171	56.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 17,253	\$ 20,986	\$ 23,997	\$ 21,093	\$ (107)	-0.5%
	227 - JUVENILE PROBATION GRANTS	420,381	781,009	532,892	614,642	166,367	21.3%
	255 - DETENTION OPERATIONS	20,951,526	22,114,822	22,663,997	24,559,985	(2,445,163)	-11.1%
	TOTAL USES	\$ 21,389,160	\$ 22,916,817	\$ 23,220,886	\$ 25,195,720	\$ (2,278,903)	-9.9%

**Activity Narrative:** The methodology for measuring the number of detained youth changed in FY 2014, so comparison to prior years is not applicable. The number of detained youth (i.e. juvenile

detention population) is expected to continue decreasing due to the Department's focus on the Juvenile Detention Alternatives. As the Department continues to implement revised evidenced-based practices, it is expected that detained youth will decrease while youth requiring detention alternatives will increase. If the juvenile detention population continues to decrease, the Department has the ability to redeploy personnel currently committed to this activity to the Juvenile Detention Alternatives Activity. This result measure is expected to decrease by 28.3% from FY 2014 Revised based on the FY 2013 Actual and FY 2014 Forecast data. A further decrease in the percent of incidents resulting in injury is not expected as those youth in detention have more complex needs than in the past.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of detained youth who received Detention Medical Health services without leaving the facility	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Detention Medical Health services delivered during the time period	104,609	117,492	81,016	84,094	(33,398)	-28.4%
Demand	Number of Detention Medical Health services requested	104,609	117,492	81,016	84,094	(33,398)	-28.4%
Expenditure Ratio	Total activity expenditures per Detention Medical service delivered	\$ 24.83	\$ 23.11	\$ 34.85	\$ 34.20	\$ (11.09)	-48.0%
<i>Expenditure</i>							
	255 - DETENTION OPERATIONS	\$ 2,597,358	\$ 2,715,307	\$ 2,823,339	\$ 2,876,123	\$ (160,816)	-5.9%
	TOTAL USES	\$ 2,597,358	\$ 2,715,307	\$ 2,823,339	\$ 2,876,123	\$ (160,816)	-5.9%

**Activity Narrative:** The greatest portion of medical health services is the deliverance of medications to the youth. Since each juvenile detained represents multiple medication encounters within their stay, the population reduction directly attributes to the reduction in demand and output of Detention Medical Health Services delivered.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of detained youth who received Detention Mental Health services without leaving the facility	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of Detention Mental Health services provided during the month	N/A	N/A	N/A	8,151	N/A	N/A
Demand	Number of Detention Mental Health services requested during the month	N/A	N/A	N/A	8,151	N/A	N/A
Expenditure Ratio	Total activity expenditures per Detention Mental Health Service provided	N/A	N/A	N/A	\$ 140.75	N/A	N/A
<i>Expenditure</i>							
	255 - DETENTION OPERATIONS	\$ 1,130,469	\$ 1,126,378	\$ 1,141,340	\$ 1,147,249	\$ (20,871)	-1.9%
	TOTAL USES	\$ 1,130,469	\$ 1,126,378	\$ 1,141,340	\$ 1,147,249	\$ (20,871)	-1.9%

**Activity Narrative:** These measures are new in FY 2015.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of juveniles that completed Diversion successfully	84.5%	79.4%	77.2%	79.9%	0.5%	0.6%
Percent of juveniles that completed Diversion successfully and were not referred to court for a subsequent referral	79.6%	77.9%	80.9%	82.5%	4.5%	5.8%
Percent of juveniles that completed Teen Court successfully	78.7%	79.1%	76.2%	79.2%	0.2%	0.2%
Percent of juveniles that completed Teen Court successfully and were not referred to court for a new referral	85.4%	84.3%	87.5%	87.0%	2.7%	3.2%
Percent of juveniles that completed Drug Diversion successfully in the quarter	80.4%	82.9%	77.6%	78.6%	(4.4%)	-5.3%
Percent of juveniles that completed Drug Diversion successfully and were not referred to court for a delinquent referral	83.0%	83.5%	82.1%	81.6%	(1.9%)	-2.3%

Activities that comprise this program include:

- Juvenile Court Diversion
- Juvenile Drug Diversion
- Juvenile Teen Court

### 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 juvenile court in cooperation with 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of juveniles that completed Diversion successfully	84.5%	79.4%	77.2%	79.9%	0.5%	0.6%
Result	Percent of juveniles that completed Diversion successfully and were not referred to court for a subsequent referral	79.6%	77.9%	80.9%	82.5%	4.5%	5.8%
Output	Number of new juveniles receiving Diversion Services during time period	5,352	6,527	6,262	6,286	(241)	-3.7%
Demand	Number of new juveniles referred by the County Attorney for Diversion Services during time period	5,352	6,527	6,262	6,286	(241)	-3.7%
Expenditure Ratio	Total activity expenditures per juvenile receiving Diversion Services during time period	\$ 416.06	\$ 411.32	\$ 393.30	\$ 325.01	\$ 86.30	21.0%
<b>Revenue</b>							
	227 - JUVENILE PROBATION GRANTS	\$ 2,239,346	\$ 3,705,518	\$ 2,180,306	\$ 2,276,459	\$ (1,429,059)	-38.6%
	275 - JUVENILE PROBATION DIVERSION	274,884	298,670	251,842	245,994	(52,676)	-17.6%
	TOTAL SOURCES	\$ 2,514,230	\$ 4,004,188	\$ 2,432,148	\$ 2,522,453	\$ (1,481,735)	-37.0%
<b>Expenditure</b>							
	100 - GENERAL	\$ 595,708	\$ 786,535	\$ 763,370	\$ 914,210	\$ (127,675)	-16.2%
	227 - JUVENILE PROBATION GRANTS	1,488,701	1,741,474	1,549,613	975,132	766,342	44.0%
	275 - JUVENILE PROBATION DIVERSION	142,343	156,673	149,849	153,700	2,973	1.9%
	TOTAL USES	\$ 2,226,752	\$ 2,684,682	\$ 2,462,832	\$ 2,043,042	\$ 641,640	23.9%

**Activity Narrative:** The methodology for measuring this Activity changed in FY 2014, so comparisons to prior years is invalid. Based on the FY 2014 Forecast, it is expected that the percent of juveniles that complete Diversion successfully without subsequent referral will increase to 82.5% in FY 2015. This is primarily due to the decrease in demand and, subsequently, the lower case loads managed.

**Base Adjustments:**  
**General Fund (100)**

- Increase Expenditures by \$91,904 for 2.0 FTE Probation Officers and 1.0 FTE Surveillance Officer positions to support the trend of “Crossover Youth” (i.e. juveniles who are both in the Child Protective Services & Juvenile Probation/Detention systems).

**Juvenile Probation Diversion Fund (275) Non Recurring Non Project**

- Increase Expenditures by \$82,985 to offset the decrease in operating revenue in Juvenile Probation Diversion Fund (275) by reallocating personnel expenses.

**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 juvenile court in cooperation with 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of youth who successfully complete Drug Court	27.4%	26.8%	22.8%	24.2%	(2.6%)	-9.6%
Result	Percent of youth who do not receive a subsequent adjudication (including VOP) while participating in Drug Court during the year	80.6%	84.9%	84.9%	84.9%	0.0%	0.0%
Result	Percent of juveniles who did not reoffend with a new delinquent referral within the time period	N/A	75.7%	87.6%	81.3%	5.6%	7.4%
Output	Number of new youth participants in Drug Court	67	50	56	58	8	16.0%
Demand	Number of youth who are screened to participate in Drug Court	186	194	146	146	(48)	-24.7%
Expenditure Ratio	Total activity expenditure per youth participant in Drug Court	\$ 6,784.13	\$ 13,203.64	\$ 8,594.82	\$ 11,439.64	\$ 1,764.00	13.4%
<i>Revenue</i>							
	227 - JUVENILE PROBATION GRANTS	\$ 27,935	\$ 13,800	\$ 39,071	\$ -	\$ (13,800)	-100.0%
	TOTAL SOURCES	\$ 27,935	\$ 13,800	\$ 39,071	\$ -	\$ (13,800)	-100.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 317,459	\$ 365,693	\$ 440,114	\$ 509,389	\$ (143,696)	-39.3%
	227 - JUVENILE PROBATION GRANTS	137,078	294,489	41,196	154,110	140,379	47.7%
	TOTAL USES	\$ 454,537	\$ 660,182	\$ 481,310	\$ 663,499	\$ (3,317)	-0.5%

**Activity Narrative:** This Activity's methodology for measurement was revised in FY 2014, so a comparison to FY 2013 Actual and FY 2014 Revised is not valid as a measurement baseline was not yet set. The Department expects the trends of FY 2014 Forecast to continue into FY 2015, which will be the new baseline for measurement.

### 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:** Discretionary services.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of juveniles that completed Teen Court successfully	78.7%	79.1%	76.2%	79.2%	0.2%	0.2%
Result	Percent of juveniles that completed Teen Court successfully and were not referred to court for a new referral	85.4%	84.3%	87.5%	87.0%	2.7%	3.2%
Output	Number of new juveniles receiving Teen Court services during the reporting period	1,029	1,078	1,105	1,008	(70)	-6.5%
Demand	Number of new juveniles sent to Teen Court Services during the reporting period	1,029	1,078	1,105	1,008	(70)	-6.5%
Expenditure Ratio	Total activity expenditures (per juvenile) to provide Teen Court Services during time period	\$ 477.62	\$ 486.94	\$ 419.33	\$ 652.66	\$ (165.72)	-34.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 237,334	\$ 257,944	\$ 244,544	\$ 182,700	\$ 75,244	29.2%
	227 - JUVENILE PROBATION GRANTS	169,993	175,397	125,849	380,712	(205,315)	-117.1%
	275 - JUVENILE PROBATION DIVERSION	84,141	91,577	92,965	94,465	(2,888)	-3.2%
	TOTAL USES	\$ 491,468	\$ 524,918	\$ 463,358	\$ 657,877	\$ (132,959)	-25.3%

**Activity Narrative:** The methodology for measures was revised in FY 2014, so comparison to previous years is not valid. Based on the grants expected to be received in FY 2015, the Department is increasing their grant funding allocated to this Activity.

### 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of youth who attended law related education that report an increased awareness of the legal system (survey results)	97.2%	98.6%	98.5%	98.5%	(0.0%)	-0.0%
Percent of youth who attended law related education that report a feeling of safety while on school campus	91.2%	95.2%	95.1%	95.1%	(0.0%)	-0.0%
Percent of participants in CUTS-lite conferences that do not receive subsequent truancy referrals	96.3%	98.6%	97.4%	97.9%	(0.7%)	-0.7%

Activities that comprise this program include:

- Juvenile Law Related Education
- Juvenile Truancy Reduction

### **Base Adjustments:**

#### **General Fund (100)**

- Shift Expenditures from the Juvenile Probation Grants Fund (227) in the amount of \$134,892 in the Juvenile Law Related Education & Juvenile Truancy Education Activities for 3.0 FTE Probation Officer positions to support crime prevention and educational activities to prevent at risk juveniles from entering the Juvenile Detention system.

### **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:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of youth who attended law related education that report an increased awareness of the legal system (survey results)	97.2%	98.6%	98.5%	98.5%	(0.0%)	-0.0%
Result	Percent of youth who attended law related education that report a feeling of safety while on school campus	91.2%	95.2%	95.1%	95.1%	(0.0%)	-0.0%
Output	Number of youth participants (volunteers) in Teen Court plus the number of LRE Youth contacts	45,995	51,911	45,542	46,458	(5,453)	-10.5%
Output	Number of Law Related Education Hours delivered	1,789	2,005	1,556	1,608	(397)	-19.8%
Demand	Number of youth requesting Teen Court Volunteer training plus the Safe Schools population.	8,106	8,555	7,662	7,871	(684)	-8.0%
Demand	Number of Law Related Education Hours requested	1,789	2,005	1,556	1,608	(397)	-19.8%
Expenditure Ratio	Total activity expenditures per youth who receives LRE, attends Teen Court Volunteer Training, or is a volunteer in Teen Court during the reporting period	\$ 12.54	\$ 17.27	\$ 13.94	\$ 19.05	\$ (1.78)	-10.3%
<i>Revenue</i>							
	227 - JUVENILE PROBATION GRANTS	\$ 594,168	\$ -	\$ -	\$ 676,039	\$ 676,039	N/A
	TOTAL SOURCES	\$ 594,168	\$ -	\$ -	\$ 676,039	\$ 676,039	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 67,054	\$ 258,690	\$ 89,867	\$ 455,959	\$ (197,269)	-76.3%
	227 - JUVENILE PROBATION GRANTS	509,950	637,917	545,039	429,151	208,766	32.7%
	TOTAL USES	\$ 577,004	\$ 896,607	\$ 634,906	\$ 885,110	\$ 11,497	1.3%

**Activity Narrative:** Two different surveys were used to collect data for this activity between FY 2013 and FY 2014; therefore, year-to-year comparison is not applicable. The Department anticipates that the trends of FY 2014 will continue into FY 2015.

### 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:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of participants in CUTS-lite conferences that do not receive subsequent truancy referrals.	96.3%	98.6%	97.4%	97.9%	(0.7%)	-0.7%
Output	Number of participants in JPD Truancy Reduction programs	671	474	578	614	140	29.5%
Demand	Number of new truancy referrals during the reporting period.	-	1,228	939	1,092	(136)	-11.1%
Expenditure Ratio	Total activity expenditures (per juvenile) to provide Truancy Reduction activities during the reporting period.	\$ 630.38	\$ 1,310.62	\$ 783.96	\$ 855.54	\$ 455.08	34.7%
<i>Expenditure</i>							
	100 - GENERAL	\$ 110,064	\$ 182,997	\$ 125,763	\$ 246,255	\$ (63,258)	-34.6%
	227 - JUVENILE PROBATION GRANTS	312,923	438,237	327,368	279,047	159,190	36.3%
	TOTAL USES	\$ 422,987	\$ 621,234	\$ 453,131	\$ 525,302	\$ 95,932	15.4%

**Activity Narrative:** The methodology for measuring this Activity was revised in FY 2014, so a comparison to FY 2013 Actual is not valid. With the additional General Fund resources allocated to this Activity in FY 2015, it is anticipated the Department will be able to increase the number of participants in the Truancy Reduction program by 29.5%

### 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of juveniles without a subsequent adjudication (including VOP) during the fiscal year for offenses that occurred while supervised on JIPS	75.7%	78.0%	56.2%	56.2%	(21.8%)	-28.0%
Percent of juveniles who did not reoffend with a new delinquent referral during the quarter	N/A	51.5%	68.6%	63.8%	12.3%	24.0%
Percent of juveniles who did not reoffend with a new delinquent referral within the quarter while supervised under Standard Supervision	83.3%	62.0%	77.6%	73.9%	11.9%	19.2%
Percent of juveniles without a subsequent adjudication (including VOP) in the fiscal year for offenses that occurred while supervised on Standard Supervision	N/A	82.5%	74.4%	74.4%	(8.1%)	-9.8%
Percent of youth accepted to JCORPS	99.7%	99.6%	99.6%	99.7%	0.1%	0.1%
Percent of JCORPS participants who earned restitution or community service hours	67.5%	63.9%	72.4%	70.7%	6.8%	10.6%

Activities that comprise this program include:

- Juvenile Intensive Supervision
- Juvenile Restitution & Public Service
- Juvenile Standard Supervision

### 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:** A.R.S. §8-352 and 8-353 establish the conditions for intensive probation under the supervision of a juvenile probation officer and caseload restrictions.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of juveniles without a subsequent adjudication (including VOP) during the fiscal year for offenses that occurred while supervised on JIPS	75.7%	78.0%	56.2%	56.2%	(21.8%)	-28.0%
Result	Percent of juveniles who did not reoffend with a new delinquent referral during the quarter	N/A	51.5%	68.6%	63.8%	12.3%	24.0%
Output	Number of new juveniles supervised on Juvenile Intensive Probation Supervision (JIPS) status as ordered by the Court	399	360	409	434	74	20.6%
Demand	New juveniles added/placed on Juvenile Intensive Probation Supervision (JIPS) status as ordered by the Court	399	361	409	434	73	20.2%
Expenditure Ratio	Total expenditures per juvenile placed on Juvenile Intensive Probation Supervision (JIPS) status	\$ 3,924.78	\$ 6,138.53	\$ 5,195.94	\$ 5,060.79	\$ 1,077.73	17.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,557,425	\$ 2,176,479	\$ 2,116,269	\$ 2,134,799	\$ 41,680	1.9%
	227 - JUVENILE PROBATION GRANTS	8,563	33,390	8,870	61,585	(28,195)	-84.4%
	TOTAL USES	\$ 1,565,988	\$ 2,209,869	\$ 2,125,139	\$ 2,196,384	\$ 13,485	0.6%

**Activity Narrative:** The methods for measuring this activity changed in FY 2014, and thus a comparison to FY 2013 is not valid. The Department anticipates the trends in FY 2014 will continue into FY 2015.

### 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:** A.R.S. §8-321 establishes that the juvenile court in cooperation with 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of youth accepted to JCORPS	99.7%	99.6%	99.6%	99.7%	0.1%	0.1%
Result	Percent of JCORPS participants who earned restitution or community service hours	67.5%	63.9%	72.4%	70.7%	6.8%	10.6%
Output	Number of youth who are accepted to participate in Juvenile Restitution & Public Service (JCORPS)	1,544	1,506	1,368	1,401	(105)	-7.0%
Output	Number of youth who participate in Juvenile Restitution & Public Service (JCORPS)	1,042	966	990	998	32	3.3%
Demand	Number of youth who apply for acceptance to Juvenile Restitution & Public Service (JCORPS)	1,549	1,512	1,374	1,404	(108)	-7.1%
Expenditure Ratio	Total activity expenditures per juvenile that participates in Juvenile Restitution & Public Service opportunities	\$ 218.99	\$ 304.52	\$ 302.66	\$ 303.65	\$ 0.88	0.3%
<i>Revenue</i>							
	229 - JUVENILE RESTITUTION	\$ 2,511	\$ 9,135	\$ 1,111	\$ 9,135	\$ -	0.0%
	TOTAL SOURCES	\$ 2,511	\$ 9,135	\$ 1,111	\$ 9,135	\$ -	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 218,926	\$ 284,171	\$ 292,428	\$ 293,041	\$ (8,870)	-3.1%
	229 - JUVENILE RESTITUTION	9,260	10,000	7,205	10,000	-	0.0%
	TOTAL USES	\$ 228,186	\$ 294,171	\$ 299,633	\$ 303,041	\$ (8,870)	-3.0%

**Activity Narrative:** Measures cannot be compared to FY 2013 Actuals as methodology for measurement changed in FY 2014. Based on the FY 2014 Forecast actual data, the Department expects the same trends to continue into FY 2015 and set a new baseline.

**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:** A.R.S. §12-269 and 8-353 require 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of juveniles who did not reoffend with a new delinquent referral within the quarter while supervised under Standard Supervision	83.3%	62.0%	77.6%	73.9%	11.9%	19.2%
Result	Percent of juveniles without a subsequent adjudication (including VOP) in the fiscal year for offenses that occurred while supervised on Standard Supervision	N/A	82.5%	74.4%	74.4%	(8.1%)	-9.8%
Output	Number of new juveniles supervised on Juvenile Standard Supervision status as ordered by the Court each month	2,471	2,448	2,198	2,238	(210)	-8.6%
Demand	Number of new juveniles added/placed on Juvenile Standard Supervision status as ordered by the Court each month	2,471	2,448	2,198	2,238	(210)	-8.6%
Expenditure Ratio	Total activity expenditures per juvenile placed on Juvenile Standard Supervision status	\$ 2,785.80	\$ 3,277.89	\$ 3,444.53	\$ 4,930.10	\$ (1,652.21)	-50.4%
<b>Revenue</b>							
	100 - GENERAL	\$ 21,158	\$ 5,000	\$ 2,080	\$ -	\$ (5,000)	-100.0%
	227 - JUVENILE PROBATION GRANTS	195,231	532,110	252,165	199,485	(332,625)	-62.5%
	228 - JUVENILE PROBATION SPECIAL FEE	419,973	425,000	273,388	248,000	(177,000)	-41.6%
	<b>TOTAL SOURCES</b>	<b>\$ 636,362</b>	<b>\$ 962,110</b>	<b>\$ 527,633</b>	<b>\$ 447,485</b>	<b>\$ (514,625)</b>	<b>-53.5%</b>
<b>Expenditure</b>							
	100 - GENERAL	\$ 3,630,791	\$ 4,631,335	\$ 4,519,980	\$ 6,627,842	\$ (1,996,507)	-43.1%
	227 - JUVENILE PROBATION GRANTS	144,450	137,251	57,481	575,218	(437,967)	-319.1%
	228 - JUVENILE PROBATION SPECIAL FEE	3,108,472	3,255,680	2,993,615	3,830,500	(574,820)	-17.7%
	<b>TOTAL USES</b>	<b>\$ 6,883,713</b>	<b>\$ 8,024,266</b>	<b>\$ 7,571,076</b>	<b>\$ 11,033,560</b>	<b>\$ (3,009,294)</b>	<b>-37.5%</b>

**Activity Narrative:** Beginning in FY 2014 the methodology for measuring data for this Activity was changed from prior years; therefore, year-to-year comparison is not valid. Additional funding is allocated to this Activity in FY 2015 to meet the State-revised evidence-based practices in Juvenile Probation. With these revised practices, the Department expects the percent of juveniles who did not reoffend with a new delinquent referral within the quarter while supervised will increase by 19.2%. Although the demand is expected to decrease, additional resources are needed as caseloads have been adjusted to meet the new evidence-based practices.

**Juvenile Probation Special Fees Fund (228) Non Recurring Non Project**

- Increase Expenditures by \$283,731 to offset the decrease in operating revenue in Juvenile Probation Special Fees Fund (228) by allocating General Fund (100) personnel expenses.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of youth who successfully complete Drug Court	27.4%	26.8%	22.8%	24.2%	(2.6%)	-9.6%
Percent of youth who do not receive a subsequent adjudication (including VOP) while participating in Drug Court during the year	80.6%	84.9%	84.9%	84.9%	0.0%	0.0%
Percent of juveniles who did not reoffend with a new delinquent referral within the time period	N/A	75.7%	87.6%	81.3%	5.6%	7.4%
Percent of youth who do not receive a subsequent adjudication (includes VOP) while supervised by Treatment Supervision Unit (includes aftercare)	91.9%	88.9%	91.8%	91.9%	3.0%	3.4%
Percent of youth who did not reoffend with a new delinquent referral within the quarter	N/A	87.5%	97.3%	94.5%	7.1%	8.1%
Percent of youth who do not receive a subsequent adjudication (including VOP) while supervised by the Special Supervision Unit	93.0%	88.5%	81.9%	81.7%	(6.8%)	-7.7%
Percent of youth who did not reoffend with a new delinquent referral within the quarter	N/A	97.6%	96.7%	97.0%	(0.6%)	-0.6%

Activities that comprise this program include:

- Juvenile Drug Court
- Juvenile Out of Home Case Management
- Juvenile Sex Offender Case Management

### 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:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of youth who successfully complete Drug Court	27.4%	26.8%	22.8%	24.2%	(2.6%)	-9.6%
Result	Percent of youth who do not receive a subsequent adjudication (including VOP) while participating in Drug Court during the year	80.6%	84.9%	84.9%	84.9%	0.0%	0.0%
Result	Percent of juveniles who did not reoffend with a new delinquent referral within the time period	N/A	75.7%	87.6%	81.3%	5.6%	7.4%
Output	Number of new youth participants in Drug Court	67	50	56	58	8	16.0%
Demand	Number of youth who are screened to participate in Drug Court	186	194	146	146	(48)	-24.7%
Expenditure Ratio	Total activity expenditure per youth participant in Drug Court	\$ 6,784.13	\$ 13,203.64	\$ 8,594.82	\$ 11,439.64	\$ 1,764.00	13.4%
<i>Revenue</i>							
	227 - JUVENILE PROBATION GRANTS	\$ 27,935	\$ 13,800	\$ 39,071	\$ -	\$ (13,800)	-100.0%
	TOTAL SOURCES	\$ 27,935	\$ 13,800	\$ 39,071	\$ -	\$ (13,800)	-100.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 317,459	\$ 365,693	\$ 440,114	\$ 509,389	\$ (143,696)	-39.3%
	227 - JUVENILE PROBATION GRANTS	137,078	294,489	41,196	154,110	140,379	47.7%
	TOTAL USES	\$ 454,537	\$ 660,182	\$ 481,310	\$ 663,499	\$ (3,317)	-0.5%

**Activity Narrative:** The methodology for measuring data was modified in FY 2014; therefore, comparison to prior years is not valid. The change in measures in FY 2015 is based on the FY 2014 Forecast. Due to the anticipated increase in the number of new youth participants in Drug Court, the Department has allocated 39.3% more General Fund resources to this Activity in FY 2015.

### 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:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of youth who do not receive a subsequent adjudication (includes VOP) while supervised by Treatment Supervision Unit (includes aftercare)	91.9%	88.9%	91.8%	91.9%	3.0%	3.4%
Result	Percent of youth who did not reoffend with a new delinquent referral within the quarter	N/A	87.5%	97.3%	94.5%	7.1%	8.1%
Output	Number of new youth in Out of Home therapeutic treatment (and aftercare) supervised by the Treatment Supervision Unit	492	427	704	718	291	68.1%
Demand	Number of new youth requiring Out of Home therapeutic treatment (and aftercare) supervised by the Treatment Supervision Unit	492	427	704	718	291	68.1%
Expenditure Ratio	Total activity expenditure per youth requiring Out of Home therapeutic treatment (and aftercare) supervised by the Treatment Supervision Unit	\$ 693.17	\$ 942.34	\$ 492.04	\$ 1,382.64	\$ (440.30)	-46.7%
<i>Revenue</i>							
	227 - JUVENILE PROBATION GRANTS	\$ -	\$ -	\$ -	\$ 544,882	\$ 544,882	N/A
	TOTAL SOURCES	\$ -	\$ -	\$ -	\$ 544,882	\$ 544,882	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 341,038	\$ 402,378	\$ 346,399	\$ 784,177	\$ (381,799)	-94.9%
	227 - JUVENILE PROBATION GRANTS	-	-	-	208,555	(208,555)	N/A
	TOTAL USES	\$ 341,038	\$ 402,378	\$ 346,399	\$ 992,732	\$ (590,354)	-146.7%

**Activity Narrative:** The data used for these measures were revised in FY 2014, so a comparison to prior years is not applicable. Additionally, FY 2014 Revised output and demand were overstated based on the change in measurement. Consequently, FY 2014 Forecast is being used as the baseline measurement and it is anticipated these trends will continue into FY 2015. The increase of expenditures by 146.7% is a result of the consolidation of the Juvenile Treatment Management Services activity into the Juvenile Out of Home Case Management Activity in FY 2015.

**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:** 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of youth who do not receive a subsequent adjudication (including VOP) while supervised by the Special Supervision Unit	93.0%	88.5%	81.9%	81.7%	(6.8%)	-7.7%
Result	Percent of youth who did not reoffend with a new delinquent referral within the quarter	N/A	97.6%	96.7%	97.0%	(0.6%)	-0.6%
Output	Number of new youth adjudicated of a sexual offense and supervised by the Special Supervision Unit (SSU)	105	98	95	97	(1)	-1.0%
Demand	Number of youth adjudicated of a sexual offense	120	116	104	101	(15)	-12.9%
Expenditure Ratio	Total activity expenditure per youth supervised by the Special Supervision Unit (SSU)	\$ 6,995.06	\$ 8,372.31	\$ 8,948.23	\$ 9,544.25	\$ (1,171.94)	-14.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 590,561	\$ 638,377	\$ 705,044	\$ 767,012	\$ (128,635)	-20.2%
	227 - JUVENILE PROBATION GRANTS	143,920	182,109	145,038	158,780	23,329	12.8%
	TOTAL USES	\$ 734,481	\$ 820,486	\$ 850,082	\$ 925,792	\$ (105,306)	-12.8%

**Activity Narrative:** The data used for these measures were revised in FY 2014, so a comparison to prior years is not valid. The Department is allocating additional funding to this Activity in FY 2015 to try to prevent a further decline in the percent of youth who not receive subsequent adjudication while in supervision.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 15,428,434</b>	<b>\$ 19,750</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 1,705,523</b>	<b>\$ -</b>
County RPP	1,702,037	-
1st Quarter Retention Pay and Market Adj	730	-
2nd Quarter Retention Pay and Market Adj	2,685	-
3rd and 4th Quarter Retention Pay and Market Adj	71	-
<b>Reallocations</b>	<b>\$ (172,046)</b>	<b>\$ -</b>
Jud Branch Interdeptl Transfer	(172,046)	-
	<b>\$ 16,961,911</b>	<b>\$ 19,750</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 39,480</b>	<b>\$ -</b>
1st Quarter Retention Pay and Market Adj	14	-
2nd Quarter Retention Pay and Market Adj	(2,685)	-
3rd and 4th Quarter Retention Pay and Market Adj	(71)	-
2nd to 4th Quarter Retention Pay Plan	42,222	-
<b>Reallocations</b>	<b>\$ 117,846</b>	<b>\$ -</b>
Jud Branch Interdeptl Transfer	117,846	-
	<b>\$ 17,119,237</b>	<b>\$ 19,750</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 73,122</b>	<b>\$ -</b>
Retirement Contributions	73,122	-
<b>Base Adjustments</b>	<b>\$ 354,597</b>	<b>\$ -</b>
Internal Service Charges	48,307	-
Risk Management Costs	\$ 48,307	-
Personnel Additions and Related Costs	91,904	-
Personnel Savings	214,386	-
Personnel Savings (6.4% to 5.3%)	\$ 214,386	-
<b>Reallocations</b>	<b>\$ (168,132)</b>	<b>\$ -</b>
Reallocation Between Funds	(168,132)	-
Reallocate funds from General Fund to Detention Fund for Administrative Cost Distribution	\$ (168,132)	-
	<b>\$ 17,378,824</b>	<b>\$ 19,750</b>
Percent Change from Threshold Amount	1.5%	0.0%
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 18,964</b>	<b>\$ -</b>
Justice System Support Market Adjustment	18,964	-
<b>Reallocations</b>	<b>\$ (117,846)</b>	<b>\$ -</b>
Jud Branch Interdeptl Transfer	(117,846)	-
Transfer of PCNs from Juvenile Probation to Superior Court	\$ (117,846)	-
	<b>\$ 17,279,942</b>	<b>\$ 19,750</b>
Percent Change from Threshold Amount	0.9%	0.0%

Juvenile Probation Grants Fund (227)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 4,424,881</b>	<b>\$ 4,424,881</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ 1,077,491</b>	<b>\$ 1,077,491</b>
<i>Juv Prob FY 14 Grant Recon</i>	<i>1,077,491</i>	<i>1,077,491</i>
Agenda Item:		
<i>C-27-14-002-2-00</i>		
<b>FY 2014 Revised Budget</b>	<b>\$ 5,502,372</b>	<b>\$ 5,502,372</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ (1,077,491)</b>	<b>\$ (1,077,491)</b>
<i>Juv Prob FY 14 Grant Recon</i>	<i>(1,077,491)</i>	<i>(1,077,491)</i>
Agenda Item:		
<i>C-27-14-002-2-00</i>		
<b>FY 2015 Budget Threshold</b>	<b>\$ 4,424,881</b>	<b>\$ 4,424,881</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 12,989</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>12,989</i>	<i>-</i>
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ (264,016)</b>	<b>\$ (264,016)</b>
<i>Grant Reconciliation</i>	<i>(264,016)</i>	<i>(264,016)</i>
<b>Structural Balance</b>	<b>\$ (12,989)</b>	<b>\$ -</b>
<i>Structural Balance</i>	<i>(12,989)</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 4,160,865</b>	<b>\$ 4,160,865</b>
<i>Percent Change from Threshold Amount</i>	<i>-6.0%</i>	<i>-6.0%</i>

Juvenile Probation Grants Fund (227) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ (63,394)	\$ (63,394)	\$ (63,394)	\$ (196,713)	\$ (196,713)
Sources:					
Operating	\$ 3,929,037	\$ 4,424,881	\$ 5,502,372	\$ 4,131,595	\$ 4,160,865
Total Sources:	\$ 3,929,037	\$ 4,424,881	\$ 5,502,372	\$ 4,131,595	\$ 4,160,865
Uses:					
Operating	\$ 4,062,363	\$ 4,424,881	\$ 5,502,372	\$ 4,131,595	\$ 4,160,865
Total Uses:	\$ 4,062,363	\$ 4,424,881	\$ 5,502,372	\$ 4,131,595	\$ 4,160,865
Structural Balance	\$ (133,326)	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 7	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(196,713)	(63,394)	(63,394)	(196,713)	(196,713)
Total Ending Spendable Fund Balance	\$ (196,713)	\$ (63,394)	\$ (63,394)	\$ (196,713)	\$ (196,713)

Juvenile Probation Special Fees Fund (228)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 3,830,500</b>	<b>\$ 3,830,500</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 3,830,500</b>	<b>\$ 3,830,500</b>
<b>FY 2015 Budget Threshold</b>	<b>\$ 3,830,500</b>	<b>\$ 3,830,500</b>
Adjustments:		
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (283,731)</b>
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>(283,731)</i>
<b>Structural Balance</b>	<b>\$ (283,731)</b>	<b>\$ -</b>
<i>Structural Balance</i>	<i>(283,731)</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 3,546,769</b>	<b>\$ 3,546,769</b>
<i>Percent Change from Threshold Amount</i>	<i>-7.4%</i>	<i>-7.4%</i>
	Expenditures	Revenue
<b>NON-RECURRING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2015 Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 283,731</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>283,731</i>	<i>-</i>
<i>Increased Juvenile Standard Supervision Activity</i>	<i>\$ 283,731</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 283,731</b>	<b>\$ -</b>
<i>Percent Change from Threshold Amount</i>		

Juvenile Probation Special Fees Fund (228) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 1,213,486	\$ 1,399,828	\$ 1,399,828	\$ 1,317,421	\$ 1,310,479
Sources:					
Operating	\$ 3,787,232	\$ 3,830,500	\$ 3,830,500	\$ 3,561,497	\$ 3,546,769
Total Sources:	\$ 3,787,232	\$ 3,830,500	\$ 3,830,500	\$ 3,561,497	\$ 3,546,769
Uses:					
Operating	\$ 3,599,153	\$ 3,830,500	\$ 3,830,500	\$ 3,568,439	\$ 3,546,769
Total Uses:	\$ 3,683,296	\$ 3,830,500	\$ 3,830,500	\$ 3,568,439	\$ 3,830,500
Structural Balance	\$ 188,079	\$ -	\$ -	\$ (6,942)	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 1,317,421	\$ 1,399,828	\$ 1,399,828	\$ 1,310,479	\$ 1,026,748
Total Ending Spendable Fund Balance	\$ 1,317,421	\$ 1,399,828	\$ 1,399,828	\$ 1,310,479	\$ 1,026,748

Juvenile Probation Restitution Fund (229)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>
<b>FY 2015 Budget Threshold</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>
<b>FY 2015 Adopted Budget</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>
<i>Percent Change from Threshold Amount</i>	<i>0.0%</i>	<i>0.0%</i>

Juvenile Probation Restitution Fund (229) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 65,541	\$ 65,541	\$ 65,541	\$ 59,073	\$ 53,758
Sources:					
Operating	\$ 2,792	\$ 10,000	\$ 10,000	\$ 1,890	\$ 10,000
Total Sources:	\$ 2,792	\$ 10,000	\$ 10,000	\$ 1,890	\$ 10,000
Uses:					
Operating	\$ 9,260	\$ 10,000	\$ 10,000	\$ 7,205	\$ 10,000
Total Uses:	\$ 9,260	\$ 10,000	\$ 10,000	\$ 7,205	\$ 10,000
Structural Balance	\$ (6,468)	\$ -	\$ -	\$ (5,315)	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 59,073	\$ 65,541	\$ 65,541	\$ 53,758	\$ 53,758
Total Ending Spendable Fund Balance	\$ 59,073	\$ 65,541	\$ 65,541	\$ 53,758	\$ 53,758

Detention Fund (255)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 29,539,463</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 2,291,310</b>	<b>\$ -</b>
County RPP	2,398,061	-
1st Quarter Retention Pay and Market Adj	(180,790)	-
2nd Quarter Retention Pay and Market Adj	66,413	-
3rd and 4th Quarter Retention Pay and Market Adj	7,626	-
Agenda Item:		
C-49-13-092-2-00	2,398,061	-
C-49-14-020-0-00	(180,790)	-
C-49-14-032-2-00	66,413	-
C-49-14-043-2-00	7,626	-
<b>FY 2014 Revised Budget</b>	<b>\$ 31,830,773</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 91,114</b>	<b>\$ -</b>
1st Quarter Retention Pay and Market Adj	24	-
2nd Quarter Retention Pay and Market Adj	(66,413)	-
3rd and 4th Quarter Retention Pay and Market Adj	(7,626)	-
Annual Market Adjustment - Health Care	116,961	-
2nd to 4th Quarter Retention Pay Plan	48,168	-
Agenda Item:		
C-49-14-020-0-00	24	-
C-49-14-032-2-00	(66,413)	-
C-49-14-043-2-00	(7,626)	-
<b>FY 2015 Budget Threshold</b>	<b>\$ 31,921,887</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 77,160</b>	<b>\$ -</b>
Retirement Contributions	77,160	-
<b>Base Adjustments</b>	<b>\$ 996,229</b>	<b>\$ -</b>
Internal Service Charges	51,772	-
Risk Management Costs	51,772	-
Personnel Savings	944,457	-
Personnel Savings (10.3% to 6.5%)	944,457	-
<b>Reallocations</b>	<b>\$ 168,132</b>	<b>\$ -</b>
Reallocation Between Funds	168,132	-
Reallocate funds from General Fund to the Detention Fund for Administrative Cost Distribution	168,132	-
<b>FY 2015 Tentative Budget</b>	<b>\$ 33,163,408</b>	<b>\$ -</b>
Percent Change from Threshold Amount	3.9%	
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 8,963</b>	<b>\$ -</b>
Justice System Support Market Adjustment	8,963	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 33,172,371</b>	<b>\$ -</b>
Percent Change from Threshold Amount	3.9%	

Detention Fund (255) (continued)

	Expenditures	Revenue
<b>NON-RECURRING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 1,234,321</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 1,234,321</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>		
<i>Other IT Non Recurring</i>	(1,234,321)	-
<b>FY 2015 Budget Target</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 1,225,942</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	1,225,942	-
<i>Juvenile Detention Production Kitchen Equipment for (2) Sites</i>	\$ 1,225,942	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 1,225,942</b>	<b>\$ -</b>
<i>Percent Change from Target Amount</i>		

Juvenile Probation Diversion Fund (275)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 304,194</b>	<b>\$ 304,194</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 26,368</b>	<b>\$ -</b>
<i>2nd Quarter Retention Pay and Market Adj</i>	<i>26,368</i>	<i>-</i>
Agenda Item:		
<i>C-49-14-032-2-00</i>		
<b>FY 2014 Revised Budget</b>	<b>\$ 330,562</b>	<b>\$ 304,194</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ (26,368)</b>	<b>\$ -</b>
<i>2nd Quarter Retention Pay and Market Adj</i>	<i>(26,368)</i>	<i>-</i>
Agenda Item:		
<i>C-49-14-032-2-00</i>		
<b>FY 2015 Budget Threshold</b>	<b>\$ 304,194</b>	<b>\$ 304,194</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 1,276</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>1,276</i>	<i>-</i>
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (52,676)</b>
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>(52,676)</i>
<b>Structural Balance</b>	<b>\$ (53,952)</b>	<b>\$ -</b>
<i>Structural Balance</i>	<i>(53,952)</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 251,518</b>	<b>\$ 251,518</b>
<i>Percent Change from Threshold Amount</i>	<i>-17.3%</i>	<i>-17.3%</i>
	<b>Expenditures</b>	<b>Revenue</b>
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2015 Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 82,985</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>82,985</i>	<i>-</i>
<i>Risk Management Costs</i>	<i>\$ 48,307</i>	
<i>Personnel Savings (6.4% to 5.3%)</i>	<i>214,386</i>	
<i>Reallocate funds from General Fund to Detention Fund for Administrative Cost Distribution</i>	<i>(168,132)</i>	
<b>FY 2015 Adopted Budget</b>	<b>\$ 82,985</b>	<b>\$ -</b>
<i>Percent Change from Threshold Amount</i>		

**Juvenile Probation Diversion Fund (275) Fund Balance Summary**

	<b>FY 2013 ACTUAL</b>	<b>FY 2014 ADOPTED</b>	<b>FY 2014 REVISED</b>	<b>FY 2014 FORECAST</b>	<b>FY 2015 ADOPTED</b>
Beginning Spendable Fund Balance	\$ 818,353	\$ 789,902	\$ 789,902	\$ 787,470	\$ 716,850
Sources:					
Operating	\$ 278,271	\$ 304,194	\$ 304,194	\$ 256,725	\$ 251,518
Total Sources:	\$ 278,271	\$ 304,194	\$ 304,194	\$ 256,725	\$ 251,518
Uses:					
Operating	\$ 302,501	\$ 304,194	\$ 330,562	\$ 327,345	\$ 251,518
Non-Recurring	6,657	-	-	-	82,985
Total Uses:	\$ 309,158	\$ 304,194	\$ 330,562	\$ 327,345	\$ 334,503
Structural Balance	\$ (24,230)	\$ -	\$ (26,368)	\$ (70,620)	\$ -
Accounting Adjustments	\$ 4	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 787,470	\$ 789,902	\$ 763,534	\$ 716,850	\$ 633,865
Total Ending Spendable Fund Balance	\$ 787,470	\$ 789,902	\$ 763,534	\$ 716,850	\$ 633,865

## Management and Budget

*Analysis by Jack L. Patton, Principal Analyst*

### Summary

#### Mission

The mission of the Office of Management and Budget (OMB) is to develop and maintain a sustainable, structurally-balanced budget for the Board of Supervisors and County Manager so that they can achieve the County's mission within available resources.

#### Vision

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

### Strategic Goals

#### **Fiscal Strength and Responsibility**

**By 2015, mandated fixed contributions to the State of Arizona will be less than 20% of total General Fund operating revenues, a reduction of 11.9% from the FY 2010 level.**

Status: In FY 2013, the actual mandated state contributions reflected as a percent of the General Fund Operating revenue decreased to 20.8% from 23.1% in FY 2012. While operating revenue decreased by nearly \$36 million in FY 2013, it was offset by the reduction in mandated payments to the state of \$31 million, primarily due to the non-continuance of the *County Contribution* to the State of Arizona's General Fund (\$26 million in FY 2012). Additional gains in this measure are a result of decreased contributions to the Arizona Long Term Care System (ALTC) and AHCCCS collectively by \$6 million.

In FY 2014, budgeted mandated state contributions are expected to increase to 21.2% due to a decrease in budgeted revenue collections and increased ALTCS, Arnold v. Sarn and Sexually Violent Persons (SVPs) costs. Of these three state contribution categories, Arnold v. Sarn is increasing by more than \$2 million as a result of the annual 5% contribution rate inflator for Serious Mental Illness (SMI) Behavioral Health services (\$45 million in FY 2014).

As the economy improves, General Fund revenue is projected to increase and the goal of mandated state contributions being no more than 20% appears to be more probable. However, there are risks to attaining the 20% goal which include the State's projected revenue shortfall in the coming years, the growing population of adults 65 years and older which increases the eligibility pool for ALTCS, stable SVP populations and the rate of medical inflation which is nearly twice the amount of the CPI measure of inflation.

**Fiscal Strength  
and  
Responsibility**

**By 2015, 88% of County Department and District budgeted expenditures will directly support department specific programs and activities, from 85.8% in FY 2013.**

Status: This was a new goal for FY 2014 which measures operating budget expenditures. Based on the FY 2015 Adopted Budget, it is anticipated that 87.8% of budgeted operating expenditures will support direct program activities.

**Fiscal Strength  
and  
Responsibility**

**By 2015, 28% of the net operating revenue for all County Departments and Districts will be from sources other than taxes, from 26.5% in FY 2013.**

Status: This was a new goal for FY 2014. Based on the FY 2015 Adopted Budget, the percent of net operating revenue from sources other than taxes is budgeted to be 25.1%, moving towards the 28% target for this goal.

**Fiscal Strength  
and  
Responsibility**

**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 2014, the total County tax revenue as a percentage of personal income was .71%, slightly below the target of .8%. Personal income in Maricopa County is estimated to have increased collectively by 5.1% or \$8 billion. Furthermore, in FY 2014, the total County tax-based revenue (property tax, state shared sales tax, jail tax, vehicle license tax and highway user revenue fund) was 3.3% higher than FY 2013.

Personal income and revenue estimates for the FY 2015 Adopted Budget indicate the ratio for this measure will increase to .73% as a result of an improving economy. FY 2015 is estimated to be the fourth consecutive year that Maricopa County has remained below the benchmark value of .80%. Personal Income is expected to rise by 5.4% and the total County tax-based revenues are expected to increase overall by 8%. Vehicle License Tax and Highway User Funds (HURF) are the two largest increases in revenue at 10.95% and 13.28% respectively, as a result of increased new car sales (VLT) and the state legislature's reversion of a significant portion of the HURF revenue back to the statutory funding formula. Budgeted revenue for state-shared sales tax, state-shared vehicle license tax and jail tax is expected to continue to significantly increase year-over-year due to the utilization of the "Most Likely" forecast for these revenues.

The accuracy of the FY 2015 estimate is largely dependent on the stability of the economy; however, it is likely that the total County tax revenue as a percentage of personal income will be below .8%.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
BDMF - BUDGET DEV MON FORECASTING	\$ 1,817,223	\$ 2,058,563	\$ 2,119,968	\$ 2,009,082	\$ 2,040,356	\$ 79,612	3.8%
49PB - PLANNING AND BUDGETING	\$ 1,817,223	\$ 2,058,563	\$ 2,119,968	\$ 2,009,082	\$ 2,040,356	\$ 79,612	3.8%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 39,104	\$ 62,318	\$ 64,734	\$ 64,800	\$ 64,758	\$ (24)	0.0%
ODIR - EXECUTIVE MANAGEMENT	211,987	170,923	181,450	177,410	48,683	132,767	73.2%
POOL - POOLED COSTS	-	(19,024)	-	-	-	-	N/A
SPPT - OPERATIONS SUPPORT	-	-	-	-	212,687	(212,687)	N/A
99AS - INDIRECT SUPPORT	\$ 251,091	\$ 214,217	\$ 246,184	\$ 242,210	\$ 326,128	\$ (79,944)	-32.5%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 10,476	\$ (10,476)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	4,560	6,101	6,101	5,364	-	6,101	100.0%
RISK - RISK PREMIUMS	-	-	-	-	5,690	(5,690)	N/A
99GV - GENERAL OVERHEAD	\$ 4,560	\$ 6,101	\$ 6,101	\$ 5,364	\$ 16,166	\$ (10,065)	-165.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 2,072,874</b>	<b>\$ 2,278,881</b>	<b>\$ 2,372,253</b>	<b>\$ 2,256,656</b>	<b>\$ 2,382,650</b>	<b>\$ (10,397)</b>	<b>-0.4%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 1,269,921	\$ 1,278,716	\$ 1,357,467	\$ 1,369,159	\$ 1,306,430	\$ 51,037	3.8%
0710 - OVERTIME	2,809	-	-	-	-	-	N/A
0750 - FRINGE BENEFITS	394,831	415,772	409,203	419,866	403,399	5,804	1.4%
0790 - OTHER PERSONNEL SERVICES	-	2,844	2,847	1,188	66,850	(64,003)	-2248.1%
0795 - PERSONNEL SERVICES ALLOC-OUT	(22,015)	-	-	-	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	292,220	348,428	368,359	327,697	377,970	(9,611)	-2.6%
<b>SUBTOTAL</b>	<b>\$ 1,937,766</b>	<b>\$ 2,045,760</b>	<b>\$ 2,137,876</b>	<b>\$ 2,117,910</b>	<b>\$ 2,154,649</b>	<b>\$ (16,773)</b>	<b>-0.8%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 5,907	\$ 15,003	\$ 15,003	\$ 11,036	\$ 10,280	\$ 4,723	31.5%
<b>SUBTOTAL</b>	<b>\$ 5,907</b>	<b>\$ 15,003</b>	<b>\$ 15,003</b>	<b>\$ 11,036</b>	<b>\$ 10,280</b>	<b>\$ 4,723</b>	<b>31.5%</b>
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 82,349	\$ 173,760	\$ 175,016	\$ 84,078	\$ 166,583	\$ 8,433	4.8%
0820 - RENT & OPERATING LEASES	12,401	8,000	8,000	6,483	8,004	(4)	-0.1%
0825 - REPAIRS AND MAINTENANCE	109	3,000	3,000	1,250	3,000	-	0.0%
0839 - INTERNAL SERVICE CHARGES	32,677	25,758	25,758	27,784	32,034	(6,276)	-24.4%
0841 - TRAVEL	-	500	500	645	500	-	0.0%
0842 - EDUCATION AND TRAINING	1,619	6,700	6,700	7,214	7,200	(500)	-7.5%
0843 - POSTAGE/FREIGHT/SHIPPING	46	400	400	246	400	-	0.0%
0873 - SERVICES-ALLOCATION IN	-	-	-	10	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 129,201</b>	<b>\$ 218,118</b>	<b>\$ 219,374</b>	<b>\$ 127,710</b>	<b>\$ 217,721</b>	<b>\$ 1,653</b>	<b>0.8%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 2,072,874</b>	<b>\$ 2,278,881</b>	<b>\$ 2,372,253</b>	<b>\$ 2,256,656</b>	<b>\$ 2,382,650</b>	<b>\$ (10,397)</b>	<b>-0.4%</b>
<b>TOTAL USES</b>	<b>\$ 2,072,874</b>	<b>\$ 2,278,881</b>	<b>\$ 2,372,253</b>	<b>\$ 2,256,656</b>	<b>\$ 2,382,650</b>	<b>\$ (10,397)</b>	<b>-0.4%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 2,072,874	\$ 2,278,881	\$ 2,372,253	\$ 2,256,656	\$ 2,382,650	\$ (10,397)	-0.4%
<b>FUND TOTAL USES</b>	<b>\$ 2,072,874</b>	<b>\$ 2,278,881</b>	<b>\$ 2,372,253</b>	<b>\$ 2,256,656</b>	<b>\$ 2,382,650</b>	<b>\$ (10,397)</b>	<b>-0.4%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 2,072,874</b>	<b>\$ 2,278,881</b>	<b>\$ 2,372,253</b>	<b>\$ 2,256,656</b>	<b>\$ 2,382,650</b>	<b>\$ (10,397)</b>	<b>-0.4%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 2,072,874</b>	<b>\$ 2,278,881</b>	<b>\$ 2,372,253</b>	<b>\$ 2,256,656</b>	<b>\$ 2,382,650</b>	<b>\$ (10,397)</b>	<b>-0.4%</b>

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
EMPLOYEE COMPENSATION							
EMPLOYEE COMPENSATION	.40	-	.00	-	-	-	N/A
PROGRAM TOTAL	.40	-	-	-	-	-	N/A
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	-	1.00	1.00	1.00	1.00	-	0.0%
EXECUTIVE MANAGEMENT	1.30	1.30	1.30	1.30	.30	(1.00)	(76.9%)
PROGRAM TOTAL	1.30	2.30	2.30	2.30	1.30	(1.00)	(43.5%)
PLANNING AND BUDGETING							
BUDGET DEV MON FORECASTING	16.30	16.70	15.70	15.70	16.70	1.00	6.4%
PROGRAM TOTAL	16.30	16.70	15.70	15.70	16.70	1.00	6.4%
DEPARTMENT TOTAL	18.00	19.00	18.00	18.00	18.00	-	0.0%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Budget Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Budget Analyst	11.00	11.00	11.00	11.00	11.00	-	0.0%
Budget Supervisor	3.00	3.00	2.00	2.00	2.00	-	0.0%
Deputy Director - Budget	2.00	2.00	2.00	2.00	2.00	-	0.0%
Finance/Business Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
Department Total	18.00	19.00	18.00	18.00	18.00	-	0.0%

### Staffing by Fund

DEPARTMENT/FUND	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	18.00	19.00	18.00	18.00	18.00	-	0.0%
Department Total	18.00	19.00	18.00	18.00	18.00	-	0.0%

### General Adjustments

**Personnel:** FY 2015 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

#### Base Adjustments:

##### General Fund (100)

- Increase Regular Benefits by \$683 for the impact of changes in retirement contribution rates.
- Decrease expenditures by \$408 for the impact of changes in risk management charges and net amount of reallocation to the Deputy County Manager (920).

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of appropriated budgets with expenditures within budget at the end of the fiscal year.	99.4%	100.0%	99.3%	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.	48.3%	70.0%	55.0%	70.0%	(0.0%)	-0.0%

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.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of appropriated budgets with expenditures within budget at the end of the fiscal year.	99.4%	100.0%	99.3%	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.	48.3%	70.0%	55.0%	70.0%	(0.0%)	-0.0%
Output	Number of appropriated budgets monitored and forecasted	322	300	301	307	7	2.3%
Output	Number of budgeted activities monitored and forecasted	772	794	745	747	(47)	-5.9%
Demand	Number of appropriated budgets established by the Board of Supervisors/Board of Directors	322	300	307	307	7	2.3%
Demand	Number of activities to be budgeted	783	794	747	747	(47)	-5.9%
Expenditure Ratio	Expenditure per appropriated budget monitored and forecasted	\$ 5,643.55	\$ 7,066.56	\$ 6,674.69	\$ 6,646.11	\$ 420.45	5.9%
Expenditure Ratio	Expenditure per budgeted activity monitored and forecasted	\$ 2,353.92	\$ 2,669.98	\$ 2,696.75	\$ 2,731.40	\$ (61.42)	-2.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,817,223	\$ 2,119,968	\$ 2,009,082	\$ 2,040,356	\$ 79,612	3.8%
	TOTAL USES	\$ 1,817,223	\$ 2,119,968	\$ 2,009,082	\$ 2,040,356	\$ 79,612	3.8%

**Activity Narrative:** The decrease in the Budget Development, Monitoring and Forecast Activity is due to realigning activities to more accurately reflect the services provided by the department. The change in the efficiency, demand and output of the number of appropriated budgets is due to the consolidation of operating major maintenance appropriations for FY 2014.

## Appropriated Budget Reconciliations

### General Fund (100)

		Expenditures	Revenue
<b>All Functions</b>			
<b>FY 2014 Adopted Budget</b>		<b>\$ 2,278,881</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		<b>\$ 93,372</b>	<b>\$ -</b>
County RPP	C-49-13-092-2-00	81,804	-
2nd Quarter Retention Pay and Market Adj	C-49-14-032-2-00	1,956	-
FY 14 IT Market Study Adjustments	C-49-14-041-2-00	9,612	-
<b>FY 2014 Revised Budget</b>		<b>\$ 2,372,253</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		<b>\$ 10,122</b>	<b>\$ -</b>
2nd Quarter Retention Pay and Market Adj	C-49-14-032-2-00	(1,956)	-
FY 14 IT Market Study Adjustments	C-49-14-041-2-00	(9,612)	-
Annual Market Adjustment - IT		19,223	-
2nd to 4th Quarter Retention Pay Plan		2,467	-
<b>FY 2015 Baseline Budget Threshold</b>		<b>\$ 2,382,375</b>	<b>\$ -</b>
Adjustments:			
<b>Employee Compensation and Benefits</b>			
<b>Employee Retirement and Benefits</b>		<b>\$ 683</b>	<b>\$ -</b>
Retirement Contributions		683	-
<b>Base Adjustments</b>		<b>\$ (3,459)</b>	<b>\$ -</b>
Internal Service Charges		(3,459)	-
<b>Reallocations</b>		<b>\$ 3,051</b>	<b>\$ -</b>
Reallocation Between Depts		3,051	-
<b>FY 2015 Adopted Budget</b>		<b>\$ 2,382,650</b>	<b>\$ -</b>
Percent Change from Threshold Amount			0.0%

## 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

##### **Government Operations**

**By July 2017, 98% (from 61.9% as of June 30, 2013) 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 currently releases 65.6% of decedents within 24 business hours of examination, which is an increase from FY 2013. The addition of the Community Liaison position provides a single point of contact and is expected to improve the release percentage. The Department anticipates reaching the goal by the target date.

##### **Government Operations**

**By July 2017, 25% (from 21.2% as of June 30, 2013) of jurisdictional cases will be released directly to the family's funeral home of choice**

Status: Due to the variety of cases, the Department currently releases 18.9% of jurisdictional cases directly to families' funeral homes of choice, which is a decrease from FY 2013. As the newly hired Medicolegal Death Investigators become more experienced, the number of Cases Not Admitted (CNA) will increase. The Department anticipates reaching the goal by the target date.

##### **Government Operations**

**By July 2017, the Office of the Medical Examiner will improve service to families by completing cases within established timeframes of 80% (40.1% as of June 30, 2013) of cases closed within 45 days and 95% (from 82.1.0% as of June 30, 2013) of cases closed within 90 days.**

Status: The Medical Examiner's office is currently closing 29.5% of cases in 45 days and 54.1% of cases in 90 days due to higher caseloads per doctor. By the end of FY 2014, the department will have filled two of three vacant Medical Examiner positions. The third vacancy is expected to be filled in FY 2015. A full staff will decrease the caseload per doctor to a more manageable level and see



the closure percentage increase. The Department anticipates reaching the goal by the target date.



**By July 2017, OME, in concert with other county and governmental agencies, will be 100% prepared to process, identify and manage decedents to address the increase in deaths due to a pandemic while maintaining public safety.**

Status: The Department continues to work with all stakeholders on a Mass Fatality Plan and is refining the current plan with preparedness drills. A Mass Fatality Morgue build-out is scheduled for the end of April 2014. The Department anticipates reaching the goal by the target date.

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
CREM - CREMATION AUTHORIZATIONS	\$ 310,362	\$ 282,000	\$ 282,000	\$ 324,950	\$ 320,000	\$ 38,000	13.5%
EXAM - DECEDENT MEDICAL EXAMINATION	83,902	104,002	378,799	381,252	40,388	(338,411)	-89.3%
INVG - DECEDENT MEDICAL INVESTIGATION	8,460	-	-	-	-	-	N/A
MELB - MEDICAL EXAMINER LAB SERVICES	31,123	-	7,682	7,682	-	(7,682)	-100.0%
29ME - MEDICAL EXAMINERS	\$ 433,847	\$ 386,002	\$ 668,481	\$ 713,884	\$ 360,388	\$ (308,093)	-46.1%
GGOV - GENERAL GOVERNMENT	\$ (4,027)	\$ -	\$ -	\$ (5,379)	\$ -	\$ -	N/A
99GV - GENERAL OVERHEAD	\$ (4,027)	\$ -	\$ -	\$ (5,379)	\$ -	\$ -	N/A
<b>TOTAL PROGRAMS</b>	<b>\$ 429,820</b>	<b>\$ 386,002</b>	<b>\$ 668,481</b>	<b>\$ 708,505</b>	<b>\$ 360,388</b>	<b>\$ (308,093)</b>	<b>-46.1%</b>
<b>USES</b>							
CREM - CREMATION AUTHORIZATIONS	\$ 298,752	\$ 263,504	\$ 273,977	\$ 251,470	\$ 262,136	\$ 11,841	4.3%
EXAM - DECEDENT MEDICAL EXAMINATION	3,110,233	3,512,311	4,014,522	3,836,525	3,695,494	319,028	7.9%
INVG - DECEDENT MEDICAL INVESTIGATION	1,440,568	1,455,316	1,480,995	1,504,593	1,512,622	(31,627)	-2.1%
MELB - MEDICAL EXAMINER LAB SERVICES	1,310,574	1,201,608	1,264,492	1,174,773	1,213,266	51,226	4.1%
MELS - MEDICAL EXAMINER LEGAL SUPPORT	59,515	66,699	74,289	75,684	74,261	28	0.0%
MEOS - MEDICAL EXAMINER OFFICE SUPP	810,615	821,634	843,227	838,003	841,801	1,426	0.2%
29ME - MEDICAL EXAMINERS	\$ 7,030,257	\$ 7,321,072	\$ 7,951,502	\$ 7,681,048	\$ 7,599,580	\$ 351,922	4.4%
HRAC - HUMAN RESOURCES	\$ 32,373	\$ 85,859	\$ 72,030	\$ 74,496	\$ 76,667	\$ (4,637)	-6.4%
ODIR - EXECUTIVE MANAGEMENT	365,577	373,416	383,829	383,191	321,984	61,845	16.1%
POOL - POOLED COSTS	-	(73,529)	-	-	1,687	(1,687)	N/A
PROC - PROCUREMENT	59,679	58,478	61,389	62,056	61,790	(401)	-0.7%
SPPT - OPERATIONS SUPPORT	-	-	-	-	17,617	(17,617)	N/A
99AS - INDIRECT SUPPORT	\$ 457,629	\$ 444,224	\$ 517,248	\$ 519,743	\$ 479,745	\$ 37,503	7.3%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 39,971	\$ (39,971)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	53,748	74,993	74,993	74,988	-	74,993	100.0%
RISK - RISK PREMIUMS	-	-	-	-	142,097	(142,097)	N/A
99GV - GENERAL OVERHEAD	\$ 53,748	\$ 74,993	\$ 74,993	\$ 74,988	\$ 182,068	\$ (107,075)	-142.8%
<b>TOTAL PROGRAMS</b>	<b>\$ 7,541,634</b>	<b>\$ 7,840,289</b>	<b>\$ 8,543,743</b>	<b>\$ 8,275,779</b>	<b>\$ 8,261,393</b>	<b>\$ 282,350</b>	<b>3.3%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 84,760	\$ 63,614	\$ 346,093	\$ 340,687	\$ -	\$ (346,093)	-100.0%
<b>SUBTOTAL</b>	\$ 84,760	\$ 63,614	\$ 346,093	\$ 340,687	\$ -	\$ (346,093)	-100.0%
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 345,060	\$ 322,388	\$ 322,388	\$ 367,791	\$ 360,388	\$ 38,000	11.8%
<b>SUBTOTAL</b>	\$ 345,060	\$ 322,388	\$ 322,388	\$ 367,791	\$ 360,388	\$ 38,000	11.8%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ -	\$ -	\$ -	\$ 27	\$ -	\$ -	N/A
<b>SUBTOTAL</b>	\$ -	\$ -	\$ -	\$ 27	\$ -	\$ -	N/A
<b>ALL REVENUES</b>	\$ 429,820	\$ 386,002	\$ 668,481	\$ 708,505	\$ 360,388	\$ (308,093)	-46.1%
<b>TOTAL SOURCES</b>	\$ 429,820	\$ 386,002	\$ 668,481	\$ 708,505	\$ 360,388	\$ (308,093)	-46.1%
CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 4,626,368	\$ 4,855,364	\$ 5,228,625	\$ 5,012,166	\$ 5,355,465	\$ (126,840)	-2.4%
0705 - TEMPORARY PAY	12,879	-	-	-	-	-	N/A
0710 - OVERTIME	122,484	82,754	82,754	121,761	87,046	(4,292)	-5.2%
0750 - FRINGE BENEFITS	1,632,138	1,743,755	1,763,438	1,698,133	1,838,198	(74,760)	-4.2%
0790 - OTHER PERSONNEL SERVICES	55,132	21,350	21,350	40,144	31,750	(10,400)	-48.7%
0796 - PERSONNEL SERVICES ALLOC-IN	39,828	39,826	39,826	39,828	40,435	(609)	-1.5%
<b>SUBTOTAL</b>	\$ 6,488,829	\$ 6,743,049	\$ 7,135,993	\$ 6,912,032	\$ 7,352,894	\$ (216,901)	-3.0%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 105,130	\$ 76,300	\$ 76,300	\$ 105,492	\$ 80,500	\$ (4,200)	-5.5%
0802 - MEDICAL SUPPLIES	349,330	289,676	317,707	281,883	303,158	14,549	4.6%
0803 - FUEL	29,535	44,000	44,000	32,675	36,000	8,000	18.2%
0804 - NON-CAPITAL EQUIPMENT	8,812	11,500	11,500	10,770	11,500	-	0.0%
<b>SUBTOTAL</b>	\$ 492,807	\$ 421,476	\$ 449,507	\$ 430,820	\$ 431,158	\$ 18,349	4.1%
<b>SERVICES</b>							
0811 - HEALTH CARE SERVICES	\$ 74,056	\$ 116,314	\$ 141,111	\$ 40,651	\$ 37,500	\$ 103,611	73.4%
0812 - OTHER SERVICES	102,661	84,414	84,414	77,068	84,414	-	0.0%
0820 - RENT & OPERATING LEASES	14,508	14,200	14,200	11,441	13,680	520	3.7%
0825 - REPAIRS AND MAINTENANCE	112,505	101,500	101,500	105,754	97,500	4,000	3.9%
0839 - INTERNAL SERVICE CHARGES	110,161	137,594	137,594	136,786	176,770	(39,176)	-28.5%
0841 - TRAVEL	65,760	25,500	33,182	111,898	25,500	7,682	23.2%
0842 - EDUCATION AND TRAINING	10,257	11,000	11,000	11,412	11,000	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	10,144	9,200	9,200	8,035	9,200	-	0.0%
0850 - UTILITIES	34,652	7,500	7,500	16,689	21,777	(14,277)	-190.4%
0873 - SERVICES-ALLOCATION IN	-	-	-	30	-	-	N/A
<b>SUBTOTAL</b>	\$ 534,704	\$ 507,222	\$ 539,701	\$ 519,764	\$ 477,341	\$ 62,360	11.6%
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 25,294	\$ 168,542	\$ 418,542	\$ 413,163	\$ -	\$ 418,542	100.0%
<b>SUBTOTAL</b>	\$ 25,294	\$ 168,542	\$ 418,542	\$ 413,163	\$ -	\$ 418,542	100.0%
<b>ALL EXPENDITURES</b>	\$ 7,541,634	\$ 7,840,289	\$ 8,543,743	\$ 8,275,779	\$ 8,261,393	\$ 282,350	3.3%
<b>TOTAL USES</b>	\$ 7,541,634	\$ 7,840,289	\$ 8,543,743	\$ 8,275,779	\$ 8,261,393	\$ 282,350	3.3%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 345,060	\$ 322,388	\$ 322,388	\$ 367,791	\$ 360,388	\$ 38,000	11.8%
<b>FUND TOTAL SOURCES</b>	\$ 345,060	\$ 322,388	\$ 322,388	\$ 367,791	\$ 360,388	\$ 38,000	11.8%
224 MEDICAL EXAMINER GRANT							
OPERATING	\$ 84,760	\$ 63,614	\$ 346,093	\$ 340,714	\$ -	\$ (346,093)	-100.0%
<b>FUND TOTAL SOURCES</b>	\$ 84,760	\$ 63,614	\$ 346,093	\$ 340,714	\$ -	\$ (346,093)	-100.0%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 429,820	\$ 386,002	\$ 668,481	\$ 708,505	\$ 360,388	\$ (308,093)	-46.1%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 429,820	\$ 386,002	\$ 668,481	\$ 708,505	\$ 360,388	\$ (308,093)	-46.1%
FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 7,471,313	\$ 7,608,133	\$ 8,029,108	\$ 7,766,523	\$ 8,261,393	\$ (232,285)	-2.9%
NON RECURRING NON PROJECT	-	168,542	168,542	168,542	-	168,542	100.0%
<b>FUND TOTAL USES</b>	\$ 7,471,313	\$ 7,776,675	\$ 8,197,650	\$ 7,935,065	\$ 8,261,393	\$ (63,743)	-0.8%
224 MEDICAL EXAMINER GRANT							
OPERATING	\$ 70,321	\$ 63,614	\$ 346,093	\$ 340,714	\$ -	\$ 346,093	100.0%
<b>FUND TOTAL USES</b>	\$ 70,321	\$ 63,614	\$ 346,093	\$ 340,714	\$ -	\$ 346,093	100.0%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 7,541,634	\$ 7,671,747	\$ 8,375,201	\$ 8,107,237	\$ 8,261,393	\$ 113,808	1.4%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ -	\$ 168,542	\$ 168,542	\$ 168,542	\$ -	\$ 168,542	100.0%
<b>DEPARTMENT TOTAL USES</b>	\$ 7,541,634	\$ 7,840,289	\$ 8,543,743	\$ 8,275,779	\$ 8,261,393	\$ 282,350	3.3%

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
INDIRECT SUPPORT							
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	4.28	4.28	3.73	3.73	3.73	-	0.0%
DECEDENT MEDICAL EXAMINATION	24.63	24.78	25.28	25.28	25.28	-	0.0%
DECEDENT MEDICAL INVESTIGATION	24.70	24.70	23.75	23.75	24.75	1.00	4.2%
MEDICAL EXAMINER LAB SERVICES	11.95	11.95	11.95	11.95	12.95	1.00	8.4%
MEDICAL EXAMINER LEGAL SUPPORT	.79	.54	.54	.54	.54	-	0.0%
MEDICAL EXAMINER OFFICE SUPP	16.00	16.25	16.25	16.25	16.25	-	0.0%
PROGRAM TOTAL	82.35	82.50	81.50	81.50	83.50	2.00	2.5%
DEPARTMENT TOTAL	86.35	86.50	85.50	85.50	87.50	2.00	2.3%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Admin/Operations Specialist	1.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Manager	1.00	-	-	-	-	-	N/A
Administrative Services Mgr	-	1.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	2.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	-	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	23.00	23.00	21.00	21.00	21.00	-	0.0%
Crime Scene Supervisor	3.00	3.00	4.00	4.00	4.00	-	0.0%
Deputy Chief Medical Examiner	-	-	1.00	1.00	1.00	-	0.0%
Director - Medical Examiner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Forensic Anthropologist	.60	.75	.75	.75	.75	-	0.0%
Forensic Chemist	8.00	8.00	6.00	6.00	7.00	1.00	16.7%
Forensic Chemist Senior	-	-	1.00	1.00	1.00	-	0.0%
Forensic Chemist Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Forensic Odontologist	.75	.75	.75	.75	.75	-	0.0%
Forensic Services Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Forensic Technician	9.00	9.00	9.00	9.00	9.00	-	0.0%
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	3.00	3.00	3.00	-	0.0%
Medical Examiner	11.00	11.00	10.00	10.00	10.00	-	0.0%
Office Assistant	4.00	3.00	2.50	2.50	2.50	-	0.0%
Office Assistant Specialized	12.00	12.00	12.00	12.00	12.00	-	0.0%
Photographer	2.00	2.00	1.50	1.50	1.50	-	0.0%
Photographer Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Social Worker	-	-	-	-	1.00	1.00	N/A
<b>Department Total</b>	<b>86.35</b>	<b>86.50</b>	<b>85.50</b>	<b>85.50</b>	<b>87.50</b>	<b>2.00</b>	<b>2.3%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	86.35	86.50	85.50	85.50	87.50	2.00	2.3%
<b>Department Total</b>	<b>86.35</b>	<b>86.50</b>	<b>85.50</b>	<b>85.50</b>	<b>87.50</b>	<b>2.00</b>	<b>2.3%</b>

### General Adjustments

**Personnel:** FY 2015 personnel expenditures increased due to the annualization of County performance pay and market study adjustments in FY 2014.

#### **Base Adjustments:**

##### **General Fund (100)**

- Increase Regular Benefits by \$2,733 for the impact of changes in retirement contribution rates.
- Increase Internal Service Charges by \$67,104 for the impact of changes in risk management charges.

### 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of cremation authorizations completed within 1 day of receipt.	100.0%	100.0%	99.7%	100.0%	0.0%	0.0%
Percent of cases completed (available for public release) within 45 days	40.0%	52.0%	27.0%	40.0%	(12.0%)	-23.0%
Percent of exams completed within 48 hours of admit (excluding weekends and holidays)	53.2%	77.0%	33.2%	40.0%	(37.0%)	-48.0%
Percent of cases completed (available for public release) within 90 days	82.1%	78.0%	48.4%	65.0%	(13.0%)	-16.6%
Percent of autopsies performed	64.3%	59.7%	65.4%	65.0%	5.3%	8.9%
Percent of cases not admitted (CNA's)	21.2%	24.0%	19.2%	20.0%	(4.0%)	-16.7%
Percent of cases where organ/tissue-donations were authorized	7.7%	8.8%	8.1%	8.5%	(0.3%)	-3.2%
Percent of cases completed (available for public release) within 120 days	93.2%	92.1%	68.6%	85.0%	(7.1%)	-7.7%
Percent of investigative summaries completed by day of exam	5.7%	40.0%	1.6%	45.6%	5.6%	13.9%
Percent of declined cases	42.6%	38.8%	42.0%	40.0%	1.3%	3.2%
Percent of scene arrivals within 2 hours of "case ready for removal" notification	56.2%	57.7%	58.5%	60.0%	2.3%	4.0%
Percent of reports transcribed within two weeks of dictation receipt (excluding weekends and holidays)	84.8%	96.2%	86.1%	96.0%	(0.2%)	-0.2%
Percent of decedents released within 1 day of exam (excluding weekends and holidays)	78.6%	62.4%	69.2%	68.0%	5.6%	9.0%
Percent of toxicology tests completed in house of total tests requested (excluding weekends and holidays)	98.1%	98.5%	98.3%	98.5%	0.0%	0.0%
Percent of toxicology reports produced within 45 days of exam (excluding weekends and holidays)	53.2%	85.9%	43.3%	50.0%	(35.9%)	-41.8%
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	61.7%	71.9%	49.7%	50.0%	(21.9%)	-30.5%
Percent of toxicology reports produced within 35 days of exam (excluding weekends and holidays)	32.1%	49.1%	31.1%	35.0%	(14.1%)	-28.7%
Percent of hours subpoenaed that requires court appearance (excluding weekends and holidays)	N/A	60.1%	65.7%	64.0%	3.9%	6.5%
Percent of subpoenas supported within 10 days of receipt (excluding weekends and holidays)	N/A	29.4%	100.0%	100.0%	70.6%	240.0%
Percent of OME staff time spent providing legal support for criminal cases (excluding weekends and holidays)	N/A	81.6%	96.3%	97.0%	15.4%	18.8%
Percent of OME staff time spent providing legal support for civil cases (excluding weekends and holidays)	N/A	18.4%	4.0%	3.0%	(15.4%)	-83.6%

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 which states the Office of the Medical Examiner gives approval for cremation of a dead body after a death investigation and record the approval on the death certificate. A.R.S. §11-599 provides 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of cremation authorizations completed within 1 day of receipt.	100.0%	100.0%	99.7%	100.0%	0.0%	0.0%
Output	Number of cremation authorizations completed	22,072	21,000	22,008	22,000	1,000	4.8%
Demand	Number of cremation authorizations requested	22,072	21,000	22,008	22,000	1,000	4.8%
Expenditure Ratio	Expenditure per cremation authorization	\$ 13.54	\$ 13.05	\$ 11.43	\$ 11.92	\$ 1.13	8.7%
<i>Revenue</i>							
	100 - GENERAL	\$ 310,362	\$ 282,000	\$ 324,950	\$ 320,000	\$ 38,000	13.5%
	TOTAL SOURCES	\$ 310,362	\$ 282,000	\$ 324,950	\$ 320,000	\$ 38,000	13.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 298,752	\$ 273,977	\$ 251,470	\$ 262,136	\$ 11,841	4.3%
	TOTAL USES	\$ 298,752	\$ 273,977	\$ 251,470	\$ 262,136	\$ 11,841	4.3%

**Activity Narrative:** The number of cremation authorizations completed will increase with the increased demand from the public to utilize cremation services in FY 2015 leading to an improved efficiency.

### Base Adjustments:

#### General Fund (100)

- Increase Other Charges for Service by \$38,000 due to the Department working with the Maricopa County Attorney's Office to collect outstanding fees from funeral homes.

### 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. which 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 section 36-860 and 36-861.
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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of cases completed (available for public release) within 45 days	40.0%	52.0%	27.0%	40.0%	(12.0%)	-23.0%
Result	Percent of exams completed within 48 hours of admit (excluding weekends and holidays)	53.2%	77.0%	33.2%	40.0%	(37.0%)	-48.0%
Result	Percent of cases completed (available for public release) within 90 days	82.1%	78.0%	48.4%	65.0%	(13.0%)	-16.6%
Result	Percent of autopsies performed	64.3%	59.7%	65.4%	65.0%	5.3%	8.9%
Result	Percent of cases not admitted (CNA's)	21.2%	24.0%	19.2%	20.0%	(4.0%)	-16.7%
Result	Percent of cases where organ/tissue-donations were authorized	7.7%	8.8%	8.1%	8.5%	(0.3%)	-3.2%
Result	Percent of cases completed (available for public release) within 120 days	93.2%	92.1%	68.6%	85.0%	(7.1%)	-7.7%
Output	Number of examinations completed	3,765	3,720	3,888	3,950	230	6.2%
Output	Number of organ/tissue donation authorizations	369	428	391	412	(16)	-3.7%
Demand	Number of examinations required	3,765	3,720	3,888	3,950	230	6.2%
Expenditure Ratio	Expenditure per exam	\$ 826.09	\$ 1,079.17	\$ 986.76	\$ 935.57	\$ 143.60	13.3%
<i>Revenue</i>							
	100 - GENERAL	\$ 34,698	\$ 40,388	\$ 42,841	\$ 40,388	\$ -	0.0%
	224 - MEDICAL EXAMINER GRANT	49,204	338,411	338,411	-	(338,411)	-100.0%
	TOTAL SOURCES	\$ 83,902	\$ 378,799	\$ 381,252	\$ 40,388	\$ (338,411)	-89.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 3,066,264	\$ 3,676,111	\$ 3,503,493	\$ 3,695,494	\$ (19,383)	-0.5%
	224 - MEDICAL EXAMINER GRANT	43,969	338,411	333,032	-	338,411	100.0%
	TOTAL USES	\$ 3,110,233	\$ 4,014,522	\$ 3,836,525	\$ 3,695,494	\$ 319,028	7.9%

**Activity Narrative:** The percent of cases completed within 45 and 90 days should increase from the FY 2014 Forecast to the FY 2015 Adopted budget due to full staffing of this activity. Three Medical Examiner positions were vacant for most of FY 2014. By the end of FY 2014, two positions will be

filled, and it is anticipated that the remaining vacancy will be filled in early FY 2015. Grant funding in FY 2014 was for one-time purchases and will not occur in FY 2015.

Having been understaffed for most of FY 2013 and FY 2014, a substantial backlog of cases has occurred which will drive-down the percent of completed cases for FY 2015 when compared to FY 2014 Revised. The Medical Examiners recruited and hired have less experience than the employees that they have replaced. Until the Medical Examiners gain more experience and learn the procedures of the Department, it is expected to have a negative effect on completion percentages compared to the FY 2014 Revised.

### **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. §11-594 which states:

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.

A.R.S. §11-595 mandate enables:

1. 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.
2. 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 that 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.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of investigative summaries completed by day of exam	5.7%	40.0%	1.6%	45.6%	5.6%	13.9%
Result	Percent of declined cases	42.6%	38.8%	42.0%	40.0%	1.3%	3.2%
Result	Percent of scene arrivals within 2 hours of "case ready for removal" notification	56.2%	57.7%	58.5%	60.0%	2.3%	4.0%
Output	Number of investigations completed	8,321	7,980	8,300	8,300	320	4.0%
Demand	Number of investigations required	8,321	7,980	8,300	8,300	320	4.0%
Expenditure Ratio	Expenditure per investigation	\$ 173.12	\$ 185.59	\$ 181.28	\$ 182.24	\$ 3.34	1.8%
<i>Revenue</i>							
	224 - MEDICAL EXAMINER GRANT	\$ 8,460	\$ -	\$ -	\$ -	\$ -	N/A
	TOTAL SOURCES	\$ 8,460	\$ -	\$ -	\$ -	\$ -	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,435,851	\$ 1,480,995	\$ 1,504,593	\$ 1,512,622	\$ (31,627)	-2.1%
	224 - MEDICAL EXAMINER GRANT	4,717	-	-	-	-	N/A
	TOTAL USES	\$ 1,440,568	\$ 1,480,995	\$ 1,504,593	\$ 1,512,622	\$ (31,627)	-2.1%

**Activity Narrative:** The percentage of investigative summaries completed by the day of an exam will increase in FY 2015, as a procedural issue has been corrected. Previously, the investigative summary was logged as completed in the Case Management System (CME) once the Preliminary Report of Death (PROD) was completed. The investigative summary and PROD have been combined to create one report that the Medical Examiner will review prior to the exam. This report will provide more information to the doctors and will allow the Department to better track the percent of investigative summaries completed.

**Base Adjustments:  
 General Fund (100)**

- Increase Personal Services by \$64,086 for the addition of a Social Worker position at 1.0 FTE.

**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 which states 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of reports transcribed within two weeks of dictation receipt (excluding weekends and holidays)	84.8%	96.2%	86.1%	96.0%	(0.2%)	-0.2%
Result	Percent of decedents released within 1 day of exam (excluding weekends and holidays)	78.6%	62.4%	69.2%	68.0%	5.6%	9.0%
Output	Number of exam, toxicology and investigative summary reports transcribed	7,607	8,784	5,871	6,000	(2,784)	-31.7%
Output	Number of decedents admitted	3,765	3,720	3,888	3,948	228	6.1%
Demand	Number of reports requested to be transcribed.	7,607	8,784	5,871	6,000	(2,784)	-31.7%
Expenditure Ratio	Expenditure per report transcribed	\$ 106.56	\$ 96.00	\$ 142.74	\$ 140.30	\$ (44.30)	-46.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 810,615	\$ 843,227	\$ 838,003	\$ 841,801	\$ 1,426	0.2%
	TOTAL USES	\$ 810,615	\$ 843,227	\$ 838,003	\$ 841,801	\$ 1,426	0.2%

**Activity Narrative:** Investigators will now be responsible for transcribing their own investigative summary reports in FY 2015 that will reduce the Output of total number of reports transcribed by office staff. This activity will be reviewed during FY 2016 the Strategic Business Plan update period.

**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 which states that 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 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. 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of toxicology tests completed in house of total tests requested (excluding weekends and holidays)	98.1%	98.5%	98.3%	98.5%	0.0%	0.0%
Result	Percent of toxicology reports produced within 45 days of exam (excluding weekends and holidays)	53.2%	85.9%	43.3%	50.0%	(35.9%)	-41.8%
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	61.7%	71.9%	49.7%	50.0%	(21.9%)	-30.5%
Result	Percent of toxicology reports produced within 35 days of exam (excluding weekends and holidays)	32.1%	49.1%	31.1%	35.0%	(14.1%)	-28.7%
Output	Number of toxicology tests produced	66,097	63,408	63,289	67,000	3,592	5.7%
Output	Number of total toxicology reports produced	3,410	3,396	3,932	3,650	254	7.5%
Output	Number of microscopic slides produced	10,429	10,284	8,792	9,000	(1,284)	-12.5%
Demand	Number of toxicology tests requested	66,097	63,408	63,289	67,000	3,592	5.7%
Demand	Number of microscopic slides requested	10,429	10,284	8,792	9,000	(1,284)	-12.5%
Expenditure Ratio	Expenditure per test produced	\$ 19.83	\$ 19.94	\$ 18.56	\$ 18.11	\$ 1.83	9.2%
<i>Revenue</i>							
	224 - MEDICAL EXAMINER GRANT	\$ 31,123	\$ 7,682	\$ 7,682	\$ -	\$ (7,682)	-100.0%
	TOTAL SOURCES	\$ 31,123	\$ 7,682	\$ 7,682	\$ -	\$ (7,682)	-100.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,288,939	\$ 1,256,810	\$ 1,167,091	\$ 1,213,266	\$ 43,544	3.5%
	224 - MEDICAL EXAMINER GRANT	21,635	7,682	7,682	-	7,682	100.0%
	TOTAL USES	\$ 1,310,574	\$ 1,264,492	\$ 1,174,773	\$ 1,213,266	\$ 51,226	4.1%

**Activity Narrative:** It was found in FY 2014 that toxicology lab equipment produced inaccurate results based on an incorrect methodology. This issue was corrected but will result in a decline in the percent of toxicology reports produced within 45 days in FY 2015. A change in processes, as well as the retirement of a very experienced employee, will reduce the number of microscopic slides being produced in FY 2015.

**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.

**Mandates:** A.R.S. §11-594 which states that 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 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. 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of hours subpoenaed that requires court appearance (excluding weekends and holidays)	N/A	60.1%	65.7%	64.0%	3.9%	6.5%
Result	Percent of subpoenas supported within 10 days of receipt (excluding weekends and holidays)	N/A	29.4%	100.0%	100.0%	70.6%	240.0%
Result	Percent of OME staff time spent providing legal support for criminal cases (excluding weekends and holidays)	N/A	81.6%	96.3%	97.0%	15.4%	18.8%
Result	Percent of OME staff time spent providing legal support for civil cases (excluding weekends and holidays)	N/A	18.4%	4.0%	3.0%	(15.4%)	-83.6%
Output	Number of subpoenas supported (date and time stamped)	N/A	612	465	480	(132)	-21.6%
Output	Number of hours spent testifying in court	N/A	192	176	200	8	4.2%
Demand	Number of subpoenas received (date and time stamped)	N/A	612	465	480	(132)	-21.6%
Expenditure Ratio	Expenditure per subpoenas supported	N/A	\$ 121.39	\$ 162.76	\$ 154.71	\$ (33.32)	-27.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 59,515	\$ 74,289	\$ 75,684	\$ 74,261	\$ 28	0.0%
	TOTAL USES	\$ 59,515	\$ 74,289	\$ 75,684	\$ 74,261	\$ 28	0.0%

**Activity Narrative:** Data from previous years was based on estimates. The Department began to manually collect data during FY 2014 making the information more accurate; however, it cannot be compared to historical data.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 7,608,133</b>	<b>\$ 322,388</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 420,975</b>	<b>\$ -</b>
County RPP	237,363	-
1st Quarter Retention Pay and Market Adj	172,652	-
2nd Quarter Retention Pay and Market Adj	5,166	-
FY 14 IT Market Study Adjustments	305	-
3rd and 4th Quarter Retention Pay and Market Adj	5,489	-
Agenda Item:		
C-49-13-092-2-00	237,363	-
C-49-14-020-0-00	172,652	-
C-49-14-032-2-00	5,166	-
C-49-14-041-2-00	305	-
C-49-14-043-2-00	5,489	-
<b>FY 2014 Revised Budget</b>	<b>\$ 8,029,108</b>	<b>\$ 322,388</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 96,675</b>	<b>\$ -</b>
1st Quarter Retention Pay and Market Adj	88,347	-
2nd Quarter Retention Pay and Market Adj	(5,166)	-
FY 14 IT Market Study Adjustments	(305)	-
3rd and 4th Quarter Retention Pay and Market Adj	(5,489)	-
Annual Market Adjustment - IT	609	-
2nd to 4th Quarter Retention Pay Plan	18,679	-
Agenda Item:		
C-49-14-020-0-00	88,347	-
C-49-14-032-2-00	(5,166)	-
C-49-14-041-2-00	(305)	-
C-49-14-043-2-00	(5,489)	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 8,125,783</b>	<b>\$ 322,388</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 2,733</b>	<b>\$ -</b>
Retirement Contributions	2,733	-
<b>Base Adjustments</b>	<b>\$ 131,190</b>	<b>\$ -</b>
Internal Service Charges	67,104	-
Risk Management	67,104	-
Personnel Additions and Related Costs	64,086	-
Increase of 1.0 FTE for Community Liaison position	64,086	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 38,000</b>
ProgRevenue Volume Inc/Dec	-	38,000
<b>FY 2015 Tentative Budget</b>	<b>\$ 8,259,706</b>	<b>\$ 360,388</b>
Percent Change from Threshold Amount	1.6%	11.8%
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 1,687</b>	<b>\$ -</b>
Justice System Support Market Adjustment	1,687	-
and Office Assistant Specialized Market Adjustment		
<b>FY 2015 Adopted Budget</b>	<b>\$ 8,261,393</b>	<b>\$ 360,388</b>
Percent Change from Threshold Amount	1.7%	11.8%

## Parks and Recreation

*Analysis by Harold Sigüenza, Management and Budget Supervisor*

### 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 2015, 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: Standard Operating Procedures for the Maintenance Standards Manual are 90% completed. Service level needs were identified and facility maintenance standards were developed for all park facilities and amenities in FY 2014 and are scheduled to be implemented in FY 2015. All park staff, including supervisors, has been trained to the new service levels and maintenance standards. Maintenance manuals and schedules have been developed for all park facilities equipment, while maintenance inspection protocol is currently being developed.

#### Safe Communities

**By the end of FY 2015, 75% of all existing facilities from FY 2009 will be upgraded and/or renovated to meet current Departmental standards so that all visitors can utilize modern, up-to-date amenities that meet their diverse expectations.**

Status: In FY 2014, Parks was able to upgrade and renovate 17 existing restroom facilities with approximately 58 more scheduled for FY 2015. When completed, 100% of all restrooms will be upgraded and renovated. Parks was also able to complete demolition, removal and repair of 8 playgrounds, with all remaining playgrounds scheduled to be upgraded and renovated in FY 2015. In addition, the Department has been awarded a funding match by the Bureau of Reclamation to renovate the Lake Pleasant Visitor Center, which is scheduled to be completed in FY 2015.

**Department  
Specific**

**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 an increase of 15% attendance over FY 2013 through December 2013. If this trend continues, Parks will end FY 2014 at 0.9% below FY 2009 attendance figures. Using a three year attendance history, Parks will end FY 2015, meeting FY 2009 pre-recession attendance counts.

**Department  
Specific**

**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: Parks continues to investigate long-term and permanent funding sources. Additional long-term concessionaire agreements, including development of sports and activity fields at Estrella Mountain Regional Park and resort opportunities at Lake Pleasant, are currently in process. The Department has also completed a cost of service model and has forwarded a request to update the Park and Recreation Fee Schedule to the Board of Supervisors.

**Growth and  
Economic  
Development**

**By the end of FY 2015, the regional park system will increase by 8% (10,000 acres) over FY 2009, providing additional open space experiences, wildlife habitats, natural vistas and recreational opportunities for our visitors to preserve natural open space areas, protecting our cultural and natural habitats to preserve a high quality of life for current and future residents and visitors of Maricopa County.**

Status: Parks continues work with the Bureau of Land Management and The Nature Conservancy to accept management responsibility for the Vulture Mountain Recreation Area. It is anticipated the Department will take over management responsibility of the Hassayampa River Preserve in FY 2016 and Vulture Mountain Recreation Area in FY 2017.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
AREC - RECREATION	\$ 6,617,723	\$ 6,494,687	\$ 6,752,748	\$ 6,907,679	\$ 7,072,224	\$ 319,476	4.7%
INTP - INTERPRETIVE SERVICES	219,561	194,747	197,621	210,697	202,356	4,735	2.4%
30ER - PARK EDUCATION AND RECREATION	\$ 6,837,284	\$ 6,689,434	\$ 6,950,369	\$ 7,118,376	\$ 7,274,580	\$ 324,211	4.7%
GNMT - GENERAL MAINTENANCE	\$ 207,342	\$ 85,530	\$ 85,530	\$ 184,582	\$ 152,148	\$ 66,618	77.9%
MDEV - DEVELOPMENT	1,645,879	3,600	3,600	9,150	9,620	6,020	167.2%
30SP - PARK SUPPORT	\$ 1,853,221	\$ 89,130	\$ 89,130	\$ 193,732	\$ 161,768	\$ 72,638	81.5%
ODIR - EXECUTIVE MANAGEMENT	\$ 25	\$ 5,000	\$ 5,000	\$ 55	\$ 125	\$ (4,875)	-97.5%
99AS - INDIRECT SUPPORT	\$ 25	\$ 5,000	\$ 5,000	\$ 55	\$ 125	\$ (4,875)	-97.5%
GGOV - GENERAL GOVERNMENT	\$ 25,123	\$ 17,250	\$ 20,250	\$ 20,721	\$ 20,470	\$ 220	1.1%
99GV - GENERAL OVERHEAD	\$ 25,123	\$ 17,250	\$ 20,250	\$ 20,721	\$ 20,470	\$ 220	1.1%
<b>TOTAL PROGRAMS</b>	<b>\$ 8,715,653</b>	<b>\$ 6,800,814</b>	<b>\$ 7,064,749</b>	<b>\$ 7,332,884</b>	<b>\$ 7,456,943</b>	<b>\$ 392,194</b>	<b>5.6%</b>
<b>USES</b>							
AREC - RECREATION	\$ 2,289,031	\$ 2,538,774	\$ 2,742,232	\$ 2,328,289	\$ 3,231,884	\$ (489,652)	-17.9%
INTP - INTERPRETIVE SERVICES	749,300	656,621	685,003	656,460	751,598	(66,595)	-9.7%
30ER - PARK EDUCATION AND RECREATION	\$ 3,038,331	\$ 3,195,395	\$ 3,427,235	\$ 2,984,749	\$ 3,983,482	\$ (566,247)	-16.2%
GNMT - GENERAL MAINTENANCE	\$ 1,933,823	\$ 3,837,463	\$ 3,858,027	\$ 3,654,530	\$ 3,512,210	\$ 345,817	9.0%
MDEV - DEVELOPMENT	2,024,672	3,237,286	3,220,473	2,102,957	2,491,462	729,011	22.6%
30SP - PARK SUPPORT	\$ 3,958,495	\$ 7,074,749	\$ 7,078,500	\$ 5,757,487	\$ 6,003,672	\$ 1,074,828	15.2%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 305,642	\$ 390,683	\$ 401,768	\$ 305,078	\$ 287,292	\$ 114,476	28.5%
FACI - FACILITIES MANAGEMENT	-	-	-	-	16,514	(16,514)	N/A
HRAC - HUMAN RESOURCES	80,617	8,700	8,700	8,700	11,000	(2,300)	-26.4%
ODIR - EXECUTIVE MANAGEMENT	372,183	510,844	533,726	444,537	384,835	148,891	27.9%
99AS - INDIRECT SUPPORT	\$ 758,442	\$ 910,227	\$ 944,194	\$ 758,315	\$ 699,641	\$ 244,553	25.9%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 371,711	\$ 401,850	\$ 401,850	\$ 401,849	\$ 526,875	\$ (125,025)	-31.1%
GGOV - GENERAL GOVERNMENT	-	-	-	-	31,205	(31,205)	N/A
INFR - INFRASTRUCTURE	-	-	-	-	174,977	(174,977)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	272,299	352,411	352,411	347,402	-	352,411	100.0%
RISK - RISK PREMIUMS	-	-	-	-	257,312	(257,312)	N/A
99GV - GENERAL OVERHEAD	\$ 644,010	\$ 754,261	\$ 754,261	\$ 749,251	\$ 990,369	\$ (236,108)	-31.3%
TSPT - TECHNOLOGY SUPPORT	\$ 103,746	\$ 152,292	\$ 152,292	\$ 174,832	\$ 53,081	\$ 99,211	65.1%
99IT - INFORMATION TECHNOLOGY	\$ 103,746	\$ 152,292	\$ 152,292	\$ 174,832	\$ 53,081	\$ 99,211	65.1%
<b>TOTAL PROGRAMS</b>	<b>\$ 8,503,024</b>	<b>\$ 12,086,924</b>	<b>\$ 12,356,482</b>	<b>\$ 10,424,634</b>	<b>\$ 11,730,245</b>	<b>\$ 626,237</b>	<b>5.1%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 10,000	\$ -	\$ 7,909	\$ 7,909	\$ 7,909	\$ -	0.0%
<b>SUBTOTAL</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ 7,909</b>	<b>\$ 7,909</b>	<b>\$ 7,909</b>	<b>\$ -</b>	<b>0.0%</b>
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 317,509	\$ 262,096	\$ 262,096	\$ 279,836	\$ 252,830	\$ (9,266)	-3.5%
0635 - OTHER CHARGES FOR SERVICES	4,653,539	4,720,297	4,751,797	5,035,437	5,106,038	354,241	7.5%
<b>SUBTOTAL</b>	<b>\$ 4,971,048</b>	<b>\$ 4,982,393</b>	<b>\$ 5,013,893</b>	<b>\$ 5,315,273</b>	<b>\$ 5,358,868</b>	<b>\$ 344,975</b>	<b>6.9%</b>
0637 - FINES & FORFEITS	\$ 817	\$ 460	\$ 460	\$ 480	\$ 360	\$ (100)	-21.7%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 27,304	\$ 20,380	\$ 23,380	\$ 23,783	\$ 22,328	\$ (1,052)	-4.5%
0650 - MISCELLANEOUS REVENUE	2,090,186	1,797,581	2,019,107	1,985,439	2,067,478	48,371	2.4%
<b>SUBTOTAL</b>	<b>\$ 2,117,490</b>	<b>\$ 1,817,961</b>	<b>\$ 2,042,487</b>	<b>\$ 2,009,222</b>	<b>\$ 2,089,806</b>	<b>\$ 47,319</b>	<b>2.3%</b>
<b>ALL REVENUES</b>	<b>\$ 7,099,355</b>	<b>\$ 6,800,814</b>	<b>\$ 7,064,749</b>	<b>\$ 7,332,884</b>	<b>\$ 7,456,943</b>	<b>\$ 392,194</b>	<b>5.6%</b>
<b>OTHER FINANCING SOURCES</b>							
0651 - GAIN ON FIXED ASSETS	\$ 1,616,298	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>ALL OTHER FINANCING SOURCES</b>	<b>\$ 1,616,298</b>	<b>\$ -</b>	<b>N/A</b>				
<b>TOTAL SOURCES</b>	<b>\$ 8,715,653</b>	<b>\$ 6,800,814</b>	<b>\$ 7,064,749</b>	<b>\$ 7,332,884</b>	<b>\$ 7,456,943</b>	<b>\$ 392,194</b>	<b>5.6%</b>

Sources and Uses by Category (continued)

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 3,323,861	\$ 3,404,869	\$ 3,509,881	\$ 3,393,175	\$ 3,460,853	\$ 49,028	1.4%
0705 - TEMPORARY PAY	44,225	69,615	95,087	67,316	91,111	3,976	4.2%
0710 - OVERTIME	3,178	-	-	2,899	2,000	(2,000)	N/A
0750 - FRINGE BENEFITS	1,370,167	1,449,522	1,480,747	1,429,551	1,493,959	(13,212)	-0.9%
0790 - OTHER PERSONNEL SERVICES	99,099	6,000	6,000	2,228	125,000	(119,000)	-1983.3%
0795 - PERSONNEL SERVICES ALLOC-OUT	(740,518)	(854,322)	(871,033)	(720,019)	(460,563)	(410,470)	-47.1%
0796 - PERSONNEL SERVICES ALLOC-IN	656,233	637,720	640,371	747,336	513,529	126,842	19.8%
<b>SUBTOTAL</b>	<b>\$ 4,756,245</b>	<b>\$ 4,713,404</b>	<b>\$ 4,861,053</b>	<b>\$ 4,922,486</b>	<b>\$ 5,225,889</b>	<b>\$ (364,836)</b>	<b>-7.5%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 557,274	\$ 506,702	\$ 628,611	\$ 451,863	\$ 781,352	\$ (152,741)	-24.3%
0802 - MEDICAL SUPPLIES	-	200	200	-	200	-	0.0%
0803 - FUEL	144,838	110,107	110,107	119,960	132,570	(22,463)	-20.4%
0804 - NON-CAPITAL EQUIPMENT	48,977	140,000	140,000	140,973	137,425	2,575	1.8%
0806 - SUPPLIES-ALLOCATION IN	3,248	3,100	3,100	5,903	276	2,824	91.1%
<b>SUBTOTAL</b>	<b>\$ 754,337</b>	<b>\$ 760,109</b>	<b>\$ 882,018</b>	<b>\$ 718,699</b>	<b>\$ 1,051,823</b>	<b>\$ (169,805)</b>	<b>-19.3%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 1,144	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
0811 - HEALTH CARE SERVICES	-	-	-	-	10,400	(10,400)	N/A
0812 - OTHER SERVICES	382,623	1,035,683	1,035,683	482,664	648,977	386,706	37.3%
0820 - RENT & OPERATING LEASES	18,391	11,124	11,124	15,676	16,918	(5,794)	-52.1%
0825 - REPAIRS AND MAINTENANCE	155,644	2,011,553	2,011,553	2,036,077	2,335,587	(324,034)	-16.1%
0830 - INTERGOVERNMENTAL PAYMENTS	23,512	92,801	92,801	20,297	98,823	(6,022)	-6.5%
0839 - INTERNAL SERVICE CHARGES	883,886	929,632	929,632	864,477	1,060,187	(130,555)	-14.0%
0841 - TRAVEL	1,784	3,000	3,000	1,995	5,000	(2,000)	-66.7%
0842 - EDUCATION AND TRAINING	6,270	15,429	15,429	5,603	6,793	8,636	56.0%
0843 - POSTAGE/FREIGHT/SHIPPING	8,833	9,945	9,945	8,337	10,055	(110)	-1.1%
0845 - SUPPORT AND CARE OF PERSONS	-	132	132	-	-	132	100.0%
0850 - UTILITIES	730,374	766,650	766,650	718,418	727,621	39,029	5.1%
0872 - SERVICES-ALLOCATION OUT	-	(562,832)	(562,832)	(509,469)	(564,802)	1,970	0.4%
0873 - SERVICES-ALLOCATION IN	4,104	564,802	564,802	509,317	566,974	(2,172)	-0.4%
<b>SUBTOTAL</b>	<b>\$ 2,216,565</b>	<b>\$ 4,877,919</b>	<b>\$ 4,877,919</b>	<b>\$ 4,153,392</b>	<b>\$ 4,922,533</b>	<b>\$ (44,614)</b>	<b>-0.9%</b>
<b>CAPITAL</b>							
0915 - BUILDINGS AND IMPROVEMENTS	\$ 359,429	\$ 1,425,492	\$ 1,425,492	\$ 503,927	\$ 200,000	\$ 1,225,492	86.0%
0920 - CAPITAL EQUIPMENT	5,793	-	-	-	30,000	(30,000)	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	403,238	275,000	275,000	113,000	300,000	(25,000)	-9.1%
0940 - INFRASTRUCTURE	-	35,000	35,000	10,000	-	35,000	100.0%
0956 - CAPITAL-ALLOCATION IN	7,417	-	-	3,130	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 775,877</b>	<b>\$ 1,735,492</b>	<b>\$ 1,735,492</b>	<b>\$ 630,057</b>	<b>\$ 530,000</b>	<b>\$ 1,205,492</b>	<b>69.5%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 8,503,024</b>	<b>\$ 12,086,924</b>	<b>\$ 12,356,482</b>	<b>\$ 10,424,634</b>	<b>\$ 11,730,245</b>	<b>\$ 626,237</b>	<b>5.1%</b>
<b>TOTAL USES</b>	<b>\$ 8,503,024</b>	<b>\$ 12,086,924</b>	<b>\$ 12,356,482</b>	<b>\$ 10,424,634</b>	<b>\$ 11,730,245</b>	<b>\$ 626,237</b>	<b>5.1%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
230 PARKS AND RECREATION GRANTS							
NON RECURRING NON PROJECT	\$ 10,000	\$ -	\$ 7,909	\$ 7,909	\$ 7,909	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 10,000	\$ -	\$ 7,909	\$ 7,909	\$ 7,909	\$ -	0.0%
225 SPUR CROSS RANCH CONSERVATION							
OPERATING	\$ 281,120	\$ 266,411	\$ 266,411	\$ 288,880	\$ 266,411	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 281,120	\$ 266,411	\$ 266,411	\$ 288,880	\$ 266,411	\$ -	0.0%
239 PARKS SOUVENIR							
OPERATING	\$ 330,592	\$ 220,000	\$ 377,084	\$ 306,803	\$ 310,000	\$ (67,084)	-17.8%
<b>FUND TOTAL SOURCES</b>	\$ 330,592	\$ 220,000	\$ 377,084	\$ 306,803	\$ 310,000	\$ (67,084)	-17.8%
240 LAKE PLEASANT RECREATION SVCS							
OPERATING	\$ 2,196,295	\$ 2,377,083	\$ 2,377,083	\$ 2,422,266	\$ 2,514,692	\$ 137,609	5.8%
<b>FUND TOTAL SOURCES</b>	\$ 2,196,295	\$ 2,377,083	\$ 2,377,083	\$ 2,422,266	\$ 2,514,692	\$ 137,609	5.8%
241 PARKS ENHANCEMENT FUND							
OPERATING	\$ 4,288,527	\$ 3,960,786	\$ 4,100,728	\$ 4,337,432	\$ 4,349,860	\$ 249,132	6.1%
NON RECURRING NON PROJECT	1,616,298	-	-	-	-	-	N/A
<b>FUND TOTAL SOURCES</b>	\$ 5,904,825	\$ 3,960,786	\$ 4,100,728	\$ 4,337,432	\$ 4,349,860	\$ 249,132	6.1%
243 PARKS DONATIONS							
OPERATING	\$ 67,489	\$ 13,905	\$ 27,905	\$ 36,566	\$ 23,277	\$ (4,628)	-16.6%
<b>FUND TOTAL SOURCES</b>	\$ 67,489	\$ 13,905	\$ 27,905	\$ 36,566	\$ 23,277	\$ (4,628)	-16.6%
900 ELIMINATIONS							
OPERATING	\$ (74,668)	\$ (37,371)	\$ (92,371)	\$ (66,972)	\$ (15,206)	\$ 77,165	-83.5%
<b>FUND TOTAL SOURCES</b>	\$ (74,668)	\$ (37,371)	\$ (92,371)	\$ (66,972)	\$ (15,206)	\$ 77,165	-83.5%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 7,089,355	\$ 6,800,814	\$ 7,056,840	\$ 7,324,975	\$ 7,449,034	\$ 392,194	5.6%
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	\$ 1,626,298	\$ -	\$ 7,909	\$ 7,909	\$ 7,909	\$ -	0.0%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 8,715,653	\$ 6,800,814	\$ 7,064,749	\$ 7,332,884	\$ 7,456,943	\$ 392,194	5.6%
FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 1,038,764	\$ 564,802	\$ 564,802	\$ 509,469	\$ 564,802	\$ -	0.0%
NON RECURRING NON PROJECT	30,475	725,210	400,210	346,767	250,000	150,210	37.5%
PARKS PLAYGROUNDS UPGRADES	-	869,000	869,000	869,000	-	869,000	100.0%
PARKS RESTROOMS UPGRADES	-	500,000	866,414	825,000	275,000	591,414	68.3%
PARKS WATER UPGRADES	-	341,500	300,086	82,772	190,000	110,086	36.7%
<b>FUND TOTAL USES</b>	\$ 1,069,239	\$ 3,000,512	\$ 3,000,512	\$ 2,633,008	\$ 1,279,802	\$ 1,720,710	57.3%
230 PARKS AND RECREATION GRANTS							
NON RECURRING NON PROJECT	\$ 10,000	\$ -	\$ 7,909	\$ 7,909	\$ 7,909	\$ -	0.0%
<b>FUND TOTAL USES</b>	\$ 10,000	\$ -	\$ 7,909	\$ 7,909	\$ 7,909	\$ -	0.0%
225 SPUR CROSS RANCH CONSERVATION							
OPERATING	\$ 223,794	\$ 260,960	\$ 266,287	\$ 244,659	\$ 266,411	\$ (124)	0.0%
NON RECURRING NON PROJECT	1,251	35,000	35,000	35,000	25,000	10,000	28.6%
<b>FUND TOTAL USES</b>	\$ 225,045	\$ 295,960	\$ 301,287	\$ 279,659	\$ 291,411	\$ 9,876	3.3%
239 PARKS SOUVENIR							
OPERATING	\$ 336,969	\$ 220,000	\$ 377,084	\$ 306,803	\$ 310,000	\$ 67,084	17.8%
NON RECURRING NON PROJECT	940	-	-	-	-	-	N/A
<b>FUND TOTAL USES</b>	\$ 337,909	\$ 220,000	\$ 377,084	\$ 306,803	\$ 310,000	\$ 67,084	17.8%
240 LAKE PLEASANT RECREATION SVCS							
OPERATING	\$ 1,989,768	\$ 2,243,650	\$ 2,298,946	\$ 2,218,658	\$ 2,514,692	\$ (215,746)	-9.4%
NON RECURRING NON PROJECT	530,331	1,041,200	1,041,200	454,087	698,000	343,200	33.0%
<b>FUND TOTAL USES</b>	\$ 2,520,099	\$ 3,284,850	\$ 3,340,146	\$ 2,672,745	\$ 3,212,692	\$ 127,454	3.8%
241 PARKS ENHANCEMENT FUND							
OPERATING	\$ 3,720,647	\$ 3,960,786	\$ 4,045,728	\$ 4,030,437	\$ 4,349,860	\$ (304,132)	-7.5%
NON RECURRING NON PROJECT	674,592	1,300,282	1,300,282	533,169	1,015,000	285,282	21.9%
PARKS PLAYGROUNDS UPGRADES	-	-	-	-	530,000	(530,000)	N/A
PARKS RESTROOMS UPGRADES	-	-	-	-	640,000	(640,000)	N/A
<b>FUND TOTAL USES</b>	\$ 4,395,239	\$ 5,261,068	\$ 5,346,010	\$ 4,563,606	\$ 6,534,860	\$ (1,188,850)	-22.2%
243 PARKS DONATIONS							
OPERATING	\$ 17,279	\$ 13,905	\$ 27,905	\$ 19,876	\$ 23,277	\$ 4,628	16.6%
NON RECURRING NON PROJECT	2,882	48,000	48,000	8,000	85,500	(37,500)	-78.1%
<b>FUND TOTAL USES</b>	\$ 20,161	\$ 61,905	\$ 75,905	\$ 27,876	\$ 108,777	\$ (32,872)	-43.3%
900 ELIMINATIONS							
OPERATING	\$ (74,668)	\$ (37,371)	\$ (92,371)	\$ (66,972)	\$ (15,206)	\$ (77,165)	83.5%
<b>FUND TOTAL USES</b>	\$ (74,668)	\$ (37,371)	\$ (92,371)	\$ (66,972)	\$ (15,206)	\$ (77,165)	83.5%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 7,252,553	\$ 7,226,732	\$ 7,488,381	\$ 7,262,930	\$ 8,013,836	\$ (525,455)	-7.0%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 1,250,471	\$ 4,860,192	\$ 4,868,101	\$ 3,161,704	\$ 3,716,409	\$ 1,151,692	23.7%
<b>DEPARTMENT TOTAL USES</b>	\$ 8,503,024	\$ 12,086,924	\$ 12,356,482	\$ 10,424,634	\$ 11,730,245	\$ 626,237	5.1%

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	4.00	4.00	4.00	4.00	4.00	-	0.0%
EXECUTIVE MANAGEMENT	4.00	2.00	2.00	2.00	2.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>8.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>	<b>0.0%</b>
PARK EDUCATION AND RECREATION							
INTERPRETIVE SERVICES	13.00	11.10	11.10	11.10	11.10	-	0.0%
RECREATION	24.00	28.50	27.50	28.50	29.00	1.50	5.5%
<b>PROGRAM TOTAL</b>	<b>37.00</b>	<b>39.60</b>	<b>38.60</b>	<b>39.60</b>	<b>40.10</b>	<b>1.50</b>	<b>3.9%</b>
PARK SUPPORT							
DEVELOPMENT	18.00	17.00	15.00	15.00	14.50	(.50)	(3.3%)
GENERAL MAINTENANCE	20.00	20.40	20.40	20.40	20.40	-	0.0%
<b>PROGRAM TOTAL</b>	<b>38.00</b>	<b>37.40</b>	<b>35.40</b>	<b>35.40</b>	<b>34.90</b>	<b>(.50)</b>	<b>(1.4%)</b>
<b>DEPARTMENT TOTAL</b>	<b>83.00</b>	<b>83.00</b>	<b>80.00</b>	<b>81.00</b>	<b>81.00</b>	<b>1.00</b>	<b>1.3%</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accounting Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
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	-	-	-	-	N/A
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Facil Capital Project Mgr	-	-	1.00	1.00	1.00	-	0.0%
Facilities Project Manager	-	-	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	22.00	22.00	21.00	21.00	21.00	-	0.0%
GIS Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Grant-Contract Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Interpretive Ranger	12.00	12.00	12.00	12.00	12.00	-	0.0%
Office Assistant	9.00	8.00	3.00	8.00	8.00	5.00	166.7%
Office Assistant Specialized	2.00	3.00	7.00	3.00	3.00	(4.00)	(57.1%)
Parks Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Parks Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Parks Superintendent	2.00	2.00	2.00	2.00	2.00	-	0.0%
Parks Supervisor	7.00	7.00	7.00	7.00	7.00	-	0.0%
Parks Supervisor-Lake Pleasant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Planner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Planning Supervisor	1.00	1.00	-	-	-	-	N/A
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	4.00	4.00	3.00	3.00	3.00	-	0.0%
Trades Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
<b>Department Total</b>	<b>83.00</b>	<b>83.00</b>	<b>80.00</b>	<b>81.00</b>	<b>81.00</b>	<b>1.00</b>	<b>1.3%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	3.00	-	-	-	-	-	N/A
225 SPUR CROSS RANCH CONSERVATION	1.00	1.00	1.00	1.00	1.00	-	0.0%
239 PARKS SOUVENIR	1.00	1.00	1.00	1.00	1.00	-	0.0%
240 LAKE PLEASANT RECREATION SVCS	17.00	22.00	22.00	22.00	26.00	4.00	18.2%
241 PARKS ENHANCEMENT FUND	61.00	59.00	56.00	57.00	53.00	(3.00)	(5.4%)
<b>Department Total</b>	<b>83.00</b>	<b>83.00</b>	<b>80.00</b>	<b>81.00</b>	<b>81.00</b>	<b>1.00</b>	<b>1.3%</b>

## General Adjustments

### **Personnel:**

- FY 2015 personnel expenditures increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

### **Base Adjustments:**

#### **General Fund (100) Non Recurring Non Project**

- The FY 2015 expenditure budget in Non Recurring Non Project includes \$250,000 for the Desert Outdoor Center fire alarm repair and water storage tank cleaning, trail plan installation and the replacement boathouse design at Lake Pleasant Regional Park.

#### **General Fund (100) Non Recurring Major Maintenance**

- The FY 2015 expenditure budget in the Non Recurring Major Maintenance projects program includes \$275,000 for restroom upgrades at Lake Pleasant Regional Park and carry forward of \$190,000 for water upgrades at San Tan Park.

#### **Spur Cross Fund (225) Operating**

- Increase Regular Benefits \$21 for the impact of changes in retirement contribution rates.
- Increase Internal Services Charges by \$1,383 for the impact of the changes in risk management charges.
- Decrease in supplies and other services by \$1,280 to bring fund to structural balance.

#### **Parks Souvenir Fund (239) Operating**

- Increase revenues and expenditures for the impact of increased sales volume in souvenir and educational items.
- Increase Regular Benefits \$17 for the impact of changes in retirement contribution rates.
- Increase Internal Services Charges by \$406 for the impact of the changes in risk management charges.

#### **Lake Pleasant Fund (240) Operating**

- Increase revenues and expenditures for the impact of increased Park users and maintenance.
- Increase Regular Benefits \$587 for the impact of changes in retirement contribution rates.
- Increase Internal Services Charges by \$20,728 for the impact of the changes in risk management charges.

#### **Lake Pleasant Fund (240) Non Recurring Non Project**

- The FY 2015 expenditure budget in Non Recurring Non Project includes \$698,000 for the visitor center upgrades, maintenance and repairs, vehicle replacements, Yavapai County IGA, consultant for resort project, and water system chlorination.

#### **Park Enhancement Fund (241) Operating**

- Increase revenues and expenditures for the impact of increased Park users and maintenance.
- Increase Regular Benefits \$1,200 for the impact of changes in retirement contribution rates.
- Increase Internal Services Charges by \$58,873 for the impact of the changes in risk management charges.

#### **Park Enhancement Fund (241) Non Recurring Non Project**

- The FY 2015 expenditure budget in Non Recurring Non Project includes \$1,015,000 for ramada upgrades/improvements, vehicle replacements, contingency for major repairs, water and electrical

system repairs/upgrades, website redesign, concessions audit, group campground design, Cave Creek water line replacement, point of sale computers and centennial trail installation.

**Park Enhancement Fund (241) Non Recurring Major Maintenance**

- The FY 2015 expenditure budget in the Non Recurring Major Maintenance projects program includes \$530,000 for playground upgrades and \$640,000 for restroom upgrades at various park locations.

**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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent change in park visitation numbers compared to prior year, same period.	(2.2%)	0.0%	4.4%	3.0%	3.0%	308957.9%
Percent increase in regional park acreage over previous year.	0.1%	59.3%	59.3%	0.0%	(59.3%)	-100.0%
Percentage of park visitors who attend an interpretive program.	5.5%	9.5%	9.5%	8.5%	(1.1%)	-11.0%
Percent of interpretive program participants who marked "exceptional" or "better than expected" on end of class survey for interpretive program satisfaction.	97.1%	95.5%	95.5%	N/A	N/A	N/A
Percent increase in interpretive programs provided over previous year.	(6.7%)	0.0%	0.0%	8.9%	8.9%	N/A

Activities that comprise this program include:

- Recreation
- Interpretive Services

**Recreation Activity**

The purpose of the Parks Recreation Activity is to provide facilities and opportunities to park users so they can enjoy a healthy and exhilarating experience.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent change in park visitation numbers compared to prior year, same period.	(2.2%)	0.0%	4.3%	3.0%	3.0%	308957.9%
Result	Percent increase in regional park acreage over previous year.	0.1%	59.3%	59.3%	0.0%	(59.3%)	-100.0%
Output	Number of regional park visitors.	1,143,334	1,191,505	1,251,577	1,307,425	115,920	9.7%
Output	Number of acres of land added to park system.	176	150	150	-	(150)	-100.0%
Demand	Number of individuals expected to visit the parks.	1,165,824	1,191,505	1,170,104	1,269,344	77,839	6.5%
Expenditure Ratio	Cost per regional park visitor for recreation activity.	\$ 2.00	\$ 2.30	\$ 1.86	\$ 2.47	\$ (0.17)	-7.4%
<b>Revenue</b>							
	230 - PARKS AND RECREATION GRANTS	\$ -	\$ 7,909	\$ 7,909	\$ 7,909	\$ -	0.0%
	225 - SPUR CROSS RANCH CONSERVATION	280,160	265,051	287,710	265,051	-	0.0%
	239 - PARKS SOUVENIR	330,372	377,084	306,803	310,000	(67,084)	-17.8%
	240 - LAKE PLEASANT RECREATION SVCS	2,185,816	2,180,441	2,227,157	2,313,563	133,122	6.1%
	241 - PARKS ENHANCEMENT FUND	3,895,540	3,997,548	4,139,327	4,184,448	186,900	4.7%
	243 - PARKS DONATIONS	503	17,086	5,745	6,459	(10,627)	-62.2%
	900 - ELIMINATIONS	(74,668)	(92,371)	(66,972)	(15,206)	77,165	-83.5%
	TOTAL SOURCES	\$ 6,617,723	\$ 6,752,748	\$ 6,907,679	\$ 7,072,224	\$ 319,476	4.7%
<b>Expenditure</b>							
	100 - GENERAL	\$ 215,655	\$ 74,180	\$ 97,361	\$ 116,824	\$ (42,644)	-57.5%
	230 - PARKS AND RECREATION GRANTS	-	7,909	7,909	7,909	-	0.0%
	225 - SPUR CROSS RANCH CONSERVATION	139,025	145,950	143,188	173,102	(27,152)	-18.6%
	239 - PARKS SOUVENIR	336,969	365,113	297,856	278,937	86,176	23.6%
	240 - LAKE PLEASANT RECREATION SVCS	523,860	804,384	611,127	869,353	(64,969)	-8.1%
	241 - PARKS ENHANCEMENT FUND	1,138,559	1,394,731	1,218,447	1,765,684	(370,953)	-26.6%
	243 - PARKS DONATIONS	9,631	42,336	19,373	35,281	7,055	16.7%
	900 - ELIMINATIONS	(74,668)	(92,371)	(66,972)	(15,206)	(77,165)	83.5%
	TOTAL USES	\$ 2,289,031	\$ 2,742,232	\$ 2,328,289	\$ 3,231,884	\$ (489,652)	-17.9%

**Activity Narrative:** The revenue increase in the Parks Enhancement Fund is due to the historical trend of exceeding the budgeted target. Revenue in the Lake Pleasant Recreation Services Fund, Parks Souvenir Fund, Parks Enhancement Fund and Parks Donation Fund are increasing because of increased trends in attendance. The expenditure increase in the Lake Pleasant Recreation Services Fund, Parks Souvenir Fund, Parks Enhancement Fund and Parks Donation Fund are due to increased non recurring expenditures such as vehicle replacements, picnic area landscaping renovations, and operating expenditures for the increased demand in services for all Regional Parks. The Lake Pleasant Recreation Services Fund now comprises both revenue and expenditures for the Desert Outdoor Center.

**Interpretive Services Activity**

The purpose of the Parks Interpretive Services Activity is to provide educational and structured opportunities to interpret and experience park resources for park visitors and requesting groups so they can more fully appreciate and enjoy the natural and cultural environment.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of park visitors who attend an interpretive program.	5.5%	9.5%	9.5%	8.5%	(1.1%)	-11.0%
Result	Percent of interpretive program participants who marked "exceptional" or "better than expected" on end of class survey for interpretive program satisfaction.	97.1%	95.5%	95.5%	N/A	N/A	N/A
Result	Percent increase in interpretive programs provided over previous year.	(6.7%)	0.0%	0.0%	8.9%	8.9%	N/A
Output	Number of interpretive programs provided.	3,665	4,174	4,174	3,716	(458)	-11.0%
Output	Number of interpretive program participants.	106,089	119,771	119,771	111,007	(8,764)	-7.3%
Demand	Number of interpretive programs requested by park users.	3,984	4,174	4,174	3,351	(823)	-19.7%
Expenditure Ratio	Cost per interpretive program provided.	\$ 204.45	\$ 164.11	\$ 157.27	\$ 202.26	\$ (38.15)	-23.2%
Expenditure Ratio	Cost per program participant.	\$ 7.06	\$ 5.72	\$ 5.48	\$ 6.77	\$ (1.05)	-18.4%
<i>Revenue</i>							
	225 - SPUR CROSS RANCH CONSERVATION	\$ 40	\$ 160	\$ 80	\$ 160	\$ -	0.0%
	240 - LAKE PLEASANT RECREATION SVCS	-	188,342	187,833	193,033	4,691	2.5%
	241 - PARKS ENHANCEMENT FUND	172,868	1,900	2,460	2,220	320	16.8%
	243 - PARKS DONATIONS	46,653	7,219	20,324	6,943	(276)	-3.8%
	TOTAL SOURCES	\$ 219,561	\$ 197,621	\$ 210,697	\$ 202,356	\$ 4,735	2.4%
<i>Expenditure</i>							
	225 - SPUR CROSS RANCH CONSERVATION	\$ 56,382	\$ 30,053	\$ 28,899	\$ 31,946	\$ (1,893)	-6.3%
	240 - LAKE PLEASANT RECREATION SVCS	240,916	366,263	378,629	378,048	(11,785)	-3.2%
	241 - PARKS ENHANCEMENT FUND	444,354	258,768	244,100	271,758	(12,990)	-5.0%
	243 - PARKS DONATIONS	7,648	29,919	4,832	69,846	(39,927)	-133.5%
	TOTAL USES	\$ 749,300	\$ 685,003	\$ 656,460	\$ 751,598	\$ (66,595)	-9.7%

**Activity Narrative:** The FY 2015 budget supports the Department in meeting all the interpretive programs requested. Increases in expenditures for FY 2015 are due to non recurring items such as interpretive program enhancements, Desert Out Door Center Preservation Equipment and Desert Out Door Center youth scholarship funding. FY 2015 revenues were increased to reflect FY2013 Actuals and FY 2014 Forecast levels.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent increase in total trail miles over previous year.	14.2%	20.7%	20.7%	3.2%	(17.4%)	-84.3%
Percent of trail enhancement projects completed on time.	0.0%	80.7%	53.5%	0.0%	(80.7%)	-100.0%
Percent of all major maintenance projects completed.	84.8%	100.0%	94.9%	73.1%	(26.9%)	-26.9%
Percent of planned major maintenance projects completed on time.	0.0%	79.8%	49.8%	0.0%	(79.8%)	-100.0%
Percent of maintenance and repair assignments completed.	86.9%	80.4%	87.9%	95.0%	14.6%	18.2%
Percent of planned maintenance and repair assignments completed on time.	0.0%	95.0%	82.7%	0.0%	(95.0%)	-100.0%

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:** Discretionary services.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent increase in total trail miles over previous year.	14.2%	20.7%	20.7%	3.2%	(17.4%)	-84.3%
Result	Percent of trail enhancement projects completed on time.	0.0%	80.7%	53.5%	0.0%	(80.7%)	-100.0%
Result	Percent of all major maintenance projects completed.	84.8%	100.0%	94.9%	73.1%	(26.9%)	-26.9%
Result	Percent of planned major maintenance projects completed on time.	0.0%	79.8%	49.8%	0.0%	(79.8%)	-100.0%
Output	Number of major maintenance projects completed.	-	100	75	1,048	948	948.0%
Output	Number of park visitors, all parks.	1,140,280	1,257,161	1,297,234	1,307,425	50,264	4.0%
Output	Number of trail miles added.	58	100	100	32	(68)	-68.0%
Output	Number of trail enhancement projects completed on time.	-	67	53	-	(67)	-100.0%
Output	Number of planned major maintenance projects completed on time.	-	357	256	-	(357)	-100.0%
Demand	Number of trail enhancement projects requested by park users.	79	83	99	131	48	57.8%
Demand	Number of all major maintenance projects requested by park users.	N/A	N/A	N/A	1,334	N/A	N/A
Expenditure Ratio	Cost per park visitor for capital improvement, trail design/enhancement, and major maintenance projects.	\$ 1.78	\$ 2.56	\$ 1.62	\$ 1.91	\$ 0.66	25.6%
<b>Revenue</b>							
	230 - PARKS AND RECREATION GRANTS	\$ 10,000	\$ -	\$ -	\$ -	\$ -	N/A
	241 - PARKS ENHANCEMENT FUND	1,616,298	-	-	-	-	N/A
	243 - PARKS DONATIONS	19,581	3,600	9,150	9,620	6,020	167.2%
	TOTAL SOURCES	\$ 1,645,879	\$ 3,600	\$ 9,150	\$ 9,620	\$ 6,020	167.2%
<b>Expenditure</b>							
	100 - GENERAL	\$ 158,972	\$ 725,210	\$ 358,828	\$ 377,689	\$ 347,521	47.9%
	230 - PARKS AND RECREATION GRANTS	10,000	-	-	-	-	N/A
	225 - SPUR CROSS RANCH CONSERVATION	(960)	44,066	46,896	32,394	11,672	26.5%
	240 - LAKE PLEASANT RECREATION SVCS	740,031	1,028,025	653,155	706,217	321,808	31.3%
	241 - PARKS ENHANCEMENT FUND	1,113,747	1,419,522	1,040,407	1,371,512	48,010	3.4%
	243 - PARKS DONATIONS	2,882	3,650	3,671	3,650	-	0.0%
	TOTAL USES	\$ 2,024,672	\$ 3,220,473	\$ 2,102,957	\$ 2,491,462	\$ 729,011	22.6%

**Activity Narrative:** The FY 2015 budget supports the Department in maintaining the parks and trails as required. For FY 2015, the Department placed a large focus on major maintenance projects therefore, creating new measures to capture requests for major maintenance projects. Expenditures for the activity are decreasing across funds as the Department's non recurring expenditures declined, bringing total expenditures closer to operating levels.

### 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:** Discretionary Services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of maintenance and repair assignments completed.	86.9%	80.4%	87.9%	95.0%	14.6%	18.2%
Result	Percent of planned maintenance and repair assignments completed on time.	0.0%	95.0%	82.7%	0.0%	(95.0%)	-100.0%
Output	Number of maintenance and repair assignments completed.	4,208	3,716	4,440	6,481	2,765	74.4%
Output	Number of park visitors.	982,789	1,257,161	1,297,234	1,307,425	50,264	4.0%
Demand	Number of general maintenance and repair assignments requested.	4,813	4,624	5,054	6,257	1,633	35.3%
Expenditure Ratio	Cost per park visitor for park maintenance and repair activity.	\$ 1.97	\$ 3.07	\$ 2.82	\$ 2.69	\$ 0.38	12.5%
Expenditure Ratio	Cost per each general maintenance and repair activity completed.	N/A	N/A	N/A	\$ 541.92	N/A	N/A
<i>Revenue</i>							
	240 - LAKE PLEASANT RECREATION SVCS	\$ 2,336	\$ -	\$ -	\$ -	\$ -	N/A
	241 - PARKS ENHANCEMENT FUND	205,006	85,530	184,582	152,148	66,618	77.9%
	TOTAL SOURCES	\$ 207,342	\$ 85,530	\$ 184,582	\$ 152,148	\$ 66,618	77.9%
<i>Expenditure</i>							
	100 - GENERAL	\$ 209,959	\$ 2,201,122	\$ 2,176,819	\$ 785,289	\$ 1,415,833	64.3%
	225 - SPUR CROSS RANCH CONSERVATION	1,480	36,316	33,895	36,465	(149)	-0.4%
	240 - LAKE PLEASANT RECREATION SVCS	734,308	781,068	731,867	805,550	(24,482)	-3.1%
	241 - PARKS ENHANCEMENT FUND	988,076	839,521	711,949	1,884,906	(1,045,385)	-124.5%
	TOTAL USES	\$ 1,933,823	\$ 3,858,027	\$ 3,654,530	\$ 3,512,210	\$ 345,817	9.0%

**Activity Narrative:** In FY 2014, the General Maintenance Activity is showing a large increase in total expenditures due to the introduction of a major maintenance program. Some items like playgrounds or campsites have maintenance issues that are substantial or require replacement. Significant variances are expected in this activity going forward as projects are completed and then not necessary for a period of years. The increase in expenditures in the Parks Enhancement Fund is due to the shift of some major maintenance expenses from the General Fund.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 564,802</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 564,802</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 564,802</b>	<b>\$ -</b>
<b>FY 2015 Adopted Budget</b>	<b>\$ 564,802</b>	<b>\$ -</b>
<i>Percent Change from Threshold Amount</i>		<i>0.0%</i>
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 725,210</b>	<b>\$ -</b>
Adjustments:	Agenda Item:	
<b>Non Recurring</b>		<b>\$ (325,000)</b>
<i>Parks and Rec - Transfer Expenditure Authority</i>	<i>C-30-14-014-2-00</i>	<i>(325,000)</i>
<b>FY 2014 Revised Budget</b>	<b>\$ 400,210</b>	<b>\$ -</b>
Adjustments:	Agenda Item:	
<b>Non Recurring</b>		<b>\$ (400,210)</b>
<i>Parks and Rec - Transfer Expenditure Authority</i>	<i>C-30-14-014-2-00</i>	<i>325,000</i>
<i>Non Recurring Carry Forward</i>		<i>(725,210)</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>		<b>\$ 250,000</b>
<i>Other Non Recurring</i>		<i>250,000</i>
<i>Desert Outdoor Center Fire Alarm Repair</i>	<i>100,000</i>	
<i>Trail Plan Installation and Signage</i>	<i>70,000</i>	
<i>Replacement Boathouse Design</i>	<i>50,000</i>	
<i>Desert Outdoor Center Water Storage Tank Cleaning</i>	<i>30,000</i>	
<b>FY 2015 Adopted Budget</b>	<b>\$ 250,000</b>	<b>\$ -</b>

General Fund (100) (continued)

	Expenditures	Revenue
<b>PARKS RESTROOMS UPGRADES</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 500,000</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 366,414</b>	<b>\$ -</b>
Parks and Rec - Transfer Expenditure Authority	325,000	-
Parks and Rec Facility Improvements and Repairs	41,414	-
Agenda Item:		
C-30-14-014-2-00	325,000	-
C-30-14-032-2-00	41,414	-
<b>FY 2014 Revised Budget</b>	<b>\$ 866,414</b>	<b>\$ -</b>
Adjustments:		
<b>Major Maintenance Projects</b>	<b>\$ (500,000)</b>	<b>\$ -</b>
Major Maintenance Program	(500,000)	-
<b>Non Recurring</b>	<b>\$ (366,414)</b>	<b>\$ -</b>
Parks and Rec - Transfer Expenditure Authority	(325,000)	-
Parks and Rec Facility Improvements and Repairs	(41,414)	-
Agenda Item:		
C-30-14-014-2-00	(325,000)	-
C-30-14-032-2-00	(41,414)	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Major Maintenance Projects</b>	<b>\$ 275,000</b>	<b>\$ -</b>
Major Maintenance Program	275,000	-
Lake Pleasant Restroom Renovations	\$ 275,000	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 275,000</b>	<b>\$ -</b>
<b>PARKS WATER UPGRADES</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 341,500</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (41,414)</b>	<b>\$ -</b>
Parks and Rec Facility Improvements and Repairs	(41,414)	-
Agenda Item:		
C-30-14-032-2-00	(41,414)	-
<b>FY 2014 Revised Budget</b>	<b>\$ 300,086</b>	<b>\$ -</b>
Adjustments:		
<b>Major Maintenance Projects</b>	<b>\$ (341,500)</b>	<b>\$ -</b>
Major Maintenance Program	(341,500)	-
<b>Non Recurring</b>	<b>\$ 41,414</b>	<b>\$ -</b>
Parks and Rec Facility Improvements and Repairs	41,414	-
Agenda Item:		
C-30-14-032-2-00	41,414	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 190,000</b>	<b>\$ -</b>
Non Recurring Carry Forward	190,000	-
San Tan Park	\$ 190,000	-
<b>FY 2015 Recommended Budget</b>	<b>\$ 190,000</b>	<b>\$ -</b>
Percent Change from Threshold Amount		
<b>FY 2015 Tentative Budget</b>	<b>\$ 190,000</b>	<b>\$ -</b>
Percent Change from Threshold Amount		
<b>FY 2015 Adopted Budget</b>	<b>\$ 190,000</b>	<b>\$ -</b>

Spur Cross Ranch Conservation Fund (225)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 260,960</b>	<b>\$ 266,411</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 5,327</b>	<b>\$ -</b>
County RPP	5,327	-
Agenda Item:		
C-49-13-092-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 266,287</b>	<b>\$ 266,411</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 266,287</b>	<b>\$ 266,411</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 21</b>	<b>\$ -</b>
Retirement Contributions	21	-
<b>Base Adjustments</b>	<b>\$ 1,383</b>	<b>\$ -</b>
Internal Service Charges	1,383	-
Risk Management	\$ 1,383	-
<b>Structural Balance</b>	<b>\$ (1,280)</b>	<b>\$ -</b>
Structural Balance	(1,280)	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 266,411</b>	<b>\$ 266,411</b>
Percent Change from Threshold Amount	0.0%	0.0%
	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 35,000</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 35,000</b>	<b>\$ -</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ (35,000)</b>	<b>\$ -</b>
Other Base Adjustments	(35,000)	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 25,000</b>	<b>\$ -</b>
Other Non Recurring	25,000	-
Maintenance and Repairs	\$ 25,000	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 25,000</b>	<b>\$ -</b>

Spur Cross Ranch Conservation Fund (225) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 192,610	\$ 210,837	\$ 210,837	\$ 248,676	\$ 257,897
Sources:					
Operating	\$ 281,120	\$ 266,411	\$ 266,411	\$ 288,880	\$ 266,411
Total Sources:	\$ 281,120	\$ 266,411	\$ 266,411	\$ 288,880	\$ 266,411
Uses:					
Operating	\$ 223,794	\$ 260,960	\$ 266,287	\$ 244,659	\$ 266,411
Non-Recurring	1,251	35,000	35,000	35,000	25,000
Total Uses:	\$ 225,045	\$ 295,960	\$ 301,287	\$ 279,659	\$ 291,411
Structural Balance	\$ 57,326	\$ 5,451	\$ 124	\$ 44,221	\$ -
Accounting Adjustments	\$ (9)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 248,676	\$ 181,288	\$ 175,961	\$ 257,897	\$ 232,897
Total Ending Spendable Fund Balance	\$ 248,676	\$ 181,288	\$ 175,961	\$ 257,897	\$ 232,897

Parks and Recreation Grant Fund (230)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	\$ -	\$ -
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	\$ 7,909	\$ 7,909
<i>Parks AZ Game and Fish Desert Tortoise Grant</i>	7,909	7,909
Agenda Item:		
C-30-13-031-G-00		
<b>FY 2014 Revised Budget</b>	\$ 7,909	\$ 7,909
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	\$ (7,909)	\$ (7,909)
<i>Parks AZ Game and Fish Desert Tortoise Grant</i>	(7,909)	(7,909)
Agenda Item:		
C-30-13-031-G-00		
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ -
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	\$ 7,909	\$ 7,909
<i>Parks AZ Game and Fish Desert Tortoise Grant</i>	7,909	7,909
Agenda Item:		
C-30-13-031-G-00		
<b>FY 2015 Adopted Budget</b>	\$ 7,909	\$ 7,909

Parks and Recreation Grant Fund (230) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ -	\$ 25	\$ 25	\$ -	\$ -
Sources:					
Non-Recurring	10,000	-	7,909	7,909	7,909
Total Sources:	\$ 10,000	\$ -	\$ 7,909	\$ 7,909	\$ 7,909
Uses:					
Non-Recurring	10,000	-	7,909	7,909	7,909
Total Uses:	\$ 10,000	\$ -	\$ 7,909	\$ 7,909	\$ 7,909
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ 25	\$ 25	\$ -	\$ -
Total Ending Spendable Fund Balance	\$ -	\$ 25	\$ 25	\$ -	\$ -

Parks Souvenir Fund (239)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 220,000</b>	<b>\$ 220,000</b>
Adjustments:		
<b>Employee Salary Adjustments</b>		
County RPP		
Parks and Rec Souvenir Fund Increase		
<b>Non Recurring</b>		
Parks and Rec Souvenir Fund Increase		
Agenda Item:		
C-49-13-092-2-00	\$ 2,084	\$ 2,084
C-30-14-033-2-00	\$ 155,000	\$ 155,000
<b>FY 2014 Revised Budget</b>	<b>\$ 377,084</b>	<b>\$ 377,084</b>
Adjustments:		
<b>Employee Salary Adjustments</b>		
2nd to 4th Quarter Retention Pay Plan		
<b>Non Recurring</b>		
Parks and Rec Souvenir Fund Increase		
Agenda Item:		
C-30-14-033-2-00	\$ 50	\$ -
C-30-14-033-2-00	\$ (155,000)	\$ (155,000)
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 222,134</b>	<b>\$ 222,084</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>		
Retirement Contributions		
<b>Base Adjustments</b>		
Internal Service Charges		
<b>Fees and Other Revenues</b>		
ProgRevenue Volume Inc/Dec		
	\$ 17	\$ -
	\$ 406	\$ -
	\$ 87,443	\$ 87,916
	87,443	87,916
<b>FY 2015 Adopted Budget</b>	<b>\$ 310,000</b>	<b>\$ 310,000</b>
Percent Change from Threshold Amount	39.6%	39.6%

Parks Souvenir Fund (239) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 33,270	\$ 12,573	\$ 12,573	\$ 25,942	\$ 25,942
Sources:					
Operating	\$ 330,592	\$ 220,000	\$ 377,084	\$ 306,803	\$ 310,000
Total Sources:	\$ 330,592	\$ 220,000	\$ 377,084	\$ 306,803	\$ 310,000
Uses:					
Operating	\$ 336,969	\$ 220,000	\$ 377,084	\$ 306,803	\$ 310,000
Non-Recurring	940	-	-	-	-
Total Uses:	\$ 337,909	\$ 220,000	\$ 377,084	\$ 306,803	\$ 310,000
Structural Balance	\$ (6,377)	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ (11)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 25,942	\$ 12,573	\$ 12,573	\$ 25,942	\$ 25,942
Total Ending Spendable Fund Balance	\$ 25,942	\$ 12,573	\$ 12,573	\$ 25,942	\$ 25,942

Lake Pleasant Recreation Services Fund (240)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 2,243,650</b>	<b>\$ 2,377,083</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 55,296</b>	<b>\$ -</b>
County RPP	55,296	-
Agenda Item: C-49-13-092-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 2,298,946</b>	<b>\$ 2,377,083</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 2,243</b>	<b>\$ -</b>
2nd to 4th Quarter Retention Pay Plan	2,243	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 2,301,189</b>	<b>\$ 2,377,083</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 587</b>	<b>\$ -</b>
Retirement Contributions	587	-
<b>Base Adjustments</b>	<b>\$ 20,728</b>	<b>\$ -</b>
Internal Service Charges	20,728	-
Risk Management		
Fees and Other Revenues	\$ 20,728	
ProgRevenue Volume Inc/Dec		
<b>Fees and Other Revenues</b>	<b>\$ 192,188</b>	<b>\$ 137,609</b>
ProgRevenue Volume Inc/Dec	192,188	137,609
<b>FY 2015 Adopted Budget</b>	<b>\$ 2,514,692</b>	<b>\$ 2,514,692</b>
Percent Change from Threshold Amount	9.3%	5.8%

Lake Pleasant Recreation Services Fund (240) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 1,041,200</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 1,041,200</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (1,041,200)</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>(290,000)</i>	<i>-</i>
<i>Other Non Recurring</i>	<i>(751,200)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 698,000</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>698,000</i>	<i>-</i>
<i>Visitor Center Upgrades</i>	<i>\$ 290,000</i>	
<i>Maintenance and Repairs</i>	<i>125,000</i>	
<i>Vehicle Replacements</i>	<i>100,000</i>	
<i>Yavapai County IGA</i>	<i>78,000</i>	
<i>Consultant for Resort Project</i>	<i>75,000</i>	
<i>Water System Chlorination</i>	<i>30,000</i>	
<b>FY 2015 Adopted Budget</b>	<b>\$ 698,000</b>	<b>\$ -</b>

Parks Lake Pleasant Fund (240) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 1,976,380	\$ 1,301,658	\$ 1,301,658	\$ 1,652,585	\$ 1,402,106
Sources:					
Operating	\$ 2,196,295	\$ 2,377,083	\$ 2,377,083	\$ 2,422,266	\$ 2,514,692
Total Sources:	\$ 2,196,295	\$ 2,377,083	\$ 2,377,083	\$ 2,422,266	\$ 2,514,692
Uses:					
Operating	\$ 1,989,768	\$ 2,243,650	\$ 2,298,946	\$ 2,218,658	\$ 2,514,692
Non-Recurring	530,331	1,041,200	1,041,200	454,087	698,000
Total Uses:	\$ 2,520,099	\$ 3,284,850	\$ 3,340,146	\$ 2,672,745	\$ 3,212,692
Structural Balance	\$ 206,527	\$ 133,433	\$ 78,137	\$ 203,608	\$ -
Accounting Adjustments	\$ 9	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 1,652,585	\$ 393,891	\$ 338,595	\$ 1,402,106	\$ 704,106
Total Ending Spendable Fund Balance	\$ 1,652,585	\$ 393,891	\$ 338,595	\$ 1,402,106	\$ 704,106

Parks Enhancement Fund (241)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 3,960,786</b>	<b>\$ 3,960,786</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 84,942</b>	<b>\$ 84,942</b>
County RPP	84,942	84,942
Agenda Item:		
C-49-13-092-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 4,045,728</b>	<b>\$ 4,045,728</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 6,887</b>	<b>\$ 6,887</b>
Annual Market Adjustment - IT	1,414	1,414
2nd to 4th Quarter Retention Pay Plan	5,473	5,473
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 4,052,615</b>	<b>\$ 4,052,615</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 1,200</b>	<b>\$ -</b>
Retirement Contributions	1,200	-
<b>Base Adjustments</b>	<b>\$ 58,873</b>	<b>\$ -</b>
Internal Service Charges	58,873	-
Risk Management	\$ 58,873	-
<b>Fees and Other Revenues</b>	<b>\$ 237,172</b>	<b>\$ 297,245</b>
ProgRevenue Volume Inc/Dec	237,172	297,245
<b>FY 2015 Adopted Budget</b>	<b>\$ 4,349,860</b>	<b>\$ 4,349,860</b>
Percent Change from Threshold Amount	7.3%	7.3%
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 1,300,282</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 1,300,282</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (1,300,282)</b>	<b>\$ -</b>
Non Recurring Carry Forward	(205,282)	-
Other Non Recurring	(1,095,000)	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 1,015,000</b>	<b>\$ -</b>
Other Non Recurring	1,015,000	-
Ramada Upgrades/Improvements	\$ 225,000	
Vehicle Replacements	200,000	
Contingency for Major Repairs	150,000	
Water System Electrical System Repair/Upgrade	100,000	
Website Redesign	100,000	
Concessions Audit	70,000	
Group Campground Design	60,000	
Cave Creek Water Line Replacement	50,000	
Point of Sale Computers	40,000	
Centennial Trail Installation	20,000	
<b>FY 2015 Adopted Budget</b>	<b>\$ 1,015,000</b>	<b>\$ -</b>

Parks Enhancement Fund (241) (continued)

	Expenditures	Revenue
<b>PARKS PLAYGROUNDS UPGRADES</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Major Maintenance Projects</b>	<b>\$ 530,000</b>	<b>\$ -</b>
<i>Major Maintenance Program</i>	<i>530,000</i>	<i>-</i>
<i>Cave Creek</i>	<i>\$ 106,000</i>	
<i>Estrella</i>	<i>106,000</i>	
<i>McDowell</i>	<i>106,000</i>	
<i>Usery</i>	<i>106,000</i>	
<i>White Tank</i>	<i>106,000</i>	
<b>FY 2015 Adopted Budget</b>	<b>\$ 530,000</b>	<b>\$ -</b>
<b>PARKS RESTROOMS UPGRADES</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Major Maintenance Projects</b>	<b>\$ 640,000</b>	<b>\$ -</b>
<i>Major Maintenance Program</i>	<i>640,000</i>	<i>-</i>
<i>Cave Creek</i>	<i>\$ 128,000</i>	
<i>Estrella</i>	<i>128,000</i>	
<i>McDowell</i>	<i>128,000</i>	
<i>Usery</i>	<i>128,000</i>	
<i>White Tank</i>	<i>128,000</i>	
<b>FY 2015 Adopted Budget</b>	<b>\$ 640,000</b>	<b>\$ -</b>

Parks Enhancement Fund (241) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 1,934,383	\$ 2,856,304	\$ 2,856,304	\$ 3,443,942	\$ 3,217,768
Sources:					
Operating	\$ 4,288,527	\$ 3,960,786	\$ 4,045,728	\$ 4,337,432	\$ 4,349,860
Non-Recurring	1,616,298	-	-	-	-
Total Sources:	\$ 5,904,825	\$ 3,960,786	\$ 4,045,728	\$ 4,337,432	\$ 4,349,860
Uses:					
Operating	\$ 3,720,647	\$ 3,960,786	\$ 4,045,728	\$ 4,030,437	\$ 4,349,860
Non-Recurring	674,592	1,300,282	1,300,282	533,169	2,185,000
Total Uses:	\$ 4,395,239	\$ 5,261,068	\$ 5,346,010	\$ 4,563,606	\$ 6,534,860
Structural Balance	\$ 567,880	\$ -	\$ -	\$ 306,995	\$ -
Accounting Adjustments	\$ (27)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 3,443,942	\$ 1,556,022	\$ 1,556,022	\$ 3,217,768	\$ 1,032,768
Total Ending Spendable Fund Balance	\$ 3,443,942	\$ 1,556,022	\$ 1,556,022	\$ 3,217,768	\$ 1,032,768

Parks Donations Fund (243)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 13,905</b>	<b>\$ 13,905</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 14,000</b>	<b>\$ 14,000</b>
<i>Parks and Rec Donation Fund Increase</i>	<i>14,000</i>	<i>14,000</i>
Agenda Item:		
C-30-14-035-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 27,905</b>	<b>\$ 27,905</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (14,000)</b>	<b>\$ (14,000)</b>
<i>Parks and Rec Donation Fund Increase</i>	<i>(14,000)</i>	<i>(14,000)</i>
Agenda Item:		
C-30-14-035-2-00		
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 13,905</b>	<b>\$ 13,905</b>
Adjustments:		
<b>Fees and Other Revenues</b>	<b>\$ 9,372</b>	<b>\$ 9,372</b>
<i>ProgRevenue Volume Inc/Dec</i>	<i>9,372</i>	<i>9,372</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 23,277</b>	<b>\$ 23,277</b>
<i>Percent Change from Threshold Amount</i>	<i>67.4%</i>	<i>67.4%</i>
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 48,000</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 48,000</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (48,000)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(48,000)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 85,500</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>85,500</i>	<i>-</i>
<i>Recreational Enhancements</i>	<i>24,000</i>	
<i>Interpretive Program Enhancements</i>	<i>24,000</i>	
<i>Desert Outdoor Center Interactive Presentation Equipment</i>	<i>30,000</i>	
<i>Youth Scholarship Funding - Desert Outdoor Center</i>	<i>7,500</i>	
<b>FY 2015 Adopted Budget</b>	<b>\$ 85,500</b>	<b>\$ -</b>

Parks Donations Fund (243) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 638,650	\$ 642,053	\$ 642,053	\$ 685,982	\$ 694,672
Sources:					
Operating	\$ 67,489	\$ 13,905	\$ 27,905	\$ 36,566	\$ 23,277
Total Sources:	\$ 67,489	\$ 13,905	\$ 27,905	\$ 36,566	\$ 23,277
Uses:					
Operating	\$ 17,279	\$ 13,905	\$ 27,905	\$ 19,876	\$ 23,277
Non-Recurring	2,882	48,000	48,000	8,000	85,500
Total Uses:	\$ 20,161	\$ 61,905	\$ 75,905	\$ 27,876	\$ 108,777
Structural Balance	\$ 50,210	\$ -	\$ -	\$ 16,690	\$ -
Accounting Adjustments	\$ 4	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 685,982	\$ 594,053	\$ 594,053	\$ 694,672	\$ 609,172
Total Ending Spendable Fund Balance	\$ 685,982	\$ 594,053	\$ 594,053	\$ 694,672	\$ 609,172

Parks Elimination Fund (900)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	\$ (37,371)	\$ (37,371)
<b>FY 2014 Revised Budget</b>	\$ (37,371)	\$ (37,371)
<b>FY 2015 Baseline Budget Threshold</b>	\$ (37,371)	\$ (37,371)
Adjustments:		
<b>Base Adjustments</b>	\$ 22,165	\$ 22,165
<i>Operating Fund Transfers</i>	22,165	22,165
<b>FY 2015 Adopted Budget</b>	\$ (15,206)	\$ (15,206)
<i>Percent Change from Threshold Amount</i>	-59.3%	-59.3%

## Planning and Development

*Analysis by Christine Jasinski, 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

#### Regional Services

**By July 1, 2016, 75% of applications' turnaround time will be at 2010 levels.**

Status: The applications' turnaround time reduction plan is in progress and work continues on implementing business practices and strategies in an effort to reduce review timeframes. In July 2012, the state approved HB1598, which impacted work programs with regard to review timeframes. The department implemented the measures in full on December 31, 2012. Reduced staffing and budget limitations had impacted the originally anticipated turnaround levels, however, current turnaround times are moving in a positive direction and the anticipated timeline to return applicants' turnaround levels to those in 2010 is expected to be met by July 1, 2016.

#### Regional Services

**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: A draft of the revised comprehensive plan, including all of the planning elements, has been completed and is being circulated for discussion amongst the Board of Supervisors. The results of these discussions will dictate the timing of its release to the public for review and comment. Once released for public review, their input and recommendations will be gathered over an approximately two to three month period, after which a second draft will be prepared and made available for public comment. The number and scope of public comments will dictate whether any additional drafts will be necessary and the timing for when the updated comprehensive plan will be considered by the Board for their approval. Regardless, Maricopa County is on track to complete its required comprehensive plan update in advance of this deadline.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
CODE - CODE ENFORCEMENT	\$ 215,969	\$ 170,424	\$ 170,424	\$ 140,527	\$ 144,000	\$ (26,424)	-15.5%
CPLG - COMPREHENSIVE PLANNING	20,830	81,628	81,628	86,940	90,000	8,372	10.3%
CSVC - CUSTOMER SERVICES	72,300	45,500	63,767	74,175	90,600	26,833	42.1%
PINS - PERMIT INSPECTIONS	4,354,363	4,213,967	4,213,967	4,001,448	3,744,000	(469,967)	-11.2%
PLCS - PLANNING AND ZONING	314,540	315,341	315,341	479,915	360,000	44,659	14.2%
PREV - PLAN REVIEW	3,714,546	3,118,753	3,118,753	3,390,054	3,576,000	457,247	14.7%
ZONA - ZONING ADJUDICATION	21,450	23,662	23,662	27,615	-	(23,662)	-100.0%
44SH - ONE STOP SHOP	\$ 8,713,998	\$ 7,969,275	\$ 7,987,542	\$ 8,200,674	\$ 8,004,600	\$ 17,058	0.2%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ -	\$ 35,000	\$ 35,000	\$ 26,473	\$ 550,600	\$ 515,600	1473.1%
ODIR - EXECUTIVE MANAGEMENT	13,676	-	-	-	-	-	N/A
99AS - INDIRECT SUPPORT	\$ 13,676	\$ 35,000	\$ 35,000	\$ 26,473	\$ 550,600	\$ 515,600	1473.1%
GGOV - GENERAL GOVERNMENT	\$ -	\$ -	\$ -	\$ 8,649	\$ -	\$ -	N/A
99GV - GENERAL OVERHEAD	\$ -	\$ -	\$ -	\$ 8,649	\$ -	\$ -	N/A
<b>TOTAL PROGRAMS</b>	<b>\$ 8,727,674</b>	<b>\$ 8,004,275</b>	<b>\$ 8,022,542</b>	<b>\$ 8,235,796</b>	<b>\$ 8,555,200</b>	<b>\$ 532,658</b>	<b>6.6%</b>
<b>USES</b>							
CODE - CODE ENFORCEMENT	\$ 506,257	\$ 462,374	\$ 479,066	\$ 456,790	\$ 498,123	\$ (19,057)	-4.0%
CPLG - COMPREHENSIVE PLANNING	289,044	364,472	308,325	266,495	336,669	(28,344)	-9.2%
CSVC - CUSTOMER SERVICES	593,466	621,784	650,289	666,845	669,001	(18,712)	-2.9%
PINS - PERMIT INSPECTIONS	1,487,029	1,715,244	1,941,260	1,861,080	2,091,786	(150,526)	-7.8%
PLCS - PLANNING AND ZONING	517,514	481,078	470,944	456,723	633,576	(162,632)	-34.5%
PREV - PLAN REVIEW	2,276,603	1,948,068	2,103,111	2,020,458	2,041,020	62,091	3.0%
ZONA - ZONING ADJUDICATION	168,959	128,257	127,772	124,885	-	127,772	100.0%
44SH - ONE STOP SHOP	\$ 5,838,872	\$ 5,721,277	\$ 6,080,767	\$ 5,853,276	\$ 6,270,175	\$ (189,408)	-3.1%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 141,821	\$ 814,767	\$ 819,591	\$ 96,788	\$ 780,549	\$ 39,042	4.8%
ODIR - EXECUTIVE MANAGEMENT	1,193,044	1,671,811	1,672,655	2,340,626	501,071	1,171,584	70.0%
SPPT - OPERATIONS SUPPORT	-	-	-	-	1,565,246	(1,565,246)	N/A
99AS - INDIRECT SUPPORT	\$ 1,334,865	\$ 2,486,578	\$ 2,492,246	\$ 2,437,414	\$ 2,846,866	\$ (354,620)	-14.2%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 542,690	\$ 655,453	\$ 655,570	\$ 655,570	\$ 621,397	\$ 34,173	5.2%
INFR - INFRASTRUCTURE	-	-	-	-	115,073	(115,073)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	70,428	62,730	62,730	62,718	-	62,730	100.0%
RISK - RISK PREMIUMS	-	-	-	-	78,707	(78,707)	N/A
99GV - GENERAL OVERHEAD	\$ 613,118	\$ 718,183	\$ 718,300	\$ 718,288	\$ 815,177	\$ (96,877)	-13.5%
<b>TOTAL PROGRAMS</b>	<b>\$ 7,786,855</b>	<b>\$ 8,926,038</b>	<b>\$ 9,291,313</b>	<b>\$ 9,008,978</b>	<b>\$ 9,932,218</b>	<b>\$ (640,905)</b>	<b>-6.9%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>LICENSES AND PERMITS</b>							
0610 - LICENSES AND PERMITS	\$ 3,961,974	\$ 3,854,625	\$ 3,854,625	\$ 3,569,517	\$ 3,887,052	\$ 32,427	0.8%
<b>SUBTOTAL</b>	<b>\$ 3,961,974</b>	<b>\$ 3,854,625</b>	<b>\$ 3,854,625</b>	<b>\$ 3,569,517</b>	<b>\$ 3,887,052</b>	<b>\$ 32,427</b>	<b>0.8%</b>
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 4,621,805	\$ 4,025,970	\$ 4,044,237	\$ 4,584,056	\$ 4,098,600	\$ 54,363	1.3%
<b>SUBTOTAL</b>	<b>\$ 4,621,805</b>	<b>\$ 4,025,970</b>	<b>\$ 4,044,237</b>	<b>\$ 4,584,056</b>	<b>\$ 4,098,600</b>	<b>\$ 54,363</b>	<b>1.3%</b>
0637 - FINES & FORFEITS	\$ 120,506	\$ 88,680	\$ 88,680	\$ 46,100	\$ 18,948	\$ (69,732)	-78.6%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 15,979	\$ 15,000	\$ 15,000	\$ 22,071	\$ 16,000	\$ 1,000	6.7%
0650 - MISCELLANEOUS REVENUE	7,410	20,000	20,000	14,052	9,600	(10,400)	-52.0%
<b>SUBTOTAL</b>	<b>\$ 23,389</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>	<b>\$ 36,123</b>	<b>\$ 25,600</b>	<b>\$ (9,400)</b>	<b>-26.9%</b>
<b>ALL REVENUES</b>	<b>\$ 8,727,674</b>	<b>\$ 8,004,275</b>	<b>\$ 8,022,542</b>	<b>\$ 8,235,796</b>	<b>\$ 8,030,200</b>	<b>\$ 7,658</b>	<b>0.1%</b>
<b>OTHER FINANCING SOURCES</b>							
0680 - TRANSFERS IN	\$ -	\$ -	\$ -	\$ -	\$ 525,000	\$ 525,000	N/A
<b>ALL OTHER FINANCING SOURCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 525,000</b>	<b>\$ 525,000</b>	<b>N/A</b>
<b>TOTAL SOURCES</b>	<b>\$ 8,727,674</b>	<b>\$ 8,004,275</b>	<b>\$ 8,022,542</b>	<b>\$ 8,235,796</b>	<b>\$ 8,555,200</b>	<b>\$ 532,658</b>	<b>6.6%</b>

Sources and Uses by Category (continued)

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 3,929,880	\$ 4,163,153	\$ 4,522,799	\$ 4,396,171	\$ 4,799,618	\$ (276,819)	-6.1%
0705 - TEMPORARY PAY	12,063	-	37,249	9,693	-	37,249	100.0%
0710 - OVERTIME	4,452	-	-	5,675	12,000	(12,000)	N/A
0750 - FRINGE BENEFITS	1,436,303	1,493,761	1,597,418	1,526,140	1,711,477	(114,059)	-7.1%
0790 - OTHER PERSONNEL SERVICES	117,353	-	-	10,000	11,900	(11,900)	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(871,041)	(891,115)	(1,207,181)	(1,006,797)	(1,565,984)	358,803	29.7%
0796 - PERSONNEL SERVICES ALLOC-IN	780,412	1,456,469	1,467,546	1,441,254	1,527,177	(59,631)	-4.1%
<b>SUBTOTAL</b>	<b>\$ 5,409,422</b>	<b>\$ 6,222,268</b>	<b>\$ 6,417,831</b>	<b>\$ 6,382,136</b>	<b>\$ 6,496,188</b>	<b>\$ (78,357)</b>	<b>-1.2%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 26,785	\$ 57,401	\$ 57,401	\$ 35,915	\$ 47,187	\$ 10,214	17.8%
0803 - FUEL	81,827	92,000	92,000	84,294	87,920	4,080	4.4%
0804 - NON-CAPITAL EQUIPMENT	-	-	-	502	-	-	N/A
0805 - SUPPLIES-ALLOCATION OUT	(11,775)	-	-	-	(11,480)	11,480	N/A
0806 - SUPPLIES-ALLOCATION IN	11,775	53,120	52,640	27,574	67,236	(14,596)	-27.7%
<b>SUBTOTAL</b>	<b>\$ 108,612</b>	<b>\$ 202,521</b>	<b>\$ 202,041</b>	<b>\$ 148,285</b>	<b>\$ 190,863</b>	<b>\$ 11,178</b>	<b>5.5%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 19,338	\$ 24,000	\$ 24,000	\$ 15,846	\$ 12,100	\$ 11,900	49.6%
0812 - OTHER SERVICES	754,152	511,650	681,725	518,704	575,970	105,755	15.5%
0820 - RENT & OPERATING LEASES	683,794	711,708	711,708	711,708	741,600	(29,892)	-4.2%
0825 - REPAIRS AND MAINTENANCE	119	26,800	26,800	11,635	-	26,800	100.0%
0839 - INTERNAL SERVICE CHARGES	769,364	881,399	881,516	901,132	880,314	1,202	0.1%
0841 - TRAVEL	6,544	12,650	12,650	3,350	14,250	(1,600)	-12.6%
0842 - EDUCATION AND TRAINING	47,122	25,500	25,500	26,863	29,500	(4,000)	-15.7%
0843 - POSTAGE/FREIGHT/SHIPPING	5,535	10,245	10,245	6,772	7,250	2,995	29.2%
0872 - SERVICES-ALLOCATION OUT	(53,946)	(131,317)	(131,317)	(131,319)	(246,338)	115,021	87.6%
0873 - SERVICES-ALLOCATION IN	36,799	223,760	223,760	205,717	255,466	(31,706)	-14.2%
<b>SUBTOTAL</b>	<b>\$ 2,268,821</b>	<b>\$ 2,296,395</b>	<b>\$ 2,466,587</b>	<b>\$ 2,270,408</b>	<b>\$ 2,270,112</b>	<b>\$ 196,475</b>	<b>8.0%</b>
<b>CAPITAL</b>							
0930 - VEHICLES & CONSTRUCTION EQUIP	\$ -	\$ 130,000	\$ 130,000	\$ 130,000	\$ 390,000	\$ (260,000)	-200.0%
0956 - CAPITAL-ALLOCATION IN	-	74,854	74,854	78,149	60,055	14,799	19.8%
<b>SUBTOTAL</b>	<b>\$ -</b>	<b>\$ 204,854</b>	<b>\$ 204,854</b>	<b>\$ 208,149</b>	<b>\$ 450,055</b>	<b>\$ (245,201)</b>	<b>-119.7%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 7,786,855</b>	<b>\$ 8,926,038</b>	<b>\$ 9,291,313</b>	<b>\$ 9,008,978</b>	<b>\$ 9,407,218</b>	<b>\$ (115,905)</b>	<b>-1.2%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ -	\$ -	\$ -	\$ -	\$ 525,000	\$ (525,000)	N/A
<b>ALL OTHER FINANCING USES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 525,000</b>	<b>\$ (525,000)</b>	<b>N/A</b>
<b>TOTAL USES</b>	<b>\$ 7,786,855</b>	<b>\$ 8,926,038</b>	<b>\$ 9,291,313</b>	<b>\$ 9,008,978</b>	<b>\$ 9,932,218</b>	<b>\$ (640,905)</b>	<b>-6.9%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>226 PLANNING AND DEVELOPMENT FEES</b>							
OPERATING	\$ 8,601,441	\$ 7,874,883	\$ 7,893,150	\$ 8,096,754	\$ 8,030,200	\$ 137,050	1.7%
NON RECURRING NON PROJECT	123,930	129,392	129,392	129,392	525,000	395,608	305.7%
<b>FUND TOTAL SOURCES</b>	<b>\$ 8,725,371</b>	<b>\$ 8,004,275</b>	<b>\$ 8,022,542</b>	<b>\$ 8,226,146</b>	<b>\$ 8,555,200</b>	<b>\$ 532,658</b>	<b>6.6%</b>
<b>235 DEL WEBB</b>							
OPERATING	\$ 2,303	\$ -	\$ -	\$ 9,650	\$ -	\$ -	N/A
<b>FUND TOTAL SOURCES</b>	<b>\$ 2,303</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,650</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 8,603,744</b>	<b>\$ 7,874,883</b>	<b>\$ 7,893,150</b>	<b>\$ 8,106,404</b>	<b>\$ 8,030,200</b>	<b>\$ 137,050</b>	<b>1.7%</b>
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	<b>\$ 123,930</b>	<b>\$ 129,392</b>	<b>\$ 129,392</b>	<b>\$ 129,392</b>	<b>\$ 525,000</b>	<b>\$ 395,608</b>	<b>305.7%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 8,727,674</b>	<b>\$ 8,004,275</b>	<b>\$ 8,022,542</b>	<b>\$ 8,235,796</b>	<b>\$ 8,555,200</b>	<b>\$ 532,658</b>	<b>6.6%</b>
<b>100 GENERAL</b>							
OPERATING	\$ 828,049	\$ 868,232	\$ 868,232	\$ 862,305	\$ 868,232	\$ -	0.0%
<b>FUND TOTAL USES</b>	<b>\$ 828,049</b>	<b>\$ 868,232</b>	<b>\$ 868,232</b>	<b>\$ 862,305</b>	<b>\$ 868,232</b>	<b>\$ -</b>	<b>0.0%</b>
<b>226 PLANNING AND DEVELOPMENT FEES</b>							
OPERATING	\$ 6,924,521	\$ 7,677,875	\$ 8,043,150	\$ 7,837,280	\$ 8,001,694	\$ 41,456	0.5%
NON RECURRING NON PROJECT	34,128	379,931	379,931	309,393	537,292	(157,361)	-41.4%
<b>FUND TOTAL USES</b>	<b>\$ 6,958,649</b>	<b>\$ 8,057,806</b>	<b>\$ 8,423,081</b>	<b>\$ 8,146,673</b>	<b>\$ 8,538,986</b>	<b>\$ (115,905)</b>	<b>-1.4%</b>
<b>235 DEL WEBB</b>							
OPERATING	\$ 157	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
NON RECURRING NON PROJECT	-	-	-	-	525,000	(525,000)	N/A
<b>FUND TOTAL USES</b>	<b>\$ 157</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 525,000</b>	<b>\$ (525,000)</b>	<b>N/A</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 7,752,727</b>	<b>\$ 8,546,107</b>	<b>\$ 8,911,382</b>	<b>\$ 8,699,585</b>	<b>\$ 8,869,926</b>	<b>\$ 41,456</b>	<b>0.5%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 34,128</b>	<b>\$ 379,931</b>	<b>\$ 379,931</b>	<b>\$ 309,393</b>	<b>\$ 1,062,292</b>	<b>\$ (682,361)</b>	<b>-179.6%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 7,786,855</b>	<b>\$ 8,926,038</b>	<b>\$ 9,291,313</b>	<b>\$ 9,008,978</b>	<b>\$ 9,932,218</b>	<b>\$ (640,905)</b>	<b>-6.9%</b>

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	3.00	3.00	3.00	3.00	3.00	-	0.0%
EXECUTIVE MANAGEMENT	3.00	5.00	5.00	5.00	5.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>6.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>	<b>0.0%</b>
ONE STOP SHOP							
CODE ENFORCEMENT	7.90	6.00	6.00	6.00	6.00	-	0.0%
COMPREHENSIVE PLANNING	3.10	3.10	3.10	3.10	4.00	.90	29.0%
CUSTOMER SERVICES	9.00	12.00	12.00	12.00	12.00	-	0.0%
PERMIT INSPECTIONS	23.00	20.00	24.00	22.00	22.00	(2.00)	(8.3%)
PLAN REVIEW	21.00	20.00	26.00	19.00	26.00	-	0.0%
PLANNING AND ZONING	7.70	6.10	6.10	6.10	7.00	.90	14.8%
ZONING ADJUDICATION	2.30	1.80	1.80	1.80	-	(1.80)	(100.0%)
<b>PROGRAM TOTAL</b>	<b>74.00</b>	<b>69.00</b>	<b>79.00</b>	<b>70.00</b>	<b>77.00</b>	<b>(2.00)</b>	<b>(2.5%)</b>
<b>DEPARTMENT TOTAL</b>	<b>80.00</b>	<b>77.00</b>	<b>87.00</b>	<b>78.00</b>	<b>85.00</b>	<b>(2.00)</b>	<b>(2.3%)</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accounting Specialist	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%
Code Enforcement Officer	5.00	4.00	4.00	4.00	4.00	-	0.0%
Deputy Director - Png & Devel	2.00	2.00	2.00	2.00	2.00	-	0.0%
Development Services Specialist	14.00	13.00	16.00	15.00	16.00	-	0.0%
Development Svcs Technician	2.00	2.00	2.00	1.00	2.00	-	0.0%
Director - Png & Development	-	1.00	1.00	1.00	1.00	-	0.0%
Engineer	4.00	4.00	6.00	4.00	6.00	-	0.0%
Engineering Associate	2.00	2.00	2.00	-	2.00	-	0.0%
Engineering Drainage Mgr	-	1.00	1.00	1.00	1.00	-	0.0%
Engineering Supervisor	1.00	-	2.00	1.00	2.00	-	0.0%
Executive Assistant	-	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Inspection Division Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Inspection Supervisor	4.00	4.00	4.00	4.00	4.00	-	0.0%
Inspector	16.00	15.00	18.00	16.00	16.00	(2.00)	(11.1%)
Office Assistant	3.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	4.00	4.00	4.00	4.00	4.00	-	0.0%
Operations/Program Manager	2.00	-	-	-	-	-	N/A
Planner	7.00	6.00	6.00	6.00	6.00	-	0.0%
Planning Supervisor	4.00	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 Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Plans Examiner Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
RDSA Ombudsman	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>80.00</b>	<b>77.00</b>	<b>87.00</b>	<b>78.00</b>	<b>85.00</b>	<b>(2.00)</b>	<b>(2.3%)</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
226 PLANNING AND DEVELOPMENT FEES	80.00	77.00	87.00	78.00	85.00	(2.00)	(2.3%)
<b>Department Total</b>	<b>80.00</b>	<b>77.00</b>	<b>87.00</b>	<b>78.00</b>	<b>85.00</b>	<b>(2.00)</b>	<b>(2.3%)</b>

### General Adjustments

**Personnel:** FY 2015 personnel expenditures increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

### Base Adjustments:

**Planning and Development Fees Fund (226)**

- Increase Regular Benefits by \$2,203 for the impact of changes in retirement contribution rates.
- Increase Program Revenue by \$99,897 due to program volume increase.
- Increase Internal Service Charges by \$15,977 for the impact of changes in risk management charges.
- Decrease Internal Service Charges by \$12,411 for the impact of changes in telecom charges.
- Increase Expenditures by \$65,622 for increased program activity.

## 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of violation complaint inspections provided within 30 days of receipt of	141.2%	98.0%	84.8%	81.8%	(16.2%)	-16.5%
Percent of Development Master Plans/Comprehensive Plan Amendment cases taken to the Technical Advisory Committee meeting within 60 days of applicaton.	104.5%	100.0%	113.6%	100.0%	0.0%	0.0%
Percent of All Customers Served within 30 minutes	106.4%	97.3%	91.8%	95.0%	(2.2%)	-2.3%
Percent of Inspections provided the same day as Requested.	103.6%	99.7%	98.2%	98.5%	(1.2%)	-1.2%
Percent of Subdivision/Entitlement Cases reviewed in a Technical Advisory Committee meeting within 60 days of application.	100.0%	100.0%	193.6%	183.3%	83.3%	83.3%
Percent of plan reviews provided through First Plan Review within 20 business days of application.	112.7%	91.1%	94.0%	98.0%	6.9%	7.5%
Number of Variance and Other Board of Adjustment cases recommended to public hearing or approved administratively within 75 days of application.	100.0%	100.0%	96.7%	N/A	N/A	N/A

Activities that comprise this program include:

- Code Enforcement
- Comprehensive Planning
- Customer Services
- 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of violation complaint inspections provided within 30 days of receipt of complaint.	141.2%	98.0%	84.8%	81.8%	(16.2%)	-16.5%
Output	Total number of violation complaint inspections provided	N/A	1,800	1,314	1,320	(480)	-26.7%
Demand	Number of Violation Complaints Received	1,460	1,900	1,440	1,500	(400)	-21.1%
Expenditure Ratio	Total expenditure per violation complaint inspection provided.	\$ 368.19	\$ 266.15	\$ 347.63	\$ 377.37	\$ (111.22)	-41.8%
<i>Revenue</i>							
	226 - PLANNING AND DEVELOPMENT FEES	\$ 215,969	\$ 170,424	\$ 140,527	\$ 144,000	\$ (26,424)	-15.5%
	TOTAL SOURCES	\$ 215,969	\$ 170,424	\$ 140,527	\$ 144,000	\$ (26,424)	-15.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 422,729	\$ 344,105	\$ 339,208	\$ 323,966	\$ 20,139	5.9%
	226 - PLANNING AND DEVELOPMENT FEES	83,528	134,961	117,582	174,157	(39,196)	-29.0%
	TOTAL USES	\$ 506,257	\$ 479,066	\$ 456,790	\$ 498,123	\$ (19,057)	-4.0%

**Activity Narrative:** The FY 2015 budget supports the Department in meeting 100% of the demand for violation complaint investigations, including completion of backlogged violation complaints. Demand exceeds output for this measure, as some complaints are not code violations that require an inspection. Revenue is expected to increase only slightly due to a greater number of older violation complaints being resolved with payment of fines through compliance agreements. The decrease in demand results from an increase in compliance agreements and additional permitting.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Development Master Plans/Comprehensive Plan Amendment cases taken to the Technical Advisory Committee meeting within 60 days of applicaton.	104.5%	100.0%	113.6%	100.0%	0.0%	0.0%
Output	Total Number of Development Master Plans/Comprehensive Plan Admendments taken to the Technical Advisory Committee.	22	28	22	24	(4)	-14.3%
Demand	Number of Development Master Plans/Comprehensive Plan Amendments Received that require a Technical Advisory Committee meeting.	23	28	24	24	(4)	-14.3%
Expenditure Ratio	Total expenditure per plan amendment activity taken to the Technical Advisory Committee.	\$ 13,138.36	\$ 11,011.61	\$ 12,113.41	\$ 14,027.88	\$ (3,016.27)	-27.4%
<i>Revenue</i>							
	226 - PLANNING AND DEVELOPMENT FEES	\$ 20,830	\$ 81,628	\$ 86,940	\$ 90,000	\$ 8,372	10.3%
	TOTAL SOURCES	\$ 20,830	\$ 81,628	\$ 86,940	\$ 90,000	\$ 8,372	10.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 229,013	\$ 281,983	\$ 281,129	\$ 246,548	\$ 35,435	12.6%
	226 - PLANNING AND DEVELOPMENT FEES	60,031	26,342	(14,634)	90,121	(63,779)	-242.1%
	TOTAL USES	\$ 289,044	\$ 308,325	\$ 266,495	\$ 336,669	\$ (28,344)	-9.2%

**Activity Narrative:** The FY 2015 budget supports the Department in meeting 100% of demand for plan amendments. Large-scale commercial and residential development in the County is showing slight growth, as there are large tracts of land being committed to master-planned communities. Expenditure ratio has increased due to staffing reorganization within the planning activities.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of All Customers Served within 30 minutes	106.4%	97.3%	91.8%	95.0%	(2.2%)	-2.3%
Output	Total Number of Customers Served.	8,690	8,760	9,458	9,500	740	8.4%
Demand	Number of Customers Requesting Service at the One Stop Shop Counter.	8,690	8,760	9,458	9,500	740	8.4%
Expenditure Ratio	Total expenditure per customer served.	\$ 68.29	\$ 74.23	\$ 70.51	\$ 70.42	\$ 3.81	5.1%
<i>Revenue</i>							
	226 - PLANNING AND DEVELOPMENT FEES	\$ 72,300	\$ 63,767	\$ 74,175	\$ 90,600	\$ 26,833	42.1%
	TOTAL SOURCES	\$ 72,300	\$ 63,767	\$ 74,175	\$ 90,600	\$ 26,833	42.1%
<i>Expenditure</i>							
	226 - PLANNING AND DEVELOPMENT FEES	\$ 593,466	\$ 650,289	\$ 666,845	\$ 669,001	\$ (18,712)	-2.9%
	TOTAL USES	\$ 593,466	\$ 650,289	\$ 666,845	\$ 669,001	\$ (18,712)	-2.9%

**Activity Narrative:** The FY 2015 budget supports the Department in meeting 100% of the demand. The Department continues to experience a steady increased demand for planning and development services and there is an expectation that demand will increase nearing the end of FY 2014 and continue into FY 2015. The Department continues to improve its performance in serving customers in 30 minutes or less. Expenditures are increasing due to the reallocation of personnel resources within the Department to meet the increased demand.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Inspections provided the same day as Requested.	103.6%	99.7%	98.2%	98.5%	(1.2%)	-1.2%
Output	Total Number of Inspections provided.	28,513	24,924	32,410	34,480	9,556	38.3%
Demand	Number of Inspections Scheduled/Requested	29,058	25,056	32,441	34,600	9,544	38.1%
Expenditure Ratio	Total expenditure per inspection provided	\$ 52.15	\$ 77.89	\$ 57.42	\$ 60.67	\$ 17.22	22.1%
<i>Revenue</i>							
	226 - PLANNING AND DEVELOPMENT FEES	\$ 4,352,060	\$ 4,213,967	\$ 4,000,447	\$ 3,744,000	\$ (469,967)	-11.2%
	235 - DEL WEBB	2,303	-	1,001	-	-	N/A
	TOTAL SOURCES	\$ 4,354,363	\$ 4,213,967	\$ 4,001,448	\$ 3,744,000	\$ (469,967)	-11.2%
<i>Expenditure</i>							
	226 - PLANNING AND DEVELOPMENT FEES	\$ 1,487,029	\$ 1,941,260	\$ 1,861,080	\$ 2,091,786	\$ (150,526)	-7.8%
	TOTAL USES	\$ 1,487,029	\$ 1,941,260	\$ 1,861,080	\$ 2,091,786	\$ (150,526)	-7.8%

**Activity Narrative:** The FY 2015 budget supports the Department in meeting 98.5% of the demand, including building re-inspections. The Department is experiencing a significant increase in demand for inspections and as a result is expecting to experience an improvement in efficiency. The Department has budgeted for an additional inspector to support the increased demand for inspections.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of plan reviews provided through First Plan Review within 20 business days of application.	112.7%	91.1%	94.0%	98.0%	6.9%	7.5%
Output	Total number of Plan Reviews provided.	9,857	10,800	6,657	5,824	(4,976)	-46.1%
Demand	Number of Plan Reviews Requested.	11,112	11,940	11,884	5,900	(6,040)	-50.6%
Expenditure Ratio	Total expenditure per plan review provided.	\$ 230.96	\$ 194.73	\$ 303.51	\$ 350.45	\$ (155.72)	-80.0%
<i>Revenue</i>							
	226 - PLANNING AND DEVELOPMENT FEES	\$ 3,714,546	\$ 3,118,753	\$ 3,390,054	\$ 3,576,000	\$ 457,247	14.7%
	TOTAL SOURCES	\$ 3,714,546	\$ 3,118,753	\$ 3,390,054	\$ 3,576,000	\$ 457,247	14.7%
<i>Expenditure</i>							
	226 - PLANNING AND DEVELOPMENT FEES	\$ 2,276,603	\$ 2,103,111	\$ 2,020,458	\$ 2,041,020	\$ 62,091	3.0%
	TOTAL USES	\$ 2,276,603	\$ 2,103,111	\$ 2,020,458	\$ 2,041,020	\$ 62,091	3.0%

**Activity Narrative:** The FY 2015 budget supports the Department in meeting an expected level of 98% of non-expedited plan reviews processed within 20 business days of application. Revised building plans are typically submitted in response to initial review comments. The Department has fewer large projects, including various solar energy plants, which impact the plan review workload. In FY 2014 and in accordance with HB1598, the number of plan reviews is now limited, which helps explain the reduced number of plan reviews provided. The FY 2015 budget also includes a slight increase in expected revenue due for County funded large capital projects scheduled for completion in FY 2014. The jump in the number of plan reviews is from combining drainage reviews and building reviews into the same activity in an effort to streamline reporting. The expenditure reduction in FY 2014 is due to a reduction in use of outside resources to provide plan review services.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Subdivision/Entitlement Cases reviewed in a Technical Advisory Committee meeting within 60 days of application.	100.0%	100.0%	193.6%	183.3%	83.3%	83.3%
Output	Total Number of Subdivision/Entitlement Cases reviewed in a Technical Advisory Committee meeting.	225	60	47	36	(24)	-40.0%
Demand	Number of Subdivision/Entitlement Cases Received where a Technical Advisory Committee is required.	305	120	70	42	(78)	-65.0%
Expenditure Ratio	Total expenditure per Subdivision/Entitlement case reviewed in a Technical Advisory Committee meeting.	\$ 2,300.06	\$ 7,849.07	\$ 9,717.51	\$ 17,599.33	\$ (9,750.27)	-124.2%
<i>Revenue</i>							
	226 - PLANNING AND DEVELOPMENT FEES	\$ 314,540	\$ 315,341	\$ 479,915	\$ 360,000	\$ 44,659	14.2%
	TOTAL SOURCES	\$ 314,540	\$ 315,341	\$ 479,915	\$ 360,000	\$ 44,659	14.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 128,772	\$ 171,319	\$ 171,143	\$ 273,349	\$ (102,030)	-59.6%
	226 - PLANNING AND DEVELOPMENT FEES	388,742	299,625	285,580	360,227	(60,602)	-20.2%
	TOTAL USES	\$ 517,514	\$ 470,944	\$ 456,723	\$ 633,576	\$ (162,632)	-34.5%

**Activity Narrative:** The overall demand or number of cases processed by the Planning and Zoning Activity for FY 2014 has not changed significantly. However, the number of cases processed through a technical advisory committee meeting has decreased and can be contributed to a significant number of applicant's requests for expedited processing. Planning and Zoning staff have accommodated these requests while maintaining quality results in projects approved and presented to the Board of Supervisors. The FY 2015 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 remain constant with a slight increase due to growth in real estate market activity. The FY 2015 budget for Zoning and Adjudication has been merged with the Planning and Zoning activity to centralize functions.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Number of Variance and Other Board of Adjustment cases recommended to public hearing or approved administratively within 75 days of application.	100.0%	100.0%	96.7%	N/A	N/A	N/A
Output	Total number of Variance and Other Board of Adjustment Cases resolved.	14	42	60	N/A	N/A	N/A
Demand	Total Number of Variance and Other Board of Adjustment Cases Requested.	29	42	70	-	(42)	-100.0%
Expenditure Ratio	Total expenditure per Variance and Other Board of Adjustment Cases Resolved.	N/A	\$ 3,042.19	\$ 2,153.19	N/A	N/A	N/A
<i>Revenue</i>							
	226 - PLANNING AND DEVELOPMENT FEES	\$ 21,450	\$ 23,662	\$ 27,615	\$ -	\$ (23,662)	-100.0%
	TOTAL SOURCES	\$ 21,450	\$ 23,662	\$ 27,615	\$ -	\$ (23,662)	-100.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 47,535	\$ 70,825	\$ 70,825	\$ -	\$ 70,825	100.0%
	226 - PLANNING AND DEVELOPMENT FEES	121,424	56,947	54,060	-	56,947	100.0%
	TOTAL USES	\$ 168,959	\$ 127,772	\$ 124,885	\$ -	\$ 127,772	100.0%

**Activity Narrative:** The FY 2014 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. The FY 2015 budget for Zoning and Adjudication has been merged with the Planning and Zoning activity.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
FY 2014 Adopted Budget	\$ 868,232	\$ -
FY 2014 Revised Budget	\$ 868,232	\$ -
FY 2015 Baseline Budget Threshold	\$ 868,232	\$ -
FY 2015 Adopted Budget	\$ 868,232	\$ -

Planning and Development Fees Fund (226)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 7,677,875</b>	<b>\$ 7,874,883</b>
Adjustments:	Agenda Item:	
<b>Employee Salary Adjustments</b>	<b>\$ 215,275</b>	<b>\$ 18,267</b>
County RPP	215,275	18,267
C-49-13-092-2-00		
<b>Non Recurring</b>	<b>\$ 150,000</b>	<b>\$ -</b>
Increase Expenditure Authority for Plan Reviews	150,000	-
C-44-14-095-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 8,043,150</b>	<b>\$ 7,893,150</b>
Adjustments:	Agenda Item:	
<b>Employee Salary Adjustments</b>	<b>\$ 37,153</b>	<b>\$ -</b>
Annual Market Adjustment - IT	37,153	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 37,153</b>
ProgRevenue Volume Inc/Dec	-	37,153
<b>Non Recurring</b>	<b>\$ (150,000)</b>	<b>\$ -</b>
Increase Expenditure Authority for Plan Reviews	(150,000)	-
C-44-14-095-2-00		
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 7,930,303</b>	<b>\$ 7,930,303</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 2,203</b>	<b>\$ -</b>
Retirement Contributions	2,203	-
<b>Base Adjustments</b>	<b>\$ 3,566</b>	<b>\$ -</b>
Internal Service Charges	3,566	-
Decrease Telecom	\$ (12,411)	
Risk Management	\$ 15,977	
<b>Fees and Other Revenues</b>	<b>\$ 65,622</b>	<b>\$ 99,897</b>
ProgRevenue Volume Inc/Dec	65,622	99,897
<b>FY 2015 Adopted Budget</b>	<b>\$ 8,001,694</b>	<b>\$ 8,030,200</b>
Percent Change from Threshold Amount	0.9%	1.3%
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 379,931</b>	<b>\$ 129,392</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 379,931</b>	<b>\$ 129,392</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ (130,000)</b>	<b>\$ -</b>
Other Base Adjustments	(130,000)	-
<b>Fees and Other Revenues</b>	<b>\$ (129,392)</b>	<b>\$ (129,392)</b>
ProgRevenue Volume Inc/Dec	(129,392)	(129,392)
<b>Information and Communications Technology</b>		
Other IT Non Recurring	(120,539)	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ 390,000</b>	<b>\$ -</b>
Vehicle Replacement	390,000	-
<b>Information and Communications Technology</b>		
Other IT Non Recurring	147,292	-
<b>Non Recurring</b>	<b>\$ -</b>	<b>\$ 525,000</b>
Non Recurring Fund Transfer	-	525,000
<b>FY 2015 Adopted Budget</b>	<b>\$ 537,292</b>	<b>\$ 525,000</b>

**Planning and Development Fees Fund (226) Fund Balance Summary**

	<b>FY 2013 ACTUAL</b>	<b>FY 2014 ADOPTED</b>	<b>FY 2014 REVISED</b>	<b>FY 2014 FORECAST</b>	<b>FY 2015 ADOPTED</b>
Beginning Spendable Fund Balance	\$ 2,815,909	\$ 4,249,807	\$ 4,249,807	\$ 3,580,626	\$ 3,660,099
Sources:					
Operating	\$ 8,601,441	\$ 7,874,883	\$ 7,893,150	\$ 8,096,754	\$ 8,030,200
Non-Recurring	123,930	129,392	129,392	129,392	525,000
Total Sources:	\$ 8,725,371	\$ 8,004,275	\$ 8,022,542	\$ 8,226,146	\$ 8,555,200
Uses:					
Operating	\$ 7,794,394	\$ 7,677,875	\$ 8,043,150	\$ 7,837,280	\$ 8,001,694
Non-Recurring	166,256	379,931	379,931	309,393	537,292
Total Uses:	\$ 7,960,650	\$ 8,057,806	\$ 8,423,081	\$ 8,146,673	\$ 8,538,986
Structural Balance	\$ 807,047	\$ 197,008	\$ (150,000)	\$ 259,474	\$ 28,506
Accounting Adjustments	\$ (4)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Committed	3,580,626	4,196,276	3,849,268	3,660,099	3,676,313
Total Ending Spendable Fund Balance	\$ 3,580,626	\$ 4,196,276	\$ 3,849,268	\$ 3,660,099	\$ 3,676,313

Del Webb Fund (235)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	\$ -	\$ -
<b>FY 2014 Revised Budget</b>	\$ -	\$ -
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 525,000	\$ -
<i>Non Recurring Fund Transfer</i>	<i>525,000</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 525,000</b>	<b>\$ -</b>

Del Webb Special Fund (235) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 513,203	\$ -	\$ -	\$ 515,350	\$ 525,000
Sources:					
Operating	\$ 2,303	\$ -	\$ -	\$ 9,650	\$ -
Total Sources:	\$ 2,303	\$ -	\$ -	\$ 9,650	\$ -
Uses:					
Operating	\$ 157	\$ -	\$ -	\$ -	\$ -
Non-Recurring	-	-	-	-	525,000
Total Uses:	\$ 157	\$ -	\$ -	\$ -	\$ 525,000
Structural Balance	\$ 2,146	\$ -	\$ -	\$ 9,650	\$ -
Accounting Adjustments	\$ 1	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 515,350	\$ -	\$ -	\$ 525,000	\$ -
Total Ending Spendable Fund Balance	\$ 515,350	\$ -	\$ -	\$ 525,000	\$ -

## Procurement Services

*Analysis by Jacqueline M. Edwards, Senior 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 place.

#### Vision

Working together to deliver value.

### Strategic Goals

#### Department Specific

**By FY 2015, achieve an annual customer satisfaction score of 90% or greater as measured through the annual customer satisfaction survey issued by Procurement Services.**

Status: The Department has been diligently working to rebrand themselves as a strategic partner and agency resource. The Department will update this goal during the FY 2016 Strategic Business Plan update process.

#### Department Specific

**By FY 2015, the Office of 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: In FY 2014, the Department engaged a contractor to perform a detailed spend analysis and classification. These results have been shared with the Finance Department, and now they are working to implement identified opportunities for increased efficiencies and hard dollar savings. The Department will update this goal during the FY 2016 Strategic Business Plan update process.

#### Department Specific

**By FY 2016, 100% of new contracts for commodities will be written to include acceptable environmental sustainability standards consistent with Board policy.**

Status: The Department is currently working with the County Attorney's Office to revise contract templates to include language consistent with the Environmentally Preferred Purchasing policy (A1514) for non-construction contracts. The Department will update this goal during the FY 2016 Strategic Business Plan update process.

**Department Specific**

**By FY 2016, 80% of new construction project contracts will include acceptable environmental sustainability standards consistent with Board policy.**

Status: The Department is currently working with the County Attorney's Office to revise contract templates to include language consistent with the Environmentally Preferred Purchasing policy (A1514) for construction contracts. The Department will update this goal during the FY 2016 Strategic Business Plan update process.

**Department Specific**

**By FY 2016, 80% of requests for records services will be completed within 7 business days.**

Status: The Department has seen an increase in demand for public records requests and has developed a process to fill these requests in a timely manner. Currently, the Department is working with other agencies to fulfill new State of Arizona requirements. The Department will update this goal during the FY 2016 Strategic Business Plan update process.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
PCPT - PROCUREMENT SERVICES	\$ 930,297	\$ 282,000	\$ 282,000	\$ 294,984	\$ 300,000	\$ 18,000	6.4%
73BS - PROCUREMENT SERVICES	\$ 930,297	\$ 282,000	\$ 282,000	\$ 294,984	\$ 300,000	\$ 18,000	6.4%
PRNT - PRINTING SERVICES	\$ 778,408	\$ 788,689	\$ 808,689	\$ 860,699	\$ 845,217	\$ 36,528	4.5%
73PR - PRINTING SERVICES PROGRAM	\$ 778,408	\$ 788,689	\$ 808,689	\$ 860,699	\$ 845,217	\$ 36,528	4.5%
<b>TOTAL PROGRAMS</b>	<b>\$ 1,708,705</b>	<b>\$ 1,070,689</b>	<b>\$ 1,090,689</b>	<b>\$ 1,155,683</b>	<b>\$ 1,145,217</b>	<b>\$ 54,528</b>	<b>5.0%</b>
<b>USES</b>							
PCPT - PROCUREMENT SERVICES	\$ 2,002,820	\$ 2,102,817	\$ 2,164,001	\$ 2,025,812	\$ 2,130,813	\$ 33,188	1.5%
73BS - PROCUREMENT SERVICES	\$ 2,002,820	\$ 2,102,817	\$ 2,164,001	\$ 2,025,812	\$ 2,130,813	\$ 33,188	1.5%
PRNT - PRINTING SERVICES	\$ 687,496	\$ 702,742	\$ 722,742	\$ 732,564	\$ 825,165	\$ (102,423)	-14.2%
73PR - PRINTING SERVICES PROGRAM	\$ 687,496	\$ 702,742	\$ 722,742	\$ 732,564	\$ 825,165	\$ (102,423)	-14.2%
RMPT - RECORDS MANAGEMENT	\$ 34,521	\$ 53,380	\$ 54,494	\$ 41,580	\$ 56,359	\$ (1,865)	-3.4%
73RM - RECORDS MANAGEMENT	\$ 34,521	\$ 53,380	\$ 54,494	\$ 41,580	\$ 56,359	\$ (1,865)	-3.4%
ODIR - EXECUTIVE MANAGEMENT	\$ 232,375	\$ 202,703	\$ 210,695	\$ 206,539	\$ 179,346	\$ 31,349	14.9%
POOL - POOLED COSTS	-	(23,930)	-	-	893	(893)	N/A
SPPT - OPERATIONS SUPPORT	-	-	-	-	42,917	(42,917)	N/A
99AS - INDIRECT SUPPORT	\$ 232,375	\$ 178,773	\$ 210,695	\$ 206,539	\$ 223,156	\$ (12,461)	-5.9%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 54,904	\$ 60,652	\$ 60,652	\$ 60,652	\$ 63,949	\$ (3,297)	-5.4%
INFR - INFRASTRUCTURE	-	-	-	-	21,264	(21,264)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	29,750	33,657	33,657	36,094	-	33,657	100.0%
RISK - RISK PREMIUMS	-	-	-	-	8,275	(8,275)	N/A
99GV - GENERAL OVERHEAD	\$ 84,654	\$ 94,309	\$ 94,309	\$ 96,746	\$ 93,488	\$ 821	0.9%
<b>TOTAL PROGRAMS</b>	<b>\$ 3,041,866</b>	<b>\$ 3,132,021</b>	<b>\$ 3,246,241</b>	<b>\$ 3,103,241</b>	<b>\$ 3,328,981</b>	<b>\$ (82,740)</b>	<b>-2.5%</b>

### Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>CHARGES FOR SERVICE</b>							
0636 - INTERNAL SERVICE CHARGES	\$ 778,408	\$ 788,689	\$ 808,689	\$ 860,699	\$ 845,217	\$ 36,528	4.5%
<b>SUBTOTAL</b>	\$ 778,408	\$ 788,689	\$ 808,689	\$ 860,699	\$ 845,217	\$ 36,528	4.5%
<b>MISCELLANEOUS</b>							
0650 - MISCELLANEOUS REVENUE	\$ 930,297	\$ 282,000	\$ 282,000	\$ 294,984	\$ 300,000	\$ 18,000	6.4%
<b>SUBTOTAL</b>	\$ 930,297	\$ 282,000	\$ 282,000	\$ 294,984	\$ 300,000	\$ 18,000	6.4%
<b>ALL REVENUES</b>	\$ 1,708,705	\$ 1,070,689	\$ 1,090,689	\$ 1,155,683	\$ 1,145,217	\$ 54,528	5.0%
<b>TOTAL SOURCES</b>	\$ 1,708,705	\$ 1,070,689	\$ 1,090,689	\$ 1,155,683	\$ 1,145,217	\$ 54,528	5.0%
CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 1,810,349	\$ 1,897,296	\$ 2,007,690	\$ 1,925,465	\$ 2,005,581	\$ 2,109	0.1%
0705 - TEMPORARY PAY	-	-	-	43,842	136,469	(136,469)	N/A
0710 - OVERTIME	1,038	150	150	546	150	-	0.0%
0750 - FRINGE BENEFITS	640,886	712,911	690,909	674,717	705,139	(14,230)	-2.1%
0790 - OTHER PERSONNEL SERVICES	9,521	-	-	-	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(25,000)	(44,152)	(44,152)	(93,479)	(191,276)	147,124	333.2%
0796 - PERSONNEL SERVICES ALLOC-IN	16,386	19,152	19,152	19,152	19,367	(215)	-1.1%
<b>SUBTOTAL</b>	\$ 2,453,180	\$ 2,585,357	\$ 2,673,749	\$ 2,570,243	\$ 2,675,430	\$ (1,681)	-0.1%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 270,692	\$ 259,579	\$ 274,507	\$ 269,620	\$ 283,972	\$ (9,465)	-3.4%
0802 - MEDICAL SUPPLIES	-	-	-	(137)	-	-	N/A
0803 - FUEL	376	750	750	444	582	168	22.4%
0804 - NON-CAPITAL EQUIPMENT	910	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	\$ 271,978	\$ 260,329	\$ 275,257	\$ 269,927	\$ 284,554	\$ (9,297)	-3.4%
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 198,579	\$ 127,500	\$ 127,500	\$ 130,032	\$ 127,500	\$ -	0.0%
0820 - RENT & OPERATING LEASES	1,792	4,000	14,900	4,766	14,900	-	0.0%
0825 - REPAIRS AND MAINTENANCE	9,851	33,485	33,485	12,919	23,492	9,993	29.8%
0830 - INTERGOVERNMENTAL PAYMENTS	156	-	-	5	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	83,551	98,983	98,983	99,271	103,397	(4,414)	-4.5%
0841 - TRAVEL	12,420	8,000	8,000	6,979	16,096	(8,096)	-101.2%
0842 - EDUCATION AND TRAINING	8,736	11,027	11,027	7,390	11,552	(525)	-4.8%
0843 - POSTAGE/FREIGHT/SHIPPING	1,623	3,340	3,340	1,709	2,060	1,280	38.3%
<b>SUBTOTAL</b>	\$ 316,708	\$ 286,335	\$ 297,235	\$ 263,071	\$ 298,997	\$ (1,762)	-0.6%
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ (70,000)	N/A
<b>SUBTOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ (70,000)	N/A
<b>ALL EXPENDITURES</b>	\$ 3,041,866	\$ 3,132,021	\$ 3,246,241	\$ 3,103,241	\$ 3,328,981	\$ (82,740)	-2.5%
<b>TOTAL USES</b>	\$ 3,041,866	\$ 3,132,021	\$ 3,246,241	\$ 3,103,241	\$ 3,328,981	\$ (82,740)	-2.5%

### Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 930,297	\$ 282,000	\$ 282,000	\$ 294,984	\$ 300,000	\$ 18,000	6.4%
<b>FUND TOTAL SOURCES</b>	\$ 930,297	\$ 282,000	\$ 282,000	\$ 294,984	\$ 300,000	\$ 18,000	6.4%
<b>673 REPROGRAPHICS</b>							
OPERATING	\$ 778,408	\$ 788,689	\$ 808,689	\$ 860,699	\$ 845,217	\$ 36,528	4.5%
<b>FUND TOTAL SOURCES</b>	\$ 778,408	\$ 788,689	\$ 808,689	\$ 860,699	\$ 845,217	\$ 36,528	4.5%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 1,708,705	\$ 1,070,689	\$ 1,090,689	\$ 1,155,683	\$ 1,145,217	\$ 54,528	5.0%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 1,708,705	\$ 1,070,689	\$ 1,090,689	\$ 1,155,683	\$ 1,145,217	\$ 54,528	5.0%
FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 2,163,379	\$ 2,283,205	\$ 2,377,425	\$ 2,228,186	\$ 2,413,764	\$ (36,339)	-1.5%
NON RECURRING NON PROJECT	104,467	60,127	60,127	60,127	-	60,127	100.0%
<b>FUND TOTAL USES</b>	\$ 2,267,846	\$ 2,343,332	\$ 2,437,552	\$ 2,288,313	\$ 2,413,764	\$ 23,788	1.0%
<b>673 REPROGRAPHICS</b>							
OPERATING	\$ 774,020	\$ 788,689	\$ 808,689	\$ 814,928	\$ 845,217	\$ (36,528)	-4.5%
NON RECURRING NON PROJECT	-	-	-	-	70,000	(70,000)	N/A
<b>FUND TOTAL USES</b>	\$ 774,020	\$ 788,689	\$ 808,689	\$ 814,928	\$ 915,217	\$ (106,528)	-13.2%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 2,937,399	\$ 3,071,894	\$ 3,186,114	\$ 3,043,114	\$ 3,258,981	\$ (72,867)	-2.3%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 104,467	\$ 60,127	\$ 60,127	\$ 60,127	\$ 70,000	\$ (9,873)	-16.4%
<b>DEPARTMENT TOTAL USES</b>	\$ 3,041,866	\$ 3,132,021	\$ 3,246,241	\$ 3,103,241	\$ 3,328,981	\$ (82,740)	-2.5%

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	ADOPTED VAR %
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	1.65	1.50	1.50	1.50	1.00	(.50)	(33.3%)
OPERATIONS SUPPORT	-	-	.00	-	.50	.50	N/A
<b>PROGRAM TOTAL</b>	<b>1.65</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>-</b>	<b>0.0%</b>
PRINTING SERVICES PROGRAM							
PRINTING SERVICES	9.00	9.00	9.00	9.00	9.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>-</b>	<b>0.0%</b>
PROCUREMENT SERVICES	28.15	27.75	28.25	28.25	25.25	(3.00)	(10.6%)
<b>PROGRAM TOTAL</b>	<b>28.15</b>	<b>27.75</b>	<b>28.25</b>	<b>28.25</b>	<b>25.25</b>	<b>(3.00)</b>	<b>(10.6%)</b>
RECORDS MANAGEMENT							
RECORDS MANAGEMENT	.20	.75	.75	.75	.75	-	0.0%
<b>PROGRAM TOTAL</b>	<b>.20</b>	<b>.75</b>	<b>.75</b>	<b>.75</b>	<b>.75</b>	<b>-</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>39.00</b>	<b>39.00</b>	<b>39.50</b>	<b>39.50</b>	<b>36.50</b>	<b>(3.00)</b>	<b>(7.6%)</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	ADOPTED VAR %
Admin/Operations Specialist	-	-	2.00	2.00	2.00	-	0.0%
Administrative Services Mgr	-	1.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	-	1.00	1.00	1.00	1.00	-	0.0%
Business Systems Analyst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Materials Management	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Materials Mgt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	1.00	-	-	-	-	-	N/A
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	5.00	4.00	2.00	2.00	2.00	-	0.0%
Procurement Officer – County	11.50	10.50	11.00	12.00	9.00	(2.00)	(18.2%)
Procurement Officer Lead – County	-	1.00	1.00	1.00	1.00	-	0.0%
Procurement Specialist	1.00	1.00	2.00	1.00	1.00	(1.00)	(50.0%)
Procurement Supervisor – County	3.00	2.00	2.00	2.00	2.00	-	0.0%
Program Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	2.00	2.00	1.00	1.00	1.00	-	0.0%
Reprographic Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Reprographic Technician	6.00	6.00	6.00	6.00	6.00	-	0.0%
Strategic Procurement Consultant - County	.50	.50	.50	.50	.50	-	0.0%
Training Officer	-	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>39.00</b>	<b>39.00</b>	<b>39.50</b>	<b>39.50</b>	<b>36.50</b>	<b>(3.00)</b>	<b>(7.6%)</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	ADOPTED VAR %
100 GENERAL	30.00	30.00	30.50	30.50	27.50	(3.00)	(9.8%)
673 REPROGRAPHICS	9.00	9.00	9.00	9.00	9.00	-	0.0%
<b>Department Total</b>	<b>39.00</b>	<b>39.00</b>	<b>39.50</b>	<b>39.50</b>	<b>36.50</b>	<b>(3.00)</b>	<b>(7.6%)</b>

### Significant Variance Analysis

The Department reduced their staff by 3.0 FTE, 1.0 FTE Procurement Specialist and 2.0 FTE Procurement Officer, due to redistribution of job duties and moving a Grant-Contract Administrator from General Fund (100) Non Recurring Non Project to Operating.

## General Adjustments

**Personnel:** FY 2015 personnel expenditures increased due to the annualization of County performance pay and market study adjustments in FY14.

### **Base Adjustments:**

#### **General Fund (100)**

- Increase Regular Benefits by \$827 for the impact of changes in retirement contribution rates.
- Increase Internal Services Charges by \$433 for the impact of the changes in risk management charges.
- Increase Personnel by \$22,762 for the addition of a Contract Monitor position that was previously in General Fund (100) Non Recurring Non Project.
- Increase Personnel by \$893 due to the Justice System Market Adjustment that included Office Assistant Specialized.

#### **Reprographics (673) Operating**

- Increase Regular Benefits by \$183 for the impact of changes in retirement contribution rates.
- Increase Internal Services Charges by \$129 for the impact of the changes in risk management charges.
- Increase revenues by \$56,528 and operating expenditures by \$56,216 based on anticipated increase in the provision of internal printing services.

#### **Reprographics (673) Non Recurring Non Project**

- Increase Capital Equipment by \$70,000 for the replacement of a copier.

## Programs and Activities

### Procurement Services Program

The purpose of the Procurement Services Program is to provide procurement services to County departments so they can continue to provide mission critical services to the general public.

### Program Results

Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of respondents indicating "very satisfied" or "satisfied" on the Procurement Customer Satisfaction Survey	92.9%	100.0%	100.0%	100.0%	0.0%	0.0%
Percentage of expenditure for goods/services/construction managed through procurement services.	42.3%	100.0%	68.3%	63.5%	(36.5%)	-36.5%
Percent of new contracts written to include acceptable environmental standards consistent with Board policy language	54.3%	98.1%	98.1%	98.1%	0.0%	0.0%
Percent of new construction project contracts which contain acceptable environmental standards consistent with Board policy	50.0%	97.5%	97.5%	97.5%	0.0%	0.0%

Activities that comprise this program include:

- Procurement Services

**Procurement Services Activity**

The purpose of the Procurement Services Activity is to provide value, guidance and support service to County departments so they can have the goods/services they need to operate in fulfillment of their mission while maintaining statutory compliance, and supporting the principles of public procurement.

**Mandates:** A.R.S. §41-2501 establishing County purchasing procedures.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of respondents indicating "very satisfied" or "satisfied" on the Procurement Customer Satisfaction Survey	92.9%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percentage of expenditure for goods/services/construction managed through procurement services	42.3%	100.0%	68.3%	63.5%	(36.5%)	-36.5%
Result	Percent of new contracts written to include acceptable environmental standards consistent with Board policy language	54.3%	98.1%	98.1%	98.1%	0.0%	0.0%
Result	Percent of new construction project contracts which contain acceptable environmental standards consistent with Board policy	50.0%	97.5%	97.5%	97.5%	0.0%	0.0%
Output	Value of competitively sourced Purchase Orders	253,143,680	181,685,480	303,487,350	398,146,840	216,461,360	119.1%
Output	Number of new contracts with acceptable environmental standards consistent with Board policy	200	70	70	70	-	0.0%
Output	Number of new construction projects meeting acceptable environmental sustainability standards consistent with Board policy	80	70	70	70	-	0.0%
Output	Number of new contracts provided	368	159	159	159	-	0.0%
Demand	Number of new construction project contracts requested	160	164	57	164	-	0.0%
Demand	Number of new contracts for goods/services requested	352	173	250	173	-	0.0%
Demand	Number of new contracts for construction project requested	140	117	130	117	-	0.0%
Demand	Dollar value of expenditures for goods/services/construction	599,076,390	471,732,800	515,681,120	471,732,800	-	0.0%
Expenditure Ratio	Cost per new contract provided	\$ 5,442.45	\$ 13,610.07	\$ 12,740.96	\$ 13,401.34	\$ 208.73	1.5%
<b>Revenue</b>							
	100 - GENERAL	\$ 930,297	\$ 282,000	\$ 294,984	\$ 300,000	\$ 18,000	6.4%
	TOTAL SOURCES	\$ 930,297	\$ 282,000	\$ 294,984	\$ 300,000	\$ 18,000	6.4%
<b>Expenditure</b>							
	100 - GENERAL	\$ 2,002,820	\$ 2,164,001	\$ 2,025,812	\$ 2,130,813	\$ 33,188	1.5%
	TOTAL USES	\$ 2,002,820	\$ 2,164,001	\$ 2,025,812	\$ 2,130,813	\$ 33,188	1.5%

**Activity Narrative:** The percentage of expenditures for goods/services/construction managed through procurement services is based on the newly set benchmark from FY 2013. Based on the actual progress made in FY 2014, the Department expects this result to be 63.5% in FY 2015. The output for the value of competitively sourced Purchase orders is increasing by 119% from FY 2014 Revised measure. This is due to the Department developing programs and policies to increase the quality of County-wide procurement as well as based on the FY 2013 Actual and FY 2014 actuals thus far.

**Base Adjustments:**

**General Fund (100) Operating**

- Increase Revenue by \$18,000 for the expected return of contract overpayments.

## Print Services Program

The purpose of the Print Services Program is to provide printed and published materials to County agencies so they can effectively market, communicate, and promote value added services to the citizens of Maricopa County.

## Program Results

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of respondents indicating very satisfied or satisfied on the Graphics Services Customer Satisfaction survey	N/A	91.3%	91.3%	91.3%	0.0%	0.0%

Activities that comprise this program include:

- Print Services

## Print Services Activity

The purpose of the Print Services Activity is to provide printed materials to County departments so they can support mission critical objectives.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of respondents indicating very satisfied or satisfied on the Graphics Services Customer Satisfaction survey	204.8%	91.3%	91.3%	91.3%	0.0%	0.0%
Output	Number of requests for Print Services completed	2,151	2,208	1,500	2,208	-	0.0%
Demand	Number of Print Services requested	2,151	2,208	1,500	2,208	-	0.0%
Expenditure Ratio	Cost per Print Services request completed	\$ 319.62	\$ 327.33	\$ 488.38	\$ 373.72	\$ (46.39)	-14.2%
<i>Revenue</i>							
	673 - REPROGRAPHICS	\$ 778,408	\$ 808,689	\$ 860,699	\$ 845,217	\$ 36,528	4.5%
	TOTAL SOURCES	\$ 778,408	\$ 808,689	\$ 860,699	\$ 845,217	\$ 36,528	4.5%
<i>Expenditure</i>							
	673 - REPROGRAPHICS	\$ 687,496	\$ 722,742	\$ 732,564	\$ 825,165	\$ (102,423)	-14.2%
	TOTAL USES	\$ 687,496	\$ 722,742	\$ 732,564	\$ 825,165	\$ (102,423)	-14.2%

**Activity Narrative:** The FY 2014 and 2015 result measure cannot be compared to the FY 2013 Actual measure as this calculation was incorrectly completed. Although the demand is not expected to increase, the complexity of each print service will increase over FY 2014 Revised. This results in a more costly individual print service request. Thus, it is expected the trend for increased revenue will continue into FY 2015.

## Records Management Program

The purpose of the Records Management Program is to provide guidance and direction to County agencies so they can serve the information needs of Maricopa County residents in compliance with state statute.

Program Results

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percentage of requests for service fulfilled within 7 days	53.3%	73.2%	85.6%	86.2%	13.0%	17.8%

Activities that comprise this Program include:

- Records Management

**Records Management Activity**

The purpose of the Records Management Activity is to provide guidance and direction to the County agencies so they can service the information needs of Maricopa County residents in compliance with state statute.

**Mandates:** A.R.S. § 41-151 establishing state and local records management procedures.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of requests for service fulfilled within 7 days	53.3%	73.2%	85.6%	86.2%	13.0%	17.8%
Output	Number of requests for records management services fulfilled within 7 days	176	112	177	178	66	58.9%
Output	Number of records management services provided	330	168	216	218	50	29.8%
Demand	Requests for services	233	168	216	218	50	29.8%
Expenditure Ratio	Cost per records management services provided	\$ 104.61	\$ 324.37	\$ 192.50	\$ 258.53	\$ 65.84	20.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 34,521	\$ 54,494	\$ 41,580	\$ 56,359	\$ (1,865)	-3.4%
	TOTAL USES	\$ 34,521	\$ 54,494	\$ 41,580	\$ 56,359	\$ (1,865)	-3.4%

**Activity Narrative:** In FY 2015, the Department expects demand and output to increase as education to County agencies on records management continues. The expected measures in FY 2015 are based on an analysis of the FY 2013 Actual and FY 2014 Forecast.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 2,283,205</b>	<b>\$ 282,000</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 94,220</b>	<b>\$ -</b>
County RPP	80,551	-
2nd Quarter Retention Pay and Market Adj	954	-
FY 14 IT Market Study Adjustments	11,236	-
3rd and 4th Quarter Retention Pay and Market Adj	1,479	-
Agenda Item:		
C-49-13-092-2-00		
C-49-14-032-2-00		
C-49-14-041-2-00		
C-49-14-043-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 2,377,425</b>	<b>\$ 282,000</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 11,424</b>	<b>\$ -</b>
2nd Quarter Retention Pay and Market Adj	(954)	-
FY 14 IT Market Study Adjustments	(11,236)	-
3rd and 4th Quarter Retention Pay and Market Adj	(1,479)	-
Annual Market Adjustment - IT	22,472	-
2nd to 4th Quarter Retention Pay Plan	2,621	-
Agenda Item:		
C-49-14-032-2-00		
C-49-14-041-2-00		
C-49-14-043-2-00		
<b>FY 2015 Budget Target</b>	<b>\$ 2,388,849</b>	<b>\$ 282,000</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 827</b>	<b>\$ -</b>
Retirement Contributions	827	-
<b>Base Adjustments</b>	<b>\$ 23,195</b>	<b>\$ -</b>
Internal Service Charges	433	-
Risk Management Costs	\$ 433	-
Personnel Fund or Function Shifts	22,762	-
Contract Monitor position moved from Non Recurring to Operating	\$ 22,762	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 18,000</b>
ProgRevenue Volume Inc/Dec	-	18,000
<b>FY 2015 Tentative Budget</b>	<b>\$ 2,412,871</b>	<b>\$ 300,000</b>
Percent Change from Target Amount	1.0%	6.4%
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 893</b>	<b>\$ -</b>
Justice System Support Market Adjustment	893	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 2,413,764</b>	<b>\$ 300,000</b>
Percent Change from Target Amount	1.0%	6.4%

Reprographics Fund (673)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 788,689</b>	<b>\$ 788,689</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>
<i>Increase Exp and Rev Authority for Increased Demand</i>	<i>20,000</i>	<i>20,000</i>
Agenda Item:		
C-73-14-061-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 808,689</b>	<b>\$ 808,689</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (20,000)</b>	<b>\$ (20,000)</b>
<i>Increase Exp and Rev Authority for Increased Demand</i>	<i>(20,000)</i>	<i>(20,000)</i>
Agenda Item:		
C-73-14-061-2-00		
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 788,689</b>	<b>\$ 788,689</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 183</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>183</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ 129</b>	<b>\$ -</b>
<i>Internal Service Charges</i>	<i>129</i>	<i>-</i>
<i>Risk Management Costs</i>	<i>\$ 129</i>	<i>-</i>
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 56,528</b>
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>56,528</i>
<b>Structural Balance</b>	<b>\$ 56,216</b>	<b>\$ -</b>
<i>Structural Balance</i>	<i>56,216</i>	<i>-</i>
<i>Increase Printing Services Activity</i>	<i>\$ 56,216</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 845,217</b>	<b>\$ 845,217</b>
<i>Percent Change from Threshold Amount</i>	<i>7.2%</i>	<i>7.2%</i>
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2015 Budget Target</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 70,000</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>70,000</i>	<i>-</i>
<i>Replacement of Copier</i>	<i>\$ 70,000</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 70,000</b>	<b>\$ -</b>
<i>Percent Change from Target Amount</i>		

**Reprographics Fund (673) Fund Balance Summary**

	<b>FY 2013 ACTUAL</b>	<b>FY 2014 ADOPTED</b>	<b>FY 2014 REVISED</b>	<b>FY 2014 FORECAST</b>	<b>FY 2015 ADOPTED</b>
Beginning Spendable Fund Balance	\$ 218,724	\$ 218,724	\$ 218,724	\$ 223,112	\$ 268,883
Sources:					
Operating	\$ 778,408	\$ 788,689	\$ 788,689	\$ 860,699	\$ 845,217
Total Sources:	\$ 778,408	\$ 788,689	\$ 788,689	\$ 860,699	\$ 845,217
Uses:					
Operating	\$ 774,020	\$ 788,689	\$ 788,689	\$ 814,928	\$ 845,217
Non-Recurring	-	-	-	-	70,000
Total Uses:	\$ 774,020	\$ 788,689	\$ 788,689	\$ 814,928	\$ 915,217
Structural Balance	\$ 4,388	\$ -	\$ -	\$ 45,771	\$ -
Ending Spendable Fund Balance:					
Committed	223,112	218,724	218,724	268,883	198,883
Total Ending Spendable Fund Balance	\$ 223,112	\$ 218,724	\$ 218,724	\$ 268,883	\$ 198,883

## Protective Services

*Analysis by Dreamlyn Johnson, Management and Budget Analyst*

### Summary

#### Mission

The mission of Protective Services is to provide security and parking, and transportation services to the public, Maricopa County elected officials, departments, employees, visitors, and jurors so they can conduct County and Court business and receive County services in a safe and secure environment.

#### Strategic Goals



**By 2017, ensure that fewer than 10% of group involved demonstrations in County buildings on County property disrupt County business.**

Status: In FY 2014, 7.8% of group involved demonstrations disrupted County business. The department is on target for meeting this goal by 2017 and will review this goal during the FY 2016 Strategic Business Plan update process.

#### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
SCRT - SECURITY	\$ 269,879	\$ 235,141	\$ 235,141	\$ 282,225	\$ 235,141	\$ -	0.0%
70PS - PROTECTIVE SERVICES	\$ 269,879	\$ 235,141	\$ 235,141	\$ 282,225	\$ 235,141	\$ -	0.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 269,879</b>	<b>\$ 235,141</b>	<b>\$ 235,141</b>	<b>\$ 282,225</b>	<b>\$ 235,141</b>	<b>\$ -</b>	<b>0.0%</b>
<b>USES</b>							
PKMT - PARKING MANAGEMENT	\$ 108,904	\$ 112,126	\$ 115,833	\$ 114,479	\$ 115,872	\$ (39)	0.0%
SCRT - SECURITY	3,414,909	3,684,768	3,773,394	3,688,916	3,757,881	15,513	0.4%
70PS - PROTECTIVE SERVICES	\$ 3,523,813	\$ 3,796,894	\$ 3,889,227	\$ 3,803,395	\$ 3,873,753	\$ 15,474	0.4%
ODIR - EXECUTIVE MANAGEMENT	\$ -	\$ -	\$ 5,013	\$ -	\$ 5,013	\$ -	0.0%
POOL - POOLED COSTS	-	(39,764)	-	-	-	-	N/A
99AS - INDIRECT SUPPORT	\$ -	\$ (39,764)	\$ 5,013	\$ -	\$ 5,013	\$ -	0.0%
GGOV - GENERAL GOVERNMENT	\$ -	\$ -	\$ -	\$ (2,480)	\$ -	\$ -	N/A
INFR - INFRASTRUCTURE	-	-	-	-	20,775	(20,775)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	-	11,569	11,569	11,568	-	11,569	100.0%
RISK - RISK PREMIUMS	-	-	-	-	10,890	(10,890)	N/A
99GV - GENERAL OVERHEAD	\$ -	\$ 11,569	\$ 11,569	\$ 9,088	\$ 31,665	\$ (20,096)	-173.7%
<b>TOTAL PROGRAMS</b>	<b>\$ 3,523,813</b>	<b>\$ 3,768,699</b>	<b>\$ 3,905,809</b>	<b>\$ 3,812,483</b>	<b>\$ 3,910,431</b>	<b>\$ (4,622)</b>	<b>-0.1%</b>

### Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 269,879	\$ 235,141	\$ 235,141	\$ 282,225	\$ 235,141	\$ -	0.0%
<b>SUBTOTAL</b>	\$ 269,879	\$ 235,141	\$ 235,141	\$ 282,225	\$ 235,141	\$ -	0.0%
<b>ALL REVENUES</b>	\$ 269,879	\$ 235,141	\$ 235,141	\$ 282,225	\$ 235,141	\$ -	0.0%
<b>TOTAL SOURCES</b>	\$ 269,879	\$ 235,141	\$ 235,141	\$ 282,225	\$ 235,141	\$ -	0.0%
CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 2,198,335	\$ 2,351,225	\$ 2,478,153	\$ 2,428,021	\$ 2,479,819	\$ (1,666)	-0.1%
0705 - TEMPORARY PAY	2,906	7,830	6,264	4,750	6,264	-	0.0%
0710 - OVERTIME	201,241	150,500	150,500	158,309	150,500	-	0.0%
0750 - FRINGE BENEFITS	1,041,279	1,105,014	1,119,223	1,104,396	1,111,770	7,453	0.7%
0790 - OTHER PERSONNEL SERVICES	44,660	42,769	42,769	40,236	42,759	10	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(154,049)	(120,942)	(120,942)	(120,942)	(120,942)	-	0.0%
0796 - PERSONNEL SERVICES ALLOC-IN	48,943	48,942	48,942	48,942	48,942	-	0.0%
<b>SUBTOTAL</b>	\$ 3,383,315	\$ 3,585,338	\$ 3,724,909	\$ 3,663,712	\$ 3,719,112	\$ 5,797	0.2%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 52,618	\$ 36,000	\$ 33,539	\$ 20,453	\$ 30,000	\$ 3,539	10.6%
0803 - FUEL	23,231	26,000	26,000	19,671	25,000	1,000	3.8%
0804 - NON-CAPITAL EQUIPMENT	10,938	-	-	30,463	6,500	(6,500)	N/A
<b>SUBTOTAL</b>	\$ 86,787	\$ 62,000	\$ 59,539	\$ 70,587	\$ 61,500	\$ (1,961)	-3.3%
<b>SERVICES</b>							
0811 - HEALTH CARE SERVICES	\$ 144	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
0812 - OTHER SERVICES	2,631	39,000	39,000	9,375	50,600	(11,600)	-29.7%
0820 - RENT & OPERATING LEASES	2,231	2,500	2,500	3,007	2,500	-	0.0%
0825 - REPAIRS AND MAINTENANCE	-	1,015	1,015	540	1,000	15	1.5%
0839 - INTERNAL SERVICE CHARGES	46,503	76,988	76,988	64,404	70,865	6,123	8.0%
0841 - TRAVEL	43	714	714	210	714	-	0.0%
0842 - EDUCATION AND TRAINING	1,980	1,000	1,000	419	3,996	(2,996)	-299.6%
0843 - POSTAGE/FREIGHT/SHIPPING	179	144	144	84	144	-	0.0%
0873 - SERVICES-ALLOCATION IN	-	-	-	145	-	-	N/A
<b>SUBTOTAL</b>	\$ 53,711	\$ 121,361	\$ 121,361	\$ 78,184	\$ 129,819	\$ (8,458)	-7.0%
<b>ALL EXPENDITURES</b>	\$ 3,523,813	\$ 3,768,699	\$ 3,905,809	\$ 3,812,483	\$ 3,910,431	\$ (4,622)	-0.1%
<b>TOTAL USES</b>	\$ 3,523,813	\$ 3,768,699	\$ 3,905,809	\$ 3,812,483	\$ 3,910,431	\$ (4,622)	-0.1%

### Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 269,879	\$ 235,141	\$ 235,141	\$ 282,225	\$ 235,141	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 269,879	\$ 235,141	\$ 235,141	\$ 282,225	\$ 235,141	\$ -	0.0%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 269,879	\$ 235,141	\$ 235,141	\$ 282,225	\$ 235,141	\$ -	0.0%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 269,879	\$ 235,141	\$ 235,141	\$ 282,225	\$ 235,141	\$ -	0.0%
FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 3,474,870	\$ 3,719,757	\$ 3,856,867	\$ 3,763,541	\$ 3,861,489	\$ (4,622)	-0.1%
<b>FUND TOTAL USES</b>	\$ 3,474,870	\$ 3,719,757	\$ 3,856,867	\$ 3,763,541	\$ 3,861,489	\$ (4,622)	-0.1%
<b>255 DETENTION OPERATIONS</b>							
OPERATING	\$ 48,943	\$ 48,942	\$ 48,942	\$ 48,942	\$ 48,942	\$ -	0.0%
<b>FUND TOTAL USES</b>	\$ 48,943	\$ 48,942	\$ 48,942	\$ 48,942	\$ 48,942	\$ -	0.0%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 3,523,813	\$ 3,768,699	\$ 3,905,809	\$ 3,812,483	\$ 3,910,431	\$ (4,622)	-0.1%
<b>DEPARTMENT TOTAL USES</b>	\$ 3,523,813	\$ 3,768,699	\$ 3,905,809	\$ 3,812,483	\$ 3,910,431	\$ (4,622)	-0.1%

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
PROTECTIVE SERVICES							
PARKING MANAGEMENT		2.00	2.00	2.00	2.00	-	0.0%
SECURITY		71.50	72.50	71.50	71.50	-	0.0%
<b>PROGRAM TOTAL</b>		73.50	74.50	73.50	73.50	-	0.0%
<b>DEPARTMENT TOTAL</b>		73.50	74.50	73.50	73.50	-	0.0%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Admin/Operations Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Executive Assistant	-	1.00	1.00	1.00	1.00	-	0.0%
IT Operations Manager	-	-	1.00	1.00	1.00	-	0.0%
IT Services Supv	-	1.00	-	-	-	-	N/A
Office Assistant Specialized	1.00	1.00	1.00	1.00	1.00	-	0.0%
PC/LAN Technician	-	1.00	1.00	1.00	1.00	-	0.0%
Security Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Security Officer	63.50	61.50	59.50	59.50	59.50	-	0.0%
Security Officer Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Security Officer Supervisor	4.00	4.00	5.00	5.00	5.00	-	0.0%
<b>Department Total</b>	<b>73.50</b>	<b>74.50</b>	<b>73.50</b>	<b>73.50</b>	<b>73.50</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	73.50	74.50	73.50	73.50	73.50	-	0.0%
<b>Department Total</b>	<b>73.50</b>	<b>74.50</b>	<b>73.50</b>	<b>73.50</b>	<b>73.50</b>	<b>-</b>	<b>0.0%</b>

### General Adjustments

**Personnel:** FY 2015 personnel expenditures increased due to the annualization of County performance pay and market study adjustments in FY 2014.

#### **Base Adjustments:**

##### **General Fund (100)**

- Increase Regular Benefits by \$1,296 for the impact of changes in retirement contribution rates.
- Decrease Internal Service Charges by \$679 for the impact of changes in Risk Management charges.

### Programs and Activities

#### Protective Services Program

The purpose of the Protective Services Program is to provide security and parking and transportation services to the public, Maricopa County elected officials, department, employees, visitors, and jurors so they can conduct County and Court business and receive County services in a safe and secure environment.

#### Program Results

Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of parking spaces utilized in County garages and lots.	79.5%	67.0%	93.0%	67.0%	0.0%	0.0%
Percent of shuttle bus seats utilized.	9.3%	9.5%	11.0%	9.5%	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%
Percent of ID Badge requests responded to by Protective Services Admin Staff.	N/A	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Parking Management
- Security

**Parking Management Activity**

The purpose of the Parking Management Activity is to provide parking and transportation services to Maricopa County elected officials, departments, employees, visitors, and jurors so they can have convenient access to County facilities to conduct County and Court business.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of parking spaces utilized in County garages and lots.	79.5%	67.0%	93.0%	67.0%	0.0%	0.0%
Result	Percent of shuttle bus seats utilized.	9.3%	9.5%	11.0%	9.5%	0.0%	0.0%
Output	Number of vehicles parked in County garages & lots.	709,295	930,408	813,619	930,408	-	0.0%
Demand	Number of vehicles requesting to park in County garages & lots.	709,295	930,408	813,619	930,408	-	0.0%
Expenditure Ratio	Total expenditure per vehicle parked in County garages and spaces.	N/A	\$ 0.12	\$ 0.14	\$ 0.12	\$ (0.00)	-0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 108,904	\$ 115,833	\$ 114,479	\$ 115,872	\$ (39)	-0.0%
	TOTAL USES	\$ 108,904	\$ 115,833	\$ 114,479	\$ 115,872	\$ (39)	-0.0%

**Activity Narrative:** Infrastructure replacement around the County parking garage required a change in egress from the parking structure and reduced the number of accessible parking spaces. This created a variance in the number of vehicles parked in County garages and lots comparing FY 2014 Revised to Forecast. The number of vehicles parked in County garages and lots will increase in FY 2015, as this change should not reoccur. In addition, with the completion of the Maricopa County Sheriff’s Office headquarters building, additional permanent parking was created for MCSO employees. The Department will reevaluate their measures during the FY 2016 Strategic Business Plan update.

**Security Activity**

The purpose of the Security Activity is to provide public safety and protection to the public, elected officials, departments, employees, visitors, and jurors so they can conduct County business and receive County services in a safe and secure environment.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
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%
Result	Percent of ID Badge requests responded to by Protective Services Admin Staff.	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of crimes reported on County properties that were responded to by Protective Services.	9,073	6,100	5,550	5,500	(600)	-9.8%
Output	Number of ID Badge Actions that were processed by Protective Services Staff.	N/A	N/A	N/A	35,700	N/A	N/A
Demand	Number of crime responses needed.	9,073	6,100	5,550	5,500	(600)	-9.8%
Demand	Number of ID Badge requests processed.	N/A	N/A	N/A	30,000	N/A	N/A
Expenditure Ratio	Total expenditure per crime response by Protective Services.	N/A	\$ 618.59	\$ 664.67	\$ 683.25	\$ (64.66)	-10.5%
Expenditure Ratio	Total expenditure per ID Badge requested.	N/A	N/A	N/A	\$ 105.26	N/A	N/A
<i>Revenue</i>							
	100 - GENERAL	\$ 269,879	\$ 235,141	\$ 282,225	\$ 235,141	\$ -	0.0%
	TOTAL SOURCES	\$ 269,879	\$ 235,141	\$ 282,225	\$ 235,141	\$ -	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 3,365,966	\$ 3,724,452	\$ 3,639,974	\$ 3,708,939	\$ 15,513	0.4%
	255 - DETENTION OPERATIONS	48,943	48,942	48,942	48,942	-	0.0%
	TOTAL USES	\$ 3,414,909	\$ 3,773,394	\$ 3,688,916	\$ 3,757,881	\$ 15,513	0.4%

**Activity Narrative:** The number of ID badge requests and actions processed are new activity measures for FY 2015; therefore, no historical data is available. In FY 2014, Protective Services ended an agreement to provide oversight of the security contract for the Human Services Workforce Connection sites. This reduced the Demand and Output in FY 2014 when compared to FY 2013 Actual data. This measure will be reviewed during the FY 2016 Strategic Business Plan update process.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 3,719,757</b>	<b>\$ 235,141</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 137,110</b>	<b>\$ -</b>
County RPP	131,708	-
1st Quarter Retention Pay and Market Adj	2,066	-
FY 14 IT Market Study Adjustments	3,336	-
Agenda Item:		
C-49-13-092-2-00		
C-49-14-020-0-00		
C-49-14-041-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 3,856,867</b>	<b>\$ 235,141</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 4,005</b>	<b>\$ -</b>
1st Quarter Retention Pay and Market Adj	669	-
FY 14 IT Market Study Adjustments	(3,336)	-
Annual Market Adjustment - IT	6,672	-
Agenda Item:		
C-49-14-020-0-00		
C-49-14-041-2-00		
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 3,860,872</b>	<b>\$ 235,141</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 1,296</b>	<b>\$ -</b>
Retirement Contributions	1,296	-
<b>Base Adjustments</b>	<b>\$ (679)</b>	<b>\$ -</b>
Internal Service Charges	(679)	-
Risk Management	\$ (679)	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 3,861,489</b>	<b>\$ 235,141</b>
<i>Percent Change from Threshold Amount</i>	<i>0.0%</i>	<i>0.0%</i>

### Detention Fund (255)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 48,942</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 48,942</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 48,942</b>	<b>\$ -</b>
<b>FY 2015 Adopted Budget</b>	<b>\$ 48,942</b>	<b>\$ -</b>
<i>Percent Change from Threshold Amount</i>	<i>0.0%</i>	

## Public Defense System

*Analysis by Scott Rothe, Principal Management and Budget Analyst*

### Summary

#### Mission

The mission of Public Defense Services 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 Public Defense Services is to Deliver America's Promise of Justice for All.

### Strategic Goals

#### **Fiscal Strength and Responsibility**

**By July 2019, 100% of capital trial and capital post-conviction relief 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: The Public Defense System (PDS) forecasts that 65% of all capital and capital post-conviction relief cases that do not have representation conflicts will be assigned to staffed offices in FY 2014, increasing to 70% in FY 2015. Eight cases have been assigned to outside counsel in FY 2014 due to capacity limitations in the staffed offices. Capital case resolution has slowed and as a result, staffed offices are at or near capacity. If this slowing continues, ongoing assignments to outside counsel will almost certainly be required.

#### **Fiscal Strength and Responsibility**

**By July 2019, 80% or more of all clients in non-capital and non-dependency cases without a conflict of interest, will be represented by attorneys in the staffed offices (in the areas in which the various 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: PDS projects that 81% of all non-capital and non-dependency cases assigned in areas in which the staffed offices provide services will be assigned to a staffed office in FY 2014.

***Fiscal Strength  
and  
Responsibility***

**By July 2019, 25% or more of dependency matters (one child and one parent) without a conflict of interest, will be represented by attorneys in the staffed offices (in the areas in which the various 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: Dependency representation continues to have the lowest level of staffed office representation (24%). Dependency staff increases in the Office of the Public Advocate included in the FY 2015 budget are anticipated to improve the ratio.

***Fiscal Strength  
and  
Responsibility***

**By July 2019, 100% of the Cradle to Crayons (C2C) courts will be staffed with attorneys employed by the in-house offices of Public Defense Services to handle all cases without a conflict of interest, thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improved quality control for clients and improved cost control for citizens.**

Status: This goal was created when the C2C courts were new and the needs were not entirely certain. PDS proposes eliminating this goal for FY 2016 while focusing on the new Dependency Goal, above. In FY 2014, the 31 PDS staff attorneys assigned to the six C2C courts are handling 57% of C2C cases.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
NCFR - NON CAPITAL FELONY REP	\$ 1,212,379	\$ 1,209,827	\$ 1,122,056	\$ 1,152,074	\$ 1,122,056	\$ -	0.0%
52CR - ADULT CRIMINAL REPRESENTATION	\$ 1,212,379	\$ 1,209,827	\$ 1,122,056	\$ 1,152,074	\$ 1,122,056	\$ -	0.0%
HRAC - HUMAN RESOURCES	\$ 390,823	\$ 424,932	\$ 424,932	\$ 427,051	\$ 424,932	\$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	\$ 64,348	\$ 71,452	\$ 159,223	\$ 51,998	\$ 56,961	\$ (102,262)	-64.2%
99AS - INDIRECT SUPPORT	\$ 455,171	\$ 496,384	\$ 584,155	\$ 479,049	\$ 481,893	\$ (102,262)	-17.5%
GGOV - GENERAL GOVERNMENT	\$ 1,918	\$ -	\$ -	\$ 5,870	\$ -	\$ -	N/A
99GV - GENERAL OVERHEAD	\$ 1,918	\$ -	\$ -	\$ 5,870	\$ -	\$ -	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	\$ -	\$ 394,797	\$ 394,797	\$ -	\$ 268,936	\$ (125,861)	-31.9%
99IT - INFORMATION TECHNOLOGY	\$ -	\$ 394,797	\$ 394,797	\$ -	\$ 268,936	\$ (125,861)	-31.9%
<b>TOTAL PROGRAMS</b>	<b>\$ 1,669,468</b>	<b>\$ 2,101,008</b>	<b>\$ 2,101,008</b>	<b>\$ 1,636,993</b>	<b>\$ 1,872,885</b>	<b>\$ (228,123)</b>	<b>-10.9%</b>
<b>USES</b>							
AGLR - ADULT GUARDIAN AD LITEM REP	\$ 1,059,042	\$ 1,205,279	\$ 1,205,279	\$ 1,450,959	\$ 1,807,536	\$ (602,257)	-50.0%
MENR - MENTAL HEALTH REPRESENTATION	\$ 1,341,416	\$ 1,439,081	\$ 1,563,252	\$ 1,542,553	\$ 1,657,955	\$ (94,703)	-6.1%
PROB - PROBATE REPRESENTATION	\$ 396,111	\$ 372,589	\$ 372,589	\$ 230,539	\$ 223,119	\$ 149,470	40.1%
SEVP - SEXUALLY VIOLENT PERSON REP	\$ 199,518	\$ 253,722	\$ 266,966	\$ 228,076	\$ 277,654	\$ (10,688)	-4.0%
52AC - ADULT CIVIL REPRESENTATION	\$ 2,996,087	\$ 3,270,671	\$ 3,408,086	\$ 3,452,127	\$ 3,966,264	\$ (558,178)	-16.4%
ADAP - APPEAL NC PCR REPRESENTATION	\$ 7,774,104	\$ 4,648,127	\$ 4,874,471	\$ 4,653,776	\$ 5,066,047	\$ (191,576)	-3.9%
CAPP - CAPITAL REPRESENTATION	\$ 15,668,237	\$ 15,401,986	\$ 19,425,011	\$ 15,860,344	\$ 19,348,189	\$ 76,822	0.4%
CPCR - CAPITAL POST CONVICTION RELIEF	\$ -	\$ 3,651,045	\$ 3,704,448	\$ 4,306,836	\$ 4,522,909	\$ (818,461)	-22.1%
MISS - MISDEMEANOR REPRESENTATION	\$ 508,448	\$ 490,017	\$ 513,827	\$ 536,811	\$ 536,476	\$ (22,649)	-4.4%
NCFR - NON CAPITAL FELONY REP	\$ 37,293,143	\$ 38,100,627	\$ 41,279,894	\$ 42,259,467	\$ 41,543,992	\$ (264,098)	-0.6%
VPPR - PROBATION REPRESENTATION	\$ 1,768,754	\$ 2,032,580	\$ 2,111,238	\$ 1,887,788	\$ 2,790,305	\$ (679,067)	-32.2%
WITR - WITNESS REPRESENTATION	\$ 30,947	\$ 34,956	\$ 34,956	\$ 31,243	\$ 31,425	\$ 3,531	10.1%
52CR - ADULT CRIMINAL REPRESENTATION	\$ 63,043,633	\$ 64,359,338	\$ 71,943,845	\$ 69,536,265	\$ 73,839,343	\$ (1,895,498)	-2.6%
CDRE - CHILD DEPENDENCY REP	\$ 602,040	\$ 713,742	\$ 1,008,858	\$ 1,123,543	\$ 1,485,126	\$ (476,268)	-47.2%
JDIR - JUV DEL INCORR REPRESENTATION	\$ 2,921,001	\$ 2,864,078	\$ 2,601,733	\$ 2,679,190	\$ 2,551,421	\$ 50,312	1.9%
JEMR - JUVENILE EMANCIPATION REP	\$ 1,786	\$ 3,572	\$ 3,572	\$ 1,565	\$ 800	\$ 2,772	77.6%
JGAL - JUVENILE GAL REPRESENTATION	\$ 7,116,349	\$ 8,876,091	\$ 9,151,213	\$ 9,015,676	\$ 11,304,490	\$ (2,153,277)	-23.5%
JUAP - JUVENILE APPEAL REPRESENTATION	\$ 499,001	\$ 464,590	\$ 468,950	\$ 531,411	\$ 630,469	\$ (161,519)	-34.4%
JUNR - JUVENILE NOTIFICATION REP	\$ 33,885	\$ 28,200	\$ 28,200	\$ 54,783	\$ 43,200	\$ (15,000)	-53.2%
JUPR - JUVENILE PROBATION REP	\$ 446,524	\$ 475,944	\$ 733,207	\$ 721,490	\$ 808,559	\$ (75,352)	-10.3%
PADR - PARENTAL DEPENDENCY REP	\$ 8,561,878	\$ 11,451,996	\$ 11,861,492	\$ 10,789,034	\$ 13,930,849	\$ (2,069,357)	-17.4%
52JR - JUVENILE REPRESENTATION	\$ 20,182,464	\$ 24,878,213	\$ 25,857,225	\$ 24,916,692	\$ 30,754,914	\$ (4,897,689)	-18.9%
IRSS - INDIGENT REP SUPPORT SVCS	\$ 882,962	\$ 679,758	\$ 679,758	\$ 931,246	\$ 934,908	\$ (255,150)	-37.5%
52SS - INDIGENT REP SUPPORT SVCS	\$ 882,962	\$ 679,758	\$ 679,758	\$ 931,246	\$ 934,908	\$ (255,150)	-37.5%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 536,700	\$ 539,057	\$ 599,321	\$ 619,344	\$ 623,745	\$ (24,424)	-4.1%
FACI - FACILITIES MANAGEMENT	\$ -	\$ -	\$ -	\$ -	\$ 349,541	\$ (349,541)	N/A
HRAC - HUMAN RESOURCES	\$ 1,184,855	\$ 1,486,479	\$ 1,464,613	\$ 1,241,777	\$ 1,503,239	\$ (38,626)	-2.6%
ODIR - EXECUTIVE MANAGEMENT	\$ 3,511,392	\$ 3,822,166	\$ 4,210,031	\$ 4,150,191	\$ 429,997	\$ 3,780,034	89.8%
POOL - POOLED COSTS	\$ -	\$ (632,046)	\$ -	\$ -	\$ 109,880	\$ (109,880)	N/A
PROC - PROCUREMENT	\$ 92,366	\$ 91,910	\$ 91,538	\$ 108,794	\$ -	\$ 91,538	100.0%
RECO - RECORDS MANAGEMENT	\$ -	\$ -	\$ -	\$ -	\$ 2,433,719	\$ (2,433,719)	N/A
RMGT - RISK MANAGEMENT	\$ 14,391	\$ 13,782	\$ 14,277	\$ 25,636	\$ -	\$ 14,277	100.0%
SPPT - OPERATIONS SUPPORT	\$ -	\$ -	\$ -	\$ -	\$ 2,482,150	\$ (2,482,150)	N/A
99AS - INDIRECT SUPPORT	\$ 5,339,704	\$ 5,321,348	\$ 6,379,780	\$ 6,145,742	\$ 7,932,271	\$ (1,552,491)	-24.3%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 505,024	\$ (505,024)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 85,704	\$ 306,274	\$ 306,274	\$ 165,670	\$ -	\$ 306,274	100.0%
MPOS - ELECTED AND STATUTRY OFFICIALS	\$ -	\$ -	\$ -	\$ -	\$ 981,981	\$ (981,981)	N/A
RISK - RISK PREMIUMS	\$ -	\$ -	\$ -	\$ -	\$ 258,791	\$ (258,791)	N/A
99GV - GENERAL OVERHEAD	\$ 85,704	\$ 306,274	\$ 306,274	\$ 165,670	\$ 1,745,796	\$ (1,439,522)	-470.0%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 499,606	\$ 1,060,433	\$ 1,105,444	\$ 743,531	\$ 743,888	\$ 361,556	32.7%
DACR - DATA CENTER	\$ 88,756	\$ 87,665	\$ 43,366	\$ 28,355	\$ -	\$ 43,366	100.0%
99IT - INFORMATION TECHNOLOGY	\$ 588,362	\$ 1,148,098	\$ 1,148,810	\$ 771,886	\$ 743,888	\$ 404,922	35.2%
<b>TOTAL PROGRAMS</b>	<b>\$ 93,118,916</b>	<b>\$ 99,963,700</b>	<b>\$ 109,723,778</b>	<b>\$ 105,919,628</b>	<b>\$ 119,917,384</b>	<b>\$ (10,193,606)</b>	<b>-9.3%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 676,171	\$ 721,269	\$ 721,269	\$ 654,524	\$ 654,524	\$ (66,745)	-9.3%
0620 - OTHER INTERGOVERNMENTAL	11,900	-	-	35,334	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 688,071</b>	<b>\$ 721,269</b>	<b>\$ 721,269</b>	<b>\$ 689,858</b>	<b>\$ 654,524</b>	<b>\$ (66,745)</b>	<b>-9.3%</b>
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 970,938	\$ 1,372,839	\$ 1,372,839	\$ 937,562	\$ 1,211,461	\$ (161,378)	-11.8%
<b>SUBTOTAL</b>	<b>\$ 970,938</b>	<b>\$ 1,372,839</b>	<b>\$ 1,372,839</b>	<b>\$ 937,562</b>	<b>\$ 1,211,461</b>	<b>\$ (161,378)</b>	<b>-11.8%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 2,199	\$ -	\$ -	\$ 1,138	\$ -	\$ -	N/A
0650 - MISCELLANEOUS REVENUE	8,260	6,900	6,900	8,435	6,900	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 10,459</b>	<b>\$ 6,900</b>	<b>\$ 6,900</b>	<b>\$ 9,573</b>	<b>\$ 6,900</b>	<b>\$ -</b>	<b>0.0%</b>
<b>ALL REVENUES</b>	<b>\$ 1,669,468</b>	<b>\$ 2,101,008</b>	<b>\$ 2,101,008</b>	<b>\$ 1,636,993</b>	<b>\$ 1,872,885</b>	<b>\$ (228,123)</b>	<b>-10.9%</b>
<b>TOTAL SOURCES</b>	<b>\$ 1,669,468</b>	<b>\$ 2,101,008</b>	<b>\$ 2,101,008</b>	<b>\$ 1,636,993</b>	<b>\$ 1,872,885</b>	<b>\$ (228,123)</b>	<b>-10.9%</b>
CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 41,516,842	\$ 41,766,491	\$ 47,105,260	\$ 47,755,152	\$ 50,566,639	\$ (3,461,379)	-7.3%
0705 - TEMPORARY PAY	209,227	217,301	246,159	234,038	241,590	4,569	1.9%
0710 - OVERTIME	2,218	-	-	7,114	-	-	N/A
0750 - FRINGE BENEFITS	14,056,364	14,694,669	15,542,925	15,724,164	16,629,712	(1,086,787)	-7.0%
0790 - OTHER PERSONNEL SERVICES	739,354	959,094	1,025,840	659,976	1,171,182	(145,342)	-14.2%
0795 - PERSONNEL SERVICES ALLOC-OUT	(337,087)	(355,645)	(367,113)	(349,577)	(878,794)	511,681	139.4%
0796 - PERSONNEL SERVICES ALLOC-IN	334,862	343,020	354,331	339,459	873,844	(519,513)	-146.6%
<b>SUBTOTAL</b>	<b>\$ 56,521,780</b>	<b>\$ 57,624,930</b>	<b>\$ 63,907,402</b>	<b>\$ 64,370,326</b>	<b>\$ 68,604,173</b>	<b>\$ (4,696,771)</b>	<b>-7.3%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 588,410	\$ 561,686	\$ 552,889	\$ 561,227	\$ 1,007,211	\$ (454,322)	-82.2%
0803 - FUEL	33,072	34,441	34,441	31,694	35,818	(1,377)	-4.0%
0804 - NON-CAPITAL EQUIPMENT	92,798	21,000	21,000	24,064	65,566	(44,566)	-212.2%
<b>SUBTOTAL</b>	<b>\$ 714,280</b>	<b>\$ 617,127</b>	<b>\$ 608,330</b>	<b>\$ 616,985</b>	<b>\$ 1,108,595</b>	<b>\$ (500,265)</b>	<b>-82.2%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 33,060,749	\$ 37,953,146	\$ 41,405,519	\$ 37,767,292	\$ 47,138,989	\$ (5,733,470)	-13.8%
0811 - HEALTH CARE SERVICES	155	-	-	-	-	-	N/A
0812 - OTHER SERVICES	522,870	804,825	847,341	628,521	519,812	327,529	38.7%
0820 - RENT & OPERATING LEASES	909,893	906,523	906,523	818,481	452,082	454,441	50.1%
0825 - REPAIRS AND MAINTENANCE	3,659	209,431	200,945	151,779	204,296	(3,351)	-1.7%
0839 - INTERNAL SERVICE CHARGES	916,798	1,095,369	1,095,369	1,056,450	1,053,950	41,419	3.8%
0841 - TRAVEL	159,399	169,470	169,470	192,472	203,205	(33,735)	-19.9%
0842 - EDUCATION AND TRAINING	229,646	510,098	510,098	239,682	482,297	27,801	5.5%
0843 - POSTAGE/FREIGHT/SHIPPING	79,687	72,781	72,781	77,640	87,789	(15,008)	-20.6%
<b>SUBTOTAL</b>	<b>\$ 35,882,856</b>	<b>\$ 41,721,643</b>	<b>\$ 45,208,046</b>	<b>\$ 40,932,317</b>	<b>\$ 50,142,420</b>	<b>\$ (4,934,374)</b>	<b>-10.9%</b>
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ 62,196	\$ (62,196)	N/A
<b>SUBTOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 62,196</b>	<b>\$ (62,196)</b>	<b>N/A</b>
<b>ALL EXPENDITURES</b>	<b>\$ 93,118,916</b>	<b>\$ 99,963,700</b>	<b>\$ 109,723,778</b>	<b>\$ 105,919,628</b>	<b>\$ 119,917,384</b>	<b>\$ (10,193,606)</b>	<b>-9.3%</b>
<b>TOTAL USES</b>	<b>\$ 93,118,916</b>	<b>\$ 99,963,700</b>	<b>\$ 109,723,778</b>	<b>\$ 105,919,628</b>	<b>\$ 119,917,384</b>	<b>\$ (10,193,606)</b>	<b>-9.3%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 76,248	\$ 71,452	\$ 71,452	\$ 87,332	\$ 56,961	\$ (14,491)	-20.3%
<b>FUND TOTAL SOURCES</b>	\$ 76,248	\$ 71,452	\$ 71,452	\$ 87,332	\$ 56,961	\$ (14,491)	-20.3%
233 PUBLIC DEFENDER GRANTS							
OPERATING	\$ 294,792	\$ 303,237	\$ 303,237	\$ 236,492	\$ 236,492	\$ (66,745)	-22.0%
<b>FUND TOTAL SOURCES</b>	\$ 294,792	\$ 303,237	\$ 303,237	\$ 236,492	\$ 236,492	\$ (66,745)	-22.0%
209 PUBLIC DEFENDER TRAINING							
OPERATING	\$ 390,823	\$ 424,932	\$ 424,932	\$ 427,051	\$ 424,932	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 390,823	\$ 424,932	\$ 424,932	\$ 427,051	\$ 424,932	\$ -	0.0%
262 PUBLIC DEFENDER FILL THE GAP							
OPERATING	\$ 841,166	\$ 840,228	\$ 840,228	\$ 819,756	\$ 819,202	\$ (21,026)	-2.5%
NON RECURRING NON PROJECT	\$ -	\$ 394,797	\$ 394,797	\$ -	\$ 268,936	\$ (125,861)	-31.9%
<b>FUND TOTAL SOURCES</b>	\$ 841,166	\$ 1,235,025	\$ 1,235,025	\$ 819,756	\$ 1,088,138	\$ (146,887)	-11.9%
263 LEGAL DEFENDER FILL THE GAP							
OPERATING	\$ 66,439	\$ 66,362	\$ 66,362	\$ 66,362	\$ 66,362	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 66,439	\$ 66,362	\$ 66,362	\$ 66,362	\$ 66,362	\$ -	0.0%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 1,669,468	\$ 1,706,211	\$ 1,706,211	\$ 1,636,993	\$ 1,603,949	\$ (102,262)	-6.0%
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	\$ -	\$ 394,797	\$ 394,797	\$ -	\$ 268,936	\$ (125,861)	-31.9%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 1,669,468	\$ 2,101,008	\$ 2,101,008	\$ 1,636,993	\$ 1,872,885	\$ (228,123)	-10.9%
<b>FUND / FUNCTION CLASS</b>	<b>FY 2013 ACTUAL</b>	<b>FY 2014 ADOPTED</b>	<b>FY 2014 REVISED</b>	<b>FY 2014 FORECAST</b>	<b>FY 2015 ADOPTED</b>	<b>REVISED VS ADOPTED VAR</b>	<b>%</b>
100 GENERAL							
OPERATING	\$ 86,864,946	\$ 92,988,933	\$ 99,249,011	\$ 100,000,949	\$ 116,550,253	\$ (17,301,242)	-17.4%
NON RECURRING NON PROJECT	\$ 4,493,320	\$ 4,330,965	\$ 7,830,965	\$ 3,975,375	\$ 1,240,501	\$ 6,590,464	84.2%
<b>FUND TOTAL USES</b>	\$ 91,358,266	\$ 97,319,898	\$ 107,079,976	\$ 103,976,324	\$ 117,790,754	\$ (10,710,778)	-10.0%
233 PUBLIC DEFENDER GRANTS							
OPERATING	\$ 292,888	\$ 303,237	\$ 303,237	\$ 236,492	\$ 236,492	\$ 66,745	22.0%
<b>FUND TOTAL USES</b>	\$ 292,888	\$ 303,237	\$ 303,237	\$ 236,492	\$ 236,492	\$ 66,745	22.0%
209 PUBLIC DEFENDER TRAINING							
OPERATING	\$ 297,090	\$ 424,932	\$ 424,932	\$ 377,105	\$ 424,932	\$ -	0.0%
NON RECURRING NON PROJECT	\$ 81,335	\$ 285,226	\$ 285,226	\$ 23,780	\$ 285,150	\$ 76	0.0%
<b>FUND TOTAL USES</b>	\$ 378,425	\$ 710,158	\$ 710,158	\$ 400,885	\$ 710,082	\$ 76	0.0%
262 PUBLIC DEFENDER FILL THE GAP							
OPERATING	\$ 718,560	\$ 840,228	\$ 840,228	\$ 805,366	\$ 819,202	\$ 21,026	2.5%
PDS CASE MANAGEMENT SYSTEM	\$ 304,415	\$ 723,817	\$ 723,817	\$ 434,199	\$ 294,492	\$ 429,325	59.3%
<b>FUND TOTAL USES</b>	\$ 1,022,975	\$ 1,564,045	\$ 1,564,045	\$ 1,239,565	\$ 1,113,694	\$ 450,351	28.8%
263 LEGAL DEFENDER FILL THE GAP							
OPERATING	\$ 66,362	\$ 66,362	\$ 66,362	\$ 66,362	\$ 66,362	\$ -	0.0%
<b>FUND TOTAL USES</b>	\$ 66,362	\$ 66,362	\$ 66,362	\$ 66,362	\$ 66,362	\$ -	0.0%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 88,239,846	\$ 94,623,692	\$ 100,883,770	\$ 101,486,274	\$ 118,097,241	\$ (17,213,471)	-17.1%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 4,879,070	\$ 5,340,008	\$ 8,840,008	\$ 4,433,354	\$ 1,820,143	\$ 7,019,865	79.4%
<b>DEPARTMENT TOTAL USES</b>	\$ 93,118,916	\$ 99,963,700	\$ 109,723,778	\$ 105,919,628	\$ 119,917,384	\$ (10,193,606)	-9.3%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
ADULT CIVIL REPRESENTATION							
MENTAL HEALTH REPRESENTATION	11.65	12.65	13.65	13.65	13.65	-	0.0%
SEXUALLY VIOLENT PERSON REP	1.00	1.00	1.00	1.00	1.50	.50	50.0%
PROGRAM TOTAL	12.65	13.65	14.65	14.65	15.15	.50	3.41%
ADULT CRIMINAL REPRESENTATION							
APPEAL NON CAPITAL PCR REP	42.58	32.28	33.08	33.08	32.98	(.10)	(0.3%)
CAPITAL POST CONVICTION RELIEF	-	10.30	9.97	10.30	10.30	0.33	3.3%
CAPITAL REPRESENTATION	101.76	102.50	106.30	100.97	105.42	(.88)	(0.8%)
MISDEMEANOR REPRESENTATION	4.00	4.00	3.60	3.60	3.60	-	0.0%
NON CAPITAL FELONY REP	347.56	359.82	374.47	365.97	342.42	(32.05)	(8.5%)
PROBATION REPRESENTATION	17.23	19.73	15.73	15.23	16.73	1.00	6.3%
WITNESS REPRESENTATION	.01	-	-	-	-	-	N/A
PROGRAM TOTAL	513.14	528.63	543.15	529.15	511.45	(31.70)	(5.8%)
GENERAL OVERHEAD							
ELECTED AND STATUTRY OFFICIALS	-	-	-	-	5.00	5.00	N/A
PROGRAM TOTAL	-	-	-	-	5.00	5.00	N/A
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	8.86	8.86	10.02	10.02	9.75	(.27)	(2.7%)
EXECUTIVE MANAGEMENT	41.22	44.72	50.20	50.20	4.38	(45.82)	(91.3%)
FACILITIES MANAGEMENT	-	-	-	-	.20	.20	N/A
HUMAN RESOURCES	14.22	13.97	13.36	13.36	13.15	(0.21)	(1.6%)
OPERATIONS SUPPORT	-	-	-	-	38.22	38.22	N/A
PROCUREMENT	1.88	1.88	1.80	1.80	-	(1.80)	(100.0%)
RECORDS MANAGEMENT	-	-	-	-	48.00	48.00	N/A
RISK MANAGEMENT	.27	.27	0.22	.22	-	(0.22)	(100.0%)
PROGRAM TOTAL	66.45	69.70	75.60	75.60	113.70	38.10	50.4%
JUVENILE REPRESENTATION							
CHILD DEPENDENCY REP	-	-	4.03	4.03	3.77	(.26)	(6.5%)
JUV DELINQ INCORRIGIBILITY REP	30.86	27.81	20.99	20.99	19.75	(1.24)	(5.9%)
JUVENILE APPEAL REPRESENTATION	.50	.75	.75	.75	.75	-	0.0%
JUVENILE GUARDIAN AD LITEM REP	35.60	35.60	35.18	35.18	34.18	(1.00)	(2.8%)
JUVENILE PROBATION REP	5.44	5.19	7.98	7.98	7.48	(.50)	(6.3%)
PARENTAL DEPENDENCY REP	40.00	44.00	52.00	52.00	55.00	3.00	5.8%
PROGRAM TOTAL	112.40	113.35	120.93	120.93	120.93	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	2.80	2.80	3.90	3.90	4.00	.10	2.6%
DATA CENTER	1.00	1.00	-	-	-	-	N/A
PROGRAM TOTAL	3.80	3.80	3.90	3.90	4.00	.10	2.6%
<b>DEPARTMENT TOTAL</b>	<b>708.43</b>	<b>729.12</b>	<b>758.22</b>	<b>744.22</b>	<b>770.22</b>	<b>12.00</b>	<b>1.6%</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accounting Specialist	4.00	4.00	5.00	5.00	5.00	-	0.0%
Admin/Operations Specialist	7.00	6.00	5.00	5.00	5.00	-	0.0%
Administrative Manager	1.00	1.00	-	-	-	-	N/A
Administrative Staff Supv	2.00	2.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	4.00	4.00	5.00	5.00	5.00	-	0.0%
Administrator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Attorney	337.43	350.12	367.22	358.22	371.22	4.00	1.1%
Business Systems Analyst	-	-	1.00	1.00	1.00	-	0.0%
Database Administrator	1.00	1.00	-	-	-	-	N/A
Deputy Director - Legal Defense	3.00	3.00	3.00	3.00	3.00	-	0.0%
Director - Legal Defense	4.00	4.00	4.00	4.00	4.00	-	0.0%
Director - Public Defense Services	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	-	-	1.00	1.00	1.00	-	0.0%
Finance Manager	1.00	-	-	-	-	-	N/A
Finance Manager - Large	-	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Associate	1.00	1.00	2.00	2.00	2.00	-	0.0%
Human Resources Specialist	2.00	2.00	1.00	1.00	1.00	-	0.0%
Investigations Supv - Defense	5.00	5.00	5.00	5.00	5.00	-	0.0%
Investigator - Defense	43.00	42.00	42.00	42.00	42.00	-	0.0%
IT Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Clerk	38.50	37.50	43.50	43.50	44.50	1.00	2.3%
Justice System Clerk Lead	2.00	-	-	-	-	-	N/A
Justice System Clerk Supv	-	3.00	5.00	4.00	5.00	-	0.0%
Legal Assistant	39.00	40.00	41.00	40.00	41.00	-	0.0%
Legal Assistant Supv	3.00	3.00	3.00	3.00	3.00	-	0.0%
Legal Order Server	3.00	3.00	2.00	2.00	2.00	-	0.0%
Legal Services Manager	5.00	4.00	4.00	4.00	4.00	-	0.0%
Legal Support Specialist	69.00	71.00	73.00	72.00	74.00	1.00	1.4%
Legal Support Supervisor	12.00	12.00	12.00	12.00	12.00	-	0.0%
Management Analyst	-	-	1.00	1.00	1.00	-	0.0%
Mitigation Specialist	13.00	15.00	15.00	15.00	15.00	-	0.0%
Mitigation Specialist - Capital Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Mitigation Specialist Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Mitigation Specialist-Capital	20.00	20.00	21.00	20.00	21.00	-	0.0%
Office Assistant	35.00	38.00	38.00	38.00	40.00	2.00	5.3%
Office Assistant Specialized	19.50	22.50	22.50	21.50	21.50	(1.00)	(4.4%)
Operations Support Analyst	-	-	-	-	5.00	5.00	N/A
Operations/Program Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Programmer/Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst - Senior/Lead	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%
Trainer	2.00	2.00	2.00	2.00	2.00	-	0.0%
<b>Department Total</b>	<b>708.43</b>	<b>729.12</b>	<b>758.22</b>	<b>744.22</b>	<b>770.22</b>	<b>12.00</b>	<b>1.6%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	691.43	714.12	746.22	732.22	758.22	12.00	1.6%
209 PUBLIC DEFENDER TRAINING	3.00	3.00	3.00	3.00	3.00	-	0.0%
233 PUBLIC DEFENDER GRANTS	4.00	3.00	2.00	2.00	2.00	-	0.0%
262 PUBLIC DEFENDER FILL THE GAP	10.00	9.00	7.00	7.00	7.00	-	0.0%
<b>Department Total</b>	<b>708.43</b>	<b>729.12</b>	<b>758.22</b>	<b>744.22</b>	<b>770.22</b>	<b>12.00</b>	<b>1.6%</b>

### Staffing by Department

DEPARTMENT	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
520 PUBLIC DEFENDER	405.48	421.48	433.58	427.58	434.58	1.00	0.2%
540 LEGAL DEFENDER	113.00	114.49	114.49	114.49	115.49	1.00	0.9%
550 LEGAL ADVOCATE	93.50	93.50	101.50	93.50	103.50	2.00	2.0%
560 CONTRACT COUNSEL	28.00	28.00	29.00	29.00	29.00	-	0.0%
570 PUBLIC ADVOCATE	68.45	71.65	79.65	79.65	87.65	8.00	10.0%
<b>Department Total</b>	<b>708.43</b>	<b>729.12</b>	<b>758.22</b>	<b>744.22</b>	<b>770.22</b>	<b>12.00</b>	<b>1.6%</b>

## Significant Variance Analysis

Twelve new positions are added for FY 2015 in response to increased caseload and rising contract counsel costs. New positions include four attorneys and three support positions allocated to Parental Dependency cases in the Public Advocate Office, and five Operations Support Analysts to provide litigation support to trial attorneys in the four staffed offices. A five-position Capital Team was added in late FY 2014.

## General Adjustments

### **Base Adjustments:**

**Personnel:** FY 2015 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

### **Public Defense System General Fund (100) Operating**

- Decrease General Fund revenue by \$14,491 based on the FY 2014 forecast.
- Increase budget by \$27,148 to annualize the FY 2014 Retention Pay and Market Adjustment (\$17,933) and I.T. Market Adjustment (\$9,215).
- Reallocate \$1,200,000 from General Government (470) to Contract Counsel for Capital Trial Representation.
- Increase Regular Benefits by \$25,334 for the impact of changes in retirement contribution rates.
- Decrease Internal Service Charges by \$48,075 for the impact of changes in risk management charges.
- Increase Adult Guardian ad Litem Representation expenditures by \$301,558 (20%).
- Increase Mental Health Representation expenditures by \$24,274 (1.5%).
- Increase Probate Representation expenditures by \$10,663 (5%).
- Increase Sexually Violent Person Representation expenditures by \$77,078 (38.4%).
- Increase Capital Trial Representation expenditures by \$579,035 (4.1%).
- Increase Capital Post Conviction Relief (PCR) expenditures by \$463,837 (14.9%).
- Increase Non-Capital Felony Representation expenditures by \$2,721,640 (7.2%).
- Increase Violation of Probation Representation expenditures by \$866,426 (45%).
- Increase Adult Appeal and Non-Capital PCR expenditures by \$268,466 (5.6%).
- Increase Child Dependency Representation expenditures by \$269,309 (22.2%).
- Increase Juvenile Guardian ad Litem Representation expenditures by \$2,085,282 (22.6%).
- Increase Parental Dependency Representation expenditures by \$3,075,508 (28.3%).
- Increase Juvenile Appeal Representation expenditures by \$76,821 (13.9%).
- Increase Indigent Representation Support Services expenditures by \$122,000 (15%).
- Increase expenditures by \$46,889 to electronically receive discovery from the County Attorney.
- Increase expenditures by \$479,472 to add 5.0 FTE Operations Support Analysts to provide litigation support to trial attorneys.
- Increase Capital Trial expenditures by \$4,518,697 to address a growing case backlog.
- Increase budget by \$109,880 for the Justice System Support Market Adjustment.

### **Public Defense System General Fund (100) Non Recurring Non Project**

- Budget \$296,655 for software licenses and data storage for eDiscovery, allowing Public Defense Attorneys to electronically receive discovery from the County Attorney. The amount includes \$171,119 for the Public Defender, \$40,999 for the Legal Defender, \$43,770 for the Legal Advocate, \$7,020 for Contract Counsel, and \$33,747 for the Public Advocate.
- Budget \$943,846 in Contract Counsel to address a backlog of Capital Post-Conviction Relief cases.

**Public Defense System Training Fund (209) Operating**

- Increase Regular Benefits by \$73 for the impact of changes in retirement contribution rates.
- Increase Personal Services by \$4,275 for a 2.5% merit / market pay adjustment.
- Decrease Services expenditures by \$4,348 to absorb increases and maintain structural balance.

**Public Defense Training Fund (209) Non Recurring Non Project**

- Budget expenditures of \$285,150 for the Public Defender (\$232,303), the Legal Defender (\$27,574) and the Legal Advocate (\$25,273) for Continuing Legal Education.

**Public Defender Grants Fund (233)**

- Increase Regular Benefits by \$92 for the impact of changes in retirement contribution rates.
- Decrease revenues by \$66,745 due to a reduction in DEA grant revenues. This federal pass-through grant is the only grant in the fund.
- Increase Personal Services by \$5,350 for a 2.5% merit / market pay adjustment.
- Decrease Personal Services by \$5,350 in salary/benefit savings to absorb the pay adjustment.
- Decrease expenditures by \$66,837 to absorb increases and to maintain structural balance.

**Public Defender (520) Fill the Gap Fund (262) Operating**

- Decrease revenues by \$21,026 due to a decline in the local revenue stream that comes from fines and fees collected by the court.
- Increase Regular Benefits by \$237 for the impact of changes in retirement contribution rates.
- Increase Personal Services by \$14,123 for a 2.5% merit / market pay adjustment.
- Decrease Personal Services by \$1,373 by increasing salary and benefit savings.
- Increase Personal Services by \$48,067 by increasing the allocation-in from the Office of Contract Counsel (560) General Fund.
- Increase Attorney Loan Repayment expenditures by \$4,093.
- Decrease expenditures by \$86,149, including \$15,407 for Supplies and \$70,742 for Services.
- Decrease remaining Personal Services by \$24 to maintain structural balance.

**Public Defender (520) Fill the Gap Fund (262) Non Recurring Non Project**

- Increase revenues in the amount of \$268,936 due to a drawdown from fund balance held in Treasurer's Fund 713 for funding the PDS case management system project.

**Public Defender (520) Fill the Gap Fund (262) PDS Case Management System**

- Increase expenditures to \$294,492 for carry-forward of funding for the PDS case management system replacement project.

## 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of Capital Cases with Disposition Less than Capital	100.0%	92.9%	78.3%	82.6%	(10.3%)	-11.0%
Percent of Probation Representation Cases With Disposition Other Than Revocation	81.0%	81.9%	77.2%	76.2%	(5.7%)	-6.9%
Percent of Witness Representation Cases Closed	126.4%	105.1%	108.1%	108.1%	3.1%	2.9%
Percent of Misdemeanors with Disposition to Lesser Charges or Fewer Counts	93.3%	92.5%	88.5%	88.5%	(3.9%)	-4.3%
Percent of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Counts	89.1%	90.6%	89.7%	88.8%	(1.8%)	-2.0%
Percent of Non-Capital Felony Cases Resolved to Conclusion in the Regional Court Centers or Early Disposition Courts - Staffed Offices Only	68.6%	67.9%	67.8%	66.9%	(1.0%)	-1.5%
Percent of Non-Complex Felony Cases Resolved Within 180 Days of Arraignment/Assignment (whichever is later) - Staffed Offices Only	73.9%	75.5%	73.9%	74.3%	(1.2%)	-1.6%
Percent of Non-Capital Complex Felony Cases Resolved Within 270 Days of Arraignment/Assignment (whichever is later) - Staffed Offices Only	30.7%	34.9%	28.3%	28.3%	(6.6%)	-18.9%
Percent of Capital Post-Conviction Relief Cases in which the Outcome is Other than Affirmed	N/A	0.0%	0.0%	0.0%	0.0%	N/A
Percent of Appeal and Non-Capital Trial/Post-Conviction Relief Cases in which the Outcome is Beneficial to the Client	N/A	16.2%	10.6%	11.1%	(5.1%)	-31.4%

Activities that comprise this program include:

- Capital Representation
- Non-Capital Felony Representation
- Witness Representation
- Misdemeanor Representation
- Probation Representation
- Appeal and Non-Capital Post-Conviction Relief Representation
- Capital 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. The United States and Arizona Constitutions as well as A.R.S. §13-4234 establish that all indigent capital defendants are entitled to court-appointed counsel.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of Capital Cases with Disposition Less than Capital	100.0%	92.9%	78.3%	82.6%	(10.3%)	-11.0%
Output	Average Capital Cases Open Monthly	82	83	79	89	6	7.4%
Output	Number of Capital Cases Resolved to Conclusion	21	14	18	18	4	28.6%
Demand	Net Capital Cases Assigned	28	26	23	23	(3)	-11.5%
Expenditure Ratio	Expense per Open Capital Case	\$ 191,942.14	\$ 234,970.50	\$ 201,401.19	\$ 218,007.76	\$ 16,962.73	7.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 15,668,237	\$ 19,425,011	\$ 15,860,344	\$ 19,348,189	\$ 76,822	0.4%
	TOTAL USES	\$ 15,668,237	\$ 19,425,011	\$ 15,860,344	\$ 19,348,189	\$ 76,822	0.4%

**Activity Narrative:** The Department is still dealing with a backlog of capital cases and currently has an inventory of 83. This is down from 157 cases in November 2008, but up from 70 cases in late 2013. 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 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. However, the backlog has not resolved as quickly as anticipated. Fewer cases than expected have resolved in FY 2014. To address rising expenditures, the Capital Representation budget was increased by \$3,500,000 late in FY 2014 (Non Recurring) and by nearly the same amount for FY 2015 (Operating).

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Counts	89.1%	90.6%	89.7%	88.8%	(1.8%)	-2.0%
Result	Percent of Non-Capital Felony Cases Resolved to Conclusion in the Regional Court Centers or Early Disposition Courts - Staffed Offices Only	68.6%	67.9%	67.8%	66.9%	(1.0%)	-1.5%
Result	Percent of Non-Complex Felony Cases Resolved Within 180 Days of Arraignment/Assignment (whichever is later) - Staffed Offices Only	73.9%	75.5%	73.9%	74.3%	(1.2%)	-1.6%
Result	Percent of Non-Capital Complex Felony Cases Resolved Within 270 Days of Arraignment/Assignment (whichever is later) - Staffed Offices Only	30.7%	34.9%	28.3%	28.3%	(6.6%)	-18.9%
Output	Non-Capital Felony Cases Resolved to Conclusion	25,360	25,178	25,703	25,247	69	0.3%
Demand	Net Non-Capital Felony Cases Assigned	27,209	27,476	29,778	30,671	3,195	11.6%
Expenditure Ratio	Expense per Non-Capital Felony Case Resolved to Conclusion	\$ 1,470.55	\$ 1,639.52	\$ 1,644.15	\$ 1,645.50	\$ (5.98)	-0.4%
<i>Revenue</i>							
	100 - GENERAL	\$ 11,900	\$ -	\$ 35,334	\$ -	\$ -	N/A
	233 - PUBLIC DEFENDER GRANTS	292,874	236,492	230,622	236,492	-	0.0%
	262 - PUBLIC DEFENDER FILL THE GAP	841,166	819,202	819,756	819,202	-	0.0%
	263 - LEGAL DEFENDER FILL THE GAP	66,439	66,362	66,362	66,362	-	0.0%
	TOTAL SOURCES	\$ 1,212,379	\$ 1,122,056	\$ 1,152,074	\$ 1,122,056	\$ -	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 36,360,286	\$ 40,359,547	\$ 41,285,737	\$ 40,421,936	\$ (62,389)	-0.2%
	233 - PUBLIC DEFENDER GRANTS	292,888	236,492	236,492	236,492	-	0.0%
	262 - PUBLIC DEFENDER FILL THE GAP	573,607	617,493	670,876	819,202	(201,709)	-32.7%
	263 - LEGAL DEFENDER FILL THE GAP	66,362	66,362	66,362	66,362	-	0.0%
	TOTAL USES	\$ 37,293,143	\$ 41,279,894	\$ 42,259,467	\$ 41,543,992	\$ (264,098)	-0.6%

**Activity Narrative:** Demand (cases filed) is expected to increase by 11.6% in FY 2015, but the number of cases resolved to conclusion is expected to remain relatively steady. The Public Defense departments report that case filings are of an increasingly serious nature and are not resolving in as timely a manner as seen previously. A longer case length results in increased costs and higher expense per resolved case.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Witness Representation Cases Closed	126.4%	105.1%	108.1%	108.1%	3.1%	2.9%
Output	Witness Representation Cases Closed	91	118	86	86	(32)	-27.1%
Demand	Net Witness Representation Cases Assigned	115	124	93	93	(31)	-25.0%
Expenditure Ratio	Expense per Witness Representation Case Closed	\$ 340.08	\$ 296.24	\$ 363.29	\$ 365.41	\$ (69.17)	-23.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 30,947	\$ 34,956	\$ 31,243	\$ 31,425	\$ 3,531	10.1%
	TOTAL USES	\$ 30,947	\$ 34,956	\$ 31,243	\$ 31,425	\$ 3,531	10.1%

**Activity Narrative:** Expenditures have remained relatively steady since FY 2013, though the number of cases assigned and closed has declined.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Misdemeanors with Disposition to Lesser Charges or Fewer Counts	93.3%	92.5%	88.5%	88.5%	(3.9%)	-4.3%
Output	Number of Misdemeanor Representation Cases Resolved to Conclusion	2,422	1,942	1,972	1,972	30	1.5%
Demand	Net Misdemeanor Cases Assigned	2,456	2,152	2,275	2,275	123	5.7%
Expenditure Ratio	Expense per Misdemeanor Case Resolved to Conclusion	\$ 209.93	\$ 264.59	\$ 272.22	\$ 272.05	\$ (7.46)	-2.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 494,091	\$ 513,827	\$ 536,811	\$ 536,476	\$ (22,649)	-4.4%
	262 - PUBLIC DEFENDER FILL THE GAP	14,357	-	-	-	-	N/A
	TOTAL USES	\$ 508,448	\$ 513,827	\$ 536,811	\$ 536,476	\$ (22,649)	-4.4%

**Activity Narrative:** Expenditures are increasing due to increased demand in this activity. Cases are not resolving causing a backlog in workload.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Probation Representation Cases with Disposition Other than Revocation	81.0%	81.9%	77.2%	76.2%	(5.7%)	-6.9%
Output	Number of Probation Representation Cases Resolved to Conclusion	6,635	7,180	7,247	10,228	3,048	42.5%
Demand	Net Probation Representation Cases	8,384	9,464	12,322	15,403	5,939	62.8%
Expenditure Ratio	Expense per Probation Representation Case Resolved to Conclusion	\$ 266.58	\$ 294.04	\$ 260.49	\$ 272.81	\$ 21.23	7.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,768,754	\$ 2,111,238	\$ 1,887,788	\$ 2,790,305	\$ (679,067)	-32.2%
	TOTAL USES	\$ 1,768,754	\$ 2,111,238	\$ 1,887,788	\$ 2,790,305	\$ (679,067)	-32.2%

**Activity Narrative:** Expenditures are increasing due to an increase in Probation Representation cases assigned and resolved to conclusion.

**Appeal and Non-Capital Post-Conviction Relief Representation Activity**

The purpose of the Appeal and Non-Capital 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Appeal and Non-Capital Trial/Post-Conviction Relief Cases in which the Outcome is Beneficial to the Client	N/A	16.2%	10.6%	11.1%	(5.1%)	-31.4%
Output	Number of Appeal and Non-Capital Post-Conviction Relief Cases in which Representation is Terminated	N/A	1,626	1,103	1,356	(270)	-16.6%
Output	Number of Appeal and Non-Capital Trial/Post-Conviction Relief Decisions Received	N/A	604	405	629	25	4.1%
Demand	Net Appeal and Non-Capital Post-Conviction Relief Cases Assigned	N/A	1,136	1,317	1,449	313	27.6%
Expenditure Ratio	Expense per Appeal/Non-Capital Post-Conviction Relief Case in which Representation is Terminated	N/A	\$ 2,997.83	\$ 4,219.20	\$ 3,736.02	\$ (738.19)	-24.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 7,774,104	\$ 4,874,471	\$ 4,653,776	\$ 5,066,047	\$ (191,576)	-3.9%
	TOTAL USES	\$ 7,774,104	\$ 4,874,471	\$ 4,653,776	\$ 5,066,047	\$ (191,576)	-3.9%

**Activity Narrative:** The former activity “Appeal and Post-Conviction Relief” was split into two activities for FY 2014, “Appeal and Non-Capital Post-Conviction Relief” and “Capital Post-Conviction Relief”. Activity-specific data is not available for prior periods. FY 2013 expenditures are shown for both activities. FY 2015 expenditures are rising due to an expected increase in the number of cases assigned and decisions received.

**Capital Post-Conviction Relief Representation Activity**

The purpose of the Capital Post-Conviction Relief Representation Activity is to provide effective legal representation to assigned indigent adults in capital 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Capital Post-Conviction Relief Cases in which the Outcome is Other than Affirmed	N/A	0.0%	0.0%	0.0%	0.0%	N/A
Output	Average Capital Post-Conviction Relief Cases Open Monthly	N/A	34	41	47	12	36.0%
Output	Number of Capital Post-Conviction Relief Cases in which Representation is Terminated	N/A	2	5	2	-	0.0%
Output	Number of Capital Post-Conviction Relief Decisions Received	N/A	2	2	2	-	0.0%
Demand	Net Capital Post-Conviction Relief Cases Assigned	N/A	3	10	10	7	233.3%
Expenditure Ratio	Expense per Open Capital Post-Conviction Relief Case	N/A	\$ 107,624.87	\$ 104,281.74	\$ 96,643.35	\$ 10,981.51	10.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ -	\$ 3,704,448	\$ 4,306,836	\$ 4,522,909	\$ (818,461)	-22.1%
	TOTAL USES	\$ -	\$ 3,704,448	\$ 4,306,836	\$ 4,522,909	\$ (818,461)	-22.1%

**Activity Narrative:** The former activity “Appeal and Post-Conviction Relief” was split into two activities for FY 2014, “Appeal and Non-Capital Post-Conviction Relief” and “Capital Post-Conviction Relief”. Measures in this activity are new for FY 2014. A previous back-log in Capital cases has now reached the post-conviction phase, resulting in a need for increased funding in Capital Post-Conviction Relief.

## 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of Juvenile Dependency Appeal Cases in which the Court Adopts the Position Advocated in the Appeal	3.1%	13.6%	3.7%	3.6%	(10.0%)	-73.6%
Percent of Juvenile Delinquency/Incorrigibility Appeal Cases in which the Outcome is Beneficial to the Client	8.3%	25.0%	16.7%	16.7%	(8.3%)	-33.3%
Percent of Child Dependency Matters (1 child & 1 parent) in which the Court Finds in Conformity with Client Position	96.2%	57.6%	83.0%	83.5%	25.9%	45.0%
Percent of Parental Dependency Matters (1 child & 1 parent) in which the Court does Not Grant the Petition	67.8%	44.4%	54.8%	57.6%	13.2%	29.7%
Percent of Juvenile Notification Cases in which the Court Grants the Petition	N/A	50.0%	54.6%	54.6%	4.6%	9.1%
Percent of Juvenile Delinquency and Incorporrigibility Cases with Disposition to Lesser Charges or Fewer Counts	75.7%	76.6%	82.1%	82.1%	5.6%	7.3%
Percent of Juvenile Probation Cases with Disposition Other than Revocation to Confinement	66.1%	65.8%	61.5%	61.5%	(4.3%)	-6.5%
Percent of Juvenile Guardian ad Litem Matters (1 child & 1 parent) in which the Court Finds in Conformity with the Guardian ad Litem's Position	104.8%	91.1%	97.5%	97.3%	6.2%	6.9%
Percent of Juvenile Emancipation Cases in which Emancipation is Granted	N/A	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Juvenile Appeal Representation
- Child Dependency Representation
- Parental Dependency Representation
- Juvenile Guardian ad Litem Representation
- Juvenile Notification Representation
- Juvenile Probation Representation
- Juvenile Delinquency & Incorporrigibility 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Juvenile Delinquency/Incorrigibility appeal cases in which the outcome is beneficial to the client	8.3%	25.0%	16.7%	16.7%	(8.3%)	-33.3%
Result	Percent of Juvenile Dependency Appeal Cases in which the Court Adopts the Position Advocated in the Appeal	3.1%	13.6%	3.7%	3.6%	(10.0%)	-73.6%
Output	Number of Juvenile Appeal Cases in which Representation is Terminated	110	30	60	117	87	290.0%
Demand	Net Juvenile Appeal Cases Assigned	314	308	310	356	48	15.6%
Expenditure Ratio	Expense per Juvenile Appeal Cases in which Representation is Terminated	\$ 4,536.37	\$ 15,631.67	\$ 8,856.85	\$ 5,388.62	\$ 10,243.04	65.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 499,001	\$ 468,950	\$ 531,411	\$ 630,469	\$ (161,519)	-34.4%
	TOTAL USES	\$ 499,001	\$ 468,950	\$ 531,411	\$ 630,469	\$ (161,519)	-34.4%

**Activity Narrative:** The departments report that an FY 2014 decline in output is most likely the result of delayed/deficient case resolution reporting from contract attorneys. The number of cases terminated is expected to return to historical levels. The funding increase for FY 2015 is for a demand increase anticipated for dependency appeals.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Child Dependency Matters (1 child & 1 parent) in which the Court Finds in Conformity with Client Position	96.2%	57.6%	83.0%	83.5%	25.9%	45.0%
Output	Average Child Dependency Matters (1 child & 1 parent) Open Monthly	N/A	N/A	N/A	New - N/A	N/A	N/A
Output	Number of Child Dependency (1 child & 1 parent) Resolutions	755	1,004	718	907	(97)	-9.7%
Demand	Net Child Dependency Assignments (1 child & 1 parent)	1,180	1,602	1,422	1,778	176	11.0%
Expenditure Ratio	Expense per Child Dependency Resolution (1 child & 1 parent)	\$ 797.40	\$ 1,004.84	\$ 1,564.82	\$ 1,637.40	\$ (632.57)	-63.0%
Expenditure Ratio	Expense per Open Child Dependency Matter (1 child & 1 parent)	N/A	N/A	N/A	New - N/A	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 602,040	\$ 1,008,858	\$ 1,123,543	\$ 1,485,126	\$ (476,268)	-47.2%
	TOTAL USES	\$ 602,040	\$ 1,008,858	\$ 1,123,543	\$ 1,485,126	\$ (476,268)	-47.2%

**Activity Narrative:** Demand in FY 2015 is expected to increase due to the significant expansion of the State Child Protective Services Division. Child Dependency cases can continue for many years and this longevity is not captured in the demand. The departments' workload is continually increasing as more cases are added than closed, leading to increased expenditures. A new measure will track the average number of open cases in a given month.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Parental Dependency Matters (1 child & 1 parent) in which the Court does Not Grant the Petition	67.8%	44.4%	54.8%	57.6%	13.2%	29.7%
Output	Average Parental Dependency Matters (1 child & 1 parent) Open Monthly	N/A	N/A	N/A	New - N/A	N/A	N/A
Output	Number of Parental Dependency (1 child & 1 parent) Resolutions	6,698	7,782	6,842	8,508	726	9.3%
Demand	Net Parental Dependency Assignments (1 child & 1 parent)	12,031	14,352	14,855	18,569	4,217	29.4%
Expenditure Ratio	Expense per Parental Dependency Resolution (1 child & 1 parent)	\$ 1,278.27	\$ 1,524.22	\$ 1,576.88	\$ 1,637.38	\$ (113.16)	-7.4%
Expenditure Ratio	Expense per Open Parental Dependency Matter (1 child & 1 parent)	N/A	N/A	N/A	New - N/A	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 8,561,878	\$ 11,861,492	\$ 10,789,034	\$ 13,930,849	\$ (2,069,357)	-17.4%
	TOTAL USES	\$ 8,561,878	\$ 11,861,492	\$ 10,789,034	\$ 13,930,849	\$ (2,069,357)	-17.4%

**Activity Narrative:** The duration and complexity of Parental Dependency cases along with the significant expansion of the State Child Protective Services Division are causing an increase in expenditures. A 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. A new measure will track the average number of open cases in a given month.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Juvenile Guardian ad Litem Matters (1 child & 1 parent) in which the Court Finds in Conformity with the Guardian ad Litem's Position	104.8%	91.1%	97.5%	97.3%	6.2%	6.9%
Output	Average Juvenile Guardian ad Litem Matters (1 child & 1 parent) Open Monthly	N/A	N/A	N/A	New - N/A	N/A	N/A
Output	Number of Juvenile Guardian ad Litem (1 child & 1 parent) Resolutions	9,793	9,689	8,256	10,059	370	3.8%
Demand	Net Juvenile Guardian ad Litem Assignments (1 child & 1 parent)	11,358	14,314	15,355	19,194	4,880	34.1%
Expenditure Ratio	Expense per Juvenile Guardian ad Litem Resolution (1 child & 1 parent)	\$ 726.68	\$ 944.50	\$ 1,092.02	\$ 1,123.82	\$ (179.32)	-19.0%
Expenditure Ratio	Expense per Open Juvenile Guardian ad Litem Matter (1 child & 1 parent)	N/A	N/A	N/A	New - N/A	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 7,116,349	\$ 9,151,213	\$ 9,015,676	\$ 11,304,490	\$ (2,153,277)	-23.5%
	TOTAL USES	\$ 7,116,349	\$ 9,151,213	\$ 9,015,676	\$ 11,304,490	\$ (2,153,277)	-23.5%

**Activity Narrative:** An increase in the number of case assignments is causing expenditures to increase. Further, these cases have a long duration and the open caseload continues to increase because cases are not closing in a timely manner. A new measure will track the average number of open cases in a given month.

### 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 pregnancy 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 un-emancipated minor has a right to court-appointed legal counsel if she is not otherwise represented or waives that right.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Juvenile Notification Cases in which the Court Grants the Petition	N/A	50.0%	54.6%	54.6%	4.6%	9.1%
Output	Number of Juvenile Notification Cases Resolved to Conclusion	-	18	11	11	(7)	-38.9%
Demand	Net Juvenile Notification Cases Assigned	49	42	46	46	4	9.5%
Expenditure Ratio	Expense per Juvenile Notification Case Resolved to Conclusion	N/A	\$ 1,566.67	\$ 4,980.27	\$ 3,927.27	\$ (2,360.60)	-150.7%
<i>Expenditure</i>							
	100 - GENERAL	\$ 33,885	\$ 28,200	\$ 54,783	\$ 43,200	\$ (15,000)	-53.2%
	TOTAL USES	\$ 33,885	\$ 28,200	\$ 54,783	\$ 43,200	\$ (15,000)	-53.2%

**Activity Narrative:** The relatively small number of cases assigned and resolved can yield substantial year-to-year variances with just a few cases. The sharp increase in the cost-per-case resolved to conclusion is based on increased expenditures and fewer cases resolved to conclusion.

### Juvenile Delinquency and Incurability Representation Activity

The purpose of the Juvenile Delinquency and Incurability Representation Activity is to provide effective legal representation to assigned indigent juveniles charged with incurable 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Juvenile Delinquency and Incurability Cases with Disposition to Lesser Charges or Fewer Counts	75.7%	76.6%	82.1%	82.1%	5.6%	7.3%
Output	Number of Juvenile Delinquency and Incurability Cases Resolved to Conclusion	5,597	5,130	4,103	4,103	(1,027)	-20.0%
Demand	Net Juvenile Delinquency and Incurability Cases Assigned	5,561	5,712	4,454	4,454	(1,258)	-22.0%
Expenditure Ratio	Expense per Juvenile Delinquency and Incurability Case Resolved to Conclusion	\$ 521.89	\$ 507.16	\$ 652.98	\$ 621.84	\$ (114.68)	-22.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,921,001	\$ 2,601,733	\$ 2,679,190	\$ 2,551,421	\$ 50,312	1.9%
	TOTAL USES	\$ 2,921,001	\$ 2,601,733	\$ 2,679,190	\$ 2,551,421	\$ 50,312	1.9%

**Activity Narrative:** Funding from the Status Offender Court grant was eliminated in FY 2013. The requirement for Public Defense staffing for the Status Offender Court has also been eliminated, so there is no negative business impact. Demand is expected to continue downward in FY 2015 causing a

decreased need for resources. These expenditures have been reprogrammed into areas with increased demand.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Juvenile Probation Cases with Disposition Other than Revocation to Confinement	66.1%	65.8%	61.5%	61.5%	(4.3%)	-6.5%
Output	Number of Juvenile Probation Cases Resolved to Conclusion	1,556	1,536	1,233	1,233	(303)	-19.7%
Demand	Net Juvenile Probation Cases Assigned	1,572	1,510	1,152	1,152	(358)	-23.7%
Expenditure Ratio	Expense per Juvenile Probation Cases Resolved to Conclusion	\$ 286.97	\$ 477.35	\$ 585.15	\$ 655.77	\$ (178.42)	-37.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 446,524	\$ 733,207	\$ 721,490	\$ 808,559	\$ (75,352)	-10.3%
	TOTAL USES	\$ 446,524	\$ 733,207	\$ 721,490	\$ 808,559	\$ (75,352)	-10.3%

**Activity Narrative:** Output and demand are decreasing. However, a continued backlog of cases is causing expenditures to increase.

### Juvenile Emancipation Representation Activity

The purpose of the Juvenile Emancipation Representation Activity is to provide legal representation, when appointed by the court, to juveniles pursuing legal emancipation so they can obtain emancipation.

**Mandates:** This activity supports the overall mandate of the Juvenile Representation Program.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Juvenile Emancipation Cases in which Emancipation is Granted	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Juvenile Emancipation Cases Resolved	-	2	2	2	-	0.0%
Demand	Net Juvenile Emancipation Cases Assigned	7	14	7	7	(7)	-50.0%
Expenditure Ratio	Expense per Juvenile Emancipation Case Resolved	N/A	\$ 1,786.00	\$ 782.50	\$ 400.00	\$ 1,386.00	77.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,786	\$ 3,572	\$ 1,565	\$ 800	\$ 2,772	77.6%
	TOTAL USES	\$ 1,786	\$ 3,572	\$ 1,565	\$ 800	\$ 2,772	77.6%

**Activity Narrative:** The small number of Emancipation cases assigned from year to year can result in significant percentage variances with a change of just a few cases. All of these cases are assigned to contract counsel.

### 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of Adult Guardian ad Litem (at law) Cases in which Court Rules in Conformity with Position Advocated	118.6%	138.7%	103.8%	118.6%	(20.0%)	-14.5%
Percent of Probate Cases in which a Determination is made as to Guardianship	89.6%	49.7%	53.6%	93.7%	44.0%	88.6%
Percent of Mental Health Cases in which a Determination is Made as to Commitment within 30 Days	87.8%	89.7%	87.8%	87.6%	(2.0%)	-2.2%
Percent of People with Sexually Violent Person (SVP) Petitions Found to be SVP During the Time Period	20.0%	33.3%	100.0%	100.0%	66.7%	200.3%

Activities that comprise this program include:

- Adult Guardian ad Litem Representation
- Probate Representation
- Sexually Violent Person Representation
- Mental Health Representation

### Adult Guardian ad Litem Representation Activity

The purpose of the Adult Guardian ad Litem Representation Activity is to provide effective legal advocacy to assigned indigent persons in adult court so they can be assured that their best interests are presented.

**Mandates:** Per A.R.S. §11-584(j) the Public Defender shall perform the following duties...“as attorneys (pursuant to A.R.S. §14-5401) of adults who are unable to effectively manage their affairs or preserve their estates if the court appoints the public defender and the board of supervisors has advised the presiding judge of the county that the public defender is authorized to accept the appointment.” A.R.S. §14-5401 also provides for the appointment of a “conservator or other protective order” for children (subsection 1) and for incapacitated adults (subsection 2).

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of Adult Guardian ad Litem Cases in which Court Rules in Conformity with Position Advocated	118.6%	138.7%	103.8%	118.6%	(20.0%)	-14.5%
Output	Number of Adult Guardian ad Litem Cases Resolved to Conclusion	813	463	958	1,128	665	143.6%
Demand	Number of Adult Guardian ad Litem Cases Assigned	1,438	1,791	1,663	1,996	205	11.4%
Expenditure Ratio	Expense per Guardian ad Litem Case Resolved to Conclusion	\$ 1,302.63	\$ 2,603.19	\$ 1,514.57	\$ 1,602.43	\$ 1,000.76	38.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,059,042	\$ 1,205,279	\$ 1,450,959	\$ 1,807,536	\$ (602,257)	-50.0%
	TOTAL USES	\$ 1,059,042	\$ 1,205,279	\$ 1,450,959	\$ 1,807,536	\$ (602,257)	-50.0%

**Activity Narrative:** Adult Guardian ad Litem cases stay open for multiple years and continue to generate costs. The duration and complexity of these cases result in higher costs per case. Demand is also expected to increase in FY 2015 leading to an increased need for resources.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Probate Cases in which a Determination is made as to Guardianship	89.6%	49.7%	53.6%	93.7%	44.0%	88.6%
Output	Number of Probate Cases in which a Determination is Made as to Guardianship	911	536	566	1,039	503	93.8%
Demand	Net Probate Cases Assigned	1,017	1,079	1,056	1,109	30	2.8%
Expenditure Ratio	Expense per Probate Cases in which a Determination is Made as to Guardianship	\$ 434.81	\$ 695.13	\$ 407.31	\$ 214.74	\$ 480.39	69.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 396,111	\$ 372,589	\$ 230,539	\$ 223,119	\$ 149,470	40.1%
	TOTAL USES	\$ 396,111	\$ 372,589	\$ 230,539	\$ 223,119	\$ 149,470	40.1%

**Activity Narrative:** Demand is continuing to increase in the activity. Due to the length that these cases can be open, sometimes for a person's lifetime, costs continue to accumulate. Equilibrium between the rate that cases terminate (output) and the rate that cases open (demand) appears to be approaching for FY 2015.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Mental Health Cases in which a Determination is Made as to Commitment within 30 Days	87.8%	89.7%	87.8%	87.6%	(2.0%)	-2.2%
Output	Number of Mental Health Cases in which a Determination is Made as to Commitment	5,856	5,556	5,980	6,043	487	8.8%
Demand	Net Mental Health Cases Assigned	4,317	4,373	4,418	4,528	155	3.5%
Expenditure Ratio	Expense per Mental Health Case in which a Determination is Made as to Commitment	\$ 229.07	\$ 281.36	\$ 257.95	\$ 274.36	\$ 7.00	2.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,341,416	\$ 1,563,252	\$ 1,542,553	\$ 1,657,955	\$ (94,703)	-6.1%
	TOTAL USES	\$ 1,341,416	\$ 1,563,252	\$ 1,542,553	\$ 1,657,955	\$ (94,703)	-6.1%

**Activity Narrative:** An increase in mental health cases assigned is causing an increased need for resources.

### 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 named in a sexually violent person petition is entitled to court-appointed representation.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of People with Sexually Violent Person (SVP) Petitions Found to be SVP During the Time Period	20.0%	33.3%	100.0%	100.0%	66.7%	200.3%
Output	Number of Sexually Violent Person Petitions Resolved During the Time Period	10	6	4	2	(4)	-66.7%
Output	Average Sexually Violent Person Cases Open Monthly	N/A	N/A	65	75	N/A	N/A
Demand	Net Sexually Violent Person Cases Assigned	12	8	10	10	2	25.0%
Expenditure Ratio	Expense per Open Sexually Violent Person Case	N/A	N/A	\$ 3,508.86	\$ 3,687.30	N/A	N/A
Expenditure Ratio	Expense per Sexually Violent Person Case in which a Determination is Made as to Commitment	\$ 19,951.80	\$ 44,494.33	\$ 57,019.00	\$ 138,827.00	\$ (94,332.67)	-212.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 199,518	\$ 266,966	\$ 228,076	\$ 277,654	\$ (10,688)	-4.0%
	TOTAL USES	\$ 199,518	\$ 266,966	\$ 228,076	\$ 277,654	\$ (10,688)	-4.0%

**Activity Narrative:** A new measure for FY 2015 will show the average number of cases open in a given month, revealing the long-term nature of these cases. With an expected increase in case assignments, and with less restrictive alternatives to incarceration being used less frequently by the Court, the number of hearings and the expense per open case will continue to increase.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of Payments Processed Within 30 Days of Receipt	97.6%	96.3%	76.3%	97.5%	1.3%	1.3%

Activities that comprise this program include:

- Support Services

### Indigent Representation 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 derived from the other Indigent Representation System activities set out above.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Payments Processed Within 30 Days of Receipt	97.6%	96.3%	76.3%	97.5%	1.3%	1.3%
Output	Number of Payments Processed for Privately Represented and Pro Per Cases	534	536	598	688	152	28.4%
Demand	Number of Payments Requested on Privately Represented and Pro Per Cases	534	536	598	688	152	28.4%
Expenditure Ratio	Expense per Payment for Privately Represented and Pro Per Cases	\$ 1,653.49	\$ 1,268.21	\$ 1,557.27	\$ 1,358.88	\$ (90.67)	-7.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 882,962	\$ 679,758	\$ 931,246	\$ 934,908	\$ (255,150)	-37.5%
	TOTAL USES	\$ 882,962	\$ 679,758	\$ 931,246	\$ 934,908	\$ (255,150)	-37.5%

**Activity Narrative:** Indigent defendants represented by private counsel, or who represent themselves are entitled to support services at County expense. Service examples may include investigators, expert witnesses, and, in Capital cases, mitigation specialists.



Public Defense System Summary General Fund (100) (continued)

		Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>			
<b>FY 2014 Adopted Budget</b>		<b>\$ 4,330,965</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		<b>\$ 3,500,000</b>	<b>\$ -</b>
<i>Transfer Exp Authority for Incr Pub Def Costs</i>	<i>C-56-14-011-M-00</i>	<i>3,500,000</i>	<i>-</i>
<b>FY 2014 Revised Budget</b>		<b>\$ 7,830,965</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		<b>\$ (7,830,965)</b>	<b>\$ -</b>
<i>Transfer Exp Authority for Incr Pub Def Costs</i>	<i>C-56-14-011-M-00</i>	<i>(3,500,000)</i>	<i>-</i>
<i>Other Non Recurring</i>		<i>(4,330,965)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:			
<b>Non Recurring</b>		<b>\$ 1,596,091</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>		<i>355,590</i>	<i>-</i>
<i>Capital Trial carry forward from FY 2014</i>	<i>\$ 355,590</i>	<i>1,240,501</i>	<i>-</i>
<i>Other Non Recurring</i>		<i>1,240,501</i>	<i>-</i>
<i>Software licenses and data storage for eDiscovery</i>	<i>\$ 296,655</i>		
<i>Capital Post-Conviction Relief - Backlog Costs</i>	<i>943,846</i>		
<b>FY 2015 Tentative Budget</b>		<b>\$ 1,596,091</b>	<b>\$ -</b>
Adjustments:			
<b>Non Recurring</b>		<b>\$ (355,590)</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>		<i>(355,590)</i>	<i>-</i>
<i>Delete unavailable FY 2014 Capital Trial carry forward</i>	<i>\$ (355,590)</i>		
<b>FY 2015 Adopted Budget</b>		<b>\$ 1,240,501</b>	<b>\$ -</b>

Public Defender (520) General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 33,974,467</b>	<b>\$ 71,452</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 3,586,383</b>	<b>\$ -</b>
County RPP	3,527,582	-
1st Quarter Retention Pay and Market Adj	34,358	-
2nd Quarter Retention Pay and Market Adj	14,606	-
3rd and 4th Quarter Retention Pay and Market Adj	9,837	-
Agenda Item:		
C-49-13-092-2-00		
C-49-14-020-0-00		
C-49-14-032-2-00		
C-49-14-043-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 37,560,850</b>	<b>\$ 71,452</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 12,353</b>	<b>\$ -</b>
1st Quarter Retention Pay and Market Adj	290	-
2nd Quarter Retention Pay and Market Adj	(14,606)	-
3rd and 4th Quarter Retention Pay and Market Adj	(9,837)	-
2nd to 4th Quarter Retention Pay Plan	36,506	-
Agenda Item:		
C-49-14-020-0-00		
C-49-14-032-2-00		
C-49-14-043-2-00		
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 37,573,203</b>	<b>\$ 71,452</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 13,534</b>	<b>\$ -</b>
Retirement Contributions	13,534	-
<b>Base Adjustments</b>	<b>\$ 911,457</b>	<b>\$ -</b>
Internal Service Charges	(52,991)	-
Risk Management	\$ (52,991)	-
Public Defense Caseload Vol	964,448	-
Net Zero-Based Budget adjustments to department activities	\$ 964,448	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (14,491)</b>
ProgRevenue Volume Inc/Dec	-	(14,491)
Decrease General Fund revenue based on FY 2014 forecast	\$ (14,491)	-
	<b>Total FY 2015</b>	
	<b>Base Expenditures</b>	
<b>PUBLIC DEFENDER ACTIVITIES</b>		
Appeal and Non-Capital Post Conviction Relief	\$ 3,134,305	
Capital Trial	4,906,997	
Capital Post Conviction Relief	339,910	
Misdemeanor	419,830	
Non Capital Felony	23,689,281	
Probation	1,981,555	
Indirect Support and General Overhead	4,026,316	
FY 2015 Expenditures by Activity - Total	<u>\$ 38,498,194</u>	
<b>FY 2015 Tentative Budget</b>	<b>\$ 38,498,194</b>	<b>\$ 56,961</b>
Percent Change from Threshold Amount	2.5%	-20.3%
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 90,697</b>	<b>\$ -</b>
Justice System Support Market Adjustment	90,697	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 38,588,891</b>	<b>\$ 56,961</b>
Percent Change from Threshold Amount	2.7%	-20.3%
	<b>Expenditures</b>	<b>Revenue</b>
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 171,119</b>	<b>\$ -</b>
Other Non Recurring	171,119	-
Software licenses and data storage for eDiscovery	\$ 171,119	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 171,119</b>	<b>\$ -</b>

Legal Defender (540) General Fund (100)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2014 Adopted Budget</b>		<b>\$ 10,324,234</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		<b>\$ 1,076,798</b>	<b>\$ -</b>
County RPP	C-49-13-092-2-00	1,050,255	-
1st Quarter Retention Pay and Market Adj	C-49-14-020-0-00	24,681	-
2nd Quarter Retention Pay and Market Adj	C-49-14-032-2-00	1,712	-
3rd and 4th Quarter Retention Pay and Market Adj	C-49-14-043-2-00	150	-
<b>FY 2014 Revised Budget</b>		<b>\$ 11,401,032</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		<b>\$ 4,502</b>	<b>\$ -</b>
1st Quarter Retention Pay and Market Adj	C-49-14-020-0-00	88	-
2nd Quarter Retention Pay and Market Adj	C-49-14-032-2-00	(1,712)	-
3rd and 4th Quarter Retention Pay and Market Adj	C-49-14-043-2-00	(150)	-
2nd to 4th Quarter Retention Pay Plan		6,276	-
<b>FY 2015 Baseline Budget Threshold</b>		<b>\$ 11,405,534</b>	<b>\$ -</b>
Adjustments:			
<b>Employee Retirement and Benefits</b>		<b>\$ 4,163</b>	<b>\$ -</b>
Retirement Contributions		4,163	-
<b>Base Adjustments</b>		<b>\$ 550,479</b>	<b>\$ -</b>
Internal Service Charges		2,999	-
Risk Management	\$ 2,999		-
Public Defense Caseload Vol		547,480	-
Net Zero-Based Budget adjustments to department activities	\$ 547,480		-
	Total FY 2015		
<b>LEGAL DEFENDER ACTIVITIES</b>	Base Expenditures		
Appeal and Non-Capital Post Conviction Relief	\$ 351,465		
Capital Trial	3,523,105		
Non Capital Felony	4,252,686		
Parental Dependency	2,709,267		
Indirect Support and General Overhead	1,123,653		
FY 2015 Expenditures by Activity - Total	<u>\$ 11,960,176</u>		
<b>FY 2015 Tentative Budget</b>		<b>\$ 11,960,176</b>	<b>\$ -</b>
Percent Change from Threshold Amount		4.9%	
Adjustments:			
<b>Employee Salary Adjustments</b>		<b>\$ 4,213</b>	<b>\$ -</b>
Justice System Support Market Adjustment		4,213	-
<b>FY 2015 Adopted Budget</b>		<b>\$ 11,964,389</b>	<b>\$ -</b>
Percent Change from Threshold Amount		4.9%	
		<b>Expenditures</b>	<b>Revenue</b>
<b>NON RECURRING NON PROJECT</b>			
<b>FY 2014 Adopted Budget</b>		<b>\$ -</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>		<b>\$ -</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:			
<b>Non Recurring</b>		<b>\$ 40,999</b>	<b>\$ -</b>
Other Non Recurring		40,999	-
Software licenses and data storage for eDiscovery	\$ 40,999		-
<b>FY 2015 Adopted Budget</b>		<b>\$ 40,999</b>	<b>\$ -</b>

Legal Advocate (550) General Fund (100)

		Expenditures	Revenue
<b>OPERATING</b>			
<b>FY 2014 Adopted Budget</b>		<b>\$ 9,123,335</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		<b>\$ 890,823</b>	<b>\$ -</b>
County RPP	C-49-13-092-2-00	865,266	-
1st Quarter Retention Pay and Market Adj	C-49-14-020-0-00	23,852	-
3rd and 4th Quarter Retention Pay and Market Adj	C-49-14-043-2-00	1,705	-
<b>FY 2014 Revised Budget</b>		<b>\$ 10,014,158</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Employee Salary Adjustments</b>		<b>\$ (1,705)</b>	<b>\$ -</b>
3rd and 4th Quarter Retention Pay and Market Adj	C-49-14-043-2-00	(1,705)	-
<b>FY 2015 Baseline Budget Threshold</b>		<b>\$ 10,012,453</b>	<b>\$ -</b>
Adjustments:			
<b>Employee Retirement and Benefits</b>		<b>\$ 3,722</b>	<b>\$ -</b>
Retirement Contributions		3,722	-
<b>Base Adjustments</b>		<b>\$ 720,553</b>	<b>\$ -</b>
Internal Service Charges		647	-
Risk Management	\$ 647		
Public Defense Caseload Vol		719,906	-
Net Zero-Based Budget adjustments to department activities	\$ 719,906		
	Total FY 2015		
<b>LEGAL ADVOCATE ACTIVITIES</b>	Base Expenditures		
Sexually Violent Person	\$ 277,654		
Appeal and Non-Capital Post Conviction Relief	748,325		
Capital Trial	3,036,730		
Non-Capital Felony	2,613,668		
Juvenile Guardian ad Litem	3,164,257		
Indirect Support and General Overhead	896,094		
FY 2015 Expenditures by Activity - Total	<u>\$ 10,736,728</u>		
<b>FY 2015 Tentative Budget</b>		<b>\$ 10,736,728</b>	<b>\$ -</b>
Percent Change from Threshold Amount			7.2%
Adjustments:			
<b>Employee Salary Adjustments</b>		<b>\$ 6,285</b>	<b>\$ -</b>
Justice System Support Market Adjustment		6,285	-
<b>FY 2015 Adopted Budget</b>		<b>\$ 10,743,013</b>	<b>\$ -</b>
Percent Change from Threshold Amount			7.3%
		<b>Expenditures</b>	<b>Revenue</b>
<b>NON RECURRING NON PROJECT</b>			
<b>FY 2014 Adopted Budget</b>		<b>\$ -</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>		<b>\$ -</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:			
<b>Non Recurring</b>		<b>\$ 43,770</b>	<b>\$ -</b>
Other Non Recurring		43,770	-
Software licenses and data storage for eDiscovery	\$ 43,770		
<b>FY 2015 Adopted Budget</b>		<b>\$ 43,770</b>	<b>\$ -</b>

Office of Contract Counsel (560) General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 32,678,730</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 78,654</b>	<b>\$ -</b>
County RPP	67,818	-
2nd Quarter Retention Pay and Market Adj	413	-
FY 14 IT Market Study Adjustments	9,215	-
3rd and 4th Quarter Retention Pay and Market Adj	1,208	-
Agenda Item:		
C-49-13-092-2-00		
C-49-14-032-2-00		
C-49-14-041-2-00		
C-49-14-043-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 32,757,384</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 12,423</b>	<b>\$ -</b>
2nd Quarter Retention Pay and Market Adj	(413)	-
FY 14 IT Market Study Adjustments	(9,215)	-
3rd and 4th Quarter Retention Pay and Market Adj	(1,208)	-
Annual Market Adjustment - IT	18,430	-
2nd to 4th Quarter Retention Pay Plan	4,829	-
<b>Reallocations</b>	<b>\$ 1,200,000</b>	<b>\$ -</b>
Reallocation Between Depts	1,200,000	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 33,969,807</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 767</b>	<b>\$ -</b>
Retirement Contributions	767	-
<b>Base Adjustments</b>	<b>\$ 12,082,303</b>	<b>\$ -</b>
Internal Service Charges	(427)	-
Risk Management	\$ (427)	-
Public Defense Caseload Vol	12,082,730	-
Net Zero-Based Budget adjustments to department activities	\$ 7,564,033	-
Increase Capital Trial expenditures to address growing case backlog	4,518,697	-
	Total FY 2015	
	Base Expenditures	
<b>CONTRACT COUNSEL ACTIVITIES</b>		
Adult Guardian ad Litem	\$ 1,807,536	
Mental Health	30,011	
Probate	223,119	
Appeal and Non-Capital Post Conviction Relief	831,952	
Capital Trial	7,881,357	
Capital Post Conviction Relief	2,433,075	
Misdemeanor	116,646	
Non Capital Felony	9,866,301	
Probation	808,750	
Witness	31,425	
Child Dependency	1,093,247	
Juvenile Delinquency and Incurigibility	420,778	
Juvenile Emancipation	800	
Juvenile Guardian ad Litem	8,140,233	
Juvenile Appeal	541,089	
Juvenile Notification	43,200	
Juvenile Probation	19,193	
Parental Dependency	8,730,111	
Indigent Representation Support	934,908	
Indirect Support and General Overhead	2,099,146	
FY 2015 Expenditures by Activity - Total	<u>\$ 46,052,877</u>	
<b>FY 2015 Tentative Budget</b>	<b>\$ 46,052,877</b>	<b>\$ -</b>
Percent Change from Threshold Amount		35.6%
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 3,551</b>	<b>\$ -</b>
Justice System Support Market Adjustment	3,551	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 46,056,428</b>	<b>\$ -</b>
Percent Change from Threshold Amount		35.6%

Office of Contract Counsel (560) General Fund (100) (continued)

		Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>			
<b>FY 2014 Adopted Budget</b>		<b>\$ 4,330,965</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		<b>\$ 3,500,000</b>	<b>\$ -</b>
<i>Transfer Exp Authority for Incr Pub Def Costs</i>	<i>C-56-14-011-M-00</i>	<i>3,500,000</i>	<i>-</i>
<b>FY 2014 Revised Budget</b>		<b>\$ 7,830,965</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		<b>\$ (7,830,965)</b>	<b>\$ -</b>
<i>Transfer Exp Authority for Incr Pub Def Costs</i>	<i>C-56-14-011-M-00</i>	<i>(3,500,000)</i>	<i>-</i>
<i>Other Non Recurring</i>		<i>(4,330,965)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:			
<b>Non Recurring</b>		<b>\$ 1,306,456</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>		<i>355,590</i>	<i>-</i>
<i>Capital Trial carry forward from FY 2014</i>	<i>\$ 355,590</i>		<i>-</i>
<i>Other Non Recurring</i>		<i>950,866</i>	<i>-</i>
<i>Software licenses and data storage for eDiscovery</i>	<i>\$ 7,020</i>		<i>-</i>
<i>Capital Post-Conviction Relief - Backlog Costs</i>	<i>943,846</i>		<i>-</i>
<b>FY 2015 Tentative Budget</b>		<b>\$ 1,306,456</b>	<b>\$ -</b>
Adjustments:			
<b>Non Recurring</b>		<b>\$ (355,590)</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>		<i>(355,590)</i>	<i>-</i>
<i>Delete unavailable FY 2014 Capital Trial carry forward</i>	<i>\$ (355,590)</i>		<i>-</i>
<b>FY 2015 Adopted Budget</b>		<b>\$ 950,866</b>	<b>\$ -</b>

Public Advocate (570) General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 6,888,167</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 627,420</b>	<b>\$ -</b>
County RPP	609,287	-
1st Quarter Retention Pay and Market Adj	12,890	-
2nd Quarter Retention Pay and Market Adj	1,730	-
3rd and 4th Quarter Retention Pay and Market Adj	3,513	-
<b>FY 2014 Revised Budget</b>	<b>\$ 7,515,587</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ (425)</b>	<b>\$ -</b>
1st Quarter Retention Pay and Market Adj	102	-
2nd Quarter Retention Pay and Market Adj	(1,730)	-
3rd and 4th Quarter Retention Pay and Market Adj	(3,513)	-
2nd to 4th Quarter Retention Pay Plan	4,716	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 7,515,162</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 3,148</b>	<b>\$ -</b>
Retirement Contributions	3,148	-
<b>Base Adjustments</b>	<b>\$ 1,674,088</b>	<b>\$ -</b>
Internal Service Charges	1,697	-
Risk Management	\$ 1,697	-
Public Defense Caseload Vol	1,672,391	-
Net Zero-Based Budget adjustments to department activities	\$ 1,672,391	-
	<i>Total FY 2015</i>	
<b><u>PUBLIC ADVOCATE ACTIVITIES</u></b>	<b><u>Base Expenditures</u></b>	
Mental Health	\$ 1,627,944	
Capital Post Conviction Relief	806,078	
Child Dependency	391,879	
Juvenile Delinquency and Incurigibility	2,130,643	
Juvenile Appeal	89,380	
Juvenile Probation	789,366	
Parental Dependency	2,491,471	
Indirect Support and General Overhead	865,637	
FY 2015 Expenditures by Activity - Total	<u>\$ 9,192,398</u>	
<b>FY 2015 Tentative Budget</b>	<b>\$ 9,192,398</b>	<b>\$ -</b>
Percent Change from Threshold Amount		22.3%
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 5,134</b>	<b>\$ -</b>
Justice System Support Market Adjustment	5,134	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 9,197,532</b>	<b>\$ -</b>
Percent Change from Threshold Amount		22.4%
	<b>Expenditures</b>	<b>Revenue</b>
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 33,747</b>	<b>\$ -</b>
Other Non Recurring	33,747	-
Software licenses and data storage for eDiscovery	\$ 33,747	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 33,747</b>	<b>\$ -</b>

Public Defense Summary Training Fund (209)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 424,932</b>	<b>\$ 424,932</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 424,932</b>	<b>\$ 424,932</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 424,932</b>	<b>\$ 424,932</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 73</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>73</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ (73)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>(73)</i>	<i>-</i>
<i>Increase Personal Services for a 2.5% Merit/Market Pay adjustment</i>	<i>\$ 4,275</i>	
<i>Decrease Services to maintain structural balance</i>	<i>(4,348)</i>	
<b>FY 2015 Adopted Budget</b>	<b>\$ 424,932</b>	<b>\$ 424,932</b>
<i>Percent Change from Threshold Amount</i>	<i>0.0%</i>	<i>0.0%</i>
	<b>Expenditures</b>	<b>Revenue</b>
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 285,226</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 285,226</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (285,226)</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>(285,226)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 285,150</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>285,150</i>	<i>-</i>
<i>One-Time Training Costs</i>	<i>\$ 285,150</i>	
<b>FY 2015 Adopted Budget</b>	<b>\$ 285,150</b>	<b>\$ -</b>

Public Defender (520) Training Fund (209)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 335,562</b>	<b>\$ 335,562</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 335,562</b>	<b>\$ 335,562</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 335,562</b>	<b>\$ 335,562</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	<b>\$ 73</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>73</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ (73)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>(73)</i>	<i>-</i>
<i>Increase Personal Services for a 2.5% Merit/Market Pay adjustment</i>	<i>\$ 4,275</i>	
<i>Decrease Services to maintain structural balance</i>	<i>(4,348)</i>	
<b>FY 2015 Adopted Budget</b>	<b>\$ 335,562</b>	<b>\$ 335,562</b>
<i>Percent Change from Threshold Amount</i>	<i>0.0%</i>	<i>0.0%</i>
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 215,135</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 215,135</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (215,135)</b>	<b>\$ -</b>
<i>Non Recurring Carry Forward</i>	<i>(215,135)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 232,303</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>232,303</i>	<i>-</i>
<i>One-Time Training Costs</i>	<i>\$ 232,303</i>	
<b>FY 2015 Adopted Budget</b>	<b>\$ 232,303</b>	<b>\$ -</b>

Legal Defender (540) Training Fund (209)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 66,374</b>	<b>\$ 66,374</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 66,374</b>	<b>\$ 66,374</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 66,374</b>	<b>\$ 66,374</b>
<b>FY 2015 Adopted Budget</b>	<b>\$ 66,374</b>	<b>\$ 66,374</b>
<i>Percent Change from Threshold Amount</i>	<i>0.0%</i>	<i>0.0%</i>

Legal Defender (540) Training Fund (209) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	\$ 39,364	\$ -
<b>FY 2014 Revised Budget</b>	\$ 39,364	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ (39,364)	\$ -
<i>Non Recurring Carry Forward</i>	(39,364)	-
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 27,574	\$ -
<i>Other Non Recurring</i>	27,574	-
<i>One-Time Training Costs</i>	\$ 27,574	
<b>FY 2015 Adopted Budget</b>	\$ 27,574	\$ -

Legal Advocate (550) Training Fund (209)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	\$ 22,996	\$ 22,996
<b>FY 2014 Revised Budget</b>	\$ 22,996	\$ 22,996
<b>FY 2015 Baseline Budget Threshold</b>	\$ 22,996	\$ 22,996
<b>FY 2015 Adopted Budget</b>	\$ 22,996	\$ 22,996
<i>Percent Change from Threshold Amount</i>	0.0%	0.0%
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	\$ 30,727	\$ -
<b>FY 2014 Revised Budget</b>	\$ 30,727	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ (30,727)	\$ -
<i>Non Recurring Carry Forward</i>	(30,727)	-
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 25,273	\$ -
<i>Other Non Recurring</i>	25,273	-
<i>One-Time Training Costs</i>	\$ 25,273	
<b>FY 2015 Adopted Budget</b>	\$ 25,273	\$ -

Public Defense Training Fund (209) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 284,773	\$ 287,842	\$ 287,842	\$ 297,180	\$ 323,346
Sources:					
Operating	\$ 390,823	\$ 424,932	\$ 424,932	\$ 427,051	\$ 424,932
Total Sources:	\$ 390,823	\$ 424,932	\$ 424,932	\$ 427,051	\$ 424,932
Uses:					
Operating	\$ 297,090	\$ 424,932	\$ 424,932	\$ 377,105	\$ 424,932
Non-Recurring	81,335	285,226	285,226	23,780	285,150
Total Uses:	\$ 378,425	\$ 710,158	\$ 710,158	\$ 400,885	\$ 710,082
Structural Balance	\$ 93,733	\$ -	\$ -	\$ 49,946	\$ -
Accounting Adjustments	\$ 9	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 297,180	\$ 2,616	\$ 2,616	\$ 323,346	\$ 38,196
Total Ending Spendable Fund Balance	\$ 297,180	\$ 2,616	\$ 2,616	\$ 323,346	\$ 38,196

Public Defender (520) Grants Fund (233)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 303,237</b>	<b>\$ 303,237</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 303,237</b>	<b>\$ 303,237</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 303,237</b>	<b>\$ 303,237</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	\$ 92	\$ -
<i>Retirement Contributions</i>	92	-
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	\$ (66,837)	\$ (66,745)
<i>Grant Reconciliation</i>	(66,837)	(66,745)
<i>Decrease revenue due to a decline in DEA grants</i>		\$ (66,745)
<i>Increase Personal Services for a 2.5% Merit/Market Pay adjustment</i>		5,350
<i>Decrease Personal Services in salary/benefit savings to absorb pay adjustment</i>		(5,350)
<i>Decrease expenditures by \$66,837 to maintain structural balance</i>	(66,837)	
<b>FY 2015 Adopted Budget</b>	<b>\$ 236,492</b>	<b>\$ 236,492</b>
<i>Percent Change from Threshold Amount</i>	<i>-22.0%</i>	<i>-22.0%</i>

Public Defense Grants Fund (233) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ (6,944)	\$ 43	\$ 43	\$ (5,038)	\$ (5,038)
Sources:					
Operating	\$ 294,792	\$ 303,237	\$ 303,237	\$ 236,492	\$ 236,492
Total Sources:	\$ 294,792	\$ 303,237	\$ 303,237	\$ 236,492	\$ 236,492
Uses:					
Operating	\$ 292,888	\$ 303,237	\$ 303,237	\$ 236,492	\$ 236,492
Total Uses:	\$ 292,888	\$ 303,237	\$ 303,237	\$ 236,492	\$ 236,492
Structural Balance	\$ 1,904	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 2	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ 43	\$ 43	\$ -	\$ -
Unassigned	(5,038)	-	-	(5,038)	(5,038)
Total Ending Spendable Fund Balance	\$ (5,038)	\$ 43	\$ 43	\$ (5,038)	\$ (5,038)

Public Defender (520) Fill the Gap Fund (262)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 840,228</b>	<b>\$ 840,228</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 840,228</b>	<b>\$ 840,228</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 840,228</b>	<b>\$ 840,228</b>
Adjustments:		
<b>Employee Retirement and Benefits</b>	\$ 237	\$ -
Retirement Contributions	237	-
<b>Base Adjustments</b>	\$ (21,263)	\$ -
Other Base Adjustments	(21,263)	-
Increase Personal Services for a 2.5% Merit/Market Pay adjustment	\$ 14,123	
Decrease Personal Services by increasing salary/benefit savings	(1,373)	
Increase Personal Services by increasing the allocation-in from the Office of Contract Counsel (560) General Fund	48,067	
Increase Attorney Loan Repayment expenditures	4,093	
Decrease expenditures for Supplies (\$15,407) and Services (\$70,742)	(86,149)	
Reduce remaining Personal Services by a net of \$24	(24)	
<b>Fees and Other Revenues</b>	\$ -	\$ (21,026)
ProgRevenue Volume Inc/Dec	-	(21,026)
Decrease Revenue due to declining filing fee receipts	\$ (21,026)	
<b>FY 2015 Adopted Budget</b>	<b>\$ 819,202</b>	<b>\$ 819,202</b>
Percent Change from Threshold Amount	-2.5%	-2.5%

Public Defender (520) Fill the Gap Fund (262) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	\$ -	\$ 394,797
<b>FY 2014 Revised Budget</b>	\$ -	\$ 394,797
Adjustments:		
<b>Non Recurring</b>	\$ -	\$ (394,797)
<i>Other Non Recurring</i>		(394,797)
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ -
Adjustments:		
<b>Fees and Other Revenues</b>	\$ -	\$ 268,936
<i>ProgRevenue Volume Inc/Dec</i>		268,936
<i>Budget forecasted FY 2015 Beginning Fund Balance as revenue</i>	\$ 268,936	
<b>FY 2015 Adopted Budget</b>	\$ -	\$ 268,936
<b>PDS CASE MANAGEMENT SYSTEM</b>		
<b>FY 2014 Adopted Budget</b>	\$ 723,817	\$ -
<b>FY 2014 Revised Budget</b>	\$ 723,817	\$ -
Adjustments:		
<b>Information and Communications Technology</b>	\$ (723,817)	\$ -
<i>Other IT Non Recurring</i>		(723,817)
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ -
Adjustments:		
<b>Information and Communications Technology</b>	\$ 294,492	\$ -
<i>Other IT Non Recurring</i>		294,492
<i>Public Defense Services Case Management System</i>	\$ 294,492	
<b>FY 2015 Adopted Budget</b>	\$ 294,492	\$ -

Public Defender Fill the Gap Fund (262) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 627,812	\$ 329,020	\$ 329,020	\$ 446,006	\$ 26,197
Sources:					
Operating	\$ 841,166	\$ 840,228	\$ 840,228	\$ 819,756	\$ 819,202
Non-Recurring	-	394,797	394,797	-	268,936
Total Sources:	\$ 841,166	\$ 1,235,025	\$ 1,235,025	\$ 819,756	\$ 1,088,138
Uses:					
Operating	\$ 718,560	\$ 840,228	\$ 840,228	\$ 805,366	\$ 819,202
Non-Recurring	304,415	723,817	723,817	434,199	294,492
Total Uses:	\$ 1,022,975	\$ 1,564,045	\$ 1,564,045	\$ 1,239,565	\$ 1,113,694
Structural Balance	\$ 122,606	\$ -	\$ -	\$ 14,390	\$ -
Accounting Adjustments	\$ 3	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 446,006	\$ -	\$ -	\$ 26,197	\$ 641
Total Ending Spendable Fund Balance	\$ 446,006	\$ -	\$ -	\$ 26,197	\$ 641

Legal Defender (540) Fill the Gap Fund (263)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 66,362</b>	<b>\$ 66,362</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 66,362</b>	<b>\$ 66,362</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 66,362</b>	<b>\$ 66,362</b>
<b>FY 2015 Adopted Budget</b>	<b>\$ 66,362</b>	<b>\$ 66,362</b>
<i>Percent Change from Threshold Amount</i>	<i>0.0%</i>	<i>0.0%</i>

Legal Defender Fill the Gap Fund (263) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 2,243	\$ 2,243	\$ 2,243	\$ 2,320	\$ 2,320
Sources:					
Operating	\$ 66,439	\$ 66,362	\$ 66,362	\$ 66,362	\$ 66,362
Total Sources:	\$ 66,439	\$ 66,362	\$ 66,362	\$ 66,362	\$ 66,362
Uses:					
Operating	\$ 66,362	\$ 66,362	\$ 66,362	\$ 66,362	\$ 66,362
Total Uses:	\$ 66,362	\$ 66,362	\$ 66,362	\$ 66,362	\$ 66,362
Structural Balance	\$ 77	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 2,320	\$ 2,243	\$ 2,243	\$ 2,320	\$ 2,320
Total Ending Spendable Fund Balance	\$ 2,320	\$ 2,243	\$ 2,243	\$ 2,320	\$ 2,320

## Public Fiduciary

*Analysis by Idamarie C. Flaherty, Management Budget Analyst*

### Summary

#### Mission

The Mission of the Maricopa County Public Fiduciary is to provide guardianship, conservatorship, decedent services and court-ordered investigations for vulnerable persons so their estates and well-being are protected.

#### Vision

To be a recognized leader in providing professional, efficient and compassionate fiduciary services.

### Strategic Goals

#### Department Specific

**By July 2019, 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: No historical data existed for this measure. Therefore, the goal was set without actual data support. However, progress is being made and expected to meet established timeline.

#### Department Specific

**By July 2019, 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: Due to system issues, there is no data on this goal for FY 2012. However, based on more current information, the department is on target for the established timeline.

#### Fiscal Strength and Responsibility

**By July 2015, 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 2014. Cost changes that may result from the new contracts may make sustaining this level of achievement difficult.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
EADM - ESTATE ADMINISTRATION	\$ 792,186	\$ 828,000	\$ 828,000	\$ 1,131,477	\$ 1,084,565	\$ 256,565	31.0%
GARD - GUARDIANSHIP ADMINISTRATION	351,771	322,000	322,000	32,658	65,435	(256,565)	-79.7%
34FS - FIDUCIARY SERVICES	\$ 1,143,957	\$ 1,150,000	\$ 1,150,000	\$ 1,164,135	\$ 1,150,000	\$ -	0.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 1,143,957</b>	<b>\$ 1,150,000</b>	<b>\$ 1,150,000</b>	<b>\$ 1,164,135</b>	<b>\$ 1,150,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>USES</b>							
BURY - INDIGENT BURIAL SERVICES	\$ 347,295	\$ 361,187	\$ 331,205	\$ 320,062	\$ 351,382	\$ (20,177)	-6.1%
34BS - BURIAL SERVICES	\$ 347,295	\$ 361,187	\$ 331,205	\$ 320,062	\$ 351,382	\$ (20,177)	-6.1%
EADM - ESTATE ADMINISTRATION	\$ 706,184	\$ 826,701	\$ 1,053,616	\$ 1,075,835	\$ 1,156,573	\$ (102,957)	-9.8%
GARD - GUARDIANSHIP ADMINISTRATION	1,187,889	1,334,059	1,080,689	1,056,558	1,146,234	(65,545)	-6.1%
34FS - FIDUCIARY SERVICES	\$ 1,894,073	\$ 2,160,760	\$ 2,134,305	\$ 2,132,393	\$ 2,302,807	\$ (168,502)	-7.9%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 40,001	\$ 5,514	\$ 31	\$ (134)	\$ 8,109	\$ (8,078)	-26058.1%
HRAC - HUMAN RESOURCES	21,683	30,958	57,890	60,417	34,562	23,328	40.3%
ODIR - EXECUTIVE MANAGEMENT	316,771	395,410	564,391	428,998	(2,514)	566,905	100.4%
POOL - POOLED COSTS	-	(26,007)	-	-	-	-	N/A
SPPT - OPERATIONS SUPPORT	-	-	-	-	223,438	(223,438)	N/A
99AS - INDIRECT SUPPORT	\$ 378,455	\$ 405,875	\$ 622,312	\$ 489,281	\$ 263,595	\$ 358,717	57.6%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 22,354	\$ (22,354)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	18,060	17,197	14,257	10,675	-	14,257	100.0%
MPOS - ELECTED AND STATUTRY OFFICIALS	-	-	-	-	153,887	(153,887)	N/A
RISK - RISK PREMIUMS	-	-	-	-	19,161	(19,161)	N/A
99GV - GENERAL OVERHEAD	\$ 18,060	\$ 17,197	\$ 14,257	\$ 10,675	\$ 195,402	\$ (181,145)	-1270.6%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 39,828	\$ 46,823	\$ 46,823	\$ 45,172	\$ -	\$ 46,823	100.0%
99IT - INFORMATION TECHNOLOGY	\$ 39,828	\$ 46,823	\$ 46,823	\$ 45,172	\$ -	\$ 46,823	100.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 2,677,711</b>	<b>\$ 2,991,842</b>	<b>\$ 3,148,902</b>	<b>\$ 2,997,583</b>	<b>\$ 3,113,186</b>	<b>\$ 35,716</b>	<b>1.1%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 1,143,957	\$ 1,150,000	\$ 1,150,000	\$ 1,164,135	\$ 1,150,000	\$ -	0.0%
<b>SUBTOTAL</b>	\$ 1,143,957	\$ 1,150,000	\$ 1,150,000	\$ 1,164,135	\$ 1,150,000	\$ -	0.0%
<b>ALL REVENUES</b>	\$ 1,143,957	\$ 1,150,000	\$ 1,150,000	\$ 1,164,135	\$ 1,150,000	\$ -	0.0%
<b>TOTAL SOURCES</b>	\$ 1,143,957	\$ 1,150,000	\$ 1,150,000	\$ 1,164,135	\$ 1,150,000	\$ -	0.0%
CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 1,448,996	\$ 1,609,618	\$ 1,756,288	\$ 1,648,252	\$ 1,786,366	\$ (30,078)	-1.7%
0705 - TEMPORARY PAY	42,625	-	-	26,179	-	-	N/A
0710 - OVERTIME	3,520	25,151	15,223	7,521	15,223	-	0.0%
0750 - FRINGE BENEFITS	598,742	696,068	714,344	682,336	737,284	(22,940)	-3.2%
0790 - OTHER PERSONNEL SERVICES	50,818	30,000	30,000	19,983	20,000	10,000	33.3%
0796 - PERSONNEL SERVICES ALLOC-IN	48,408	58,823	59,605	48,270	4,950	54,655	91.7%
<b>SUBTOTAL</b>	\$ 2,193,109	\$ 2,419,660	\$ 2,575,460	\$ 2,432,541	\$ 2,563,823	\$ 11,637	0.5%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 50,403	\$ 40,000	\$ 40,000	\$ 17,188	\$ 18,719	\$ 21,281	53.2%
0803 - FUEL	3,432	6,000	6,000	3,429	6,000	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	467	2,000	2,000	17,047	49,530	(47,530)	-2376.5%
<b>SUBTOTAL</b>	\$ 54,302	\$ 48,000	\$ 48,000	\$ 37,664	\$ 74,249	\$ (26,249)	-54.7%
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 2,920	\$ 7,000	\$ 7,000	\$ 2,338	\$ 7,000	\$ -	0.0%
0812 - OTHER SERVICES	36,926	95,000	95,000	90,712	15,000	80,000	84.2%
0820 - RENT & OPERATING LEASES	41,911	45,000	45,000	41,624	45,693	(693)	-1.5%
0825 - REPAIRS AND MAINTENANCE	14,604	27,600	41,000	25,728	25,000	16,000	39.0%
0839 - INTERNAL SERVICE CHARGES	71,907	74,082	61,942	72,055	78,600	(16,658)	-26.9%
0841 - TRAVEL	35,428	45,000	45,000	32,589	46,964	(1,964)	-4.4%
0842 - EDUCATION AND TRAINING	8,962	15,000	15,000	11,310	15,000	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	16,743	15,500	15,500	15,191	15,500	-	0.0%
0845 - SUPPORT AND CARE OF PERSONS	200,899	200,000	200,000	201,831	226,357	(26,357)	-13.2%
<b>SUBTOTAL</b>	\$ 430,300	\$ 524,182	\$ 525,442	\$ 493,378	\$ 475,114	\$ 50,328	9.6%
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ -	\$ -	\$ -	\$ 34,000	\$ -	\$ -	N/A
<b>SUBTOTAL</b>	\$ -	\$ -	\$ -	\$ 34,000	\$ -	\$ -	N/A
<b>ALL EXPENDITURES</b>	\$ 2,677,711	\$ 2,991,842	\$ 3,148,902	\$ 2,997,583	\$ 3,113,186	\$ 35,716	1.1%
<b>TOTAL USES</b>	\$ 2,677,711	\$ 2,991,842	\$ 3,148,902	\$ 2,997,583	\$ 3,113,186	\$ 35,716	1.1%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 1,143,957	\$ 1,150,000	\$ 1,150,000	\$ 1,164,135	\$ 1,150,000	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 1,143,957	\$ 1,150,000	\$ 1,150,000	\$ 1,164,135	\$ 1,150,000	\$ -	0.0%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 1,143,957	\$ 1,150,000	\$ 1,150,000	\$ 1,164,135	\$ 1,150,000	\$ -	0.0%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 1,143,957	\$ 1,150,000	\$ 1,150,000	\$ 1,164,135	\$ 1,150,000	\$ -	0.0%
FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 2,677,711	\$ 2,911,842	\$ 3,068,902	\$ 2,917,583	\$ 3,113,186	\$ (44,284)	-1.4%
NON RECURRING NON PROJECT	-	80,000	80,000	80,000	-	80,000	100.0%
<b>FUND TOTAL USES</b>	\$ 2,677,711	\$ 2,991,842	\$ 3,148,902	\$ 2,997,583	\$ 3,113,186	\$ 35,716	1.1%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 2,677,711	\$ 2,911,842	\$ 3,068,902	\$ 2,917,583	\$ 3,113,186	\$ (44,284)	-1.4%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ -	\$ 80,000	\$ 80,000	\$ 80,000	\$ -	\$ 80,000	100.0%
<b>DEPARTMENT TOTAL USES</b>	\$ 2,677,711	\$ 2,991,842	\$ 3,148,902	\$ 2,997,583	\$ 3,113,186	\$ 35,716	1.1%

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
<b>BURIAL SERVICES</b>							
INDIGENT BURIAL SERVICES	3.32	3.32	2.45	2.45	2.30	(.15)	(6.1%)
<b>PROGRAM TOTAL</b>	<b>3.32</b>	<b>3.32</b>	<b>2.45</b>	<b>2.45</b>	<b>2.30</b>	<b>(.15)</b>	<b>(6.1%)</b>
<b>FIDUCIARY SERVICES</b>							
ESTATE ADMINISTRATION	14.28	14.28	17.80	17.80	17.20	(.60)	(3.4%)
GUARDIANSHIP ADMINISTRATION	22.06	22.06	17.80	17.80	17.20	(.60)	(3.4%)
<b>PROGRAM TOTAL</b>	<b>36.33</b>	<b>36.33</b>	<b>35.60</b>	<b>35.60</b>	<b>34.40</b>	<b>(1.20)</b>	<b>(3.4%)</b>
<b>GENERAL OVERHEAD</b>							
ELECTED AND STATUTRY OFFICIALS	-	-	.00	-	1.00	1.00	N/A
<b>PROGRAM TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.00</b>	<b>1.00</b>	<b>N/A</b>
<b>INDIRECT SUPPORT</b>							
BUDGET AND FINANCIAL SERVICES	.05	.05	.00	-	.15	.15	N/A
EXECUTIVE MANAGEMENT	1.20	1.20	3.20	3.20	-	(3.20)	(100.0%)
HUMAN RESOURCES	.40	.40	.55	.55	.35	(.20)	(36.4%)
OPERATIONS SUPPORT	-	-	.00	-	3.60	3.60	N/A
<b>PROGRAM TOTAL</b>	<b>1.65</b>	<b>1.65</b>	<b>3.75</b>	<b>3.75</b>	<b>4.10</b>	<b>.35</b>	<b>9.3%</b>
<b>DEPARTMENT TOTAL</b>	<b>41.30</b>	<b>41.30</b>	<b>41.80</b>	<b>41.80</b>	<b>41.80</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accounting Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Director - Public Fiduciary	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	-	1.00	1.00	1.00	1.00	-	0.0%
Fiduciary	24.30	24.30	23.80	23.80	23.80	-	0.0%
Fiduciary Benefits Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Fiduciary Supervisor	3.00	3.00	4.00	4.00	4.00	-	0.0%
Legal Support Specialist	3.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant	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%
<b>Department Total</b>	<b>41.30</b>	<b>41.30</b>	<b>41.80</b>	<b>41.80</b>	<b>41.80</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	41.30	41.30	41.80	41.80	41.80	-	0.0%
<b>Department Total</b>	<b>41.30</b>	<b>41.30</b>	<b>41.80</b>	<b>41.80</b>	<b>41.80</b>	<b>-</b>	<b>0.0%</b>

### General Adjustments

**Personnel:** FY 2015 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

#### Base Adjustments:

##### General Fund (100)

- Increase Regular Benefits by \$929 for the impact of changes in retirement contribution rates.
- Increase Internal Services Charges by \$1,964 for the impact of the changes in risk management charges.

## 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percentage of Determinations for Indigent Burial Service Eligibility Completed Within Five Business Days of the Referral	98.3%	99.7%	82.2%	80.4%	(19.3%)	-19.4%
Percentage of Referred Persons Determined to be Eligible for Indigent Burial Services	45.2%	44.6%	45.5%	48.2%	3.6%	8.1%

Activities that comprise this program include:

- Indigent Burial Services

### Indigent Burial Services Activity

The purpose of the Indigent Burial Services 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of Determinations for Indigent Burial Service Eligibility Completed Within Five Business Days of the Referral	98.3%	99.7%	82.2%	80.4%	(19.3%)	-19.4%
Result	Percentage of Referred Persons Determined to be Eligible for Indigent Burial Services	45.2%	44.6%	45.5%	48.2%	3.6%	8.1%
Output	Number of Determinations for Eligibility Completed During the Time Period	772	776	781	726	(50)	-6.4%
Output	Number of Decedents Determined to be Eligible for Burial Services During the Time Period	349	346	355	350	4	1.2%
Demand	Number of Indigent Burial Referrals Received	761	786	698	656	(130)	-16.5%
Expenditure Ratio	Cost per Indigent Burial Completed	\$ 995.11	\$ 957.24	\$ 901.58	\$ 1,003.95	\$ (46.71)	-4.9%
<i>Expenditure</i>							
	100 - GENERAL	\$ 347,295	\$ 331,205	\$ 320,062	\$ 351,382	\$ (20,177)	-6.1%
	TOTAL USES	\$ 347,295	\$ 331,205	\$ 320,062	\$ 351,382	\$ (20,177)	-6.1%

**Activity Narrative:** A late year decrease in demand has led to decreased outputs, resulting in FY 2014 forecasted measures being lower than expected. The Department anticipates no increase for FY 2015. The Burial Services contract expires in October 2014. Depending on the results of the bid process, the department may need to seek additional funding mid-year. The expenditure budget is increasing due to rising costs of support and care of persons.

### 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 County provide a public fiduciary for those persons or decedents' estates in need of guardianship, conservatorship or administration and for whom there is no person or corporation qualified and willing to act in that capacity. 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percentage of Financial Exploitation Investigations Completed Within 180 Days of Referral	7.1%	63.2%	60.0%	60.0%	(3.2%)	-5.0%
Percentage of Estate Administration Cases Stabilized or Closed Within 18 Months of Referral	74.3%	87.1%	91.8%	92.6%	5.5%	6.4%
Percentage of Wards Whose Cases are Stabilized or Closed Within 18 Months of Referral	40.9%	32.0%	48.0%	43.6%	11.6%	36.4%
Percentage of Guardianship Referrals and Investigations in Which an Alternative to Guardianship by the Public Fiduciary was Determined	65.3%	74.6%	54.4%	58.5%	(16.1%)	-21.6%
Percentage of Referrals and Investigations Completed Within 90 Days of Referral	68.6%	70.4%	83.5%	83.0%	12.5%	17.8%

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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of Financial Exploitation Investigations Completed Within 180 Days of Referral	7.1%	63.2%	60.0%	60.0%	(3.2%)	-5.0%
Result	Percentage of Estate Administration Cases Stabilized or Closed Within 18 Months of Referral	74.3%	87.1%	91.8%	92.6%	5.5%	6.4%
Output	Number of Financial Exploitation Investigations Completed	14	19	10	10	(9)	-47.4%
Output	Number of Estate Administration Cases Stabilized or Closed	241	232	269	298	66	28.4%
Output	Average Number of Estate Administration Cases Open/Active Monthly	318	325	273	324	(1)	-0.3%
Demand	Number of Conservatorship and Probate Cases Referred for Administration	160	166	254	277	111	66.9%
Demand	Number of Referrals for Financial Exploitation Investigations	1	19	10	10	(9)	-47.4%
Expenditure Ratio	Cost Per Estate Administration Case Open/Active	\$ 556.05	\$ 810.47	\$ 987.00	\$ 892.42	\$ (81.94)	-10.1%
<i>Revenue</i>							
	100 - GENERAL	\$ 792,186	\$ 828,000	\$ 1,131,477	\$ 1,084,565	\$ 256,565	31.0%
	TOTAL SOURCES	\$ 792,186	\$ 828,000	\$ 1,131,477	\$ 1,084,565	\$ 256,565	31.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 706,184	\$ 1,053,616	\$ 1,075,835	\$ 1,156,573	\$ (102,957)	-9.8%
	TOTAL USES	\$ 706,184	\$ 1,053,616	\$ 1,075,835	\$ 1,156,573	\$ (102,957)	-9.8%

**Activity Narrative:** Demand for Conservatorship and probate services has been increasing. Output has not been keeping pace. The department hopes that it will be able to absorb open workload increases through the stabilization of staffing as a result of the recent market/merit increases. However, growth may reach a point at which the increased Demand cannot be absorbed with existing resources. If that does occur, the Department will work with Public Defense Systems management and OMB to identify solutions. The revenue increase corresponds to the increase in Output and Demand. The expenditure budget is increasing due to an increase in Conservatorship, Probate, and Estate Administration cases.

**Guardianship Administration Activity**

The purpose of the Guardianship Administration Activity is to provide oversight and coordination of financial, medical, and legal services for persons under the care of the Public Fiduciary so they can have their well-being protected in a timely manner.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of Wards Whose Cases are Stabilized or Closed Within 18 Months of Referral	40.9%	32.0%	48.0%	43.6%	11.6%	36.4%
Result	Percentage of Guardianship Referrals and Investigations in Which an Alternative to Guardianship by the Public Fiduciary was Determined	65.3%	74.6%	54.4%	58.5%	(16.1%)	-21.6%
Result	Percentage of Referrals and Investigations Completed Within 90 Days of Referral	68.6%	70.4%	83.5%	83.0%	12.5%	17.8%
Output	Number of Guardianship Referrals and Investigations Completed	242	284	206	229	(55)	-19.4%
Output	Number of Guardianship Administration Cases Stabilized Or Closed During The Time Period	208	194	179	195	1	0.5%
Output	Average Number of Guardianship Administration Cases Open/Active Monthly	640	655	590	810	155	23.7%
Demand	Number of Guardianship Referrals and Investigations Requested	234	272	293	331	59	21.7%
Demand	Number of New Wards for Assigned Guardianship Administration	235	254	306	305	51	20.1%
Expenditure Ratio	Cost Per Guardianship Administration Case Open/Active	\$ 464.02	\$ 412.48	\$ 447.69	\$ 353.78	\$ 58.70	14.2%
<i>Revenue</i>							
	100 - GENERAL	\$ 351,771	\$ 322,000	\$ 32,658	\$ 65,435	\$ (256,565)	-79.7%
	TOTAL SOURCES	\$ 351,771	\$ 322,000	\$ 32,658	\$ 65,435	\$ (256,565)	-79.7%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,187,889	\$ 1,080,689	\$ 1,056,558	\$ 1,146,234	\$ (65,545)	-6.1%
	TOTAL USES	\$ 1,187,889	\$ 1,080,689	\$ 1,056,558	\$ 1,146,234	\$ (65,545)	-6.1%

**Activity Narrative:** Demand for Guardianship services has been increasing. Output has not been keeping pace. The department hopes that it will be able to absorb open workload increases through the stabilization of staffing as a result of the recent market/merit increases. However, growth may reach a point at which the increased Demand simply cannot be absorbed with existing resources. If that does occur, the Department will work with Public Defense Systems management and OMB to identify solutions. The revenue decrease corresponds to the decreased Output. The expenditure budget is increasing due to an increase in Guardianship Administration cases open/active, and an increase in new Wards.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 2,911,842</b>	<b>\$ 1,150,000</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 157,060</b>	<b>\$ -</b>
<i>County RPP</i>	<i>C-49-13-092-2-00</i>	<i>56,242</i>
<i>1st Quarter Retention Pay and Market Adj</i>	<i>C-49-14-020-0-00</i>	<i>93,926</i>
<i>2nd Quarter Retention Pay and Market Adj</i>	<i>C-49-14-032-2-00</i>	<i>1,795</i>
<i>FY 14 IT Market Study Adjustments</i>	<i>C-49-14-041-2-00</i>	<i>360</i>
<i>3rd and 4th Quarter Retention Pay and Market Adj</i>	<i>C-49-14-043-2-00</i>	<i>4,737</i>
<b>FY 2014 Revised Budget</b>	<b>\$ 3,068,902</b>	<b>\$ 1,150,000</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 41,391</b>	<b>\$ -</b>
<i>1st Quarter Retention Pay and Market Adj</i>	<i>C-49-14-020-0-00</i>	<i>31,194</i>
<i>2nd Quarter Retention Pay and Market Adj</i>	<i>C-49-14-032-2-00</i>	<i>(1,795)</i>
<i>FY 14 IT Market Study Adjustments</i>	<i>C-49-14-041-2-00</i>	<i>(360)</i>
<i>3rd and 4th Quarter Retention Pay and Market Adj</i>	<i>C-49-14-043-2-00</i>	<i>(4,737)</i>
<i>Annual Market Adjustment - IT</i>		<i>719</i>
<i>2nd to 4th Quarter Retention Pay Plan</i>		<i>16,370</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 3,110,293</b>	<b>\$ 1,150,000</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 929</b>	<b>\$ -</b>
<i>Retirement Contributions</i>		<i>929</i>
<b>Base Adjustments</b>	<b>\$ 1,964</b>	<b>\$ -</b>
<i>Internal Service Charges</i>		<i>1,964</i>
<i>Risk Management</i>	<i>\$ 1,964</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 3,113,186</b>	<b>\$ 1,150,000</b>
<i>Percent Change from Threshold Amount</i>	<i>0.1%</i>	<i>0.0%</i>

## Public Health

*Analysis by Jacqueline M. Edwards, Senior 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

#### Department Specific

**By June 2018, establish a public health district or other funding mechanism to provide necessary resources for an adequate public health infrastructure.**

Status: During FY 2014, the Department hired a Health Economist to analyze each of the current programs in Public Health and provide a gap analysis of the public health needs in the community to be able to develop a cost benefit model of public health services. This analysis may be used by decision makers to determine if additional funding is needed and, if so, what is the best mechanism to achieve it.

#### Regional Services

**By June 2018, obtain accreditation from the Public Health Accreditation Board.**

Status: The department has established an accreditation team with members representing each of the 12 domains and 32 standards. Team members are currently collecting the required documentation for each of the standards and will begin documentation in February 2014. The Department is expected to obtain accreditation by 2018.

#### Regional Services

**By June 2018, develop and implement a community health improvement plan that includes affecting policies across a broad range of sectors to impact five (5) public health priority issues as defined by the community.**

Status: The structure of the community health improvement plan has been developed with overarching goals and more specific objectives in all 5 public health priority issue areas. The Department's plan is currently at 20% completion and full completion is expected by 2018.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
RWPC - RYAN WHITE PLNG COUNCIL SUPP	\$ 115,955	\$ -	\$ -	\$ -	\$ -	-	N/A
39RW - RYAN WHITE HIV AIDS PART A	\$ 115,955	\$ -	\$ -	\$ -	\$ -	-	N/A
PHPM - PUBLIC HEALTH PHARMACY	\$ 14,135	\$ 13,000	\$ 13,000	\$ 15,030	\$ 13,000	-	0.0%
86CS - CLINIC SUPPORT SERVICES	\$ 14,135	\$ 13,000	\$ 13,000	\$ 15,030	\$ 13,000	-	0.0%
EPIR - EPIDEMIOLOGICAL REPORTING	\$ 30,327	\$ -	\$ 51,810	\$ 84,809	\$ 8,250	\$ (43,560)	-84.1%
SCII - SINGLE CASE INV INTERVENTIONS	-	-	4,000	18,783	-	(4,000)	-100.0%
86EG - EPI AND GEN DISEASE SURVEILL	\$ 30,327	\$ -	\$ 55,810	\$ 103,592	\$ 8,250	\$ (47,560)	-85.2%
EMRT - PUB HLTH PREPAREDNESS RESPONSE	\$ 2,266,496	\$ 2,799,288	\$ 3,034,840	\$ 2,744,840	\$ 2,340,660	\$ (694,180)	-22.9%
86EM - PUB HLTH PREPAREDNESS RESPONSE	\$ 2,266,496	\$ 2,799,288	\$ 3,034,840	\$ 2,744,840	\$ 2,340,660	\$ (694,180)	-22.9%
CCHC - CHILD CARE HLTH CONSULTATIONS	\$ 981,500	\$ 1,115,646	\$ 1,058,547	\$ 1,010,963	\$ 1,058,547	-	0.0%
DTSL - DENTAL SEALANTS	1,272,675	1,327,543	1,680,447	1,580,745	1,636,039	(44,408)	-2.6%
FHPT - FAMILY HEALTH PARTNERSHIPS	371,865	295,455	272,727	252,399	272,727	-	0.0%
HEED - HEALTHY START	873,108	989,108	1,059,216	1,043,360	1,072,122	12,906	1.2%
LHZR - LEAD HAZARD REDUCTION	102,165	100,756	99,979	103,391	103,392	3,413	3.4%
NEWB - NEWBORN INTENSIVE CARE	419,174	424,832	418,911	412,318	406,957	(11,954)	-2.9%
NFAM - NURSE-FAMILY PARTNERSHIPS	1,301,563	1,513,548	1,439,656	1,959,632	1,986,063	546,407	38.0%
TNPP - TEEN PREGNANCY PREVENTION	1,220,458	981,742	1,034,271	1,012,017	944,156	(90,115)	-8.7%
WWHC - WELL WOMAN HEALTHCHECK	999,398	1,032,000	279,420	305,970	-	(279,420)	-100.0%
86FH - FAMILY HEALTH	\$ 7,541,906	\$ 7,780,630	\$ 7,343,174	\$ 7,680,795	\$ 7,480,003	\$ 136,829	1.9%
HCHL - HEALTHCARE FOR THE HOMELESS	\$ 2,526,431	\$ 2,449,903	\$ 2,570,482	\$ 2,616,194	\$ 2,779,764	\$ 209,282	8.1%
86HI - HEALTHCARE FOR HOMELESS	\$ 2,526,431	\$ 2,449,903	\$ 2,570,482	\$ 2,616,194	\$ 2,779,764	\$ 209,282	8.1%
CCSS - CHILD PASSENGER SAFETY	\$ 973,647	\$ 807,269	\$ 852,663	\$ 944,447	\$ 884,130	\$ 31,467	3.7%
DTIN - DIETETIC INTERNSHIP	-	98,606	90,684	87,968	97,776	7,092	7.8%
PHPD - PUBLIC HEALTH POLICY DEVELOP	871,563	1,002,366	1,238,947	1,219,488	1,046,027	(192,920)	-15.6%
SCNT - NUTRITION ED AND OBESITY PREV	770,690	2,803,294	2,740,758	2,597,155	2,805,227	64,469	2.4%
WICC - WOMEN INFANTS AND CHILDREN	9,852,522	9,684,415	9,815,369	9,496,858	9,831,854	16,485	0.2%
86HL - PROMOTING HEALTHY LIFESTYLES	\$ 12,468,422	\$ 14,395,950	\$ 14,738,421	\$ 14,345,916	\$ 14,665,014	\$ (73,407)	-0.5%
HANS - HANSENS DISEASE TREATMENT	\$ 31,973	\$ 33,255	\$ 36,095	\$ 30,656	\$ 35,048	\$ (1,047)	-2.9%
HERF - PHYS HEALTH SCREENING REFUGEES	1,208,980	1,228,956	1,237,472	1,260,797	1,237,472	-	0.0%
HICT - HIV COUNSELLING AND TESTING	887,440	734,187	735,717	731,228	-	(735,717)	-100.0%
HISV - HIV SURVEILLANCE AND INV	143,834	101,006	115,460	106,391	-	(115,460)	-100.0%
STEX - STD EXAMINATIONS AMD TREATMENT	393,250	344,919	347,780	345,919	1,030,433	682,653	196.3%
STSV - STD CASE SURV INVESTIGATION	283,518	343,247	340,779	385,034	424,909	84,130	24.7%
TBIN - TB SURVEILLANCE AMD INVEST	109,133	270,734	274,848	272,566	312,311	37,463	13.6%
TBTE - TB TESTING AMD TREATMENT	488,843	629,420	634,973	630,849	632,837	(2,136)	-0.3%
86ID - INFECTIOUS DISEASE CONTROL	\$ 3,546,971	\$ 3,685,724	\$ 3,723,124	\$ 3,763,440	\$ 3,673,010	\$ (50,114)	-1.3%
ADIM - ADULT IMMUN FOREIGN TRVL SVCS	\$ 220,767	\$ 286,000	\$ 286,000	\$ 236,016	\$ 259,874	\$ (26,126)	-9.1%
CHIM - CHILDHOOD IMMUNIZATIONS	2,373,575	3,640,089	3,863,677	2,848,148	3,306,342	(557,335)	-14.4%
86IS - IMMUNIZATION SERVICES	\$ 2,594,342	\$ 3,926,089	\$ 4,149,677	\$ 3,084,164	\$ 3,566,216	\$ (583,461)	-14.1%
OPIP - PERFORMANCE IMPROVEMENT	\$ 477,792	\$ 259,068	\$ 419,946	\$ 414,324	\$ 390,996	\$ (28,950)	-6.9%
86PI - PERFORMANCE IMPROVEMENT	\$ 477,792	\$ 259,068	\$ 419,946	\$ 414,324	\$ 390,996	\$ (28,950)	-6.9%
DTIS - RYAN WHITE DENTAL INSURANCE	\$ 1,552,224	\$ 1,373,745	\$ 1,010,643	\$ 953,367	\$ 892,688	\$ (117,955)	-11.7%
86RW - RYAN WHITE PART A SERVICES	\$ 1,552,224	\$ 1,373,745	\$ 1,010,643	\$ 953,367	\$ 892,688	\$ (117,955)	-11.7%
SFAZ - SMOKE FREE ARIZONA INSPECTIONS	\$ 644,385	\$ 781,186	\$ 768,186	\$ 709,880	\$ 786,620	\$ 18,434	2.4%
TUPV - TOBACCO USE PREVENTION	1,756,938	1,877,196	1,908,198	1,901,801	1,804,998	(103,200)	-5.4%
TUTR - TOB USE PREV TRNG DENTAL PROS	(6,813)	50,104	57,837	42,682	57,788	(49)	-0.1%
86TP - TOBACCO USE PREVENTION	\$ 2,394,510	\$ 2,708,486	\$ 2,734,221	\$ 2,654,363	\$ 2,649,406	\$ (84,815)	-3.1%
BDCT - BIRTH AND DEATH CERTIFICATES	\$ 3,522,082	\$ 3,839,983	\$ 3,839,983	\$ 3,383,425	\$ 3,661,215	\$ (178,768)	-4.7%
86VR - VITAL REGISTRATION	\$ 3,522,082	\$ 3,839,983	\$ 3,839,983	\$ 3,383,425	\$ 3,661,215	\$ (178,768)	-4.7%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 4,356,754	\$ 4,653,352	\$ 4,656,064	\$ 4,630,734	\$ -	\$ (4,656,064)	-100.0%
POOL - POOLED COSTS	-	-	-	-	4,697,966	4,697,966	N/A
99AS - INDIRECT SUPPORT	\$ 4,356,754	\$ 4,653,352	\$ 4,656,064	\$ 4,630,734	\$ 4,697,966	\$ 41,902	0.9%
GGOV - GENERAL GOVERNMENT	\$ 1,237,395	\$ 50,000	\$ 50,000	\$ 60,953	\$ 50,000	-	0.0%
99GV - GENERAL OVERHEAD	\$ 1,237,395	\$ 50,000	\$ 50,000	\$ 60,953	\$ 50,000	-	0.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 44,645,742</b>	<b>\$ 47,935,218</b>	<b>\$ 48,339,385</b>	<b>\$ 46,451,137</b>	<b>\$ 46,868,188</b>	<b>\$ (1,471,197)</b>	<b>-3.0%</b>

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
RWPC - RYAN WHITE PLNG COUNCIL SUPP	\$ 72,402	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
39RW - RYAN WHITE HIV AIDS PART A	\$ 72,402	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
MDRC - MEDICAL RECORDS	\$ 247,344	\$ 217,161	\$ 225,362	\$ 230,629	\$ 241,361	\$ (15,999)	-7.1%
PHLB - PUBLIC HEALTH LABORATORY	681,436	602,624	619,458	564,921	613,828	5,630	0.9%
PHPM - PUBLIC HEALTH PHARMACY	354,293	429,854	441,213	340,137	383,237	57,976	13.1%
86CS - CLINIC SUPPORT SERVICES	\$ 1,283,073	\$ 1,249,639	\$ 1,286,033	\$ 1,135,687	\$ 1,238,426	\$ 47,607	3.7%
EPIR - EPIDEMIOLOGICAL REPORTING	\$ 1,142,068	\$ 863,336	\$ 1,067,033	\$ 1,186,320	\$ 1,080,830	\$ (13,797)	-1.3%
SCII - SINGLE CASE INV INTERVENTIONS	952,260	1,534,817	1,464,140	1,339,197	1,500,249	(36,109)	-2.5%
86EG - EPI AND GEN DISEASE SURVEILL	\$ 2,094,328	\$ 2,398,153	\$ 2,531,173	\$ 2,525,517	\$ 2,581,079	\$ (49,906)	-2.0%
EMRT - PUB HLTH PREPAREDNESS RESPONSE	\$ 3,232,259	\$ 2,799,288	\$ 3,034,840	\$ 2,744,840	\$ 2,340,660	\$ 694,180	22.9%
86EM - PUB HLTH PREPAREDNESS RESPONSE	\$ 3,232,259	\$ 2,799,288	\$ 3,034,840	\$ 2,744,840	\$ 2,340,660	\$ 694,180	22.9%
CCHC - CHILD CARE HLTH CONSULTATIONS	\$ 1,015,411	\$ 1,115,646	\$ 1,058,547	\$ 1,010,963	\$ 1,058,547	\$ -	0.0%
DTSL - DENTAL SEALANTS	1,164,830	1,425,711	1,780,237	1,678,647	1,736,405	43,832	2.5%
FHPT - FAMILY HEALTH PARTNERSHIPS	976,304	945,963	938,007	903,052	934,846	3,161	0.3%
HEED - HEALTHY START	1,021,505	989,108	1,059,216	1,043,360	1,072,122	(12,906)	-1.2%
LHZR - LEAD HAZARD REDUCTION	101,468	100,756	99,979	103,391	103,392	(3,413)	-3.4%
NEWB - NEWBORN INTENSIVE CARE	444,408	424,832	418,911	412,318	406,957	11,954	2.9%
NFAM - NURSE-FAMILY PARTNERSHIPS	1,302,439	1,513,548	1,439,656	1,959,632	1,986,063	(546,407)	-38.0%
TNPP - TEEN PREGNANCY PREVENTION	1,056,876	981,742	1,034,271	1,012,017	944,156	90,115	8.7%
WWHC - WELL WOMAN HEALTHCHECK	927,393	1,032,000	279,420	305,970	-	279,420	100.0%
86FH - FAMILY HEALTH	\$ 8,010,634	\$ 8,529,306	\$ 8,108,244	\$ 8,429,350	\$ 8,242,488	\$ (134,244)	-1.7%
HCHL - HEALTHCARE FOR THE HOMELESS	\$ 2,506,469	\$ 2,449,903	\$ 2,570,482	\$ 2,616,194	\$ 2,779,764	\$ (209,282)	-8.1%
86HI - HEALTHCARE FOR HOMELESS	\$ 2,506,469	\$ 2,449,903	\$ 2,570,482	\$ 2,616,194	\$ 2,779,764	\$ (209,282)	-8.1%
CCSS - CHILD PASSENGER SAFETY	\$ 1,001,548	\$ 921,853	\$ 969,837	\$ 1,062,082	\$ 1,003,594	\$ (33,757)	-3.5%
DTIN - DIETETIC INTERNSHIP	-	98,606	90,684	91,095	97,776	(7,092)	-7.8%
PHPD - PUBLIC HEALTH POLICY DEVELOP	1,717,886	1,670,988	1,911,518	1,834,014	1,610,187	301,331	15.8%
SCNT - NUTRITION INF AND OBESITY PREV	1,481,491	3,104,001	3,051,951	2,898,034	3,105,471	(53,520)	-1.8%
WICC - WOMEN INFANTS AND CHILDREN	9,948,417	9,684,415	9,815,369	9,496,858	9,831,854	(16,485)	-0.2%
86HL - PROMOTING HEALTHY LIFESTYLES	\$ 14,149,342	\$ 15,479,863	\$ 15,839,359	\$ 15,382,083	\$ 15,648,882	\$ 190,477	1.2%
HANS - HANSENS DISEASE TREATMENT	\$ 22,955	\$ 33,255	\$ 36,095	\$ 30,656	\$ 35,048	\$ 1,047	2.9%
HERF - PHYS HEALTH SCREENING REFUGEES	1,719,773	1,337,918	1,350,095	1,349,120	1,349,280	815	0.1%
HICT - HIV COUNSELING AND TESTING	726,941	734,187	735,717	731,228	731,228	735,717	100.0%
HISV - HIV SURVEILLANCE AND INV	98,561	101,006	115,460	106,391	-	115,460	100.0%
STEX - STD EXAMINATIONS AMD TREATMENT	1,445,578	1,511,634	1,540,458	1,418,411	2,191,796	(651,338)	-42.3%
STSV - STD CASE SURV INVESTIGATION	1,161,607	1,034,114	1,065,476	1,130,114	1,211,240	(145,764)	-13.7%
TBIN - TB SURVEILLANCE AMD INVEST	422,586	587,746	596,818	579,212	637,361	(40,543)	-6.8%
TBTE - TB TESTING AMD TREATMENT	2,024,514	2,008,266	2,056,858	1,941,727	2,046,932	9,926	0.5%
86ID - INFECTIOUS DISEASE CONTROL	\$ 7,622,515	\$ 7,348,126	\$ 7,496,977	\$ 7,286,859	\$ 7,471,657	\$ 25,320	0.3%
ADIM - ADULT IMMUN FOREIGN TRVL SVCS	\$ 229,491	\$ 286,000	\$ 286,000	\$ 253,081	\$ 259,328	\$ 26,672	9.3%
CHIM - CHILDHOOD IMMUNIZATIONS	3,041,402	4,479,832	4,739,099	3,711,598	4,219,172	519,927	11.0%
IMED - IMMUNIZATION EDUCATION	53,551	73,429	80,623	71,287	83,533	(2,910)	-3.6%
86IS - IMMUNIZATION SERVICES	\$ 3,324,444	\$ 4,839,261	\$ 5,105,722	\$ 4,035,966	\$ 4,562,033	\$ 543,689	10.6%
OPIP - PERFORMANCE IMPROVEMENT	\$ 300,237	\$ 259,068	\$ 419,946	\$ 414,324	\$ 390,996	\$ 28,950	6.9%
86PI - PERFORMANCE IMPROVEMENT	\$ 300,237	\$ 259,068	\$ 419,946	\$ 414,324	\$ 390,996	\$ 28,950	6.9%
DTIS - RYAN WHITE DENTAL INSURANCE	\$ 1,119,356	\$ 1,373,745	\$ 1,010,643	\$ 953,367	\$ 892,688	\$ 117,955	11.7%
86RW - RYAN WHITE PART A SERVICES	\$ 1,119,356	\$ 1,373,745	\$ 1,010,643	\$ 953,367	\$ 892,688	\$ 117,955	11.7%
SFAZ - SMOKE FREE ARIZONA INSPECTIONS	\$ 608,206	\$ 781,186	\$ 768,186	\$ 709,880	\$ 786,620	\$ (18,434)	-2.4%
TUPV - TOBACCO USE PREVENTION	1,730,303	1,877,196	1,908,198	1,901,801	1,804,998	103,200	5.4%
TUTR - TOB USE PREV TRNG DENTAL PROS	48,277	50,104	57,837	42,682	57,788	49	0.1%
86TP - TOBACCO USE PREVENTION	\$ 2,386,786	\$ 2,708,486	\$ 2,734,221	\$ 2,654,363	\$ 2,649,406	\$ 84,815	3.1%
BDCT - BIRTH AND DEATH CERTIFICATES	\$ 3,342,056	\$ 4,154,336	\$ 4,154,336	\$ 3,825,456	\$ 3,676,259	\$ 478,077	11.5%
86VR - VITAL REGISTRATION	\$ 3,342,056	\$ 4,154,336	\$ 4,154,336	\$ 3,825,456	\$ 3,676,259	\$ 478,077	11.5%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 2,439,580	\$ 3,171,246	\$ 3,190,939	\$ 3,128,355	\$ 118,458	\$ 3,072,481	96.3%
FACI - FACILITIES MANAGEMENT	-	-	-	-	90,125	(90,125)	N/A
HRAC - HUMAN RESOURCES	75,030	82,090	105,425	90,091	99,178	6,247	5.9%
ODIR - EXECUTIVE MANAGEMENT	290,601	258,647	286,523	212,399	(150,178)	436,701	152.4%
POOL - POOLED COSTS	-	(107,333)	-	-	2,834,223	(2,834,223)	N/A
PROC - PROCUREMENT	70,749	63,508	75,626	64,786	81,919	(6,293)	-8.3%
SPPT - OPERATIONS SUPPORT	-	-	-	-	90,243	(90,243)	N/A
99AS - INDIRECT SUPPORT	\$ 2,875,960	\$ 3,468,158	\$ 3,658,513	\$ 3,495,631	\$ 3,163,968	\$ 494,545	13.5%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 1,730,359	\$ 1,602,534	\$ 1,602,534	\$ 1,544,714	\$ 1,856,340	\$ (253,806)	-15.8%
GGOV - GENERAL GOVERNMENT	18,971	50,000	50,000	51,711	50,000	-	0.0%
INFR - INFRASTRUCTURE	-	-	-	-	133,243	(133,243)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	329,710	162,533	162,533	226,599	-	162,533	100.0%
MPOS - ELECTED AND STATUTRY OFFICIALS	-	-	-	-	244,137	(244,137)	N/A
RISK - RISK PREMIUMS	-	-	-	-	84,633	(84,633)	N/A
99GV - GENERAL OVERHEAD	\$ 2,079,040	\$ 1,815,067	\$ 1,815,067	\$ 1,823,024	\$ 2,368,353	\$ (553,286)	-30.5%
TSPT - TECHNOLOGY SUPPORT	\$ 480,675	\$ 134,752	\$ 134,752	\$ 67,855	\$ 225,986	\$ (91,234)	-67.7%
99IT - INFORMATION TECHNOLOGY	\$ 480,675	\$ 134,752	\$ 134,752	\$ 67,855	\$ 225,986	\$ (91,234)	-67.7%
<b>TOTAL PROGRAMS</b>	<b>\$ 54,879,576</b>	<b>\$ 59,007,151</b>	<b>\$ 59,900,308</b>	<b>\$ 57,390,516</b>	<b>\$ 58,232,645</b>	<b>\$ 1,667,663</b>	<b>2.8%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 39,476,747	\$ 41,059,259	\$ 41,521,956	\$ 40,988,235	\$ 40,715,942	\$ (806,014)	-1.9%
<b>SUBTOTAL</b>	\$ 39,476,747	\$ 41,059,259	\$ 41,521,956	\$ 40,988,235	\$ 40,715,942	\$ (806,014)	-1.9%
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 3,508,127	\$ 3,827,475	\$ 3,827,475	\$ 3,366,133	\$ 3,648,707	\$ (178,768)	-4.7%
0638 - PATIENT SERVICES REVENUE	1,425,327	2,041,984	1,983,454	1,885,816	2,250,539	267,085	13.5%
<b>SUBTOTAL</b>	\$ 4,933,454	\$ 5,869,459	\$ 5,810,929	\$ 5,251,949	\$ 5,899,246	\$ 88,317	1.5%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 25,076	\$ 50,000	\$ 50,000	\$ 60,953	\$ 50,000	\$ -	0.0%
0650 - MISCELLANEOUS REVENUE	179,831	926,500	926,500	120,000	173,000	(753,500)	-81.3%
<b>SUBTOTAL</b>	\$ 204,907	\$ 976,500	\$ 976,500	\$ 180,953	\$ 223,000	\$ (753,500)	-77.2%
<b>ALL REVENUES</b>	\$ 44,615,108	\$ 47,905,218	\$ 48,309,385	\$ 46,421,137	\$ 46,838,188	\$ (1,471,197)	-3.0%
<b>OTHER FINANCING SOURCES</b>							
0680 - TRANSFERS IN	\$ 30,634	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	0.0%
<b>ALL OTHER FINANCING SOURCES</b>	\$ 30,634	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	0.0%
<b>TOTAL SOURCES</b>	\$ 44,645,742	\$ 47,935,218	\$ 48,339,385	\$ 46,451,137	\$ 46,868,188	\$ (1,471,197)	-3.0%
CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 23,086,915	\$ 26,489,186	\$ 27,211,916	\$ 26,323,524	\$ 28,768,116	\$ (1,556,200)	-5.7%
0705 - TEMPORARY PAY	71,619	137,128	57,909	474,314	817,096	(759,187)	-1311.0%
0710 - OVERTIME	222,959	105,843	72,110	101,392	59,232	12,878	17.9%
0750 - FRINGE BENEFITS	9,573,538	10,707,759	10,765,968	10,331,541	11,229,283	(463,315)	-4.3%
0790 - OTHER PERSONNEL SERVICES	444,035	51,341	49,152	46,734	41,805	7,347	14.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(6,955,546)	(7,648,131)	(8,391,430)	(8,021,610)	(7,717,936)	(673,494)	-8.0%
0796 - PERSONNEL SERVICES ALLOC-IN	7,324,877	8,448,861	9,176,627	8,657,430	8,532,870	643,757	7.0%
<b>SUBTOTAL</b>	\$ 33,768,397	\$ 38,291,987	\$ 38,942,252	\$ 37,913,325	\$ 41,730,466	\$ (2,788,214)	-7.2%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 1,713,054	\$ 2,143,578	\$ 2,320,124	\$ 1,876,933	\$ 1,602,377	\$ 717,747	30.9%
0802 - MEDICAL SUPPLIES	2,790,822	3,658,692	3,764,541	3,081,715	2,764,510	1,000,031	26.6%
0803 - FUEL	18,792	27,560	27,953	24,803	30,053	(2,100)	-7.5%
0804 - NON-CAPITAL EQUIPMENT	307,698	130,543	179,090	236,773	30,240	148,850	83.1%
0805 - SUPPLIES-ALLOCATION OUT	(2,175,763)	(2,068,382)	(2,068,382)	(2,411,798)	(2,070,580)	2,198	0.1%
0806 - SUPPLIES-ALLOCATION IN	2,109,580	1,991,182	2,003,901	2,211,147	2,013,538	(9,637)	-0.5%
<b>SUBTOTAL</b>	\$ 4,764,183	\$ 5,883,173	\$ 6,227,227	\$ 5,019,573	\$ 4,370,138	\$ 1,857,089	29.8%
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ -	\$ 150	\$ 150	\$ 1,952	\$ 100	\$ 50	33.3%
0811 - HEALTH CARE SERVICES	2,908,392	2,718,830	2,298,643	2,126,484	1,593,540	705,103	30.7%
0812 - OTHER SERVICES	7,173,718	5,726,106	5,807,271	6,120,931	4,006,222	1,801,049	31.0%
0820 - RENT & OPERATING LEASES	2,121,691	2,153,058	2,153,518	2,024,856	2,143,576	9,942	0.5%
0825 - REPAIRS AND MAINTENANCE	149,946	177,576	188,996	170,992	276,994	(87,998)	-46.6%
0830 - INTERGOVERNMENTAL PAYMENTS	700	-	-	31	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	2,830,292	2,782,821	2,803,967	2,799,480	2,912,290	(108,323)	-3.9%
0841 - TRAVEL	486,139	521,625	489,786	488,188	475,267	14,519	3.0%
0842 - EDUCATION AND TRAINING	214,052	213,810	202,281	219,991	206,823	(4,542)	-2.2%
0843 - POSTAGE/FREIGHT/SHIPPING	64,504	79,751	75,410	66,055	68,379	7,031	9.3%
0845 - SUPPORT AND CARE OF PERSONS	-	375	155	-	-	155	100.0%
0850 - UTILITIES	280,176	319,259	318,323	307,426	344,230	(25,907)	-8.1%
0872 - SERVICES-ALLOCATION OUT	(1,031,067)	(1,209,651)	(1,209,651)	(1,238,707)	(1,220,076)	10,425	0.9%
0873 - SERVICES-ALLOCATION IN	1,046,558	1,294,281	1,297,230	1,315,189	1,280,546	16,684	1.3%
<b>SUBTOTAL</b>	\$ 16,245,101	\$ 14,777,991	\$ 14,426,079	\$ 14,402,868	\$ 12,087,891	\$ 2,338,188	16.2%
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 71,261	\$ -	\$ 250,750	\$ -	\$ 14,150	\$ 236,600	94.4%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	24,000	24,000	24,000	-	24,000	100.0%
<b>SUBTOTAL</b>	\$ 71,261	\$ 24,000	\$ 274,750	\$ 24,000	\$ 14,150	\$ 260,600	94.8%
<b>ALL EXPENDITURES</b>	\$ 54,848,942	\$ 58,977,151	\$ 59,870,308	\$ 57,359,766	\$ 58,202,645	\$ 1,667,663	2.8%
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ 30,634	\$ 30,000	\$ 30,000	\$ 30,750	\$ 30,000	\$ -	0.0%
<b>ALL OTHER FINANCING USES</b>	\$ 30,634	\$ 30,000	\$ 30,000	\$ 30,750	\$ 30,000	\$ -	0.0%
<b>TOTAL USES</b>	\$ 54,879,576	\$ 59,007,151	\$ 59,900,308	\$ 57,390,516	\$ 58,232,645	\$ 1,667,663	2.8%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED	
						VAR	%
532 PUBLIC HEALTH GRANTS OPERATING	\$ 39,760,216	\$ 42,185,759	\$ 42,589,926	\$ 41,257,817	\$ 41,308,942	\$ (1,280,984)	-3.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 39,760,216</b>	<b>\$ 42,185,759</b>	<b>\$ 42,589,926</b>	<b>\$ 41,257,817</b>	<b>\$ 41,308,942</b>	<b>\$ (1,280,984)</b>	<b>-3.0%</b>
265 PUBLIC HEALTH FEES OPERATING	\$ 4,885,526	\$ 5,749,459	\$ 5,749,459	\$ 5,193,320	\$ 5,559,246	\$ (190,213)	-3.3%
<b>FUND TOTAL SOURCES</b>	<b>\$ 4,885,526</b>	<b>\$ 5,749,459</b>	<b>\$ 5,749,459</b>	<b>\$ 5,193,320</b>	<b>\$ 5,559,246</b>	<b>\$ (190,213)</b>	<b>-3.3%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 44,645,742</b>	<b>\$ 47,935,218</b>	<b>\$ 48,339,385</b>	<b>\$ 46,451,137</b>	<b>\$ 46,868,188</b>	<b>\$ (1,471,197)</b>	<b>-3.0%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 44,645,742</b>	<b>\$ 47,935,218</b>	<b>\$ 48,339,385</b>	<b>\$ 46,451,137</b>	<b>\$ 46,868,188</b>	<b>\$ (1,471,197)</b>	<b>-3.0%</b>

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED	
						VAR	%
100 GENERAL OPERATING	\$ 10,831,597	\$ 10,757,580	\$ 11,246,570	\$ 10,807,876	\$ 11,364,457	\$ (117,887)	-1.0%
<b>FUND TOTAL USES</b>	<b>\$ 10,831,597</b>	<b>\$ 10,757,580</b>	<b>\$ 11,246,570</b>	<b>\$ 10,807,876</b>	<b>\$ 11,364,457</b>	<b>\$ (117,887)</b>	<b>-1.0%</b>
532 PUBLIC HEALTH GRANTS OPERATING	\$ 39,492,285	\$ 42,185,759	\$ 42,589,926	\$ 41,257,817	\$ 41,308,942	\$ 1,280,984	3.0%
<b>FUND TOTAL USES</b>	<b>\$ 39,492,285</b>	<b>\$ 42,185,759</b>	<b>\$ 42,589,926</b>	<b>\$ 41,257,817</b>	<b>\$ 41,308,942</b>	<b>\$ 1,280,984</b>	<b>3.0%</b>
265 PUBLIC HEALTH FEES OPERATING	\$ 4,555,694	\$ 5,749,459	\$ 5,749,459	\$ 5,010,470	\$ 5,559,246	\$ 190,213	3.3%
NON RECURRING NON PROJECT	\$ -	\$ 314,353	\$ 314,353	\$ 314,353	\$ -	\$ 314,353	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 4,555,694</b>	<b>\$ 6,063,812</b>	<b>\$ 6,063,812</b>	<b>\$ 5,324,823</b>	<b>\$ 5,559,246</b>	<b>\$ 504,566</b>	<b>8.3%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 54,879,576</b>	<b>\$ 58,692,798</b>	<b>\$ 59,585,955</b>	<b>\$ 57,076,163</b>	<b>\$ 58,232,645</b>	<b>\$ 1,353,310</b>	<b>2.3%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ -</b>	<b>\$ 314,353</b>	<b>\$ 314,353</b>	<b>\$ 314,353</b>	<b>\$ -</b>	<b>\$ 314,353</b>	<b>100.0%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 54,879,576</b>	<b>\$ 59,007,151</b>	<b>\$ 59,900,308</b>	<b>\$ 57,390,516</b>	<b>\$ 58,232,645</b>	<b>\$ 1,667,663</b>	<b>2.8%</b>

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED	
						VARIANCE	VAR %
CLINIC SUPPORT SERVICES							
MEDICAL RECORDS	5.00	5.00	5.00	5.00	5.00	-	0.0%
PUBLIC HEALTH LABORATORY	7.25	7.25	7.25	7.25	7.25	-	0.0%
PUBLIC HEALTH PHARMACY	3.90	4.50	4.50	4.50	4.50	-	0.0%
<b>PROGRAM TOTAL</b>	<b>16.15</b>	<b>16.75</b>	<b>16.75</b>	<b>16.75</b>	<b>16.75</b>	<b>-</b>	<b>0.0%</b>
EPI AND GEN DISEASE SURVEILL							
EPIDEMIOLOGICAL REPORTING	7.50	6.50	11.00	9.00	8.50	(2.50)	(22.7%)
SINGLE CASE INV INTERVENTIONS	10.50	16.00	14.00	13.00	16.50	2.50	17.9%
<b>PROGRAM TOTAL</b>	<b>18.00</b>	<b>22.50</b>	<b>25.00</b>	<b>22.00</b>	<b>25.00</b>	<b>-</b>	<b>0.0%</b>
FAMILY HEALTH							
CHILD CARE HLTH CONSULTATIONS	29.00	11.80	10.00	10.00	10.00	-	0.0%
DENTAL SEALANTS	7.50	8.35	10.00	10.35	10.35	.35	3.5%
FAMILY HEALTH PARTNERSHIPS	8.00	10.75	10.00	10.00	10.00	-	0.0%
HEALTHY START	16.50	15.00	17.00	17.00	17.00	-	0.0%
LEAD HAZARD REDUCTION	2.00	1.00	1.00	1.00	1.00	-	0.0%
NEWBORN INTENSIVE CARE	4.40	4.40	4.40	4.40	4.40	-	0.0%
NURSE-FAMILY PARTNERSHIPS	6.00	11.00	16.00	16.00	16.00	-	0.0%
TEEN PREGNANCY PREVENTION	9.35	8.35	9.25	10.25	9.25	-	0.0%
WELL WOMAN HEALTHCHECK	5.00	5.00	.00	-	-	-	N/A
<b>PROGRAM TOTAL</b>	<b>87.75</b>	<b>75.65</b>	<b>77.65</b>	<b>79.00</b>	<b>78.00</b>	<b>.35</b>	<b>0.5%</b>
GENERAL OVERHEAD							
ELECTED AND STATUTRY OFFICIALS	-	-	.00	-	1.00	1.00	N/A
<b>PROGRAM TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.00</b>	<b>1.00</b>	<b>N/A</b>
HEALTHCARE FOR HOMELESS							
HEALTHCARE FOR THE HOMELESS	32.10	27.10	28.10	28.10	28.10	-	0.0%
<b>PROGRAM TOTAL</b>	<b>32.10</b>	<b>27.10</b>	<b>28.10</b>	<b>28.10</b>	<b>28.10</b>	<b>-</b>	<b>0.0%</b>
IMMUNIZATION SERVICES							
ADULT IMMUN FOREIGN TRVL SVCS	2.00	2.00	2.00	2.00	2.00	-	0.0%
CHILDHOOD IMMUNIZATIONS	29.00	28.00	28.00	28.00	29.00	1.00	3.6%
IMMUNIZATION EDUCATION	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>32.00</b>	<b>31.00</b>	<b>31.00</b>	<b>31.00</b>	<b>32.00</b>	<b>1.00</b>	<b>3.2%</b>

Staffing by Program and Activity (continued)

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
<b>INDIRECT SUPPORT</b>							
BUDGET AND FINANCIAL SERVICES	6.00	6.00	6.00	6.00	6.00	-	0.0%
EXECUTIVE MANAGEMENT	9.00	9.00	8.00	8.00	1.00	(7.00)	(87.5%)
FACILITIES MANAGEMENT	-	-	.00	-	2.00	2.00	N/A
HUMAN RESOURCES	6.00	6.00	6.00	6.00	6.00	-	0.0%
OPERATIONS SUPPORT	-	-	.00	-	4.00	4.00	N/A
PROCUREMENT	6.00	6.00	6.00	6.00	6.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>27.00</b>	<b>27.00</b>	<b>26.00</b>	<b>26.00</b>	<b>25.00</b>	<b>(1.00)</b>	<b>(3.8%)</b>
<b>INFECTIOUS DISEASE CONTROL</b>							
HIV COUNSELING AND TESTING	5.75	10.25	10.25	10.25	-	(10.25)	(100.0%)
HIV SURVEILLANCE AND INV	7.25	2.75	2.75	2.75	-	(2.75)	(100.0%)
PHYS HEALTH SCREENING REFUGEES	12.50	11.50	11.50	11.50	11.50	-	0.0%
STD CASE SURV INVESTIGATION	20.00	20.00	20.00	20.00	22.75	2.75	13.8%
STD EXAMINATIONS AMD TREATMENT	14.00	14.00	14.00	14.00	24.25	10.25	73.2%
TB SURVEILLANCE AMD INVEST	5.50	6.50	7.50	7.50	7.50	-	0.0%
TB TESTING AMD TREATMENT	23.00	22.50	23.50	21.50	22.50	(1.00)	(4.3%)
<b>PROGRAM TOTAL</b>	<b>88.00</b>	<b>87.50</b>	<b>89.50</b>	<b>87.50</b>	<b>88.50</b>	<b>(1.00)</b>	<b>(1.1%)</b>
<b>PERFORMANCE IMPROVEMENT</b>							
PERFORMANCE IMPROVEMENT	3.00	3.00	4.00	4.00	4.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>	<b>0.0%</b>
<b>PROMOTING HEALTHY LIFESTYLES</b>							
CHILD PASSENGER SAFETY	14.00	12.50	15.00	13.00	15.00	-	0.0%
DIETETIC INTERNSHIP	-	1.00	1.00	1.00	1.00	-	0.0%
NUTRITION ED AND OBESITY PREV	8.50	18.75	19.75	19.75	19.75	-	0.0%
PUBLIC HEALTH POLICY DEVELOP	10.00	15.00	15.00	15.00	15.00	-	0.0%
WOMEN INFANTS AND CHILDREN	163.85	166.55	169.30	169.30	169.30	-	0.0%
<b>PROGRAM TOTAL</b>	<b>196.35</b>	<b>213.80</b>	<b>220.05</b>	<b>218.05</b>	<b>220.05</b>	<b>-</b>	<b>0.0%</b>
<b>PUB HLTH PREPAREDNESS RESPONSE</b>							
PUB HLTH PREPAREDNESS RESPONSE	24.50	25.00	25.50	27.00	27.00	1.50	5.9%
<b>PROGRAM TOTAL</b>	<b>24.50</b>	<b>25.00</b>	<b>25.50</b>	<b>27.00</b>	<b>27.00</b>	<b>1.50</b>	<b>5.9%</b>
<b>RYAN WHITE HIV AIDS PART A</b>							
RYAN WHITE PLNG COUNCIL SUPP	1.00	-	.00	-	-	-	N/A
<b>PROGRAM TOTAL</b>	<b>1.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>N/A</b>
<b>RYAN WHITE PART A SERVICES</b>							
RYAN WHITE DENTAL INSURANCE	2.00	2.00	2.00	2.00	2.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>	<b>0.0%</b>
<b>TOBACCO USE PREVENTION</b>							
SMOKE FREE ARIZONA INSPECTIONS	2.55	10.00	10.00	10.00	10.00	-	0.0%
TOB USE PREV TRNG DENTAL PROS	.50	.65	1.00	.65	.65	(.35)	(35.0%)
TOBACCO USE PREVENTION	19.45	19.00	19.00	19.00	19.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>22.50</b>	<b>29.65</b>	<b>30.00</b>	<b>29.65</b>	<b>29.65</b>	<b>(.35)</b>	<b>(1.2%)</b>
<b>VITAL REGISTRATION</b>							
BIRTH AND DEATH CERTIFICATES	51.00	52.00	49.00	50.00	48.00	(1.00)	(2.0%)
<b>PROGRAM TOTAL</b>	<b>51.00</b>	<b>52.00</b>	<b>49.00</b>	<b>50.00</b>	<b>48.00</b>	<b>(1.00)</b>	<b>(2.0%)</b>
<b>DEPARTMENT TOTAL</b>	<b>601.35</b>	<b>612.95</b>	<b>624.55</b>	<b>621.05</b>	<b>625.05</b>	<b>.50</b>	<b>0.1%</b>

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	7.00	9.00	8.00	8.00	8.00	-	0.0%
Accounting Specialist	5.00	6.00	6.50	6.50	6.50	-	0.0%
Admin/Operations Specialist	20.00	16.00	13.00	16.00	13.00	-	0.0%
Administrative Manager	3.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Staff Supv	15.00	14.00	11.00	11.00	11.00	-	0.0%
Administrative Supervisor	18.00	23.00	17.00	17.00	23.00	6.00	35.3%
Communicatn Ofcr/Govt Liaison	3.00	4.00	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	-	-	-	-	-	N/A
Counselor	2.00	1.00	1.00	1.00	1.00	-	0.0%
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 - Public Health	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dietitian/Nutritionist	19.35	25.60	37.35	37.35	37.35	-	0.0%
Dietitian/Nutritionist Princpl	-	-	1.00	1.00	1.00	-	0.0%
Dietitian/Nutritionist Supv	3.00	3.00	3.00	3.00	3.00	-	0.0%
Director - Public Health	1.00	1.00	1.00	1.00	1.00	-	0.0%
Emergency Services Planner	2.00	2.00	3.00	4.00	4.00	1.00	33.3%
Epidemiologist	14.50	18.50	16.00	16.50	15.00	(1.00)	(6.3%)
Epidemiologist Principal	-	1.00	1.00	1.00	1.00	-	0.0%
Epidemiologist Senior	-	-	2.00	1.00	1.00	(1.00)	(50.0%)
Epidemiology Analyst	-	-	3.00	-	3.00	-	0.0%
Epidemiology Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Epidemiology Supervisor	1.00	1.00	2.00	1.00	3.00	1.00	50.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager - Large	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 Laborer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Grant/Contract Admin 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%
Health Educator	30.35	40.35	47.75	47.75	47.75	-	0.0%
Health Educator Supervisor	9.00	9.00	10.00	10.00	10.00	-	0.0%
Health Services Aide	107.10	109.80	106.80	106.80	106.80	-	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	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Infection Control Specialist	32.00	32.00	32.00	31.00	31.00	(1.00)	(3.1%)
Infection Control Supervisor	-	-	6.00	6.00	-	(6.00)	(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	10.00	11.00	11.00	13.00	2.00	18.2%
Management Analyst	5.00	7.00	11.00	11.00	11.00	-	0.0%
Media Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Medical Assistant	10.00	7.00	8.00	8.00	8.00	-	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	1.00	1.00	-	0.0%
Nurse - Public Health	62.30	49.60	50.80	50.80	50.80	-	0.0%
Nurse Practitioner	9.00	9.00	-	-	9.00	9.00	N/A
Nurse Practitioner - Public Health	-	-	4.00	4.00	-	(4.00)	(100.0%)
Nursing Administrator	2.00	2.00	-	-	2.00	2.00	N/A
Nursing Manager	9.00	10.00	2.00	2.00	11.00	9.00	450.0%
Nursing Supervisor - Public Health	-	-	11.00	11.00	-	(11.00)	(100.0%)
Office Assistant	41.10	34.60	34.60	34.60	33.60	(1.00)	(2.9%)
Office Assistant Specialized	69.00	70.25	55.00	55.00	55.00	-	0.0%
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Supervisor	17.00	16.00	15.00	15.00	15.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Pharmacist	2.40	3.00	2.00	2.00	2.00	-	0.0%
Pharmacy Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Physician	1.00	-	1.00	1.00	1.00	-	0.0%
Physician Assistant - Public Health	-	-	4.50	4.50	-	(4.50)	(100.0%)
Procurement Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Program Coordinator	11.00	16.00	15.00	15.00	15.00	-	0.0%
Programmer/Analyst	1.00	-	-	-	-	-	N/A
Programmer/Analyst - Senior/Lead	1.00	-	-	-	-	-	N/A
Public Health OPR Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Public Health Policy Consultnt	-	1.00	1.00	1.00	1.00	-	0.0%
Public Health Program Admin	3.00	3.00	3.00	3.00	3.00	-	0.0%
Radiologic Technologist	2.00	1.00	2.00	2.00	2.00	-	0.0%
Social Worker	13.00	11.00	12.00	10.00	12.00	-	0.0%
Social Worker Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Special Projects Manager	2.00	3.00	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	5.00	5.00	5.00	-	0.0%
Training Officer	-	1.00	2.00	2.00	2.00	-	0.0%
Warehouse/Inventory Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>601.35</b>	<b>612.95</b>	<b>624.55</b>	<b>621.05</b>	<b>625.05</b>	<b>.50</b>	<b>0.1%</b>

Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	131.15	134.75	137.25	133.25	137.25	-	0.0%
265 PUBLIC HEALTH FEES	63.00	63.00	60.00	61.00	59.00	(1.00)	(1.7%)
532 PUBLIC HEALTH GRANTS	407.20	415.20	427.30	426.80	428.80	1.50	0.4%
<b>Department Total</b>	<b>601.35</b>	<b>612.95</b>	<b>624.55</b>	<b>621.05</b>	<b>625.05</b>	<b>.50</b>	<b>0.1%</b>

Significant Variance Analysis

The Department has increased their staff by a net of .5 positions to meet changing needs. An Epidemiology Supervisor position was added to the General Fund to correctly reflect the structure of the Epidemiology Program. A Social Worker position was also added to the General Fund to reflect the needs of the Tuberculosis program. In order to remain within the appropriation, a number of inter-fund transfers and position in-activations occurred in the General Fund allowing the FTE count to net to zero. Two positions are being created in the Public Health Grant Fund in FY 2014 as a result of changes in funded. Grant-funded position changes may occur throughout FY 2015 based on the actual grant awards received.

General Adjustments:

**Personnel:** FY 2015 personnel expenditures increased due to the annualization of County performance pay and market study adjustments in FY14.

**Base Adjustments:**

**General Fund (100)**

- Increase Regular Benefits by \$3,807 for the impact of changes in retirement contribution rates.
- Decrease Internal Services Charges by \$4,153 for the impact of the changes in risk management charges.

**Public Health Fee Fund (265)**

- Increase Regular Benefits by \$1,137 for the impact of changes in retirement contribution rates.

- Decrease Internal Services Charges by \$2,175 for the impact of the changes in risk management charges.

**Public Health Grant Fund (532)**

- Increase Regular Benefits by \$9,171 for the impact of changes in retirement contribution rates.
- Decrease Internal Services Charges by \$13,447 for the impact of the changes in risk management charges.
- Decrease revenues by \$876,817 and expenditures by \$872,541 to reflect an expected reduction in grant awards for FY 2014.

**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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of registrations provided with a wait time of 15 minutes or less	88.7%	90.1%	94.1%	93.0%	2.9%	3.3%
Percent of syphilis screening results reported within 1 working day	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent savings over wholesale price: Rifampin 300 mg	73.2%	77.8%	91.5%	99.3%	21.5%	27.7%
Percent savings over wholesale price: PZA 500 mg	57.6%	42.6%	55.2%	48.1%	5.5%	12.9%
Percent savings over wholesale price: Ethambutal 400 mg	87.6%	81.0%	65.9%	59.8%	(21.2%)	-26.2%
Percent savings over wholesale price: Isoniazid 300 mg	69.2%	69.4%	60.9%	53.4%	(16.0%)	-23.0%

Activities that comprise this program include:

- Medical Records
- Public Health Pharmacy
- Public Health Laboratory

**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:** AZ Admin Code R9-10-115 mandates that an administrator for a health care institution not otherwise classified in statute must establish and maintain a record of each inpatient and outpatient that documents the assessment of the patient’s medical services the patient receives. ARS §12-2297 mandates a healthcare provider must retain medical records for a set amount of time depending on whether it is an adult or child that received service. Furthermore, ARS §36-107 mandates the Director of the County Department of Public Health to protect confidential information, such as medical records.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of registrations provided with a wait time of 15 minutes or less	88.7%	90.1%	94.1%	93.0%	2.9%	3.3%
Output	Number of registrations provided	27,699	25,200	27,833	27,480	2,280	9.0%
Demand	Anticipated number of registrations requested	27,699	25,200	27,833	27,480	2,280	9.0%
Expenditure Ratio	Cost per registration	\$ 8.93	\$ 8.94	\$ 8.29	\$ 8.78	\$ 0.16	1.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 247,344	\$ 225,362	\$ 230,629	\$ 241,361	\$ (15,999)	-7.1%
	TOTAL USES	\$ 247,344	\$ 225,362	\$ 230,629	\$ 241,361	\$ (15,999)	-7.1%

### 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:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent savings over wholesale price: Rifampin 300 mg	73.2%	77.8%	91.5%	99.3%	21.5%	27.7%
Result	Percent savings over wholesale price: PZA 500 mg	57.6%	42.6%	55.2%	48.1%	5.5%	12.9%
Result	Percent savings over wholesale price: Ethambutal 400 mg	87.6%	81.0%	65.9%	59.8%	(21.2%)	-26.2%
Result	Percent savings over wholesale price: Isoniazid 300 mg	69.2%	69.4%	60.9%	53.4%	(16.0%)	-23.0%
Output	Number of prescriptions filled	22,033	22,175	23,363	23,620	1,445	6.5%
Demand	Number of prescriptions requested	22,033	22,175	23,363	23,620	1,445	6.5%
Expenditure Ratio	Cost per prescription filled	\$ 16.08	\$ 19.90	\$ 14.56	\$ 16.23	\$ 3.67	18.5%
<i>Revenue</i>							
	265 - PUBLIC HEALTH FEES	\$ 14,135	\$ 13,000	\$ 15,030	\$ 13,000	\$ -	0.0%
	TOTAL SOURCES	\$ 14,135	\$ 13,000	\$ 15,030	\$ 13,000	\$ -	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 426,281	\$ 428,213	\$ 485,395	\$ 370,237	\$ 57,976	13.5%
	265 - PUBLIC HEALTH FEES	(71,988)	13,000	(145,258)	13,000	-	0.0%
	TOTAL USES	\$ 354,293	\$ 441,213	\$ 340,137	\$ 383,237	\$ 57,976	13.1%

**Activity Narrative:** The result measure for the wholesale price of Ethambutal cannot be compared to previous years as it was updated in FY 2015 to reflect the use of this new medication. Although the Department is seeing additional savings in wholesale price in Rifampin and PZA, it is expected that cost savings will decrease for Isoniazid in FY 2015. The number of prescriptions filled and requested is expected to increase over FY 2014 Revised. However, this demand and output is expected to decrease from the FY 2014 Forecast as the Affordable Care Act's provision for health insurance is implemented and clients can receive these services elsewhere in the community. The decrease in General Fund expenditures is primarily due to the stabilization of staff, and the decreased need of temporary pharmacists.

### 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:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
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	171,615	165,000	175,226	174,359	9,359	5.7%
Demand	Number of lab tests requested	171,615	165,000	175,226	174,359	9,359	5.7%
Expenditure Ratio	Cost per lab test	\$ 3.97	\$ 3.75	\$ 3.22	\$ 3.52	\$ 0.23	6.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 681,436	\$ 619,458	\$ 564,921	\$ 613,828	\$ 5,630	0.9%
	TOTAL USES	\$ 681,436	\$ 619,458	\$ 564,921	\$ 613,828	\$ 5,630	0.9%

**Activity Narrative:** The increase in lab tests requested is the result of inmate testing services in the jail and also due to the express testing offered in the Sexually Transmitted Disease (STD) Clinic. Although testing is expected to increase based on the trends of FY 2014, the Department has increased efficiency by decreasing costs through purchasing equipment that enables quicker processing times.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of disease reports completed within the appropriate time frame	85.3%	89.4%	98.4%	93.9%	4.5%	5.0%
Percent of required reports provided	97.5%	94.0%	96.3%	96.9%	2.9%	3.1%
Percent of communicable disease reports investigated according to guidelines	14.8%	31.3%	24.3%	29.4%	(1.9%)	-6.0%

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. Additionally, reporting of suspected or confirmed communicable disease is mandated under the Arizona Administrative Code R9-6-202, as an Administrator of a Health Care Institution.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of disease reports completed within the appropriate time frame	85.3%	89.4%	98.4%	93.9%	4.5%	5.0%
Result	Percent of required reports provided	97.5%	94.0%	96.3%	96.9%	2.9%	3.1%
Output	Number of reports provided	1,090	1,175	1,460	1,612	437	37.2%
Demand	Anticipated number of reports requested	1,118	1,250	1,516	1,663	413	33.0%
Expenditure Ratio	Cost per report provided	\$ 1,047.77	\$ 908.11	\$ 812.55	\$ 670.49	\$ 237.62	26.2%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 30,327	\$ 51,810	\$ 84,809	\$ 8,250	\$ (43,560)	-84.1%
	TOTAL SOURCES	\$ 30,327	\$ 51,810	\$ 84,809	\$ 8,250	\$ (43,560)	-84.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,111,471	\$ 1,015,223	\$ 1,101,511	\$ 1,072,580	\$ (57,357)	-5.6%
	532 - PUBLIC HEALTH GRANTS	30,597	51,810	84,809	8,250	43,560	84.1%
	TOTAL USES	\$ 1,142,068	\$ 1,067,033	\$ 1,186,320	\$ 1,080,830	\$ (13,797)	-1.3%

**Activity Narrative:** The Center for Disease Control grant funding in FY 2015 is the remaining carry forward from FY 2014. Due to a realignment of resources in FY 2014, including additional epidemiology staff has significantly impacted the number of reports provided as well as the timeframe in which these reports are completed. This increase in output is expected to continue in FY 2015.

### 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. Additionally, reporting of suspected or confirmed communicable disease is mandated under the Arizona Administrative Code R9-6-202, as an Administrator of a Health Care Institution.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of communicable disease reports investigated according to guidelines	14.8%	31.3%	24.3%	29.4%	(1.9%)	-6.0%
Output	Number of reports investigated according to guidelines	10,179	10,000	11,940	9,793	(207)	-2.1%
Demand	Anticipated number of disease reports received for investigation	68,781	32,000	49,221	33,350	1,350	4.2%
Expenditure Ratio	Cost per report investigated according to guidelines	\$ 93.55	\$ 146.41	\$ 112.16	\$ 153.20	\$ (6.78)	-4.6%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ -	\$ 4,000	\$ 18,783	\$ -	\$ (4,000)	-100.0%
	TOTAL SOURCES	\$ -	\$ 4,000	\$ 18,783	\$ -	\$ (4,000)	-100.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 952,260	\$ 1,460,140	\$ 1,320,414	\$ 1,500,249	\$ (40,109)	-2.7%
	532 - PUBLIC HEALTH GRANTS	-	4,000	18,783	-	4,000	100.0%
	TOTAL USES	\$ 952,260	\$ 1,464,140	\$ 1,339,197	\$ 1,500,249	\$ (36,109)	-2.5%

**Activity Narrative:** The transition to the State Medical Electronic Disease Surveillance Intelligence System (MEDSIS) automated a number of disease reports that has decreased demand by over 50% from FY 2013 to FY 2014. However, the implementation of MEDSIS resulted in a more time consuming investigation process than was previously planned. Therefore, the output and result measures are based upon the FY 2014 Forecast. This system along with the additional staff and resources allocated

to this Activity will allow a greater percentage of reports to be reviewed and investigated by the Department.

### 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of coalition members who report that there is progress towards implementation of plan goals.	98.1%	80.0%	80.0%	80.0%	0.0%	0.0%
Percent of women receiving adequate number of prenatal care visits (as per American College of Obstetrics & Gynecology (ACOG) standards)	81.9%	92.0%	88.3%	92.3%	0.3%	0.4%
Percent of infants receiving adequate immunizations (as per American Academy of Pediatrics (AAP) standards)	82.4%	87.5%	83.3%	87.3%	(0.2%)	-0.2%
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	59.6%	50.0%	62.2%	55.0%	5.0%	10.0%
Percent of families who have increased knowledge of lead hazards	93.9%	70.0%	83.6%	81.0%	11.0%	15.6%
Percent of families who take at least one new lead hazard reduction action	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of new families contacted within 7 days of referral being received	91.4%	90.0%	93.4%	96.8%	6.8%	7.5%
Percent of children with suspicious developmental screenings referred to early intervention services	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of youth who report an increased ability to make healthy decisions as measured by the pre- and post-Youth Development Inventory	100.0%	82.9%	83.1%	83.0%	0.1%	0.1%
Percent of child care providers in case management who make progress toward pathway goals	83.3%	80.0%	90.7%	83.3%	3.3%	4.2%
Percent of clients initiating breastfeeding at birth	N/A	72.1%	89.6%	80.0%	7.9%	10.9%

Activities that comprise this program include:

- Child Care Health Consultations
- Dental Sealants
- Newborn Intensive Care
- Lead Hazard Reduction
- Nurse-Family Partnerships
- Family Health Partnerships
- Teen Pregnancy Prevention
- Healthy Start

### Child Care Health Consultations Activity

The purpose of the Child Care Health Consultations Activity is to provide nurse consultation services to licensed child care providers so they can promote healthy and safe child care environments for infants and children as evidenced by meeting quality improvement goals.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of child care providers in case management who make progress toward pathway goals	83.3%	80.0%	90.7%	83.3%	3.3%	4.2%
Output	Number of nurse consultation service contacts provided	2,024	1,660	2,002	1,890	230	13.9%
Output	Number of child care providers in case management with pathway goals	12	25	43	24	(1)	-4.0%
Demand	Anticipated number of nurse consultation service contacts requested	2,024	1,660	2,002	1,890	230	13.9%
Expenditure Ratio	Expenditure per nurse consultation service contact provided	\$ 501.69	\$ 637.68	\$ 504.98	\$ 560.08	\$ 77.60	12.2%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 981,500	\$ 1,058,547	\$ 1,010,963	\$ 1,058,547	\$ -	0.0%
	TOTAL SOURCES	\$ 981,500	\$ 1,058,547	\$ 1,010,963	\$ 1,058,547	\$ -	0.0%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,015,411	\$ 1,058,547	\$ 1,010,963	\$ 1,058,547	\$ -	0.0%
	TOTAL USES	\$ 1,015,411	\$ 1,058,547	\$ 1,010,963	\$ 1,058,547	\$ -	0.0%

**Activity Narrative:** The number of nurse consultation service contacts provided is expected to decrease from the FY 2014 Forecast due to personnel changes. Thus, it is anticipated in FY 2015 that two staff members will be new and unable to manage a full caseload until half way through the fiscal year.

### 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:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of children needing sealants who receive them	59.6%	50.0%	62.2%	55.0%	5.0%	10.0%
Output	Number of eligible children receiving sealants	4,086	5,000	3,892	4,125	(875)	-17.5%
Demand	Anticipated number of children eligible to receive sealants	6,861	10,000	6,257	7,500	(2,500)	-25.0%
Expenditure Ratio	Cost per eligible child receiving sealants	\$ 285.08	\$ 356.05	\$ 431.31	\$ 420.95	\$ (64.90)	-18.2%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,272,675	\$ 1,680,447	\$ 1,580,745	\$ 1,636,039	\$ (44,408)	-2.6%
	TOTAL SOURCES	\$ 1,272,675	\$ 1,680,447	\$ 1,580,745	\$ 1,636,039	\$ (44,408)	-2.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 105,024	\$ 99,790	\$ 97,902	\$ 100,366	\$ (576)	-0.6%
	532 - PUBLIC HEALTH GRANTS	1,059,806	1,680,447	1,580,745	1,636,039	44,408	2.6%
	TOTAL USES	\$ 1,164,830	\$ 1,780,237	\$ 1,678,647	\$ 1,736,405	\$ 43,832	2.5%

**Activity Narrative:** The additional grant funds received in FY 2014 are for fluoride varnish services and will not affect the Activity's measures. The Department will determine if adding measures for these services is necessary during the FY 2016 Strategic Business Plan update process. In FY 2015, the output and demand anticipated amounts are based on the FY 2013 Actual amounts.

In addition, 21.4 temporary positions were added to this Activity during FY 2014. This is due to a human resources requirement to transition contracted personnel who have worked a certain number of hours (formerly budgeted in object code 812 – Other Services) to County employment to abide by the Fair Labor Standards Act.

### 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:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of coalition members who report that there is progress towards implementation of plan goals	98.1%	80.0%	80.0%	80.0%	0.0%	0.0%
Output	Number of partnerships developed or retained	55	20	61	45	25	125.0%
Demand	Anticipated number of partnerships to be developed or retained	55	20	61	45	25	125.0%
Expenditure Ratio	Cost per partnership developed	\$ 17,750.98	\$ 46,900.35	\$ 14,804.13	\$ 20,774.36	\$ 26,125.99	55.7%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 371,865	\$ 272,727	\$ 252,399	\$ 272,727	\$ -	0.0%
	TOTAL SOURCES	\$ 371,865	\$ 272,727	\$ 252,399	\$ 272,727	\$ -	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 639,983	\$ 665,280	\$ 650,653	\$ 662,119	\$ 3,161	0.5%
	532 - PUBLIC HEALTH GRANTS	336,321	272,727	252,399	272,727	-	0.0%
	TOTAL USES	\$ 976,304	\$ 938,007	\$ 903,052	\$ 934,846	\$ 3,161	0.3%

**Activity Narrative:** The number of partnerships developed or retained in FY 2015 is expected to increase from the FY 2014 Revised amount by 125%. This is due to the fact that a substantial funding decrease did not materialize, as expected, in FY 2014. Consequently, the number of actual partnerships in FY 2014 is trending just slightly below the actuals in FY 2013.

### 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:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of women receiving adequate number of prenatal care visits (as per American College of Obstetrics & Gynecology (ACOG) standards)	81.9%	92.0%	88.3%	92.3%	0.3%	0.4%
Result	Percent of infants receiving adequate immunizations (as per American Academy of Pediatrics (AAP) standards)	82.4%	87.5%	83.3%	87.3%	(0.2%)	-0.2%
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	472	400	385	400	-	0.0%
Output	Number of maternal/child health educational sessions received	78	110	84	94	(16)	-14.5%
Demand	Anticipated number of case management services requested	472	400	385	400	-	0.0%
Demand	Anticipated number of community based maternal/child health educational sessions requested	78	110	84	94	(16)	-14.5%
Expenditure Ratio	Cost per case management service received	\$ 2,164.21	\$ 2,648.04	\$ 2,710.03	\$ 2,680.31	\$ (32.26)	-1.2%
<b>Revenue</b>							
	532 - PUBLIC HEALTH GRANTS	\$ 873,108	\$ 1,059,216	\$ 1,043,360	\$ 1,072,122	\$ 12,906	1.2%
	TOTAL SOURCES	\$ 873,108	\$ 1,059,216	\$ 1,043,360	\$ 1,072,122	\$ 12,906	1.2%
<b>Expenditure</b>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,021,505	\$ 1,059,216	\$ 1,043,360	\$ 1,072,122	\$ (12,906)	-1.2%
	TOTAL USES	\$ 1,021,505	\$ 1,059,216	\$ 1,043,360	\$ 1,072,122	\$ (12,906)	-1.2%

**Activity Narrative:** Due to Healthy Start case management and education efforts, the Department is already exceeding the Healthy People 2020 target of 77.9% for the percent of women receiving the adequate number of prenatal care visits. It is expected that the Department's results in this measure will continue to increase in FY 2015 by achieving 92.3% through increasing both the number of case management services and educational sessions provided from the FY 2014 forecast.

### 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 that test positive for lead so they can reduce or eliminate their children's risk for exposure to lead.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of families who have increased knowledge of lead hazards	93.9%	70.0%	83.6%	81.0%	11.0%	15.6%
Result	Percent of families who take at least one new lead hazard reduction action	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of educational home visits	35	50	67	63	13	26.0%
Demand	Anticipated number of educational home visits	36	50	67	63	13	26.0%
Expenditure Ratio	Cost per educational home visit	\$ 2,899.09	\$ 1,999.58	\$ 1,543.15	\$ 1,641.14	\$ 358.44	17.9%
<b>Revenue</b>							
	532 - PUBLIC HEALTH GRANTS	\$ 102,165	\$ 99,979	\$ 103,391	\$ 103,392	\$ 3,413	3.4%
	TOTAL SOURCES	\$ 102,165	\$ 99,979	\$ 103,391	\$ 103,392	\$ 3,413	3.4%
<b>Expenditure</b>							
	532 - PUBLIC HEALTH GRANTS	\$ 101,468	\$ 99,979	\$ 103,391	\$ 103,392	\$ (3,413)	-3.4%
	TOTAL USES	\$ 101,468	\$ 99,979	\$ 103,391	\$ 103,392	\$ (3,413)	-3.4%

**Activity Narrative:** With the minimal increase in grant funding along with internal efficiencies achieved, the Department is expecting to increase their output and results in FY 2015.

### 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:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of new families contacted within 7 days of referral being received	91.4%	90.0%	93.4%	96.8%	6.8%	7.5%
Result	Percent of children with suspicious developmental screenings referred to early intervention services	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of home visits provided	2,408	2,400	2,132	2,440	40	1.7%
Demand	Number of home visits anticipated	2,408	2,400	2,132	2,440	40	1.7%
Expenditure Ratio	Cost per home visit	\$ 184.55	\$ 174.55	\$ 193.39	\$ 166.79	\$ 7.76	4.4%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 419,174	\$ 418,911	\$ 412,318	\$ 406,957	\$ (11,954)	-2.9%
	TOTAL SOURCES	\$ 419,174	\$ 418,911	\$ 412,318	\$ 406,957	\$ (11,954)	-2.9%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 444,408	\$ 418,911	\$ 412,318	\$ 406,957	\$ 11,954	2.9%
	TOTAL USES	\$ 444,408	\$ 418,911	\$ 412,318	\$ 406,957	\$ 11,954	2.9%

### Nurse-Family Partnerships Activity

The purpose of the Nurse-Family Partnerships Activity is to provide nurse home visits to low income, first-time pregnant women in South & Central Phoenix so they can successfully initiate breastfeeding at birth.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of clients initiating breastfeeding at birth	N/A	72.1%	89.6%	80.0%	7.9%	10.9%
Output	Number of home visits received	2,455	2,800	3,615	3,600	800	28.6%
Demand	Anticipated number of home visits requested	2,455	2,800	3,615	3,600	800	28.6%
Expenditure Ratio	Cost per home visit received	\$ 530.53	\$ 514.16	\$ 542.08	\$ 551.68	\$ (37.52)	-7.3%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,301,563	\$ 1,439,656	\$ 1,959,632	\$ 1,986,063	\$ 546,407	38.0%
	TOTAL SOURCES	\$ 1,301,563	\$ 1,439,656	\$ 1,959,632	\$ 1,986,063	\$ 546,407	38.0%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,302,439	\$ 1,439,656	\$ 1,959,632	\$ 1,986,063	\$ (546,407)	-38.0%
	TOTAL USES	\$ 1,302,439	\$ 1,439,656	\$ 1,959,632	\$ 1,986,063	\$ (546,407)	-38.0%

**Activity Narrative:** This activity's purpose was modified and result measure was new in FY 2014. This activity is receiving an additional 38% in Federal funding in FY 2015. This is allowing the nurse home visits to be expanded into the East Valley, which is the cause for the expected increase in the number of home visits received in FY 2015. The Department may modify the activity's purpose statement during the FY 2016 Strategic Business Plan update process to reflect this expansion.

### 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:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of youth who report an increased ability to make healthy decisions as measured by the pre- and post-Youth Development Inventory	100.0%	82.9%	83.1%	83.0%	0.1%	0.1%
Output	Number of youth educated	315	381	337	500	119	31.2%
Demand	Anticipated number of youth to be educated	315	381	337	500	119	31.2%
Expenditure Ratio	Cost per youth educated	\$ 3,355.16	\$ 2,714.62	\$ 3,003.02	\$ 1,888.31	\$ 826.31	30.4%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,220,458	\$ 1,034,271	\$ 1,012,017	\$ 944,156	\$ (90,115)	-8.7%
	TOTAL SOURCES	\$ 1,220,458	\$ 1,034,271	\$ 1,012,017	\$ 944,156	\$ (90,115)	-8.7%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,056,876	\$ 1,034,271	\$ 1,012,017	\$ 944,156	\$ 90,115	8.7%
	TOTAL USES	\$ 1,056,876	\$ 1,034,271	\$ 1,012,017	\$ 944,156	\$ 90,115	8.7%

**Activity Narrative:** FY 2014 included one-time grant funding, which will not be available in FY 2015. However, this program has experienced an upward trend in the number of youth educated since FY 2011, and is expected to continue into FY 2015. The substantial increase in the anticipated number of youth educated is due to a planned event in October 2014, which is expected to educate 360 youths.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of visits made in the clinic	89.1%	90.8%	87.5%	86.4%	(4.5%)	-4.9%

Activities that comprise this program include:

- Healthcare for the Homeless

### Healthcare for the Homeless Activity

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**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of visits made in the clinic	89.1%	90.8%	87.5%	86.4%	(4.5%)	-4.9%
Output	Number of client contacts	22,775	25,254	21,053	23,136	(2,118)	-8.4%
Demand	Anticipated number of client contacts	36,451	28,019	31,758	33,280	5,261	18.8%
Expenditure Ratio	Cost per client contact	\$ 110.05	\$ 101.79	\$ 124.27	\$ 120.15	\$ (18.36)	-18.0%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 2,526,431	\$ 2,570,482	\$ 2,616,194	\$ 2,779,764	\$ 209,282	8.1%
	TOTAL SOURCES	\$ 2,526,431	\$ 2,570,482	\$ 2,616,194	\$ 2,779,764	\$ 209,282	8.1%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 2,506,469	\$ 2,570,482	\$ 2,616,194	\$ 2,779,764	\$ (209,282)	-8.1%
	TOTAL USES	\$ 2,506,469	\$ 2,570,482	\$ 2,616,194	\$ 2,779,764	\$ (209,282)	-8.1%

**Activity Narrative:** The estimated increase in funding is due to the restoration of Arizona Health Care Cost Containment System (AHCCCS) benefits for childless adults that will increase AHCCCS collection. The demand in the clinic has continued to increase since FY 2012, but the number of client contacts are not expected to reach the FY 2014 Revised amount, as the client cases are more complex than previously anticipated. The percent of visits made in the clinic is expected to decrease by 4.9% as the Department is anticipating the ability to conduct more outreach clinics (i.e. in locations outside of the Homeless Campus' Clinic) than they have in prior years.

### 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of clients choosing to receive all recommended vaccines for travel	89.1%	88.1%	90.3%	91.3%	3.2%	3.6%
Percent of children 0-2 years old receiving full complement of immunizations	47.7%	50.0%	47.4%	50.0%	0.0%	0.0%
Percent of children aged 2-5 in child care facilities that are up-to-date with all required immunizations	97.0%	89.7%	89.7%	90.0%	0.3%	0.3%
Percent of children >5 in schools that are up-to-date with all the immunizations required to attend school	93.0%	94.0%	94.0%	95.0%	1.0%	1.1%

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:** Essential service in lieu of mandate. AZ Admin Code R9-6 Article 3 states control measures, including administering immunizations, for communicable diseases that local health agencies must take when a disease case is reported or suspected. The administering of adult

immunizations allows the Department to proactively prevent the spread of disease throughout the County.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of clients choosing to receive all recommended vaccines for travel	89.1%	88.1%	90.3%	91.3%	3.2%	3.6%
Output	Number of immunizations provided	2,273	2,800	1,966	2,240	(560)	-20.0%
Demand	Number of immunizations anticipated	2,273	2,800	1,966	2,240	(560)	-20.0%
Expenditure Ratio	Cost per immunization provided	\$ 100.96	\$ 102.14	\$ 128.73	\$ 115.77	\$ (13.63)	-13.3%
<i>Revenue</i>							
	265 - PUBLIC HEALTH FEES	\$ 220,767	\$ 286,000	\$ 236,016	\$ 259,874	\$ (26,126)	-9.1%
	TOTAL SOURCES	\$ 220,767	\$ 286,000	\$ 236,016	\$ 259,874	\$ (26,126)	-9.1%
<i>Expenditure</i>							
	265 - PUBLIC HEALTH FEES	\$ 229,491	\$ 286,000	\$ 253,081	\$ 259,328	\$ 26,672	9.3%
	TOTAL USES	\$ 229,491	\$ 286,000	\$ 253,081	\$ 259,328	\$ 26,672	9.3%

**Activity Narrative:** According to the U.S. Department of Commerce, foreign travel has increased considerably from calendar year 2012 through calendar year 2013. However, this activity does not reflect that upward trend. This is due to more patients being able to use private clinics located throughout the County to obtain their immunizations rather than the one Public Health Clinic location.

**Base Adjustments:**

**Public Health Fee Fund (265)**

- Decrease revenues by \$26,126 and operating expenditures by \$26,672 as a result of the expected decrease in the number of immunizations provided.

**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 §36-673-674 mandates that the county health department shall provide the required child immunizations and the documentation of such administered immunizations. 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of children 0-2 years old receiving full complement of immunizations	47.7%	50.0%	47.4%	50.0%	0.0%	0.0%
Output	Number of immunizations provided	132,330	175,000	128,661	130,700	(44,300)	-25.3%
Demand	Number of immunizations anticipated	132,330	175,000	128,661	130,700	(44,300)	-25.3%
Expenditure Ratio	Cost per immunization	\$ 22.98	\$ 27.08	\$ 28.85	\$ 32.28	\$ (5.20)	-19.2%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,659,086	\$ 2,730,693	\$ 1,782,990	\$ 2,129,044	\$ (601,649)	-22.0%
	265 - PUBLIC HEALTH FEES	714,489	1,132,984	1,065,158	1,177,298	44,314	3.9%
	TOTAL SOURCES	\$ 2,373,575	\$ 3,863,677	\$ 2,848,148	\$ 3,306,342	\$ (557,335)	-14.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 678,750	\$ 875,422	\$ 886,391	\$ 913,804	\$ (38,382)	-4.4%
	532 - PUBLIC HEALTH GRANTS	1,683,918	2,730,693	1,782,990	2,129,044	601,649	22.0%
	265 - PUBLIC HEALTH FEES	678,734	1,132,984	1,042,217	1,176,324	(43,340)	-3.8%
	TOTAL USES	\$ 3,041,402	\$ 4,739,099	\$ 3,711,598	\$ 4,219,172	\$ 519,927	11.0%

**Activity Narrative:** This Activity is changing because of the Affordable Healthcare Act. Grant funds are decreasing, as private insurance companies are now required to cover all childhood vaccinations

free-of-charge to the client. As a result, the Department is able to seek more immunization reimbursements from insurance companies. However, the demand is anticipated to decrease as more children are expected to see a primary care provider for immunizations rather than coming to the Public Health Clinic.

**Base Adjustments:**

**Public Health Fee Fund (265)**

- Increase revenues by \$44,314 and operating expenditures by \$43,340 as a result of fee collection from third parties (e.g. insurance companies).

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of children aged 2-5 in child care facilities that are up-to-date with all required immunizations	97.0%	89.7%	89.7%	90.0%	0.3%	0.3%
Result	Percent of children >5 in schools that are up-to-date with all the immunizations required to attend school	93.0%	94.0%	94.0%	95.0%	1.0%	1.1%
Output	Number of individuals educated	1,450	2,000	2,607	2,504	504	25.2%
Demand	Anticipated number of individuals to be educated	1,450	2,000	2,607	2,504	504	25.2%
Expenditure Ratio	Cost per individual educated	\$ 36.93	\$ 40.31	\$ 27.34	\$ 33.36	\$ 6.95	17.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 53,551	\$ 80,623	\$ 71,287	\$ 83,533	\$ (2,910)	-3.6%
	TOTAL USES	\$ 53,551	\$ 80,623	\$ 71,287	\$ 83,533	\$ (2,910)	-3.6%

**Activity Narrative:** The demand for this activity is hard to determine because it is conducted primarily through community events. Based on the number of community events conducted in FY 2014, the Department is expecting a 25.2% increase in the number of individuals educated in FY 2015.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
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%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of clients who test positive for a STD	20.3%	21.1%	21.6%	21.4%	0.3%	1.4%
Percent of clients testing positive who received treatment	97.4%	96.0%	97.5%	96.8%	0.8%	0.8%
Percent of case investigations closed within 7 business days	72.3%	70.0%	71.3%	70.8%	0.8%	1.1%
Percent of clients testing positive for HIV who are referred for care within 30 business days	N/A	95.1%	91.5%	90.8%	(4.2%)	-4.4%
Percent of case investigations started within 7 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
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:

- Hansen's Disease Treatment
- STD Examinations & Treatments
- Tuberculosis Surveillance & Investigations
- Physical Health Screening for Refugees
- STD Case Surveillance & Investigation
- Tuberculosis Testing & Treatment

**Hansen's Disease Treatment Activity**

The purpose of the Hansen's Disease Treatment Activity is to provide treatment to individuals suspected or confirmed with Hansen's Disease so they can be cured and thus avoid spreading the disease in the community.

**Mandates:** Essential service in lieu of mandate. AZ Admin code R9-6-334 states the local health agency must examine all those in contact with a Hansen's disease case for signs and symptoms at six- to twelve month intervals for five years after the last exposure.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of people confirmed with Hansen's Disease receiving treatment	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of people receiving treatment	44	57	48	50	(7)	-12.3%
Demand	Number of people requesting treatment	44	57	48	50	(7)	-12.3%
Expenditure Ratio	Cost per person treated	\$ 521.70	\$ 633.25	\$ 638.67	\$ 700.96	\$ (67.71)	-10.7%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 31,973	\$ 36,095	\$ 30,656	\$ 35,048	\$ (1,047)	-2.9%
	TOTAL SOURCES	\$ 31,973	\$ 36,095	\$ 30,656	\$ 35,048	\$ (1,047)	-2.9%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 22,955	\$ 36,095	\$ 30,656	\$ 35,048	\$ 1,047	2.9%
	TOTAL USES	\$ 22,955	\$ 36,095	\$ 30,656	\$ 35,048	\$ 1,047	2.9%

**Activity Narrative:** There were no incident cases reported in calendar year 2013 for Hansen's Disease. Therefore, the Department expects to see only continuing cases of patients receiving treatment in FY 2015.

**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:** Essential service in lieu of mandate. According to the Department of Health and Human Services Office of Refugee Resettlement State Letter # 95-37, Medical Screening Protocol for newly Arrived refugees, a screening must be conducted to follow-up on the overseas medical exam and identify persons with communicable disease of potential public health importance. This is an essential service to prevent the spread of disease as established in AZ Admin Code R9-6 Article 3.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of refugees screened within 30 days of arrival in the country	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of refugees screened	2,465	1,978	2,402	2,335	357	18.0%
Demand	Number of refugees presenting for screening	2,473	1,998	2,452	2,375	377	18.9%
Expenditure Ratio	Cost per refugee screened	\$ 697.68	\$ 682.56	\$ 561.67	\$ 577.85	\$ 104.71	15.3%
<b>Revenue</b>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,203,863	\$ 1,232,472	\$ 1,232,472	\$ 1,232,472	\$ -	0.0%
	265 - PUBLIC HEALTH FEES	5,117	5,000	28,325	5,000	-	0.0%
	TOTAL SOURCES	\$ 1,208,980	\$ 1,237,472	\$ 1,260,797	\$ 1,237,472	\$ -	0.0%
<b>Expenditure</b>							
	100 - GENERAL	\$ 115,523	\$ 112,623	\$ 114,441	\$ 111,808	\$ 815	0.7%
	532 - PUBLIC HEALTH GRANTS	1,599,761	1,232,472	1,232,472	1,232,472	-	0.0%
	265 - PUBLIC HEALTH FEES	4,489	5,000	2,207	5,000	-	0.0%
	TOTAL USES	\$ 1,719,773	\$ 1,350,095	\$ 1,349,120	\$ 1,349,280	\$ 815	0.1%

**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 a sexually transmitted disease (STD) so that they can be disease free.

**Mandates:** AZ Admin code R9-6-1103 mandates what the local health agency must do in regards to each STD case, including treatment, notification of potential contacts, and provide education on the STD to the contacts. 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of clients who test positive for a STD	20.3%	21.1%	21.6%	21.4%	0.3%	1.4%
Result	Percent of clients testing positive who received treatment	97.4%	96.0%	97.5%	96.8%	0.8%	0.8%
Output	Number of STD client visits	21,445	20,100	21,970	21,061	961	4.8%
Demand	Anticipated number of STD client visits	21,457	20,250	21,987	21,079	829	4.1%
Expenditure Ratio	Cost per client visit	\$ 67.41	\$ 76.64	\$ 64.56	\$ 104.07	\$ (27.43)	-35.8%
<b>Revenue</b>							
	532 - PUBLIC HEALTH GRANTS	\$ 89,700	\$ 47,780	\$ 35,077	\$ 730,433	\$ 682,653	1428.7%
	265 - PUBLIC HEALTH FEES	303,550	300,000	310,842	300,000	-	0.0%
	TOTAL SOURCES	\$ 393,250	\$ 347,780	\$ 345,919	\$ 1,030,433	\$ 682,653	196.3%
<b>Expenditure</b>							
	100 - GENERAL	\$ 1,061,754	\$ 1,192,678	\$ 1,090,719	\$ 1,174,524	\$ 18,154	1.5%
	532 - PUBLIC HEALTH GRANTS	45,604	47,780	35,077	730,433	(682,653)	-1428.7%
	265 - PUBLIC HEALTH FEES	338,220	300,000	292,615	286,839	13,161	4.4%
	TOTAL USES	\$ 1,445,578	\$ 1,540,458	\$ 1,418,411	\$ 2,191,796	\$ (651,338)	-42.3%

**Activity Narrative:** The additional revenue and expenditures in FY 2015 is due to a consolidation of HIV funding into this STD Examinations & Treatment and the STD Case Surveillance & Investigation activities.

**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 a STD (including HIV) or who are suspected of having been exposed to a STD so they can be referred for treatment in a timely manner.

**Mandates:** AZ Admin code R9-6-1103 mandates what the local health agency must do in regards to each STD case, including treatment, notification of potential contacts, and provide education on the STD to the contacts. 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of case investigations closed within 7 business days	72.3%	70.0%	71.3%	70.8%	0.8%	1.1%
Result	Percent of clients testing positive for HIV who are referred for care within 30 business days	N/A	95.1%	91.5%	90.8%	(4.2%)	-4.4%
Output	Number of cases investigated	6,968	5,250	6,434	6,183	933	17.8%
Demand	Number of positive STD & HIV case reports received	20,808	23,000	23,132	23,282	282	1.2%
Expenditure Ratio	Cost per case investigated	\$ 166.71	\$ 202.95	\$ 175.65	\$ 195.90	\$ 7.05	3.5%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 283,518	\$ 340,779	\$ 385,034	\$ 424,909	\$ 84,130	24.7%
	TOTAL SOURCES	\$ 283,518	\$ 340,779	\$ 385,034	\$ 424,909	\$ 84,130	24.7%
<i>Expenditure</i>							
	100 - GENERAL	\$ 841,368	\$ 724,697	\$ 745,080	\$ 786,331	\$ (61,634)	-8.5%
	532 - PUBLIC HEALTH GRANTS	320,239	340,779	385,034	424,909	(84,130)	-24.7%
	TOTAL USES	\$ 1,161,607	\$ 1,065,476	\$ 1,130,114	\$ 1,211,240	\$ (145,764)	-13.7%

**Activity Narrative:** The additional revenue and expenditures in FY 2015 is due to a consolidation of HIV funding into this STD Examinations & Treatment and the STD Case Surveillance & Investigation activities.

**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 R9-6-380 outlines the requirements the county must follow for the control of tuberculosis cases.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of case investigations started within 7 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of positive cases investigated	80	67	83	61	(6)	-9.0%
Demand	Number of positive cases reported	442	464	470	450	(14)	-3.0%
Expenditure Ratio	Cost per case investigation	\$ 5,282.33	\$ 8,907.73	\$ 6,978.46	\$ 10,448.54	\$ (1,540.81)	-17.3%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 109,133	\$ 274,848	\$ 272,566	\$ 312,311	\$ 37,463	13.6%
	TOTAL SOURCES	\$ 109,133	\$ 274,848	\$ 272,566	\$ 312,311	\$ 37,463	13.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 251,593	\$ 321,970	\$ 306,646	\$ 325,050	\$ (3,080)	-1.0%
	532 - PUBLIC HEALTH GRANTS	170,993	274,848	272,566	312,311	(37,463)	-13.6%
	TOTAL USES	\$ 422,586	\$ 596,818	\$ 579,212	\$ 637,361	\$ (40,543)	-6.8%

**Activity Narrative:** Funding increase is reflective of the grant-funded Tuberculosis Research program, which is not reflected in this Activity's measures. The Department will consider the creation of additional measures associated with this funding stream during the FY 2016 Strategic Business Plan update process.

### 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 R9-6-380 outlines the requirements the county must follow for the control of tuberculosis cases.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
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	7,000	7,851	7,440	7,860	9	0.1%
Demand	Anticipated number of clinic visits	7,000	7,851	7,440	7,860	9	0.1%
Expenditure Ratio	Cost per clinic visit	\$ 289.22	\$ 261.99	\$ 260.98	\$ 260.42	\$ 1.56	0.6%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 425,213	\$ 529,973	\$ 549,986	\$ 557,470	\$ 27,497	5.2%
	265 - PUBLIC HEALTH FEES	63,630	105,000	80,863	75,367	(29,633)	-28.2%
	TOTAL SOURCES	\$ 488,843	\$ 634,973	\$ 630,849	\$ 632,837	\$ (2,136)	-0.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,470,168	\$ 1,421,885	\$ 1,288,508	\$ 1,414,458	\$ 7,427	0.5%
	532 - PUBLIC HEALTH GRANTS	497,035	529,973	549,986	557,470	(27,497)	-5.2%
	265 - PUBLIC HEALTH FEES	57,311	105,000	103,233	75,004	29,996	28.6%
	TOTAL USES	\$ 2,024,514	\$ 2,056,858	\$ 1,941,727	\$ 2,046,932	\$ 9,926	0.5%

### Base Adjustments:

#### Public Health Fee Fund (265)

- Decrease revenues by \$29,633 and operating expenditures by \$29,996 based on the number of clients expected to be served.

### Performance Improvement Program

The purpose of the Performance Improvement Program is to provide technical assistance to Maricopa County Department of Public Health program managers so they can increase program effectiveness as evidenced by successfully gaining accreditation.

### Program Results

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of programs completing accreditation prerequisites	N/A	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Performance Improvement

### Performance Improvement Activity

The purpose of the Performance Improvement Activity is to provide technical assistance to Maricopa County Department of Public Health program managers so they can increase program effectiveness as evidenced by successfully gaining accreditation.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of programs completing accreditation prerequisites	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of technical assistance sessions provided	N/A	10	10	10	-	0.0%
Demand	Anticipated number of technical assistance sessions requested	N/A	10	10	10	-	0.0%
Expenditure Ratio	Cost per technical assistance session provided	N/A	\$ 41,994.60	\$ 41,432.40	\$ 39,099.60	\$ 2,895.00	6.9%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 477,792	\$ 419,946	\$ 414,324	\$ 390,996	\$ (28,950)	-6.9%
	TOTAL SOURCES	\$ 477,792	\$ 419,946	\$ 414,324	\$ 390,996	\$ (28,950)	-6.9%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 300,237	\$ 419,946	\$ 414,324	\$ 390,996	\$ 28,950	6.9%
	TOTAL USES	\$ 300,237	\$ 419,946	\$ 414,324	\$ 390,996	\$ 28,950	6.9%

**Activity Narrative:** This was a new activity in FY 2014.

### 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of food drafts redeemed	81.8%	84.0%	80.3%	84.0%	0.0%	0.0%
Percent of people who indicate they always use a car seat to protect their child(ren) from injury	98.1%	94.6%	94.6%	94.6%	0.0%	0.0%
Rate of (disease) per 100,000 population	N/A	N/A	N/A	N/A	N/A	N/A
Percent of dietetic interns who successfully complete the internship	N/A	88.9%	88.9%	88.9%	0.0%	0.0%
Percent of classroom students eating more fruits & vegetables post nutrition education session	N/A	75.0%	75.0%	75.0%	0.0%	0.0%

Activities that comprise this program include:

- Women Infants and Children
- Child Passenger Safety
- Dietetic Internship
- Nutrition Education and Obesity Prevention Activity
- Public Health Policy Development

### 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:** Discretionary services.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of people who indicate they always use a car seat to protect their child(ren) from injury	98.1%	94.6%	94.6%	94.6%	0.0%	0.0%
Output	Number of people educated	13,246	2,700	3,123	2,600	(100)	-3.7%
Demand	Anticipated number of people to be educated	13,246	2,700	3,123	2,600	(100)	-3.7%
Expenditure Ratio	Cost per person educated	\$ 75.61	\$ 359.20	\$ 340.08	\$ 386.00	\$ (26.80)	-7.5%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 973,647	\$ 852,663	\$ 944,447	\$ 884,130	\$ 31,467	3.7%
	TOTAL SOURCES	\$ 973,647	\$ 852,663	\$ 944,447	\$ 884,130	\$ 31,467	3.7%
<i>Expenditure</i>							
	100 - GENERAL	\$ 116,713	\$ 117,174	\$ 117,635	\$ 119,464	\$ (2,290)	-2.0%
	532 - PUBLIC HEALTH GRANTS	884,835	852,663	944,447	884,130	(31,467)	-3.7%
	TOTAL USES	\$ 1,001,548	\$ 969,837	\$ 1,062,082	\$ 1,003,594	\$ (33,757)	-3.5%

**Activity Narrative:** The variance in the number of people educated is due to the level of attendance in the community outreach events. Based on the expected number of community outreach events in FY 2015, the number of people educated is anticipated to decrease.

### Dietetic Internship Activity

The purpose of the Dietetic Internship Activity is to provide a quality public health focused, supervised practice program to baccalaureate trained dietetic graduates so they can become competent entry level dietetic practitioners who will serve the public as Registered Dietitians.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of dietetic interns who successfully complete the internship	N/A	88.9%	88.9%	88.9%	0.0%	0.0%
Output	Number of dietetic graduates matched to participate	N/A	9	9	9	-	0.0%
Demand	Number of dietetic graduates who apply for selection	N/A	90	90	90	-	0.0%
Expenditure Ratio	Cost per dietetic graduate matched to participate	N/A	\$ 10,076.00	\$ 10,121.67	\$ 10,864.00	\$ (788.00)	-7.8%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ -	\$ 73,192	\$ 75,260	\$ 80,284	\$ 7,092	9.7%
	265 - PUBLIC HEALTH FEES	-	17,492	12,708	17,492	-	0.0%
	TOTAL SOURCES	\$ -	\$ 90,684	\$ 87,968	\$ 97,776	\$ 7,092	7.8%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ -	\$ 73,192	\$ 75,260	\$ 80,284	\$ (7,092)	-9.7%
	265 - PUBLIC HEALTH FEES	-	17,492	15,835	17,492	-	0.0%
	TOTAL USES	\$ -	\$ 90,684	\$ 91,095	\$ 97,776	\$ (7,092)	-7.8%

**Activity Narrative:** This was a new activity in FY 2014.

### Nutrition Education and Obesity Prevention Activity

The purpose of the Nutrition Education and Obesity Prevention Activity is to provide nutrition education, interventions and resources to individuals, groups and agencies so they can adopt healthier lifestyles and reduce chronic disease.

**Mandates:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of classroom students eating more fruits & vegetables post nutrition education session	N/A	75.0%	75.0%	75.0%	0.0%	0.0%
Output	Number of nutrition education interventions provided	N/A	37,000	204,832	30,500	(6,500)	-17.6%
Demand	Anticipated number of nutrition education interventions requested	N/A	37,000	204,832	30,500	(6,500)	-17.6%
Expenditure Ratio	Cost per nutrition education intervention	N/A	\$ 82.49	\$ 14.15	\$ 101.82	\$ (19.33)	-23.4%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 754,011	\$ 2,740,758	\$ 2,597,155	\$ 2,805,227	\$ 64,469	2.4%
	265 - PUBLIC HEALTH FEES	16,679	-	-	-	-	N/A
	TOTAL SOURCES	\$ 770,690	\$ 2,740,758	\$ 2,597,155	\$ 2,805,227	\$ 64,469	2.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 295,442	\$ 311,193	\$ 300,879	\$ 300,244	\$ 10,949	3.5%
	532 - PUBLIC HEALTH GRANTS	1,169,865	2,740,758	2,597,155	2,805,227	(64,469)	-2.4%
	265 - PUBLIC HEALTH FEES	16,184	-	-	-	-	N/A
	TOTAL USES	\$ 1,481,491	\$ 3,051,951	\$ 2,898,034	\$ 3,105,471	\$ (53,520)	-1.8%

**Activity Narrative:** This activity was repurposed in FY 2014 and new measures were created. The substantial decrease in demand and output is due to the grantor's requirement changing the focus of the grant in FY 2015. Starting in FY 2015, this Activity will be doing about 75% policy work and only about 25% of direct services (i.e. nutrition education interventions). Consequently, the Department will develop new policy work measures during the FY 2016 Strategic Business Plan update process.

### 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:** Discretionary services.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
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	16	10	10	11	1	10.0%
Demand	Number of new policies anticipated	16	10	10	11	1	10.0%
Expenditure Ratio	Cost per policy developed	\$ 107,367.88	\$ 191,151.80	\$ 183,401.40	\$ 146,380.64	\$ 44,771.16	23.4%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 871,563	\$ 1,238,947	\$ 1,219,488	\$ 1,046,027	\$ (192,920)	-15.6%
	TOTAL SOURCES	\$ 871,563	\$ 1,238,947	\$ 1,219,488	\$ 1,046,027	\$ (192,920)	-15.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 392,088	\$ 672,571	\$ 614,526	\$ 564,160	\$ 108,411	16.1%
	532 - PUBLIC HEALTH GRANTS	1,325,798	1,238,947	1,219,488	1,046,027	192,920	15.6%
	TOTAL USES	\$ 1,717,886	\$ 1,911,518	\$ 1,834,014	\$ 1,610,187	\$ 301,331	15.8%

**Activity Narrative:** Policy development continues to be an essential activity for the Department as policies and policy guidance provided have assisted in achieving results in other Departmental activities, such as with childhood obesity and tobacco prevention use. Based on policy development in FY 2014, it is anticipated that the Department will develop eleven new policies in FY 2015. The Department is expected to create a long-term result measure during the FY 2016 Strategic Business Plan update process.

### 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:** Discretionary services.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of food drafts redeemed	81.8%	84.0%	80.3%	84.0%	0.0%	0.0%
Output	Number of client encounters	837,082	900,000	775,675	804,857	(95,143)	-10.6%
Demand	Anticipated number of client encounters	837,082	900,000	775,675	804,857	(95,143)	-10.6%
Expenditure Ratio	Cost per client encounter	\$ 11.88	\$ 10.91	\$ 12.24	\$ 12.22	\$ (1.31)	-12.0%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 9,852,522	\$ 9,815,369	\$ 9,496,858	\$ 9,831,854	\$ 16,485	0.2%
	TOTAL SOURCES	\$ 9,852,522	\$ 9,815,369	\$ 9,496,858	\$ 9,831,854	\$ 16,485	0.2%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 9,948,417	\$ 9,815,369	\$ 9,496,858	\$ 9,831,854	\$ (16,485)	-0.2%
	TOTAL USES	\$ 9,948,417	\$ 9,815,369	\$ 9,496,858	\$ 9,831,854	\$ (16,485)	-0.2%

**Activity Narrative:** The anticipated number of client encounters have continued to decrease in recent years, in large part, due to the downward trend of birth rates in Maricopa County since 2006. The Department hopes to minimize the decrease in demand by conducting outreach efforts in FY 2015.

### Public Health Preparedness and Response Program

The purpose of the Public Health Preparedness and Response 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of those trained who indicate understanding of their roles and responsibilities in a public health emergency	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of exercise evaluations rated as good or excellent	70.6%	100.0%	94.4%	94.1%	(5.9%)	-5.9%

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:** Essential service in lieu of mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of those trained who indicate understanding of their roles and responsibilities in a public health emergency	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of exercise evaluations rated as good or excellent	70.6%	100.0%	94.4%	94.1%	(5.9%)	-5.9%
Output	Number of people trained	2,192	2,500	2,557	1,760	(740)	-29.6%
Demand	Number of people requiring training	2,192	2,500	2,557	1,760	(740)	-29.6%
Expenditure Ratio	Cost per person trained	\$ 1,474.57	\$ 1,213.94	\$ 1,073.46	\$ 1,329.92	\$ (115.98)	-9.6%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 2,266,496	\$ 3,034,840	\$ 2,744,840	\$ 2,340,660	\$ (694,180)	-22.9%
	TOTAL SOURCES	\$ 2,266,496	\$ 3,034,840	\$ 2,744,840	\$ 2,340,660	\$ (694,180)	-22.9%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 3,232,259	\$ 3,034,840	\$ 2,744,840	\$ 2,340,660	\$ 694,180	22.9%
	TOTAL USES	\$ 3,232,259	\$ 3,034,840	\$ 2,744,840	\$ 2,340,660	\$ 694,180	22.9%

**Activity Narrative:** The decrease in the number of people trained in FY 2015 is due to the Centers for Disease Control now only requiring a full-scale Strategic National Stockpile (SNS) exercise once every five years rather than the previous rule that required a full-scale SNS exercise each year. As a result of there being no carry forward funds from FY 2014, grant funding is expected to decrease in FY 2015 by 22.9%; it is expected that this funding will continue to decrease in future years.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of clients enrolled for the entire plan year who had an initial or periodic exam in the plan year	62.4%	73.0%	73.0%	73.0%	0.0%	0.0%

Activities that comprise this program include:

- Ryan White Dental Insurance

### 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:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of clients enrolled for the entire plan year who had an initial or periodic exam in the plan year	62.4%	73.0%	73.0%	73.0%	0.0%	0.0%
Output	Number of Ryan White clients receiving dental insurance	544	825	687	620	(205)	-24.8%
Demand	Anticipated number of applicants for Ryan White Dental Insurance	544	825	687	620	(205)	-24.8%
Expenditure Ratio	Cost per client receiving dental insurance	\$ 2,057.64	\$ 1,225.02	\$ 1,387.72	\$ 1,439.82	\$ (214.80)	-17.5%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,552,224	\$ 1,010,643	\$ 953,367	\$ 892,688	\$ (117,955)	-11.7%
	TOTAL SOURCES	\$ 1,552,224	\$ 1,010,643	\$ 953,367	\$ 892,688	\$ (117,955)	-11.7%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,119,356	\$ 1,010,643	\$ 953,367	\$ 892,688	\$ 117,955	11.7%
	TOTAL USES	\$ 1,119,356	\$ 1,010,643	\$ 953,367	\$ 892,688	\$ 117,955	11.7%

**Activity Narrative:** As a result of the grantor moving from a fully insured dental insurance program to a self-funded dental insurance program, there was a programmatic change to cost share dental expenses with applicants beginning in calendar year 2013. This change has affected the number of applicants receiving the Ryan White Dental Insurance.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Rate of tobacco use among adults in Maricopa County	13.0%	13.0%	13.0%	13.0%	0.0%	0.0%
Percent of trained dental practices referring tobacco-using patients to community services	56.7%	66.7%	29.4%	66.7%	0.0%	0.0%
Percent of inspected facilities in compliance	72.7%	59.3%	66.4%	61.0%	1.7%	2.9%

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:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Rate of tobacco use among adults in Maricopa County	13.0%	13.0%	13.0%	13.0%	0.0%	0.0%
Output	Number of college students educated	57,418	20,000	51,141	30,000	10,000	50.0%
Demand	Anticipated number of college students to be educated	57,418	20,000	51,141	30,000	10,000	50.0%
Expenditure Ratio	Cost per college student educated	\$ 30.14	\$ 95.41	\$ 37.19	\$ 60.17	\$ 35.24	36.9%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,756,938	\$ 1,908,198	\$ 1,901,801	\$ 1,804,998	\$ (103,200)	-5.4%
	TOTAL SOURCES	\$ 1,756,938	\$ 1,908,198	\$ 1,901,801	\$ 1,804,998	\$ (103,200)	-5.4%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 1,730,303	\$ 1,908,198	\$ 1,901,801	\$ 1,804,998	\$ 103,200	5.4%
	TOTAL USES	\$ 1,730,303	\$ 1,908,198	\$ 1,901,801	\$ 1,804,998	\$ 103,200	5.4%

### 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:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of trained dental practices referring tobacco-using patients to community services	56.7%	66.7%	29.4%	66.7%	0.0%	0.0%
Output	Number of dental practices trained	30	30	17	33	3	10.0%
Demand	Number of dental practices requesting training	30	30	17	33	3	10.0%
Expenditure Ratio	Cost per dental practice trained	\$ 1,609.23	\$ 1,927.90	\$ 2,510.71	\$ 1,751.15	\$ 176.75	9.2%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ (6,813)	\$ 57,837	\$ 42,682	\$ 57,788	\$ (49)	-0.1%
	TOTAL SOURCES	\$ (6,813)	\$ 57,837	\$ 42,682	\$ 57,788	\$ (49)	-0.1%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 48,277	\$ 57,837	\$ 42,682	\$ 57,788	\$ 49	0.1%
	TOTAL USES	\$ 48,277	\$ 57,837	\$ 42,682	\$ 57,788	\$ 49	0.1%

**Activity Narrative:** The FY 2014 Forecast is lower than expected due to staffing issues; this is expected to be resolved in FY 2015.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of inspected facilities in compliance	72.7%	59.3%	66.4%	61.0%	1.7%	2.9%
Output	Number of inspections completed	1,637	1,350	1,118	1,295	(55)	-4.1%
Demand	Number of inspections needed	1,637	1,350	1,118	1,295	(55)	-4.1%
Expenditure Ratio	Cost per inspection	\$ 371.54	\$ 569.03	\$ 634.96	\$ 607.43	\$ (38.40)	-6.7%
<i>Revenue</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 644,385	\$ 768,186	\$ 709,880	\$ 786,620	\$ 18,434	2.4%
	TOTAL SOURCES	\$ 644,385	\$ 768,186	\$ 709,880	\$ 786,620	\$ 18,434	2.4%
<i>Expenditure</i>							
	532 - PUBLIC HEALTH GRANTS	\$ 608,206	\$ 768,186	\$ 709,880	\$ 786,620	\$ (18,434)	-2.4%
	TOTAL USES	\$ 608,206	\$ 768,186	\$ 709,880	\$ 786,620	\$ (18,434)	-2.4%

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of birth and death certificate copies provided within two working days	56.6%	66.1%	66.3%	67.0%	1.0%	1.5%

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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of birth and death certificate copies provided within two working days	56.6%	66.1%	66.3%	67.0%	1.0%	1.5%
Output	Number of certified copies of birth and death certificates provided	270,266	280,000	259,221	260,000	(20,000)	-7.1%
Demand	Number of certified copies of birth and death certificates requested	270,266	280,000	259,221	260,000	(20,000)	-7.1%
Expenditure Ratio	Cost per birth and/or death certificate provided	\$ 12.37	\$ 14.84	\$ 14.76	\$ 14.14	\$ 0.70	4.7%
<i>Revenue</i>							
	265 - PUBLIC HEALTH FEES	\$ 3,522,082	\$ 3,839,983	\$ 3,383,425	\$ 3,661,215	\$ (178,768)	-4.7%
	TOTAL SOURCES	\$ 3,522,082	\$ 3,839,983	\$ 3,383,425	\$ 3,661,215	\$ (178,768)	-4.7%
<i>Expenditure</i>							
	265 - PUBLIC HEALTH FEES	\$ 3,342,056	\$ 4,154,336	\$ 3,825,456	\$ 3,676,259	\$ 478,077	11.5%
	TOTAL USES	\$ 3,342,056	\$ 4,154,336	\$ 3,825,456	\$ 3,676,259	\$ 478,077	11.5%

**Activity Narrative:** The Arizona Department of Health Services (ADHS) Office of Vital Records has experienced considerable difficulties implementing their new electronic records system statewide. Consequently, the Department has been unable to access records and issue certificates at various times, which has led to a decline in output and a loss of revenue. Additionally, the expectation of historical records access would be available in FY 2014 did not come to fruition. ADHS has now informed the Department access to these records will not be available until mid-FY 2015. Finally, a decline in revenue and output in FY 2015 is due to the West Valley satellite's opening being pushed back to December 2015.

**Base Adjustments:**

**Public Health Fee Fund (265)**

- Decrease revenues by \$178,768 and operating expenditures by \$163,724 based on anticipated fee collection in FY 2015.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 10,757,580</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 488,990</b>	<b>\$ -</b>
County RPP	339,894	-
1st Quarter Retention Pay and Market Adj	11,434	-
2nd Quarter Retention Pay and Market Adj	120,882	-
FY 14 IT Market Study Adjustments	14,325	-
3rd and 4th Quarter Retention Pay and Market Adj	2,455	-
	<b>\$ 11,246,570</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 118,233</b>	<b>\$ -</b>
1st Quarter Retention Pay and Market Adj	2,748	-
2nd Quarter Retention Pay and Market Adj	(120,882)	-
FY 14 IT Market Study Adjustments	(14,325)	-
3rd and 4th Quarter Retention Pay and Market Adj	(2,455)	-
Annual Market Adjustment - Health Care	193,289	-
Annual Market Adjustment - IT	28,649	-
2nd to 4th Quarter Retention Pay Plan	31,209	-
<b>FY 2015 Budget Threshold</b>	<b>\$ 11,364,803</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 3,807</b>	<b>\$ -</b>
Retirement Contributions	3,807	-
<b>Base Adjustments</b>	<b>\$ (4,153)</b>	<b>\$ -</b>
Internal Service Charges	(4,153)	-
Risk Management Costs	\$ (4,153)	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 11,364,457</b>	<b>\$ -</b>
Percent Change from Threshold Amount		0.0%

Public Health Fee Fund (265)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 5,749,459</b>	<b>\$ 5,749,459</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 5,749,459</b>	<b>\$ 5,749,459</b>
<b>FY 2015 Budget Threshold</b>	<b>\$ 5,749,459</b>	<b>\$ 5,749,459</b>
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 1,137</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>1,137</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ (2,175)</b>	<b>\$ -</b>
<i>Internal Service Charges</i>	<i>(2,175)</i>	<i>-</i>
<i>Risk Management Costs</i>	<i>\$ (2,175)</i>	<i>-</i>
<b>Fees and Other Revenues</b>	<b>\$ (189,175)</b>	<b>\$ (190,213)</b>
<i>ProgRevenue Volume Inc/Dec</i>	<i>(189,175)</i>	<i>(190,213)</i>
<i>Decrease Vital Registration Activity</i>	<i>\$ (162,686)</i>	<i>-</i>
<i>Decrease STD Examinations and Treatment Activity</i>	<i>(13,161)</i>	<i>-</i>
<i>Decrease TB Testing and Treatment Activity</i>	<i>(29,996)</i>	<i>-</i>
<i>Decrease Adult Immunization Foreign Travel Services Activity</i>	<i>(26,672)</i>	<i>-</i>
<i>Decrease Childhood Immunizations Activity</i>	<i>43,340</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 5,559,246</b>	<b>\$ 5,559,246</b>
<i>Percent Change from Threshold Amount</i>	<i>-3.3%</i>	<i>-3.3%</i>

Public Health Fee Fund (265) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 5,363,480	\$ 5,382,183	\$ 5,382,183	\$ 5,693,310	\$ 5,561,807
Sources:					
Operating	\$ 4,885,526	\$ 5,749,459	\$ 5,749,459	\$ 5,193,320	\$ 5,559,246
Total Sources:	\$ 4,885,526	\$ 5,749,459	\$ 5,749,459	\$ 5,193,320	\$ 5,559,246
Uses:					
Operating	\$ 4,555,694	\$ 5,749,459	\$ 5,749,459	\$ 5,010,470	\$ 5,559,246
Non-Recurring	-	314,353	314,353	314,353	-
Total Uses:	\$ 4,555,694	\$ 6,063,812	\$ 6,063,812	\$ 5,324,823	\$ 5,559,246
Structural Balance	\$ 329,832	\$ -	\$ -	\$ 182,850	\$ -
Accounting Adjustments	\$ (2)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 5,693,310	\$ 5,067,830	\$ 5,067,830	\$ 5,561,807	\$ 5,561,807
Total Ending Spendable Fund Balance	\$ 5,693,310	\$ 5,067,830	\$ 5,067,830	\$ 5,561,807	\$ 5,561,807

Public Health Grant Fund (532)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 42,185,759</b>	<b>\$ 42,185,759</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ 404,167</b>	<b>\$ 404,167</b>
<i>Public Health Grant Reconciliation FY 13-14</i>	<i>404,167</i>	<i>404,167</i>
Agenda Item:		
<i>C-86-14-048-2-00</i>		
<b>FY 2014 Revised Budget</b>	<b>\$ 42,589,926</b>	<b>\$ 42,589,926</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ (404,167)</b>	<b>\$ (404,167)</b>
<i>Public Health Grant Reconciliation FY 13-14</i>	<i>(404,167)</i>	<i>(404,167)</i>
Agenda Item:		
<i>C-86-14-048-2-00</i>		
<b>FY 2015 Budget Threshold</b>	<b>\$ 42,185,759</b>	<b>\$ 42,185,759</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 9,171</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>9,171</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ (13,447)</b>	<b>\$ -</b>
<i>Internal Service Charges</i>	<i>(13,447)</i>	<i>-</i>
<i>Risk Management Costs</i>	<i>(13,447)</i>	<i>-</i>
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ (872,541)</b>	<b>\$ (876,817)</b>
<i>Grant Reconciliation</i>	<i>(872,541)</i>	<i>(876,817)</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 41,308,942</b>	<b>\$ 41,308,942</b>
<i>Percent Change from Threshold Amount</i>	<i>-2.1%</i>	<i>-2.1%</i>

Public Health Grant Fund (532) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ (5,241,793)	\$ (5,241,793)	\$ (5,241,793)	\$ (4,410,159)	\$ (4,410,159)
Sources:					
Operating	\$ 46,471,566	\$ 49,590,797	\$ 49,994,964	\$ 48,206,797	\$ 48,632,521
Total Sources:	\$ 46,471,566	\$ 49,590,797	\$ 49,994,964	\$ 48,206,797	\$ 48,632,521
Uses:					
Operating	\$ 45,638,507	\$ 49,590,797	\$ 49,994,964	\$ 48,206,797	\$ 48,632,521
Non-Recurring	1,428	-	-	-	-
Total Uses:	\$ 45,639,935	\$ 49,590,797	\$ 49,994,964	\$ 48,206,797	\$ 48,632,521
Structural Balance	\$ 833,059	\$ -	\$ -	\$ -	\$ -
Accounting Adjustments	\$ 3	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(4,410,159)	(5,241,793)	(5,241,793)	(4,410,159)	(4,410,159)
Total Ending Spendable Fund Balance	\$ (4,410,159)	\$ (5,241,793)	\$ (5,241,793)	\$ (4,410,159)	\$ (4,410,159)

## Recorder

*Analysis by Idamarie C. Flaherty, 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



**By June 2015, increase the percentage of documents recorded from digital and electronic sources to 80% 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 five operating Kiosks – Surprise NW Regional Library, Fountain Hills Library, Anthem North Valley Regional Library, White Tanks Branch Library and Queen Creek Branch Library.

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
DCOP - DOCUMENT OPERATIONS	\$ 9,151,896	\$ 7,509,809	\$ 7,509,809	\$ 7,090,374	\$ 6,829,599	\$ (680,210)	-9.1%
MCRO - MICROGRAPHICS	70,646	50,000	50,000	64,062	60,000	10,000	20.0%
MOUT - MAILOUT	158,472	140,000	140,000	136,552	110,400	(29,600)	-21.1%
36RP - RECORDER	\$ 9,381,014	\$ 7,699,809	\$ 7,699,809	\$ 7,290,988	\$ 6,999,999	\$ (699,810)	-9.1%
ODIR - EXECUTIVE MANAGEMENT	\$ 891,773	\$ 3	\$ 3	\$ -	\$ 1	\$ (2)	-66.7%
99AS - INDIRECT SUPPORT	\$ 891,773	\$ 3	\$ 3	\$ -	\$ 1	\$ (2)	-66.7%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 4,747,164	\$ 4,575,000	\$ 4,575,000	\$ 3,763,682	\$ 4,015,000	\$ (560,000)	-12.2%
99IT - INFORMATION TECHNOLOGY	\$ 4,747,164	\$ 4,575,000	\$ 4,575,000	\$ 3,763,682	\$ 4,015,000	\$ (560,000)	-12.2%
<b>TOTAL PROGRAMS</b>	<b>\$ 15,019,951</b>	<b>\$ 12,274,812</b>	<b>\$ 12,274,812</b>	<b>\$ 11,054,670</b>	<b>\$ 11,015,000</b>	<b>\$ (1,259,812)</b>	<b>-10.3%</b>

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
DCOP - DOCUMENT OPERATIONS	\$ 766,131	\$ 892,999	\$ 892,667	\$ 730,924	\$ 859,331	\$ 33,336	3.7%
MCRO - MICROGRAPHICS	181,538	330,503	332,400	234,731	293,555	38,845	11.7%
MOUT - MAILOUT	231,825	303,281	312,909	181,051	219,148	93,761	30.0%
36RP - RECORDER	\$ 1,179,494	\$ 1,526,783	\$ 1,537,976	\$ 1,146,706	\$ 1,372,034	\$ 165,942	10.8%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 116,652	\$ 117,862	\$ 125,044	\$ 124,600	\$ 125,226	\$ (182)	-0.1%
HRAC - HUMAN RESOURCES	70,371	68,491	68,458	63,363	61,937	6,521	9.5%
ODIR - EXECUTIVE MANAGEMENT	507,304	752,401	789,793	675,257	186,959	602,834	76.3%
POOL - POOLED COSTS	-	(20,718)	-	-	36,639	(36,639)	N/A
PROC - PROCUREMENT	71,155	66,924	71,583	71,973	71,709	(126)	-0.2%
SPPT - OPERATIONS SUPPORT	-	-	-	-	408,098	(408,098)	N/A
99AS - INDIRECT SUPPORT	\$ 765,482	\$ 984,960	\$ 1,054,878	\$ 935,193	\$ 890,568	\$ 164,310	15.6%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 173,558	\$ (173,558)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	19,740	39,992	39,992	39,984	-	39,992	100.0%
MPOS - ELECTED AND STATUTRY OFFICIALS	-	-	-	-	109,400	(109,400)	N/A
RISK - RISK PREMIUMS	-	-	-	-	47,575	(47,575)	N/A
99GV - GENERAL OVERHEAD	\$ 19,740	\$ 39,992	\$ 39,992	\$ 39,984	\$ 330,533	\$ (290,541)	-726.5%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 3,263,257	\$ 4,649,508	\$ 4,719,812	\$ 3,891,015	\$ 4,914,986	\$ (195,174)	-4.1%
TSPT - TECHNOLOGY SUPPORT	565,925	634,584	657,108	534,036	566,771	90,337	13.7%
99IT - INFORMATION TECHNOLOGY	\$ 3,829,182	\$ 5,284,092	\$ 5,376,920	\$ 4,425,051	\$ 5,481,757	\$ (104,837)	-1.9%
<b>TOTAL PROGRAMS</b>	<b>\$ 5,793,898</b>	<b>\$ 7,835,827</b>	<b>\$ 8,009,766</b>	<b>\$ 6,546,934</b>	<b>\$ 8,074,892</b>	<b>\$ (65,126)</b>	<b>-0.8%</b>

### Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 14,556,143	\$ 11,889,615	\$ 11,889,615	\$ 10,658,469	\$ 10,673,403	\$ (1,216,212)	-10.2%
<b>SUBTOTAL</b>	\$ 14,556,143	\$ 11,889,615	\$ 11,889,615	\$ 10,658,469	\$ 10,673,403	\$ (1,216,212)	-10.2%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 20,393	\$ 15,000	\$ 15,000	\$ 16,390	\$ -	\$ (15,000)	-100.0%
0650 - MISCELLANEOUS REVENUE	443,415	370,197	370,197	379,811	341,597	(28,600)	-7.7%
<b>SUBTOTAL</b>	\$ 463,808	\$ 385,197	\$ 385,197	\$ 396,201	\$ 341,597	\$ (43,600)	-11.3%
<b>ALL REVENUES</b>	\$ 15,019,951	\$ 12,274,812	\$ 12,274,812	\$ 11,054,670	\$ 11,015,000	\$ (1,259,812)	-10.3%
<b>TOTAL SOURCES</b>	\$ 15,019,951	\$ 12,274,812	\$ 12,274,812	\$ 11,054,670	\$ 11,015,000	\$ (1,259,812)	-10.3%
CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 2,363,877	\$ 2,725,670	\$ 2,944,576	\$ 2,555,091	\$ 2,902,129	\$ 42,447	1.4%
0710 - OVERTIME	42,614	26,500	26,500	19,755	26,000	500	1.9%
0750 - FRINGE BENEFITS	899,827	1,050,457	1,004,350	945,097	1,045,528	(41,178)	-4.1%
0790 - OTHER PERSONNEL SERVICES	44,576	-	1,140	2,120	1,140	-	0.0%
<b>SUBTOTAL</b>	\$ 3,350,894	\$ 3,802,627	\$ 3,976,566	\$ 3,522,063	\$ 3,974,797	\$ 1,769	0.0%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 976,899	\$ 1,300,500	\$ 1,300,500	\$ 319,080	\$ 797,191	\$ 503,309	38.7%
0803 - FUEL	-	-	-	-	3,000	(3,000)	N/A
0804 - NON-CAPITAL EQUIPMENT	29,878	480,000	480,000	277,211	615,000	(135,000)	-28.1%
0806 - SUPPLIES-ALLOCATION IN	30,243	30,692	30,692	30,641	30,641	51	0.2%
<b>SUBTOTAL</b>	\$ 1,037,020	\$ 1,811,192	\$ 1,811,192	\$ 626,932	\$ 1,445,832	\$ 365,360	20.2%
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 399,751	\$ 464,891	\$ 464,891	\$ 494,120	\$ 557,962	\$ (93,071)	-20.0%
0820 - RENT & OPERATING LEASES	3,966	13,585	13,585	8,416	6,456	7,129	52.5%
0825 - REPAIRS AND MAINTENANCE	156,796	150,250	150,250	105,421	86,250	64,000	42.6%
0839 - INTERNAL SERVICE CHARGES	256,355	453,145	453,145	475,169	518,531	(65,386)	-14.4%
0841 - TRAVEL	17,709	40,962	40,962	27,053	25,650	15,312	37.4%
0842 - EDUCATION AND TRAINING	39,332	134,475	134,475	67,198	153,725	(19,250)	-14.3%
0843 - POSTAGE/FREIGHT/SHIPPING	32,548	86,100	86,100	52,960	86,989	(889)	-1.0%
0850 - UTILITIES	3,562	3,600	3,600	3,083	3,700	(100)	-2.8%
<b>SUBTOTAL</b>	\$ 910,019	\$ 1,347,008	\$ 1,347,008	\$ 1,233,420	\$ 1,439,263	\$ (92,255)	-6.8%
<b>CAPITAL</b>							
0915 - BUILDINGS AND IMPROVEMENTS	\$ 127,730	\$ 300,000	\$ 300,000	\$ 226,405	\$ -	\$ 300,000	100.0%
0920 - CAPITAL EQUIPMENT	368,235	575,000	575,000	903,114	1,180,000	(605,000)	-105.2%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	-	-	35,000	35,000	(35,000)	N/A
<b>SUBTOTAL</b>	\$ 495,965	\$ 875,000	\$ 875,000	\$ 1,164,519	\$ 1,215,000	\$ (340,000)	-38.9%
<b>ALL EXPENDITURES</b>	\$ 5,793,898	\$ 7,835,827	\$ 8,009,766	\$ 6,546,934	\$ 8,074,892	\$ (65,126)	-0.8%
<b>TOTAL USES</b>	\$ 5,793,898	\$ 7,835,827	\$ 8,009,766	\$ 6,546,934	\$ 8,074,892	\$ (65,126)	-0.8%

### Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 9,381,014	\$ 7,699,812	\$ 7,699,812	\$ 7,290,988	\$ 7,000,000	\$ (699,812)	-9.1%
NON RECURRING NON PROJECT	891,773	-	-	-	-	-	N/A
<b>FUND TOTAL SOURCES</b>	\$ 10,272,787	\$ 7,699,812	\$ 7,699,812	\$ 7,290,988	\$ 7,000,000	\$ (699,812)	-9.1%
<b>236 RECORDERS SURCHARGE</b>							
OPERATING	\$ 4,747,164	\$ 4,575,000	\$ 4,575,000	\$ 3,763,682	\$ 4,015,000	\$ (560,000)	-12.2%
<b>FUND TOTAL SOURCES</b>	\$ 4,747,164	\$ 4,575,000	\$ 4,575,000	\$ 3,763,682	\$ 4,015,000	\$ (560,000)	-12.2%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 14,128,178	\$ 12,274,812	\$ 12,274,812	\$ 11,054,670	\$ 11,015,000	\$ (1,259,812)	-10.3%
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	\$ 891,773	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 15,019,951	\$ 12,274,812	\$ 12,274,812	\$ 11,054,670	\$ 11,015,000	\$ (1,259,812)	-10.3%
FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 1,755,434	\$ 2,077,838	\$ 2,122,269	\$ 1,810,507	\$ 2,134,232	\$ (11,963)	-0.6%
<b>FUND TOTAL USES</b>	\$ 1,755,434	\$ 2,077,838	\$ 2,122,269	\$ 1,810,507	\$ 2,134,232	\$ (11,963)	-0.6%
<b>236 RECORDERS SURCHARGE</b>							
OPERATING	\$ 3,253,575	\$ 3,557,989	\$ 3,687,497	\$ 3,344,382	\$ 3,792,689	\$ (105,192)	-2.9%
NON RECURRING NON PROJECT	784,889	2,200,000	2,200,000	1,392,045	2,147,971	52,029	2.4%
<b>FUND TOTAL USES</b>	\$ 4,038,464	\$ 5,757,989	\$ 5,887,497	\$ 4,736,427	\$ 5,940,660	\$ (53,163)	-0.9%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 5,009,009	\$ 5,635,827	\$ 5,809,766	\$ 5,154,889	\$ 5,926,921	\$ (117,155)	-2.0%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ 784,889	\$ 2,200,000	\$ 2,200,000	\$ 1,392,045	\$ 2,147,971	\$ 52,029	2.4%
<b>DEPARTMENT TOTAL USES</b>	\$ 5,793,898	\$ 7,835,827	\$ 8,009,766	\$ 6,546,934	\$ 8,074,892	\$ (65,126)	-0.8%

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
GENERAL OVERHEAD							
ELECTED AND STATUTRY OFFICIALS	-	-	.00	-	1.00	1.00	N/A
PROGRAM TOTAL	-	-	-	-	1.00	1.00	N/A
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	2.00	2.00	2.00	2.00	2.00	-	0.0%
EXECUTIVE MANAGEMENT	3.00	3.00	4.00	4.00	1.00	(3.00)	(75.0%)
HUMAN RESOURCES	1.00	1.00	1.00	1.00	1.00	-	0.0%
OPERATIONS SUPPORT	-	-	.00	-	2.00	2.00	N/A
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	7.00	7.00	8.00	8.00	7.00	(1.00)	(12.5%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	21.00	21.00	21.00	21.00	21.00	-	0.0%
TECHNOLOGY SUPPORT	5.00	5.00	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	24.00	19.00	19.00	19.00	-	0.0%
MAILOUT	4.00	4.00	2.00	2.00	2.00	-	0.0%
MICROGRAPHICS	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	29.00	29.00	22.00	22.00	22.00	-	0.0%
DEPARTMENT TOTAL	62.00	62.00	56.00	56.00	56.00	-	0.0%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accounting Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	5.00	5.00	3.00	3.00	3.00	-	0.0%
Administrative Manager	1.00	-	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	4.00	4.00	3.00	3.00	3.00	-	0.0%
Administrative Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Mgr	-	3.00	3.00	3.00	3.00	-	0.0%
Applications Development Supv	2.00	-	-	-	-	-	N/A
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%
Data Architect	-	1.00	-	-	1.00	1.00	N/A
Database Administrator - Senior/Lead	-	-	1.00	1.00	-	(1.00)	(100.0%)
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	-	-	-	-	-	N/A
Executive Assistant - Elected Official	-	1.00	1.00	1.00	1.00	-	0.0%
Help Desk Coordinator - Sr/Ld	4.00	4.00	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	20.00	20.00	16.00	16.00	16.00	-	0.0%
PC/LAN Technician	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%
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 - Senior/Lead	2.00	2.00	1.00	1.00	2.00	1.00	100.0%
Software Architect	-	-	1.00	1.00	-	(1.00)	(100.0%)
Systems Admin & Analysis Supv	1.00	-	-	-	-	-	N/A
Systems Administrator - Senior/Lead	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 - Senior/Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>62.00</b>	<b>62.00</b>	<b>56.00</b>	<b>56.00</b>	<b>56.00</b>	<b>-</b>	<b>0.0%</b>

## Staffing by Fund

DEPARTMENT/FUND		FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
		ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100	GENERAL	35.00	35.00	29.00	29.00	29.00	-	0.0%
236	RECORDERS SURCHARGE	27.00	27.00	27.00	27.00	27.00	-	0.0%
<b>Department Total</b>		<b>62.00</b>	<b>62.00</b>	<b>56.00</b>	<b>56.00</b>	<b>56.00</b>	<b>-</b>	<b>0.0%</b>

## General Adjustments

**Personnel:** FY 2015 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

### **Base Adjustments:**

#### **General Fund (100)**

- Decrease Regular Benefits by \$1,318 for the impact of changes in retirement contribution rates.
- Increase Internal Service Charges by \$7,238 for the impact of changes in risk management charges.
- Decrease revenues by \$699,812 due to continued decrease in document recordings.
- Increase expenditures by \$2,580 for Office Assistant Specialized Market Adjustment.

#### **Recorder's Surcharge Fund (236)**

- Increase Regular Benefits by \$896 for the impact of changes in retirement contribution rates.
- Increase Internal Service Charges by \$345 for the impact of changes in risk management charges.
- Increase expenditures by \$34,059 for Annual IT Market Adjustment.
- Decrease revenues by \$560,000 due to continued decrease in document recordings.
- The FY 2015 Non-Recurring Non-Project budget for \$2,147,971 includes:
  - Ford Transit Connect XL Mini-Cargo Van, \$35,000.
  - IT-Hardware, \$1,180,000.
  - IT-Refresh \$615,000.
  - IT-Supplies and Services, \$317,971.

## 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percentage of customers satisfied with the timeliness in returning documents presented	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
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%	100.0%	100.0%	100.0%	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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percentage of customers satisfied with the timeliness in returning documents presented for recording	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
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.	1,212,018	1,130,000	1,019,100	1,000,000	(130,000)	-11.5%
Output	Number of documents recorded digitally	961,149	880,000	791,913	750,000	(130,000)	-14.8%
Demand	Number of documents presented for recording	250,869	1,130,000	1,019,100	1,000,000	(130,000)	-11.5%
Demand	Number of documents presented for digital recording	961,149	880,000	791,913	750,000	(130,000)	-14.8%
Expenditure Ratio	Expenditure per document recorded	\$ 0.63	\$ 0.79	\$ 0.72	\$ 0.86	\$ (0.07)	-8.8%
<i>Revenue</i>							
	100 - GENERAL	\$ 9,151,896	\$ 7,509,809	\$ 7,090,374	\$ 6,829,599	\$ (680,210)	-9.1%
	TOTAL SOURCES	\$ 9,151,896	\$ 7,509,809	\$ 7,090,374	\$ 6,829,599	\$ (680,210)	-9.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 766,131	\$ 892,667	\$ 730,924	\$ 859,331	\$ 33,336	3.7%
	TOTAL USES	\$ 766,131	\$ 892,667	\$ 730,924	\$ 859,331	\$ 33,336	3.7%

**Activity Narrative:** The decrease in the FY 2015 revenue and expenditure budgets, as compared to FY 2014 Revised, is based on a continuing decline in the foreclosure market and the documents that are required to be recorded.

### Mail Out Activity

The purpose of the Mail Out Activity is to provide and prepare outgoing recorded documents for businesses and the general public so they can receive original documents in a timely manner for business and/or personal use.

**Mandates:** A.R.S. §11-469 establishes that instrument shall be considered recorded from the time it is accepted for record. The recorder shall certify every instrument so recorded, indicating the hour, day, month and year of recording and the record identification of the instrument. The recorder upon demand shall make and deliver certified copies of instruments recorded in the Recorder's Office.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of documents prepared for delivery within timeliness standards	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of documents prepared for delivery	156,948	165,000	164,734	135,000	(30,000)	-18.2%
Demand	Number of documents recorded for delivery	156,948	165,000	164,734	135,000	(30,000)	-18.2%
Expenditure Ratio	Expenditure per document prepared for delivery	\$ 1.48	\$ 1.90	\$ 1.10	\$ 1.62	\$ 0.27	14.4%
<i>Revenue</i>							
	100 - GENERAL	\$ 158,472	\$ 140,000	\$ 136,552	\$ 110,400	\$ (29,600)	-21.1%
	TOTAL SOURCES	\$ 158,472	\$ 140,000	\$ 136,552	\$ 110,400	\$ (29,600)	-21.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 231,825	\$ 312,909	\$ 181,051	\$ 219,148	\$ 93,761	30.0%
	TOTAL USES	\$ 231,825	\$ 312,909	\$ 181,051	\$ 219,148	\$ 93,761	30.0%

**Activity Narrative:** The decrease in the FY 2015 Mail Out Activity revenue and expenditure budgets, as compared to FY 2014 Revised, is due to an increase in electronic filings which can be done by citizens at a reduced rate that do not require originals to be returned.

### 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
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	250,869	260,000	256,592	270,000	10,000	3.8%
Demand	Number of documents presented for scanning	250,869	260,000	256,592	270,000	10,000	3.8%
Expenditure Ratio	Expenditure per document scanned	\$ 0.72	\$ 1.28	\$ 0.91	\$ 1.09	\$ 0.19	15.0%
<i>Revenue</i>							
	100 - GENERAL	\$ 70,646	\$ 50,000	\$ 64,062	\$ 60,000	\$ 10,000	20.0%
	TOTAL SOURCES	\$ 70,646	\$ 50,000	\$ 64,062	\$ 60,000	\$ 10,000	20.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 43,411	\$ 49,239	\$ 46,918	\$ 47,291	\$ 1,948	4.0%
	236 - RECORDERS SURCHARGE	138,127	283,161	187,813	246,264	36,897	13.0%
	TOTAL USES	\$ 181,538	\$ 332,400	\$ 234,731	\$ 293,555	\$ 38,845	11.7%

**Activity Narrative:** The FY 2015 budget supports the Department in meeting 100% of the demand for documents scanned. Budgeted revenues for the Micrographics Activity are expected to be slightly higher than FY 2014 Revised. The decrease in the expenditure budget for this activity is due to the increase in documents being digitally filed, thus eliminating the scanning requirement.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 2,077,838</b>	<b>\$ 7,699,812</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 44,431</b>	<b>\$ -</b>
<i>County RPP</i>	<i>44,431</i>	<i>-</i>
Agenda Item:		
<i>C-49-13-092-2-00</i>		
<b>FY 2014 Revised Budget</b>	<b>\$ 2,122,269</b>	<b>\$ 7,699,812</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 3,463</b>	<b>\$ -</b>
<i>2nd to 4th Quarter Retention Pay Plan</i>	<i>3,463</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 2,125,732</b>	<b>\$ 7,699,812</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ (1,318)</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>(1,318)</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ 7,238</b>	<b>\$ -</b>
<i>Internal Service Charges</i>	<i>7,238</i>	<i>-</i>
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (699,812)</b>
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>(699,812)</i>
<b>FY 2015 Tentative Budget</b>	<b>\$ 2,131,652</b>	<b>\$ 7,000,000</b>
<i>Percent Change from Threshold Amount</i>	<i>0.3%</i>	<i>-9.1%</i>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 2,580</b>	<b>\$ -</b>
<i>Office Assistant Specialized Market Adjustment</i>	<i>2,580</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 2,134,232</b>	<b>\$ 7,000,000</b>
<i>Percent Change from Threshold Amount</i>	<i>0.4%</i>	<i>-9.1%</i>

Recorder's Surcharge Fund (236)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 3,557,989</b>	<b>\$ 4,575,000</b>
Adjustments:	Agenda Item:	
<b>Employee Salary Adjustments</b>	<b>\$ 129,508</b>	<b>\$ -</b>
County RPP	69,036	-
FY 14 IT Market Study Adjustments	60,472	-
<b>FY 2014 Revised Budget</b>	<b>\$ 3,687,497</b>	<b>\$ 4,575,000</b>
Adjustments:	Agenda Item:	
<b>Employee Salary Adjustments</b>	<b>\$ 69,892</b>	<b>\$ -</b>
FY 14 IT Market Study Adjustments	(60,472)	-
Annual Market Adjustment - IT	120,944	-
2nd to 4th Quarter Retention Pay Plan	9,420	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 3,757,389</b>	<b>\$ 4,575,000</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 896</b>	<b>\$ -</b>
Retirement Contributions	896	-
<b>Base Adjustments</b>	<b>\$ 345</b>	<b>\$ -</b>
Internal Service Charges	345	-
Risk Management	\$ 345	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (560,000)</b>
ProgRevenue Volume Inc/Dec	-	(560,000)
<b>FY 2015 Tentative Budget</b>	<b>\$ 3,758,630</b>	<b>\$ 4,015,000</b>
Percent Change from Threshold Amount	0.0%	-12.2%
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 34,059</b>	<b>\$ -</b>
Annual Market Adjustment - IT	34,059	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 3,792,689</b>	<b>\$ 4,015,000</b>
Percent Change from Threshold Amount	0.9%	-12.2%
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 2,200,000</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 2,200,000</b>	<b>\$ -</b>
Adjustments:		
<b>Information and Communications Technology</b>		
Other IT Non Recurring	(2,200,000)	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Base Adjustments</b>	<b>\$ 35,000</b>	<b>\$ -</b>
Other Base Adjustments	35,000	-
Ford Transit Connect XL Mini-Cargo Van	\$ 35,000	-
<b>Information and Communications Technology</b>		
Other IT Non Recurring	2,112,971	-
IT Non Recurring - Hardware	\$ 1,180,000	-
IT Non Recurring - Refresh	615,000	-
IT Non Recurring - Supplies and Services	317,971	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 2,147,971</b>	<b>\$ -</b>

Recorder's Surcharge Fund (236) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 3,875,824	\$ 3,744,018	\$ 3,744,018	\$ 4,584,520	\$ 3,611,775
Sources:					
Operating	\$ 4,747,164	\$ 4,575,000	\$ 4,575,000	\$ 3,763,682	\$ 4,015,000
Total Sources:	\$ 4,747,164	\$ 4,575,000	\$ 4,575,000	\$ 3,763,682	\$ 4,015,000
Uses:					
Operating	\$ 3,253,575	\$ 3,557,989	\$ 3,687,497	\$ 3,344,382	\$ 3,792,689
Non-Recurring	784,889	2,200,000	2,200,000	1,392,045	2,147,971
Total Uses:	\$ 4,038,464	\$ 5,757,989	\$ 5,887,497	\$ 4,736,427	\$ 5,940,660
Structural Balance	\$ 1,493,589	\$ 1,017,011	\$ 887,503	\$ 419,300	\$ 222,311
Accounting Adjustments	\$ (4)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 4,584,520	\$ 2,561,029	\$ 2,431,521	\$ 3,611,775	\$ 1,686,115
Total Ending Spendable Fund Balance	\$ 4,584,520	\$ 2,561,029	\$ 2,431,521	\$ 3,611,775	\$ 1,686,115

## Research and Reporting

*Analysis by Dreamlyn Johnson, 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

**Department Specific**

**By 2016, 90% of respondents will report satisfaction with the Customer Satisfaction Survey.**

Status: The Department is currently meeting this goal and will continue to work with County departments to collect data that will allow them to effectively meet their goals. Questionnaires have been modified to focus more on specific needs of participating departments. Customer satisfaction was 93% last year and will be measured again in the Spring. This goal will be revised during the FY 2016 Strategic Plan update process.

**Department Specific**

**By 2016, 90% of respondents will report satisfaction with the Employee Satisfaction Survey (ESS).**

Status: The Department is currently meeting this goal and is working with departments to integrate ESS results with Performance Plans. Employee Satisfaction was 91% last year and will be measured again in the Spring. This goal will be revised during the FY 2016 Strategic Plan update process.

**Department Specific**

**By 2016, 90% of respondents will report satisfaction with the Exit Interview Survey.**

Status: The Department revised the survey based upon feedback from County departments to better meet departmental needs. Partially as a result of these changes, 100% of departments reported satisfaction with the process last year. This goal will be revised during the FY 2016 Strategic Plan update process.

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
OACS - OUTSIDE AGENCY CONTRACT SURVEY	\$ 72,537	\$ 72,000	\$ 72,000	\$ 72,000	\$ 72,000	\$ -	0.0%
46RR - RESEARCH AND REPORTING	\$ 72,537	\$ 72,000	\$ 72,000	\$ 72,000	\$ 72,000	\$ -	0.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 72,537</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>USES</b>							
OACS - OUTSIDE AGENCY CONTRACT SURVEY	\$ -	\$ 72,000	\$ 72,000	\$ 72,000	\$ 72,000	\$ -	0.0%
SURV - COUNTY SPONSORED SURVEYS	230,032	172,421	176,848	159,479	174,391	2,457	1.4%
46RR - RESEARCH AND REPORTING	\$ 230,032	\$ 244,421	\$ 248,848	\$ 231,479	\$ 246,391	\$ 2,457	1.0%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 8,949	\$ 9,665	\$ 10,006	\$ 9,347	\$ 10,017	\$ (11)	-0.1%
HRAC - HUMAN RESOURCES	8,949	9,665	10,006	9,347	10,017	(11)	-0.1%
ODIR - EXECUTIVE MANAGEMENT	63,875	64,379	67,080	66,988	67,107	(27)	0.0%
POOL - POOLED COSTS	-	(3,825)	-	-	-	-	N/A
99AS - INDIRECT SUPPORT	\$ 81,773	\$ 79,884	\$ 87,092	\$ 85,682	\$ 87,141	\$ (49)	-0.1%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 2,549	\$ (2,549)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	4,344	2,638	2,638	2,640	-	2,638	100.0%
RISK - RISK PREMIUMS	-	-	-	-	2,522	(2,522)	N/A
99GV - GENERAL OVERHEAD	\$ 4,344	\$ 2,638	\$ 2,638	\$ 2,640	\$ 5,071	\$ (2,433)	-92.2%
<b>TOTAL PROGRAMS</b>	<b>\$ 316,149</b>	<b>\$ 326,943</b>	<b>\$ 338,578</b>	<b>\$ 319,801</b>	<b>\$ 338,603</b>	<b>\$ (25)</b>	<b>0.0%</b>

### Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0620 - OTHER INTERGOVERNMENTAL	\$ 72,537	\$ 72,000	\$ 72,000	\$ 72,000	\$ 72,000	\$ -	0.0%
<b>SUBTOTAL</b>	<b>\$ 72,537</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>ALL REVENUES</b>	<b>\$ 72,537</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL SOURCES</b>	<b>\$ 72,537</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 196,580	\$ 208,058	\$ 219,268	\$ 208,959	\$ 217,271	\$ 1,997	0.9%
0705 - TEMPORARY PAY	30,804	22,226	22,226	30,084	24,832	(2,606)	-11.7%
0710 - OVERTIME	91	-	-	11	-	-	N/A
0750 - FRINGE BENEFITS	79,639	100,214	100,639	88,597	102,150	(1,511)	-1.5%
0790 - OTHER PERSONNEL SERVICES	721	-	-	789	1,200	(1,200)	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	-	(106,000)	(106,000)	(106,000)	(106,000)	-	0.0%
0796 - PERSONNEL SERVICES ALLOC-IN	-	89,000	89,000	89,000	89,000	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 307,835</b>	<b>\$ 313,498</b>	<b>\$ 325,133</b>	<b>\$ 311,440</b>	<b>\$ 328,453</b>	<b>\$ (3,320)</b>	<b>-1.0%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 1,080	\$ 3,000	\$ 3,000	\$ 1,194	\$ 1,025	\$ 1,975	65.8%
<b>SUBTOTAL</b>	<b>\$ 1,080</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>\$ 1,194</b>	<b>\$ 1,025</b>	<b>\$ 1,975</b>	<b>65.8%</b>
<b>SERVICES</b>							
0820 - RENT & OPERATING LEASES	\$ 3,359	\$ 3,000	\$ 3,000	\$ 2,740	\$ 3,474	\$ (474)	-15.8%
0825 - REPAIRS AND MAINTENANCE	-	750	750	310	750	-	0.0%
0839 - INTERNAL SERVICE CHARGES	3,019	5,395	5,395	3,346	3,601	1,794	33.3%
0841 - TRAVEL	856	1,000	1,000	621	1,000	-	0.0%
0842 - EDUCATION AND TRAINING	-	300	300	150	300	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 7,234</b>	<b>\$ 10,445</b>	<b>\$ 10,445</b>	<b>\$ 7,167</b>	<b>\$ 9,125</b>	<b>\$ 1,320</b>	<b>12.6%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 316,149</b>	<b>\$ 326,943</b>	<b>\$ 338,578</b>	<b>\$ 319,801</b>	<b>\$ 338,603</b>	<b>\$ (25)</b>	<b>0.0%</b>
<b>TOTAL USES</b>	<b>\$ 316,149</b>	<b>\$ 326,943</b>	<b>\$ 338,578</b>	<b>\$ 319,801</b>	<b>\$ 338,603</b>	<b>\$ (25)</b>	<b>0.0%</b>

### Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL OPERATING	\$ 72,537	\$ 72,000	\$ 72,000	\$ 72,000	\$ 72,000	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 72,537</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 72,537</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 72,537</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>	<b>\$ 72,000</b>	<b>\$ -</b>	<b>0.0%</b>

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL OPERATING	\$ 316,149	\$ 326,943	\$ 338,578	\$ 319,801	\$ 338,603	\$ (25)	0.0%
<b>FUND TOTAL USES</b>	<b>\$ 316,149</b>	<b>\$ 326,943</b>	<b>\$ 338,578</b>	<b>\$ 319,801</b>	<b>\$ 338,603</b>	<b>\$ (25)</b>	<b>0.0%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 316,149</b>	<b>\$ 326,943</b>	<b>\$ 338,578</b>	<b>\$ 319,801</b>	<b>\$ 338,603</b>	<b>\$ (25)</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 316,149</b>	<b>\$ 326,943</b>	<b>\$ 338,578</b>	<b>\$ 319,801</b>	<b>\$ 338,603</b>	<b>\$ (25)</b>	<b>0.0%</b>

### Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	.20	.20	.20	.20	.20	-	0.0%
EXECUTIVE MANAGEMENT	.50	.50	.50	.50	.50	-	0.0%
HUMAN RESOURCES	.20	.20	.20	.20	.20	-	0.0%
<b>PROGRAM TOTAL</b>	<b>.90</b>	<b>.90</b>	<b>.90</b>	<b>.90</b>	<b>.90</b>	<b>-</b>	<b>0.0%</b>
RESEARCH AND REPORTING							
COUNTY SPONSORED SURVEYS	4.85	4.85	4.85	4.85	4.85	-	0.0%
<b>PROGRAM TOTAL</b>	<b>4.85</b>	<b>4.85</b>	<b>4.85</b>	<b>4.85</b>	<b>4.85</b>	<b>-</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>5.75</b>	<b>5.75</b>	<b>5.75</b>	<b>5.75</b>	<b>5.75</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED 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%
<b>Department Total</b>	<b>5.75</b>	<b>5.75</b>	<b>5.75</b>	<b>5.75</b>	<b>5.75</b>	<b>-</b>	<b>0.0%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	5.75	5.75	5.75	5.75	5.75	-	0.0%
<b>Department Total</b>	<b>5.75</b>	<b>5.75</b>	<b>5.75</b>	<b>5.75</b>	<b>5.75</b>	<b>-</b>	<b>0.0%</b>

### General Adjustments

#### Base Adjustments:

#### General Fund (100)

- Increase Regular Benefits by \$141 for the impact of changes in retirement contribution rates.
- Decrease Internal Services Charges by \$116 for the impact of the changes in Risk Management charges.

## 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of eligible respondents who are interviewed for a county-department-	97.5%	95.2%	95.2%	95.2%	0.0%	0.0%
Percent of eligible respondents who are interviewed for a county-sponsored survey project (Rate of Response or Participation Rate)	89.0%	85.2%	87.6%	87.6%	2.4%	2.8%
Percent of eligible respondents who are interviewed for outside agency survey projects (Rate of Response or Participation Rate)	99.5%	99.5%	99.5%	99.5%	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:** Discretionary.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of eligible respondents who are interviewed for a county-department-contracted survey project (Rate of Response or Participation Rate)	97.5%	95.2%	95.2%	95.2%	0.0%	0.0%
Output	Number of county-department-contracted survey projects completed	16	4	4	4	-	0.0%
Demand	Number of county-department-contracted-survey projects requested	16	4	4	4	-	0.0%
Expenditure Ratio	Expenditure per county-department-contracted survey project completed	N/A	\$ -	\$ -	\$ -	-	N/A

**Activity Narrative:** Expenditures for this activity are reimbursed by various County departments that contract for survey services, which results in a net impact of zero in expenditures. No changes from FY14 Revised are anticipated.

### County Sponsored Surveys Activity

The purpose of the County Sponsored Surveys Activity is to provide data collection services to County Management so they can have statistically valid data upon which to base informed decisions.

**Mandates:** Discretionary.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of eligible respondents who are interviewed for a county-sponsored survey project (Rate of Response or Participation Rate)	89.0%	85.2%	87.6%	87.6%	2.4%	2.8%
Output	Number of county-sponsored survey projects completed	60	64	64	64	-	0.0%
Demand	Number of county-sponsored survey projects requested	59	64	64	64	-	0.0%
Expenditure Ratio	Expenditure per county-sponsored survey project completed	\$ 3,833.87	\$ 2,763.25	\$ 2,491.86	\$ 2,724.86	\$ 38.39	1.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 230,032	\$ 176,848	\$ 159,479	\$ 174,391	\$ 2,457	1.4%
	TOTAL USES	\$ 230,032	\$ 176,848	\$ 159,479	\$ 174,391	\$ 2,457	1.4%

**Activity Narrative:** No change is anticipated in the number of surveys requested.

### Outside Agency Contracted Surveys Activity

The purpose of the Outside Agency Contracted Surveys Activity is to provide survey data collection services to non-County agencies so they can have statistically valid data upon which to base informed decisions.

**Mandates:** Discretionary.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of eligible respondents who are interviewed for outside agency survey projects (Rate of Response or Participation Rate)	99.5%	99.5%	99.5%	99.5%	0.0%	0.0%
Output	Number of outside-agency survey projects completed	1	1	1	1	-	0.0%
Demand	Number of outside-agency survey projects requested	1	1	1	1	-	0.0%
Expenditure Ratio	Expenditure per outside-agency survey project completed	N/A	\$ 72,000.00	\$ 72,000.00	\$ 72,000.00	-	0.0%
<i>Revenue</i>							
	100 - GENERAL	\$ 72,537	\$ 72,000	\$ 72,000	\$ 72,000	\$ -	0.0%
	TOTAL SOURCES	\$ 72,537	\$ 72,000	\$ 72,000	\$ 72,000	\$ -	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ -	\$ 72,000	\$ 72,000	\$ 72,000	\$ -	0.0%
	TOTAL USES	\$ -	\$ 72,000	\$ 72,000	\$ 72,000	\$ -	0.0%

**Activity Narrative:** In FY 2014, the Department conducted one survey for the State of Arizona Department of Economic Security for \$72,000. In FY 2015, the Department is anticipating conducting the First Things First Child Care Wage and Benefit survey.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 326,943</b>	<b>\$ 72,000</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 11,635</b>	<b>\$ -</b>
<i>County RPP</i>	<i>11,635</i>	<i>-</i>
Agenda Item:		
<i>C-49-13-092-2-00</i>		
<b>FY 2014 Revised Budget</b>	<b>\$ 338,578</b>	<b>\$ 72,000</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 338,578</b>	<b>\$ 72,000</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 141</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>141</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ (116)</b>	<b>\$ -</b>
<i>Internal Service Charges</i>	<i>(116)</i>	<i>-</i>
<i>Risk Management</i>	<i>(116)</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 338,603</b>	<b>\$ 72,000</b>
<i>Percent Change from Threshold Amount</i>	<i>0.0%</i>	<i>0.0%</i>

## Risk Management

*Analysis by Zachary Wolfe, Management and Budget Analyst*

### Summary

#### Mission

The mission of Risk Management is to provide safety and loss control programs, insurance, environmental, and claims management services to the Board of Supervisors, Maricopa County departments, Districts, and Trust Members so they can reduce, or eliminate loss.

#### Vision

The Risk Management Department will be recognized as a leader in public entity risk management practices throughout the State of Arizona and be relied upon for unsurpassed commitment to excellence in Countywide risk management philosophy, standards, processes, and direction.

### Strategic Goals

#### **Fiscal Strength and Responsibility**

**By 2018, the Cost of Risk will be 2.0% or less of County expenditures.**

Status: At the end of FY 2013, the cost of Risk Management as a percentage of Maricopa County expenditures was 2.6%. It should be noted that this figure included claims for the Maricopa Integrated Health System (MIHS). In FY 2014, MIHS no longer utilized Maricopa County for Risk Management claims, and this decrease in both expenditures and revenue is expected to decrease the percentage of risk-based services for the County.

However, the rate of decrease is forecasted to be gradual; as this metric is projected to continue above 2.0% in FY 2014 due to settlement of large claims. In FY 2015, Risk Management expects to achieve this ratio measure as they continue to implement cost-saving strategies to mitigate claims and claim settlements. Two such approaches include bringing workers compensation services back within the department and providing increased training and education on environmental claims.

#### **Department Specific**

**By 2018, there will be 100% departmental participation in the environmental issues committee led by the Risk Management Department.**

Status: Risk Management does not collect data on the status of this goal measure.

#### **Department Specific**

**The current injury rate for FY 2012 is 3.37. By 2018, the injury incident rate will be reduced to at least 3.35 based on industry standard calculation.**

Status: According to data collected in the first and second quarters of FY 2014, the County has an average injury incident rate of 2.93 and 2.60, respectively. Historically, the first two quarters of the year have the highest injury rates.

Therefore, if injuries occur at the same rate as previous years, the County goal of 3.35 should be achieved in FY 2014. The injury incident rate in FY 2013 was 2.44.

The estimated FY 2015 average injury incident rate is 3.41. This is markedly higher than the FY 2013 rate of 2.44 in order to account for additional variance due to a change in data collection methodology. At the end of FY 2013, Risk Management identified an inconsistency in reporting from a department that self-reported data. Moreover, Risk Management identified that that this department's volunteer hours had not previously been included in calculating exposure hours. This led to Risk Management changing its data collection practices and now collects all injury data in order to ensure the accuracy of injury data. Data in FY 2014 could establish a new baseline value depending impact of this change and therefore the estimated injury rate for FY 2015 is adjusted is accordingly.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
ALCI - AUTO LIABILITY	\$ 846,942	\$ 1,152,874	\$ 1,152,874	\$ 1,152,874	\$ 1,128,846	\$ (24,028)	-2.1%
APDA - AUTO PROPERTY DAMAGE	526,927	423,506	423,506	436,547	711,124	287,618	67.9%
GLCI - GENERAL LIABILITY	25,872,418	18,366,208	18,366,208	8,424,771	12,006,385	(6,359,823)	-34.6%
MMCI - MEDICAL MALPRACTICE	2,468,065	2,418,918	2,418,918	2,418,922	1,986,076	(432,842)	-17.9%
PDCI - PROPERTY DAMAGE	241,099	286,490	286,490	287,780	368,568	82,078	28.6%
PROL - PROFESSIONAL LIABILITY	135,743	30,404	30,404	30,405	112,339	81,935	269.5%
WADM - WORKERS COMPENSATION	6,188,028	5,248,214	5,248,214	5,362,602	5,482,869	234,655	4.5%
75CR - CLAIMS	\$ 36,279,222	\$ 27,926,614	\$ 27,926,614	\$ 18,113,901	\$ 21,796,207	\$ (6,130,407)	-22.0%
ENLI - ENVIRONMENTAL LIABILITY	\$ 604,764	\$ 1,135,870	\$ 1,135,870	\$ 1,135,871	\$ 973,661	\$ (162,209)	-14.3%
ENPD - ENVIRON PROPERTY DAMAGE CLAIMS	582,139	429,580	429,580	429,580	387,737	(41,843)	-9.7%
ENSS - ENVIRONMENTAL MANAGEMENT SVCS	-	-	-	5,323,249	-	-	N/A
75EV - ENVIRONMENTAL MANAGEMENT	\$ 1,186,903	\$ 1,565,450	\$ 1,565,450	\$ 6,888,700	\$ 1,361,398	\$ (204,052)	-13.0%
UCIP - UNEMPLOYMENT	\$ 929,144	\$ 621,425	\$ 621,425	\$ 621,425	\$ 531,085	\$ (90,340)	-14.5%
75IN - INSURANCE AND COVERAGE	\$ 929,144	\$ 621,425	\$ 621,425	\$ 621,425	\$ 531,085	\$ (90,340)	-14.5%
ODIR - EXECUTIVE MANAGEMENT	\$ 133,378	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ -	0.0%
RMGT - RISK MANAGEMENT	17,957,819	5,049,022	5,049,022	4,466,507	1,684,065	(3,364,957)	-66.6%
99AS - INDIRECT SUPPORT	\$ 18,091,197	\$ 5,449,022	\$ 5,449,022	\$ 4,866,507	\$ 2,084,065	\$ (3,364,957)	-61.8%
<b>TOTAL PROGRAMS</b>	<b>\$ 56,486,466</b>	<b>\$ 35,562,511</b>	<b>\$ 35,562,511</b>	<b>\$ 30,490,533</b>	<b>\$ 25,772,755</b>	<b>\$ (9,789,756)</b>	<b>-27.5%</b>
<b>USES</b>							
PCPT - PROCUREMENT SERVICES	\$ 41	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
73BS - PROCUREMENT SERVICES	\$ 41	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
ALCI - AUTO LIABILITY	\$ 681,288	\$ 1,230,445	\$ 1,253,618	\$ 502,538	\$ 1,209,474	\$ 44,144	3.5%
APDA - AUTO PROPERTY DAMAGE	330,532	462,499	487,571	477,831	481,662	5,909	1.2%
GLCI - GENERAL LIABILITY	(4,992,907)	8,973,791	8,922,563	10,708,468	9,040,029	(117,466)	-1.3%
MMCI - MEDICAL MALPRACTICE	3,444,475	2,478,802	2,408,278	1,292,981	2,191,173	217,105	9.0%
PDCI - PROPERTY DAMAGE	2,227,958	319,462	308,951	1,343,306	302,624	6,327	2.0%
PROL - PROFESSIONAL LIABILITY	66,984	55,780	55,769	58,446	54,309	1,460	2.6%
WADM - WORKERS COMPENSATION	6,839,123	5,052,125	4,936,953	3,883,874	4,917,275	19,678	0.4%
75CR - CLAIMS	\$ 8,597,453	\$ 18,572,904	\$ 18,373,703	\$ 18,267,444	\$ 18,196,546	\$ 177,157	1.0%
ENLI - ENVIRONMENTAL LIABILITY	\$ 924,890	\$ 1,211,000	\$ 1,211,000	\$ 1,211,000	\$ 1,210,000	\$ 1,000	0.1%
ENPD - ENVIRON PROPERTY DAMAGE CLAIMS	463,927	450,000	450,000	450,000	450,000	-	0.0%
ENSS - ENVIRONMENTAL MANAGEMENT SVCS	(1,516,605)	268,576	284,670	289,359	294,496	(9,826)	-3.5%
75EV - ENVIRONMENTAL MANAGEMENT	\$ (127,788)	\$ 1,929,576	\$ 1,945,670	\$ 1,950,359	\$ 1,954,496	\$ (8,826)	-0.5%
INSC - INSURANCE AND COVERAGE	\$ 30,973	\$ 5,114,108	\$ 5,140,472	\$ 5,141,190	\$ 5,139,695	\$ 777	0.0%
UCIP - UNEMPLOYMENT	644,492	886,655	887,763	883,037	887,881	(118)	0.0%
75IN - INSURANCE AND COVERAGE	\$ 675,465	\$ 6,000,763	\$ 6,028,235	\$ 6,024,227	\$ 6,027,576	\$ 659	0.0%
SAMA - SAFETY MANAGEMENT SERVICES	\$ 654,036	\$ 790,268	\$ 832,112	\$ 819,082	\$ 847,602	\$ (15,490)	-1.9%
75SF - SAFETY MANAGEMENT	\$ 654,036	\$ 790,268	\$ 832,112	\$ 819,082	\$ 847,602	\$ (15,490)	-1.9%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 232,955	\$ 225,215	\$ 239,092	\$ 266,238	\$ 247,122	\$ (8,030)	-3.4%
HRAC - HUMAN RESOURCES	69,552	57,397	51,790	55,870	51,011	779	1.5%
ODIR - EXECUTIVE MANAGEMENT	485,296	430,349	538,172	625,620	612,648	(74,476)	-13.8%
PROC - PROCUREMENT	27,234	33,899	16,125	14,805	18,077	(1,952)	-12.1%
RMGT - RISK MANAGEMENT	5,572,570	5,049,022	5,049,022	4,400,572	1,750,000	3,299,022	65.3%
99AS - INDIRECT SUPPORT	\$ 6,387,607	\$ 5,795,882	\$ 5,894,201	\$ 5,363,105	\$ 2,678,858	\$ 3,215,343	54.6%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 1,893,953	\$ 1,800,658	\$ 1,816,130	\$ 1,816,220	\$ 1,879,351	\$ (63,221)	-3.5%
GGOV - GENERAL GOVERNMENT	249	-	-	1,163	-	-	N/A
INFR - INFRASTRUCTURE	-	-	-	-	6,600	(6,600)	N/A
99GV - GENERAL OVERHEAD	\$ 1,894,202	\$ 1,800,658	\$ 1,816,130	\$ 1,817,383	\$ 1,885,951	\$ (69,821)	-3.8%
<b>TOTAL PROGRAMS</b>	<b>\$ 18,081,016</b>	<b>\$ 34,890,051</b>	<b>\$ 34,890,051</b>	<b>\$ 34,241,600</b>	<b>\$ 31,591,029</b>	<b>\$ 3,299,022</b>	<b>9.5%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 178,096	\$ 182,815	\$ 182,815	\$ 200,892	\$ 271,547	\$ 88,732	48.5%
0635 - OTHER CHARGES FOR SERVICES	2,607,482	-	-	-	-	-	N/A
0636 - INTERNAL SERVICE CHARGES	15,680,920	19,987,974	19,987,974	19,969,897	19,899,242	(88,732)	-0.4%
<b>SUBTOTAL</b>	<b>\$ 18,466,498</b>	<b>\$ 20,170,789</b>	<b>\$ 20,170,789</b>	<b>\$ 20,170,789</b>	<b>\$ 20,170,789</b>	<b>\$ -</b>	<b>0.0%</b>
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 131,737	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ -	0.0%
0650 - MISCELLANEOUS REVENUE	825,108	-	-	5,453,237	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 956,845</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 5,853,237</b>	<b>\$ 400,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>ALL REVENUES</b>	<b>\$ 19,423,343</b>	<b>\$ 20,570,789</b>	<b>\$ 20,570,789</b>	<b>\$ 26,024,026</b>	<b>\$ 20,570,789</b>	<b>\$ -</b>	<b>0.0%</b>
<b>OTHER FINANCING SOURCES</b>							
0680 - TRANSFERS IN	\$ 37,063,123	\$ 14,991,722	\$ 14,991,722	\$ 4,466,507	\$ 5,201,966	\$ (9,789,756)	-65.3%
<b>ALL OTHER FINANCING SOURCES</b>	<b>\$ 37,063,123</b>	<b>\$ 14,991,722</b>	<b>\$ 14,991,722</b>	<b>\$ 4,466,507</b>	<b>\$ 5,201,966</b>	<b>\$ (9,789,756)</b>	<b>-65.3%</b>
<b>TOTAL SOURCES</b>	<b>\$ 56,486,466</b>	<b>\$ 35,562,511</b>	<b>\$ 35,562,511</b>	<b>\$ 30,490,533</b>	<b>\$ 25,772,755</b>	<b>\$ (9,789,756)</b>	<b>-27.5%</b>

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 1,536,153	\$ 1,710,108	\$ 1,789,779	\$ 1,821,238	\$ 1,905,276	\$ (115,497)	-6.5%
0705 - TEMPORARY PAY	65,544	21,633	22,729	15,426	-	22,729	100.0%
0710 - OVERTIME	119	6,000	6,000	4,450	6,000	-	0.0%
0750 - FRINGE BENEFITS	515,469	587,099	599,462	608,548	642,368	(42,906)	-7.2%
0790 - OTHER PERSONNEL SERVICES	38,201	-	-	-	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	-	394	-	-	N/A
<b>SUBTOTAL</b>	<b>\$ 2,155,486</b>	<b>\$ 2,324,840</b>	<b>\$ 2,417,970</b>	<b>\$ 2,450,056</b>	<b>\$ 2,553,644</b>	<b>\$ (135,674)</b>	<b>-5.6%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 66,279	\$ 121,900	\$ 121,900	\$ 156,900	\$ 121,900	\$ -	0.0%
0803 - FUEL	4,011	5,000	5,000	5,000	5,000	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	7,783	55,672	55,672	55,672	55,672	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 78,073</b>	<b>\$ 182,572</b>	<b>\$ 182,572</b>	<b>\$ 217,572</b>	<b>\$ 182,572</b>	<b>\$ -</b>	<b>0.0%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 4,912,511	\$ 7,079,512	\$ 7,079,512	\$ 3,352,765	\$ 5,055,000	\$ 2,024,512	28.6%
0812 - OTHER SERVICES	8,524,653	22,898,869	22,897,884	25,898,254	21,426,649	1,471,235	6.4%
0820 - RENT & OPERATING LEASES	31,836	41,000	41,000	41,000	41,000	-	0.0%
0825 - REPAIRS AND MAINTENANCE	1,099	2,500	2,500	2,500	2,500	-	0.0%
0830 - INTERGOVERNMENTAL PAYMENTS	447,574	500,000	392,383	401,333	390,213	2,170	0.6%
0839 - INTERNAL SERVICE CHARGES	1,917,332	1,837,258	1,852,730	1,852,820	1,915,951	(63,221)	-3.4%
0841 - TRAVEL	8,860	16,000	16,000	16,000	16,000	-	0.0%
0842 - EDUCATION AND TRAINING	2,836	5,500	5,500	5,500	5,500	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	756	2,000	2,000	3,800	2,000	-	0.0%
<b>SUBTOTAL</b>	<b>\$ 15,847,457</b>	<b>\$ 32,382,639</b>	<b>\$ 32,289,509</b>	<b>\$ 31,573,972</b>	<b>\$ 28,854,813</b>	<b>\$ 3,434,696</b>	<b>10.6%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 18,081,016</b>	<b>\$ 34,890,051</b>	<b>\$ 34,890,051</b>	<b>\$ 34,241,600</b>	<b>\$ 31,591,029</b>	<b>\$ 3,299,022</b>	<b>9.5%</b>
<b>TOTAL USES</b>	<b>\$ 18,081,016</b>	<b>\$ 34,890,051</b>	<b>\$ 34,890,051</b>	<b>\$ 34,241,600</b>	<b>\$ 31,591,029</b>	<b>\$ 3,299,022</b>	<b>9.5%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
675 RISK MANAGEMENT							
OPERATING	\$ 19,423,343	\$ 20,570,789	\$ 20,570,789	\$ 20,700,777	\$ 20,570,789	\$ -	0.0%
NON RECURRING NON PROJECT	31,490,304	9,942,700	9,942,700	5,323,249	3,517,901	(6,424,799)	-64.6%
<b>FUND TOTAL SOURCES</b>	<b>\$ 50,913,647</b>	<b>\$ 30,513,489</b>	<b>\$ 30,513,489</b>	<b>\$ 26,024,026</b>	<b>\$ 24,088,690</b>	<b>\$ (6,424,799)</b>	<b>-21.1%</b>
676 COUNTY MANAGER RISK MANAGEMENT							
NON RECURRING NON PROJECT	\$ 5,572,819	\$ 5,049,022	\$ 5,049,022	\$ 4,466,507	\$ 1,684,065	\$ (3,364,957)	-66.6%
<b>FUND TOTAL SOURCES</b>	<b>\$ 5,572,819</b>	<b>\$ 5,049,022</b>	<b>\$ 5,049,022</b>	<b>\$ 4,466,507</b>	<b>\$ 1,684,065</b>	<b>\$ (3,364,957)</b>	<b>-66.6%</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 19,423,343</b>	<b>\$ 20,570,789</b>	<b>\$ 20,570,789</b>	<b>\$ 20,700,777</b>	<b>\$ 20,570,789</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	<b>\$ 37,063,123</b>	<b>\$ 14,991,722</b>	<b>\$ 14,991,722</b>	<b>\$ 9,789,756</b>	<b>\$ 5,201,966</b>	<b>\$ (9,789,756)</b>	<b>-65.3%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 56,486,466</b>	<b>\$ 35,562,511</b>	<b>\$ 35,562,511</b>	<b>\$ 30,490,533</b>	<b>\$ 25,772,755</b>	<b>\$ (9,789,756)</b>	<b>-27.5%</b>

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
675 RISK MANAGEMENT							
OPERATING	\$ 12,508,197	\$ 29,841,029	\$ 29,841,029	\$ 29,841,028	\$ 29,841,029	\$ -	0.0%
<b>FUND TOTAL USES</b>	<b>\$ 12,508,197</b>	<b>\$ 29,841,029</b>	<b>\$ 29,841,029</b>	<b>\$ 29,841,028</b>	<b>\$ 29,841,029</b>	<b>\$ -</b>	<b>0.0%</b>
676 COUNTY MANAGER RISK MANAGEMENT							
NON RECURRING NON PROJECT	\$ 5,572,819	\$ 5,049,022	\$ 5,049,022	\$ 4,400,572	\$ 1,750,000	\$ 3,299,022	65.3%
<b>FUND TOTAL USES</b>	<b>\$ 5,572,819</b>	<b>\$ 5,049,022</b>	<b>\$ 5,049,022</b>	<b>\$ 4,400,572</b>	<b>\$ 1,750,000</b>	<b>\$ 3,299,022</b>	<b>65.3%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 12,508,197</b>	<b>\$ 29,841,029</b>	<b>\$ 29,841,029</b>	<b>\$ 29,841,028</b>	<b>\$ 29,841,029</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 5,572,819</b>	<b>\$ 5,049,022</b>	<b>\$ 5,049,022</b>	<b>\$ 4,400,572</b>	<b>\$ 1,750,000</b>	<b>\$ 3,299,022</b>	<b>65.3%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 18,081,016</b>	<b>\$ 34,890,051</b>	<b>\$ 34,890,051</b>	<b>\$ 34,241,600</b>	<b>\$ 31,591,029</b>	<b>\$ 3,299,022</b>	<b>9.5%</b>

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
CLAIMS							
AUTO LIABILITY	.53	.53	1.53	1.33	.73	(.80)	(52.3%)
AUTO PROPERTY DAMAGE	.62	.62	1.02	1.02	.82	(.20)	(19.6%)
GENERAL LIABILITY	4.40	4.15	4.08	3.58	3.60	(.48)	(11.7%)
MEDICAL MALPRACTICE	2.35	2.10	1.68	1.38	1.05	(.62)	(37.3%)
PROFESSIONAL LIABILITY	-	.20	.20	.20	.20	-	0.0%
PROPERTY DAMAGE	.70	.70	.55	.55	.40	(.15)	(27.3%)
WORKERS COMPENSATION	1.70	3.80	2.55	2.55	3.55	1.00	39.2%
<b>PROGRAM TOTAL</b>	<b>10.30</b>	<b>12.10</b>	<b>11.60</b>	<b>10.60</b>	<b>10.35</b>	<b>(1.25)</b>	<b>(10.8%)</b>
ENVIRONMENTAL MANAGEMENT							
ENVIRONMENTAL MANAGEMENT SVCS	2.40	2.20	2.30	2.30	2.30	-	0.0%
<b>PROGRAM TOTAL</b>	<b>2.40</b>	<b>2.20</b>	<b>2.30</b>	<b>2.30</b>	<b>2.30</b>	<b>-</b>	<b>0.0%</b>
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	1.55	2.15	2.75	2.75	2.75	-	0.0%
EXECUTIVE MANAGEMENT	2.60	2.30	4.00	4.00	4.00	-	0.0%
HUMAN RESOURCES	.73	.73	.63	.63	.63	-	0.0%
PROCUREMENT	.77	.57	.27	.27	.27	-	0.0%
<b>PROGRAM TOTAL</b>	<b>5.65</b>	<b>5.75</b>	<b>7.65</b>	<b>7.65</b>	<b>7.65</b>	<b>-</b>	<b>0.0%</b>
INSURANCE AND COVERAGE							
INSURANCE AND COVERAGE	-	.50	.75	.75	.75	-	0.0%
UNEMPLOYMENT	.30	.30	.30	.30	.30	-	0.0%
<b>PROGRAM TOTAL</b>	<b>.30</b>	<b>.80</b>	<b>1.05</b>	<b>1.05</b>	<b>1.05</b>	<b>-</b>	<b>0.0%</b>
SAFETY MANAGEMENT							
SAFETY MANAGEMENT SERVICES	7.35	8.15	8.40	8.40	8.40	-	0.0%
<b>PROGRAM TOTAL</b>	<b>7.35</b>	<b>8.15</b>	<b>8.40</b>	<b>8.40</b>	<b>8.40</b>	<b>-</b>	<b>0.0%</b>
<b>DEPARTMENT TOTAL</b>	<b>26.00</b>	<b>29.00</b>	<b>31.00</b>	<b>30.00</b>	<b>29.75</b>	<b>(1.25)</b>	<b>(4.0%)</b>

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	1.00	1.00	1.50	1.50	1.50	-	0.0%
Accounting Specialist	-	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	4.00	4.00	4.00	4.00	5.00	1.00	25.0%
Business Systems Analyst-Sr/Ld	-	-	1.00	1.00	1.25	.25	25.0%
Claims Adjuster	4.00	6.00	3.00	3.00	3.00	-	0.0%
Claims Adjuster Lead	1.00	-	4.00	3.00	3.00	(1.00)	(25.0%)
Database Report Writer Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Risk Mgmt	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%
Engineer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Finance Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	1.00	1.00	.50	.50	-	(.50)	(100.0%)
Office Assistant	1.00	1.00	-	-	-	-	N/A
Office Assistant Specialized	-	-	1.00	1.00	-	(1.00)	(100.0%)
Risk Mgmt Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Safety Representative	6.00	7.00	7.00	7.00	7.00	-	0.0%
Special Projects Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>26.00</b>	<b>29.00</b>	<b>31.00</b>	<b>30.00</b>	<b>29.75</b>	<b>(1.25)</b>	<b>(4.0%)</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
675 RISK MANAGEMENT	26.00	29.00	31.00	30.00	29.75	(1.25)	(4.0%)
<b>Department Total</b>	<b>26.00</b>	<b>29.00</b>	<b>31.00</b>	<b>30.00</b>	<b>29.75</b>	<b>(1.25)</b>	<b>(4.0%)</b>

### Significant Variances

In FY 2014, the department increased the number of budgeted positions by deciding to manage Workers Compensation within the department rather than have it overseen by a third party administrator. In FY 2015, the position complement is expected to be relatively unchanged. A .50 FTE Management Analyst position was eliminated and a .25 FTE Business Systems Analyst position was created.

### General Adjustments

#### Base Adjustments:

#### **Risk Management Fund (675) Operating**

- Increase in Regular Benefits by \$959 for the impact of changes in retirement rate contributions.
- Decrease in Other Services by \$959 to address the increase in retirement rate contributions.

#### **Risk Management Fund (675) Non Recurring Non Project**

#### Revenue

- Carry-forward of a transfer in the amount of \$3,517,901 from the General Fund (100) to cover the estimated cost of claims exceeding departmental revenue. Funding will be transferred in from the General Fund (100) on an as-needed basis.

#### **County Manager Risk Management Fund (676) Non Recurring Non Project**

#### Revenue

- Carry-forward of a transfer in the amount of \$1,684,065 from the General Fund (100) to cover the remaining claims related to special litigation settlements. Funding will be transferred in from the General Fund (100) on an as-needed basis.

**Expenditures**

- A one-time expenditure appropriation of \$1,750,000 to cover the remaining claims and lawyer fees related to special litigation settlements. It is expected that all special litigation will be settled this fiscal year.

**Programs and Activities**

**Claims Management Program**

The purpose of the Claims Management 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
% of AL claims Closed in the Year	N/A	62.5%	62.5%	91.3%	28.8%	46.0%
% of APD Claims Closed	N/A	81.6%	81.6%	97.9%	16.2%	19.9%
Percent of County expenditures spent on Risk Management (Cost of Risk)	N/A	2.0%	2.0%	2.6%	0.6%	30.2%
% of GL Claims Closed	N/A	80.0%	80.0%	70.0%	(10.0%)	-12.5%
% of MM Claims Closed	N/A	62.5%	62.5%	83.3%	20.8%	33.3%
% of PD Claims Closed	N/A	77.8%	77.8%	100.0%	22.2%	28.6%
% of WC Claims Closed	N/A	50.0%	50.0%	100.0%	50.0%	100.0%
% of PL Claims Closed	N/A	37.5%	37.5%	100.0%	62.5%	166.7%

Activities that comprise this Program include:

- Auto Liability
- Auto Property Damage
- General Liability
- Medical Malpractice
- Professional Liability
- Property Damage
- Workers Compensation

**Auto Liability Activity**

The purpose of the Auto Liability Activity is to provide auto 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:** Administrative Mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	% of AL claims Closed in the Year	N/A	62.5%	62.5%	91.3%	28.8%	46.0%
Output	Number of AL Claims Closed	N/A	100	100	73	(27)	-27.0%
Demand	Number of AL Claims Opened and Pending	N/A	160	160	80	(80)	-50.0%
Expenditure Ratio	Expenditure per AL Claims Closed	N/A	\$ 12,536.18	\$ 5,025.38	\$ 16,568.14	\$ (4,031.96)	-32.2%
<b>Revenue</b>							
	675 - RISK MANAGEMENT	\$ 846,942	\$ 1,152,874	\$ 1,152,874	\$ 1,128,846	\$ (24,028)	-2.1%
	TOTAL SOURCES	\$ 846,942	\$ 1,152,874	\$ 1,152,874	\$ 1,128,846	\$ (24,028)	-2.1%
<b>Expenditure</b>							
	675 - RISK MANAGEMENT	\$ 681,288	\$ 1,253,618	\$ 502,538	\$ 1,209,474	\$ 44,144	3.5%
	TOTAL USES	\$ 681,288	\$ 1,253,618	\$ 502,538	\$ 1,209,474	\$ 44,144	3.5%

**Activity Narrative:** Over the last six years, annual expenditures for this activity are volatile, ranging from \$92 thousand to \$2.3 million, which are primarily used to insure against the repair of county vehicles. FY 2014 claims data indicate that the total number of claims is decreasing, however the dollar value for the claims reduced are estimated to be minimal. Therefore, claim expenditures are budgeted to be nearly flat in FY 2015 when compared to the FY 2014 budget in order to account for potential high-dollar claims and address the volatility of claims payout history.

In FY 2015, claim expenditures are expected to trend slightly below those projected in the FY 2014 Revised budget. Although the total number of Auto Liability claims is expected to decrease in FY 2015, the claims reduced are expected to be of nominal value, increasing the mitigation of minor vehicle liabilities.

**Auto Property Damage Activity**

The purpose of the Auto Property Damage Activity is to provide auto 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:** Administrative Mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	% of APD Claims Closed	N/A	81.6%	81.6%	97.9%	16.2%	19.9%
Output	Number of APD Claims Closed	N/A	320	320	320	-	0.0%
Demand	Number of APD Claims Opened and Pending	N/A	392	392	327	(65)	-16.6%
Expenditure Ratio	Expenditure per APD claim closed	N/A	\$ 1,523.66	\$ 1,493.22	\$ 1,505.19	\$ 18.47	1.2%
<i>Revenue</i>							
	675 - RISK MANAGEMENT	\$ 526,927	\$ 423,506	\$ 436,547	\$ 711,124	\$ 287,618	67.9%
	TOTAL SOURCES	\$ 526,927	\$ 423,506	\$ 436,547	\$ 711,124	\$ 287,618	67.9%
<i>Expenditure</i>							
	675 - RISK MANAGEMENT	\$ 330,532	\$ 487,571	\$ 477,831	\$ 481,662	\$ 5,909	1.2%
	TOTAL USES	\$ 330,532	\$ 487,571	\$ 477,831	\$ 481,662	\$ 5,909	1.2%

**Activity Narrative:** Similar to the Auto Liability Activity, there is significant volatility in historical Auto Property Damage claim expenditures. However, annual claim expenditures are expected to stabilize around \$500 thousand in FY 2014 and 2015.

**General Liability Activity**

The purpose of the General Liability Activity is to provide general 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:** Administrative Mandate.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of County expenditures spent on Risk Management (Cost of Risk)	N/A	2.0%	2.0%	2.6%	0.6%	30.2%
Result	% of GL Claims Closed	N/A	80.0%	80.0%	70.0%	(10.0%)	-12.5%
Output	Number of GL Claims Closed	N/A	320	320	315	(5)	-1.6%
Demand	Number of GL Claims Opened and Pending	N/A	400	400	450	50	12.5%
Expenditure Ratio	Expenditure Per Claim Closed	N/A	\$ 27,883.01	\$ 33,463.96	\$ 28,698.50	\$ (815.50)	-2.9%
<i>Revenue</i>							
	675 - RISK MANAGEMENT	\$ 25,872,418	\$ 18,366,208	\$ 8,424,771	\$ 12,006,385	\$ (6,359,823)	-34.6%
	TOTAL SOURCES	\$ 25,872,418	\$ 18,366,208	\$ 8,424,771	\$ 12,006,385	\$ (6,359,823)	-34.6%
<i>Expenditure</i>							
	675 - RISK MANAGEMENT	\$ (4,992,907)	\$ 8,922,563	\$ 10,708,468	\$ 9,040,029	\$ (117,466)	-1.3%
	TOTAL USES	\$ (4,992,907)	\$ 8,922,563	\$ 10,708,468	\$ 9,040,029	\$ (117,466)	-1.3%

**Activity Narrative:** Actual General Liability Claims in FY 2013 included non-recurring expenditures of over \$19.1 million associated with the settlement of several large claims. Note: The negative total uses figure of \$(4,992,907) includes the yearend *Incurred But Not Reported* (IBNR) actuarial estimate used to adjust annual expenditures for expected liabilities.

The FY 2014 budget reflects an anticipated return to more normal levels of general liability claims and claims-related expenditures. In FY 2015, the number of claims is expected to increase, however the dollar value of each claim is projected to be lower than those in the previous two years. The total sources for FY 2015 include a transfer of \$3.5 million into the Risk Trust Fund from the General Fund to cover cash shortages associated with the settlement of large claims.

### Medical Malpractice Activity

The purpose of the Medical Malpractice Activity is to provide medical malpractice claims services to Maricopa County departments, districts and Risk Trust members so they can reduce or manage the cost of claims and expenses.

**Mandates:** Administrative Mandate.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	% of MM Claims Closed	N/A	62.5%	62.5%	83.3%	20.8%	33.3%
Output	Number of Claims Closed	N/A	100	100	50	(50)	-50.0%
Demand	Number of MM Claims Opened and Pending	N/A	160	160	60	(100)	-62.5%
Expenditure Ratio	Expenditure per MM Claim Closed	N/A	\$ 24,082.78	\$ 12,929.81	\$ 43,823.46	\$ (19,740.68)	-82.0%
<i>Revenue</i>							
	675 - RISK MANAGEMENT	\$ 2,468,065	\$ 2,418,918	\$ 2,418,922	\$ 1,986,076	\$ (432,842)	-17.9%
	TOTAL SOURCES	\$ 2,468,065	\$ 2,418,918	\$ 2,418,922	\$ 1,986,076	\$ (432,842)	-17.9%
<i>Expenditure</i>							
	675 - RISK MANAGEMENT	\$ 3,444,475	\$ 2,408,278	\$ 1,292,981	\$ 2,191,173	\$ 217,105	9.0%
	TOTAL USES	\$ 3,444,475	\$ 2,408,278	\$ 1,292,981	\$ 2,191,173	\$ 217,105	9.0%

**Activity Narrative:** The reduction in expenditures in FY 2014 is a result the Maricopa Integrated Health System (MIHS) withdrawing from the County's Risk Trust in FY 2013. Correspondingly, the number of Medical Malpractice claims is expected to decrease in FY 2015. There is a lag in the decrease in revenue associated with this activity as a result of methodology utilized in determining rates.

### 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:** Administrative Mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	ADOPTED %
Result	% of PL Claims Closed	N/A	37.5%	37.5%	100.0%	62.5%	166.7%
Output	Number of PL Claims Closed	N/A	12	12	10	(2)	-16.7%
Demand	Number of PL Claims Opened and Pending	N/A	32	32	10	(22)	-68.8%
Expenditure Ratio	Expenditure per PL Claim Closed	N/A	\$ 4,647.42	\$ 4,870.50	\$ 5,430.90	\$ (783.48)	-16.9%
<b>Revenue</b>							
	675 - RISK MANAGEMENT	\$ 135,743	\$ 30,404	\$ 30,405	\$ 112,339	\$ 81,935	269.5%
	TOTAL SOURCES	\$ 135,743	\$ 30,404	\$ 30,405	\$ 112,339	\$ 81,935	269.5%
<b>Expenditure</b>							
	675 - RISK MANAGEMENT	\$ 66,984	\$ 55,769	\$ 58,446	\$ 54,309	\$ 1,460	2.6%
	TOTAL USES	\$ 66,984	\$ 55,769	\$ 58,446	\$ 54,309	\$ 1,460	2.6%

**Activity Narrative:** The Professional Liability Activity covers licensed professionals who provide professional advice to patients, clients, individuals and companies. There are very few Professional Liability claims each year and the number of claims is slightly trending downward.

### Property Damage Activity

The purpose of the Property Damage Activity is to provide 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:** Administrative Mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	ADOPTED %
Result	% of PD Claims Closed	N/A	77.8%	77.8%	100.0%	22.2%	28.6%
Output	Number of PD Claims Closed	N/A	140	140	139	(1)	-0.7%
Demand	Number of PD Claims Opened and Pending	N/A	180	180	139	(41)	-22.8%
Expenditure Ratio	Expenditure per PD Claim Closed	N/A	\$ 2,206.79	\$ 9,595.04	\$ 2,177.15	\$ 29.64	1.3%
<b>Revenue</b>							
	675 - RISK MANAGEMENT	\$ 241,099	\$ 286,490	\$ 287,780	\$ 368,568	\$ 82,078	28.6%
	TOTAL SOURCES	\$ 241,099	\$ 286,490	\$ 287,780	\$ 368,568	\$ 82,078	28.6%
<b>Expenditure</b>							
	675 - RISK MANAGEMENT	\$ 2,227,958	\$ 308,951	\$ 1,343,306	\$ 302,624	\$ 6,327	2.0%
	TOTAL USES	\$ 2,227,958	\$ 308,951	\$ 1,343,306	\$ 302,624	\$ 6,327	2.0%

**Activity Narrative:** Although FY 2014 Property Damage claims expenditures are forecasted to be significantly less than FY 2013, they remain higher than the FY 2015 Budget as a result of continued hailstorm damage and flood claims. Claims in FY 2015 are expected to decrease in both volume and total payout while returning to a one-to-one open to closure rate.

### Worker's Compensation Activity

The purpose of the Worker's Compensation Activity is to provide workers' compensation claims oversight services to Maricopa County departments, districts and Risk Trust members so they can reduce or manage the cost of claims and expenses.

**Mandates:** Administrative Mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	% of WC Claims Closed	N/A	50.0%	50.0%	100.0%	50.0%	100.0%
Output	Number of WC Claims Closed	N/A	400	400	800	400	100.0%
Demand	Number of WC Claims Opened and Pending	N/A	800	800	800	-	0.0%
Expenditure Ratio	Expenditure per WC Claim Closed	N/A	\$ 12,342.38	\$ 9,709.69	\$ 6,146.59	\$ 6,195.79	50.2%
<i>Revenue</i>							
	675 - RISK MANAGEMENT	\$ 6,188,028	\$ 5,248,214	\$ 5,362,602	\$ 5,482,869	\$ 234,655	4.5%
	TOTAL SOURCES	\$ 6,188,028	\$ 5,248,214	\$ 5,362,602	\$ 5,482,869	\$ 234,655	4.5%
<i>Expenditure</i>							
	675 - RISK MANAGEMENT	\$ 6,839,123	\$ 4,936,953	\$ 3,883,874	\$ 4,917,275	\$ 19,678	0.4%
	TOTAL USES	\$ 6,839,123	\$ 4,936,953	\$ 3,883,874	\$ 4,917,275	\$ 19,678	0.4%

**Activity Narrative:** In FY 2014, the contract with a third-party administrator for Workers Compensation claims was cancelled and the services within this activity are now managed within the County. Preliminary data indicate this has reduced the claims expenditures and the time to close a claim. The sharp decrease in expenditures in FY 2014 is also a result of MIHS Workers Compensation claims no longer being covered within Maricopa County's claims policy.

### Environmental Management Program

The purpose of the Environmental Management Program is to provide environmental technical services to Maricopa County departments, districts, and trust members so they can minimize or eliminate liabilities.

### Program Results

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
% Reduction/Increase in possible Environmental Liability exposures	N/A	10.0%	10.0%	1.0%	(9.0%)	-90.0%
% of EL Claims Closed in the Fiscal Year	N/A	95.7%	95.7%	100.0%	4.3%	4.5%
% of EPD Claims Closed	N/A	50.0%	50.0%	100.0%	50.0%	100.0%

Activities that comprise this Program include:

- Environmental Liability Claims
- Environmental Property Damage Claims
- Environmental Management

### Environmental Liability Claims Activity

The purpose of the Environmental Liability Claims Activity is to provide environmental 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:** A.R.S. 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	% of EL Claims Closed in the Fiscal Year	N/A	95.7%	95.7%	100.0%	4.3%	4.5%
Output	Number of EL Claims Closed	N/A	44	44	1	(43)	-97.7%
Demand	Number of EL Claims Opened and Pending	N/A	46	46	1	(45)	-97.8%
Expenditure Ratio	Expenditure per EL Claim Closed	N/A	\$ 27,522.73	\$ 27,522.73	\$ 1,210,000.00	\$ (1,182,477.27)	-4296.4%
<b>Revenue</b>							
	675 - RISK MANAGEMENT	\$ 604,764	\$ 1,135,870	\$ 1,135,871	\$ 973,661	\$ (162,209)	-14.3%
	TOTAL SOURCES	\$ 604,764	\$ 1,135,870	\$ 1,135,871	\$ 973,661	\$ (162,209)	-14.3%
<b>Expenditure</b>							
	675 - RISK MANAGEMENT	\$ 924,890	\$ 1,211,000	\$ 1,211,000	\$ 1,210,000	\$ 1,000	0.1%
	TOTAL USES	\$ 924,890	\$ 1,211,000	\$ 1,211,000	\$ 1,210,000	\$ 1,000	0.1%

**Activity Narrative:** A number of third-party liability claims have been in litigation for various years against Maricopa County for the Cave Creek Landfill and finally closed in FY 2014 without a claim judgment. In order to mitigate future claims, staff have increased training and education regarding Environmental Claims. The Department continues to comply with the requirements set forth by the Arizona Department of Environmental Quality in the Cave Creek Landfill cleanup and is conducting site evaluations and testing to determine the degree of environmental impact. A reoccurrence of a high volume of claims is not expected in FY 2015.

### Environmental Management Activity

The purpose of the Environmental Management Activity is to provide environmental management services for Maricopa County departments, districts and Risk Trust members so they can mitigate environmental liabilities.

**Mandates:** A.R.S. 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	% Reduction/Increase in possible Environmental Liability exposures	N/A	10.0%	10.0%	1.0%	(9.0%)	-90.0%
Output	Difference in value of Liability Exposures	N/A	500,000	500,000	60,000	(440,000)	-88.0%
Demand	Dollar Value of Environmental Liability Exposures	N/A	5,000,000	5,000,000	6,000,000	1,000,000	20.0%
Expenditure Ratio	Expenditure per Environmental Exposure	N/A	\$ 0.57	\$ 0.58	\$ 4.91	\$ (4.34)	-762.1%
<b>Revenue</b>							
	675 - RISK MANAGEMENT	\$ -	\$ -	\$ 5,323,249	\$ -	\$ -	N/A
	TOTAL SOURCES	\$ -	\$ -	\$ 5,323,249	\$ -	\$ -	N/A
<b>Expenditure</b>							
	675 - RISK MANAGEMENT	\$ (1,516,605)	\$ 284,670	\$ 289,359	\$ 294,496	\$ (9,826)	-3.5%
	TOTAL USES	\$ (1,516,605)	\$ 284,670	\$ 289,359	\$ 294,496	\$ (9,826)	-3.5%

**Activity Narrative:** Historical performance data is not available as activity measures are new in FY 2014. In FY 2015, the increase in demand is due to additional active projects undertaken by Maricopa County. This increase is expected to have a minimal impact on claim expenditures.

### Environmental Property Damage Claims Activity

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:** A.R.S. 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	% of EPD Claims Closed	N/A	50.0%	50.0%	100.0%	50.0%	100.0%
Output	Number of EPD Claims Closed	N/A	1	1	1	-	0.0%
Demand	Number of EPD Claims Opened and Pending	N/A	2	2	1	(1)	-50.0%
Expenditure Ratio	Expenditure per EPD Claim Closed	N/A	\$ 450,000.00	\$ 450,000.00	\$ 450,000.00	-	0.0%
<i>Revenue</i>							
	675 - RISK MANAGEMENT	\$ 582,139	\$ 429,580	\$ 429,580	\$ 387,737	\$ (41,843)	-9.7%
	TOTAL SOURCES	\$ 582,139	\$ 429,580	\$ 429,580	\$ 387,737	\$ (41,843)	-9.7%
<i>Expenditure</i>							
	675 - RISK MANAGEMENT	\$ 463,927	\$ 450,000	\$ 450,000	\$ 450,000	\$ -	0.0%
	TOTAL USES	\$ 463,927	\$ 450,000	\$ 450,000	\$ 450,000	\$ -	0.0%

**Activity Narrative:** This was a new activity in FY 2013 and therefore there is limited historical data for determining claim trends. Preliminary data for FY 2014 indicate low risk for claims and claim expenditures in FY 2014 and 2015.

### Insurance and Coverage Program

The purpose of the Insurance and Coverage Program is to provide Administration of the Self-Insured Insurance Coverage Program to Maricopa County departments, districts, and Risk Trust members so they can protect assets through appropriate risk transfer, and risk retention.

### Program Results

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
% of Potential Liability Saved	N/A	N/A	N/A	N/A	N/A	N/A
% of insurance policies purchased/renewed prior to effective date	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Unsure why the Percentage of insurance policies purchased/renewed prior to the effective data is NA. It is 100% in Recommended. I updated the table.

Activities that comprise this Program include:

- Insurance and Coverage
- Unemployment

### 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:** Administrative Mandate.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	% of insurance policies purchased/renewed prior to effective date	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of insurance policies purchased/renewed	10	12	12	16	4	33.3%
Demand	Number of insurance policies required/requested	10	12	12	16	4	33.3%
<i>Expenditure</i>							
	675 - RISK MANAGEMENT	\$ 30,973	\$ 5,140,472	\$ 5,141,190	\$ 5,139,695	\$ 777	0.0%
	TOTAL USES	\$ 30,973	\$ 5,140,472	\$ 5,141,190	\$ 5,139,695	\$ 777	0.0%

**Activity Narrative:** Although there are data available for FY 2013, the data is unreliable due to measurement inconsistencies in data collection and makes comparison to future years unavailable. The department expects to average a little more than \$5 million a year in insurance and coverage costs.

### Unemployment Activity

The purpose of the Unemployment Activity is to provide unemployment claims oversight services to Maricopa County departments, districts and Risk Trust members so they can reduce or manage the cost of claims and expenses.

**Mandates:** Administrative Mandate.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	% of Potential Liability Saved	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of non-protestable UN claims	N/A	548	548	548	-	0.0%
Output	Amount of Liability Removed	N/A	N/A	N/A	-	N/A	N/A
Demand	Number of UN Claims	N/A	876	876	876	-	0.0%
Expenditure Ratio	Expenditure per non-protestable UN claim	N/A	\$ 1,620.01	\$ 1,611.38	\$ 1,620.22	\$ (0.22)	-0.0%
<i>Revenue</i>							
	675 - RISK MANAGEMENT	\$ 929,144	\$ 621,425	\$ 621,425	\$ 531,085	\$ (90,340)	-14.5%
	TOTAL SOURCES	\$ 929,144	\$ 621,425	\$ 621,425	\$ 531,085	\$ (90,340)	-14.5%
<i>Expenditure</i>							
	675 - RISK MANAGEMENT	\$ 644,492	\$ 887,763	\$ 883,037	\$ 887,881	\$ (118)	-0.0%
	TOTAL USES	\$ 644,492	\$ 887,763	\$ 883,037	\$ 887,881	\$ (118)	-0.0%

**Activity Narrative:** Unemployment claims and total expenditures in FY 2014 and 2015 are expected to remain stable year-over-over as Maricopa County employment levels are forecasted to be relatively constant. In order to continue the practice of efficient claim management, in FY 2014, a comprehensive review of policies and contracts is being performed.

Data for the result measure is not available as it was determined the measure was collected inconsistently with the intent of this metric. The result measure for the Unemployment Activity will be redeveloped in FY 2016.

### Safety Management Program

The purpose of the Safety Management Program is to provide innovatively developed safety programs to assist in meeting strategic goals of risk mitigation, loss reduction and compliance utilizing a variety of proven safety strategies reducing negative outcomes and increasing productivity to Maricopa County departments, districts, and Risk Trust members so they can mitigate exposures and minimize preventable injuries/accidents.

## Program Results

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
% reduction/increase of County injury incident rate compared to a 3 year average rate	N/A	3.7%	3.7%	10.7%	7.0%	192.2%
% of auto accidents per miles driven	0.0%	0.0%	0.0%	N/A	N/A	N/A
% of County employees not Injured	N/A	99.3%	99.3%	93.2%	(6.1%)	-6.1%

Note: Risk management no longer reports data on the number of miles driven.

Activities that comprise this Program include:

- Safety Management Activity

### Safety Management Activity

The purpose of the Safety Management Activity is to provide assistance in innovatively developing safety programs to the Maricopa County departments, districts and Risk Trust members so they can mitigate risk, exposures, reduce loss and negative outcomes and increase productivity thus minimizing preventable injuries/accidents.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% reduction/increase of County injury incident rate compared to a 3 year average rate	N/A	3.7%	3.7%	10.7%	7.0%	192.2%
Result	% of auto accidents per miles driven	0.0%	0.0%	0.0%	N/A	N/A	N/A
Result	% of County employees not Injured	N/A	99.3%	99.3%	93.2%	(6.1%)	-6.1%
Output	Number of County Employees not Injured	N/A	14,890	14,890	12,579	(2,311)	-15.5%
Demand	Number of County Employees	N/A	15,000	15,000	13,500	(1,500)	-10.0%
Expenditure Ratio	Expenditure per County employee not injured	N/A	\$ 55.88	\$ 55.01	\$ 67.38	\$ (11.50)	-20.6%
<i>Expenditure</i>							
	675 - RISK MANAGEMENT	\$ 654,036	\$ 832,112	\$ 819,082	\$ 847,602	\$ (15,490)	-1.9%
	TOTAL USES	\$ 654,036	\$ 832,112	\$ 819,082	\$ 847,602	\$ (15,490)	-1.9%

**Activity Narrative:** Preliminary FY 2014 data indicate the percent of Maricopa County Staff not being injured to be above 99%. Risk Management is able to achieve such favorable results by providing training and consultation to departments and monitoring safety data daily, which allows for real-time response to injuries and mitigation of future risk.

The expected increase in the number of injuries in FY 2015 is primarily a result of a change in data collection methodology. At the end of FY 2013, Risk Management identified an inconsistency in reporting from a department that self-reported data. Moreover, Risk Management identified that that this department’s volunteer hours had not previously been included in calculating exposure hours. This led to Risk Management changing its data collection practices and now collects all injury data in order

to ensure the accuracy of injury data. Data in FY 2014 could establish a new baseline value depending impact of this change and therefore the estimated injury rate for FY 2015 is adjusted is accordingly.

## Appropriated Budget Reconciliation

### Risk Management Fund (675)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 29,841,029</b>	<b>\$ 20,570,789</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 29,841,029</b>	<b>\$ 20,570,789</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 29,841,029</b>	<b>\$ 20,570,789</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	\$ 959	\$ -
<i>Retirement Contributions</i>	959	-
<b>Base Adjustments</b>	\$ (959)	\$ -
<i>Other Base Adjustments</i>	(959)	-
<i>Other Services Reduced to Address the Increase in Retirement Costs</i>	\$ (959)	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 29,841,029</b>	<b>\$ 20,570,789</b>
<i>Percent Change from Threshold Amount</i>	<i>0.0%</i>	<i>0.0%</i>
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ -</b>	<b>\$ 9,942,700</b>
<b>FY 2014 Revised Budget</b>	<b>\$ -</b>	<b>\$ 9,942,700</b>
Adjustments:		
<b>Base Adjustments</b>	\$ -	\$ (9,942,700)
<i>Risk Management Transfer</i>	-	(9,942,700)
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	\$ -	\$ 3,517,901
<i>Non Recurring Carry Forward</i>	-	3,517,901
<b>FY 2015 Adopted Budget</b>	<b>\$ -</b>	<b>\$ 3,517,901</b>

Risk Management Fund (675) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 14,629,084	\$ (8,547,993)	\$ (8,547,993)	\$ 3,577,651	\$ (239,351)
Sources:					
Operating	\$ 19,423,343	\$ 20,570,789	\$ 20,570,789	\$ 20,700,777	\$ 20,570,789
Non-Recurring	31,490,304	9,942,700	9,942,700	5,323,249	3,517,901
Total Sources:	\$ 50,913,647	\$ 30,513,489	\$ 30,513,489	\$ 26,024,026	\$ 24,088,690
Uses:					
Operating	\$ 12,508,197	\$ 29,841,029	\$ 29,841,029	\$ 29,841,028	\$ 29,841,029
Total Uses:	\$ 12,508,197	\$ 29,841,029	\$ 29,841,029	\$ 29,841,028	\$ 29,841,029
Structural Balance	\$ 6,915,146	\$ (9,270,240)	\$ (9,270,240)	\$ (9,140,251)	\$ (9,270,240)
Accounting Adjustments	\$ (49,456,883)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 3,577,651	\$ -	\$ -	\$ -	\$ -
Unassigned	-	(7,875,533)	(7,875,533)	(239,351)	(5,991,690)
Total Ending Spendable Fund Balance	\$ 3,577,651	\$ (7,875,533)	\$ (7,875,533)	\$ (239,351)	\$ (5,991,690)

County Manager Risk Management Fund (676)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 5,049,022</b>	<b>\$ 5,049,022</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 5,049,022</b>	<b>\$ 5,049,022</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (5,049,022)</b>	<b>\$ (5,049,022)</b>
<i>Non Recurring Carry Forward</i>	<i>(5,049,022)</i>	<i>(5,049,022)</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 1,750,000</b>	<b>\$ 1,684,065</b>
<i>Non Recurring Carry Forward</i>	<i>1,750,000</i>	<i>1,684,065</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 1,750,000</b>	<b>\$ 1,684,065</b>

County Manager Risk Management Fund (676) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 65,935
Sources:					
Non-Recurring	5,572,819	5,049,022	5,049,022	4,466,507	1,684,065
Total Sources:	\$ 5,572,819	\$ 5,049,022	\$ 5,049,022	\$ 4,466,507	\$ 1,684,065
Uses:					
Non-Recurring	5,572,819	5,049,022	5,049,022	4,400,572	1,750,000
Total Uses:	\$ 5,572,819	\$ 5,049,022	\$ 5,049,022	\$ 4,400,572	\$ 1,750,000
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ -	\$ -	\$ 65,935	\$ -
Total Ending Spendable Fund Balance	\$ -	\$ -	\$ -	\$ 65,935	\$ -

## Sheriff

*Analysis by Karina Araiza, 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 the community.

#### Vision

The Maricopa County Sheriff's Office is a fully integrated law enforcement agency committed to being the leader in establishing the standard and delivering professional quality law enforcement, detention, and support services to citizens of Maricopa County and to other criminal justice agencies.

### Strategic Goals

#### Safe Communities

**By 2016, 50% 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 goal was exceeded in the first quarter of FY 2014 with performance at 50%. However, performance dropped in the second quarter to 47.4% as the number of Priority 1 calls for service increased by 41%. The Sheriff's Office will monitor progress and expects to be able to reach and maintain this goal consistently by FY 2016.

#### Safe Communities

**By 2016, 93.5% of Priority 1 emergency calls for service will be dispatched to field Officers within two minutes.**

Status: Presently, the Sheriff's Office is at 87% for this goal and is striving to reach this goal by FY 2016. In FY 2014, the Communications Center was relocated to the new Sheriff's headquarters and computer aided dispatch (CAD) was upgraded, which will allow the Department to monitor for consistency and evaluate the best way to reach this goal.

#### Safe Communities

**By 2017, the Sheriff's Office will consistently maintain safe jail facilities and contain inmate to inmate assaults while in custody to less than 1%.**

Status: The Sheriff's Office is meeting this goal. Presently, 99.7% of inmates in custody are not assaulted. The Sheriff's Office expects to continue achieving this goal.

**Department Specific**

**By FY 2017, the Sheriff's Office will have completed the second 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: The Sheriff's Office is on schedule to meet this goal. The new Sheriff's Headquarters/911 building was completed in FY 2014. Other projects underway include: replacing the recording systems in the jail facilities; field reporting and record management systems for law enforcement; Jail Management System (JMS) replacement; and jail master plan development for detention facilities.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
CVPR - CIVIL PROCESS	\$ 596,323	\$ 639,000	\$ 639,000	\$ 539,387	\$ 635,000	\$ (4,000)	-0.6%
INTR - INMATE TRANSPORT	-	-	-	-	90,000	90,000	N/A
50CC - COURT COMPLIANCE AND SECURITY	\$ 596,323	\$ 639,000	\$ 639,000	\$ 539,387	\$ 725,000	\$ 86,000	13.5%
IARP - INMATE SUBST ABUSE RECOVERY	\$ 23,482	\$ 167,952	\$ 91,500	\$ 74,359	\$ -	\$ (91,500)	-100.0%
IEPA - INMATE EDUCATION	264,516	574,843	584,679	490,379	516,852	(67,827)	-11.6%
IAR - INMATE INTAKE AND RELEASE	213,634	188,320	373,231	187,749	305,400	(67,831)	-18.2%
INLA - INMATE LABOR	1,000	-	-	-	-	-	N/A
INSS - INMATE CANTEEN AND OPTION SVCS	11,751,239	11,622,000	12,134,929	10,663,230	11,159,504	(975,425)	-8.0%
ISTP - INMATE SKILLS AND TRAINING	16,831	19,296	19,296	21,187	19,000	(296)	-1.5%
JIAS - JAIL INTELLIGENCE AND SECURITY	42,704	48,500	67,869	40,638	48,454	(19,415)	-28.6%
PRDM - INMATE DETENTION HOUSING	30,700,257	29,668,456	29,668,456	30,338,614	32,519,672	2,851,216	9.6%
50CM - CUSTODY MANAGEMENT	\$ 43,013,663	\$ 42,289,367	\$ 42,939,960	\$ 41,816,156	\$ 44,568,882	\$ 1,628,922	3.8%
MCSI - INFO AND COMM TECHNOLOGY	\$ 134,022	\$ 266,441	\$ 266,441	\$ 260,139	\$ 142,538	\$ (123,903)	-46.5%
PPEV - PROPERTY AND EVIDENCE	289,918	242,600	242,600	323,954	256,581	13,981	5.8%
TRAG - MANDATED ENF AND DET TRAINING	55,388	54,290	61,334	55,533	35,325	(26,009)	-42.4%
50CO - ENF AND DET OPERATION RESOURCE	\$ 479,328	\$ 563,331	\$ 570,375	\$ 639,626	\$ 434,444	\$ (135,931)	-23.8%
DISP - DISPATCH	\$ 260,573	\$ 293,091	\$ 293,091	\$ 351,735	\$ 273,217	\$ (19,874)	-6.8%
DSTR - DISAST AND COMM THRE DISR RESP	1,425,872	1,368,048	1,106,439	749,413	653,371	(453,068)	-40.9%
ENFO - ENFORCEMENT SUPPORT	2,158,677	2,237,926	69,450	1,153,921	63,000	(6,450)	-9.3%
INVT - INVESTIGATIONS	4,198,837	5,836,239	8,628,457	6,356,471	7,576,465	(1,051,992)	-12.2%
PATR - PATROL	10,431,407	10,256,745	11,258,036	10,909,780	11,965,403	707,367	6.3%
WRNT - WARR AND RECOR INFO PROCESSING	68,040	35,000	35,000	35,888	35,000	-	0.0%
50EN - ENFORCEMENT	\$ 18,543,406	\$ 20,027,049	\$ 21,390,473	\$ 19,557,208	\$ 20,566,456	\$ (824,017)	-3.9%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 417,718	\$ 425,568	\$ 425,568	\$ 455,361	\$ 439,683	\$ 14,115	3.3%
PROC - PROCUREMENT	225	-	-	32	76	76	N/A
99AS - INDIRECT SUPPORT	\$ 417,943	\$ 425,568	\$ 425,568	\$ 455,393	\$ 439,759	\$ 14,191	3.3%
GGOV - GENERAL GOVERNMENT	\$ 725,565	\$ 15,580	\$ 15,580	\$ (415,801)	\$ 22,846	\$ 7,266	46.6%
99GV - GENERAL OVERHEAD	\$ 725,565	\$ 15,580	\$ 15,580	\$ (415,801)	\$ 22,846	\$ 7,266	46.6%
<b>TOTAL PROGRAMS</b>	<b>\$ 63,776,228</b>	<b>\$ 63,959,895</b>	<b>\$ 65,980,956</b>	<b>\$ 62,591,969</b>	<b>\$ 66,757,387</b>	<b>\$ 776,431</b>	<b>1.2%</b>

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
CTSC - COURT SECURITY	\$ 3,209,935	\$ 3,459,377	\$ 3,696,527	\$ 3,530,922	\$ 3,867,118	\$ (170,591)	-4.6%
CVPR - CIVIL PROCESS	4,086,323	4,653,463	5,126,025	4,572,769	6,305,961	(1,179,936)	-23.0%
EXTR - EXTRADITIONS	1,728,735	1,790,654	1,915,854	1,961,897	1,901,938	13,916	0.7%
INTR - INMATE TRANSPORT	12,746,594	13,029,092	13,653,350	13,940,735	15,331,438	(1,678,088)	-12.3%
50CC - COURT COMPLIANCE AND SECURITY	\$ 21,771,587	\$ 22,932,586	\$ 24,391,756	\$ 24,006,323	\$ 27,406,455	\$ (3,014,699)	-12.4%
IARP - INMATE SUBST ABUSE RECOVERY	\$ 1,004,176	\$ 1,436,979	\$ 1,360,740	\$ 1,160,721	\$ 1,302,988	\$ 57,752	4.2%
IEPA - INMATE EDUCATION	1,277,824	2,428,951	2,437,016	1,655,854	2,315,353	121,663	5.0%
IAR - INMATE INTAKE AND RELEASE	19,410,176	19,669,178	20,699,848	20,347,217	21,751,486	(1,051,638)	-5.1%
INLA - INMATE LABOR	391,832	397,366	427,645	428,418	438,946	(11,301)	-2.6%
INSS - INMATE CANTEEN AND OPTION SVCS	4,075,188	4,373,100	4,828,628	3,623,730	4,029,904	798,724	16.5%
ISTP - INMATE SKILLS AND TRAINING	1,392,097	1,622,183	1,643,945	1,519,030	1,936,153	(292,208)	-17.8%
JIAS - JAIL INTELLIGENCE AND SECURITY	2,219,495	2,407,312	2,538,452	2,527,764	2,456,890	81,562	3.2%
MANS - INMATE RELATED MANDATES	12,441,516	13,607,706	14,855,808	14,538,549	16,502,828	(1,647,020)	-11.1%
PRDM - INMATE DETENTION HOUSING	97,098,348	98,040,676	108,071,126	106,442,208	107,761,768	309,358	0.3%
50CM - CUSTODY MANAGEMENT	\$ 139,310,652	\$ 143,983,451	\$ 156,863,208	\$ 152,243,491	\$ 158,496,316	\$ (1,633,108)	-1.0%
AVIA - AVIATION	\$ 2,512,601	\$ 2,812,392	\$ 2,964,607	\$ 3,236,853	\$ 3,802,090	\$ (837,483)	-28.2%
COFB - COMMUNITY OUTREACH	-	-	-	-	146,848	(146,848)	N/A
FMGT - SHERIFFS VEHICLE FLEET	376,752	358,256	386,977	359,536	378,956	8,021	2.1%
MCSI - INFO AND COMM TECHNOLOGY	1,975,872	3,135,276	2,637,070	2,517,278	6,195,512	(3,558,442)	-134.9%
PPEV - PROPERTY AND EVIDENCE	1,103,873	1,240,862	1,327,909	1,130,293	1,656,729	(328,820)	-24.8%
PROF - EMPLOYEE PROFESSIONAL STANDARD	3,383,569	3,586,118	4,188,567	3,917,631	4,511,337	(322,770)	-7.7%
TRAG - MANDATED ENF AND DET TRAINING	4,983,792	6,419,133	6,932,598	6,390,816	6,891,124	41,474	0.6%
50CO - ENF AND DET OPERATION RESOURCE	\$ 14,336,459	\$ 17,552,037	\$ 18,437,728	\$ 17,552,407	\$ 23,582,596	\$ (5,144,868)	-27.9%
DISP - DISPATCH	\$ 2,829,430	\$ 3,165,050	\$ 4,038,530	\$ 2,920,203	\$ 4,386,109	\$ (347,579)	-8.6%
DSTR - DISAST AND COMM THRE DISR RESP	2,224,496	2,277,248	2,364,093	1,605,338	2,079,802	284,291	12.0%
ENFO - ENFORCEMENT SUPPORT	5,789,126	6,056,519	3,569,441	4,177,852	4,601,253	(1,031,812)	-28.9%
INVT - INVESTIGATIONS	17,700,317	19,690,315	24,700,051	22,300,092	24,607,438	92,613	0.4%
PATR - PATROL	34,878,639	37,856,514	47,956,766	46,940,678	47,200,667	756,099	1.6%
SRCH - SEARCH AND RESCUE	100,169	150,096	134,103	109,980	5,266,740	(5,132,637)	-3827.4%
SWAT - SPEC WEAPONS AND TACTICS	3,093,507	3,353,084	3,527,451	3,318,337	3,806,936	(279,485)	-7.9%
WRNT - WARR AND RECOR INFO PROCESSING	1,652,193	1,832,147	1,804,315	1,756,661	1,846,324	(42,009)	-2.3%
50EN - ENFORCEMENT	\$ 68,267,877	\$ 74,380,973	\$ 88,090,758	\$ 83,129,141	\$ 93,795,269	\$ (5,700,519)	-6.5%
BLDR - BUILDINGS AND GROUNDS	\$ 2,655,359	\$ 2,328,006	\$ 2,438,352	\$ 2,619,027	\$ 2,445,416	\$ (7,064)	-0.3%
700M - FACILITIES OPERATION AND MAINT	\$ 2,655,359	\$ 2,328,006	\$ 2,438,352	\$ 2,619,027	\$ 2,445,416	\$ (7,064)	-0.3%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 1,254,137	\$ 1,457,651	\$ 1,943,311	\$ 1,551,464	\$ 2,210,853	\$ (267,542)	-13.8%
HRAC - HUMAN RESOURCES	2,444,854	2,649,590	2,819,650	2,398,971	2,760,175	59,475	2.1%
ODIR - EXECUTIVE MANAGEMENT	4,800,811	5,414,589	11,421,529	9,682,882	3,150,769	8,270,760	72.4%
POOL - POOLED COSTS	-	(2,442,537)	-	-	166,714	(166,714)	N/A
PROC - PROCUREMENT	558,517	531,089	554,292	564,383	549,625	4,667	0.8%
RCOM - REGULATION COMPLIANCE	-	-	-	-	2,241,508	(2,241,508)	N/A
RMGT - RISK MANAGEMENT	491,842	540,170	563,936	580,753	642,290	(78,354)	-13.9%
SPPT - OPERATIONS SUPPORT	-	-	-	-	1,257,080	(1,257,080)	N/A
99AS - INDIRECT SUPPORT	\$ 9,550,161	\$ 8,150,552	\$ 17,302,718	\$ 14,778,453	\$ 12,979,014	\$ 4,323,704	25.0%
CSCA - CENTRAL SERVICE COST ALLOC	\$ -	\$ 14,863	\$ -	\$ -	\$ -	\$ -	N/A
GGOV - GENERAL GOVERNMENT	-	8,453,855	(1,311,537)	1,488,523	-	(1,311,537)	100.0%
INFR - INFRASTRUCTURE	-	-	-	-	3,609,363	(3,609,363)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	10,630,755	12,271,414	12,259,021	12,156,661	-	12,259,021	100.0%
MPOS - ELECTED AND STATUTRY OFFICIALS	-	-	-	-	136,731	(136,731)	N/A
RISK - RISK PREMIUMS	-	-	-	-	8,570,756	(8,570,756)	N/A
99GV - GENERAL OVERHEAD	\$ 10,630,755	\$ 20,740,132	\$ 10,947,484	\$ 13,645,184	\$ 12,316,850	\$ (1,369,366)	-12.5%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 1,965,316	\$ 2,793,098	\$ 3,407,464	\$ 2,758,928	\$ 3,610,653	\$ (203,189)	-6.0%
DACR - DATA CENTER	3,342,557	3,479,537	3,533,076	3,041,919	3,700,428	(167,352)	-4.7%
GISA - GIS APPLICATION DEV AND SUPP	515,122	483,604	468,928	475,455	496,679	(27,751)	-5.9%
TSPT - TECHNOLOGY SUPPORT	1,318,099	1,114,717	1,204,359	1,258,639	1,379,147	(174,788)	-14.5%
VANS - INFRASTRUCTURE NETWORK SVCS	395,135	397,672	384,855	335,603	470,029	(85,174)	-22.1%
99IT - INFORMATION TECHNOLOGY	\$ 7,536,229	\$ 8,268,628	\$ 8,998,682	\$ 7,870,544	\$ 9,656,936	\$ (658,254)	-7.3%
<b>TOTAL PROGRAMS</b>	<b>\$ 274,059,079</b>	<b>\$ 298,336,365</b>	<b>\$ 327,474,678</b>	<b>\$ 315,844,570</b>	<b>\$ 340,678,852</b>	<b>\$ (13,204,174)</b>	<b>-4.0%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>LICENSES AND PERMITS</b>							
0610 - LICENSES AND PERMITS	\$ 85,000	\$ 81,000	\$ 81,000	\$ 90,750	\$ 85,000	\$ 4,000	4.9%
<b>SUBTOTAL</b>	\$ 85,000	\$ 81,000	\$ 81,000	\$ 90,750	\$ 85,000	\$ 4,000	4.9%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 3,776,505	\$ 3,255,550	\$ 3,494,158	\$ 2,269,185	\$ 2,601,071	\$ (893,087)	-25.6%
0620 - OTHER INTERGOVERNMENTAL	4,796,849	5,516,942	6,006,466	6,182,707	5,097,066	(909,400)	-15.1%
<b>SUBTOTAL</b>	\$ 8,573,354	\$ 8,772,492	\$ 9,500,624	\$ 8,451,892	\$ 7,698,137	\$ (1,802,487)	-19.0%
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 39,218,507	\$ 38,033,731	\$ 38,033,731	\$ 39,068,726	\$ 42,578,703	\$ 4,544,972	11.9%
0635 - OTHER CHARGES FOR SERVICES	12,256,753	12,271,500	12,271,500	11,147,142	11,522,619	(748,881)	-6.1%
0638 - PATIENT SERVICES REVENUE	173,058	165,060	165,060	264,844	199,420	34,360	20.8%
<b>SUBTOTAL</b>	\$ 51,648,318	\$ 50,470,291	\$ 50,470,291	\$ 50,480,712	\$ 54,300,742	\$ 3,830,451	7.6%
<b>FINES &amp; FOREFEITS</b>							
0637 - FINES & FORFEITS	\$ 3,041,758	\$ 4,282,500	\$ 5,062,500	\$ 3,128,751	\$ 4,312,500	\$ (750,000)	-14.8%
<b>SUBTOTAL</b>	\$ 3,041,758	\$ 4,282,500	\$ 5,062,500	\$ 3,128,751	\$ 4,312,500	\$ (750,000)	-14.8%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 31,126	\$ 16,608	\$ 16,608	\$ 23,553	\$ 25,994	\$ 9,386	56.5%
0650 - MISCELLANEOUS REVENUE	396,672	337,004	337,004	416,311	335,014	(1,990)	-0.6%
<b>SUBTOTAL</b>	\$ 427,798	\$ 353,612	\$ 353,612	\$ 439,864	\$ 361,008	\$ 7,396	2.1%
<b>ALL REVENUES</b>	\$ 63,776,228	\$ 63,959,895	\$ 65,468,027	\$ 62,591,969	\$ 66,757,387	\$ 1,289,360	2.0%
<b>OTHER FINANCING SOURCES</b>							
0680 - TRANSFERS IN	\$ -	\$ -	\$ 512,929	\$ -	\$ -	\$ (512,929)	-100.0%
<b>ALL OTHER FINANCING SOURCES</b>	\$ -	\$ -	\$ 512,929	\$ -	\$ -	\$ (512,929)	-100.0%
<b>TOTAL SOURCES</b>	\$ 63,776,228	\$ 63,959,895	\$ 65,980,956	\$ 62,591,969	\$ 66,757,387	\$ 776,431	1.2%

Sources and Uses by Category (continued)

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 149,970,350	\$ 152,112,620	\$ 174,093,070	\$ 169,853,302	\$ 179,099,130	\$ (5,006,060)	-2.9%
0705 - TEMPORARY PAY	207,188	190,732	211,759	239,224	423,629	(211,870)	-100.1%
0710 - OVERTIME	3,860,344	2,771,687	4,764,012	4,312,917	5,817,685	(1,053,673)	-22.1%
0750 - FRINGE BENEFITS	66,711,411	74,134,984	82,579,337	78,030,549	86,021,271	(3,441,934)	-4.2%
0790 - OTHER PERSONNEL SERVICES	1,889,593	1,855,620	1,854,924	1,925,524	1,845,519	9,405	0.5%
0795 - PERSONNEL SERVICES ALLOC-OUT	(22,399,339)	(25,853,129)	(25,848,879)	(25,734,422)	(28,208,266)	2,359,387	9.1%
0796 - PERSONNEL SERVICES ALLOC-IN	20,896,843	24,300,286	24,288,292	24,226,340	26,571,106	(2,282,814)	-9.4%
<b>SUBTOTAL</b>	<b>\$ 221,136,390</b>	<b>\$ 229,512,800</b>	<b>\$ 261,942,515</b>	<b>\$ 252,853,434</b>	<b>\$ 271,570,074</b>	<b>\$ (9,627,559)</b>	<b>-3.7%</b>
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 18,917,851	\$ 19,180,790	\$ 20,294,680	\$ 18,373,466	\$ 19,311,108	\$ 983,572	4.8%
0802 - MEDICAL SUPPLIES	101,444	249,125	287,809	158,082	313,587	(25,778)	-9.0%
0803 - FUEL	4,229,308	4,520,048	4,506,107	4,097,326	4,373,190	132,917	2.9%
0804 - NON-CAPITAL EQUIPMENT	996,335	1,915,698	3,404,129	3,669,786	5,137,685	(1,733,556)	-50.9%
0805 - SUPPLIES-ALLOCATION OUT	(1,816,169)	(2,351,613)	(2,351,613)	(2,346,587)	(2,243,931)	(107,682)	-4.6%
0806 - SUPPLIES-ALLOCATION IN	1,488,690	1,933,325	1,933,325	1,932,841	1,913,159	20,166	1.0%
<b>SUBTOTAL</b>	<b>\$ 23,917,459</b>	<b>\$ 25,447,373</b>	<b>\$ 28,074,437</b>	<b>\$ 25,884,914</b>	<b>\$ 28,804,798</b>	<b>\$ (730,361)</b>	<b>-2.6%</b>
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 307,235	\$ 422,199	\$ 647,199	\$ 552,491	\$ 588,400	\$ 58,799	9.1%
0811 - HEALTH CARE SERVICES	1,231,920	1,066,809	1,050,346	1,040,963	1,169,916	(119,570)	-11.4%
0812 - OTHER SERVICES	1,321,026	10,914,415	1,596,879	1,274,686	1,595,699	1,180	0.1%
0820 - RENT & OPERATING LEASES	2,986,878	3,220,685	3,251,461	2,875,500	2,452,827	798,634	24.6%
0825 - REPAIRS AND MAINTENANCE	5,591,567	6,288,173	6,189,713	4,785,603	6,164,443	25,270	0.4%
0830 - INTERGOVERNMENTAL PAYMENTS	530,072	690,024	580,465	379,479	705,809	(125,344)	-21.6%
0839 - INTERNAL SERVICE CHARGES	11,389,068	11,976,083	11,961,220	12,362,791	12,228,698	(267,478)	-2.2%
0841 - TRAVEL	924,302	1,061,837	1,058,950	1,063,673	965,823	93,127	8.8%
0842 - EDUCATION AND TRAINING	919,242	1,284,521	1,280,798	804,142	1,189,875	90,923	7.1%
0843 - POSTAGE/FREIGHT/SHIPPING	287,494	331,183	332,533	218,349	262,836	69,697	21.0%
0850 - UTILITIES	515,411	622,411	639,631	573,298	706,507	(66,876)	-10.5%
0872 - SERVICES-ALLOCATION OUT	(1,498,980)	(1,753,534)	(1,753,534)	(1,753,531)	(1,768,541)	15,007	0.9%
0873 - SERVICES-ALLOCATION IN	1,498,980	1,753,534	1,753,534	1,753,871	1,768,541	(15,007)	-0.9%
<b>SUBTOTAL</b>	<b>\$ 26,004,215</b>	<b>\$ 37,878,340</b>	<b>\$ 28,589,195</b>	<b>\$ 25,931,315</b>	<b>\$ 28,030,833</b>	<b>\$ 558,362</b>	<b>2.0%</b>
<b>CAPITAL</b>							
0920 - CAPITAL EQUIPMENT	\$ 2,486,559	\$ 5,116,328	\$ 5,951,924	\$ 6,921,678	\$ 3,836,926	\$ 2,114,998	35.5%
0930 - VEHICLES & CONSTRUCTION EQUIP	514,456	381,524	2,403,678	4,253,229	8,436,221	(6,032,543)	-251.0%
0955 - CAPITAL-ALLOCATION OUT	-	-	-	-	(50,664)	50,664	N/A
0956 - CAPITAL-ALLOCATION IN	-	-	-	-	50,664	(50,664)	N/A
<b>SUBTOTAL</b>	<b>\$ 3,001,015</b>	<b>\$ 5,497,852</b>	<b>\$ 8,355,602</b>	<b>\$ 11,174,907</b>	<b>\$ 12,273,147</b>	<b>\$ (3,917,545)</b>	<b>-46.9%</b>
<b>ALL EXPENDITURES</b>	<b>\$ 274,059,079</b>	<b>\$ 298,336,365</b>	<b>\$ 326,961,749</b>	<b>\$ 315,844,570</b>	<b>\$ 340,678,852</b>	<b>\$ (13,717,103)</b>	<b>-4.2%</b>
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ -	\$ -	\$ 512,929	\$ -	\$ -	\$ 512,929	100.0%
<b>ALL OTHER FINANCING USES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 512,929</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 512,929</b>	<b>100.0%</b>
<b>TOTAL USES</b>	<b>\$ 274,059,079</b>	<b>\$ 298,336,365</b>	<b>\$ 327,474,678</b>	<b>\$ 315,844,570</b>	<b>\$ 340,678,852</b>	<b>\$ (13,204,174)</b>	<b>-4.0%</b>

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 11,515,939	\$ 11,181,951	\$ 11,181,951	\$ 11,633,548	\$ 12,674,823	\$ 1,492,872	13.4%
<b>FUND TOTAL SOURCES</b>	\$ 11,515,939	\$ 11,181,951	\$ 11,181,951	\$ 11,633,548	\$ 12,674,823	\$ 1,492,872	13.4%
251 SHERIFF GRANTS							
OPERATING	\$ 8,421,258	\$ 8,565,508	\$ 10,073,640	\$ 8,192,295	\$ 8,275,961	\$ (1,797,679)	-17.8%
<b>FUND TOTAL SOURCES</b>	\$ 8,421,258	\$ 8,565,508	\$ 10,073,640	\$ 8,192,295	\$ 8,275,961	\$ (1,797,679)	-17.8%
203 SHERIFF DONATIONS							
OPERATING	\$ 19,056	\$ 26,300	\$ 26,300	\$ 25,959	\$ 20,000	\$ (6,300)	-24.0%
<b>FUND TOTAL SOURCES</b>	\$ 19,056	\$ 26,300	\$ 26,300	\$ 25,959	\$ 20,000	\$ (6,300)	-24.0%
206 OFFICER SAFETY EQUIPMENT							
OPERATING	\$ 55,967	\$ 60,000	\$ 60,000	\$ 61,635	\$ 60,000	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 55,967	\$ 60,000	\$ 60,000	\$ 61,635	\$ 60,000	\$ -	0.0%
212 SHERIFF RICO							
OPERATING	\$ 1,262,628	\$ 2,500,000	\$ 2,500,000	\$ 1,364,580	\$ 1,750,000	\$ (750,000)	-30.0%
<b>FUND TOTAL SOURCES</b>	\$ 1,262,628	\$ 2,500,000	\$ 2,500,000	\$ 1,364,580	\$ 1,750,000	\$ (750,000)	-30.0%
214 SHERIFF JAIL ENHANCEMENT							
OPERATING	\$ 1,460,447	\$ 1,482,444	\$ 1,482,444	\$ 1,476,717	\$ 1,482,444	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 1,460,447	\$ 1,482,444	\$ 1,482,444	\$ 1,476,717	\$ 1,482,444	\$ -	0.0%
252 INMATE SERVICES							
OPERATING	\$ 11,779,631	\$ 11,637,000	\$ 12,149,929	\$ 10,684,057	\$ 10,982,350	\$ (1,167,579)	-9.6%
<b>FUND TOTAL SOURCES</b>	\$ 11,779,631	\$ 11,637,000	\$ 12,149,929	\$ 10,684,057	\$ 10,982,350	\$ (1,167,579)	-9.6%
254 INMATE HEALTH SERVICES							
OPERATING	\$ 174,442	\$ 165,640	\$ 165,640	\$ 266,072	\$ 200,000	\$ 34,360	20.7%
<b>FUND TOTAL SOURCES</b>	\$ 174,442	\$ 165,640	\$ 165,640	\$ 266,072	\$ 200,000	\$ 34,360	20.7%
255 DETENTION OPERATIONS							
OPERATING	\$ 29,086,860	\$ 28,112,452	\$ 28,112,452	\$ 28,644,706	\$ 31,055,228	\$ 2,942,776	10.5%
<b>FUND TOTAL SOURCES</b>	\$ 29,086,860	\$ 28,112,452	\$ 28,112,452	\$ 28,644,706	\$ 31,055,228	\$ 2,942,776	10.5%
258 SHERIFF TOWING AND IMPOUND							
OPERATING	\$ -	\$ 228,600	\$ 228,600	\$ 242,400	\$ 256,581	\$ 27,981	12.2%
<b>FUND TOTAL SOURCES</b>	\$ -	\$ 228,600	\$ 228,600	\$ 242,400	\$ 256,581	\$ 27,981	12.2%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 63,776,228	\$ 63,959,895	\$ 65,980,956	\$ 62,591,969	\$ 66,757,387	\$ 776,431	1.2%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 63,776,228	\$ 63,959,895	\$ 65,980,956	\$ 62,591,969	\$ 66,757,387	\$ 776,431	1.2%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
MCSO JUDGMENT ORDER OPERATING	\$ -	\$ -	\$ -	\$ -	\$ 8,310,737	\$ (8,310,737)	N/A
OPERATING	75,098,178	82,943,096	91,389,063	88,837,167	90,500,556	888,507	1.0%
AIRPLANE PURCHASE	-	-	-	-	850,000	(850,000)	N/A
CAD RMS	-	-	-	-	146,847	(146,847)	N/A
PROPERTY AND EVIDENCE	-	-	-	-	247,978	(247,978)	N/A
HELICOPTER PURCHASE	-	-	-	-	5,000,000	(5,000,000)	N/A
MCSO JUDGMENT ORDER NON RECURRING	-	-	6,561,126	5,496,819	4,200,000	2,361,126	36.0%
NON RECURRING NON PROJECT	340,005	4,091,783	4,091,783	3,855,998	-	4,091,783	100.0%
MCSO RECORDS MANAGEMENT	-	-	-	-	676,000	(676,000)	N/A
<b>FUND TOTAL USES</b>	<b>\$ 75,438,183</b>	<b>\$ 87,034,879</b>	<b>\$ 102,041,972</b>	<b>\$ 98,189,984</b>	<b>\$ 109,932,118</b>	<b>\$ (7,890,146)</b>	<b>-7.7%</b>
251 SHERIFF GRANTS							
OPERATING	\$ 8,129,387	\$ 8,565,508	\$ 10,073,640	\$ 7,362,198	\$ 8,275,961	\$ 1,797,679	17.8%
<b>FUND TOTAL USES</b>	<b>\$ 8,129,387</b>	<b>\$ 8,565,508</b>	<b>\$ 10,073,640</b>	<b>\$ 7,362,198</b>	<b>\$ 8,275,961</b>	<b>\$ 1,797,679</b>	<b>17.8%</b>
203 SHERIFF DONATIONS							
OPERATING	\$ 459	\$ 26,300	\$ 26,300	\$ 13,301	\$ 20,000	\$ 6,300	24.0%
NON RECURRING NON PROJECT	-	-	-	-	100,000	(100,000)	N/A
<b>FUND TOTAL USES</b>	<b>\$ 459</b>	<b>\$ 26,300</b>	<b>\$ 26,300</b>	<b>\$ 13,301</b>	<b>\$ 120,000</b>	<b>\$ (93,700)</b>	<b>-356.3%</b>
206 OFFICER SAFETY EQUIPMENT							
OPERATING	\$ -	\$ 60,000	\$ 60,000	\$ -	\$ 60,000	\$ -	0.0%
<b>FUND TOTAL USES</b>	<b>\$ -</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>0.0%</b>
212 SHERIFF RICO							
OPERATING	\$ 1,264,241	\$ 2,500,000	\$ 2,500,000	\$ 1,356,969	\$ 1,750,000	\$ 750,000	30.0%
<b>FUND TOTAL USES</b>	<b>\$ 1,264,241</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 1,356,969</b>	<b>\$ 1,750,000</b>	<b>\$ 750,000</b>	<b>30.0%</b>
214 SHERIFF JAIL ENHANCEMENT							
OPERATING	\$ 1,319,478	\$ 1,482,444	\$ 1,482,444	\$ 829,336	\$ 1,482,444	\$ -	0.0%
<b>FUND TOTAL USES</b>	<b>\$ 1,319,478</b>	<b>\$ 1,482,444</b>	<b>\$ 1,482,444</b>	<b>\$ 829,336</b>	<b>\$ 1,482,444</b>	<b>\$ -</b>	<b>0.0%</b>
252 INMATE SERVICES							
OPERATING	\$ 9,390,312	\$ 11,637,000	\$ 12,149,929	\$ 9,906,105	\$ 10,982,350	\$ 1,167,579	9.6%
NON RECURRING NON PROJECT	87,274	-	-	-	-	-	N/A
<b>FUND TOTAL USES</b>	<b>\$ 9,477,586</b>	<b>\$ 11,637,000</b>	<b>\$ 12,149,929</b>	<b>\$ 9,906,105</b>	<b>\$ 10,982,350</b>	<b>\$ 1,167,579</b>	<b>9.6%</b>
254 INMATE HEALTH SERVICES							
OPERATING	\$ 1,343	\$ 165,640	\$ 165,640	\$ 88,374	\$ 200,000	\$ (34,360)	-20.7%
NON RECURRING NON PROJECT	-	-	-	-	140,000	(140,000)	N/A
<b>FUND TOTAL USES</b>	<b>\$ 1,343</b>	<b>\$ 165,640</b>	<b>\$ 165,640</b>	<b>\$ 88,374</b>	<b>\$ 340,000</b>	<b>\$ (174,360)</b>	<b>-105.3%</b>
255 DETENTION OPERATIONS							
OPERATING	\$ 177,944,208	\$ 185,207,903	\$ 197,318,062	\$ 196,824,884	\$ 205,492,876	\$ (8,174,814)	-4.1%
MCSO IVR	-	-	-	-	905,000	(905,000)	N/A
JAIL KITCHEN EQUIPMENT	-	-	-	-	300,000	(300,000)	N/A
KITCHEN INSTALLATION	-	-	-	-	340,000	(340,000)	N/A
NON RECURRING NON PROJECT	484,194	1,462,000	1,462,000	1,162,000	-	1,462,000	100.0%
JAIL WAGON VEHICLES	-	-	-	-	140,000	(140,000)	N/A
WASHING MACHINES	-	-	-	-	350,000	(350,000)	N/A
<b>FUND TOTAL USES</b>	<b>\$ 178,428,402</b>	<b>\$ 186,669,903</b>	<b>\$ 198,780,062</b>	<b>\$ 197,986,884</b>	<b>\$ 207,527,876</b>	<b>\$ (8,747,814)</b>	<b>-4.4%</b>
258 SHERIFF TOWING AND IMPOUND							
OPERATING	\$ -	\$ 194,691	\$ 194,691	\$ 111,419	\$ 208,103	\$ (13,412)	-6.9%
<b>FUND TOTAL USES</b>	<b>\$ -</b>	<b>\$ 194,691</b>	<b>\$ 194,691</b>	<b>\$ 111,419</b>	<b>\$ 208,103</b>	<b>\$ (13,412)</b>	<b>-6.9%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 273,172,817</b>	<b>\$ 292,782,582</b>	<b>\$ 315,359,769</b>	<b>\$ 305,432,662</b>	<b>\$ 327,283,027</b>	<b>\$ (11,923,258)</b>	<b>-3.8%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 911,473</b>	<b>\$ 5,553,783</b>	<b>\$ 12,114,909</b>	<b>\$ 10,514,817</b>	<b>\$ 13,395,825</b>	<b>\$ (1,280,916)</b>	<b>-10.6%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 274,084,290</b>	<b>\$ 298,336,365</b>	<b>\$ 327,474,678</b>	<b>\$ 315,947,479</b>	<b>\$ 340,678,852</b>	<b>\$ (13,204,174)</b>	<b>-4.0%</b>

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
<b>COURT COMPLIANCE AND SECURITY</b>							
CIVIL PROCESS	55.00	55.00	60.00	60.00	60.00	-	0.0%
COURT SECURITY	36.00	36.00	36.00	36.00	35.00	(1.00)	(2.8%)
EXTRADITIONS	14.00	15.00	16.00	16.00	16.00	-	0.0%
INMATE TRANSPORT	228.00	221.00	216.00	216.00	241.00	25.00	11.6%
<b>PROGRAM TOTAL</b>	<b>333.00</b>	<b>327.00</b>	<b>328.00</b>	<b>328.00</b>	<b>352.00</b>	<b>24.00</b>	<b>7.3%</b>
<b>CUSTODY MANAGEMENT</b>							
INMATE CANTEEN AND OPTION SVCS	20.00	20.00	24.00	24.00	24.00	-	0.0%
INMATE DETENTION HOUSING	1,522.00	1,492.00	1,561.00	1,560.00	1,559.00	(2.00)	(0.1%)
INMATE EDUCATION	36.00	35.00	39.00	36.00	39.00	-	0.0%
INMATE INTAKE AND RELEASE	352.00	350.00	348.00	349.00	350.00	2.00	0.6%
INMATE LABOR	7.00	7.00	7.00	7.00	7.00	-	0.0%
INMATE RELATED MANDATES	190.00	224.00	237.00	237.00	272.00	35.00	14.8%
INMATE SKILLS AND TRAINING	12.00	16.00	23.00	23.00	23.00	-	0.0%
INMATE SUBST ABUSE RECOVERY	11.00	16.00	17.00	17.00	17.00	-	0.0%
JAIL INTELLIGENCE AND SECURITY	36.00	35.00	34.00	34.00	34.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>2,186.00</b>	<b>2,195.00</b>	<b>2,290.00</b>	<b>2,287.00</b>	<b>2,325.00</b>	<b>35.00</b>	<b>1.5%</b>
<b>ENF AND DET OPERATION RESOURCE</b>							
AVIATION	20.00	20.00	20.00	20.00	20.00	-	0.0%
COMMUNITY OUTREACH	-	-	.00	-	1.00	1.00	N/A
EMPLOYEE PROFESSIONAL STANDARD	46.00	47.00	52.00	53.00	53.00	1.00	1.9%
INFO AND COMM TECHNOLOGY	10.00	10.00	9.00	9.00	9.00	-	0.0%
MANDATED ENF AND DET TRAINING	48.00	53.00	57.00	56.00	57.00	-	0.0%
PROPERTY AND EVIDENCE	14.00	17.00	16.00	16.00	17.00	1.00	6.3%
SHERIFFS VEHICLE FLEET	4.00	4.00	4.00	5.00	5.00	1.00	25.0%
<b>PROGRAM TOTAL</b>	<b>142.00</b>	<b>151.00</b>	<b>158.00</b>	<b>159.00</b>	<b>162.00</b>	<b>4.00</b>	<b>2.5%</b>
<b>ENFORCEMENT</b>							
DISAST AND COMM THRE DISR RESP	12.00	10.00	13.00	13.00	13.00	-	0.0%
DISPATCH	47.00	48.00	57.00	57.00	58.00	1.00	1.8%
ENFORCEMENT SUPPORT	54.00	54.00	29.00	29.00	33.00	4.00	13.8%
INVESTIGATIONS	148.00	149.00	181.00	182.00	178.00	(3.00)	(1.7%)
PATROL	357.00	352.00	385.00	385.00	386.00	1.00	0.3%
SEARCH AND RESCUE	1.00	1.00	1.00	1.00	1.00	-	0.0%
SPEC WEAPONS AND TACTICS	33.00	33.00	32.00	32.00	32.00	-	0.0%
WARR AND RECOR INFO PROCESSING	36.00	36.00	34.00	34.00	34.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>688.00</b>	<b>683.00</b>	<b>732.00</b>	<b>733.00</b>	<b>735.00</b>	<b>3.00</b>	<b>0.4%</b>
<b>FACILITIES OPERATION AND MAINT</b>							
BUILDINGS AND GROUNDS	42.00	42.00	45.00	44.00	44.00	(1.00)	(2.2%)
<b>PROGRAM TOTAL</b>	<b>42.00</b>	<b>42.00</b>	<b>45.00</b>	<b>44.00</b>	<b>44.00</b>	<b>(1.00)</b>	<b>(2.2%)</b>
<b>GENERAL OVERHEAD</b>							
ELECTED AND STATUTRY OFFICIALS	-	-	.00	-	1.00	1.00	N/A
<b>PROGRAM TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.00</b>	<b>1.00</b>	<b>N/A</b>
<b>INDIRECT SUPPORT</b>							
BUDGET AND FINANCIAL SERVICES	21.00	22.00	30.75	31.75	32.75	2.00	6.5%
EXECUTIVE MANAGEMENT	45.00	40.00	49.00	48.00	19.00	(30.00)	(61.2%)
HUMAN RESOURCES	37.00	40.00	40.00	40.00	41.00	1.00	2.5%
OPERATIONS SUPPORT	-	-	.00	-	17.00	17.00	N/A
PROCUREMENT	9.00	9.00	9.00	9.00	9.00	-	0.0%
REGULATION COMPLIANCE	-	-	.00	-	8.00	8.00	N/A
RISK MANAGEMENT	7.00	6.00	7.00	7.00	7.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>119.00</b>	<b>117.00</b>	<b>135.75</b>	<b>135.75</b>	<b>133.75</b>	<b>(2.00)</b>	<b>(1.5%)</b>
<b>INFORMATION TECHNOLOGY</b>							
BUSINESS APPLICATION DEV SUPP	19.00	26.00	28.00	29.00	26.00	(2.00)	(7.1%)
DATA CENTER	19.00	13.00	18.00	13.00	13.00	(5.00)	(27.8%)
GIS APPLICATION DEV AND SUPP	6.00	6.00	6.00	6.00	6.00	-	0.0%
INFRASTRUCTURE NETWORK SVCS	4.00	4.00	4.00	4.00	4.00	-	0.0%
TECHNOLOGY SUPPORT	14.00	14.00	10.00	15.00	15.00	5.00	50.0%
<b>PROGRAM TOTAL</b>	<b>62.00</b>	<b>63.00</b>	<b>66.00</b>	<b>67.00</b>	<b>64.00</b>	<b>(2.00)</b>	<b>(3.0%)</b>
<b>DEPARTMENT TOTAL</b>	<b>3,572.00</b>	<b>3,578.00</b>	<b>3,754.75</b>	<b>3,753.75</b>	<b>3,816.75</b>	<b>62.00</b>	<b>1.7%</b>

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	4.00	4.00	5.00	4.00	5.00	-	0.0%
Accounting Specialist	12.00	11.00	13.00	15.00	13.00	-	0.0%
Admin & Operations Mgr	2.00	1.00	-	-	-	-	N/A
Admin/Operations Specialist	19.00	20.00	22.00	22.00	22.00	-	0.0%
Admin/Operations Supv	1.00	-	-	-	-	-	N/A
Administrative Manager	1.00	2.00	1.00	2.00	2.00	1.00	100.0%
Administrative Staff Supv	4.00	4.00	4.00	4.00	4.00	-	0.0%
Administrative Supervisor	6.00	6.00	5.00	5.00	5.00	-	0.0%
Administrator	3.00	1.00	1.00	1.00	1.00	-	0.0%
Animal Care Technician	1.00	1.00	4.00	4.00	4.00	-	0.0%
Applications Development Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Supv	-	1.00	1.00	1.00	1.00	-	0.0%
Business Systems Analyst	4.00	4.00	5.00	5.00	4.00	(1.00)	(20.0%)
Business Systems Analyst-Sr/Ld	2.00	2.00	4.00	4.00	4.00	-	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	1.00	1.00	-	0.0%
Communicatns Mgr-Crim Justice	1.00	1.00	1.00	1.00	1.00	-	0.0%
Computer Forensic Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Computer Operator	4.00	4.00	4.00	4.00	4.00	-	0.0%
Computer Operator - Sr/Ld	4.00	4.00	4.00	4.00	4.00	-	0.0%
Counseling Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Counselor	4.00	8.00	8.00	8.00	8.00	-	0.0%
Crime Scene Specialist-Sheriff	8.00	9.00	10.00	10.00	10.00	-	0.0%
Crime Scene Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Criminal Intelligence Analyst	-	5.00	4.00	4.00	4.00	-	0.0%
Custodial Manager	-	-	1.00	1.00	1.00	-	0.0%
Custodial Supervisor	-	-	5.00	5.00	5.00	-	0.0%
Custodian	-	-	33.00	33.00	33.00	-	0.0%
Database Administrator	4.00	4.00	1.00	4.00	4.00	3.00	300.0%
Database Administrator - Senior/Lead	-	-	3.00	-	-	(3.00)	(100.0%)
Department Facilities Planner	-	1.00	1.00	1.00	1.00	-	0.0%
Detention Officer	1,887.00	1,894.00	1,915.00	1,915.00	1,975.00	60.00	3.1%
Detention Officer Captain	11.00	13.00	13.00	13.00	13.00	-	0.0%
Detention Officer Lieutenant	65.00	65.00	70.00	70.00	70.00	-	0.0%
Detention Officer Sergeant	202.00	203.00	203.00	203.00	203.00	-	0.0%
Dietitian/Nutritionist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Education Manager - Detention	-	-	1.00	1.00	1.00	-	0.0%
Educator - Detention	17.00	17.00	20.00	17.00	20.00	-	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	2.00	2.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Emergency Communication Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Emergency Dispatch Supervisor	4.00	4.00	7.00	7.00	7.00	-	0.0%
Emergency Dispatcher	29.00	29.00	33.00	33.00	35.00	2.00	6.1%
Emergency Operator	6.00	6.00	6.00	6.00	6.00	-	0.0%
Enterprise Architect	1.00	-	-	-	-	-	N/A
Environmental Specialist	4.00	4.00	4.00	4.00	4.00	-	0.0%
Equipment Operator	2.00	2.00	23.00	23.00	23.00	-	0.0%
Executive Assistant	1.00	-	-	-	-	-	N/A
Executive Assistant - Elected Official	1.00	1.00	1.00	1.00	1.00	-	0.0%
Field Operations Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Finance Manager	4.00	4.00	4.75	4.75	4.75	-	0.0%
Finance Manager - Sheriff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	-	1.00	4.00	4.00	4.00	-	0.0%
Finance/Business Analyst	1.00	1.00	2.00	2.00	2.00	-	0.0%
Finance/Business Analyst - County	-	-	-	-	1.00	1.00	N/A
Fingerprint Analyst	16.00	16.00	16.00	16.00	16.00	-	0.0%
Fingerprint Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Fingerprint Technician	14.00	14.00	14.00	14.00	14.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Food Service Worker	10.00	10.00	39.00	39.00	38.00	(1.00)	(2.6%)
Food Services Assistant Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Food Services Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Food Services Shift Supervisor	12.00	12.00	11.00	11.00	11.00	-	0.0%
Food Services Supervisor	1.00	1.00	2.00	2.00	2.00	-	0.0%
General Laborer	37.00	37.00	1.00	1.00	1.00	-	0.0%
General Laborer Supervisor	5.00	5.00	-	-	-	-	N/A
GIS Programmer/Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
GIS Programmer/Analyst - Senior/Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
GIS Technician	1.00	1.00	2.00	2.00	2.00	-	0.0%
Help Desk Coordinator	3.00	3.00	3.00	3.00	3.00	-	0.0%
Help Desk Coordinator - Sr/Ld	-	-	1.00	1.00	1.00	-	0.0%
Human Resources Analyst	-	-	1.00	1.00	1.00	-	0.0%
Human Resources Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Specialist	5.00	8.00	7.00	7.00	7.00	-	0.0%
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	1.00	-	-	-	-	N/A
IT Consultant	1.00	-	-	-	-	-	N/A
IT Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Program Manager	2.00	2.00	4.00	4.00	3.00	(1.00)	(25.0%)
IT Senior Manager	-	-	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	10.00	10.00	10.00	-	0.0%
Justice System Clerk Supv	4.00	4.00	4.00	4.00	4.00	-	0.0%
Laundry Manager	-	-	1.00	1.00	1.00	-	0.0%
Laundry Worker Lead	-	-	4.00	4.00	4.00	-	0.0%
Law Enforcement Captain	22.00	22.00	22.00	22.00	23.00	1.00	4.5%
Law Enforcement Lieutenant	30.00	30.00	34.00	34.00	34.00	-	0.0%
Law Enforcement Officer	567.00	550.00	578.00	578.00	578.00	-	0.0%
Law Enforcement Sergeant	89.00	88.00	104.00	104.00	104.00	-	0.0%
Legal Support Specialist	11.00	12.00	19.00	19.00	19.00	-	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	-	0.0%
Management Analyst	2.00	1.00	2.00	2.00	2.00	-	0.0%
Management Assistant	1.00	1.00	1.00	1.00	1.00	-	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%
Nurse	-	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	56.00	56.00	52.00	52.00	54.00	2.00	3.8%
Office Assistant Specialized	28.00	27.00	31.00	31.00	30.00	(1.00)	(3.2%)
Operations Support Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Operations Support Anlst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	4.00	4.00	5.00	4.00	4.00	(1.00)	(20.0%)
Operations/Program Supervisor	5.00	3.00	2.00	2.00	2.00	-	0.0%
PC/LAN Technician	5.00	5.00	5.00	5.00	5.00	-	0.0%
PC/LAN Technician - Senior/Lead	4.00	4.00	4.00	4.00	4.00	-	0.0%
Pilot	3.00	3.00	3.00	3.00	3.00	-	0.0%
Polygraph Examiner	3.00	3.00	4.00	4.00	4.00	-	0.0%
Polygraph Examiner Supervisor	-	1.00	1.00	1.00	1.00	-	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	-	-	-	-	-	N/A
Programmer/Analyst	5.00	5.00	6.00	6.00	6.00	-	0.0%
Programmer/Analyst - Senior/Lead	4.00	4.00	4.00	3.00	4.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Property & Evidence Custodian	5.00	5.00	6.00	6.00	6.00	-	0.0%
Psychologist	2.00	2.00	1.00	1.00	1.00	-	0.0%
Security Officer	-	-	2.00	2.00	2.00	-	0.0%
Sheriff Record Specialist	48.00	49.00	51.00	51.00	51.00	-	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%
Sheriff's Inmate Prog/Svcs Mgr	-	-	1.00	1.00	1.00	-	0.0%
Social Worker	44.00	44.00	48.00	48.00	48.00	-	0.0%
Social Worker Supervisor	8.00	11.00	11.00	11.00	11.00	-	0.0%
Special Projects Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems Admin & Analysis Mgr	-	1.00	1.00	1.00	1.00	-	0.0%
Systems Administrator	3.00	3.00	3.00	3.00	3.00	-	0.0%
Systems Administrator - Senior/Lead	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%
Telecomm Prgmr/Analyst-Sr/Ld	-	-	1.00	1.00	1.00	-	0.0%
Telecommunications Tech	1.00	1.00	2.00	2.00	2.00	-	0.0%
Telecommunications Tech-Sr/Ld	3.00	3.00	3.00	3.00	3.00	-	0.0%
Trades Specialist	7.00	7.00	2.00	2.00	2.00	-	0.0%
Trades Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Specialist	18.00	18.00	21.00	21.00	21.00	-	0.0%
Warehouse/Inventory Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Web Designer/Developer	2.00	2.00	-	2.00	-	-	N/A
<b>Department Total</b>	<b>3,572.00</b>	<b>3,578.00</b>	<b>3,754.75</b>	<b>3,753.75</b>	<b>3,816.75</b>	<b>62.00</b>	<b>1.7%</b>

Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	1,046.00	1,044.00	1,128.75	1,130.75	1,129.75	1.00	0.1%
251 SHERIFF GRANTS	29.00	24.00	27.00	27.00	27.00	-	0.0%
252 INMATE SERVICES	112.00	118.00	135.00	132.00	135.00	-	0.0%
255 DETENTION OPERATIONS	2,385.00	2,390.00	2,462.00	2,462.00	2,523.00	61.00	2.5%
258 SHERIFF TOWING AND IMPOUND	-	2.00	2.00	2.00	2.00	-	0.0%
<b>Department Total</b>	<b>3,572.00</b>	<b>3,578.00</b>	<b>3,754.75</b>	<b>3,753.75</b>	<b>3,816.75</b>	<b>62.00</b>	<b>1.7%</b>

Significant Variance Analysis

The Sheriff's Office has increased their staff by a net of 62.00 FTE. 60 FTE Detention Officers were created for the Jail Wagon Program and the Medical Team Staffing. A net decrease of 2.0 FTE IT and administrative positions were inactivated to better meet business needs. 1.0 FTE Financial Analyst will be reallocated from Finance Department to MCSO for Jail Per Diem Collection. 3.0 FTE Educators - Detention were created due to the increase in jail population, the increase in demand for evidenced based programming and to support the transition from jail to community.

General Adjustments

**Personnel:**

- FY 2015 personnel expenditures increased due to the annualization of County performance pay and market adjustments in FY 2014.

**Base Adjustments:**

**General Fund (100) Operating**

- Increase Regular Benefits by \$1,635,173 for the impact of changes in retirement contribution rates.
- Increase expenditure budget by \$314,453 for repairs and maintenance for IT.

- Decrease expenditure budget by \$495,546 for the terminations of the Wells Fargo Lease as MCSO has moved into new headquarters location.
- Increase expenditure budget by \$92,617 due to an increase in uniform allowance.
- Increase Overtime by \$955,399 due to ongoing vacancies of Deputies.
- Decrease expenditure budget by \$284,682 due to the pay rate reconciliation and the MGT staffing study finalization.
- Decrease expenditure budget by a net of \$15,969 to right size Supplies and Services.
- Increase expenditure budget by \$21,000 for conversion of cell phones from BlackBerrys to iPhones.
- Decrease expenditure budget by \$42,664 for the savings from change in IT Personnel Structure.
- Decrease Internal Services Charges by \$299,095 for the impact of changes in risk management charges.
- Increase Personnel Savings by \$672,630. In FY 2015, Personnel Savings has been budgeted at 3.5% from 3.3% in FY 2014. The Sheriff's Office will be actively recruiting for deputy positions but the hiring and training process takes nearly a full year.
- Reallocate \$89,868 for the 1.0 FTE Financial Analyst from the Finance Department to MCSO for Jail Per Diem Collection.
- Reallocate \$1,901,167 for administrative cost allocation between General Fund and Detention Fund.
- Increase expenditure budget by \$15,901 for IT Annual Market Adjustment.
- Increase expenditure budget by \$34,133 for Justice System Support Market Adjustment.
- Increase expenditure budget by \$139,216 to provide dispatch to Maricopa County Attorney.

**General Fund (100) MCSO Judgment Order Operating**

- Increase Regular Benefits by \$80,006 for the impact of changes in retirement contribution rates.
- Decrease expenditure budget by \$1,725,000 for the reallocation of funding from MCSO to Non-Departmental for the Court Monitor.
- Decrease expenditures budget by \$100,000 for Court Monitor rent and supplies as they will be paid from Non Departmental.

**Sheriff Donation Fund (203) Operating**

- Decreased Revenue and Expenditures by \$6,300 based on historical trends.

**Sheriff Rico Fund (212) Operating**

- Decrease Revenue and Expenditures by \$750,000 based on historical trends.

**Sheriff Grants Fund (251) Operating**

- Increase Regular Benefits by \$32,644 for the impact of changes in retirement contribution rates.
- Increase Internal Service Charges by \$126,269 for the impact of changes in risk management charges.
- Decrease Revenue by \$289,547 and Expenditures by \$436,826 to reflect a reduction in grant awards for FY 2015.

**Inmate Services Fund (252) Operating**

- Increase Regular Benefits by \$5,877 for the impact of changes in retirement contribution rates.
- Decrease Internal Service Charges by \$151,171 for the impact of the changes in risk management charges.
- Decrease Supplies and Services by \$509,356 to achieve structural balance.

**Inmate Health Services Fund (254) Operating**

- Increase Revenue by \$34,360 due to an increase in co-pay collection.
- Increase Medical Supplies by \$34,360 to achieve structural balance.

**Detention Fund (255) Operating**

- Increase Regular Benefits by \$301,528 for the impact of changes in retirement contribution rates.
- Increase expenditure budget by \$2,117,207 for the pay rate reconciliation and the MGT staffing study finalization.
- Increase expenditure budget by \$56,240 due to an increase in uniform allowance.
- Decrease expenditure budget by \$496,093 to right size repairs and maintenance for IT.
- Increase expenditure budget by \$93,294 to right size supplies and services.
- Increase Internal Service Charges by \$494,044 for the impact of the changes in risk management charges.
- Increase Personnel Savings by \$474,934. In FY 2015, Personnel Savings has been budgeted at 6.08% from 5.54% in FY 2014. MCSO anticipates recruiting detention staff to fill all recommended positions per MGT staffing study.
- Reallocate \$1,901,167 for administrative cost allocation between General Fund and Detention Fund.
- Increase expenditure budget by \$116,680 for Justice Support Market Adjustment.

**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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of court transports where there are no incidents	100.0%	99.5%	99.4%	99.5%	0.0%	0.0%
Percent of successful court paper service attempts	71.1%	69.9%	72.2%	74.7%	4.8%	6.9%
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	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

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 the fees to be collected by the Sheriff's Office for service of process.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of successful court paper service attempts	71.1%	69.9%	72.2%	74.7%	4.8%	6.9%
Output	Court papers served	23,431	24,004	20,903	21,896	(2,108)	-8.8%
Demand	Number of court papers requiring service	34,144	36,932	30,086	32,032	(4,900)	-13.3%
Expenditure Ratio	Total activity expenditure per court paper served	\$ 174.40	\$ 213.55	\$ 218.76	\$ 288.00	\$ (74.45)	-34.9%
<i>Revenue</i>							
	100 - GENERAL	\$ 596,323	\$ 639,000	\$ 539,387	\$ 635,000	\$ (4,000)	-0.6%
	TOTAL SOURCES	\$ 596,323	\$ 639,000	\$ 539,387	\$ 635,000	\$ (4,000)	-0.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 4,086,286	\$ 5,125,915	\$ 4,572,722	\$ 6,305,961	\$ (1,180,046)	-23.0%
	212 - SHERIFF RICO	37	110	47	-	110	100.0%
	TOTAL USES	\$ 4,086,323	\$ 5,126,025	\$ 4,572,769	\$ 6,305,961	\$ (1,179,936)	-23.0%

**Activity Narrative:** Expenditures are increasing in FY 2015 as a result of additional Law Enforcement Officers and Sheriff Records Specialists assigned to this Activity, due to the MGT Law Enforcement Staffing Study. Staff also received market pay adjustments and County-wide merit pay increases. In addition, the Judicial Enforcement Division will be purchasing a new Records Management System Module. This module will be a component to the new Computer Aided Dispatch (CAD) system recently purchased by the County. Currently, deputies assigned to this Division perform duties by traveling all over the county and must return to the office at the end of the day to record their activities. With the new module, deputies will be able to record their activities performed while still in the field. This enhancement will increase efficiency in services of process and ensure data and reporting accuracy. The output for the number of court papers served is expected to increase in FY 2015 when compared to FY 2014 Forecast. The demand for the number of court papers requiring service is expected to decrease in FY 2015, based on FY 2014 Forecast.

**Base Adjustment:**

**General Fund (100) Operating**

- Increase expenditure budget by \$82,000 for the Records Management System licensing costs.

**General Fund (100) CAD RMS Non Recurring Non Project**

- Carry forward of \$146,847 for Computer Aided Dispatch (CAD) Records Management System (RMS) Contractors.

**General Fund (100) Records Management Non Recurring Non Project**

- One-time funding of \$676,000 for the purchase of Records Management System.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of no injury incident responses at the courts	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of court arrests/removals	1,326	1,028	1,381	1,292	264	25.7%
Demand	Number of court incidents	551	544	511	552	8	1.5%
Expenditure Ratio	Total activity expenditure per court incident response	\$ 5,825.65	\$ 6,795.09	\$ 6,909.83	\$ 7,005.65	\$ (210.56)	-3.1%
<i>Expenditure</i>							
	100 - GENERAL	\$ 3,209,935	\$ 3,696,527	\$ 3,530,922	\$ 3,867,118	\$ (170,591)	-4.6%
	TOTAL USES	\$ 3,209,935	\$ 3,696,527	\$ 3,530,922	\$ 3,867,118	\$ (170,591)	-4.6%

**Activity Narrative:** The output for the number of court arrests/removals is expected to decrease in FY 2015, when compared FY 2014 Forecast, as a decrease in high-profile cases is anticipated. Expenditures are increasing in FY 2015 due to additional Law Enforcement Officers assigned to this Activity as a result of the MGT Law Enforcement Staffing Study, as well as market pay adjustments and County-wide merit pay increases.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of subjects returned within court requested time frame	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of subjects returned	534	508	549	532	24	4.7%
Demand	Number of requests for return of subjects	534	508	549	532	24	4.7%
Expenditure Ratio	Total activity expenditure per subject returned	\$ 3,237.33	\$ 3,771.37	\$ 3,573.58	\$ 3,575.07	\$ 196.29	5.2%
<i>Expenditure</i>							
	214 - SHERIFF JAIL ENHANCEMENT	\$ 1,422	\$ 7,260	\$ 7,114	\$ 7,260	\$ -	0.0%
	255 - DETENTION OPERATIONS	1,727,313	1,908,594	1,954,783	1,894,678	13,916	0.7%
	TOTAL USES	\$ 1,728,735	\$ 1,915,854	\$ 1,961,897	\$ 1,901,938	\$ 13,916	0.7%

**Activity Narrative:** The MCSO aircraft was not flight-ready from July 2013 through March 2014 due to mechanical issues. While this did not have an impact on demand and output, it did cause an increase in expenditures due to the Extradition Unit having to use private transport companies for the return of prisoners to Maricopa County.

### Base Adjustments:

#### General Fund (100) Operating

- Reallocate \$51,537 for Extradition Personnel Costs from Detention Fund (255) to General Fund (100).

#### Detention Fund (255) Operating

- Reallocate \$51,537 for the Extradition personnel costs from Detention Fund (255) to General Fund (100).

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of court transports where there are no incidents	100.0%	N/A	99.4%	99.5%	N/A	N/A
Output	Number of inmates transported to court	136,195	138,828	141,269	143,756	4,928	3.5%
Demand	Number of inmates required to be in court	137,113	140,028	143,021	145,996	5,968	4.3%
Expenditure Ratio	Total activity expenditure per inmate transported to court	\$ 93.59	\$ 98.35	\$ 98.68	\$ 106.65	\$ (8.30)	-8.4%
<i>Revenue</i>							
	251 - SHERIFF GRANTS	\$ -	\$ -	\$ -	\$ 90,000	\$ 90,000	N/A
	TOTAL SOURCES	\$ -	\$ -	\$ -	\$ 90,000	\$ 90,000	N/A
<i>Expenditure</i>							
	251 - SHERIFF GRANTS	\$ -	\$ -	\$ -	\$ 90,001	\$ (90,001)	N/A
	214 - SHERIFF JAIL ENHANCEMENT	50,521	30,375	19,213	30,375	-	0.0%
	255 - DETENTION OPERATIONS	12,696,073	13,622,975	13,921,522	15,211,062	(1,588,087)	-11.7%
	TOTAL USES	\$ 12,746,594	\$ 13,653,350	\$ 13,940,735	\$ 15,331,438	\$ (1,678,088)	-12.3%

**Activity Narrative:** Expenditures are increasing as the Jail Wagon Program will become a permanent program in FY 2015. This program will help reduce the significant amount of time law enforcement staff spend booking defendants into jail. As a result, additional Detention Officers and vehicles will be needed to support the Jail Wagon Program. In FY 2015, an increase is expected in the demand for the number of inmates required to be in court, and the output for the number of inmates transported to court, based on FY 2014 Forecast.

**Base Adjustment:**

**Detention Fund (255) Operating**

- Increase expenditure budget by \$1,471,652 for the Jail Wagon Program.

**Detention Fund (255) Jail Wagon Vehicles Non Recurring Non Project**

- One-time funding of \$140,000 for the purchase of vehicles for the Jail Wagon Program.

### 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of Alpha program participants who graduate from the Alpha program	N/A	N/A	N/A	75.1%	N/A	N/A
Percent of Alpha program graduates who do not return to jail within 2 years on substance abuse charges, non-drug charges or probation violations	N/A	N/A	N/A	75.0%	N/A	N/A
Percent of adult inmate participants who receive GEDs	6.5%	5.0%	5.3%	7.1%	2.1%	42.9%
Percent of Jail Institutional Services inmate labor hours requested met	N/A	N/A	68.0%	100.0%	N/A	N/A
Percent of inmate canteen and optional services revenue expended on inmate benefit and welfare programs	35.3%	46.3%	46.5%	46.3%	(0.0%)	-0.1%
Percent of inmate participants that complete skills or training course requirements	N/A	N/A	100.0%	100.0%	N/A	N/A
Percent of grievances heard	6.7%	4.0%	10.2%	10.0%	6.0%	148.2%
Percent of inmates not assaulted by other inmates while in custody	1.1%	99.9%	99.4%	99.7%	(0.2%)	-0.2%
Percent of Jail intelligence items forwarded to law enforcement for action	2.7%	2.3%	0.7%	0.7%	(1.6%)	-69.0%
Percent of inmates assigned to housing or released within 24 hours	99.9%	99.8%	100.0%	99.9%	0.1%	0.1%
Percent of inmates accurately released	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

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:** Discretionary. 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	% of inmate canteen and optional services revenue expended on inmate benefit and welfare programs	35.3%	91.5%	46.0%	46.3%	(45.2%)	-49.4%
Output	# of inmate services dollars expended on inmate benefit and welfare programs	4,076,465	5,430,296	5,085,613	5,101,134	(329,162)	-6.1%
Output	# of inmate canteen packages delivered	404,985	411,836	295,010	359,644	(52,192)	-12.7%
Output	# of dollars collected from inmate canteen and services operations	11,562,260	11,728,500	11,261,980	11,459,500	(269,000)	-2.3%
Demand	# of orders for inmate canteen packages	404,985	411,836	295,010	359,644	(52,192)	-12.7%
Expenditure Ratio	Total activity expenditure per inmate canteen dollar generated	\$ 0.35	\$ 0.41	\$ 0.32	\$ 0.35	\$ 0.06	14.6%
<b>Revenue</b>							
	252 - INMATE SERVICES	\$ 11,751,239	\$ 12,134,929	\$ 10,663,230	\$ 10,959,504	\$ (1,175,425)	-9.7%
	254 - INMATE HEALTH SERVICES	-	-	-	200,000	200,000	N/A
	TOTAL SOURCES	\$ 11,751,239	\$ 12,134,929	\$ 10,663,230	\$ 11,159,504	\$ (975,425)	-8.0%
<b>Expenditure</b>							
	252 - INMATE SERVICES	\$ 4,075,188	\$ 4,828,628	\$ 3,623,730	\$ 3,829,904	\$ 998,724	20.7%
	254 - INMATE HEALTH SERVICES	-	-	-	200,000	(200,000)	N/A
	TOTAL USES	\$ 4,075,188	\$ 4,828,628	\$ 3,623,730	\$ 4,029,904	\$ 798,724	16.5%

**Activity Narrative:** Changes to Federal Communications Commission (FCC) regulations restricting charges on phone calls made by inmates became effective in FY 2014, which will reduce future revenue. In addition, canteen sales were lower than historical levels in FY 2014. With these two issues combined, revenue is expected to decrease in FY 2015 by 5.7% when compared to the FY 2014 Revised budget. The demand for the number of orders for inmate canteen packages is expected to decrease in FY 2015, based on FY 2014 Forecast.

**Base Adjustments:**

**Inmate Services Fund (252) Operating**

- Decrease Revenue by \$654,650 due to a decrease in canteen sales and phone revenue.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of inmates not assaulted by other inmates while in custody	1.1%	99.9%	99.4%	99.7%	(0.2%)	-0.2%
Output	Number of inmate meals served	9,920,902	10,398,440	9,844,656	9,949,862	(448,578)	-4.3%
Output	Number of pounds of items laundered	3,822,539	4,243,324	3,405,104	3,401,560	(841,764)	-19.8%
Output	Number of inmates served daily in Sheriff's detention facilities	N/A	N/A	N/A	33,628	N/A	N/A
Demand	Number of inmates assigned to Sheriff's detention facilities (ADJP)	8,244	8,214	8,250	8,245	31	0.4%
Expenditure Ratio	Total activity expenditure per inmate in Sheriff's custody	N/A	N/A	N/A	\$ 3,204.53	N/A	N/A
<b>Revenue</b>							
	214 - SHERIFF JAIL ENHANCEMENT	\$ 1,460,447	\$ 1,482,444	\$ 1,476,717	\$ 1,482,444	\$ -	0.0%
	254 - INMATE HEALTH SERVICES	173,058	165,060	264,844	-	(165,060)	-100.0%
	255 - DETENTION OPERATIONS	29,066,752	28,020,952	28,597,053	31,037,228	3,016,276	10.8%
	TOTAL SOURCES	\$ 30,700,257	\$ 29,668,456	\$ 30,338,614	\$ 32,519,672	\$ 2,851,216	9.6%
<b>Expenditure</b>							
	214 - SHERIFF JAIL ENHANCEMENT	\$ 869,515	\$ 1,055,968	\$ 543,105	\$ 1,160,797	\$ (104,829)	-9.9%
	252 - INMATE SERVICES	981,953	1,297,184	1,134,131	1,179,372	117,812	9.1%
	254 - INMATE HEALTH SERVICES	1,343	165,640	88,374	-	165,640	100.0%
	255 - DETENTION OPERATIONS	95,245,537	105,552,334	104,676,598	105,421,599	130,735	0.1%
	TOTAL USES	\$ 97,098,348	\$108,071,126	\$106,442,208	\$107,761,768	\$ 309,358	0.3%

**Activity Narrative:** The jail population and the meals served are continuing to increase due to an increase in the Average Daily Population. The Average Daily Population is increasing due to longer lengths of stay as bookings exceed releases. The output for the number of pounds of items laundered is expected to decrease in FY 2015 as laundry for juveniles will no longer be done by MCSO. Revenue is expected to increase in FY 2015 as a result of the increase in the booking rate and housing rate charged to cities and towns for taking inmates into County detention facilities. The booking rate is increasing from \$251.53 to \$266.41 and the housing rate is increasing from \$78.94 to \$81.85.

Jail Housing Rates				
Jail Per Diem Rates	FY 2015	FY 2014	Variance	%
Booking Rate	\$ 266.41	\$ 251.53	\$ 14.88	5.9%
Housing Rate	\$ 81.85	\$ 78.94	\$ 2.91	3.7%

**Base Adjustments:**

**Detention Fund (255) Operating**

- Increase revenue budget by \$2,942,766 due to an increase in booking and per diem charges to cities and towns.
- Increase expenditure budget by \$215,585 for the increase in refrigerated truck leases.

**Detention Fund (255) Washing Machines Non Recurring Non Project**

- One-time funding of \$350,000 for the purchase of washing machines for the jails.

**Detention Fund (255) Jail Kitchen Equipment Non Recurring Non Project**

- One-time funding of \$300,000 for the purchase of jail kitchen equipment.

**Detention Fund (255) Kitchen Installation Non Recurring Non Project**

- One-time funding of \$340,000 for kitchen installation.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of adult inmate participants who receive GEDs	6.5%	5.0%	5.3%	7.1%	2.1%	42.9%
Output	Number of inmates participating in education classes	1,306	1,600	1,350	1,324	(276)	-17.3%
Output	Number of adult inmates that participate in GED classes	N/A	N/A	N/A	1,400	N/A	N/A
Demand	Number of inmates for which education classes are mandated	1,152	1,600	1,306	1,348	(252)	-15.8%
Demand	Number of qualifying inmates participating in mandatory special education classes	355	400	493	440	40	10.0%
Expenditure Ratio	Total activity expenditure per inmate education participant	\$ 978.43	\$ 1,523.14	\$ 1,226.56	\$ 1,748.76	\$ (225.62)	-14.8%
<i>Revenue</i>							
	251 - SHERIFF GRANTS	\$ 264,516	\$ 584,679	\$ 490,379	\$ 516,852	\$ (67,827)	-11.6%
	TOTAL SOURCES	\$ 264,516	\$ 584,679	\$ 490,379	\$ 516,852	\$ (67,827)	-11.6%
<i>Expenditure</i>							
	251 - SHERIFF GRANTS	\$ 239,455	\$ 569,816	\$ 335,137	\$ 515,206	\$ 54,610	9.6%
	214 - SHERIFF JAIL ENHANCEMENT	570	-	-	-	-	N/A
	252 - INMATE SERVICES	1,028,044	1,862,748	1,313,303	1,795,695	67,053	3.6%
	255 - DETENTION OPERATIONS	9,755	4,452	7,414	4,452	-	0.0%
	TOTAL USES	\$ 1,277,824	\$ 2,437,016	\$ 1,655,854	\$ 2,315,353	\$ 121,663	5.0%

**Activity Narrative:** The demand for the number of inmates for which education classes are mandated is expected to decrease in FY 2015, based on the FY 2014 Forecast. Revenues will be decreasing by 11.6% when compared to FY 2014 Revised due to a decrease in grant awards received for education. Expenditures are expected to increase when compared to FY 2014 Forecast as a result of an additional 3.0 FTE Educators created due to the increase in jail population, the increase in demand for evidenced based programming and to support the transition from jail to community.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of inmates assigned to housing or released within 24 hours	99.9%	99.8%	100.0%	99.9%	0.1%	0.1%
Result	Percent of inmates accurately released	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of inmates assigned to housing or released	107,905	112,160	107,366	107,368	(4,792)	-4.3%
Output	Number of prisoner fingerprint records verified	136,326	127,992	135,621	135,984	7,992	6.2%
Demand	Number of prisoners accepted for booking	107,905	112,160	107,366	107,468	(4,692)	-4.2%
Demand	Number of inmates ordered for release	107,742	110,952	107,536	108,604	(2,348)	-2.1%
Expenditure Ratio	Total activity cost (IAR) per inmate processed into and out of the jails.	N/A	N/A	N/A	\$ 101.70	N/A	N/A
<b>Revenue</b>							
	251 - SHERIFF GRANTS	\$ 193,526	\$ 373,231	\$ 178,221	\$ 287,400	\$ (85,831)	-23.0%
	255 - DETENTION OPERATIONS	20,108	-	9,528	18,000	18,000	N/A
	TOTAL SOURCES	\$ 213,634	\$ 373,231	\$ 187,749	\$ 305,400	\$ (67,831)	-18.2%
<b>Expenditure</b>							
	251 - SHERIFF GRANTS	\$ 209,500	\$ 373,231	\$ 252,901	\$ 284,038	\$ 89,193	23.9%
	212 - SHERIFF RICO	290	-	-	-	-	N/A
	214 - SHERIFF JAIL ENHANCEMENT	167,142	87,433	51,382	61,914	25,519	29.2%
	255 - DETENTION OPERATIONS	19,033,244	20,239,184	20,042,934	21,405,534	(1,166,350)	-5.8%
	TOTAL USES	\$ 19,410,176	\$ 20,699,848	\$ 20,347,217	\$ 21,751,486	\$ (1,051,638)	-5.1%

**Activity Narrative:** The Sheriff Grants Fund is expected to decrease in FY 2015 by 23% due to a decrease in grant awards when compared to the FY 2014 Revised budget. Expenditures have been reduced to reflect the decrease in revenue. The Detention Operations Fund is expected to increase in FY 2015 due to the replacement of the Interactive Voice Response (IVR) System, as the current system is at its end-of-life and not capable of handling the volume of calls received.

**Base Adjustment:**

**Sheriff Grants Fund (251) Operating**

- Reallocate \$11,634 for funding for shortfall from Sheriff Grants Fund (251) to Detention Fund (255).

**Detention Fund (255) Operating**

- Reallocate \$11,634 for funding shortfall from Sheriff Grants Fund (251) to Detention Fund (255).

**Detention Fund (255) MCSO IVR Non Recurring Non Project**

- One-time funding of \$905,000 for the purchase of the Interactive Voice Response System so that callers can receive accurate and current information about inmates in a timely fashion.

**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:** Discretionary. 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Jail Institutional Services inmate labor hours requested met	N/A	N/A	68.0%	100.0%	N/A	N/A
Output	Number of inmate labor hours worked	478,102	640,000	637,207	665,480	25,480	4.0%
Demand	Number of inmate labor hours requested for Jail Institutional Services Divisions	634,409	846,388	931,159	929,356	82,968	9.8%
Expenditure Ratio	Total activity expenditure per inmate labor hour worked	\$ 0.82	\$ 0.67	\$ 0.67	\$ 0.66	\$ 0.01	1.3%
<i>Revenue</i>							
	203 - SHERIFF DONATIONS	\$ 1,000	\$ -	\$ -	\$ -	\$ -	N/A
	TOTAL SOURCES	\$ 1,000	\$ -	\$ -	\$ -	\$ -	N/A
<i>Expenditure</i>							
	255 - DETENTION OPERATIONS	\$ 391,832	\$ 427,645	\$ 428,418	\$ 438,946	\$ (11,301)	-2.6%
	TOTAL USES	\$ 391,832	\$ 427,645	\$ 428,418	\$ 438,946	\$ (11,301)	-2.6%

**Activity Narrative:** As the gathering of data for this Activity improved significantly in FY 2014, the demand for the number of inmate labor hours requested for Jail Institutional Services Divisions and the output for the number of inmate labor hours worked are expected to increase in FY 2015, based on FY 2014 Forecast.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of grievances heard	6.7%	4.0%	10.2%	10.0%	6.0%	148.2%
Output	Number of inmates who receive mandated services	8,098	8,214	8,038	8,098	(116)	-1.4%
Demand	Number of inmates	8,098	8,214	8,038	8,098	(116)	-1.4%
Demand	Number of inmate grievances filed	13,766	10,128	15,780	16,200	6,072	60.0%
Expenditure Ratio	Total activity expenditure per inmate for mandated services	\$ 384.10	\$ 452.15	\$ 452.21	\$ 509.47	\$ (57.32)	-12.7%
<i>Expenditure</i>							
	214 - SHERIFF JAIL ENHANCEMENT	\$ 10,402	\$ 5,436	\$ 16,234	\$ 6,797	\$ (1,361)	-25.0%
	252 - INMATE SERVICES	699,922	733,165	754,651	624,733	108,432	14.8%
	254 - INMATE HEALTH SERVICES	-	-	-	140,000	(140,000)	N/A
	255 - DETENTION OPERATIONS	11,731,192	14,117,207	13,767,664	15,731,298	(1,614,091)	-11.4%
	TOTAL USES	\$ 12,441,516	\$ 14,855,808	\$ 14,538,549	\$ 16,502,828	\$ (1,647,020)	-11.1%

**Activity Narrative:** Emergency room runs and other hospital/medical related transports have increased in the past two years. Furthermore, the secure ward at the Maricopa Integrated Healthcare Systems (MIHS) has closed and now inmates are held in standard rooms, requiring additional supervision by detention staff. As a result, expenditures are expected to increase in FY 2015 due to additional Detention Officers needed to appropriately staff this unit and to purchase vehicles for transport. As the gathering of data for this Activity improved significantly, the demand for the number of inmate grievances filed and the output for the number of inmate grievances reviewed are expected to increase in FY 2015, based on FY 2014 Forecast.

**Base Adjustment:**

**Detention Fund (255) Operating**

- Increase expenditure budget by \$2,060,135 for the Medical Staffing Team.

**Inmate Health Services (254) Non Recurring Non Project**

- One-time funding of \$140,000 for the purchase of Medical Staffing Team Vehicles.

**Inmate Skills and Training Activity**

The purpose of the Inmate Skills and Training Activity is to provide vocational, coping, 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:** Discretionary.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of inmate participants that complete skills or training course requirements	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of participants who complete skills or training course requirements	7,221	7,296	8,511	8,560	1,264	17.3%
Demand	Number of inmates eligible for skills training programs	7,221	7,296	8,511	8,560	1,264	17.3%
Expenditure Ratio	Total activity expenditure per skills training program participant	\$ 192.78	\$ 225.32	\$ 178.48	\$ 226.19	\$ (0.86)	-0.4%
<i>Revenue</i>							
	203 - SHERIFF DONATIONS	\$ 16,831	\$ 19,296	\$ 21,187	\$ 19,000	\$ (296)	-1.5%
	TOTAL SOURCES	\$ 16,831	\$ 19,296	\$ 21,187	\$ 19,000	\$ (296)	-1.5%
<i>Expenditure</i>							
	203 - SHERIFF DONATIONS	\$ -	\$ 19,299	\$ 8,632	\$ 114,676	\$ (95,377)	-494.2%
	214 - SHERIFF JAIL ENHANCEMENT	505	1,690	2,013	1,690	-	0.0%
	252 - INMATE SERVICES	1,391,592	1,622,956	1,508,385	1,819,787	(196,831)	-12.1%
	TOTAL USES	\$ 1,392,097	\$ 1,643,945	\$ 1,519,030	\$ 1,936,153	\$ (292,208)	-17.8%

**Activity Narrative:** The demand for the number of inmates eligible for skills training programs is expected to increase in FY 2015, as an increase in participants was seen in FY 2014. Expenditures are expected to increase in FY 2015 for one-time funding for the purchase of a new vehicle for the MASH Unit.

**Base Adjustment:**

**Sheriff Donations Fund (203) Non Recurring Non Project**

- Increase budget by \$100,000 for the purchase of a new vehicle for the MASH Unit.

**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:** Discretionary.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Alpha program participants who graduate from the Alpha program	N/A	N/A	N/A	75.1%	N/A	N/A
Result	Percent of Alpha program graduates who do not return to jail within 2 years on substance abuse charges, non-drug charges or probation violations	N/A	N/A	N/A	75.0%	N/A	N/A
Output	Number of Alpha program participants	1,087	1,044	1,157	1,063	19	1.8%
Demand	Number of inmates screened for program admission	347	456	453	456	-	0.0%
Demand	Number of qualified inmates for Alpha program	347	468	473	496	28	6.0%
Expenditure Ratio	Total activity expenditure per Alpha program participant	\$ 923.80	\$ 1,303.39	\$ 1,003.22	\$ 1,225.76	\$ 77.63	6.0%
<i>Revenue</i>							
	251 - SHERIFF GRANTS	\$ 23,482	\$ -	\$ 36,234	\$ -	\$ -	N/A
	255 - DETENTION OPERATIONS	-	91,500	38,125	-	(91,500)	-100.0%
	TOTAL SOURCES	\$ 23,482	\$ 91,500	\$ 74,359	\$ -	\$ (91,500)	-100.0%
<i>Expenditure</i>							
	251 - SHERIFF GRANTS	\$ 13,249	\$ -	\$ 31,933	\$ -	\$ -	N/A
	214 - SHERIFF JAIL ENHANCEMENT	983	6,759	19,451	6,759	-	0.0%
	252 - INMATE SERVICES	985,565	1,353,981	1,109,337	1,295,989	57,992	4.3%
	255 - DETENTION OPERATIONS	4,379	-	-	240	(240)	N/A
	TOTAL USES	\$ 1,004,176	\$ 1,360,740	\$ 1,160,721	\$ 1,302,988	\$ 57,752	4.2%

**Activity Narrative:** The result measures for this activity are new for FY 2015 and historical data is not available for comparison. As the gathering of data for this Activity improved in late FY 2014, the demand for the number of qualified inmates for Alpha program is expected to increase in FY 2015. MCSO will review the measures for this Activity during their Strategic Business Plan update for FY 2016 to more accurately reflect the upcoming changes in the program.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of jail intelligence items forwarded to law enforcement for action	2.7%	2.3%	0.7%	0.7%	(1.6%)	-69.0%
Output	Number of jail intelligence items processed (reviewed/analyzed)	51,782	53,676	146,586	146,550	92,874	173.0%
Output	Number of threats detected/identified	27	20	27	20	-	0.0%
Demand	Number of jail intelligence items/requests received	51,782	53,676	156,586	146,550	92,874	173.0%
Expenditure Ratio	Total activity expenditure per jail intelligence item processed	\$ 42.86	\$ 47.29	\$ 17.24	\$ 16.76	\$ 30.53	64.6%
<i>Revenue</i>							
	251 - SHERIFF GRANTS	\$ 42,704	\$ 67,869	\$ 40,638	\$ 48,454	\$ (19,415)	-28.6%
	TOTAL SOURCES	\$ 42,704	\$ 67,869	\$ 40,638	\$ 48,454	\$ (19,415)	-28.6%
<i>Expenditure</i>							
	251 - SHERIFF GRANTS	\$ 40,525	\$ 67,869	\$ 41,713	\$ 48,454	\$ 19,415	28.6%
	214 - SHERIFF JAIL ENHANCEMENT	13,880	14,197	5,646	14,197	-	0.0%
	255 - DETENTION OPERATIONS	2,165,090	2,456,386	2,480,405	2,394,239	62,147	2.5%
	TOTAL USES	\$ 2,219,495	\$ 2,538,452	\$ 2,527,764	\$ 2,456,890	\$ 81,562	3.2%

**Activity Narrative:** As the gathering of data for this Activity improved significantly; the demand for the number of jail intelligence items/requests, and the output for the number of jail intelligence items processed are expected to increase in FY 2015, based on FY 2014 Forecast.

### 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of vehicles receiving preventative maintenance in 48 hrs. or less	82.8%	81.6%	71.4%	84.4%	2.8%	3.5%
Percent of information system availability (24x7)	99.7%	99.6%	99.7%	99.6%	0.0%	0.0%
Percent of applicants hired	56.5%	59.2%	33.8%	33.7%	(25.6%)	-43.2%
Percent of Sheriff's personnel who meet annual training requirements	0.0%	100.0%	96.6%	100.0%	0.0%	0.0%
Percent of responses indicating the individual is more knowledgeable about Sheriff's Office programs	N/A	N/A	N/A	75.0%	N/A	N/A
Percent of requests to produce/furnish evidentiary items in storage met	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of flight mission requests met for extraditions	0.0%	66.0%	1.2%	78.8%	12.8%	19.4%

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:** Discretionary.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of flight mission requests met for extraditions	0.0%	66.0%	1.2%	78.8%	12.8%	19.4%
Output	Number of missions flown	1,244	1,516	1,279	1,560	44	2.9%
Output	Number of fixed wing missions flown	N/A	N/A	N/A	80	N/A	N/A
Output	Number of helicopter missions flown	N/A	N/A	N/A	760	N/A	N/A
Demand	Number of requests for prisoner transports (Aviation Extradition Missions)	97	120	42	72	(48)	-40.0%
Demand	Number of flight missions requested	801	944	1,058	804	(140)	-14.8%
Demand	Number of helicopter missions requested	N/A	N/A	N/A	760	N/A	N/A
Expenditure Ratio	Total activity expenditure per aviation mission flown	\$ 2,019.78	\$ 1,955.55	\$ 2,530.77	\$ 2,437.24	\$ (481.69)	-24.6%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,508,382	\$ 2,913,473	\$ 3,215,546	\$ 3,801,178	\$ (887,705)	-30.5%
	203 - SHERIFF DONATIONS	459	-	-	-	-	N/A
	212 - SHERIFF RICO	2,336	51,134	21,307	912	50,222	98.2%
	214 - SHERIFF JAIL ENHANCEMENT	1,424	-	-	-	-	N/A
	TOTAL USES	\$ 2,512,601	\$ 2,964,607	\$ 3,236,853	\$ 3,802,090	\$ (837,483)	-28.2%

**Activity Narrative:** This Activity has new demand and output measures for FY 2015 and collection of historical data is not available for comparison. In FY 2014, the airplane was not flight-ready from July 2013 through March 2014 due to mechanical issues, causing a decrease in the percent of flight mission requests met for extradition and in the output for the number of missions flown in FY 2014. Expenditures will be increasing in FY 2015 for one-time funding for the purchase of an aircraft.

**Base Adjustments:**

**General Fund (100) Airplane Purchase Non Recurring Non Project**

- One-time funding of \$850,000 for the purchase of an airplane.

**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's Office so they can hire and retain qualified employees who meet and maintain Sheriff's Office standards.

**Mandates:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of applicants hired	56.5%	59.2%	33.8%	33.7%	(25.6%)	-43.2%
Output	Number of background reviews conducted	626	628	967	796	168	26.8%
Output	Number of internal affairs cases completed	193	38	266	210	172	452.6%
Demand	Number of applicant background reviews required	637	796	932	796	-	0.0%
Demand	Number of internal affairs cases initiated	229	70	260	210	140	200.0%
Expenditure Ratio	Activity Cost (Prof) per professional standards review	N/A	N/A	N/A	\$ 4,484.43	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 3,382,329	\$ 4,188,567	\$ 3,917,114	\$ 4,508,071	\$ (319,504)	-7.6%
	212 - SHERIFF RICO	-	-	-	3,266	(3,266)	N/A
	214 - SHERIFF JAIL ENHANCEMENT	1,240	-	517	-	-	N/A
	TOTAL USES	\$ 3,383,569	\$ 4,188,567	\$ 3,917,631	\$ 4,511,337	\$ (322,770)	-7.7%

**Activity Narrative:** As part of the MGT staffing study recommendations, it is anticipated that MCSO will engage in a wide-scale hiring effort to fill vacant and newly created positions to achieve the staffing levels needed to meet service demands. In the first two months of the third quarter in FY 2014, MCSO had a sudden increase in the demand for the number of internal affairs cases initiated, and the output

for the number of internal affairs cases completed. However, it is not anticipated that this trend will continue in FY 2015.

### 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:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Information System Availability (24x7)	99.7%	99.6%	99.7%	99.6%	0.0%	0.0%
Output	Days information/telecommunications systems operational (24x7)	365	365	365	365	-	0.0%
Demand	Number of days information/telecommunications systems required	365	365	365	365	-	0.0%
Demand	Number of radio units supported	17,490	17,260	17,981	18,136	876	5.1%
Demand	Number of PC units supported	9,376	12,392	8,867	9,484	(2,908)	-23.5%
Demand	Number of users supported by Sheriff's IT	N/A	N/A	N/A	14,868	N/A	N/A
Expenditure Ratio	MCSI cost per operational day	\$ 5,413.35	\$ 7,224.85	\$ 6,896.65	\$ 16,974.01	\$ (9,749.16)	-134.9%
<i>Revenue</i>							
	100 - GENERAL	\$ 134,022	\$ 266,441	\$ 260,139	\$ 142,538	\$ (123,903)	-46.5%
	TOTAL SOURCES	\$ 134,022	\$ 266,441	\$ 260,139	\$ 142,538	\$ (123,903)	-46.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,881,717	\$ 2,443,108	\$ 2,316,494	\$ 6,033,264	\$ (3,590,156)	-147.0%
	214 - SHERIFF JAIL ENHANCEMENT	1,512	-	-	-	-	N/A
	252 - INMATE SERVICES	92,643	165,600	174,379	162,248	3,352	2.0%
	255 - DETENTION OPERATIONS	-	28,362	26,405	-	28,362	100.0%
	TOTAL USES	\$ 1,975,872	\$ 2,637,070	\$ 2,517,278	\$ 6,195,512	\$ (3,558,442)	-134.9%

**Activity Narrative:** Revenues have been reduced by 46.5% in FY 2015, when compared to FY 2014 Revised as FY 2013 revenue was used to calculate FY 2015. The demand for the number of PC Units supported is expected to decrease based on FY 2013 Actuals and FY 2014 Forecast. Expenditures are increasing in FY 2015, as MCSO will be purchasing dashboard cameras for all vehicles as required per MCSO Judgment Order.

#### Base Adjustment:

##### General Fund (100) MCSO Judgment Order Non Recurring Non Project

- One-time funding of \$4,200,000 for the purchase of dash cameras for all vehicles per MCSO Judgment Order.

### 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:** Administrative mandate.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	% of sheriff's personnel who meet annual training requirements	0.0%	100.0%	96.6%	100.0%	0.0%	0.0%
Output	# enforcement and detention personnel whose annual training and proficiency requirements were evaluated	2,716	2,656	2,749	2,749	93	3.5%
Output	# of detention academy attendees that graduate	80	180	138	180	-	0.0%
Output	# of law enforcement academy attendees that graduate	-	23	N/A	24	1	4.3%
Demand	# of MCSO personnel who are required to meet mandated proficiency standards	2,593	2,506	2,740	2,749	243	9.7%
Demand	# of detention officer candidates who enter detention academies	271	260	230	260	-	0.0%
Demand	# of law enforcement deputy candidates who enter sworn academies	-	35	20	20	(15)	-42.9%
Expenditure Ratio	Total activity expenditure per certified enforcement and detention FTE	\$ 1,834.97	\$ 2,610.16	\$ 2,324.78	\$ 2,506.77	\$ 103.39	4.0%
<i>Revenue</i>							
	251 - SHERIFF GRANTS	\$ 55,388	\$ 61,334	\$ 55,533	\$ 35,325	\$ (26,009)	-42.4%
	TOTAL SOURCES	\$ 55,388	\$ 61,334	\$ 55,533	\$ 35,325	\$ (26,009)	-42.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,855,935	\$ 4,627,375	\$ 4,126,086	\$ 4,465,574	\$ 161,801	3.5%
	251 - SHERIFF GRANTS	61,265	61,334	13,766	35,325	26,009	42.4%
	212 - SHERIFF RICO	-	-	2,599	5,970	(5,970)	N/A
	214 - SHERIFF JAIL ENHANCEMENT	178,076	73,609	78,806	134,968	(61,359)	-83.4%
	255 - DETENTION OPERATIONS	1,888,516	2,170,280	2,169,559	2,249,287	(79,007)	-3.6%
	TOTAL USES	\$ 4,983,792	\$ 6,932,598	\$ 6,390,816	\$ 6,891,124	\$ 41,474	0.6%

**Activity Narrative:** In FY 2015, the demand for the number of law enforcement deputy candidates who enter sworn academies is expected to remain at FY 2014 Forecast levels, as MCSO expects to conduct only one law enforcement (sworn) training academy. In addition, MCSO plans on continuing to fill Detention Officer positions per recommendations from the MGT staffing study to meet service demands.

### 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 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. Further, A.R.S. § 28-3513 requires that any administrative costs recovered from vehicle impounds be deposited into a special fund for the purpose of implementing A.R.S. § 28-872 and A.R.S. § 28-3513.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of requests to produce/furnish evidentiary items in storage met	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of sworn and detention items destroyed, disposed of and/or released	10,980	7,908	15,985	12,368	4,460	56.4%
Output	Number of evidentiary item safekeeping transactions completed	62,444	57,384	64,147	65,144	7,760	13.5%
Demand	Number of new items received for safekeeping (sworn and detention)	39,965	34,464	42,432	42,452	7,988	23.2%
Demand	Number of requests for evidentiary items to be produced/furnished	10,335	11,168	9,487	9,488	(1,680)	-15.0%
Demand	Number of mandated towed vehicle impounds received	2,079	2,040	1,918	2,040	-	0.0%
Expenditure Ratio	Total activity expenditure per evidentiary item safekeeping transaction completed	\$ 17.68	\$ 23.14	\$ 17.62	\$ 25.43	\$ (2.29)	-9.9%
<i>Revenue</i>							
	100 - GENERAL	\$ 289,918	\$ 14,000	\$ 81,554	\$ -	\$ (14,000)	-100.0%
	258 - SHERIFF TOWING AND IMPOUND	-	228,600	242,400	256,581	27,981	12.2%
	TOTAL SOURCES	\$ 289,918	\$ 242,600	\$ 323,954	\$ 256,581	\$ 13,981	5.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,100,926	\$ 1,133,218	\$ 1,018,874	\$ 1,445,476	\$ (312,258)	-27.6%
	212 - SHERIFF RICO	2,947	-	-	3,950	(3,950)	N/A
	258 - SHERIFF TOWING AND IMPOUND	-	194,691	111,419	207,303	(12,612)	-6.5%
	TOTAL USES	\$ 1,103,873	\$ 1,327,909	\$ 1,130,293	\$ 1,656,729	\$ (328,820)	-24.8%

**Activity Narrative:** Expenditures are expected to increase due to one-time funding for the purchase of a camera/security system. The current camera/security system is at the end of its useful life and a functional security system is imperative, as the warehouse holds highly sensitive and valuable items that must be managed closely. Historical trends have shown the number of items received for safekeeping (sworn and detention) has steadily increased and it is expected this trend will continue in FY 2015. Based on FY 2014 Forecast, the number of sworn and detention items destroyed, disposed of and/or released is expected to increase in FY 2015.

**Base Adjustment:**

**Sheriff Towing and Impound (258) Operating**

- Increase Regular Benefits by \$1,902 for the impact of changes in retirement contribution rates.
- Increase expenditures budget by a net of \$11,510 to right size Supplies, Services and Capital.
- Increase revenue by \$27,981 based on the FY 2014 Forecast.

**General Fund (100) Property and Evidence Non Recurring Non Project**

- One-time funding of \$247,978 for the purchase of a Camera/Security System.

**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:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of vehicles receiving preventative maintenance in 48 hrs. or less	82.8%	81.6%	71.4%	84.4%	2.8%	3.5%
Output	Number of vehicles on preventive maintenance inventory (assigned vehicles managed)	539	538	757	135	(403)	-74.9%
Demand	Number of vehicles in MCSO fleet	733	730	759	795	65	8.9%
Expenditure Ratio	Total activity expenditure per vehicle maintained in MCSO fleet	\$ 174.75	\$ 179.82	\$ 118.74	\$ 701.77	\$ (521.95)	-290.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 376,752	\$ 386,977	\$ 359,536	\$ 378,956	\$ 8,021	2.1%
	TOTAL USES	\$ 376,752	\$ 386,977	\$ 359,536	\$ 378,956	\$ 8,021	2.1%

**Activity Narrative:** As part of the MGT staffing study, it was recommended that MCSO increase their vehicle fleet. Currently, some patrol vehicles run almost 24 hours a day. Such extended use, in conjunction with harsh environmental elements (i.e. oppressive heat and dust) present in the County, results in the vehicles requiring maintenance in short succession and quickly reaching end of life.

### 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:** The purpose of the Enforcement Program is to support the overall mandate of the Sheriff's Office under A.R.S. §11-441. Also, A.R.S. §41-4258 establishes that the Sheriff's Office is responsible for coordinating, developing, and implementing homeland security strategies.

### Program Results

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of level 1 priority calls dispatched under threshold	92.8%	92.0%	90.6%	92.8%	0.8%	0.8%
Percent of days MCSO is prepared to respond	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of investigations cases cleared by arrest	18.9%	17.3%	17.8%	17.5%	0.2%	1.2%
Percent of Priority 1 calls responded to within 5 minutes or less	52.1%	51.5%	47.6%	50.0%	(1.6%)	-3.0%
Percent of missions resulting in rescue	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of No-Injury Specialized Weapons and Tactics Division Responses/Assists (officers or civilians)	98.8%	97.1%	91.3%	100.0%	2.9%	2.9%

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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of days MCSO is prepared to respond	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of days in the year MCSO is prepared to respond	365	365	365	365	-	0.0%
Demand	Number of days in the year	N/A	N/A	365	365	N/A	N/A
Expenditure Ratio	Total activity (DSTR) expenditure per day	N/A	N/A	N/A	\$ 5,698.09	N/A	N/A
<i>Revenue</i>							
	251 - SHERIFF GRANTS	\$ 1,425,872	\$ 1,106,439	\$ 749,413	\$ 653,371	\$ (453,068)	-40.9%
	TOTAL SOURCES	\$ 1,425,872	\$ 1,106,439	\$ 749,413	\$ 653,371	\$ (453,068)	-40.9%
<i>Expenditure</i>							
	100 - GENERAL	\$ 754,561	\$ 1,257,654	\$ 1,181,663	\$ 1,426,431	\$ (168,777)	-13.4%
	251 - SHERIFF GRANTS	1,469,935	1,106,439	423,675	653,371	453,068	40.9%
	TOTAL USES	\$ 2,224,496	\$ 2,364,093	\$ 1,605,338	\$ 2,079,802	\$ 284,291	12.0%

**Activity Narrative:** Revenue is expected to decrease as several multi-year Homeland Security grants for equipment and projects are expected to come to an end in FY 2015. The demand and expenditure ratio are new measures in FY 2015 and historical data is not available for comparison.

### 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:** 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.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of level 1 priority calls dispatched under threshold	92.8%	92.0%	90.6%	92.8%	0.8%	0.8%
Output	Number of Priority 1 calls dispatched	3,428	3,348	3,851	3,348	-	0.0%
Demand	Number of incoming police service communications	229,475	265,756	233,488	235,288	(30,468)	-11.5%
Expenditure Ratio	Total activity expenditure per Police Service call dispatched	\$ 12.33	\$ 14.79	\$ 12.51	\$ 18.64	\$ (3.85)	-26.1%
<i>Revenue</i>							
	100 - GENERAL	\$ 260,573	\$ 293,091	\$ 351,735	\$ 273,217	\$ (19,874)	-6.8%
	TOTAL SOURCES	\$ 260,573	\$ 293,091	\$ 351,735	\$ 273,217	\$ (19,874)	-6.8%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,598,518	\$ 2,780,495	\$ 1,662,076	\$ 2,798,267	\$ (17,772)	-0.6%
	255 - DETENTION OPERATIONS	1,230,912	1,258,035	1,258,127	1,587,842	(329,807)	-26.2%
	TOTAL USES	\$ 2,829,430	\$ 4,038,530	\$ 2,920,203	\$ 4,386,109	\$ (347,579)	-8.6%

**Activity Narrative:** The newly-built 911 call center within the Sheriff's headquarters began operations in FY 2014. The new equipment and CAD system has positively impacted MCSO's ability to gather accurate data and respond to calls quickly and efficiently. The demand for the number of incoming police service communications, and the output for the number of police service communications dispatched are expected to decrease in FY 2015, based on FY 2014 Forecast. Expenditures are expected to increase in FY 2015 due to several factors, including the market study completed for

emergency dispatchers, additional positions created per recommendation from the MGT staffing study and Countywide merit pay increase that took place in FY 2014.

**Base Adjustment:**

**General Fund (100) Operating**

- Increase Temporary Pay by \$213,512 due to temporary pay vacancy savings in Dispatch.
- Reallocate \$381,966 for Detention Sheriff Dispatch from General Fund to Detention Fund.

**Detention Fund (255) Operating**

- Reallocate \$381,966 for the detention share of the Dispatch Activity from General Fund (100) to Detention Fund (255).

**Enforcement Support Activity**

The purpose of the Enforcement Support Activity is to 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.

Measure		FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
Type	Description	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of Patrol Districts that benefit from posse assistance	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of animals seized	18	-	93	64	64	N/A
Output	Number of Posse volunteer hours reported	N/A	N/A	N/A	45,000	N/A	N/A
Demand	Number of animal abuse incidents	1,435	1,391	1,404	1,380	(11)	-0.8%
Demand	Number of active Posse members	N/A	N/A	N/A	3,200	N/A	N/A
Demand	Number of MCSO Patrol Districts that rely on Posse assistance	N/A	N/A	N/A	28	N/A	N/A
Expenditure Ratio	Activity cost per posse volunteer hour worked	N/A	N/A	N/A	\$ 102.25	N/A	N/A
<i>Revenue</i>							
	251 - SHERIFF GRANTS	\$ 2,102,103	\$ 3,014	\$ 1,087,994	\$ 3,000	\$ (14)	-0.5%
	203 - SHERIFF DONATIONS	607	6,436	4,292	-	(6,436)	-100.0%
	206 - OFFICER SAFETY EQUIPMENT	55,967	60,000	61,635	60,000	-	0.0%
	TOTAL SOURCES	\$ 2,158,677	\$ 69,450	\$ 1,153,921	\$ 63,000	\$ (6,450)	-9.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 3,621,978	\$ 3,340,510	\$ 3,753,098	\$ 4,492,647	\$ (1,152,137)	-34.5%
	251 - SHERIFF GRANTS	2,122,096	3,014	381,368	3,000	14	0.5%
	203 - SHERIFF DONATIONS	-	7,001	4,669	5,324	1,677	24.0%
	206 - OFFICER SAFETY EQUIPMENT	-	60,000	-	60,000	-	0.0%
	212 - SHERIFF RICO	45,052	158,758	38,650	40,124	118,634	74.7%
	255 - DETENTION OPERATIONS	-	158	67	158	-	0.0%
	TOTAL USES	\$ 5,789,126	\$ 3,569,441	\$ 4,177,852	\$ 4,601,253	\$ (1,031,812)	-28.9%

**Activity Narrative:** The measures for this activity are new for FY 2015 and historical data is not available for comparison.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of investigations cases cleared by arrest	18.9%	17.3%	17.8%	17.5%	0.2%	1.2%
Output	Number of cases cleared	5,330	4,840	5,378	5,332	492	10.2%
Demand	Number of cases assigned/undertaken (cases to be handled)	6,007	5,700	5,902	5,924	224	3.9%
Expenditure Ratio	Total activity expenditure per case cleared	\$ 3,320.88	\$ 5,103.32	\$ 3,469.21	\$ 4,615.05	\$ 488.27	9.6%
<i>Revenue</i>							
	251 - SHERIFF GRANTS	\$ 2,936,209	\$ 6,128,457	\$ 4,991,891	\$ 5,826,465	\$ (301,992)	-4.9%
	212 - SHERIFF RICO	1,262,628	2,500,000	1,364,580	1,750,000	(750,000)	-30.0%
	TOTAL SOURCES	\$ 4,198,837	\$ 8,628,457	\$ 6,356,471	\$ 7,576,465	\$ (1,051,992)	-12.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 13,737,338	\$ 16,378,790	\$ 16,244,168	\$ 17,235,170	\$ (856,380)	-5.2%
	251 - SHERIFF GRANTS	2,959,063	6,099,854	5,144,188	5,786,647	313,207	5.1%
	212 - SHERIFF RICO	1,003,916	2,221,407	911,736	1,585,621	635,786	28.6%
	TOTAL USES	\$ 17,700,317	\$ 24,700,051	\$ 22,300,092	\$ 24,607,438	\$ 92,613	0.4%

**Activity Narrative:** In FY 2013, MCSO began participation in the operation of the Southwest Family Advocacy Center, as part of an intergovernmental agreement with the Town of Buckeye, and the Cities of Goodyear and Avondale. Expenditures are increasing in the General Fund, as MCSO previously had not budgeted for this agreement until FY 2015. In addition, a re-organization took place in FY 2014, resulting in additional sworn officers assigned to this Activity. Therefore, an increase in the demand for the number of cases assigned and in the output for the number of cases cleared is anticipated to increase in FY 2015.

**Base Adjustment:**

**General Fund (100) Operating**

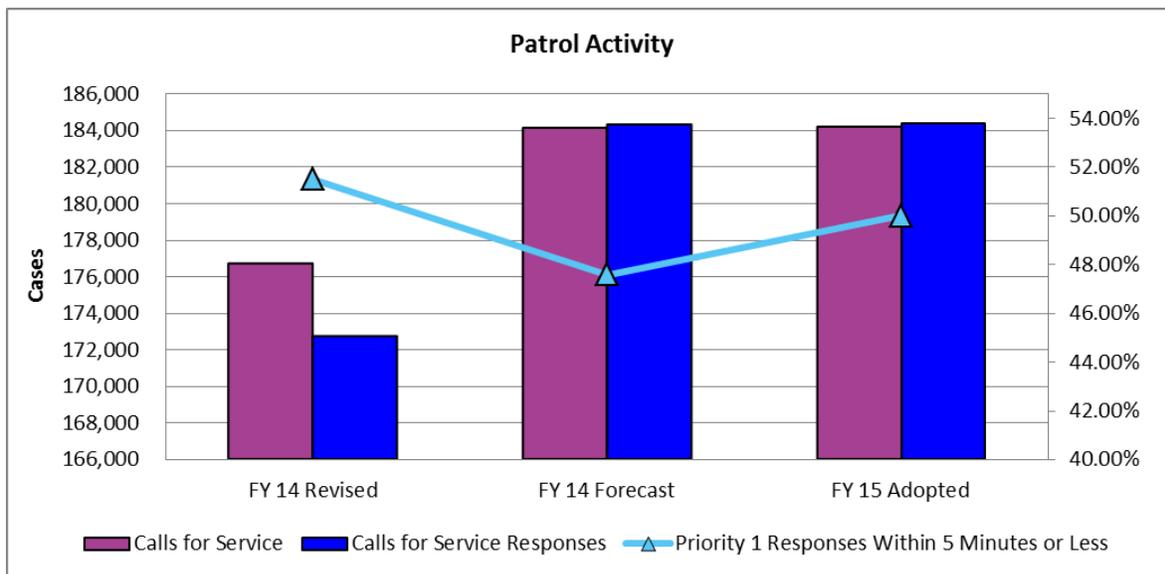
- Increase expenditure budget by \$238,382 for the Southwest Family Advocacy Center that was not budgeted in previous fiscal year.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Priority 1 calls responded to within 5 minutes or less	52.1%	51.5%	47.6%	50.0%	(1.6%)	-3.0%
Output	Number of on-view (deputy viewed) incident responses	104,701	95,164	96,830	102,872	7,708	8.1%
Demand	Number of radio calls for service dispatched to patrol	184,969	176,732	180,400	184,412	7,680	4.3%
Demand	Number of patrol vehicle miles driven	3,692,446	3,900,784	4,786,718	4,876,204	975,420	25.0%
Expenditure Ratio	Total activity expenditure per call for service response	\$ 188.66	\$ 277.64	\$ 260.35	\$ 256.21	\$ 21.43	7.7%
<b>Revenue</b>							
	100 - GENERAL	\$ 9,781,759	\$ 9,509,419	\$ 9,909,932	\$ 11,163,992	\$ 1,654,573	17.4%
	251 - SHERIFF GRANTS	649,548	1,748,617	999,848	801,411	(947,206)	-54.2%
	203 - SHERIFF DONATIONS	100	-	-	-	-	N/A
	<b>TOTAL SOURCES</b>	<b>\$ 10,431,407</b>	<b>\$ 11,258,036</b>	<b>\$ 10,909,780</b>	<b>\$ 11,965,403</b>	<b>\$ 707,367</b>	<b>6.3%</b>
<b>Expenditure</b>							
	100 - GENERAL	\$ 33,723,218	\$ 46,208,149	\$ 45,925,312	\$ 46,332,145	\$ (123,996)	-0.3%
	251 - SHERIFF GRANTS	972,469	1,748,617	680,505	801,411	947,206	54.2%
	212 - SHERIFF RICO	182,952	-	334,861	67,111	(67,111)	N/A
	<b>TOTAL USES</b>	<b>\$ 34,878,639</b>	<b>\$ 47,956,766</b>	<b>\$ 46,940,678</b>	<b>\$ 47,200,667</b>	<b>\$ 756,099</b>	<b>1.6%</b>



**Activity Narrative:** In FY 2015, revenues are expected to increase due to an increase in cost reimbursement from law enforcement contracts with cities and towns. The demand for the number of patrol vehicle miles driven is expected to increase as a result of the additional vehicles added to MCSO fleet per recommendation of the MGT staffing study. The output for the number of on-view incident responses is expected to increase in FY 2015, based on FY 2014 Forecast.

**Base Adjustment:**

**General Fund (100) Operating**

- Decrease expenditure budget by \$963,251 for the replacement of patrol vehicles given per recommendation of the MGT staffing study.
- Increase revenue by \$1,492,872 due to an increase in cost reimbursement from Law Enforcement Contracts with Cities and Towns.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of missions resulting in rescue	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of search and rescue missions undertaken	55	36	61	60	24	66.7%
Demand	Number of search and rescue incidents reported	55	36	61	60	24	66.7%
Expenditure Ratio	Total activity expenditure per search and rescue mission undertaken	\$ 1,821.25	\$ 3,725.08	\$ 1,802.95	\$ 87,779.00	\$ (84,053.92)	-2256.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 100,169	\$ 134,103	\$ 109,980	\$ 5,266,740	\$ (5,132,637)	-3827.4%
	TOTAL USES	\$ 100,169	\$ 134,103	\$ 109,980	\$ 5,266,740	\$ (5,132,637)	-3827.4%

**Activity Narrative:** The demand for the number of search and rescue incidents reports, and the output for the number of search and rescue missions undertaken are expected to increase in FY 2015, based on FY 2014 Forecast. Expenditures will be increasing in FY 2015 due to the purchase of a new helicopter.

**Base Adjustment:**

**General Fund (100) Operating**

- Increase expenditure budget by \$100,000 for Helicopter Maintenance.

**General Fund (100) Helicopter Purchase Non Recurring Non Project**

- One-time funding of \$5,000,000 for the purchase of a new helicopter.

**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 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of no-injury Specialized Weapons and Tactics Division Responses/Assists (officers or civilians)	98.8%	97.1%	91.3%	100.0%	2.9%	2.9%
Output	Number of Specialized Weapons and Tactics (SWAT) Division Incident Responses and/or Assists	169	140	150	164	24	17.1%
Output	Number of chemical, biological, radioactive, nuclear explosive and explosive ordnance responses	58	32	142	140	108	337.5%
Demand	Number of calls for service and/or incidents requiring Specialized Weapons and Tactics (SWAT)	169	140	150	164	24	17.1%
Demand	Number of chemical, biological, radioactive, nuclear explosive and explosive ordnance reported incidents	42	32	142	140	108	337.5%
Expenditure Ratio	Total activity expenditure per SWAT Division incident response or assist	\$ 18,304.78	\$ 25,196.08	\$ 22,122.25	\$ 23,213.02	\$ 1,983.05	7.9%
<i>Expenditure</i>							
	100 - GENERAL	\$ 3,081,008	\$ 3,484,910	\$ 3,289,126	\$ 3,784,129	\$ (299,219)	-8.6%
	212 - SHERIFF RICO	12,499	42,541	29,211	22,807	19,734	46.4%
	TOTAL USES	\$ 3,093,507	\$ 3,527,451	\$ 3,318,337	\$ 3,806,936	\$ (279,485)	-7.9%

**Activity Narrative:** In FY 2015, MCSO expects an increase in their demands and outputs when compared to FY 2014 Revised; as Glendale, Arizona will host Super Bowl XLIX and the NFL Pro Bowl. An increase in high risk security and tactical law enforcement response will be needed to keep the community, participants and fans safe during pre/post game events and on game days.

### 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. §41-1750 mandates that all criminal information be reported to the Department of Public Safety.

Measure Type	Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of warrant confirmations and orders of protection completed	N/A	N/A	N/A	93.8%	N/A	N/A
Output	Number of sex offender registration actions completed	5,527	5,380	5,723	5,820	440	8.2%
Demand	Number of warrants and orders of protection received	62,815	64,184	63,761	65,428	1,244	1.9%
Demand	Number of sex offender registration actions submitted by registrants to process	5,527	5,380	5,723	5,820	440	8.2%
Demand	Number of criminal records requests	151,879	163,657	173,506	173,506	9,849	6.0%
Expenditure Ratio	Total activity expenditure per warrant confirmation and orders of protection items completed (processed)	\$ 26.71	\$ 31.24	\$ 26.55	\$ 27.56	\$ 3.67	11.8%
<i>Revenue</i>							
	100 - GENERAL	\$ 35,919	\$ 35,000	\$ 35,888	\$ 35,000	\$ -	0.0%
	251 - SHERIFF GRANTS	32,121	-	-	-	-	N/A
	TOTAL SOURCES	\$ 68,040	\$ 35,000	\$ 35,888	\$ 35,000	\$ -	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,645,033	\$ 1,804,315	\$ 1,756,661	\$ 1,846,324	\$ (42,009)	-2.3%
	251 - SHERIFF GRANTS	7,160	-	-	-	-	N/A
	TOTAL USES	\$ 1,652,193	\$ 1,804,315	\$ 1,756,661	\$ 1,846,324	\$ (42,009)	-2.3%

**Activity Narrative:** In FY 2015 the demand for the number of criminal records requested is expected to remain the same as FY 2014 Forecast. The demand for the number of sex offender registration actions submitted by registrants to process and the output for the number of sex offender registration actions completed is expected to increase in FY 2015, when compared to FY 2014 Forecast.

## Appropriated Budget Reconciliations

### General Fund (100) Operating

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>		
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 8,445,967</b>	<b>\$ -</b>
County RPP	8,270,935	-
1st Quarter Retention Pay and Market Adj	12,841	-
2nd Quarter Retention Pay and Market Adj	5,715	-
FY 14 IT Market Study Adjustments	148,130	-
3rd and 4th Quarter Retention Pay and Market Adj	8,346	-
	<b>\$ 91,389,063</b>	<b>\$ 11,181,951</b>
<b>FY 2014 Revised Budget</b>		
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 185,272</b>	<b>\$ -</b>
1st Quarter Retention Pay and Market Adj	2,382	-
2nd Quarter Retention Pay and Market Adj	(5,715)	-
FY 14 IT Market Study Adjustments	(148,130)	-
3rd and 4th Quarter Retention Pay and Market Adj	(8,346)	-
Annual Market Adjustment - Health Care	5,159	-
Annual Market Adjustment - IT	296,259	-
2nd to 4th Quarter Retention Pay Plan	43,663	-
	<b>\$ 91,574,335</b>	<b>\$ 11,181,951</b>
<b>FY 2015 Baseline Budget Threshold</b>		
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 1,635,173</b>	<b>\$ -</b>
Retirement Contributions	1,635,173	-
<b>Base Adjustments</b>	<b>\$ (756,474)</b>	<b>\$ -</b>
Other Base Adjustments	115,251	-
Patrol Vehicles	\$ (963,251)	-
Southwest Family Advocacy Center	238,382	-
Repairs and Maintenance IT	314,453	-
Termination of Wells Fargo Lease	(495,546)	-
Uniform Allowance	92,617	-
Overtime	955,399	-
Temporary Pay	213,512	-
Pay Rate Reconciliation, MGT Finalization	(284,682)	-
Supplies and Services	(15,969)	-
Records Management Licensing Costs	82,000	-
Cell Phones	21,000	-
Savings from change in IT Structure	(42,664)	-
Internal Service Charges		(299,095)
Risk Management Costs	\$ (299,095)	-
MCSO Helicopter		100,000
Helicopter Maintenance	\$ 100,000	-
Personnel Savings		(672,630)
Personnel Savings budgeted at 3.5%	\$ (672,630)	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 1,492,872</b>
ProgRevenue Volume Inc/Dec		1,492,872
Cost Reimbursement from Law Enforcement Contracts with Cities and Towns	\$ 1,492,872	-

General Fund (100) Operating (continued)

<b>Reallocations</b>		\$	(2,141,728)	\$	-
<i>Reallocation Between Funds</i>			(330,429)		-
<i>Allocation In for Extradition Personnel Cost from Detention Fund to General Fund</i>	\$	51,537			
<i>Allocation Out for Detention Sheriff Dispatch from General Fund to Detention Fund</i>		(381,966)			
<i>Reallocation Between Depts</i>			89,868		-
<i>Reallocate Financial Analyst from Finance Dept. for MCSO Jail Per Diem Collection</i>	\$	89,868			
<i>Reallocation of Sheriff General and Detention Funds</i>			(1,901,167)		-
<i>Administrative Cost Allocation between General Fund and Detention Fund</i>	\$	(1,901,167)			
<b>FY 2015 Tentative Budget</b>		\$	90,311,306	\$	12,674,823
<i>Percent Change from Threshold Amount</i>			-1.4%		13.4%
Adjustments:					
<b>Employee Salary Adjustments</b>		\$	50,034	\$	-
<i>Annual Market Adjustment - IT</i>			15,901		-
<i>Justice System Support Market Adjustment</i>			34,133		-
<b>Reallocations</b>		\$	139,216	\$	-
<i>Reallocation Between Depts</i>			139,216		-
<i>Provide Dispatch Services to Maricopa County Attorney</i>	\$	139,216			
<b>FY 2015 Adopted Budget</b>		\$	90,500,556	\$	12,674,823
<i>Percent Change from Threshold Amount</i>			-1.2%		13.4%

General Fund (100) MCSO Judgment Order

			Expenditures		Revenue
<b>MCSO JUDGMENT ORDER OPERATING</b>					
<b>FY 2014 Adopted Budget</b>		\$	-	\$	-
<b>FY 2014 Revised Budget</b>		\$	-	\$	-
Adjustments:	Agenda Item:				
<b>Supplemental Funding</b>					
<b>Mid Year Adjustments</b>		\$	10,055,731	\$	-
<i>Sheriff Office Judgment Order</i>	<i>C-50-14-040-2-00</i>		10,055,731		-
<b>FY 2015 Budget Threshold</b>		\$	10,055,731	\$	-
Adjustments:					
<b>Employee Compensation and Benefits</b>					
<b>Employee Retirement and Benefits</b>		\$	80,006	\$	-
<i>Retirement Contributions</i>			80,006		-
<b>Reallocations</b>		\$	(1,725,000)	\$	-
<i>Reallocation Between Depts</i>			(1,725,000)		-
<i>Reallocate Court Monitor to Non Departmental</i>		\$	(1,725,000)		
<b>FY 2015 Tentative Budget</b>		\$	8,410,737	\$	-
<i>Percent Change from Threshold Amount</i>			-16.4%		
Adjustments:					
<b>Base Adjustments</b>		\$	(100,000)	\$	-
<i>MCSO Melendres Order</i>			(100,000)		-
<i>Court Monitor Rent and Supplies to be paid from Non Departmental</i>		\$	(100,000)		
<b>FY 2015 Adopted Budget</b>		\$	8,310,737	\$	-
<i>Percent Change from Threshold Amount</i>			-17.4%		

General Fund (100) MCSO Judgment Order Non Recurring Non Project

		Expenditures	Revenue
<b>MCSO JUDGMENT ORDER NON RECURRING</b>			
<b>FY 2014 Adopted Budget</b>		\$ -	\$ -
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		\$ (1,126,250)	\$ -
<i>Melendres Court Monitoring</i>	<i>C-49-14-045-2-00</i>	<i>(1,126,250)</i>	-
<b>Supplemental Funding</b>			
<b>Mid Year Adjustments</b>		\$ 7,687,376	\$ -
<i>Sheriff Office Judgment Order</i>	<i>C-50-14-040-2-00</i>	<i>7,687,376</i>	-
<b>FY 2014 Revised Budget</b>		\$ 6,561,126	\$ -
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		\$ 1,126,250	\$ -
<i>Melendres Court Monitoring</i>	<i>C-49-14-045-2-00</i>	<i>1,126,250</i>	-
<b>Supplemental Funding</b>			
<b>Mid Year Adjustments</b>		\$ (7,687,376)	\$ -
<i>Sheriff Office Judgment Order</i>	<i>C-50-14-040-2-00</i>	<i>(7,687,376)</i>	-
<b>FY 2015 Baseline Budget Threshold</b>		\$ -	\$ -
Adjustments:			
<b>Base Adjustments</b>		\$ 4,200,000	\$ -
<i>MCSO Melendres Order</i>		<i>4,200,000</i>	-
<i>Dash Cameras for Patrol Vehicles</i>	\$ 4,200,000		-
<b>FY 2015 Adopted Budget</b>		\$ 4,200,000	\$ -
<i>Percent Change from Threshold Amount</i>			

General Fund (100) Airplane Purchase Non Recurring Non Project

		Expenditures	Revenue
<b>AIRPLANE PURCHASE</b>			
<b>FY 2014 Adopted Budget</b>		\$ -	\$ -
<b>FY 2014 Revised Budget</b>		\$ -	\$ -
<b>FY 2015 Baseline Budget Threshold</b>		\$ -	\$ -
Adjustments:			
<b>Base Adjustments</b>		\$ 850,000	\$ -
<i>MCSO Airplane</i>		<i>850,000</i>	-
<b>FY 2015 Adopted Budget</b>		\$ 850,000	\$ -
<i>Percent Change from Threshold Amount</i>			

General Fund (100) CAD RMS Non Recurring Non Project

	Expenditures	Revenue
<b>CAD RMS</b>		
<b>FY 2014 Adopted Budget</b>	\$ -	\$ -
<b>FY 2014 Revised Budget</b>	\$ -	\$ -
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ -
Adjustments:		
<b>Information and Communications Technology</b>		
<b>Technology Projects</b>	\$ 146,847	\$ -
<i>Other Technology Projects</i>		146,847
<i>CAD RMS Contractors</i>	\$ 146,847	
<b>FY 2015 Adopted Budget</b>	\$ 146,847	\$ -
<i>Percent Change from Threshold Amount</i>		

General Fund (100) Helicopter Purchase Non Recurring Non Project

	Expenditures	Revenue
<b>HELICOPTER PURCHASE</b>		
<b>FY 2014 Adopted Budget</b>	\$ -	\$ -
<b>FY 2014 Revised Budget</b>	\$ -	\$ -
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ -
Adjustments:		
<b>Base Adjustments</b>	\$ 5,000,000	\$ -
<i>MCSO Helicopter</i>		5,000,000
<b>FY 2015 Adopted Budget</b>	\$ 5,000,000	\$ -
<i>Percent Change from Threshold Amount</i>		

General Fund (100) Property and Evidence Non Recurring Non Project

	Expenditures	Revenue
<b>PROPERTY AND EVIDENCE</b>		
<b>FY 2014 Adopted Budget</b>	\$ -	\$ -
<b>FY 2014 Revised Budget</b>	\$ -	\$ -
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ -
Adjustments:		
<b>Information and Communications Technology</b>		
<b>Technology Projects</b>	\$ 247,978	\$ -
<i>Other Technology Projects</i>		247,978
<i>Camera/Security System</i>	\$ 247,978	
<b>FY 2015 Adopted Budget</b>	\$ 247,978	\$ -
<i>Percent Change from Threshold Amount</i>		

General Fund (100) MCSO Records Management Non Recurring Non Project

	Expenditures	Revenue
<b>MCSO RECORDS MANAGEMENT</b>		
FY 2014 Adopted Budget	\$ -	\$ -
FY 2014 Revised Budget	\$ -	\$ -
FY 2015 Baseline Budget Threshold	\$ -	\$ -
Adjustments:		
<b>Information and Communications Technology</b>		
<b>Technology Projects</b>	\$ 676,000	\$ -
Other Technology Projects		676,000
Records Management System	\$ 676,000	
FY 2015 Adopted Budget	\$ 676,000	\$ -
Percent Change from Threshold Amount		

Sheriff Donations Fund (203) Operating

	Expenditures	Revenue
<b>OPERATING</b>		
FY 2014 Adopted Budget	\$ 26,300	\$ 26,300
FY 2014 Revised Budget	\$ 26,300	\$ 26,300
FY 2015 Baseline Budget Threshold	\$ 26,300	\$ 26,300
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Donations</b>	\$ -	\$ (6,300)
Sheriff Donation		(6,300)
<b>Structural Balance</b>	\$ (6,300)	\$ -
Structural Balance		(6,300)
FY 2015 Adopted Budget	\$ 20,000	\$ 20,000
Percent Change from Threshold Amount	-24.0%	-24.0%

Sheriff Donations Fund (203) Non Recurring Non Project

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
FY 2014 Adopted Budget	\$ -	\$ -
FY 2014 Revised Budget	\$ -	\$ -
FY 2015 Baseline Budget Threshold	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 100,000	\$ -
Other Non Recurring		100,000
MASH Unit Vehicle	\$ 100,000	
FY 2015 Adopted Budget	\$ 100,000	\$ -
Percent Change from Threshold Amount		

Sheriff Donations Fund (203) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 107,991	\$ 121,841	\$ 121,841	\$ 126,590	\$ 139,248
Sources:					
Operating	\$ 19,056	\$ 26,300	\$ 26,300	\$ 25,959	\$ 20,000
Total Sources:	\$ 19,056	\$ 26,300	\$ 26,300	\$ 25,959	\$ 20,000
Uses:					
Operating	\$ 459	\$ 26,300	\$ 26,300	\$ 13,301	\$ 20,000
Non-Recurring	-	-	-	-	100,000
Total Uses:	\$ 459	\$ 26,300	\$ 26,300	\$ 13,301	\$ 120,000
Structural Balance	\$ 18,597	\$ -	\$ -	\$ 12,658	\$ -
Accounting Adjustments	\$ 2	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 126,590	\$ 121,841	\$ 121,841	\$ 139,248	\$ 39,248
Total Ending Spendable Fund Balance	\$ 126,590	\$ 121,841	\$ 121,841	\$ 139,248	\$ 39,248

Sheriff Officer Safety Equipment Fund (206) Operating

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	\$ 60,000	\$ 60,000
<b>FY 2014 Revised Budget</b>	\$ 60,000	\$ 60,000
<b>FY 2015 Baseline Budget Threshold</b>	\$ 60,000	\$ 60,000
<b>FY 2015 Adopted Budget</b>	\$ 60,000	\$ 60,000
<i>Percent Change from Threshold Amount</i>	0.0%	0.0%

Sheriff Officer Safety Equipment Fund (206) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 32,225	\$ 66,263	\$ 66,263	\$ 88,191	\$ 149,826
Sources:					
Operating	\$ 55,967	\$ 60,000	\$ 60,000	\$ 61,635	\$ 60,000
Total Sources:	\$ 55,967	\$ 60,000	\$ 60,000	\$ 61,635	\$ 60,000
Uses:					
Operating	\$ -	\$ 60,000	\$ 60,000	\$ -	\$ 60,000
Total Uses:	\$ -	\$ 60,000	\$ 60,000	\$ -	\$ 60,000
Structural Balance	\$ 55,967	\$ -	\$ -	\$ 61,635	\$ -
Accounting Adjustments	\$ (1)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 88,191	\$ 66,263	\$ 66,263	\$ 149,826	\$ 149,826
Total Ending Spendable Fund Balance	\$ 88,191	\$ 66,263	\$ 66,263	\$ 149,826	\$ 149,826

Sheriff RICO Fund (212) Operating

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 2,500,000</b>	<b>\$ 2,500,000</b>
Adjustments:		
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (750,000)</b>
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>(750,000)</i>
<b>Structural Balance</b>	<b>\$ (750,000)</b>	<b>\$ -</b>
<i>Structural Balance</i>	<i>(750,000)</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 1,750,000</b>	<b>\$ 1,750,000</b>
<i>Percent Change from Threshold Amount</i>	<i>-30.0%</i>	<i>-30.0%</i>

Sheriff RICO Fund (212) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ (6,000)	\$ 19,972	\$ 19,972	\$ (7,611)	\$ -
Sources:					
Operating	\$ 1,262,628	\$ 2,500,000	\$ 2,500,000	\$ 1,364,580	\$ 1,750,000
Total Sources:	\$ 1,262,628	\$ 2,500,000	\$ 2,500,000	\$ 1,364,580	\$ 1,750,000
Uses:					
Operating	\$ 1,264,241	\$ 2,500,000	\$ 2,500,000	\$ 1,356,969	\$ 1,750,000
Total Uses:	\$ 1,264,241	\$ 2,500,000	\$ 2,500,000	\$ 1,356,969	\$ 1,750,000
Structural Balance	\$ (1,613)	\$ -	\$ -	\$ 7,611	\$ -
Accounting Adjustments	\$ 2	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ 19,972	\$ 19,972	\$ -	\$ -
Unassigned	(7,611)	-	-	-	-
Total Ending Spendable Fund Balance	\$ (7,611)	\$ 19,972	\$ 19,972	\$ -	\$ -

Sheriff Jail Enhancement Fund (214) Operating

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 1,482,444</b>	<b>\$ 1,482,444</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 1,482,444</b>	<b>\$ 1,482,444</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 1,482,444</b>	<b>\$ 1,482,444</b>
<b>FY 2015 Adopted Budget</b>	<b>\$ 1,482,444</b>	<b>\$ 1,482,444</b>
<i>Percent Change from Threshold Amount</i>	<i>0.0%</i>	<i>0.0%</i>

Sheriff Jail Enhancement Fund (214) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 1,693,933	\$ 2,801,003	\$ 2,801,003	\$ 1,834,904	\$ 2,482,285
Sources:					
Operating	\$ 1,460,447	\$ 1,482,444	\$ 1,482,444	\$ 1,476,717	\$ 1,482,444
Total Sources:	\$ 1,460,447	\$ 1,482,444	\$ 1,482,444	\$ 1,476,717	\$ 1,482,444
Uses:					
Operating	\$ 1,319,478	\$ 1,482,444	\$ 1,482,444	\$ 829,336	\$ 1,482,444
Total Uses:	\$ 1,319,478	\$ 1,482,444	\$ 1,482,444	\$ 829,336	\$ 1,482,444
Structural Balance	\$ 140,969	\$ -	\$ -	\$ 647,381	\$ -
Accounting Adjustments	\$ 2	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 1,834,904	\$ 2,801,003	\$ 2,801,003	\$ 2,482,285	\$ 2,482,285
Total Ending Spendable Fund Balance	\$ 1,834,904	\$ 2,801,003	\$ 2,801,003	\$ 2,482,285	\$ 2,482,285

Sheriff Grants Fund (251) Operating

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 8,565,508</b>	<b>\$ 8,565,508</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	\$ 1,508,132	\$ 1,508,132
<i>Sheriff FY 2014 Grant Reconciliation</i>	1,485,832	1,485,832
<i>IGA with DPS for Detention Liaison Officer Prg</i>	22,300	22,300
Agenda Item:		
C-50-14-046-M-00		
C-50-14-056-G-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 10,073,640</b>	<b>\$ 10,073,640</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	\$ (1,508,132)	\$ (1,508,132)
<i>Sheriff FY 2014 Grant Reconciliation</i>	(1,485,832)	(1,485,832)
<i>IGA with DPS for Detention Liaison Officer Prg</i>	(22,300)	(22,300)
Agenda Item:		
C-50-14-046-M-00		
C-50-14-056-G-00		
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 8,565,508</b>	<b>\$ 8,565,508</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	\$ 32,644	\$ -
<i>Retirement Contributions</i>	32,644	-
<b>Base Adjustments</b>	\$ 126,269	\$ -
<i>Internal Service Charges</i>	126,269	-
<i>Risk Management Costs</i>	\$ 126,269	-
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	\$ (436,826)	\$ (289,547)
<i>Grant Reconciliation</i>	(436,826)	(289,547)
<b>Reallocations</b>	\$ (11,634)	\$ -
<i>Reallocation Between Funds</i>	(11,634)	-
<i>Allocation Out for Funding Shortfall for Grant from Grant Fund to Detention Fund</i>	\$ (11,634)	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 8,275,961</b>	<b>\$ 8,275,961</b>
<i>Percent Change from Threshold Amount</i>	<i>-3.4%</i>	<i>-3.4%</i>

Sheriff Grants Fund (251) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ (742,205)	\$ 1,312,820	\$ 1,312,820	\$ (450,310)	\$ 379,787
Sources:					
Operating	\$ 8,421,258	\$ 8,565,508	\$ 10,073,640	\$ 8,192,295	\$ 8,275,961
Total Sources:	\$ 8,421,258	\$ 8,565,508	\$ 10,073,640	\$ 8,192,295	\$ 8,275,961
Uses:					
Operating	\$ 8,129,387	\$ 8,565,508	\$ 10,073,640	\$ 7,362,198	\$ 8,275,961
Total Uses:	\$ 8,129,387	\$ 8,565,508	\$ 10,073,640	\$ 7,362,198	\$ 8,275,961
Structural Balance	\$ 291,871	\$ -	\$ -	\$ 830,097	\$ -
Accounting Adjustments	\$ 24	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ 1,312,820	\$ 1,312,820	\$ 379,787	\$ 379,787
Unassigned	(450,310)	-	-	-	-
Total Ending Spendable Fund Balance	\$ (450,310)	\$ 1,312,820	\$ 1,312,820	\$ 379,787	\$ 379,787

Inmate Services Fund (252) Operating

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 11,637,000</b>	<b>\$ 11,637,000</b>
Adjustments:		
<b>Reallocations</b>		
Inmate Service Fund Reallocation		
Agenda Item: C-50-14-074-2-00	\$ 512,929	\$ 512,929
	512,929	512,929
<b>FY 2014 Revised Budget</b>	<b>\$ 12,149,929</b>	<b>\$ 12,149,929</b>
Adjustments:		
<b>Reallocations</b>		
Inmate Service Fund Reallocation		
Agenda Item: C-50-14-074-2-00	\$ (512,929)	\$ (512,929)
	(512,929)	(512,929)
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 11,637,000</b>	<b>\$ 11,637,000</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>		
Retirement Contributions	\$ 5,877	\$ -
	5,877	-
<b>Base Adjustments</b>		
Internal Service Charges	\$ (151,171)	\$ -
Risk Management Costs	(151,171)	-
<b>Fees and Other Revenues</b>		
ProgRevenue Volume Inc/Dec	\$ -	\$ (654,650)
Decrease in Canteen Sales and Phone Revenue	\$ (654,650)	(654,650)
<b>Structural Balance</b>		
Structural Balance	\$ (509,356)	\$ -
	(509,356)	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 10,982,350</b>	<b>\$ 10,982,350</b>
Percent Change from Threshold Amount	-5.6%	-5.6%

Inmate Services Fund (252) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 4,966,734	\$ 7,167,487	\$ 7,167,487	\$ 7,268,783	\$ 8,046,735
Sources:					
Operating	\$ 11,779,631	\$ 11,637,000	\$ 12,149,929	\$ 10,684,057	\$ 10,982,350
Total Sources:	\$ 11,779,631	\$ 11,637,000	\$ 12,149,929	\$ 10,684,057	\$ 10,982,350
Uses:					
Operating	\$ 9,390,312	\$ 11,637,000	\$ 12,149,929	\$ 9,906,105	\$ 10,982,350
Non-Recurring	87,274	-	-	-	-
Total Uses:	\$ 9,477,586	\$ 11,637,000	\$ 12,149,929	\$ 9,906,105	\$ 10,982,350
Structural Balance	\$ 2,389,319	\$ -	\$ -	\$ 777,952	\$ -
Accounting Adjustments	\$ 4	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 7,268,783	\$ 7,167,487	\$ 7,167,487	\$ 8,046,735	\$ 8,046,735
Total Ending Spendable Fund Balance	\$ 7,268,783	\$ 7,167,487	\$ 7,167,487	\$ 8,046,735	\$ 8,046,735

Inmate Health Services Fund (254) Operating

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	\$ 165,640	\$ 165,640
<b>FY 2014 Revised Budget</b>	\$ 165,640	\$ 165,640
<b>FY 2015 Baseline Budget Threshold</b>	\$ 165,640	\$ 165,640
Adjustments:		
<b>Fees and Other Revenues</b>	\$ -	\$ 34,360
<i>ProgRevenue Volume Inc/Dec</i>		34,360
<b>Structural Balance</b>	\$ 34,360	\$ -
<i>Structural Balance</i>	34,360	-
<i>Increase Medical Supplies</i>	\$ 34,360	
<b>FY 2015 Adopted Budget</b>	\$ 200,000	\$ 200,000
<i>Percent Change from Threshold Amount</i>	20.7%	20.7%
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	\$ -	\$ -
<b>FY 2014 Revised Budget</b>	\$ -	\$ -
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ -
Adjustments:		
<b>Base Adjustments</b>	\$ 140,000	\$ -
<i>MCSO Medical Team</i>	140,000	-
<i>Medical Team Vehicles</i>	\$ 140,000	
<b>FY 2015 Adopted Budget</b>	\$ 140,000	\$ -
<i>Percent Change from Threshold Amount</i>		

**Inmate Health Services Fund (254) Fund Balance Summary**

	<b>FY 2013 ACTUAL</b>	<b>FY 2014 ADOPTED</b>	<b>FY 2014 REVISED</b>	<b>FY 2014 FORECAST</b>	<b>FY 2015 ADOPTED</b>
Beginning Spendable Fund Balance	\$ 254,912	\$ 412,721	\$ 412,721	\$ 428,011	\$ 605,709
Sources:					
Operating	\$ 174,442	\$ 165,640	\$ 165,640	\$ 266,072	\$ 200,000
Total Sources:	\$ 174,442	\$ 165,640	\$ 165,640	\$ 266,072	\$ 200,000
Uses:					
Operating	\$ 1,343	\$ 165,640	\$ 165,640	\$ 88,374	\$ 200,000
Non-Recurring	-	-	-	-	140,000
Total Uses:	\$ 1,343	\$ 165,640	\$ 165,640	\$ 88,374	\$ 340,000
Structural Balance	\$ 173,099	\$ -	\$ -	\$ 177,698	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 428,011	\$ 412,721	\$ 412,721	\$ 605,709	\$ 465,709
Total Ending Spendable Fund Balance	\$ 428,011	\$ 412,721	\$ 412,721	\$ 605,709	\$ 465,709

Detention Fund (255) Operating

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 185,207,903</b>	<b>\$ 28,112,452</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 12,110,159</b>	<b>\$ -</b>
County RPP	11,921,978	-
1st Quarter Retention Pay and Market Adj	130,155	-
2nd Quarter Retention Pay and Market Adj	6,513	-
FY 14 IT Market Study Adjustments	6,981	-
3rd and 4th Quarter Retention Pay and Market Adj	44,532	-
<b>FY 2014 Revised Budget</b>	<b>\$ 197,318,062</b>	<b>\$ 28,112,452</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ (21,754)</b>	<b>\$ -</b>
2nd Quarter Retention Pay and Market Adj	(6,513)	-
FY 14 IT Market Study Adjustments	(6,981)	-
3rd and 4th Quarter Retention Pay and Market Adj	(44,532)	-
Annual Market Adjustment - IT	13,963	-
2nd to 4th Quarter Retention Pay Plan	22,309	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 197,296,308</b>	<b>\$ 28,112,452</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 301,528</b>	<b>\$ -</b>
Retirement Contributions	301,528	-
<b>Base Adjustments</b>	<b>\$ 5,535,130</b>	<b>\$ -</b>
Other Base Adjustments	(130,974)	-
Uniform Allowances	\$ 56,240	-
Repairs and Maintenance IT	(496,093)	-
Refrigerated Truck Leases	215,585	-
Supplies and Services	93,294	-
Internal Service Charges	492,044	-
Risk Management Costs	\$ 492,044	-
MCSO Jail Wagon Program	1,471,652	-
MCSO Medical Team	2,060,135	-
Personnel Savings	(474,934)	-
Salary and Benefits Savings budgeted at 6.08%	\$ (474,934)	-
MCSO Staffing Study Recommendations	2,117,207	-
Pay Rate Reconciliation and MGT Finalization	\$ 2,117,207	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 2,942,776</b>
ProgRevenue Volume Inc/Dec	-	2,942,776
Increase in Booking and Per Diem Charges to Cities and Towns	\$ 2,942,776	-
<b>Reallocations</b>	<b>\$ 2,243,230</b>	<b>\$ -</b>
Reallocation Between Funds	342,063	-
Allocation Out for Extradition Personnel Costs from Detention Fund to General Fund	\$ (51,537)	-
Allocation In for Funding Shortfall for Gran from Detention Fund to Sheriff Grant Fund	11,634	-
Allocation In for Detention Share Dispatch from Detention Fund to General Fund	381,966	-
Reallocation of Sheriff General and Detention Funds	1,901,167	-
Administrative Cost Allocation between General Fund and Detention Fund	\$ 1,901,167	-
<b>FY 2015 Tentative Budget</b>	<b>\$ 205,376,196</b>	<b>\$ -</b>
Percent Change from Threshold Amount	4.1%	-100.0%
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 116,680</b>	<b>\$ -</b>
Justice System Support Market Adjustment	116,680	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 205,492,876</b>	<b>\$ -</b>
Percent Change from Threshold Amount	4.2%	-100.0%

Detention Fund (255) MCSO IVR Non Recurring Non Project

	Expenditures	Revenue
<b>MCSO IVR</b>		
<b>FY 2014 Adopted Budget</b>	\$ -	\$ -
<b>FY 2014 Revised Budget</b>	\$ -	\$ -
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ -
Adjustments:		
<b>Information and Communications Technology</b>		
<b>Technology Projects</b>	\$ 905,000	\$ -
<i>Other Technology Projects</i>		905,000
<i>Interactive Voice Response System</i>	\$ 905,000	
<b>FY 2015 Adopted Budget</b>	\$ 905,000	\$ -
<i>Percent Change from Threshold Amount</i>		

Detention Fund (255) Jail Kitchen Equipment

	Expenditures	Revenue
<b>JAIL KITCHEN EQUIPMENT</b>		
<b>FY 2014 Adopted Budget</b>	\$ -	\$ -
<b>FY 2014 Revised Budget</b>	\$ -	\$ -
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 300,000	\$ -
<i>Non Recurring Carry Forward</i>		300,000
<i>Jail Kitchen Equipment</i>	\$ 300,000	
<b>FY 2015 Adopted Budget</b>	\$ 300,000	\$ -
<i>Percent Change from Threshold Amount</i>		

Detention Fund (255) Kitchen Installation

	Expenditures	Revenue
<b>KITCHEN INSTALLATION</b>		
<b>FY 2014 Adopted Budget</b>	\$ -	\$ -
<b>FY 2014 Revised Budget</b>	\$ -	\$ -
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 340,000	\$ -
<i>Non Recurring Carry Forward</i>		340,000
<i>Kitchen Installation</i>	\$ 340,000	
<b>FY 2015 Adopted Budget</b>	\$ 340,000	\$ -
<i>Percent Change from Threshold Amount</i>		

Detention Fund (255) Jail Wagon Vehicles Non Recurring Non Project

	Expenditures	Revenue
<b>JAIL WAGON VEHICLES</b>		
FY 2014 Adopted Budget	\$ -	\$ -
FY 2014 Revised Budget	\$ -	\$ -
FY 2015 Baseline Budget Threshold	\$ -	\$ -
Adjustments:		
<b>Base Adjustments</b>	\$ 140,000	\$ -
MCSO Jail Wagon Program		140,000
Jail Wagon Program	\$ 140,000	
FY 2015 Adopted Budget	\$ 140,000	\$ -
<i>Percent Change from Threshold Amount</i>		

Detention Fund (255) Washing Machines Non Recurring Non Project

	Expenditures	Revenue
<b>WASHING MACHINES</b>		
FY 2014 Adopted Budget	\$ -	\$ -
FY 2014 Revised Budget	\$ -	\$ -
FY 2015 Baseline Budget Threshold	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 350,000	\$ -
Other Non Recurring		350,000
Washing Machines	\$ 350,000	
FY 2015 Adopted Budget	\$ 350,000	\$ -
<i>Percent Change from Threshold Amount</i>		

Sheriff Towing & Impound Fund (258) Operating

	Expenditures	Revenue
<b>OPERATING</b>		
FY 2014 Adopted Budget	\$ 194,691	\$ 228,600
FY 2014 Revised Budget	\$ 194,691	\$ 228,600
FY 2015 Baseline Budget Threshold	\$ 194,691	\$ 228,600
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	\$ 1,902	\$ -
Retirement Contributions		1,902
<b>Base Adjustments</b>	\$ 11,510	\$ -
Other Base Adjustments		11,510
Net Increase Supplies, Services and Capital	\$ 11,510	
<b>Fees and Other Revenues</b>	\$ -	\$ 27,981
ProgRevenue Volume Inc/Dec		27,981
FY 2015 Adopted Budget	\$ 208,103	\$ 256,581
<i>Percent Change from Threshold Amount</i>		
	6.9%	12.2%

**Sheriff Towing & Impound Fund (258) Fund Balance Summary**

	<b>FY 2013 ACTUAL</b>	<b>FY 2014 ADOPTED</b>	<b>FY 2014 REVISED</b>	<b>FY 2014 FORECAST</b>	<b>FY 2015 ADOPTED</b>
Beginning Spendable Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 130,981
Sources:					
Operating	\$ -	\$ 228,600	\$ 228,600	\$ 242,400	\$ 256,581
Total Sources:	\$ -	\$ 228,600	\$ 228,600	\$ 242,400	\$ 256,581
Uses:					
Operating	\$ -	\$ 194,691	\$ 194,691	\$ 111,419	\$ 208,103
Total Uses:	\$ -	\$ 194,691	\$ 194,691	\$ 111,419	\$ 208,103
Structural Balance	\$ -	\$ 33,909	\$ 33,909	\$ 130,981	\$ 48,478
Ending Spendable Fund Balance:					
Restricted	\$ -	\$ 33,909	\$ 33,909	\$ 130,981	\$ 179,459
Total Ending Spendable Fund Balance	\$ -	\$ 33,909	\$ 33,909	\$ 130,981	\$ 179,459

## Superior Court

*Analysis by Ron Forster, Senior 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

#### Safe Communities

**By June 30, 2015, 95% of civil cases filed in the Superior Court will be resolved within 18 months and 99% resolved by or within 24 months.**

Status: In FY 2013, the Superior Court resolved 92% of civil cases filed within 18 months, and 96% within 24 months. FY 2014 mid-year, the Superior Court continues to progress and has resolved 93% of civil cases within 18 months and 96% within 24 months.

#### Safe Communities

**By June 30, 2016, 85% of criminal felony cases filed in Superior Court will be resolved within 180 days, and 90% will be resolved within 365 days.**

Status: In FY 2013, the Superior Court did not meet the goal to resolve 85% of the felony matters within 180 days. Only 78% of its criminal felony cases were resolved within 180 days. The goal of resolving felony matters within 365 days was met, as 94% of the matters were resolved within one year. FY 2014 mid-year, the Superior Court did not meet the goal to resolve 85% of the felony matters within 180 days. Only 78% of its criminal felony cases were resolved within 180 days. The goal of resolving felony matters within 365 days was met, as 92% of the matters were resolved within one year.

#### Safe Communities

**By June 30, 2015, 96% of family cases filed in Superior Court will be resolved within 12 months and 99% within 24 months.**

Status: In FY 2013, the Superior Court met this goal and resolved 97% of family cases within 12 months, and 99% within 24 months. FY 2014 midyear, the Superior Court continues to meet this goal and resolve 97% of family cases within 12 months, and 99% within 24 months.

*Department  
Specific*

**By June 30, 2017, 86% of the Superior Court users surveyed agree that the Court treats its customers with fairness, equality and respect.**

Status: The CourTools survey developed by the National Center for State Courts was conducted in January, 2013. The survey measures fairness, equality and respect. The Court narrowly missed attaining this goal. The Court users ranked the Court at 85% on this measure.

*Department  
Specific*

**By June 30, 2017, 90% of the Superior Court users surveyed agree that the Court is accessible.**

Status: The CourTools survey developed by the National Center for State Courts was conducted in January 2013. The survey measures access to the Court. The Court users ranked the Court at 86% on this measure.

*Department  
Specific*

**By June 30, 2016, voluntary workforce turnover will be at 10% or lower.**

Status: In FY 2013, the Judicial Branch met its goal of voluntary workforce turnover at 10% or lower as the voluntary turnover rate was 9.62%. This goal will be reviewed during the FY 2016 strategic planning session.

*Department  
Specific*

**By June 30, 2016, 85% of the Superior Court Judicial Officers and Administrators surveyed agree that the Court Management System meets their needs.**

Status: iCIS, the Judicial Branch's case management system, is outdated and the technology is no longer supported. The Judicial Branch has started to rewrite the antiquated system. The updated case management system, iCISng (Next generation) is in the development stages. Initial Appearance (IA) Court, Pretrial Services, eSearch Warrant, ePetition to Revoke and IA Summons applications have been deployed. As the various modules are developed and deployed, the Superior Court plans to survey users to ensure that the new case management system is meeting user needs. The iCISng technology project will continue through FY 2017. The court is currently conducting a survey of its users.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
CPAD - CAPITAL ADJUDICATION	\$ 181,510	\$ 186,705	\$ 186,705	\$ 102,703	\$ 196,396	\$ 9,691	5.2%
FELA - FELONY ADJUDICATION	2,582,456	2,830,972	2,408,267	2,132,419	2,739,246	330,979	13.7%
80CJ - CRIMINAL JUSTICE	\$ 2,763,966	\$ 3,017,677	\$ 2,594,972	\$ 2,235,122	\$ 2,935,642	\$ 340,670	13.1%
CVAD - CIVIL ADJUDICATION	\$ 2,897,218	\$ 2,818,103	\$ 2,818,103	\$ 2,660,755	\$ 2,668,800	\$ (149,303)	-5.3%
80CV - CIVIL AND TAX JUSTICE	\$ 2,897,218	\$ 2,818,103	\$ 2,818,103	\$ 2,660,755	\$ 2,668,800	\$ (149,303)	-5.3%
FPRE - FAMILY PRE DECREE JUDGMENT	\$ 2,657,918	\$ 2,931,879	\$ 2,931,879	\$ 2,528,652	\$ 2,660,918	\$ (270,961)	-9.2%
FPST - FAMILY POST DECREE JUDGMENT	1,801,841	1,698,031	1,698,031	1,664,304	1,687,949	(10,082)	-0.6%
80FA - FAMILY ADJUDICATION	\$ 4,459,759	\$ 4,629,910	\$ 4,629,910	\$ 4,192,956	\$ 4,348,867	\$ (281,043)	-6.1%
JDEL - JUV DELINQUENCY ADJUDICATION	\$ 451,108	\$ 444,004	\$ 444,004	\$ 430,032	\$ 516,061	\$ 72,057	16.2%
JDEP - JUV DEPENDENCY ADJUDICATION	957,065	1,075,000	1,172,720	1,193,909	1,257,249	84,529	7.2%
80JJ - JUVENILE JUSTICE	\$ 1,408,173	\$ 1,519,004	\$ 1,616,724	\$ 1,623,941	\$ 1,773,310	\$ 156,586	9.7%
CITR - CT INTERPRETATION TRANSLATION	\$ 990	\$ 500	\$ 500	\$ 110	\$ 500	\$ -	0.0%
CSEC - COURT SECURITY	3,432	600	600	3,522	600	-	0.0%
JURR - JURORS	744,144	728,177	728,177	745,786	694,280	(33,897)	-4.7%
PICO - PUB INFO AND COMMUNITY OUTRCH	1,489,129	1,525,224	1,525,224	1,446,956	1,562,000	36,776	2.4%
80OS - COURT OPERATIONS SUPPORT	\$ 2,237,695	\$ 2,254,501	\$ 2,254,501	\$ 2,196,374	\$ 2,257,380	\$ 2,879	0.1%
PBMH - PROBATE AND MENTAL HEALTH	\$ 468,553	\$ 521,505	\$ 521,505	\$ 457,752	\$ 459,200	\$ (62,305)	-11.9%
80PM - PROBATE MENTAL HEALTH COURT	\$ 468,553	\$ 521,505	\$ 521,505	\$ 457,752	\$ 459,200	\$ (62,305)	-11.9%
HRAC - HUMAN RESOURCES	\$ -	\$ 1,000	\$ 1,000	\$ 140	\$ 1,000	\$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	-	-	-	-	75,000	75,000	N/A
PROC - PROCUREMENT	72	100	100	1	100	-	0.0%
99AS - INDIRECT SUPPORT	\$ 72	\$ 1,100	\$ 1,100	\$ 141	\$ 76,100	\$ 75,000	6818.2%
GGOV - GENERAL GOVERNMENT	\$ 4,206	\$ -	\$ -	\$ (62,482)	\$ -	\$ -	N/A
RISK - RISK PREMIUMS	-	-	-	-	3,224	3,224	N/A
99GV - GENERAL OVERHEAD	\$ 4,206	\$ -	\$ -	\$ (62,482)	\$ 3,224	\$ 3,224	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	N/A
TSPT - TECHNOLOGY SUPPORT	1,331,565	1,685,960	1,685,960	1,793,404	1,800,000	114,040	6.8%
99IT - INFORMATION TECHNOLOGY	\$ 1,331,565	\$ 1,685,960	\$ 1,685,960	\$ 1,793,404	\$ 1,850,000	\$ 164,040	9.7%
<b>TOTAL PROGRAMS</b>	<b>\$ 15,571,207</b>	<b>\$ 16,447,760</b>	<b>\$ 16,122,775</b>	<b>\$ 15,097,963</b>	<b>\$ 16,372,523</b>	<b>\$ 249,748</b>	<b>1.5%</b>

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
CPAD - CAPITAL ADJUDICATION	\$ 467,100	\$ 569,750	\$ 583,697	\$ 578,985	\$ 493,052	\$ 90,645	15.5%
FELA - FELONY ADJUDICATION	21,814,042	21,604,963	23,831,616	22,283,319	22,338,986	1,492,630	6.3%
80CJ - CRIMINAL JUSTICE	\$ 22,281,142	\$ 22,174,713	\$ 24,415,313	\$ 22,862,304	\$ 22,832,038	\$ 1,583,275	6.5%
CVAD - CIVIL ADJUDICATION	\$ 9,196,190	\$ 9,260,746	\$ 9,723,003	\$ 9,786,535	\$ 9,311,002	\$ 412,001	4.2%
TAXA - TAX ADJUDICATION	496,928	523,000	549,317	553,128	535,761	13,556	2.5%
80CV - CIVIL AND TAX JUSTICE	\$ 9,693,118	\$ 9,783,746	\$ 10,272,320	\$ 10,339,663	\$ 9,846,763	\$ 425,557	4.1%
FPRE - FAMILY PRE DECREE JUDGMENT	\$ 9,846,649	\$ 10,159,945	\$ 10,696,434	\$ 10,494,475	\$ 10,416,732	\$ 279,702	2.6%
FPST - FAMILY POST DECREE JUDGMENT	4,438,836	4,631,429	4,990,919	4,718,256	5,180,423	(189,504)	-3.8%
80FA - FAMILY ADJUDICATION	\$ 14,285,485	\$ 14,791,374	\$ 15,687,353	\$ 15,212,731	\$ 15,597,155	\$ 90,198	0.6%
CTCS - CRADLES TO CRAYONS	\$ 575,400	\$ 1,413,473	\$ 1,413,473	\$ 1,219,530	\$ 1,223,257	\$ 190,216	13.5%
JDEL - JUV DELINQUENCY ADJUDICATION	4,559,193	4,571,628	4,889,817	4,745,726	4,958,880	(69,063)	-1.4%
JDEP - JUV DEPENDENCY ADJUDICATION	4,695,231	4,725,341	5,016,105	5,029,063	5,689,399	(673,294)	-13.4%
80JJ - JUVENILE JUSTICE	\$ 9,829,824	\$ 10,710,442	\$ 11,319,395	\$ 10,994,319	\$ 11,871,536	\$ (552,141)	-4.9%
CITR - CT INTERPRETATION TRANSLATION	\$ 3,600,949	\$ 3,629,145	\$ 3,663,464	\$ 3,760,667	\$ 3,707,408	\$ (43,944)	-1.2%
CSEC - COURT SECURITY	6,857,173	7,079,769	6,932,913	6,928,788	6,813,524	119,389	1.7%
JJRR - JURORS	3,795,557	4,248,676	4,240,378	4,130,812	4,363,421	(123,043)	-2.9%
PICO - PUB INFO AND COMMUNITY OUTRCH	3,512,261	3,473,454	3,568,367	3,454,299	3,865,914	(297,547)	-8.3%
80OS - COURT OPERATIONS SUPPORT	\$ 17,765,940	\$ 18,431,044	\$ 18,405,122	\$ 18,274,566	\$ 18,750,267	\$ (345,145)	-1.9%
PBMH - PROBATE AND MENTAL HEALTH	\$ 3,845,539	\$ 3,934,429	\$ 4,219,987	\$ 4,160,117	\$ 4,158,268	\$ 61,719	1.5%
80PM - PROBATE MENTAL HEALTH COURT	\$ 3,845,539	\$ 3,934,429	\$ 4,219,987	\$ 4,160,117	\$ 4,158,268	\$ 61,719	1.5%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 225,212	\$ 288,357	\$ 138,477	\$ 169,793	\$ 493,799	\$ (355,322)	-256.6%
FACI - FACILITIES MANAGEMENT	-	-	-	-	1,051,781	(1,051,781)	N/A
HRAC - HUMAN RESOURCES	1,598,051	2,965,366	1,873,618	1,722,284	1,934,404	(60,786)	-3.2%
ODIR - EXECUTIVE MANAGEMENT	3,600,403	3,456,410	3,648,091	3,780,753	1,325,846	2,322,245	63.7%
POOL - POOLED COSTS	-	(898,028)	-	-	414,095	(414,095)	N/A
PROC - PROCUREMENT	278,262	367,441	251,528	297,788	257,430	(5,902)	-2.3%
RMGT - RISK MANAGEMENT	305,164	313,452	313,452	287,720	313,452	-	0.0%
SPPT - OPERATIONS SUPPORT	-	-	-	-	969,578	(969,578)	N/A
99AS - INDIRECT SUPPORT	\$ 6,007,092	\$ 6,492,998	\$ 6,225,166	\$ 6,258,338	\$ 6,760,385	\$ (535,219)	-8.6%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 1,167,634	\$ (1,167,634)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	1,379,811	1,419,034	1,419,034	1,305,194	-	1,419,034	100.0%
MPOS - ELECTED AND STATUTORY OFFICIALS	-	-	-	-	190,862	(190,862)	N/A
RISK - RISK PREMIUMS	-	-	-	-	256,245	(256,245)	N/A
99GV - GENERAL OVERHEAD	\$ 1,379,811	\$ 1,419,034	\$ 1,419,034	\$ 1,305,194	\$ 1,614,741	\$ (195,707)	-13.8%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 1,739,404	\$ 3,586,260	\$ 3,345,026	\$ 3,279,579	\$ 5,219,544	\$ (1,874,518)	-56.0%
DACR - DATA CENTER	557,690	1,026,275	928,447	1,019,528	1,533,365	(604,918)	-65.2%
TSPT - TECHNOLOGY SUPPORT	601,672	836,197	743,044	865,464	1,572,266	(829,222)	-111.6%
VANS - INFRASTRUCTURE NETWORK SVCS	-	-	-	-	760,219	(760,219)	N/A
99IT - INFORMATION TECHNOLOGY	\$ 2,898,766	\$ 5,448,732	\$ 5,016,517	\$ 5,164,571	\$ 9,085,394	\$ (4,068,877)	-81.1%
<b>TOTAL PROGRAMS</b>	<b>\$ 87,986,717</b>	<b>\$ 93,186,512</b>	<b>\$ 96,980,207</b>	<b>\$ 94,571,803</b>	<b>\$ 100,516,547</b>	<b>\$ (3,536,340)</b>	<b>-3.6%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 1,303,063	\$ 1,500,861	\$ 1,598,581	\$ 1,498,436	\$ 1,917,598	\$ 319,017	20.0%
<b>SUBTOTAL</b>	\$ 1,303,063	\$ 1,500,861	\$ 1,598,581	\$ 1,498,436	\$ 1,917,598	\$ 319,017	20.0%
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 2,206,021	\$ 2,405,628	\$ 2,400,093	\$ 1,939,989	\$ 2,367,888	\$ (32,205)	-1.3%
0635 - OTHER CHARGES FOR SERVICES	11,981,809	12,473,271	12,057,701	11,608,972	12,032,087	(25,614)	-0.2%
<b>SUBTOTAL</b>	\$ 14,187,830	\$ 14,878,899	\$ 14,457,794	\$ 13,548,961	\$ 14,399,975	\$ (57,819)	-0.4%
0637 - FINES & FORFEITS	\$ 4,761	\$ 1,850	\$ 1,850	\$ 6,620	\$ 1,850	\$ -	0.0%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 34,972	\$ 47,650	\$ 46,050	\$ 32,745	\$ 39,600	\$ (6,450)	-14.0%
0650 - MISCELLANEOUS REVENUE	40,581	18,500	18,500	11,201	13,500	(5,000)	-27.0%
<b>SUBTOTAL</b>	\$ 75,553	\$ 66,150	\$ 64,550	\$ 43,946	\$ 53,100	\$ (11,450)	-17.7%
<b>ALL REVENUES</b>	\$ 15,571,207	\$ 16,447,760	\$ 16,122,775	\$ 15,097,963	\$ 16,372,523	\$ 249,748	1.5%
<b>TOTAL SOURCES</b>	\$ 15,571,207	\$ 16,447,760	\$ 16,122,775	\$ 15,097,963	\$ 16,372,523	\$ 249,748	1.5%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 59,127,187	\$ 60,258,025	\$ 62,352,158	\$ 62,804,994	\$ 63,651,748	\$ (1,299,590)	-2.1%
0705 - TEMPORARY PAY	350,964	400,000	455,680	472,383	486,686	(31,006)	-6.8%
0710 - OVERTIME	257,353	248,504	299,575	179,563	216,759	82,816	27.6%
0750 - FRINGE BENEFITS	22,526,852	23,823,917	24,293,026	24,372,499	24,058,599	234,427	1.0%
0790 - OTHER PERSONNEL SERVICES	104,448	38,500	1,218,695	58,420	555,374	663,321	54.4%
0795 - PERSONNEL SERVICES ALLOC-OUT	(14,927,556)	(14,319,495)	(14,820,403)	(15,367,140)	(13,944,840)	(875,563)	-5.9%
0796 - PERSONNEL SERVICES ALLOC-IN	6,951,570	8,535,975	9,172,819	8,710,646	8,161,320	1,011,499	11.0%
<b>SUBTOTAL</b>	\$ 74,390,818	\$ 78,985,426	\$ 82,971,550	\$ 81,231,365	\$ 83,185,646	\$ (214,096)	-0.3%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 2,739,210	\$ 2,210,770	\$ 2,226,712	\$ 2,093,852	\$ 2,467,600	\$ (240,888)	-10.8%
0803 - FUEL	17,344	24,500	24,500	16,179	24,500	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	114,871	-	-	29,155	2,446,231	(2,446,231)	N/A
0806 - SUPPLIES-ALLOCATION IN	-	-	7,500	-	-	7,500	100.0%
<b>SUBTOTAL</b>	\$ 2,871,425	\$ 2,235,270	\$ 2,258,712	\$ 2,139,186	\$ 4,938,331	\$ (2,679,619)	-118.6%
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 4,477,241	\$ 4,788,306	\$ 4,933,213	\$ 4,943,207	\$ 4,775,793	\$ 157,420	3.2%
0811 - HEALTH CARE SERVICES	172,284	225,588	225,588	155,714	221,788	3,800	1.7%
0812 - OTHER SERVICES	2,479,749	3,339,002	2,978,024	2,616,090	3,705,849	(727,825)	-24.4%
0820 - RENT & OPERATING LEASES	212,268	216,537	216,737	197,629	216,737	-	0.0%
0825 - REPAIRS AND MAINTENANCE	781,950	854,795	854,795	863,916	819,665	35,130	4.1%
0839 - INTERNAL SERVICE CHARGES	1,403,078	1,499,567	1,499,567	1,432,541	1,497,492	2,075	0.1%
0841 - TRAVEL	178,691	204,759	204,759	191,709	246,390	(41,631)	-20.3%
0842 - EDUCATION AND TRAINING	112,992	95,224	95,224	112,402	130,824	(35,600)	-37.4%
0843 - POSTAGE/FREIGHT/SHIPPING	457,054	428,586	428,586	399,904	463,580	(34,994)	-8.2%
0850 - UTILITIES	330	-	-	270	1,000	(1,000)	N/A
0872 - SERVICES-ALLOCATION OUT	-	-	-	(20,000)	-	-	N/A
0873 - SERVICES-ALLOCATION IN	305,164	313,452	313,452	307,870	313,452	-	0.0%
<b>SUBTOTAL</b>	\$ 10,580,801	\$ 11,965,816	\$ 11,749,945	\$ 11,201,252	\$ 12,392,570	\$ (642,625)	-5.5%
<b>CAPITAL</b>							
0915 - BUILDINGS AND IMPROVEMENTS	\$ 7,399	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
0920 - CAPITAL EQUIPMENT	136,274	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	\$ 143,673	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>ALL EXPENDITURES</b>	\$ 87,986,717	\$ 93,186,512	\$ 96,980,207	\$ 94,571,803	\$ 100,516,547	\$ (3,536,340)	-3.6%
<b>TOTAL USES</b>	\$ 87,986,717	\$ 93,186,512	\$ 96,980,207	\$ 94,571,803	\$ 100,516,547	\$ (3,536,340)	-3.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 2,006,331	\$ 1,880,100	\$ 1,880,100	\$ 1,874,147	\$ 1,880,100	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 2,006,331	\$ 1,880,100	\$ 1,880,100	\$ 1,874,147	\$ 1,880,100	\$ -	0.0%
238 SUPERIOR COURT GRANTS							
OPERATING	\$ 2,118,192	\$ 2,599,319	\$ 2,697,039	\$ 2,342,080	\$ 2,989,816	\$ 292,777	10.9%
<b>FUND TOTAL SOURCES</b>	\$ 2,118,192	\$ 2,599,319	\$ 2,697,039	\$ 2,342,080	\$ 2,989,816	\$ 292,777	10.9%
208 JUDICIAL ENHANCEMENT							
OPERATING	\$ 513,120	\$ 521,600	\$ 521,600	\$ 495,789	\$ 506,200	\$ (15,400)	-3.0%
<b>FUND TOTAL SOURCES</b>	\$ 513,120	\$ 521,600	\$ 521,600	\$ 495,789	\$ 506,200	\$ (15,400)	-3.0%
256 PROBATE FEES							
OPERATING	\$ 468,553	\$ 464,531	\$ 464,531	\$ 407,752	\$ 409,200	\$ (55,331)	-11.9%
<b>FUND TOTAL SOURCES</b>	\$ 468,553	\$ 464,531	\$ 464,531	\$ 407,752	\$ 409,200	\$ (55,331)	-11.9%
257 CONCILIATION COURT FEES							
OPERATING	\$ 1,585,726	\$ 1,678,000	\$ 1,678,000	\$ 1,452,430	\$ 1,441,200	\$ (236,800)	-14.1%
<b>FUND TOTAL SOURCES</b>	\$ 1,585,726	\$ 1,678,000	\$ 1,678,000	\$ 1,452,430	\$ 1,441,200	\$ (236,800)	-14.1%
259 SUPERIOR COURT SPECIAL REVENUE							
OPERATING	\$ 4,626,593	\$ 4,900,000	\$ 4,900,000	\$ 4,818,814	\$ 4,759,800	\$ (140,200)	-2.9%
<b>FUND TOTAL SOURCES</b>	\$ 4,626,593	\$ 4,900,000	\$ 4,900,000	\$ 4,818,814	\$ 4,759,800	\$ (140,200)	-2.9%
261 LAW LIBRARY							
OPERATING	\$ 1,265,965	\$ 1,296,000	\$ 1,296,000	\$ 1,227,337	\$ 1,296,000	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 1,265,965	\$ 1,296,000	\$ 1,296,000	\$ 1,227,337	\$ 1,296,000	\$ -	0.0%
264 SUPERIOR COURT FILL THE GAP							
OPERATING	\$ 1,870,465	\$ 2,101,600	\$ 1,678,895	\$ 1,432,883	\$ 2,101,600	\$ 422,705	25.2%
<b>FUND TOTAL SOURCES</b>	\$ 1,870,465	\$ 2,101,600	\$ 1,678,895	\$ 1,432,883	\$ 2,101,600	\$ 422,705	25.2%
271 EXPEDITED CHILD SUPPORT							
OPERATING	\$ 643,751	\$ 585,000	\$ 585,000	\$ 626,746	\$ 585,000	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 643,751	\$ 585,000	\$ 585,000	\$ 626,746	\$ 585,000	\$ -	0.0%
276 SPOUSAL MAINT ENF ENHANCEMENT							
OPERATING	\$ 113,435	\$ 115,921	\$ 115,921	\$ 100,196	\$ 108,000	\$ (7,921)	-6.8%
<b>FUND TOTAL SOURCES</b>	\$ 113,435	\$ 115,921	\$ 115,921	\$ 100,196	\$ 108,000	\$ (7,921)	-6.8%
277 EMANCIPATION ADMINISTRATION							
OPERATING	\$ 701	\$ -	\$ -	\$ 357	\$ -	\$ -	N/A
<b>FUND TOTAL SOURCES</b>	\$ 701	\$ -	\$ -	\$ 357	\$ -	\$ -	N/A
281 CHILDRENS ISSUES EDUCATION							
OPERATING	\$ 166,082	\$ 115,007	\$ 115,007	\$ 132,522	\$ 115,007	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ 166,082	\$ 115,007	\$ 115,007	\$ 132,522	\$ 115,007	\$ -	0.0%
282 DOM REL MEDIATION EDUCATION							
OPERATING	\$ 192,293	\$ 190,682	\$ 190,682	\$ 186,910	\$ 180,600	\$ (10,082)	-5.3%
<b>FUND TOTAL SOURCES</b>	\$ 192,293	\$ 190,682	\$ 190,682	\$ 186,910	\$ 180,600	\$ (10,082)	-5.3%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 15,571,207	\$ 16,447,760	\$ 16,122,775	\$ 15,097,963	\$ 16,372,523	\$ 249,748	1.5%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 15,571,207	\$ 16,447,760	\$ 16,122,775	\$ 15,097,963	\$ 16,372,523	\$ 249,748	1.5%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 73,417,473	\$ 74,589,379	\$ 77,061,599	\$ 77,834,144	\$ 80,343,393	\$ (3,281,794)	-4.3%
DISASTER REC EQUIPMENT	-	-	-	-	1,136,091	(1,136,091)	N/A
SUP CT FOR THE RECORD EQUIP	-	-	-	-	1,305,640	(1,305,640)	N/A
NON RECURRING NON PROJECT	584,292	1,412,773	2,558,325	1,218,830	9,000	2,549,325	99.6%
SUP COURT CASE MGMT SYSTEM	-	-	-	-	1,840,000	(1,840,000)	N/A
INTEGRATED COURT INFO REWRITE	1,301,752	91,000	91,000	91,000	-	91,000	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 75,303,517</b>	<b>\$ 76,093,152</b>	<b>\$ 79,710,924</b>	<b>\$ 79,143,974</b>	<b>\$ 84,634,124</b>	<b>\$ (4,923,200)</b>	<b>-6.2%</b>
238 SUPERIOR COURT GRANTS							
OPERATING	\$ 2,159,865	\$ 2,599,319	\$ 2,697,039	\$ 2,390,286	\$ 2,989,816	\$ (292,777)	-10.9%
<b>FUND TOTAL USES</b>	<b>\$ 2,159,865</b>	<b>\$ 2,599,319</b>	<b>\$ 2,697,039</b>	<b>\$ 2,390,286</b>	<b>\$ 2,989,816</b>	<b>\$ (292,777)</b>	<b>-10.9%</b>
208 JUDICIAL ENHANCEMENT							
OPERATING	\$ 470,018	\$ 521,600	\$ 521,600	\$ 438,288	\$ 506,200	\$ 15,400	3.0%
NON RECURRING NON PROJECT	10,378	-	-	-	-	-	N/A
<b>FUND TOTAL USES</b>	<b>\$ 480,396</b>	<b>\$ 521,600</b>	<b>\$ 521,600</b>	<b>\$ 438,288</b>	<b>\$ 506,200</b>	<b>\$ 15,400</b>	<b>3.0%</b>
256 PROBATE FEES							
OPERATING	\$ 464,531	\$ 464,531	\$ 464,531	\$ 464,531	\$ 409,200	\$ 55,331	11.9%
NON RECURRING NON PROJECT	60,503	150,000	150,000	108,187	100,000	50,000	33.3%
<b>FUND TOTAL USES</b>	<b>\$ 525,034</b>	<b>\$ 614,531</b>	<b>\$ 614,531</b>	<b>\$ 572,718</b>	<b>\$ 509,200</b>	<b>\$ 105,331</b>	<b>17.1%</b>
257 CONCILIATION COURT FEES							
OPERATING	\$ 1,390,000	\$ 1,678,000	\$ 1,678,000	\$ 1,538,170	\$ 1,441,200	\$ 236,800	14.1%
NON RECURRING NON PROJECT	271,040	300,000	300,000	251,251	175,000	125,000	41.7%
<b>FUND TOTAL USES</b>	<b>\$ 1,661,040</b>	<b>\$ 1,978,000</b>	<b>\$ 1,978,000</b>	<b>\$ 1,789,421</b>	<b>\$ 1,616,200</b>	<b>\$ 361,800</b>	<b>18.3%</b>
259 SUPERIOR COURT SPECIAL REVENUE							
OPERATING	\$ 3,833,165	\$ 4,900,000	\$ 4,900,000	\$ 4,637,681	\$ 4,759,800	\$ 140,200	2.9%
NON RECURRING NON PROJECT	-	275,000	275,000	245,253	440,000	(165,000)	-60.0%
INTEGRATED COURT INFO REWRITE	-	1,300,000	1,300,000	1,161,176	-	1,300,000	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 3,833,165</b>	<b>\$ 6,475,000</b>	<b>\$ 6,475,000</b>	<b>\$ 6,044,110</b>	<b>\$ 5,199,800</b>	<b>\$ 1,275,200</b>	<b>19.7%</b>
261 LAW LIBRARY							
OPERATING	\$ 1,229,764	\$ 1,296,000	\$ 1,296,000	\$ 1,105,431	\$ 1,296,000	\$ -	0.0%
NON RECURRING NON PROJECT	35,370	-	-	-	250,000	(250,000)	N/A
<b>FUND TOTAL USES</b>	<b>\$ 1,265,134</b>	<b>\$ 1,296,000</b>	<b>\$ 1,296,000</b>	<b>\$ 1,105,431</b>	<b>\$ 1,546,000</b>	<b>\$ (250,000)</b>	<b>-19.3%</b>
264 SUPERIOR COURT FILL THE GAP							
OPERATING	\$ 1,406,930	\$ 2,101,600	\$ 1,678,895	\$ 1,145,357	\$ 2,101,600	\$ (422,705)	-25.2%
NON RECURRING NON PROJECT	110,685	-	500,908	500,908	-	500,908	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 1,517,615</b>	<b>\$ 2,101,600</b>	<b>\$ 2,179,803</b>	<b>\$ 1,646,265</b>	<b>\$ 2,101,600</b>	<b>\$ 78,203</b>	<b>3.6%</b>
271 EXPEDITED CHILD SUPPORT							
OPERATING	\$ 546,000	\$ 585,000	\$ 585,000	\$ 585,000	\$ 585,000	\$ -	0.0%
NON RECURRING NON PROJECT	65,544	200,000	200,000	137,800	325,000	(125,000)	-62.5%
<b>FUND TOTAL USES</b>	<b>\$ 611,544</b>	<b>\$ 785,000</b>	<b>\$ 785,000</b>	<b>\$ 722,800</b>	<b>\$ 910,000</b>	<b>\$ (125,000)</b>	<b>-15.9%</b>
276 SPOUSAL MAINT ENF ENHANCEMENT							
OPERATING	\$ 115,921	\$ 115,921	\$ 115,921	\$ 115,921	\$ 108,000	\$ 7,921	6.8%
NON RECURRING NON PROJECT	1,755	-	-	-	50,000	(50,000)	N/A
<b>FUND TOTAL USES</b>	<b>\$ 117,676</b>	<b>\$ 115,921</b>	<b>\$ 115,921</b>	<b>\$ 115,921</b>	<b>\$ 158,000</b>	<b>\$ (42,079)</b>	<b>-36.3%</b>
277 EMANCIPATION ADMINISTRATION							
NON RECURRING NON PROJECT	\$ 1,416	\$ 700	\$ 700	\$ 700	\$ -	\$ 700	100.0%
<b>FUND TOTAL USES</b>	<b>\$ 1,416</b>	<b>\$ 700</b>	<b>\$ 700</b>	<b>\$ 700</b>	<b>\$ -</b>	<b>\$ 700</b>	<b>100.0%</b>
281 CHILDRENS ISSUES EDUCATION							
OPERATING	\$ 115,007	\$ 115,007	\$ 115,007	\$ 115,007	\$ 115,007	\$ -	0.0%
NON RECURRING NON PROJECT	201,740	300,000	300,000	296,200	25,000	275,000	91.7%
<b>FUND TOTAL USES</b>	<b>\$ 316,747</b>	<b>\$ 415,007</b>	<b>\$ 415,007</b>	<b>\$ 411,207</b>	<b>\$ 140,007</b>	<b>\$ 275,000</b>	<b>66.3%</b>
282 DOM REL MEDIATION EDUCATION							
OPERATING	\$ 190,682	\$ 190,682	\$ 190,682	\$ 190,682	\$ 180,600	\$ 10,082	5.3%
NON RECURRING NON PROJECT	2,886	-	-	-	25,000	(25,000)	N/A
<b>FUND TOTAL USES</b>	<b>\$ 193,568</b>	<b>\$ 190,682</b>	<b>\$ 190,682</b>	<b>\$ 190,682</b>	<b>\$ 205,600</b>	<b>\$ (14,918)</b>	<b>-7.8%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 85,339,356</b>	<b>\$ 89,157,039</b>	<b>\$ 91,304,274</b>	<b>\$ 90,560,498</b>	<b>\$ 94,835,816</b>	<b>\$ (3,531,542)</b>	<b>-3.9%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 2,647,361</b>	<b>\$ 4,029,473</b>	<b>\$ 5,675,933</b>	<b>\$ 4,011,305</b>	<b>\$ 5,680,731</b>	<b>\$ (4,798)</b>	<b>-0.1%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 87,986,717</b>	<b>\$ 93,186,512</b>	<b>\$ 96,980,207</b>	<b>\$ 94,571,803</b>	<b>\$ 100,516,547</b>	<b>\$ (3,536,340)</b>	<b>-3.6%</b>

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
<b>CIVIL AND TAX JUSTICE</b>							
CIVIL ADJUDICATION	105.00	106.00	104.00	105.00	104.00	-	0.0%
TAX ADJUDICATION	5.00	5.00	5.00	5.00	5.00	-	0.0%
PROGRAM TOTAL	110.00	111.00	109.00	110.00	109.00	-	0.0%
<b>COURT OPERATIONS SUPPORT</b>							
COURT SECURITY	151.00	152.00	153.00	153.00	153.00	-	0.0%
CT INTERPRETATION TRANSLATION	41.00	41.00	41.00	41.00	41.00	-	0.0%
JURORS	15.00	14.00	14.00	14.00	14.00	-	0.0%
PUB INFO AND COMMUNITY OUTRCH	35.50	35.50	35.50	35.50	35.50	-	0.0%
PROGRAM TOTAL	242.50	242.50	243.50	243.50	243.50	-	0.0%
<b>CRIMINAL JUSTICE</b>							
CAPITAL ADJUDICATION	5.00	6.00	6.00	6.00	5.00	(1.00)	(16.7%)
FELONY ADJUDICATION	283.50	279.50	276.50	275.50	263.50	(13.00)	(4.7%)
PROGRAM TOTAL	288.50	285.50	282.50	281.50	268.50	(14.00)	(5.0%)
<b>FAMILY ADJUDICATION</b>							
FAMILY POST DECREE JUDGMENT	54.00	57.00	57.60	58.00	58.00	.40	0.7%
FAMILY PRE DECREE JUDGMENT	118.00	117.00	117.00	117.00	118.00	1.00	0.9%
PROGRAM TOTAL	172.00	174.00	174.60	175.00	176.00	1.40	0.8%
<b>GENERAL OVERHEAD</b>							
ELECTED AND STATUTRY OFFICIALS	-	-	.00	-	1.00	1.00	N/A
PROGRAM TOTAL	-	-	-	-	1.00	1.00	N/A
<b>INDIRECT SUPPORT</b>							
BUDGET AND FINANCIAL SERVICES	36.00	34.00	34.00	34.00	38.00	4.00	11.8%
EXECUTIVE MANAGEMENT	42.00	41.00	43.00	43.00	12.00	(31.00)	(72.1%)
FACILITIES MANAGEMENT	-	-	.00	-	18.00	18.00	N/A
HUMAN RESOURCES	32.00	34.00	35.00	35.00	35.00	-	0.0%
OPERATIONS SUPPORT	-	-	.00	-	8.00	8.00	N/A
PROCUREMENT	10.00	10.00	9.00	9.00	10.00	1.00	11.1%
PROGRAM TOTAL	120.00	119.00	121.00	121.00	121.00	-	0.0%
<b>INFORMATION TECHNOLOGY</b>							
BUSINESS APPLICATION DEV SUPP	38.00	41.00	45.00	45.00	46.00	1.00	2.2%
DATA CENTER	11.00	11.00	10.00	10.00	5.00	(5.00)	(50.0%)
INFRASTRUCTURE NETWORK SVCS	-	-	.00	-	8.00	8.00	N/A
TECHNOLOGY SUPPORT	26.00	28.00	26.00	26.00	37.00	11.00	42.3%
PROGRAM TOTAL	75.00	80.00	81.00	81.00	96.00	15.00	18.5%
<b>JUVENILE JUSTICE</b>							
CRADLES TO CRAYONS	12.00	17.00	18.00	18.00	18.00	-	0.0%
JUV DELINQUENCY ADJUDICATION	66.00	64.00	66.00	66.00	67.00	1.00	1.5%
JUV DEPENDENCY ADJUDICATION	62.00	64.00	65.00	65.00	75.00	10.00	15.4%
PROGRAM TOTAL	140.00	145.00	149.00	149.00	160.00	11.00	7.4%
<b>PROBATE MENTAL HEALTH COURT</b>							
PROBATE AND MENTAL HEALTH	55.00	53.00	54.00	54.00	54.00	-	0.0%
PROGRAM TOTAL	55.00	53.00	54.00	54.00	54.00	-	0.0%
DEPARTMENT TOTAL	1,203.00	1,210.00	1,214.60	1,215.00	1,229.00	14.40	1.2%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	7.00	7.00	7.00	7.00	7.00	-	0.0%
Accounting Specialist	16.00	16.00	16.00	16.00	16.00	-	0.0%
Admin/Operations Specialist	17.00	15.00	18.00	18.00	18.00	-	0.0%
Administrative Staff Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	2.00	3.00	3.00	3.00	3.00	-	0.0%
Applications Development Mgr	2.00	3.00	3.00	3.00	3.00	-	0.0%
Applications Development Supv	3.00	1.00	1.00	1.00	1.00	-	0.0%
Attorney	2.00	3.00	3.00	3.00	3.00	-	0.0%
Attorney - Senior Law Researcher	4.00	6.00	6.00	6.00	6.00	-	0.0%
Bailiff	116.00	117.00	116.60	117.00	120.00	3.40	2.9%
Business Systems Analyst	4.00	2.00	4.00	3.00	3.00	(1.00)	(25.0%)
Business Systems Analyst-Sr/Ld	4.00	4.00	4.00	4.00	4.00	-	0.0%
CASA Coordinator	5.00	7.00	6.00	6.00	6.00	-	0.0%
Collections Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Collector	3.00	2.00	2.00	2.00	2.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	2.00	2.00	2.00	2.00	-	0.0%
Communicatns Mgr-Crim Justice	1.00	1.00	1.00	1.00	1.00	-	0.0%
Computer Operator	5.00	5.00	4.00	4.00	4.00	-	0.0%
Computer Operator - Sr/Ld	-	-	1.00	1.00	1.00	-	0.0%
Conference Officer	13.00	13.00	13.00	13.00	13.00	-	0.0%
Counselor	11.00	4.00	4.00	4.00	4.00	-	0.0%
Court Commissioner	59.00	59.00	59.00	59.00	59.00	-	0.0%
Court Conciliator	4.00	11.00	12.00	12.00	14.00	2.00	16.7%
Court Interpreter	33.00	33.00	33.00	33.00	33.00	-	0.0%
Court Interpreter Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Court Interpreter Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Court Probate Investigator	-	6.00	6.00	6.00	6.00	-	0.0%
Court Reporter	51.50	51.50	49.50	50.50	51.50	2.00	4.0%
Court Reporter Manager	1.00	1.00	2.00	1.00	1.00	(1.00)	(50.0%)
Data Architect	1.00	3.00	1.00	3.00	3.00	2.00	200.0%
Database Administrator	1.00	1.00	-	-	1.00	1.00	N/A
Database Administrator - Senior/Lead	-	-	1.00	1.00	-	(1.00)	(100.0%)
Deputy Director - Superior Court	4.00	4.00	7.00	7.00	7.00	-	0.0%
Director - Superior Court	1.00	1.00	1.00	1.00	1.00	-	0.0%
Educator Bachelor's	6.00	6.00	5.00	5.00	5.00	-	0.0%
Executive Assistant	1.00	-	-	-	-	-	N/A
Finance Manager - Large	3.00	3.00	3.00	3.00	3.00	-	0.0%
Finance Support Supervisor	3.00	2.00	3.00	3.00	2.00	(1.00)	(33.3%)
Finance/Business Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Grant-Contract Administrator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Help Desk Coordinator	7.00	7.00	6.00	6.00	6.00	-	0.0%
Help Desk Coordinator - Sr/Ld	3.00	3.00	3.00	3.00	3.00	-	0.0%
Human Resources Analyst	1.00	6.00	7.00	7.00	7.00	-	0.0%
Human Resources Associate	7.00	2.00	1.00	1.00	1.00	-	0.0%
Human Resources Manager	3.00	3.00	3.00	3.00	3.00	-	0.0%
Human Resources Mngr - Courts	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	4.00	5.00	4.00	4.00	4.00	-	0.0%
Human Resources Supervisor	1.00	-	-	-	-	-	N/A
Intern	-	-	1.00	1.00	1.00	-	0.0%
IT Division Manager	2.00	2.00	3.00	3.00	3.00	-	0.0%
IT Security Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Senior Manager	2.00	3.00	1.00	1.00	1.00	-	0.0%
IT Services Supv	2.00	3.00	3.00	3.00	3.00	-	0.0%
Judicial Assistant	155.00	156.00	160.00	160.00	163.00	3.00	1.9%
Judicial Assistant Coordinator	4.00	4.00	4.00	4.00	4.00	-	0.0%
Justice System Administrator	8.00	8.00	8.00	8.00	8.00	-	0.0%
Justice System Clerk	158.00	151.00	149.00	149.00	151.00	2.00	1.3%
Justice System Clerk Lead	21.00	21.00	21.00	21.00	21.00	-	0.0%
Justice System Clerk Supv	30.00	29.00	28.00	28.00	28.00	-	0.0%
Justice System Manager	10.00	13.00	11.00	11.00	11.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Legal Assistant	14.00	12.00	12.00	12.00	12.00	-	0.0%
Librarian	5.00	5.00	4.00	4.00	4.00	-	0.0%
Library Clerk	.50	.50	.50	.50	.50	-	0.0%
Library Coordinator	-	-	1.00	1.00	1.00	-	0.0%
Library Paraprofessional	5.00	5.00	5.00	5.00	5.00	-	0.0%
Management Analyst	10.00	9.00	10.00	10.00	10.00	-	0.0%
Management Assistant	-	2.00	2.00	2.00	2.00	-	0.0%
Media Specialist	1.00	-	-	-	-	-	N/A
Mental Health Director – Juvenile	-	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	19.00	18.00	18.00	18.00	18.00	-	0.0%
Operations Support Analyst	-	-	1.00	1.00	1.00	-	0.0%
Operations Support Anlst-Sr/Ld	2.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	2.00	2.00	-	-	-	-	N/A
Operations/Program Supervisor	1.00	-	-	-	-	-	N/A
PC/LAN Technician	10.00	9.00	7.00	7.00	7.00	-	0.0%
PC/LAN Technician - Senior/Lead	-	2.00	2.00	2.00	2.00	-	0.0%
Polygraph Examiner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Procurement Specialist	5.00	4.00	3.00	3.00	4.00	1.00	33.3%
Procurement Supervisor - Dept	2.00	2.00	2.00	2.00	2.00	-	0.0%
Program Coordinator	8.00	9.00	12.00	12.00	12.00	-	0.0%
Programmer/Analyst	7.00	5.00	5.00	5.00	5.00	-	0.0%
Programmer/Analyst - Senior/Lead	5.00	12.00	12.00	12.00	12.00	-	0.0%
Psychologist	3.00	1.00	1.00	1.00	1.00	-	0.0%
Quality Assurance Analyst	-	-	2.00	2.00	2.00	-	0.0%
Quality Assurance Anlyst-Sr/Ld	-	3.00	3.00	3.00	3.00	-	0.0%
Security Asst Division Mgr	-	1.00	1.00	1.00	1.00	-	0.0%
Security Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Security Inspector	1.00	2.00	2.00	2.00	2.00	-	0.0%
Security Officer	130.00	131.00	128.00	128.00	128.00	-	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	12.00	-	0.0%
Social Worker	10.00	6.00	7.00	7.00	7.00	-	0.0%
Social Worker Supervisor	-	1.00	2.00	2.00	2.00	-	0.0%
Software Architect	-	-	2.00	-	-	(2.00)	(100.0%)
Special Projects Manager	1.00	2.00	1.00	1.00	1.00	-	0.0%
Superior Court Judge	95.00	95.00	95.00	95.00	98.00	3.00	3.2%
Systems Admin & Analysis Mgr	1.00	-	-	-	-	-	N/A
Systems Administrator	3.00	3.00	3.00	3.00	3.00	-	0.0%
Systems Administrator - Senior/Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trades Generalist	7.00	6.00	7.00	7.00	7.00	-	0.0%
Trades Specialist	-	1.00	1.00	1.00	1.00	-	0.0%
Trades Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Trainer	8.00	5.00	3.00	4.00	4.00	1.00	33.3%
Training Officer	-	1.00	2.00	2.00	2.00	-	0.0%
Warehouse/Inventory Specialist	4.00	5.00	5.00	5.00	5.00	-	0.0%
Warehouse/Inventory Supervisor	1.00	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 - Senior/Lead	1.00	-	-	-	-	-	N/A
<b>Department Total</b>	<b>1,203.00</b>	<b>1,210.00</b>	<b>1,214.60</b>	<b>1,215.00</b>	<b>1,229.00</b>	<b>14.40</b>	<b>1.2%</b>

Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	1,140.00	1,145.00	1,148.60	1,149.00	1,163.00	14.40	1.3%
208 JUDICIAL ENHANCEMENT	8.00	6.00	6.00	6.00	6.00	-	0.0%
238 SUPERIOR COURT GRANTS	23.00	26.00	27.00	27.00	27.00	-	0.0%
264 SUPERIOR COURT FILL THE GAP	32.00	33.00	33.00	33.00	33.00	-	0.0%
<b>Department Total</b>	<b>1,203.00</b>	<b>1,210.00</b>	<b>1,214.60</b>	<b>1,215.00</b>	<b>1,229.00</b>	<b>14.40</b>	<b>1.2%</b>

## General Adjustments

- **Base Adjustments:**

- 

**Personnel:** FY 2015 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

### **General Fund (100) Operating**

- Decrease Regular Benefits by \$492,575 for the impact of changes in retirement contribution rates.
- Increase expenditures by \$160,000 for Commissioner pay to Tier 1 level.
- Increase Internal Service Charges by \$66,135 for the impact of changes in risk management charges.
- Increase expenditures by \$1,222,837 for the Cradles to Crayons program.
- Increase expenditures by \$276,682 for two juvenile court division half-year positions.
- Increase expenditures by \$172,551 for one criminal court division half-year positions.
- Increase expenditures by \$75,330 for two juvenile court support positions.
- Increase expenditures by \$1,023,728 for a reduction in personal salary savings.
- Increase expenditures by \$102,589 for Court Interpreter Market Adjustment.
- Increase expenditures by \$414,095 for Justice System Support Market Adjustment.
- Increase expenditures by \$117,846 Judicial Branch Interdepartmental Transfer.

### **General Fund (100) Non Recurring Non Project**

- Increase expenditures by \$9,000 for furniture and equipment for new juvenile and criminal court divisions in FY 2015.

### **General Fund (100) Disaster Recovery Equipment**

- Increase expenditures by \$1,136,091 for disaster recovery equipment in FY 2015.

### **General Fund (100) Superior Court Case Management System**

- Increase expenditures by \$1,840,000 for continued development and update of the case management system in FY 2015.

### **General Fund (100) Superior Court For the Record Equipment**

- Increase expenditures by \$1,305,640 for courtroom technology equipment in FY 2015.

### **Superior Court Judicial Enhancement Fund (208) Operating**

- Increase Regular Benefits by \$149 for the impact of changes in retirement contribution rates.
- Decrease expenditures by \$15,549 to maintain structural balance.
- Decrease revenue by \$15,400 due to trend analysis.

### **Superior Court Grants Fund (238) Operating**

- Increase Grant Fund revenues by \$390,497 for FY 2015.
- Increase Regular Benefits by \$530 for the impact of changes in retirement contribution rates.
- Increase Grant Fund expenditures by \$389,967 for anticipated grants in FY 2015.

### **Probate Fees Fund (256) Operating**

- Decrease revenue by \$55,331 due to a decline in probate fee proceeds.
- Decrease expenditures by \$55,331 to maintain structural balance.

**Probate Fees Fund (256) Non Recurring Non Project**

- Increase expenditures by \$100,000 for contract probate positions in FY 2015.

**Conciliation Court Fees Fund (257) Operating**

- Decrease revenue by \$236,800 due to a decline in conciliation court fee proceeds.
- Decrease expenditures by \$236,800 to maintain structural balance.

**Conciliation Court Fees Fund (257) Non Recurring Non Project**

- Increase expenditures by \$150,000 for Parent Conference Reports.
- Increase expenditures by \$25,000 for family court expenditures.

**Superior Court Special Revenue Fund (259) Operating**

- Decrease revenue by \$140,200 due to a decline in other fee proceeds.
- Decrease expenditures by \$140,200 to maintain structural balance.

**Superior Court Special Revenue Fund (259) Non Recurring Non Project**

- Increase expenditures by \$60,000 for Family Court related expenses.
- Increase expenditures by \$75,000 for juror related expenses.
- Increase expenditures by \$200,000 for Parent Conference Reports.
- Increase expenditures by \$105,000 for Grand Jury Transcripts.

**Law Library Fees Fund (261) Non Recurring Non Project**

- Increase expenditures by \$250,000 for Law Library related expenses.

**Superior Court Fill the Gap Fund (264) Operating**

- Decrease Regular Benefits by \$12,284 for impact of changes in retirement contribution rates.
- Increase revenues by \$422,705 to reestablish FY 2014 Adopted budget level.
- Increase other Personal Services by \$434,989 to maintain structural balance.

**Expedited Child Support Fund (271) Non Recurring Non Project**

- Increase expenditures by \$250,000 for Parent Conference Reports.
- Increase expenditures by \$75,000 for Family Court expenses.

**Spousal Maintenance Enforcement Enhancement Fund (276) Operating**

- Decrease revenue by \$7,921 due to a decline in other fee proceeds.
- Decrease expenditures by \$7,921 to maintain structural balance.

**Spousal Maintenance Enforcement Enhancement Fund (276) Non Recurring Non Project**

- Increase expenditures by \$50,000 for Spousal Maintenance Enforcement expenses.

**Children's Issues Education Fund (281) Non Recurring Non Project**

- Increase expenditures by \$25,000 for Children's Issues Education expenses.

**Domestic Relation Mediation Education Fund (282) Operating**

- Decrease revenue by \$10,082 due to a decline in other fee proceeds.
- Decrease expenditures by \$10,082 to maintain structural balance.

**Domestic Relation Mediation Education Fund (282) Non Recurring Non Project**

- Increase expenditures by \$25,000 for Domestic Relations Mediation Education expenses.

## 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 in any case that is not legally directed to other court jurisdictions.

### Program Results

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of Civil cases resolved within 18 months.	91.9%	90.0%	92.4%	90.0%	(0.00)	-0.0%
Percent of tax cases resolved within 9 months	45.8%	43.4%	44.9%	43.4%	-	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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Civil cases resolved within 18 months.	91.9%	90.0%	92.4%	90.0%	(0.0%)	-0.0%
Output	Number of Civil cases resolved.	45,580	46,500	42,037	42,000	(4,500)	-9.7%
Demand	Number of Civil (CVAD) cases filed.	44,180	48,240	43,489	44,240	(4,000)	-8.3%
Expenditure Ratio	Total activity expenditure per Civil case resolved.	\$ 201.76	\$ 209.10	\$ 232.81	\$ 221.69	\$ (12.59)	-6.0%
<i>Revenue</i>							
	100 - GENERAL	\$ 10,974	\$ 6,603	\$ 16,791	\$ 24,000	\$ 17,397	263.5%
	259 - SUPERIOR COURT SPECIAL REVENUE	2,886,244	2,811,500	2,643,964	2,644,800	(166,700)	-5.9%
	TOTAL SOURCES	\$ 2,897,218	\$ 2,818,103	\$ 2,660,755	\$ 2,668,800	\$ (149,303)	-5.3%
<i>Expenditure</i>							
	100 - GENERAL	\$ 6,237,112	\$ 6,655,449	\$ 6,719,081	\$ 6,596,959	\$ 58,490	0.9%
	208 - JUDICIAL ENHANCEMENT	65,552	69,219	69,119	69,243	(24)	-0.0%
	259 - SUPERIOR COURT SPECIAL REVENUE	2,893,526	2,998,335	2,998,335	2,644,800	353,535	11.8%
	TOTAL USES	\$ 9,196,190	\$ 9,723,003	\$ 9,786,535	\$ 9,311,002	\$ 412,001	4.2%

**Activity Narrative:** An increase in civil case filings during the economic downturn ended in FY 2012 when the number of civil cases declined by 29.9% from the prior fiscal year. 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; 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of tax cases resolved within 9 months	45.8%	43.4%	44.9%	43.4%	0.0%	0.0%
Output	Number of Large Record Tax cases resolved.	1,162	800	959	800	-	0.0%
Output	Number of Small Record Tax cases resolved.	675	790	657	790	-	0.0%
Output	Number of all record tax cases resolved.	1,837	1,590	1,616	1,590	-	0.0%
Demand	Number of Large Record Tax cases filed.	716	900	671	900	-	0.0%
Demand	Number of Small Record Tax cases filed.	745	700	562	700	-	0.0%
Expenditure Ratio	Total activity expenditure per tax case resolved	\$ 270.51	\$ 345.48	\$ 342.28	\$ 336.96	\$ 8.53	2.5%
<i>Expenditure</i>							
	100 - GENERAL	\$ 496,928	\$ 549,317	\$ 553,128	\$ 535,761	\$ 13,556	2.5%
	TOTAL USES	\$ 496,928	\$ 549,317	\$ 553,128	\$ 535,761	\$ 13,556	2.5%

**Activity Narrative:** The number of both large and small tax cases filed is lower than expected and reflected in the forecast. Case resolutions for small tax cases are lower than expected but resolutions for large tax cases are higher than expected.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of Spanish Interpretations	93.2%	94.0%	93.6%	94.0%	(0.0%)	-0.0%
Percent of people screened without incident	98.1%	98.0%	97.9%	98.0%	0.0%	0.0%
Percent of Jurors reporting for service	8.4%	43.7%	19.3%	10.0%	(33.7%)	-77.1%
Percent of user satisfaction.	98.8%	98.0%	98.4%	98.0%	0.0%	0.0%

Activities that comprise this program include:

- Court Interpretation & Translation
- Jurors
- Public Information & Community Outreach
- Court Security

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Spanish Interpretations	93.2%	94.0%	93.6%	94.0%	(0.0%)	-0.0%
Output	Number of Interpretation requests completed	47,270	47,499	48,177	48,500	1,001	2.1%
Demand	Number of Interpretation requests received	47,270	47,500	47,677	48,500	1,000	2.1%
Expenditure Ratio	Total activity expenditure per Interpretation request completed	\$ 76.18	\$ 77.13	\$ 78.06	\$ 76.44	\$ 0.69	0.9%
<b>Revenue</b>							
	100 - GENERAL	\$ 990	\$ 500	\$ 110	\$ 500	\$ -	0.0%
	TOTAL SOURCES	\$ 990	\$ 500	\$ 110	\$ 500	\$ -	0.0%
<b>Expenditure</b>							
	100 - GENERAL	\$ 3,419,281	\$ 3,415,678	\$ 3,514,410	\$ 3,452,214	\$ (36,536)	-1.1%
	264 - SUPERIOR COURT FILL THE GAP	181,668	247,786	246,257	255,194	(7,408)	-3.0%
	TOTAL USES	\$ 3,600,949	\$ 3,663,464	\$ 3,760,667	\$ 3,707,408	\$ (43,944)	-1.2%

**Activity Narrative:** The court is required to provide interpreter services under Title XI of the Civil Rights Act. The number of court provided interpretations requested and provided is up slightly. This trend is expected to continue in FY 2015.

### 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:** Administrative mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of people screened without incident	98.1%	98.0%	97.9%	98.0%	0.0%	0.0%
Output	Number of people screened.	3,181,697	3,176,719	3,247,975	3,196,719	20,000	0.6%
Demand	Number of people entering court facilities.	3,181,697	3,176,719	3,247,975	3,196,719	20,000	0.6%
Expenditure Ratio	Total activity expenditure per person screened.	\$ 2.16	\$ 2.18	\$ 2.13	\$ 2.13	\$ 0.05	2.3%
<b>Revenue</b>							
	100 - GENERAL	\$ 3,432	\$ 600	\$ 3,522	\$ 600	\$ -	0.0%
	TOTAL SOURCES	\$ 3,432	\$ 600	\$ 3,522	\$ 600	\$ -	0.0%
<b>Expenditure</b>							
	100 - GENERAL	\$ 6,857,173	\$ 6,932,913	\$ 6,928,788	\$ 6,813,524	\$ 119,389	1.7%
	TOTAL USES	\$ 6,857,173	\$ 6,932,913	\$ 6,928,788	\$ 6,813,524	\$ 119,389	1.7%

**Activity Narrative:** Both the number of people entering court facilities and the number of people screened is up marginally in FY 2014. The demand in this activity is expected to remain stable.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Jurors reporting for service	8.4%	43.7%	19.3%	10.0%	(33.7%)	-77.1%
Output	Number of jurors sent to a courtroom.	37,788	38,000	49,448	54,000	16,000	42.1%
Demand	Number of jurors reporting for service.	41,290	38,500	51,676	56,000	17,500	45.5%
Expenditure Ratio	Total activity expenditure per juror sent to a courtroom.	\$ 100.44	\$ 111.59	\$ 83.54	\$ 80.80	\$ 30.78	27.6%
<i>Revenue</i>							
	100 - GENERAL	\$ 677,916	\$ 666,677	\$ 694,843	\$ 649,280	\$ (17,397)	-2.6%
	259 - SUPERIOR COURT SPECIAL REVENUE	66,228	61,500	50,943	45,000	(16,500)	-26.8%
	TOTAL SOURCES	\$ 744,144	\$ 728,177	\$ 745,786	\$ 694,280	\$ (33,897)	-4.7%
<i>Expenditure</i>							
	100 - GENERAL	\$ 3,724,647	\$ 4,104,539	\$ 4,012,485	\$ 4,138,421	\$ (33,882)	-0.8%
	259 - SUPERIOR COURT SPECIAL REVENUE	70,910	135,839	118,327	225,000	(89,161)	-65.6%
	TOTAL USES	\$ 3,795,557	\$ 4,240,378	\$ 4,130,812	\$ 4,363,421	\$ (123,043)	-2.9%

**Activity Narrative:** The data reported is only for the downtown Superior Court. The percent of jurors reporting for service continues to hover at or below 10%. The Superior Court proposes holding hearings for jurors who do not respond to summons in order to improve the result for FY 2014. FY 2014 Revised data entry was incorrect.

### 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:** Discretionary services.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of user satisfaction.	98.8%	98.0%	98.4%	98.0%	0.0%	0.0%
Output	Number of website sessions completed.	415,123,680	599,518,800	308,794,970	450,000,000	(149,518,800)	-24.9%
Demand	Number of website sessions requested.	417,616,400	602,548,800	312,841,580	450,000,000	(152,548,800)	-25.3%
Expenditure Ratio	Total activity expenditure per website session.	\$ 0.01	\$ 0.01	\$ 0.01	\$ 0.01	\$ (0.00)	-44.3%
<i>Revenue</i>							
	238 - SUPERIOR COURT GRANTS	\$ -	\$ 13,224	\$ 9,521	\$ 50,000	\$ 36,776	278.1%
	259 - SUPERIOR COURT SPECIAL REVENUE	223,164	216,000	210,098	216,000	-	0.0%
	261 - LAW LIBRARY	1,265,965	1,296,000	1,227,337	1,296,000	-	0.0%
	TOTAL SOURCES	\$ 1,489,129	\$ 1,525,224	\$ 1,446,956	\$ 1,562,000	\$ 36,776	2.4%
<i>Expenditure</i>							
	100 - GENERAL	\$ 2,005,761	\$ 2,046,581	\$ 2,145,972	\$ 2,053,914	\$ (7,333)	-0.4%
	238 - SUPERIOR COURT GRANTS	8,350	10,000	1,172	50,000	(40,000)	-400.0%
	259 - SUPERIOR COURT SPECIAL REVENUE	233,016	215,786	201,724	216,000	(214)	-0.1%
	261 - LAW LIBRARY	1,265,134	1,296,000	1,105,431	1,546,000	(250,000)	-19.3%
	TOTAL USES	\$ 3,512,261	\$ 3,568,367	\$ 3,454,299	\$ 3,865,914	\$ (297,547)	-8.3%

**Activity Narrative:** The number of completed website sessions exceeded expectations for FY 2012 and FY 2013 due to an upgrade to the Judicial Branch website. The Superior Court anticipated that the number of website sessions in FY 2014 would increase by 100% but the number of sessions requested and completed has fallen short.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of Capital cases resolved within 545 days.	0.0%	31.6%	20.0%	31.6%	0.0%	0.0%
Percent of General Felony cases resolved within 180 days.	77.2%	80.3%	75.9%	80.0%	(0.3%)	-0.3%

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:** Arizona Constitution, Article VI, Section 14 gives the Superior Court jurisdiction in any cases that are not specifically assigned to another court in statute. A.R.S. §13-751 et.seq. provides Arizona courts with the parameters for the sentence of death.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Capital cases resolved within 545 days.	0.0%	31.6%	20.0%	31.6%	0.0%	0.0%
Output	Number of Capital cases resolved.	16	19	15	19	-	0.0%
Demand	Number of Capital cases filed.	24	22	13	20	(2)	-9.1%
Expenditure Ratio	Total activity expenditure per Capital case resolved.	\$ 29,193.75	\$ 30,720.89	\$ 38,599.00	\$ 25,950.11	\$ 4,770.79	15.5%
<i>Revenue</i>							
	238 - SUPERIOR COURT GRANTS	\$ 181,510	\$ 186,705	\$ 102,703	\$ 196,396	\$ 9,691	5.2%
	TOTAL SOURCES	\$ 181,510	\$ 186,705	\$ 102,703	\$ 196,396	\$ 9,691	5.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 286,837	\$ 387,301	\$ 386,442	\$ 296,584	\$ 90,717	23.4%
	238 - SUPERIOR COURT GRANTS	180,263	196,396	192,543	196,468	(72)	-0.0%
	TOTAL USES	\$ 467,100	\$ 583,697	\$ 578,985	\$ 493,052	\$ 90,645	15.5%

**Activity Narrative:** The number of capital cases filed can vary significantly from year to year. The number of resolved cases is a factor of the length of time to resolve, the backlog of cases, and the number of new filings. Though the backlog declined from a high of 146 cases in 2007 to 74 in 2012, it increased to 84 cases by May, 2013. An FY 2014 increase in expenditures and the cost per capital case resolved is due in part to the transfer of a Court Reporter from the Felony Adjudication Activity to the Capital Adjudication Activity.

### Felony Adjudication Activity

The purpose of the General Felony Adjudication Activity is to provide resolved felony cases to defendants and victims so they can be afforded timely and just legal resolutions.

**Mandates:** Arizona Constitution, Article VI, Section 14 gives the Superior Court jurisdiction in any cases that are not specifically assigned to another court in statute. Chapter 13 of the Arizona Revised Statutes establishes the Criminal Code for courts to follow in the State of Arizona.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of General Felony cases resolved within 180 days.	77.2%	80.3%	75.9%	80.0%	(0.3%)	-0.3%
Output	Number of General Felony cases resolved.	31,214	29,100	30,885	34,000	4,900	16.8%
Demand	Number of General Felony cases filed.	30,288	29,215	32,426	34,800	5,585	19.1%
Expenditure Ratio	Total activity expenditure per General Felony case resolved.	\$ 698.85	\$ 818.96	\$ 721.49	\$ 657.03	\$ 161.93	19.8%
<i>Revenue</i>							
	100 - GENERAL	\$ 87	\$ 100	\$ 37	\$ 100	\$ -	0.0%
	238 - SUPERIOR COURT GRANTS	79,392	82,632	83,305	77,346	(5,286)	-6.4%
	208 - JUDICIAL ENHANCEMENT	513,120	521,600	495,789	506,200	(15,400)	-3.0%
	259 - SUPERIOR COURT SPECIAL REVENUE	119,392	125,040	120,405	54,000	(71,040)	-56.8%
	264 - SUPERIOR COURT FILL THE GAP	1,870,465	1,678,895	1,432,883	2,101,600	422,705	25.2%
	TOTAL SOURCES	\$ 2,582,456	\$ 2,408,267	\$ 2,132,419	\$ 2,739,246	\$ 330,979	13.7%
<i>Expenditure</i>							
	100 - GENERAL	\$ 20,217,911	\$ 21,635,451	\$ 20,616,019	\$ 20,308,527	\$ 1,326,924	6.1%
	238 - SUPERIOR COURT GRANTS	78,448	84,490	69,618	77,368	7,122	8.4%
	208 - JUDICIAL ENHANCEMENT	56,696	59,103	59,504	59,125	(22)	-0.0%
	259 - SUPERIOR COURT SPECIAL REVENUE	125,040	125,040	140,040	54,000	71,040	56.8%
	264 - SUPERIOR COURT FILL THE GAP	1,335,947	1,927,532	1,398,138	1,839,966	87,566	4.5%
	TOTAL USES	\$ 21,814,042	\$ 23,831,616	\$ 22,283,319	\$ 22,338,986	\$ 1,492,630	6.3%

**Activity Narrative:** The FY 2014 budget reflects stabilization in the number of felony case filings. The Superior Court has implemented case management strategies to work toward resolving 85% of the criminal cases within 180 days (as required by Rule 8, Az. Rules of Criminal Procedure). A criminal judge will be added beginning January 2015.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of Pre-Decree Family Court cases resolved within 12 months.	97.0%	96.0%	96.9%	96.0%	0.0%	0.0%
Percent of Post-Decree Family Court cases resolved within 7 months.	81.3%	80.0%	82.8%	80.0%	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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Pre-Decree Family Court cases resolved within 12 months.	97.0%	96.0%	96.9%	96.0%	0.0%	0.0%
Output	Number of Pre-Decree Family Court cases resolved.	33,667	31,500	34,771	32,300	800	2.5%
Demand	Number of Pre-Decree Family Court cases filed.	33,885	31,800	34,226	34,000	2,200	6.9%
Expenditure Ratio	Total activity expenditure per Pre-Decree Family Court case resolved.	\$ 292.47	\$ 339.57	\$ 301.82	\$ 322.50	\$ 17.07	5.0%
<b>Revenue</b>							
	100 - GENERAL	\$ -	\$ 100	\$ -	\$ 100	\$ -	0.0%
	238 - SUPERIOR COURT GRANTS	792,675	1,022,851	843,504	996,611	(26,240)	-2.6%
	257 - CONCILIATION COURT FEES	1,585,726	1,678,000	1,452,430	1,441,200	(236,800)	-14.1%
	276 - SPOUSAL MAINT ENF ENHANCEMENT	113,435	115,921	100,196	108,000	(7,921)	-6.8%
	281 - CHILDRENS ISSUES EDUCATION	166,082	115,007	132,522	115,007	-	0.0%
	TOTAL SOURCES	\$ 2,657,918	\$ 2,931,879	\$ 2,528,652	\$ 2,660,918	\$ (270,961)	-9.2%
<b>Expenditure</b>							
	100 - GENERAL	\$ 6,871,665	\$ 7,182,681	\$ 7,244,030	\$ 7,175,656	\$ 7,025	0.1%
	238 - SUPERIOR COURT GRANTS	772,366	874,611	797,213	996,630	(122,019)	-14.0%
	208 - JUDICIAL ENHANCEMENT	66,747	70,214	70,146	70,239	(25)	-0.0%
	257 - CONCILIATION COURT FEES	1,640,000	1,978,000	1,789,421	1,616,200	361,800	18.3%
	259 - SUPERIOR COURT SPECIAL REVENUE	55,313	60,000	66,537	260,000	(200,000)	-333.3%
	271 - EXPEDITED CHILD SUPPORT	6,744	-	-	-	-	N/A
	276 - SPOUSAL MAINT ENF ENHANCEMENT	115,921	115,921	115,921	158,000	(42,079)	-36.3%
	281 - CHILDRENS ISSUES EDUCATION	315,007	415,007	411,207	140,007	275,000	66.3%
	282 - DOM REL MEDIATION EDUCATION	2,886	-	-	-	-	N/A
	TOTAL USES	\$ 9,846,649	\$ 10,696,434	\$ 10,494,475	\$ 10,416,732	\$ 279,702	2.6%

**Activity Narrative:** Both the number of cases filed and the number of cases resolved are running higher than expected. The FY 2015 budget is more aligned with FY 2013 Actuals. The Superior Court has implemented numerous innovative programs in the family court department and it is anticipated that the case resolution rate will continue to meet the projected goals as long as the programs remain intact.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Post-Decree Family Court cases resolved within 7 months.	81.3%	80.0%	82.8%	80.0%	0.0%	0.0%
Output	Number of Post-Decree Family Court cases resolved.	31,589	23,000	27,696	24,000	1,000	4.3%
Demand	Number of Post-Decree Family Court cases filed.	21,820	24,000	22,054	24,000	-	0.0%
Expenditure Ratio	Total activity expenditure per Post-Decree Family Court case resolved.	\$ 140.52	\$ 217.00	\$ 170.36	\$ 215.85	\$ 1.15	0.5%
<b>Revenue</b>							
	100 - GENERAL	\$ 943,343	\$ 847,742	\$ 850,648	\$ 847,742	\$ -	0.0%
	238 - SUPERIOR COURT GRANTS	22,454	74,607	-	74,607	-	0.0%
	271 - EXPEDITED CHILD SUPPORT	643,751	585,000	626,746	585,000	-	0.0%
	282 - DOM REL MEDIATION EDUCATION	192,293	190,682	186,910	180,600	(10,082)	-5.3%
	TOTAL SOURCES	\$ 1,801,841	\$ 1,698,031	\$ 1,664,304	\$ 1,687,949	\$ (10,082)	-0.6%
<b>Expenditure</b>							
	100 - GENERAL	\$ 3,612,238	\$ 3,940,630	\$ 3,804,774	\$ 3,940,476	\$ 154	0.0%
	238 - SUPERIOR COURT GRANTS	6,581	74,607	-	74,607	-	0.0%
	208 - JUDICIAL ENHANCEMENT	-	-	-	49,740	(49,740)	N/A
	257 - CONCILIATION COURT FEES	21,040	-	-	-	-	N/A
	271 - EXPEDITED CHILD SUPPORT	604,800	785,000	722,800	910,000	(125,000)	-15.9%
	276 - SPOUSAL MAINT ENF ENHANCEMENT	1,755	-	-	-	-	N/A
	281 - CHILDRENS ISSUES EDUCATION	1,740	-	-	-	-	N/A
	282 - DOM REL MEDIATION EDUCATION	190,682	190,682	190,682	205,600	(14,918)	-7.8%
	TOTAL USES	\$ 4,438,836	\$ 4,990,919	\$ 4,718,256	\$ 5,180,423	\$ (189,504)	-3.8%

**Activity Narrative:** The Superior Court only recently began tracking post-decree cases, and as a result the FY 2013 Revised data, was not fully estimated. The number of cases filed and cases resolved are anticipated to more closely mirror one another in FY 2014.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of adjudication hearings for non-detained juveniles held within 30 days	76.5%	77.1%	75.4%	77.1%	0.0%	0.0%
Percent of preliminary protective hearings held within 7 business days after removal from home	96.6%	90.8%	80.4%	90.0%	(0.8%)	-0.8%
Percent of Cradles to Crayons youth with petitions filed who had a permanency hearing within 6 months of the petition filing.	N/A	N/A	94.9%	95.0%	N/A	N/A
Percent of Cradles to Crayons youth with petitions filed who had a permanency established within 365 days of the petition filing.	N/A	N/A	94.9%	95.0%	N/A	N/A

Activities that comprise this program include:

- Cradles to Crayons
- Juvenile Dependency Adjudication
- Juvenile Delinquency Adjudication

### Cradles to Crayons Activity

The purpose of the Cradles to Crayons Activity is to provide permanency hearings to youth aged 0 to 3 so they can be placed in a permanent environment in a timely manner.

**Mandates:** Essential services in lieu of mandate.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Cradles to Crayons youth with petitions filed who had a permanency hearing within 6 months of the petition filing.	N/A	N/A	94.9%	95.0%	N/A	N/A
Result	Percent of Cradles to Crayons youth with petitions filed who had a permanency established within 365 days of the petition filing.	N/A	N/A	94.9%	95.0%	N/A	N/A
Output	Number of assignments to Cradles to Crayons judges	N/A	N/A	1,738	2,016	N/A	N/A
Output	Number of Cradles to Crayons youth who receive comprehensive services and referrals.	N/A	N/A	1,348	2,000	N/A	N/A
Demand	Number of Dependency petitions filed for youth aged 0 to 3 within the year.	N/A	N/A	1,844	2,139	N/A	N/A
Expenditure Ratio	Total activity expenditure per youth receiving Cradles to Crayons services.	N/A	N/A	\$ 904.70	\$ 611.63	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 573,984	\$ 1,412,773	\$ 1,218,830	\$ 1,223,257	\$ 189,516	13.4%
	277 - EMANCIPATION ADMINISTRATION	1,416	700	700	-	700	100.0%
	TOTAL USES	\$ 575,400	\$ 1,413,473	\$ 1,219,530	\$ 1,223,257	\$ 190,216	13.5%

**Activity Narrative:** The Cradles to Crayons successfully completed a two-year pilot and is moving forward as part of the regular operations of the Superior Court. The program improved the permanency decision process for more than 1,500 children under the age of three. The rate of youth receiving a permanency decision in less than one year increased from 54% to 83%. A mid-year report indicates further improvement to 95% and this is expected to continue through FY 2015. The program has stabilized its operations since moving past its initial pilot program, and has shown more than a double digit percentage reduction in expenditures. The per youth expenditure ratio has also dropped by one third.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of adjudication hearings for non-detained juveniles held within 30 days	76.5%	77.1%	75.4%	77.1%	0.0%	0.0%
Output	Number of Delinquency cases resolved.	7,088	7,050	6,103	7,050	-	0.0%
Output	Number of hearings	4,912	4,900	6,813	4,900	-	0.0%
Demand	Number of Delinquency cases filed.	7,548	7,560	7,468	7,560	-	0.0%
Expenditure Ratio	Total activity expenditure per Delinquency case resolved.	\$ 643.23	\$ 693.59	\$ 777.61	\$ 703.39	\$ (9.80)	-1.4%
<i>Revenue</i>							
	100 - GENERAL	\$ 369,517	\$ 357,678	\$ 308,195	\$ 357,678	\$ -	0.0%
	238 - SUPERIOR COURT GRANTS	81,591	86,326	121,837	158,383	72,057	83.5%
	TOTAL SOURCES	\$ 451,108	\$ 444,004	\$ 430,032	\$ 516,061	\$ 72,057	16.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 4,394,562	\$ 4,684,543	\$ 4,567,697	\$ 4,746,948	\$ (62,405)	-1.3%
	238 - SUPERIOR COURT GRANTS	69,767	151,793	125,395	158,431	(6,638)	-4.4%
	208 - JUDICIAL ENHANCEMENT	94,864	53,481	52,634	53,501	(20)	-0.0%
	TOTAL USES	\$ 4,559,193	\$ 4,889,817	\$ 4,745,726	\$ 4,958,880	\$ (69,063)	-1.4%

**Activity Narrative:** FY 2014 Delinquency filings are on pace to meet expectations with the number of hearings ahead. Resolutions are running behind but are expected to even out by the close of the fiscal year. FY 2015 is expected to be flat in comparison with FY 2014.

### 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. This activity supports the overall adjudication of dependency cases in compliance with case processing guidelines pursuant to Title Eight of A.R.S.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of preliminary protective hearings held within 7 business days after removal from home	96.6%	90.8%	80.4%	90.0%	(0.8%)	-0.8%
Output	Number of Dependency cases resolved.	13,739	13,400	13,147	14,000	600	4.5%
Output	Number of preliminary protective hearings	4,404	4,420	6,257	6,500	2,080	47.1%
Demand	Number of Dependency cases filed.	14,125	14,400	14,894	16,000	1,600	11.1%
Expenditure Ratio	Total activity expenditure per Dependency case resolved.	\$ 341.74	\$ 374.34	\$ 382.53	\$ 406.39	\$ (32.05)	-8.6%
<b>Revenue</b>							
	238 - SUPERIOR COURT GRANTS	\$ 956,364	\$ 1,172,720	\$ 1,193,552	\$ 1,257,249	\$ 84,529	7.2%
	277 - EMANCIPATION ADMINISTRATION	701	-	357	-	-	N/A
	TOTAL SOURCES	\$ 957,065	\$ 1,172,720	\$ 1,193,909	\$ 1,257,249	\$ 84,529	7.2%
<b>Expenditure</b>							
	100 - GENERAL	\$ 3,591,000	\$ 3,693,318	\$ 3,794,946	\$ 4,355,630	\$ (662,312)	-17.9%
	238 - SUPERIOR COURT GRANTS	974,250	1,244,728	1,157,004	1,255,683	(10,955)	-0.9%
	208 - JUDICIAL ENHANCEMENT	129,981	78,059	77,113	78,086	(27)	-0.0%
	TOTAL USES	\$ 4,695,231	\$ 5,016,105	\$ 5,029,063	\$ 5,689,399	\$ (673,294)	-13.4%

**Activity Narrative:** Increased funding and staffing of Arizona Child Protective Services resulted in a substantial increase in hearings, cases filed and cases resolved since FY 2012 and has continued into FY 2014. An increase is also expected for FY 2015, and two new juvenile judges have been added to aid with the caseload.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of probate cases in compliance with case-processing standards	90.0%	96.4%	93.4%	96.4%	0.0%	0.0%

Activities that comprise this program include:

- Probate and Mental Health

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of probate cases in compliance with case-processing standards	90.0%	96.4%	93.4%	96.4%	0.0%	0.0%
Output	Number of Mental Health cases resolved.	2,893	3,600	4,626	3,600	-	0.0%
Output	Number of probate cases	27,143	28,700	25,966	28,700	-	0.0%
Demand	Number of Mental Health cases filed.	4,344	4,200	4,224	4,200	-	0.0%
Expenditure Ratio	Total activity expenditure per Mental Health case resolved.	\$ 1,329.26	\$ 1,172.22	\$ 899.29	\$ 1,155.07	\$ 17.14	1.5%
<i>Revenue</i>							
	238 - SUPERIOR COURT GRANTS	\$ -	\$ 56,974	\$ 50,000	\$ 50,000	\$ (6,974)	-12.2%
	256 - PROBATE FEES	468,553	464,531	407,752	409,200	(55,331)	-11.9%
	TOTAL SOURCES	\$ 468,553	\$ 521,505	\$ 457,752	\$ 459,200	\$ (62,305)	-11.9%
<i>Expenditure</i>							
	100 - GENERAL	\$ 3,270,505	\$ 3,549,266	\$ 3,587,399	\$ 3,599,068	\$ (49,802)	-1.4%
	238 - SUPERIOR COURT GRANTS	50,000	56,190	-	50,000	6,190	11.0%
	256 - PROBATE FEES	525,034	614,531	572,718	509,200	105,331	17.1%
	TOTAL USES	\$ 3,845,539	\$ 4,219,987	\$ 4,160,117	\$ 4,158,268	\$ 61,719	1.5%

**Activity Narrative:** The number of Mental Health cases filed and resulting expenditures have declined slightly through mid-year FY 2104. Revenue was reduced slightly as well due to trend analysis. The number of probate cases is forecasting down in FY 2104 but is expected to rise again in FY 2015.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 74,589,379</b>	<b>\$ 1,880,100</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 2,248,413</b>	<b>\$ -</b>
County RPP	1,974,744	-
1st Quarter Retention Pay and Market Adj	26,501	-
2nd Quarter Retention Pay and Market Adj	34,987	-
FY 14 IT Market Study Adjustments	170,158	-
3rd and 4th Quarter Retention Pay and Market Adj	19,532	-
Court Interpreter Market Adj	22,491	-
<b>Reallocations</b>	<b>\$ 223,807</b>	<b>\$ -</b>
Jud Branch Interdeptl Transfer	223,807	-
<b>FY 2014 Revised Budget</b>	<b>\$ 77,061,599</b>	<b>\$ 1,880,100</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 260,422</b>	<b>\$ -</b>
1st Quarter Retention Pay and Market Adj	2,904	-
2nd Quarter Retention Pay and Market Adj	(34,987)	-
FY 14 IT Market Study Adjustments	(170,158)	-
3rd and 4th Quarter Retention Pay and Market Adj	(19,532)	-
Court Interpreter Market Adj	(22,491)	-
Annual Market Adjustment - IT	340,316	-
2nd to 4th Quarter Retention Pay Plan	164,370	-
<b>Reallocations</b>	<b>\$ (117,846)</b>	<b>\$ -</b>
Jud Branch Interdeptl Transfer	(117,846)	-
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 77,204,175</b>	<b>\$ 1,880,100</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ (492,575)</b>	<b>\$ -</b>
Retirement Contributions	(492,575)	-
<b>Base Adjustments</b>	<b>\$ 2,997,263</b>	<b>\$ -</b>
Other Base Adjustments	160,000	-
Internal Service Charges	66,135	-
Cradle to Crayons	1,222,837	-
Two Juvenile & One Criminal Divisions	449,233	-
Personnel Additions and Related Costs	75,330	-
Personnel Savings	1,023,728	-
<b>FY 2015 Tentative Budget</b>	<b>\$ 79,708,863</b>	<b>\$ 1,880,100</b>
Percent Change from Threshold Amount	3.2%	0.0%
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 516,684</b>	<b>\$ -</b>
Court Interpreter Market Adj	102,589	-
Justice System Support Market Adjustment	414,095	-
<b>Reallocations</b>	<b>\$ 117,846</b>	<b>\$ -</b>
Jud Branch Interdeptl Transfer	117,846	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 80,343,393</b>	<b>\$ 1,880,100</b>
Percent Change from Threshold Amount	4.1%	0.0%

General Fund (100) (continued)

<b>NON RECURRING NON PROJECT</b>			
<b>FY 2014 Adopted Budget</b>		<b>\$ 1,412,773</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		<b>\$ 1,145,552</b>	<b>\$ -</b>
<i>Superior Court Contingency</i>	C-80-14-008-2-00	500,428	-
<i>Superior Court Vacancy Savings Budget Adjustment</i>	C-80-14-009-1-00	645,124	-
<b>FY 2014 Revised Budget</b>		<b>\$ 2,558,325</b>	<b>\$ -</b>
Adjustments:	Agenda Item:		
<b>Non Recurring</b>		<b>\$ (2,558,325)</b>	<b>\$ -</b>
<i>Superior Court Contingency</i>	C-80-14-008-2-00	(500,428)	-
<i>Superior Court Vacancy Savings Budget Adjustment</i>	C-80-14-009-1-00	(645,124)	-
<i>Non Recurring Carry Forward</i>		(1,412,773)	-
<b>FY 2015 Baseline Budget Threshold</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:			
<b>Non Recurring</b>		<b>\$ 9,000</b>	<b>\$ -</b>
<i>Other Non Recurring</i>		9,000	-
<i>Furniture and Equipment</i>	\$ 9,000		-
<b>FY 2015 Adopted Budget</b>		<b>\$ 9,000</b>	<b>\$ -</b>
<b>DISASTER REC EQUIPMENT</b>			
<b>FY 2014 Adopted Budget</b>		<b>\$ -</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>		<b>\$ -</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>		<b>\$ -</b>	<b>\$ -</b>
Adjustments:			
<b>Non Recurring</b>		<b>\$ 1,136,091</b>	<b>\$ -</b>
<i>Other Non Recurring</i>		1,136,091	-
<i>Disaster Recovery Equipment</i>	\$ 1,136,091		-
<b>FY 2015 Adopted Budget</b>		<b>\$ 1,136,091</b>	<b>\$ -</b>

General Fund (100) (continued)

<b>SUP COURT CASE MGMT SYSTEM</b>			
<b>FY 2014 Adopted Budget</b>		\$ -	\$ -
<b>FY 2014 Revised Budget</b>		\$ -	\$ -
<b>FY 2015 Baseline Budget Threshold</b>		\$ -	\$ -
Adjustments:			
<b>Non Recurring</b>		\$ 1,840,000	\$ -
<i>Other Non Recurring</i>		1,840,000	-
<i>Case Management System</i>	\$ 1,840,000		
<b>FY 2015 Adopted Budget</b>		\$ 1,840,000	\$ -
<b>SUP CT FOR THE RECORD EQUIP</b>			
<b>FY 2014 Adopted Budget</b>		\$ -	\$ -
<b>FY 2014 Revised Budget</b>		\$ -	\$ -
<b>FY 2015 Baseline Budget Threshold</b>		\$ -	\$ -
Adjustments:			
<b>Non Recurring</b>		\$ 1,305,640	\$ -
<i>Other Non Recurring</i>		1,305,640	-
<i>Courtroom Technology</i>	\$ 1,305,640		
<b>FY 2015 Adopted Budget</b>		\$ 1,305,640	\$ -

Superior Court Judicial Enhancement Fund (208)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	\$ 521,600	\$ 521,600
<b>FY 2014 Revised Budget</b>	\$ 521,600	\$ 521,600
<b>FY 2015 Baseline Budget Threshold</b>	\$ 521,600	\$ 521,600
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	\$ 149	\$ -
<i>Retirement Contributions</i>	149	-
<b>Fees and Other Revenues</b>	\$ -	\$ (15,400)
<i>ProgRevenue Volume Inc/Dec</i>	-	(15,400)
<b>Structural Balance</b>	\$ (15,549)	\$ -
<i>Structural Balance</i>	(15,549)	-
<b>FY 2015 Adopted Budget</b>	\$ 506,200	\$ 506,200
<i>Percent Change from Threshold Amount</i>	-3.0%	-3.0%

Superior Court Judicial Enhancement Fund (208) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 2,257,673	\$ 2,718,447	\$ 2,718,447	\$ 2,718,447	\$ 2,763,514
Sources:					
Clerk of the Superior Court (160)	\$ 976,882	\$ 1,000,000	\$ 1,000,000	\$ 960,000	\$ 960,000
Superior Court (800)	513,121	521,600	521,600	495,789	506,200
Operating	\$ 1,490,003	\$ 1,521,600	\$ 1,521,600	\$ 1,455,789	\$ 1,466,200
Total Sources:	\$ 1,490,003	\$ 1,521,600	\$ 1,521,600	\$ 1,455,789	\$ 1,466,200
Uses:					
Clerk of the Superior Court (160)	\$ 266,438	\$ 657,394	\$ 657,394	\$ 657,394	\$ 632,979
Superior Court (800)	470,018	521,600	521,600	438,288	506,200
Operating	\$ 736,456	\$ 1,178,994	\$ 1,178,994	\$ 1,095,682	\$ 1,139,179
Clerk of the Superior Court (160)	\$ 282,394	\$ -	\$ 569,645	\$ 315,040	\$ 356,980
Superior Court (800)	10,379	-	-	-	-
Non-Recurring	\$ 292,773	\$ -	\$ 569,645	\$ 315,040	\$ 356,980
Total Uses:	\$ 1,029,229	\$ 1,178,994	\$ 1,748,639	\$ 1,410,722	\$ 1,496,159
Structural Balance	\$ 460,774	\$ 342,606	\$ (227,039)	\$ 45,067	\$ (29,959)
Ending Spendable Fund Balance:					
Restricted	\$ 2,718,447	\$ 3,061,053	\$ 2,491,408	\$ 2,763,514	\$ 2,733,555
Total Ending Spendable Fund Balance	\$ 2,718,447	\$ 3,061,053	\$ 2,491,408	\$ 2,763,514	\$ 2,733,555

Superior Court Grants Fund (238)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 2,599,319</b>	<b>\$ 2,599,319</b>
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ 97,720	\$ 97,720
Superior Court Grants FY 2014	97,720	97,720
Agenda Item:		
C-80-14-003-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 2,697,039</b>	<b>\$ 2,697,039</b>
Adjustments:		
Grants, Donations and Intergovernmental Agreements		
Grants	\$ (97,720)	\$ (97,720)
Superior Court Grants FY 2014	(97,720)	(97,720)
Agenda Item:		
C-80-14-003-2-00		
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 2,599,319</b>	<b>\$ 2,599,319</b>
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	\$ 530	\$ -
Retirement Contributions	530	-
Grants, Donations and Intergovernmental Agreements		
Grants	\$ 389,967	\$ 390,497
Grant Reconciliation	389,967	390,497
<b>FY 2015 Adopted Budget</b>	<b>\$ 2,989,816</b>	<b>\$ 2,989,816</b>
Percent Change from Threshold Amount	15.0%	15.0%

Superior Court Grants Fund (238) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ (42,887)	\$ (42,887)	\$ (42,887)	\$ (84,568)	\$ (132,774)
Sources:					
Operating	\$ 2,118,192	\$ 2,599,319	\$ 2,697,039	\$ 2,342,080	\$ 2,989,816
Total Sources:	\$ 2,118,192	\$ 2,599,319	\$ 2,697,039	\$ 2,342,080	\$ 2,989,816
Uses:					
Operating	\$ 2,159,865	\$ 2,599,319	\$ 2,697,039	\$ 2,390,286	\$ 2,989,816
Total Uses:	\$ 2,159,865	\$ 2,599,319	\$ 2,697,039	\$ 2,390,286	\$ 2,989,816
Structural Balance	\$ (41,673)	\$ -	\$ -	\$ (48,206)	\$ -
Accounting Adjustments	\$ (8)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(84,568)	(42,887)	(42,887)	(132,774)	(132,774)
Total Ending Spendable Fund Balance	\$ (84,568)	\$ (42,887)	\$ (42,887)	\$ (132,774)	\$ (132,774)

Probate Fees Fund (256)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	\$ 464,531	\$ 464,531
<b>FY 2014 Revised Budget</b>	\$ 464,531	\$ 464,531
<b>FY 2015 Baseline Budget Threshold</b>	\$ 464,531	\$ 464,531
Adjustments:		
<b>Fees and Other Revenues</b>	\$ -	\$ (55,331)
<i>ProgRevenue Volume Inc/Dec</i>	-	(55,331)
<b>Structural Balance</b>	\$ (55,331)	\$ -
<i>Structural Balance</i>	(55,331)	-
<b>FY 2015 Adopted Budget</b>	\$ 409,200	\$ 409,200
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	\$ 150,000	\$ -
<b>FY 2014 Revised Budget</b>	\$ 150,000	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ (150,000)	\$ -
<i>Other Non Recurring</i>	(150,000)	-
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 100,000	\$ -
<i>Other Non Recurring</i>	100,000	-
<i>Probate Contract Positions</i>	\$ 100,000	-
<b>FY 2015 Adopted Budget</b>	\$ 100,000	\$ -

Probate Fees Fund (256) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 385,179	\$ 231,097	\$ 231,097	\$ 328,696	\$ 163,730
Sources:					
Operating	\$ 468,553	\$ 464,531	\$ 464,531	\$ 407,752	\$ 409,200
Total Sources:	\$ 468,553	\$ 464,531	\$ 464,531	\$ 407,752	\$ 409,200
Uses:					
Operating	\$ 464,531	\$ 464,531	\$ 464,531	\$ 464,531	\$ 409,200
Non-Recurring	60,503	150,000	150,000	108,187	100,000
Total Uses:	\$ 525,034	\$ 614,531	\$ 614,531	\$ 572,718	\$ 509,200
Structural Balance	\$ 4,022	\$ -	\$ -	\$ (56,779)	\$ -
Accounting Adjustments	\$ (2)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 328,696	\$ 81,097	\$ 81,097	\$ 163,730	\$ 63,730
Total Ending Spendable Fund Balance	\$ 328,696	\$ 81,097	\$ 81,097	\$ 163,730	\$ 63,730

Conciliation Court Fees Fund (257)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	\$ 1,678,000	\$ 1,678,000
<b>FY 2014 Revised Budget</b>	\$ 1,678,000	\$ 1,678,000
<b>FY 2015 Baseline Budget Threshold</b>	\$ 1,678,000	\$ 1,678,000
Adjustments:		
<b>Fees and Other Revenues</b>	\$ -	\$ (236,800)
<i>ProgRevenue Volume Inc/Dec</i>	-	(236,800)
<b>Structural Balance</b>	\$ (236,800)	\$ -
<i>Structural Balance</i>	(236,800)	-
<b>FY 2015 Adopted Budget</b>	\$ 1,441,200	\$ 1,441,200
<i>Percent Change from Threshold Amount</i>	-14.1%	-14.1%
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	\$ 300,000	\$ -
<b>FY 2014 Revised Budget</b>	\$ 300,000	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ (300,000)	\$ -
<i>Other Non Recurring</i>	(300,000)	-
<b>FY 2015 Baseline Budget Threshold</b>	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 175,000	\$ -
<i>Other Non Recurring</i>	175,000	-
<i>Parent Conference Reports</i>	\$ 150,000	
<i>Family Court Expenditures</i>	25,000	
<b>FY 2015 Adopted Budget</b>	\$ 175,000	\$ -

Conciliation Court Fees Fund (257) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 622,557	\$ 436,774	\$ 436,774	\$ 547,242	\$ 210,251
Sources:					
Operating	\$ 1,585,726	\$ 1,678,000	\$ 1,678,000	\$ 1,452,430	\$ 1,441,200
Total Sources:	\$ 1,585,726	\$ 1,678,000	\$ 1,678,000	\$ 1,452,430	\$ 1,441,200
Uses:					
Operating	\$ 1,390,000	\$ 1,678,000	\$ 1,678,000	\$ 1,538,170	\$ 1,441,200
Non-Recurring	271,040	300,000	300,000	251,251	175,000
Total Uses:	\$ 1,661,040	\$ 1,978,000	\$ 1,978,000	\$ 1,789,421	\$ 1,616,200
Structural Balance	\$ 195,726	\$ -	\$ -	\$ (85,740)	\$ -
Accounting Adjustments	\$ (1)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 547,242	\$ 136,774	\$ 136,774	\$ 210,251	\$ 35,251
Total Ending Spendable Fund Balance	\$ 547,242	\$ 136,774	\$ 136,774	\$ 210,251	\$ 35,251

Superior Court Special Revenue Fund (259)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 4,900,000</b>	<b>\$ 4,900,000</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 4,900,000</b>	<b>\$ 4,900,000</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 4,900,000</b>	<b>\$ 4,900,000</b>
Adjustments:		
<b>Fees and Other Revenues</b>	\$ -	\$ (140,200)
<i>ProgRevenue Volume Inc/Dec</i>	-	(140,200)
<b>Structural Balance</b>	\$ (140,200)	\$ -
<i>Structural Balance</i>	(140,200)	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 4,759,800</b>	<b>\$ 4,759,800</b>
<i>Percent Change from Threshold Amount</i>	<i>-2.9%</i>	<i>-2.9%</i>

Superior Court Special Revenue Fund (259)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 275,000</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 275,000</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (275,000)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(275,000)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 440,000</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>440,000</i>	<i>-</i>
<i>Family Court Expenditures</i>	<i>\$ 60,000</i>	
<i>Juror Expenses</i>	<i>75,000</i>	
<i>Parent Conference Reports</i>	<i>200,000</i>	
<i>Grand Jury Transcripts</i>	<i>105,000</i>	
<b>FY 2015 Adopted Budget</b>	<b>\$ 440,000</b>	<b>\$ -</b>

Superior Court Special Revenue Fund (259) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 877,844	\$ 1,740,367	\$ 1,740,367	\$ 1,671,273	\$ 445,977
Sources:					
Operating	\$ 4,626,593	\$ 4,900,000	\$ 4,900,000	\$ 4,818,814	\$ 4,759,800
Total Sources:	\$ 4,626,593	\$ 4,900,000	\$ 4,900,000	\$ 4,818,814	\$ 4,759,800
Uses:					
Operating	\$ 3,833,165	\$ 4,900,000	\$ 4,900,000	\$ 4,637,681	\$ 4,759,800
Non-Recurring	-	1,575,000	1,575,000	1,406,429	440,000
Total Uses:	\$ 3,833,165	\$ 6,475,000	\$ 6,475,000	\$ 6,044,110	\$ 5,199,800
Structural Balance	\$ 793,428	-	-	181,133	-
Accounting Adjustments	\$ 1	-	-	-	-
Ending Spendable Fund Balance:					
Restricted	\$ 1,671,273	\$ 165,367	\$ 165,367	\$ 445,977	\$ 5,977
Total Ending Spendable Fund Balance	\$ 1,671,273	\$ 165,367	\$ 165,367	\$ 445,977	\$ 5,977

Law Library Fees Fund (261)

	Expenditures	Revenue
<b>OPERATING</b>		
FY 2014 Adopted Budget	\$ 1,296,000	\$ 1,296,000
FY 2014 Revised Budget	\$ 1,296,000	\$ 1,296,000
FY 2015 Baseline Budget Threshold	\$ 1,296,000	\$ 1,296,000
FY 2015 Adopted Budget	\$ 1,296,000	\$ 1,296,000
<i>Percent Change from Threshold Amount</i>	<i>0.0%</i>	<i>0.0%</i>
<b>NON RECURRING NON PROJECT</b>		
FY 2014 Adopted Budget	\$ -	\$ -
FY 2014 Revised Budget	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ -	\$ -
<i>Other Non Recurring</i>	-	-
FY 2015 Baseline Budget Threshold	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 250,000	\$ -
<i>Other Non Recurring</i>	<i>250,000</i>	-
<i>Law Library Expenditures</i>	<i>\$ 250,000</i>	-
FY 2015 Adopted Budget	\$ 250,000	\$ -

Law Library Fees Fund (261) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 2,028,812	\$ 2,035,158	\$ 2,035,158	\$ 2,029,644	\$ 2,151,550
Sources:					
Operating	\$ 1,265,965	\$ 1,296,000	\$ 1,296,000	\$ 1,227,337	\$ 1,296,000
Total Sources:	\$ 1,265,965	\$ 1,296,000	\$ 1,296,000	\$ 1,227,337	\$ 1,296,000
Uses:					
Operating	\$ 1,229,764	\$ 1,296,000	\$ 1,296,000	\$ 1,105,431	\$ 1,296,000
Non-Recurring	35,370	-	-	-	250,000
Total Uses:	\$ 1,265,134	\$ 1,296,000	\$ 1,296,000	\$ 1,105,431	\$ 1,546,000
Structural Balance	\$ 36,201	\$ -	\$ -	\$ 121,906	\$ -
Accounting Adjustments	\$ 1	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 2,029,644	\$ 2,035,158	\$ 2,035,158	\$ 2,151,550	\$ 1,901,550
Total Ending Spendable Fund Balance	\$ 2,029,644	\$ 2,035,158	\$ 2,035,158	\$ 2,151,550	\$ 1,901,550

Superior Court Fill the Gap Fund (264)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 2,101,600</b>	<b>\$ 2,101,600</b>
Adjustments:		
<i>Supplemental Funding</i>	(422,705)	(422,705)
<i>Mid Year Adjustments</i>	(422,705)	(422,705)
<i>Fill the Gap Plan</i>	(422,705)	(422,705)
	Agenda Item:	
	C-80-14-002-2-00	
<b>FY 2014 Revised Budget</b>	<b>\$ 1,678,895</b>	<b>\$ 1,678,895</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 1,678,895</b>	<b>\$ 1,678,895</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	\$ (12,284)	\$ -
<i>Retirement Contributions</i>	(12,284)	-
<b>Fees and Other Revenues</b>	\$ -	\$ 422,705
<i>ProgRevenue Volume Inc/Dec</i>	-	422,705
<b>Structural Balance</b>	\$ 434,989	\$ -
<i>Structural Balance</i>	434,989	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 2,101,600</b>	<b>\$ 2,101,600</b>
<i>Percent Change from Threshold Amount</i>	25.2%	25.2%

Superior Court Fill the Gap Fund (264) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 111,671	\$ 34,645	\$ 34,645	\$ 464,522	\$ 251,140
Sources:					
Operating	\$ 1,870,465	\$ 2,101,600	\$ 1,678,895	\$ 1,432,883	\$ 2,101,600
Total Sources:	\$ 1,870,465	\$ 2,101,600	\$ 1,678,895	\$ 1,432,883	\$ 2,101,600
Uses:					
Operating	\$ 1,406,930	\$ 2,101,600	\$ 1,678,895	\$ 1,145,357	\$ 2,101,600
Non-Recurring	110,685	-	500,908	500,908	-
Total Uses:	\$ 1,517,615	\$ 2,101,600	\$ 2,179,803	\$ 1,646,265	\$ 2,101,600
Structural Balance	\$ 463,535	\$ -	\$ -	\$ 287,526	\$ -
Accounting Adjustments	\$ 1	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 464,522	\$ 34,645	\$ -	\$ 251,140	\$ 251,140
Unassigned	-	-	(466,263)	-	-
Total Ending Spendable Fund Balance	\$ 464,522	\$ 34,645	\$ (466,263)	\$ 251,140	\$ 251,140

Expedited Child Support Fund (271)

	Expenditures	Revenue
<b>OPERATING</b>		
FY 2014 Adopted Budget	\$ 585,000	\$ 585,000
FY 2014 Revised Budget	\$ 585,000	\$ 585,000
FY 2015 Baseline Budget Threshold	\$ 585,000	\$ 585,000
FY 2015 Adopted Budget	\$ 585,000	\$ 585,000
<i>Percent Change from Threshold Amount</i>	<i>0.0%</i>	<i>0.0%</i>
<b>NON RECURRING NON PROJECT</b>		
FY 2014 Adopted Budget	\$ 200,000	\$ -
FY 2014 Revised Budget	\$ 200,000	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ (200,000)	\$ -
<i>Other Non Recurring</i>	<i>(200,000)</i>	<i>-</i>
FY 2015 Baseline Budget Threshold	\$ -	\$ -
Adjustments:		
<b>Non Recurring</b>	\$ 325,000	\$ -
<i>Other Non Recurring</i>	<i>325,000</i>	<i>-</i>
Parent Conference Reports	\$ 250,000	
Family Court Expenditures	75,000	
FY 2015 Adopted Budget	\$ 325,000	\$ -

Expedited Child Support Fund (271) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 404,107	\$ 376,101	\$ 376,101	\$ 436,314	\$ 340,260
Sources:					
Operating	\$ 643,751	\$ 585,000	\$ 585,000	\$ 626,746	\$ 585,000
Total Sources:	\$ 643,751	\$ 585,000	\$ 585,000	\$ 626,746	\$ 585,000
Uses:					
Operating	\$ 546,000	\$ 585,000	\$ 585,000	\$ 585,000	\$ 585,000
Non-Recurring	65,544	200,000	200,000	137,800	325,000
Total Uses:	\$ 611,544	\$ 785,000	\$ 785,000	\$ 722,800	\$ 910,000
Structural Balance	\$ 97,751	\$ -	\$ -	\$ 41,746	\$ -
Accounting Adjustments	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 436,314	\$ 176,101	\$ 176,101	\$ 340,260	\$ 15,260
Unassigned	-	-	-	-	-
Total Ending Spendable Fund Balance	\$ 436,314	\$ 176,101	\$ 176,101	\$ 340,260	\$ 15,260

Spousal Maintenance Enforcement Enhancement (276)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 115,921</b>	<b>\$ 115,921</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 115,921</b>	<b>\$ 115,921</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 115,921</b>	<b>\$ 115,921</b>
Adjustments:		
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (7,921)</b>
<i>ProgRevenue Volume Inc/Dec</i>	<i>-</i>	<i>(7,921)</i>
<b>Structural Balance</b>	<b>\$ (7,921)</b>	<b>\$ -</b>
<i>Structural Balance</i>	<i>(7,921)</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 108,000</b>	<b>\$ 108,000</b>
<i>Percent Change from Threshold Amount</i>	<i>-6.8%</i>	<i>-6.8%</i>
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ -</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>-</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 50,000</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>50,000</i>	<i>-</i>
<i>Spousal Maintenance Enforcement Expenditures</i>	<i>\$ 50,000</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 50,000</b>	<b>\$ -</b>

Spousal Maintenance Enforcement Enhancement (276) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 146,708	\$ 144,953	\$ 144,953	\$ 142,469	\$ 126,744
Sources:					
Operating	\$ 113,435	\$ 115,921	\$ 115,921	\$ 100,196	\$ 108,000
Total Sources:	\$ 113,435	\$ 115,921	\$ 115,921	\$ 100,196	\$ 108,000
Uses:					
Operating	\$ 115,921	\$ 115,921	\$ 115,921	\$ 115,921	\$ 108,000
Non-Recurring	1,755	-	-	-	50,000
Total Uses:	\$ 117,676	\$ 115,921	\$ 115,921	\$ 115,921	\$ 158,000
Structural Balance	\$ (2,486)	\$ -	\$ -	\$ (15,725)	\$ -
Accounting Adjustments	\$ 2	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 142,469	\$ 144,953	\$ 144,953	\$ 126,744	\$ 76,744
Unassigned	-	-	-	-	-
Total Ending Spendable Fund Balance	\$ 142,469	\$ 144,953	\$ 144,953	\$ 126,744	\$ 76,744

Emancipation Administration (277)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 700</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 700</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (700)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(700)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2015 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>

Emancipation Administration (277) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 5,191	\$ 705	\$ 705	\$ 4,473	\$ 4,130
Sources:					
Operating	\$ 701	\$ -	\$ -	\$ 357	\$ -
Total Sources:	\$ 701	\$ -	\$ -	\$ 357	\$ -
Uses:					
Non-Recurring	1,416	700	700	700	-
Total Uses:	\$ 1,416	\$ 700	\$ 700	\$ 700	\$ -
Structural Balance	\$ 701	\$ -	\$ -	\$ 357	\$ -
Accounting Adjustments	\$ (3)	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 4,473	\$ 5	\$ 5	\$ 4,130	\$ 4,130
Total Ending Spendable Fund Balance	\$ 4,473	\$ 5	\$ 5	\$ 4,130	\$ 4,130

Children's Issues Education Fund (281)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 115,007</b>	<b>\$ 115,007</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 115,007</b>	<b>\$ 115,007</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 115,007</b>	<b>\$ 115,007</b>
<b>FY 2015 Adopted Budget</b>	<b>\$ 115,007</b>	<b>\$ 115,007</b>
<i>Percent Change from Threshold Amount</i>	<i>0.0%</i>	<i>0.0%</i>

Children's Issues Education Fund (281) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 300,000</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 300,000</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ (300,000)</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>(300,000)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 25,000</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>25,000</i>	<i>-</i>
<i>Children's Issues Education</i>	<i>\$ 25,000</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 25,000</b>	<b>\$ -</b>

Children's Issues Education Fund (281) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 467,723	\$ 328,312	\$ 328,312	\$ 317,058	\$ 38,373
Sources:					
Operating	\$ 166,082	\$ 115,007	\$ 115,007	\$ 132,522	\$ 115,007
Total Sources:	\$ 166,082	\$ 115,007	\$ 115,007	\$ 132,522	\$ 115,007
Uses:					
Operating	\$ 115,007	\$ 115,007	\$ 115,007	\$ 115,007	\$ 115,007
Non-Recurring	201,740	300,000	300,000	296,200	25,000
Total Uses:	\$ 316,747	\$ 415,007	\$ 415,007	\$ 411,207	\$ 140,007
Structural Balance	\$ 51,075	\$ -	\$ -	\$ 17,515	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 317,058	\$ 28,312	\$ 28,312	\$ 38,373	\$ 13,373
Total Ending Spendable Fund Balance	\$ 317,058	\$ 28,312	\$ 28,312	\$ 38,373	\$ 13,373

Domestic Relation Mediation Education Fund (282)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 190,682</b>	<b>\$ 190,682</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 190,682</b>	<b>\$ 190,682</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 190,682</b>	<b>\$ 190,682</b>
Adjustments:		
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ (10,082)</b>
<i>ProgRevenue Volume Inc/Dec</i>		<i>(10,082)</i>
<b>Structural Balance</b>	<b>\$ (10,082)</b>	<b>\$ -</b>
<i>Structural Balance</i>	<i>(10,082)</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 180,600</b>	<b>\$ 180,600</b>
<i>Percent Change from Threshold Amount</i>	<i>-5.3%</i>	<i>-5.3%</i>
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 25,000</b>	<b>\$ -</b>
<i>Other Non Recurring</i>		<i>25,000</i>
<i>Domestic Relations Mediation Education Expenses</i>	<i>\$ 25,000</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 25,000</b>	<b>\$ -</b>

Domestic Relation Mediation Education Fund (282) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 96,463	\$ 90,824	\$ 90,824	\$ 95,187	\$ 91,415
Sources:					
Operating	\$ 192,293	\$ 190,682	\$ 190,682	\$ 186,910	\$ 180,600
Total Sources:	\$ 192,293	\$ 190,682	\$ 190,682	\$ 186,910	\$ 180,600
Uses:					
Operating	\$ 190,682	\$ 190,682	\$ 190,682	\$ 190,682	\$ 180,600
Non-Recurring	2,886	-	-	-	25,000
Total Uses:	\$ 193,568	\$ 190,682	\$ 190,682	\$ 190,682	\$ 205,600
Structural Balance	\$ 1,611	\$ -	\$ -	\$ (3,772)	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 95,187	\$ 90,824	\$ 90,824	\$ 91,415	\$ 66,415
Total Ending Spendable Fund Balance	\$ 95,187	\$ 90,824	\$ 90,824	\$ 91,415	\$ 66,415

## Transportation

*Analysis by Christine Jasinski, 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

#### Regional Services

**By June 30, 2015, 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 FY 2015. In FY 2013, 87.51% of reported critical transportation maintenance tasks were completed within 14 days. The crews responsible for critical maintenance tasks, such as pothole and pavement repairs, were centralized so that efforts are more focused on the goals. As a result, performance has significantly improved, resulting in the completion of 88.12% of the critical maintenance tasks within 90 days.

#### Department Specific

**By June 30, 2015, Transportation will meet the increasing demands for public works services by constructing 85% of County transportation improvement projects on time.**

Status: Completed TIP construction projects are one of the most important and most visible measures of MCDOT performance. The Department anticipates that it will complete 75% or 12 out of the 16 currently planned construction projects for FY 2014. In FY 2015, MCDOT expects to meet target by completing 88% or 15 out of the 17 planned projects.

**Regional  
Services**

**By June 30, 2015, Transportation will receive a customer satisfaction rating of 85% for all projects and services.**

Status: In years past, this goal was identified in the Transportation Planning Program as the Transportation Outreach and Communications Activity. The percent of customers reporting satisfaction with Department of Transportation projects and services was 86% in FY 2013.

Currently measured by Transportation's Public Information Officer, Customer Satisfaction is a top priority for the department. As a result, Maricopa County residents are invited to participate in public meetings to discuss road construction projects.

**Safe  
Communities**

**By June 30, 2015, 85% of Maricopa County's paved roadway system mileage will have a pavement condition rating of "very good or better," and improvement of 3.3% over 2010. By June 2015, Maricopa County will evaluate 100% of intersections and run-off-the-road fatal and serious injury crash locations within unincorporated County as identified in the MCDOT Roadway Safety Management Program, for implementation of appropriate safety improvements.**

Status: Overall condition of County roads is very important to our citizens, remaining steadfastly in at least 3rd place in importance over the past five years in their external customer survey. MCDOT has been continually improving its performance. In FY 2013, 87.8% of roadway conditions were rated as very good or better. As of January 2014, the forecasted pavement condition rating for County arterial roads and highways is 88.3%, an improvement from the performance in FY 2013.

In the past, Maricopa County Department of Transportation has only reported the pavement condition rating for arterial roads and county highways. In FY 2012, Transportation has updated its pavement condition rating to include Maricopa County's Total Road Network. This extends the total road network to include Sun City, Sun City West and the east valley subdivisions.

**Government  
 Operations**

**By June 30, 2015, 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 2015. In FY 2013, MCDOT had achieved an overall satisfaction score of 73%, the equivalent of 5.57 in prior year scores. In support of this goal, MCDOT continues the Results Recognition Program to promote high performance, strong citizen satisfaction, and continue on-going improvements to meet citizen demand. The awards are limited to a small value per employee and are intended to recognize demonstrable performance as evidenced by numerically superior performance on Scoreboards.

Transportation has 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 reward individuals and work groups for their efforts.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
RDCS - ROADWAY CONSTRUCTION	\$ 45,082,110	\$ 17,979,963	\$ 17,979,963	\$ 16,205,372	\$ 13,574,779	\$ (4,405,184)	-24.5%
64BT - BUILD ROADS AND STRUCT	\$ 45,082,110	\$ 17,979,963	\$ 17,979,963	\$ 16,205,372	\$ 13,574,779	\$ (4,405,184)	-24.5%
REGU - RIGHT OF WAY REGULATION	\$ 640,651	\$ 700,000	\$ 700,000	\$ 720,015	\$ 700,000	\$ -	0.0%
UREL - UTILITIES ENGINEERING	300,112	250,000	250,000	194,488	-	(250,000)	-100.0%
64ER - ENGINEER ROADS AND STRUCTURES	\$ 940,763	\$ 950,000	\$ 950,000	\$ 914,503	\$ 700,000	\$ (250,000)	-26.3%
TRFC - TRAFF SIGNAL AND ITS FIELD SVS	\$ 45,659	\$ 20,250	\$ 20,250	\$ 16,953	\$ 20,750	\$ 500	2.5%
TRRS - REGIONAL TRAFFIC MGT SUPPORT	53,447	636,122	636,122	574,663	684,820	48,698	7.7%
64MT - TRAFFIC MANAGEMENT	\$ 99,106	\$ 656,372	\$ 656,372	\$ 591,616	\$ 705,570	\$ 49,198	7.5%
ROAD - ROAD AND ROW MAINTENANCE	\$ 786,852	\$ 239,800	\$ 455,269	\$ 700,695	\$ 235,000	\$ (220,269)	-48.4%
TROP - TRAFFIC OPERATIONS	14,518	5,000	5,000	12,540	5,000	-	0.0%
64RB - ROADWAY MAINTENANCE	\$ 801,370	\$ 244,800	\$ 460,269	\$ 713,235	\$ 240,000	\$ (220,269)	-47.9%
FACI - FACILITIES MANAGEMENT	\$ 122,380	\$ 81,555	\$ 81,555	\$ 160,872	\$ 53,175	\$ (28,380)	-34.8%
ODIR - EXECUTIVE MANAGEMENT	2,043	1,600	1,600	10,161	1,600	-	0.0%
PROC - PROCUREMENT	1,522	1,000	1,000	400	1,000	-	0.0%
RCOM - REGULATION COMPLIANCE	-	-	-	-	250,000	250,000	N/A
RWAY - REAL ESTATE SERVICES	64,053	64,092	64,092	57,092	64,092	-	0.0%
99AS - INDIRECT SUPPORT	\$ 189,998	\$ 148,247	\$ 148,247	\$ 228,525	\$ 369,867	\$ 221,620	149.5%
GGOV - GENERAL GOVERNMENT	\$ 96,064,355	\$ 93,565,496	\$ 93,565,496	\$ 93,315,787	\$ 104,810,728	\$ 11,245,232	12.0%
99GV - GENERAL OVERHEAD	\$ 96,064,355	\$ 93,565,496	\$ 93,565,496	\$ 93,315,787	\$ 104,810,728	\$ 11,245,232	12.0%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ -	\$ 30,455	\$ 30,455	\$ 12,690	\$ 30,455	\$ -	0.0%
TSPT - TECHNOLOGY SUPPORT	-	8,590	8,590	3,580	8,590	-	0.0%
99IT - INFORMATION TECHNOLOGY	\$ -	\$ 39,045	\$ 39,045	\$ 16,270	\$ 39,045	\$ -	0.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 143,177,702</b>	<b>\$ 113,583,923</b>	<b>\$ 113,799,392</b>	<b>\$ 111,985,308</b>	<b>\$ 120,439,989</b>	<b>\$ 6,640,597</b>	<b>5.8%</b>

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>USES</b>							
CMGT - TRANSPORTATION CONSTRUCTN MGT	\$ 370,665	\$ 445,255	\$ 478,730	\$ 459,010	\$ 659,615	\$ (180,885)	-37.8%
MTEC - MATERIALS TECHNOLOGY	515,219	730,836	764,595	706,639	750,495	14,100	1.8%
PRJT - TRANSPORTATION PROJECT MGT	618,918	585,268	550,863	516,765	706,147	(155,284)	-28.2%
RDCS - ROADWAY CONSTRUCTION	73,444,815	82,089,011	82,089,011	66,128,748	82,578,500	(489,489)	-0.6%
SRVY - LAND SURVEYING SERVICES	624,254	732,032	766,076	712,576	628,377	137,699	18.0%
64BT - BUILD ROADS AND STRUCT	\$ 75,573,871	\$ 84,582,402	\$ 84,649,275	\$ 68,523,738	\$ 85,323,134	\$ (673,859)	-0.8%
DSGN - ROADS STRUCTURES STDS DSGN	\$ 1,059,134	\$ 1,355,376	\$ 1,497,926	\$ 1,417,811	\$ 1,409,236	\$ 88,690	5.9%
IMPR - IMPROVEMENT DISTRICT ADMIN	2	-	-	2,715	31	(31)	N/A
REGU - RIGHT OF WAY REGULATION	1,189,191	1,068,599	1,037,089	1,119,454	1,256,703	(219,614)	-21.2%
UREL - UTILITIES ENGINEERING	539,425	520,102	531,220	545,138	595,182	(63,962)	-12.0%
64ER - ENGINEER ROADS AND STRUCTURES	\$ 2,787,752	\$ 2,944,077	\$ 3,066,235	\$ 3,085,118	\$ 3,261,152	\$ (194,917)	-6.4%
TRFC - TRAFF SIGNAL AND ITS FIELD SVS	\$ 1,570,614	\$ 1,529,038	\$ 1,557,250	\$ 1,554,821	\$ 1,582,162	\$ (24,912)	-1.6%
TRFE - TRAFF DESIGN AND STUDIES	1,340,736	1,591,792	1,643,180	1,564,688	1,630,514	12,666	0.8%
TRIN - EMERGENCY TRAFFIC MANAGEMENT	318,258	371,128	374,753	348,006	396,379	(21,626)	-5.8%
TRMG - REAL TIME TRAFFIC MANAGEMENT	717,748	681,419	713,689	679,321	773,092	(59,403)	-8.3%
TRRS - REGIONAL TRAFFIC MGT SUPPORT	315,048	900,196	900,762	829,557	907,394	(6,632)	-0.7%
64MT - TRAFFIC MANAGEMENT	\$ 4,262,404	\$ 5,073,573	\$ 5,189,634	\$ 4,976,393	\$ 5,289,541	\$ (99,907)	-1.9%
ROAD - ROAD AND ROW MAINTENANCE	\$ 27,411,155	\$ 30,435,136	\$ 30,604,150	\$ 26,730,581	\$ 29,585,442	\$ 1,018,708	3.3%
TROP - TRAFFIC OPERATIONS	4,521,463	5,253,559	5,495,008	5,177,545	5,196,641	298,367	5.4%
64RB - ROADWAY MAINTENANCE	\$ 31,932,618	\$ 35,688,695	\$ 36,099,158	\$ 31,908,126	\$ 34,782,083	\$ 1,317,075	3.6%
ENVC - ENVIRONMENTAL CLEARANCE	\$ 71,457	\$ 159,683	\$ 171,346	\$ 125,359	\$ 156,188	\$ 15,158	8.8%
PART - PROJECT PARTNERSHIPS	295,060	405,223	427,734	388,916	423,531	4,203	1.0%
POUT - TRANSPORTATION OUTREACH COMM	343,276	447,189	469,812	440,470	498,520	(28,708)	-6.1%
PROG - TRANSP PROJECT PROGRAMMING	440,669	437,056	324,165	384,071	-	324,165	100.0%
TPLN - TRANSPORTATION SYSTEM PLANNING	267,030	369,852	531,796	441,874	808,429	(276,633)	-52.0%
64SD - TRANSPORTATION PLANNING	\$ 1,417,492	\$ 1,819,003	\$ 1,924,853	\$ 1,780,690	\$ 1,886,668	\$ 38,185	2.0%
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 577,035	\$ 623,178	\$ 687,834	\$ 640,407	\$ 1,041,872	\$ (354,038)	-51.5%
FACI - FACILITIES MANAGEMENT	1,586,443	1,152,975	1,170,030	1,490,846	2,100,128	(930,098)	-79.5%
HRAC - HUMAN RESOURCES	657,704	209,091	214,318	199,688	260,513	(46,195)	-21.6%
ODIR - EXECUTIVE MANAGEMENT	1,560,704	2,064,478	2,152,005	2,018,004	537,093	1,614,912	75.0%
PROC - PROCUREMENT	614,236	601,967	625,663	570,349	975,510	(349,847)	-55.9%
RCOM - REGULATION COMPLIANCE	-	-	-	-	73,400	(73,400)	N/A
RECO - RECORDS MANAGEMENT	102,506	84,527	87,163	103,351	94,917	(7,754)	-8.9%
RWAY - REAL ESTATE SERVICES	764,595	862,784	896,226	704,786	1,011,003	(114,777)	-12.8%
SPPT - OPERATIONS SUPPORT	-	-	-	-	1,347,842	(1,347,842)	N/A
99AS - INDIRECT SUPPORT	\$ 5,863,223	\$ 5,599,000	\$ 5,833,239	\$ 5,727,431	\$ 7,442,278	\$ (1,609,039)	-27.6%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 2,227,936	\$ 2,262,353	\$ 2,395,364	\$ 2,395,364	\$ 2,594,220	\$ (198,856)	-8.3%
INFR - INFRASTRUCTURE	-	-	-	-	744,495	(744,495)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	619,415	753,558	753,558	753,588	-	753,558	100.0%
MPOS - ELECTED AND STATUTRY OFFICIALS	-	-	-	-	185,467	(185,467)	N/A
RISK - RISK PREMIUMS	-	-	-	-	943,900	(943,900)	N/A
99GV - GENERAL OVERHEAD	\$ 2,847,351	\$ 3,015,911	\$ 3,148,922	\$ 3,148,952	\$ 4,468,082	\$ (1,319,160)	-41.9%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 845,558	\$ 961,134	\$ 978,572	\$ 780,558	\$ 1,016,858	\$ (38,286)	-3.9%
DACR - DATA CENTER	355,105	194,287	206,095	150,890	-	206,095	100.0%
GISA - GIS APPLICATION DEV AND SUPP	628,035	710,267	724,008	632,309	591,797	132,211	18.3%
TSPT - TECHNOLOGY SUPPORT	357,911	373,340	355,192	323,200	939,161	(583,969)	-164.4%
99IT - INFORMATION TECHNOLOGY	\$ 2,186,609	\$ 2,239,028	\$ 2,263,867	\$ 1,886,956	\$ 2,547,816	\$ (283,949)	-12.5%
<b>TOTAL PROGRAMS</b>	<b>\$ 126,871,320</b>	<b>\$ 140,961,689</b>	<b>\$ 142,175,183</b>	<b>\$ 121,037,404</b>	<b>\$ 145,000,754</b>	<b>\$ (2,825,571)</b>	<b>-2.0%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>LICENSES AND PERMITS</b>							
0610 - LICENSES AND PERMITS	\$ 940,763	\$ 950,000	\$ 950,000	\$ 914,503	\$ 950,000	\$ -	0.0%
<b>SUBTOTAL</b>	\$ 940,763	\$ 950,000	\$ 950,000	\$ 914,503	\$ 950,000	\$ -	0.0%
<b>INTERGOVERNMENTAL</b>							
0615 - GRANTS	\$ 35,500,952	\$ 14,457,292	\$ 14,672,761	\$ 10,510,278	\$ 11,792,460	\$ (2,880,301)	-19.6%
0626 - STATE SHARED HIGHWAY USER REV	86,815,139	84,652,860	84,652,860	84,652,860	95,893,292	11,240,432	13.3%
0630 - STATE SHARED VEHICLE LICENSE	8,913,497	8,412,636	8,412,636	8,412,636	8,412,636	-	0.0%
<b>SUBTOTAL</b>	\$ 131,229,588	\$ 107,522,788	\$ 107,738,257	\$ 103,575,774	\$ 116,098,388	\$ 8,360,131	7.8%
<b>CHARGES FOR SERVICE</b>							
0634 - INTERGOV CHARGES FOR SERVICES	\$ 9,691,853	\$ 4,178,843	\$ 4,178,843	\$ 6,363,373	\$ 2,482,889	\$ (1,695,954)	-40.6%
<b>SUBTOTAL</b>	\$ 9,691,853	\$ 4,178,843	\$ 4,178,843	\$ 6,363,373	\$ 2,482,889	\$ (1,695,954)	-40.6%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 218,674	\$ 500,000	\$ 500,000	\$ 367,336	\$ 500,000	\$ -	0.0%
0650 - MISCELLANEOUS REVENUE	386,648	232,292	232,292	339,442	208,712	(23,580)	-10.2%
<b>SUBTOTAL</b>	\$ 605,322	\$ 732,292	\$ 732,292	\$ 706,778	\$ 708,712	\$ (23,580)	-3.2%
<b>ALL REVENUES</b>	\$ 142,467,526	\$ 113,383,923	\$ 113,599,392	\$ 111,560,428	\$ 120,239,989	\$ 6,640,597	5.8%
<b>OTHER FINANCING SOURCES</b>							
0651 - GAIN ON FIXED ASSETS	\$ 710,176	\$ 200,000	\$ 200,000	\$ 424,880	\$ 200,000	\$ -	0.0%
<b>ALL OTHER FINANCING SOURCES</b>	\$ 710,176	\$ 200,000	\$ 200,000	\$ 424,880	\$ 200,000	\$ -	0.0%
<b>TOTAL SOURCES</b>	\$ 143,177,702	\$ 113,583,923	\$ 113,799,392	\$ 111,985,308	\$ 120,439,989	\$ 6,640,597	5.8%

Sources and Uses by Category (continued)

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 18,567,711	\$ 19,539,191	\$ 20,279,971	\$ 20,083,753	\$ 20,105,488	\$ 174,483	0.9%
0705 - TEMPORARY PAY	21,132	71,657	161,485	97,054	173,384	(11,899)	-7.4%
0710 - OVERTIME	522,356	573,153	573,153	533,656	581,079	(7,926)	-1.4%
0750 - FRINGE BENEFITS	7,216,404	7,793,109	7,902,914	7,793,876	7,934,868	(31,954)	-0.4%
0790 - OTHER PERSONNEL SERVICES	732,240	193,473	193,473	183,439	225,775	(32,302)	-16.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(4,099,680)	(4,172,776)	(4,211,369)	(4,012,863)	(4,030,375)	(180,994)	-4.3%
0796 - PERSONNEL SERVICES ALLOC-IN	4,631,526	4,138,760	4,798,479	3,380,631	4,858,764	(60,285)	-1.3%
<b>SUBTOTAL</b>	\$ 27,591,689	\$ 28,136,567	\$ 29,698,106	\$ 28,059,546	\$ 29,848,983	\$ (150,877)	-0.5%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 998,961	\$ 1,150,350	\$ 1,150,350	\$ 998,620	\$ 1,052,613	\$ 97,737	8.5%
0803 - FUEL	1,893,455	1,827,609	1,827,609	1,688,219	1,895,300	(67,691)	-3.7%
0804 - NON-CAPITAL EQUIPMENT	71,473	117,180	117,180	84,807	60,000	57,180	48.8%
0805 - SUPPLIES-ALLOCATION OUT	(167,012)	(142,143)	(142,143)	(134,967)	(95,944)	(46,199)	-32.5%
0806 - SUPPLIES-ALLOCATION IN	91,126	98,530	167,753	103,039	96,536	71,217	42.5%
<b>SUBTOTAL</b>	\$ 2,888,003	\$ 3,051,526	\$ 3,120,749	\$ 2,739,718	\$ 3,008,505	\$ 112,244	3.6%
<b>SERVICES</b>							
0810 - LEGAL SERVICES	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
0812 - OTHER SERVICES	18,711,161	17,576,746	21,105,746	17,043,796	18,729,063	2,376,683	11.3%
0820 - RENT & OPERATING LEASES	297,245	319,036	319,036	285,432	322,536	(3,500)	-1.1%
0825 - REPAIRS AND MAINTENANCE	11,839,763	15,796,479	15,663,468	11,342,770	15,547,935	115,533	0.7%
0839 - INTERNAL SERVICE CHARGES	6,696,575	5,448,111	5,581,122	6,999,952	7,140,906	(1,559,784)	-27.9%
0841 - TRAVEL	31,599	62,968	62,968	50,865	57,283	5,685	9.0%
0842 - EDUCATION AND TRAINING	155,042	155,032	155,032	115,003	188,786	(33,754)	-21.8%
0843 - POSTAGE/FREIGHT/SHIPPING	58,997	51,100	51,100	57,261	49,100	2,000	3.9%
0850 - UTILITIES	1,077,729	1,000,000	1,000,000	992,107	1,125,000	(125,000)	-12.5%
0872 - SERVICES-ALLOCATION OUT	(16,353)	(85,756)	(85,756)	(67,971)	(148,548)	62,792	73.2%
0873 - SERVICES-ALLOCATION IN	47,336	152,150	152,150	73,067	150,700	1,450	1.0%
<b>SUBTOTAL</b>	\$ 38,899,099	\$ 40,475,866	\$ 44,004,866	\$ 36,892,282	\$ 43,162,761	\$ 842,105	1.9%
<b>CAPITAL</b>							
0910 - LAND	\$ 4,854,079	\$ 12,500,000	\$ 9,955,000	\$ 15,491,052	\$ 8,295,000	\$ 1,660,000	16.7%
0915 - BUILDINGS AND IMPROVEMENTS	-	600,000	600,000	39,211	207,000	393,000	65.5%
0920 - CAPITAL EQUIPMENT	374,314	182,800	182,800	73,896	1,204,861	(1,022,061)	-559.1%
0930 - VEHICLES & CONSTRUCTION EQUIP	4,592,643	3,805,000	3,989,232	4,418,919	2,646,552	1,342,680	33.7%
0940 - INFRASTRUCTURE	47,653,894	52,208,511	50,623,011	33,320,508	56,619,000	(5,995,989)	-11.8%
0950 - DEBT SERVICE	17,572	-	-	-	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	27	1,419	1,419	2,273	8,092	(6,673)	-470.3%
<b>SUBTOTAL</b>	\$ 57,492,529	\$ 69,297,730	\$ 65,351,462	\$ 53,345,859	\$ 68,980,505	\$ (3,629,043)	-5.6%
<b>ALL EXPENDITURES</b>	\$ 126,871,320	\$ 140,961,689	\$ 142,175,183	\$ 121,037,405	\$ 145,000,754	\$ (2,825,571)	-2.0%
<b>TOTAL USES</b>	\$ 126,871,320	\$ 140,961,689	\$ 142,175,183	\$ 121,037,405	\$ 145,000,754	\$ (2,825,571)	-2.0%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED	
						VAR	%
223 TRANSPORTATION GRANTS							
OPERATING	\$ 117,044	\$ -	\$ -	\$ (51,239)	\$ -	\$ -	N/A
NON RECURRING NON PROJECT	58,314	636,122	851,591	790,916	684,820	(166,771)	-19.6%
<b>FUND TOTAL SOURCES</b>	<b>\$ 175,358</b>	<b>\$ 636,122</b>	<b>\$ 851,591</b>	<b>\$ 739,677</b>	<b>\$ 684,820</b>	<b>\$ (166,771)</b>	<b>-19.6%</b>
232 TRANSPORTATION OPERATIONS							
OPERATING	\$ 97,871,622	\$ 94,967,838	\$ 94,967,838	\$ 95,040,259	\$ 106,180,390	\$ 11,212,552	11.8%
<b>FUND TOTAL SOURCES</b>	<b>\$ 97,871,622</b>	<b>\$ 94,967,838</b>	<b>\$ 94,967,838</b>	<b>\$ 95,040,259</b>	<b>\$ 106,180,390</b>	<b>\$ 11,212,552</b>	<b>11.8%</b>
234 TRANSPORTATION CAPITAL PROJECT							
NON RECURRING NON PROJECT	\$ 48,134,797	\$ 48,134,797	\$ 48,134,797	\$ 48,134,797	\$ 48,134,797	\$ -	0.0%
MAG ALCP PROJECTS	39,348,502	16,863,296	16,863,296	13,083,577	10,083,247	(6,780,049)	-40.2%
COUNTY ARTERIALS	3,543,712	-	-	1,941,998	-	-	N/A
BRIDGE CONST/PRESERVATION	780	-	-	-	-	-	N/A
DUST MITIGATION	739,291	-	-	-	1,308,318	1,308,318	N/A
APS ES ESCO IMPROVEMENTS	48,612	-	-	-	-	-	N/A
INTELLIGENT TRANS SYST ITS	525,953	-	-	41,896	943,000	943,000	N/A
PAVEMENT CONST/PRESERVATION	325,000	-	-	-	723,547	723,547	N/A
PARTNERSHIP SUPPORT	416,665	416,667	416,667	381,946	416,667	-	0.0%
RIGHT-OF-WAY	76,093	-	-	18,422	-	-	N/A
TRANSPORTATION ADMINISTRATION	19,032	-	-	-	-	-	N/A
TRAFFIC IMPROVEMENTS	87,082	700,000	700,000	737,533	100,000	(600,000)	-85.7%
<b>FUND TOTAL SOURCES</b>	<b>\$ 93,265,519</b>	<b>\$ 66,114,760</b>	<b>\$ 66,114,760</b>	<b>\$ 64,340,169</b>	<b>\$ 61,709,576</b>	<b>\$ (4,405,184)</b>	<b>-6.7%</b>
900 ELIMINATIONS							
NON RECURRING NON PROJECT	\$ (48,134,797)	\$ (48,134,797)	\$ (48,134,797)	\$ (48,134,797)	\$ (48,134,797)	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ (48,134,797)</b>	<b>\$ -</b>	<b>0.0%</b>				
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 97,988,666</b>	<b>\$ 94,967,838</b>	<b>\$ 94,967,838</b>	<b>\$ 94,989,020</b>	<b>\$ 106,180,390</b>	<b>\$ 11,212,552</b>	<b>11.8%</b>
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	<b>\$ 45,189,036</b>	<b>\$ 18,616,085</b>	<b>\$ 18,831,554</b>	<b>\$ 16,996,288</b>	<b>\$ 14,259,599</b>	<b>\$ (4,571,955)</b>	<b>-24.3%</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 143,177,702</b>	<b>\$ 113,583,923</b>	<b>\$ 113,799,392</b>	<b>\$ 111,985,308</b>	<b>\$ 120,439,989</b>	<b>\$ 6,640,597</b>	<b>5.8%</b>
FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED	
						VAR	%
223 TRANSPORTATION GRANTS							
NON RECURRING NON PROJECT	\$ 220,362	\$ 636,122	\$ 851,591	\$ 806,736	\$ 684,820	\$ 166,771	19.6%
<b>FUND TOTAL USES</b>	<b>\$ 220,362</b>	<b>\$ 636,122</b>	<b>\$ 851,591</b>	<b>\$ 806,736</b>	<b>\$ 684,820</b>	<b>\$ 166,771</b>	<b>19.6%</b>
232 TRANSPORTATION OPERATIONS							
OPERATING	\$ 52,650,402	\$ 58,236,556	\$ 59,234,581	\$ 54,101,920	\$ 59,522,982	\$ (288,401)	-0.5%
NON RECURRING NON PROJECT	48,690,538	48,134,797	48,134,797	48,134,797	50,349,249	(2,214,452)	-4.6%
<b>FUND TOTAL USES</b>	<b>\$ 101,340,940</b>	<b>\$ 106,371,353</b>	<b>\$ 107,369,378</b>	<b>\$ 102,236,717</b>	<b>\$ 109,872,231</b>	<b>\$ (2,502,853)</b>	<b>-2.3%</b>
234 TRANSPORTATION CAPITAL PROJECT							
MAG ALCP PROJECTS	\$ 40,988,981	\$ 33,284,530	\$ 35,564,530	\$ 31,561,592	\$ 23,400,000	\$ 12,164,530	34.2%
COUNTY ARTERIALS	6,146,231	8,015,000	4,360,000	3,254,824	14,840,000	(10,480,000)	-240.4%
BRIDGE CONST/PRESERVATION	1,281,273	2,420,000	2,960,000	2,290,626	525,000	2,435,000	82.3%
DUST MITIGATION	3,267,714	2,975,000	6,264,000	1,872,616	3,160,000	3,104,000	49.6%
INTELLIGENT TRANS SYST ITS	1,604,142	1,773,981	1,773,981	1,386,625	2,175,000	(401,019)	-22.6%
PAVEMENT CONST/PRESERVATION	6,471,088	9,155,000	13,970,000	11,652,647	15,912,000	(1,942,000)	-13.9%
PARTNERSHIP SUPPORT	1,750,185	1,540,000	1,540,000	1,507,636	1,577,500	(37,500)	-2.4%
RIGHT-OF-WAY	588,728	280,000	880,000	174,222	180,000	700,000	79.5%
SAFETY PROJECTS	2,257,389	5,590,000	2,625,000	708,889	3,155,000	(530,000)	-20.2%
TRANSPORTATION ADMINISTRATION	2,090,819	9,553,500	5,189,500	7,147,757	10,877,000	(5,687,500)	-109.6%
TRAFFIC IMPROVEMENTS	5,659,844	5,772,000	5,232,000	3,642,748	5,047,000	185,000	3.5%
TRANSPORTATION PLANNING	1,338,421	1,730,000	1,730,000	928,566	1,730,000	-	0.0%
<b>FUND TOTAL USES</b>	<b>\$ 73,444,815</b>	<b>\$ 82,089,011</b>	<b>\$ 82,089,011</b>	<b>\$ 66,128,748</b>	<b>\$ 82,578,500</b>	<b>\$ (489,489)</b>	<b>-0.6%</b>
900 ELIMINATIONS							
NON RECURRING NON PROJECT	\$ (48,134,797)	\$ (48,134,797)	\$ (48,134,797)	\$ (48,134,797)	\$ (48,134,797)	\$ -	0.0%
<b>FUND TOTAL USES</b>	<b>\$ (48,134,797)</b>	<b>\$ -</b>	<b>0.0%</b>				
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 52,650,402</b>	<b>\$ 58,236,556</b>	<b>\$ 59,234,581</b>	<b>\$ 54,101,920</b>	<b>\$ 59,522,982</b>	<b>\$ (288,401)</b>	<b>-0.5%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 74,220,918</b>	<b>\$ 82,725,133</b>	<b>\$ 82,940,602</b>	<b>\$ 66,935,484</b>	<b>\$ 85,477,772</b>	<b>\$ (2,537,170)</b>	<b>-3.1%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 126,871,320</b>	<b>\$ 140,961,689</b>	<b>\$ 142,175,183</b>	<b>\$ 121,037,404</b>	<b>\$ 145,000,754</b>	<b>\$ (2,825,571)</b>	<b>-2.0%</b>

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
<b>BUILD ROADS AND STRUCT</b>							
LAND SURVEYING SERVICES	17.00	17.00	17.00	17.00	17.00	-	0.0%
MATERIALS TECHNOLOGY	12.00	12.00	11.00	11.00	12.00	1.00	9.1%
TRANSPORTATION CONSTRUCTN MGT	11.00	11.00	11.00	11.00	11.00	-	0.0%
TRANSPORTATION PROJECT MGT	11.00	11.00	10.00	10.00	11.00	1.00	10.0%
<b>PROGRAM TOTAL</b>	<b>51.00</b>	<b>51.00</b>	<b>49.00</b>	<b>49.00</b>	<b>51.00</b>	<b>2.00</b>	<b>4.1%</b>
<b>ENGINEER ROADS AND STRUCTURES</b>							
IMPROVEMENT DISTRICT ADMIN	1.00	1.00	1.00	1.00	1.00	-	0.0%
RIGHT OF WAY REGULATION	15.00	15.00	13.00	14.00	12.00	(1.00)	(7.7%)
ROADS STRUCTURES STDS DSGN	14.00	14.00	15.00	15.00	15.00	-	0.0%
UTILITIES ENGINEERING	9.00	9.00	8.00	9.00	9.00	1.00	12.5%
<b>PROGRAM TOTAL</b>	<b>39.00</b>	<b>39.00</b>	<b>37.00</b>	<b>39.00</b>	<b>37.00</b>	<b>-</b>	<b>0.0%</b>
<b>GENERAL OVERHEAD</b>							
ELECTED AND STATUTRY OFFICIALS	-	-	.00	-	1.00	1.00	N/A
<b>PROGRAM TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.00</b>	<b>1.00</b>	<b>N/A</b>
<b>INDIRECT SUPPORT</b>							
BUDGET AND FINANCIAL SERVICES	10.00	9.00	10.00	10.00	10.00	-	0.0%
EXECUTIVE MANAGEMENT	6.00	6.00	6.00	6.00	5.00	(1.00)	(16.7%)
FACILITIES MANAGEMENT	4.00	4.00	4.00	4.00	4.00	-	0.0%
HUMAN RESOURCES	3.00	-	.00	-	-	-	N/A
PROCUREMENT	11.00	11.00	10.00	10.00	11.00	1.00	10.0%
RECORDS MANAGEMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>35.00</b>	<b>31.00</b>	<b>31.00</b>	<b>31.00</b>	<b>31.00</b>	<b>-</b>	<b>0.0%</b>
<b>INFORMATION TECHNOLOGY</b>							
BUSINESS APPLICATION DEV SUPP	18.00	18.00	18.00	18.00	18.00	-	0.0%
DATA CENTER	2.00	2.00	2.00	2.00	-	(2.00)	(100.0%)
TECHNOLOGY SUPPORT	6.50	6.50	6.00	6.00	8.00	2.00	33.3%
<b>PROGRAM TOTAL</b>	<b>26.50</b>	<b>26.50</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>-</b>	<b>0.0%</b>
<b>ROADWAY MAINTENANCE</b>							
ROAD AND ROW MAINTENANCE	150.00	154.00	152.00	152.00	150.00	(2.00)	(1.3%)
TRAFFIC OPERATIONS	54.00	54.00	54.00	54.00	54.00	-	0.0%
<b>PROGRAM TOTAL</b>	<b>204.00</b>	<b>208.00</b>	<b>206.00</b>	<b>206.00</b>	<b>204.00</b>	<b>(2.00)</b>	<b>(1.0%)</b>
<b>TRAFFIC MANAGEMENT</b>							
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	1.00	-	0.0%
TRAFF DESIGN AND STUDIES	20.00	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%
<b>PROGRAM TOTAL</b>	<b>38.00</b>	<b>38.00</b>	<b>38.00</b>	<b>38.00</b>	<b>38.00</b>	<b>-</b>	<b>0.0%</b>
<b>TRANSPORTATION PLANNING</b>							
ENVIRONMENTAL CLEARANCE	2.00	3.00	3.00	3.00	3.00	-	0.0%
PROJECT PARTNERSHIPS	5.00	5.00	6.00	5.00	5.00	(1.00)	(16.7%)
TRANSP PROJECT PROGRAMMING	6.00	6.00	4.00	4.00	-	(4.00)	(100.0%)
TRANSPORTATION OUTREACH COMM	6.00	6.00	6.00	6.00	6.00	-	0.0%
TRANSPORTATION SYSTEM PLANNING	4.00	3.00	5.00	5.00	8.00	3.00	60.0%
<b>PROGRAM TOTAL</b>	<b>23.00</b>	<b>23.00</b>	<b>24.00</b>	<b>23.00</b>	<b>22.00</b>	<b>(2.00)</b>	<b>(8.3%)</b>
<b>DEPARTMENT TOTAL</b>	<b>416.50</b>	<b>416.50</b>	<b>411.00</b>	<b>412.00</b>	<b>410.00</b>	<b>(1.00)</b>	<b>(0.2%)</b>

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accountant	3.00	3.00	3.00	3.00	3.00	-	0.0%
Accounting Specialist	3.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	10.00	12.00	12.00	12.00	12.00	-	0.0%
Administrative Staff Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Supervisor	1.00	2.00	2.00	2.00	2.00	-	0.0%
Applications Development Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Assistant County Manager	1.00	-	-	-	-	-	N/A
Business Systems Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	5.00	6.00	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	8.00	9.00	9.00	9.00	9.00	-	0.0%
Crew Leader	11.00	11.00	12.00	12.00	11.00	(1.00)	(8.3%)
Database Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Development Services Specialist	2.00	3.00	3.00	3.00	3.00	-	0.0%
Development Svcs Technician	1.00	-	-	-	-	-	N/A
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	20.00	21.00	21.00	22.00	21.00	-	0.0%
Engineering Associate	15.00	14.00	13.00	13.00	13.00	-	0.0%
Engineering Manager	3.00	3.00	3.00	3.00	3.00	-	0.0%
Engineering Specialist	19.00	21.00	16.00	16.00	21.00	5.00	31.3%
Engineering Supervisor	6.00	6.00	6.00	6.00	5.00	(1.00)	(16.7%)
Engineering Technician	21.00	20.00	13.00	14.00	20.00	7.00	53.8%
Equipment Operator	49.00	49.00	48.00	48.00	48.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Field Operations Supervisor	10.00	10.00	9.00	9.00	9.00	-	0.0%
Finance Manager - Large	1.00	1.00	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%
General Laborer	1.00	1.00	1.00	1.00	1.00	-	0.0%
General Maintenance Worker	48.00	48.00	29.00	29.00	29.00	-	0.0%
GIS Programmer/Analyst - Senior/Lead	-	-	1.00	1.00	-	(1.00)	(100.0%)
Grant-Contract Administrator	1.00	1.00	2.00	1.00	1.00	(1.00)	(50.0%)
Heavy Equipment Operator	26.00	26.00	22.00	22.00	26.00	4.00	18.2%
Heavy Equipment Operator - Sr	-	-	4.00	4.00	-	(4.00)	(100.0%)
Help Desk Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Highway/Flood Operations Supt	-	-	3.00	3.00	3.00	-	0.0%
Human Resources Analyst	2.00	-	-	-	-	-	N/A
Human Resources Specialist	1.00	-	-	-	-	-	N/A
Inspection Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Inspector	18.00	17.00	16.00	16.00	16.00	-	0.0%
IT Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT PMO Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Program Manager	-	-	1.00	1.00	1.00	-	0.0%
IT Project Manager	3.00	3.00	2.00	2.00	2.00	-	0.0%
Legislative Analyst	-	-	1.00	1.00	1.00	-	0.0%
Management Analyst	3.00	4.00	3.00	3.00	2.00	(1.00)	(33.3%)
Materials Testing Supervisor	1.00	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	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant	13.00	12.00	12.00	12.00	12.00	-	0.0%
Office Assistant Specialized	4.00	5.00	5.00	5.00	5.00	-	0.0%
Operations Supervisor - PW	7.00	7.00	5.00	5.00	6.00	1.00	20.0%
Operations/Program Manager	3.00	3.00	-	-	-	-	N/A
Operations/Program Supervisor	-	1.00	-	-	1.00	1.00	N/A
PC/LAN Technician	5.50	5.50	5.00	5.00	5.00	-	0.0%
Planner	3.00	2.00	3.00	3.00	4.00	1.00	33.3%
Planning Division Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Planning Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Procurement Specialist	4.00	4.00	4.00	4.00	4.00	-	0.0%
Procurement Supervisor - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	5.00	4.00	4.00	4.00	4.00	-	0.0%
Programmer/Analyst	4.00	4.00	4.00	4.00	4.00	-	0.0%
Programmer/Analyst - Senior/Lead	2.00	2.00	2.00	2.00	2.00	-	0.0%
Road Technician	21.00	21.00	40.00	40.00	40.00	-	0.0%
Roadway Operations Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Survey Aide	-	-	4.00	4.00	-	(4.00)	(100.0%)
Survey Manager	-	-	1.00	1.00	-	(1.00)	(100.0%)
Survey Party Chief	-	-	5.00	5.00	-	(5.00)	(100.0%)
Survey Technician	-	-	2.00	2.00	-	(2.00)	(100.0%)
Systems Administrator - Senior/Lead	2.00	2.00	2.00	2.00	2.00	-	0.0%
Technical Support Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Telecomm Engineer	1.00	-	-	-	-	-	N/A
Telecomm Engineer - Sr/Ld	-	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 Specialist	2.00	2.00	1.00	1.00	2.00	1.00	100.0%
Warehouse/Inventory Specialist Lead	-	-	1.00	-	-	(1.00)	(100.0%)
Warehouse/Inventory Supervisor	1.00	1.00	-	1.00	1.00	1.00	N/A
Web Designer/Developer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Web Designer/Developer - Senior/Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>416.50</b>	<b>416.50</b>	<b>411.00</b>	<b>412.00</b>	<b>410.00</b>	<b>(1.00)</b>	<b>(0.2%)</b>

Staffing by Fund

DEPARTMENT/FUND	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
223 TRANSPORTATION GRANTS	1.00	1.00	1.00	1.00	1.00	-	0.0%
232 TRANSPORTATION OPERATIONS	415.50	415.50	410.00	411.00	409.00	(1.00)	(0.2%)
<b>Department Total</b>	<b>416.50</b>	<b>416.50</b>	<b>411.00</b>	<b>412.00</b>	<b>410.00</b>	<b>(1.00)</b>	<b>(0.2%)</b>

General Adjustments

**Personnel:** FY 2015 personnel expenditures increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

**Base Adjustments:**

**Transportation Operations Fund (232)**

- Increase Regular Benefits by \$10,507 for the impact of changes in retirement contribution rates.
- Decrease Internal Service Charges by \$82,394 for the impact of changes in telecom charges.
- Increase Internal Service Charges by \$190,342 for the impact of changes in risk management charges.
- Increase in State Shared HURF revenues of \$11,240,432 as a result of budgeting the most likely scenario rather than the pessimistic scenario and a partial restoration of HURF revenue, which was diverted by the State of Arizona to the Department of Public Safety.

**Transportation Grants Fund (223)**

- Increase Regular Benefits by \$15 for the impact of changes in retirement contribution rates.
- Increase Revenue by \$684,820 and increase Expenditures by \$684,805 for anticipated grant activity.

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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of construction projects executed per approved schedule.	45.0%	83.3%	83.3%	84.2%	0.9%	1.1%
Percent of construction projects closed out in 90 days.	66.7%	83.3%	83.3%	84.2%	0.9%	1.1%
Percent construction cost overrun (cost construction growth).	1.2%	5.0%	5.0%	5.0%	(0.0%)	-0.0%
Percent of contract insurance policies that do not lapse beyond expiration date.	69.5%	84.0%	84.0%	85.0%	1.0%	1.2%
Percent of design projects executed per approved schedule.	83.3%	87.0%	87.0%	88.2%	1.3%	1.5%
Percent of design projects executed per approved budget.	83.3%	87.0%	87.0%	88.2%	1.3%	1.5%
Percent of design projects executed per approved scope.	83.3%	87.0%	87.0%	88.2%	1.3%	1.5%
Percent of contracts awarded that are within 10% of the Engineer's estimate.	100.0%	83.3%	83.3%	100.0%	16.7%	20.0%
Percent of Transportation Improvement projects planned for completion that are completed on time.	76.5%	83.3%	83.3%	86.7%	3.3%	4.0%
Percent of Maricopa County arterial roads in "Good" or better condition.	79.9%	85.0%	85.0%	N/A	N/A	N/A
Percent of design surveys delivered to project delivery teams within the agreed upon timeframe.	95.1%	87.1%	91.3%	85.5%	(1.6%)	-1.9%
Percent of construction project delay claims due to survey not meeting the schedule.	0.0%	1.7%	30.5%	100.0%	98.3%	5718.2%
Percent of Quality Assurance (QA) tests completed within 48-hour turnaround time for a given month.	97.5%	90.0%	90.5%	93.0%	3.0%	3.3%

Activities that comprise this program include:

- Land Surveying Services
- Materials Technology
- Roadway Construction
- Transportation Construction 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of design surveys delivered to project delivery teams within the agreed upon timeframe.	95.1%	87.1%	91.3%	85.5%	(1.6%)	-1.9%
Result	Percent of construction project delay claims due to survey not meeting the schedule.	0.0%	1.7%	30.5%	100.0%	98.3%	5718.2%
Output	Number of Land Survey Requests completed.	164	194	207	200	6	3.1%
Demand	Number of Land Survey Requests submitted.	231	257	263	231	(26)	-10.1%
Expenditure Ratio	Total expenditure per Land Survey Request completed.	\$ 3,806.43	\$ 3,948.85	\$ 3,442.40	\$ 3,141.89	\$ 806.96	20.4%
<i>Expenditure</i>							
	232 - TRANSPORTATION OPERATIONS	\$ 624,254	\$ 766,076	\$ 712,576	\$ 628,377	\$ 137,699	18.0%
	TOTAL USES	\$ 624,254	\$ 766,076	\$ 712,576	\$ 628,377	\$ 137,699	18.0%

**Activity Narrative:** The volume of survey requests demanded and completed each year is typically influenced by the number of new construction projects in the Transportation Improvement Program plan. As such, the demand currently being requested is expected to decrease due to the number of individual tasks requested on projects, while the number of survey requests completed is expected to increase due to the number of carryover requests from prior fiscal years. Although the expenditures and expenditure ratio is expected to decrease, this is not reflective of the decrease in demand, but rather, that the expenditures and expenditure ratio is expected to decrease due to personnel and benefit costs.

### 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 pre-determined 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Quality Assurance (QA) tests completed within 48-hour turnaround time for a given month.	97.5%	90.0%	90.5%	93.0%	3.0%	3.3%
Output	Number of quality assurance tests completed.	3,199	2,634	2,139	2,640	6	0.2%
Output	Number of design projects serviced.	60	44	43	40	(4)	-9.1%
Output	Number of Quality Assurance Tests completed within a 48-hour period.	3,118	2,371	1,936	2,455	84	3.5%
Demand	Number of quality assurance tests requested.	3,199	2,664	2,139	2,640	(24)	-0.9%
Expenditure Ratio	Total expenditure per design project serviced.	\$ 8,586.98	\$ 17,377.16	\$ 16,433.47	\$ 18,762.38	\$ (1,385.22)	-8.0%
<i>Expenditure</i>							
	232 - TRANSPORTATION OPERATIONS	\$ 515,219	\$ 764,595	\$ 706,639	\$ 750,495	\$ 14,100	1.8%
	TOTAL USES	\$ 515,219	\$ 764,595	\$ 706,639	\$ 750,495	\$ 14,100	1.8%

**Activity Narrative:** The volume of quality assurance tests demanded and completed each year is typically influenced by the number of design projects in the Transportation Improvement Program plan. As such, the demand that is currently being requested is expected to decrease in FY 2015 due to the reduction of design projects in the Transportation Improvement Program plan. On the other hand, quality assurance tests completed is expected to increase in FY 2015 due to the number of carryover requests from prior fiscal years.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Maricopa County arterial roads in "Good" or better condition.	79.9%	85.0%	85.0%	N/A	N/A	N/A
Output	Number of bridge lane miles constructed or upgraded.	-	5	5	5	0	8.7%
Output	Number of bridge upgrades provided.	-	1	1	1	-	0.0%
Output	Number of road lane miles constructed.	26	48	48	48	-	0.0%
Demand	Number of bridge lane miles scheduled.	-	5	5	5	0	8.7%
Demand	Number of bridges requiring an upgrade.	-	1	1	1	-	0.0%
Demand	Number of road lane miles scheduled.	26	48	48	48	-	0.0%
Expenditure Ratio	Total expenditure per bridge lane mile constructed.	N/A	\$ 17,845,437.17	\$ 14,375,814.78	\$ 16,515,700.00	\$ 1,329,737.17	7.5%
Expenditure Ratio	Total expenditure per road lane mile constructed.	\$ 2,857,774.90	\$ 1,710,187.73	\$ 1,377,682.25	\$ 1,720,385.42	\$ (10,197.69)	-0.6%
<b>Revenue</b>							
	234 - TRANSPORTATION CAPITAL PROJECT	\$ 93,216,907	\$ 66,114,760	\$ 64,340,169	\$ 61,709,576	\$ (4,405,184)	-6.7%
	900 - ELIMINATIONS	(48,134,797)	(48,134,797)	(48,134,797)	(48,134,797)	-	0.0%
	TOTAL SOURCES	\$ 45,082,110	\$ 17,979,963	\$ 16,205,372	\$ 13,574,779	\$ (4,405,184)	-24.5%
<b>Expenditure</b>							
	232 - TRANSPORTATION OPERATIONS	\$ 48,134,797	\$ 48,134,797	\$ 48,134,797	\$ 48,134,797	-	0.0%
	234 - TRANSPORTATION CAPITAL PROJECT	73,444,815	82,089,011	66,128,748	82,578,500	(489,489)	-0.6%
	900 - ELIMINATIONS	(48,134,797)	(48,134,797)	(48,134,797)	(48,134,797)	-	0.0%
	TOTAL USES	\$ 73,444,815	\$ 82,089,011	\$ 66,128,748	\$ 82,578,500	\$ (489,489)	-0.6%

**Activity Narrative:** The number of projects to be constructed each year varies due to the size and complexity of the projects in the program and the available funds. The reduction in number of bridge lane miles constructed is a function of the projects ready for construction even though the number of bridge upgrades remains the same. The increase in the number of Dust Mitigation and Pavement Construction and Preservation projects is reflected in the increase in total lane miles scheduled. These smaller less extensive projects reduce the total expenditures per road lane mile compared to FY 2013.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of construction projects executed per approved schedule.	45.0%	83.3%	83.3%	84.2%	0.9%	1.1%
Result	Percent of construction projects closed out in 90 days.	66.7%	83.3%	83.3%	84.2%	0.9%	1.1%
Result	Percent construction cost overrun (cost construction growth).	1.2%	5.0%	5.0%	5.0%	(0.0%)	-0.0%
Result	Percent of contract insurance policies that do not lapse beyond expiration date.	69.5%	84.0%	84.0%	85.0%	1.0%	1.2%
Output	Contracted construction budget dollars.	24,960,870	46,705,750	46,705,750	41,819,000	(4,886,750)	-10.5%
Output	Number of construction projects delivered.	20	12	12	19	7	58.3%
Demand	Number of construction projects scheduled.	21	12	12	19	7	58.3%
Expenditure Ratio	Total expenditure per constructed project.	\$ 18,533.25	\$ 39,894.17	\$ 38,250.83	\$ 34,716.58	\$ 5,177.59	13.0%
<i>Expenditure</i>							
	232 - TRANSPORTATION OPERATIONS	\$ 370,665	\$ 478,730	\$ 459,010	\$ 659,615	\$ (180,885)	-37.8%
	TOTAL USES	\$ 370,665	\$ 478,730	\$ 459,010	\$ 659,615	\$ (180,885)	-37.8%

**Activity Narrative:** The number of projects to be constructed each year varies due to the size and complexity of the projects in the program and the available funds. While the number of projects for completion has increased, the decrease in the funds budgeted for construction is a function of the size and type of projects scheduled for construction. This is seen in the Expenditure Ratio reduction, which is an indication that overall, smaller projects requiring less oversight on a per project basis are planned for construction this year. The number of projects completed is dependent on contractor performance, the accuracy of their construction schedule, and the number of change orders requested.

**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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
		ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Result	Percent of design projects executed per approved schedule.	83.3%	87.0%	87.0%	88.2%	1.3%	1.5%
Result	Percent of design projects executed per approved budget.	83.3%	87.0%	87.0%	88.2%	1.3%	1.5%
Result	Percent of design projects executed per approved scope.	83.3%	87.0%	87.0%	88.2%	1.3%	1.5%
Result	Percent of contracts awarded that are within 10% of the Engineer's estimate.	100.0%	83.3%	83.3%	100.0%	16.7%	20.0%
Result	Percent of Transportation Improvement projects planned for completion that are completed on time.	76.5%	83.3%	83.3%	86.7%	3.3%	4.0%
Output	Number of design projects managed.	24	23	23	17	(6)	-26.1%
Output	Number of projects planned to be completed as submitted in the budget.	17	12	12	15	3	25.0%
Demand	Number of design projects to be managed this fiscal year.	24	23	23	17	(6)	-26.1%
Demand	Number of Transportation Improvement Program projects scheduled for completion by end of Fiscal Year.	17	12	12	15	3	25.0%
Expenditure Ratio	Total activity expenditure per design project managed.	\$ 25,788.25	\$ 23,950.57	\$ 22,468.04	\$ 41,538.06	\$ (17,587.49)	-73.4%
Expenditure Ratio	Total expenditure per project in Transportation Improvement Program project completed by end of the fiscal year.	\$ 25,788.25	\$ 23,950.57	\$ 22,468.04	\$ 41,538.06	\$ (17,587.49)	-73.4%
<i>Expenditure</i>							
	232 - TRANSPORTATION OPERATIONS	\$ 618,918	\$ 550,863	\$ 516,765	\$ 706,147	\$ (155,284)	-28.2%
	TOTAL USES	\$ 618,918	\$ 550,863	\$ 516,765	\$ 706,147	\$ (155,284)	-28.2%

**Activity Narrative:** The volume of project management projects demanded and completed each year is typically influenced by the number of design/scoping projects in the Transportation Improvement Program plan. As such, the demand that is currently being requested is expected to decrease in FY 2015 due to the number of design/scoping projects also experiencing a decrease. However, the number of projects scheduled for completion has increased due to the number of carryover projects from prior fiscal years. Although the demand for projects for completion has increased, this is not the leading contributor to the increase in expenditures and expenditure ratio, but rather is primarily due to the increase in personnel and benefit costs.

### 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of document reviews completed within requested review period.	92.0%	100.0%	95.9%	100.0%	0.0%	0.0%
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.	0.0%	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.	98.3%	98.1%	100.0%	100.0%	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.	100.0%	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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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.	0.0%	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.	7	4	4	3	(1)	-25.0%
Demand	Number of improvement options and/or district petition requests received.	5	8	8	7	(1)	-12.5%
Expenditure Ratio	Total activity expenditure per improvement district petition processed.	\$ 0.29	\$ -	\$ 678.75	\$ 10.33	\$ (10.33)	N/A
<i>Expenditure</i>							
	232 - TRANSPORTATION OPERATIONS	\$ 2	\$ -	\$ 2,715	\$ 31	\$ (31)	N/A
	TOTAL USES	\$ 2	\$ -	\$ 2,715	\$ 31	\$ (31)	N/A

**Activity Narrative:** The volume of petitions received and processed each year is typically influenced by the residents of unincorporated areas in Maricopa County and their interest in creating community improvements. As such, the demand that is currently being requested is less in FY 2015 due to the historical data reflecting a steady decrease for the last two fiscal years. Although the demand is expected to decrease, this is not reflective of the expenditure ratio as all expenditures for the Improvement District supported by the Department of Transportation are re-allocated to the Improvement District.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of plan reviews completed within specified time frame.	98.3%	98.1%	100.0%	100.0%	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.	1,257	1,216	907	1,200	(16)	-1.3%
Output	Number of Planning & Development cases reviewed.	455	500	500	500	-	0.0%
Output	Number of construction permits issued.	924	1,200	1,200	1,000	(200)	-16.7%
Output	Number of Oversize/Overweight permits issued.	736	400	400	800	400	100.0%
Output	Number of Cease Work Order situations resolved.	157	160	160	150	(10)	-6.3%
Demand	Number of Planning & Development cases submitted for review.	455	500	500	500	-	0.0%
Demand	Number of plan sheets submitted for review.	1,257	1,216	907	1,200	(16)	-1.3%
Demand	Number of construction permit applications submitted.	924	1,200	1,200	1,000	(200)	-16.7%
Demand	Number of Oversize/Overweight permit applications submitted.	736	400	400	800	400	100.0%
Demand	Number of Cease Work Orders issued.	157	160	160	150	(10)	-6.3%
Expenditure Ratio	Total activity expenditure per plan sheet reviewed.	\$ 946.05	\$ 852.87	\$ 1,234.24	\$ 1,047.25	\$ (194.38)	-22.8%
<i>Revenue</i>							
	232 - TRANSPORTATION OPERATIONS	\$ 640,651	\$ 700,000	\$ 720,015	\$ 700,000	\$ -	0.0%
	TOTAL SOURCES	\$ 640,651	\$ 700,000	\$ 720,015	\$ 700,000	\$ -	0.0%
<i>Expenditure</i>							
	232 - TRANSPORTATION OPERATIONS	\$ 1,189,191	\$ 1,037,089	\$ 1,119,454	\$ 1,256,703	\$ (219,614)	-21.2%
	TOTAL USES	\$ 1,189,191	\$ 1,037,089	\$ 1,119,454	\$ 1,256,703	\$ (219,614)	-21.2%

**Activity Narrative:** The volume of right-of-way regulations demanded and completed each year is typically influenced by the number of construction applications received from the public and is sensitive to the local economic conditions. As construction is still recovering from the recession, the number of permit applications, cease work orders, and plans submitted for review are expected to decrease.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of document reviews completed within requested review period.	92.0%	100.0%	95.9%	100.0%	0.0%	0.0%
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).	377	380	294	334	(46)	-12.1%
Output	Number of project plans provided (small, medium, large).	39	24	31	28	4	16.7%
Output	Number of bridges and structures inspected.	154	200	200	160	(40)	-20.0%
Demand	Number of project reviews required (small, medium, large).	376	380	296	334	(46)	-12.1%
Demand	Number of project plans required (small, medium, large).	39	24	31	28	4	16.7%
Demand	Number of bridges and structures to be inspected this fiscal year.	154	200	200	160	(40)	-20.0%
Expenditure Ratio	Total expenditure per project plan provided (small, medium, large).	\$ 27,157.28	\$ 62,413.58	\$ 45,735.84	\$ 50,329.86	\$ 12,083.73	19.4%
<i>Expenditure</i>							
	232 - TRANSPORTATION OPERATIONS	\$ 1,059,134	\$ 1,497,926	\$ 1,417,811	\$ 1,409,236	\$ 88,690	5.9%
	TOTAL USES	\$ 1,059,134	\$ 1,497,926	\$ 1,417,811	\$ 1,409,236	\$ 88,690	5.9%

**Activity Narrative:** The volume of project plans/reviews required and completed each year is typically influenced by the number of design projects in the Transportation Improvement Program plan. The number of bridge inspections typically required and completed each year is highly influenced by the calendarized schedule for each bridge. As such, project plans are expected to increase due to the calculation of production numbers. This is due primarily to projects having different time requirements and the character of future projects is unknown. However, bridges and structures inspected are expected to decrease in FY 2015 due to the schedule of bridges inspected per year. The schedule varies greatly due to some bridges being on a 24 month interval while others are on a 48 month interval.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of construction projects completed safely and within the targeted time frame providing a utilities conflict free right-of-way.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of miles of utility relocation and construction completed.	1,062	900	900	900	-	0.0%
Demand	Number of miles of utility relocation & construction required.	1,062	900	900	900	-	0.0%
Expenditure Ratio	Total expenditure per utility relocation and construction completed.	\$ 507.93	\$ 590.24	\$ 605.71	\$ 661.31	\$ (71.07)	-12.0%
<i>Revenue</i>							
	232 - TRANSPORTATION OPERATIONS	\$ 300,112	\$ 250,000	\$ 194,488	\$ -	\$ (250,000)	-100.0%
	TOTAL SOURCES	\$ 300,112	\$ 250,000	\$ 194,488	\$ -	\$ (250,000)	-100.0%
<i>Expenditure</i>							
	232 - TRANSPORTATION OPERATIONS	\$ 539,425	\$ 531,220	\$ 545,138	\$ 595,182	\$ (63,962)	-12.0%
	TOTAL USES	\$ 539,425	\$ 531,220	\$ 545,138	\$ 595,182	\$ (63,962)	-12.0%

**Activity Narrative:** The volume of utility relocations demanded and completed each year is typically influenced by the number of construction projects in the Transportation Improvement Program plan and by local utility companies that have the need to lay utilities through County right-of-way. Although there is no change reflected for utility construction required and completed in FY 2015, the Utilities Engineering Branch expenditures and expenditure ratio is expected to increase primarily due to the increase in personnel and benefit costs. In the event that a local utility company runs utilities through County right-of-way, Transportation collects Non-HURF revenue for the use of County right-of-way. In FY 2015, the budget line of the Non-HURF revenue has been moved out of Utilities Engineering and into Transportation Administration. As such, both Non-HURF revenue and expenditure has been provided with its own accounting string (6410-RCOM) to allow for ease of tracking Non-HURF fund balance.

### 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of unscheduled signal malfunction repair work orders completed within two	100.0%	94.6%	97.8%	89.9%	(4.6%)	-4.9%
Percent of preventative maintenance work orders completed within predetermined monthly schedule.	91.4%	100.0%	98.2%	97.3%	(2.7%)	-2.7%
Percent of utility location work orders completed within two business days.	100.0%	100.0%	96.7%	95.3%	(4.7%)	-4.7%
Percent of plan review projects completed within three weeks.	97.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of temporary and permanent traffic control device projects completed within agreed upon time period.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of roadway traffic incidents responded to within 30 minutes of notification.	100.0%	100.0%	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.	70.2%	72.6%	77.2%	72.4%	(0.2%)	-0.2%
Percent of travel time saved on major Maricopa County corridors as measured through the most current before and after study.	7.5%	9.8%	9.8%	99.9%	90.1%	919.1%
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.	97.0%	100.0%	97.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Emergency Traffic Management
- Real Time Traffic Management
- Regional Traffic Management Support
- Traffic Design and Studies
- Traffic Signals and Intelligent Transportation System Field Service

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of roadway traffic incidents responded to within 30 minutes of notification.	100.0%	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.	157	160	151	160	-	0.0%
Demand	Number of traffic incident call outs requested.	173	180	167	180	-	0.0%
Expenditure Ratio	Total activity expenditure per call out response provided.	\$ 2,027.12	\$ 2,342.21	\$ 2,304.68	\$ 2,477.37	\$ (135.16)	-5.8%
<i>Expenditure</i>							
	232 - TRANSPORTATION OPERATIONS	\$ 318,258	\$ 374,753	\$ 348,006	\$ 396,379	\$ (21,626)	-5.8%
	TOTAL USES	\$ 318,258	\$ 374,753	\$ 348,006	\$ 396,379	\$ (21,626)	-5.8%

**Activity Narrative:** There are no anticipated changes from FY 2014 to FY 2015.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of traffic signals on Maricopa County roadways that provide optimum "green" time to achieve efficient traffic flow.	70.2%	72.6%	77.2%	72.4%	(0.2%)	-0.2%
Result	Percent of travel time saved on major Maricopa County corridors as measured through the most current before and after study.	7.5%	9.8%	9.8%	99.9%	90.1%	919.1%
Output	Number of Maricopa County traffic signal plans optimized.	140	80	80	80	-	0.0%
Demand	Number of Maricopa County traffic signal plans requiring optimization.	80	80	80	80	-	0.0%
Expenditure Ratio	Total activity expenditure per Maricopa County traffic signal optimized.	\$ 5,126.77	\$ 8,921.11	\$ 8,491.51	\$ 9,663.65	\$ (742.54)	-8.3%
<i>Expenditure</i>							
	232 - TRANSPORTATION OPERATIONS	\$ 717,748	\$ 713,689	\$ 679,321	\$ 773,092	\$ (59,403)	-8.3%
	TOTAL USES	\$ 717,748	\$ 713,689	\$ 679,321	\$ 773,092	\$ (59,403)	-8.3%

**Activity Narrative:** The volume of traffic signals optimization required and completed each year is typically influenced by the traveling public and the goal to reduce travel time. As such, in FY 2014 Transportation had re-evaluated the calculation used to determine the travel time saved on major Maricopa County corridors. The re-evaluation of this calculation now provides Maricopa County and its residents with a more accurate result.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
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.	97.0%	100.0%	97.0%	100.0%	0.0%	0.0%
Output	Number of incident information dissemination provided.	31,706	30,000	32,033	32,000	2,000	6.7%
Output	Number of traveler information messages verified and posted.	6,399	4,800	6,308	6,800	2,000	41.7%
Demand	Number of requests for incident information dissemination received.	32,058	30,500	30,500	35,000	4,500	14.8%
Expenditure Ratio	Total expenditure per incident information dissemination provided.	\$ 9.94	\$ 30.03	\$ 25.90	\$ 28.36	\$ 1.67	5.6%
<i>Revenue</i>							
	223 - TRANSPORTATION GRANTS	\$ 53,447	\$ 636,122	\$ 574,663	\$ 684,820	\$ 48,698	7.7%
	TOTAL SOURCES	\$ 53,447	\$ 636,122	\$ 574,663	\$ 684,820	\$ 48,698	7.7%
<i>Expenditure</i>							
	223 - TRANSPORTATION GRANTS	\$ 148,904	\$ 636,688	\$ 591,267	\$ 684,820	\$ (48,132)	-7.6%
	232 - TRANSPORTATION OPERATIONS	166,144	264,074	238,290	222,574	41,500	15.7%
	TOTAL USES	\$ 315,048	\$ 900,762	\$ 829,557	\$ 907,394	\$ (6,632)	-0.7%

**Activity Narrative:** The volume of incident information disseminations received and provided are typically influenced by the number of incidents received through the Advanced Traveler Information System (ATIS), which is a national 5-1-1 system, whereby each state's traveler information can be obtained by dialing 5-1-1. As such, the volume of incident information dissemination that is currently being requested is expected to increase in FY 2015 due to the enhanced technology to detect and report incidents through the completion of Traffic Management Center (TMC) upgrade projects, Regional Archived Data System (RADS) enhancement and ATIS projects. This also leads to the increase in traveler information messages verified due to the focus on enhanced traffic management operations including restructuring of ITS staff, improved coordination between TMC and Regional Emergency Action Coordination Team (REACT) staff and also better coordination with the local and state partners through AZTech regional traffic management and operations partnerships led by MCDOT and Arizona Department of Transportation.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of plan review projects completed within three weeks.	97.8%	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.	36	105	99	104	(1)	-1.0%
Output	Number of plan reviews completed.	183	153	173	152	(1)	-0.7%
Demand	Number of plan reviews requested.	185	153	174	152	(1)	-0.7%
Demand	Number of temporary and permanent traffic control devices projects needed.	36	105	99	104	(1)	-1.0%
Expenditure Ratio	Total expenditure per plan review.	\$ 7,326.43	\$ 10,739.74	\$ 9,044.44	\$ 10,727.07	\$ 12.67	0.1%
Expenditure Ratio	Total expenditure per temporary and permanent traffic control device project.	\$ 37,242.67	\$ 15,649.33	\$ 15,804.93	\$ 15,678.02	\$ (28.69)	-0.2%
<i>Expenditure</i>							
	232 - TRANSPORTATION OPERATIONS	\$ 1,340,736	\$ 1,643,180	\$ 1,564,688	\$ 1,630,514	\$ 12,666	0.8%
	TOTAL USES	\$ 1,340,736	\$ 1,643,180	\$ 1,564,688	\$ 1,630,514	\$ 12,666	0.8%

**Activity Narrative:** The volumes of traffic design/studies needed and completed each year are typically influenced by traffic counts that determine if traffic improvements are needed for design/study. As such, there is very little change in FY 2015 demand and output.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of unscheduled signal malfunction repair work orders completed within two hours.	100.0%	94.6%	97.8%	89.9%	(4.6%)	-4.9%
Result	Percent of preventative maintenance work orders completed within predetermined monthly schedule.	91.4%	100.0%	98.2%	97.3%	(2.7%)	-2.7%
Result	Percent of utility location work orders completed within two business days.	100.0%	100.0%	96.7%	95.3%	(4.7%)	-4.7%
Output	Number of signalized and Intelligent Transportation intersections maintained.	182	181	179	183	2	1.2%
Demand	Number of work order requests submitted.	1,384	1,870	1,314	1,885	15	0.8%
Expenditure Ratio	Total activity expenditure per signalized and Intelligent Transportation intersection maintained.	\$ 2,163.38	\$ 2,156.86	\$ 2,168.51	\$ 2,164.38	\$ (7.52)	-0.3%
<i>Revenue</i>							
	232 - TRANSPORTATION OPERATIONS	\$ 45,659	\$ 20,250	\$ 16,953	\$ 20,750	\$ 500	2.5%
	TOTAL SOURCES	\$ 45,659	\$ 20,250	\$ 16,953	\$ 20,750	\$ 500	2.5%
<i>Expenditure</i>							
	232 - TRANSPORTATION OPERATIONS	\$ 1,570,614	\$ 1,557,250	\$ 1,554,821	\$ 1,582,162	\$ (24,912)	-1.6%
	TOTAL USES	\$ 1,570,614	\$ 1,557,250	\$ 1,554,821	\$ 1,582,162	\$ (24,912)	-1.6%

**Activity Narrative:** The volume of traffic signal work orders demanded and completed each year is typically influenced by the number of traffic signals maintained by the department. As such, the demand in work orders is expected to increase in FY 2015, as well as the number of Intelligent Transportation intersections maintained due to new signal installation. In addition to new traffic signals, repairs and maintenance of existing traffic signal equipment is expected to decrease in FY 2015. This is primarily due to new equipment installation and the consolidation of equipment maintenance, which has allowed Transportation to decrease the number of unscheduled signal malfunction repair work and preventative maintenance.

### 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 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of paved roadway system mileage with pavement condition rating of "very good"	1.9%	85.0%	85.0%	85.0%	0.0%	0.0%
Percent of critical maintenance tasks that directly impact the immediate safety of Maricopa County residents and visitors completed within an average of 14 days.	87.5%	90.0%	90.0%	90.0%	0.0%	0.0%
Percent of critical maintenance projects to sustain maintenance of our transportation infrastructure to federal, state, and local safety and operational standards completed within an average of 90 days.	88.1%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of hazardous potholes responded to and safety hazard mitigated within 24 hours of notification to MCDOT Operations.	94.0%	100.0%	88.7%	100.0%	0.0%	0.0%
Percent of road maintenance program dollars used to extend the life of roads.	0.0%	30.0%	30.0%	30.0%	0.0%	0.0%
Percent of critical signs replaced within 3 hours of notification.	100.0%	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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of paved roadway system mileage with pavement condition rating of "very good or better".	1.9%	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.	87.5%	90.0%	90.0%	90.0%	0.0%	0.0%
Result	Percent of critical maintenance projects to sustain maintenance of our transportation infrastructure to federal, state, and local safety and operational standards completed within an average of 90 days.	88.1%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of hazardous potholes responded to and safety hazard mitigated within 24 hours of notification to MCDOT Operations.	94.0%	100.0%	88.7%	100.0%	0.0%	0.0%
Result	Percent of road maintenance program dollars used to extend the life of roads.	0.0%	30.0%	30.0%	30.0%	0.0%	0.0%
Output	Number of paved lane miles maintained with surface treatments.	734	560	1,090	560	-	0.0%
Demand	Number of street inventory (paved lane miles) scheduled to be maintained with surface treatments.	714	560	906	560	-	0.0%
Expenditure Ratio	Total activity expenditure per paved lane mile maintained with surface treatments.	\$ 37,345.92	\$ 54,660.03	\$ 24,516.72	\$ 52,840.58	\$ 1,819.45	3.3%
<i>Revenue</i>							
	223 - TRANSPORTATION GRANTS	\$ -	\$ 215,469	\$ 215,469	\$ -	\$ (215,469)	-100.0%
	232 - TRANSPORTATION OPERATIONS	786,852	239,800	485,226	235,000	(4,800)	-2.0%
	TOTAL SOURCES	\$ 786,852	\$ 455,269	\$ 700,695	\$ 235,000	\$ (220,269)	-48.4%
<i>Expenditure</i>							
	223 - TRANSPORTATION GRANTS	\$ -	\$ 215,469	\$ 215,469	\$ -	\$ 215,469	100.0%
	232 - TRANSPORTATION OPERATIONS	27,411,155	30,388,681	26,515,112	29,585,442	803,239	2.6%
	TOTAL USES	\$ 27,411,155	\$ 30,604,150	\$ 26,730,581	\$ 29,585,442	\$ 1,018,708	3.3%

**Activity Narrative:** The volume of road and right-of-way maintenance paved lane miles demanded and completed each year is typically influenced by the number of unincorporated roads requiring critical maintenance. Although there is no change reflected for road and right-of-way maintenance required and completed in FY 2015, the Roadway Maintenance Branch expenditure is expected to decrease primarily due to the decrease in personnel and benefits.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of critical signs replaced within 3 hours of notification.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of critical signs replaced within 3 hours.	N/A	N/A	N/A	120	N/A	N/A
Demand	Number of critical signs notifications.	N/A	N/A	N/A	120	N/A	N/A
Expenditure Ratio	Total expenditure per critical notification.	N/A	N/A	N/A	\$ 43,305.34	N/A	N/A
<i>Revenue</i>							
	232 - TRANSPORTATION OPERATIONS	\$ 14,518	\$ 5,000	\$ 12,540	\$ 5,000	\$ -	0.0%
	TOTAL SOURCES	\$ 14,518	\$ 5,000	\$ 12,540	\$ 5,000	\$ -	0.0%
<i>Expenditure</i>							
	232 - TRANSPORTATION OPERATIONS	\$ 4,521,463	\$ 5,495,008	\$ 5,177,545	\$ 5,196,641	\$ 298,367	5.4%
	TOTAL USES	\$ 4,521,463	\$ 5,495,008	\$ 5,177,545	\$ 5,196,641	\$ 298,367	5.4%

**Activity Narrative:** In FY 2015, Traffic Operations has implemented a set of new measures that identify the core objective of the three branches.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of environmental clearances delivered prior to 70% project design completion.	75.0%	50.0%	50.0%	80.0%	30.0%	60.0%
Percent of intergovernmental agreements completed on time based on a schedule mutually agreed upon with the Project Manager.	100.0%	86.7%	86.7%	100.0%	13.3%	15.4%
Percent of customers reporting satisfaction with Department of Transportation projects and services.	86.0%	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%	N/A	N/A	N/A
Percent of projects delivered that are in line with County goals as established in the Transportation System Plan.	100.0%	100.0%	100.0%	75.0%	(25.0%)	-25.0%

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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of environmental clearances delivered prior to 70% project design completion.	75.0%	50.0%	50.0%	80.0%	30.0%	60.0%
Output	Number of environmental clearances provided.	24	24	24	20	(4)	-16.7%
Demand	Number of projects requiring environmental clearance.	25	24	24	20	(4)	-16.7%
Expenditure Ratio	Total activity expenditure per environmental clearance provided.	\$ 2,977.38	\$ 7,139.42	\$ 5,223.29	\$ 7,809.40	\$ (669.98)	-9.4%
<i>Expenditure</i>							
	232 - TRANSPORTATION OPERATIONS	\$ 71,457	\$ 171,346	\$ 125,359	\$ 156,188	\$ 15,158	8.8%
	TOTAL USES	\$ 71,457	\$ 171,346	\$ 125,359	\$ 156,188	\$ 15,158	8.8%

**Activity Narrative:** The volume of environmental clearances demanded and provided each year is typically influenced by the number of new construction projects in the Transportation Improvement Program plan. As such, the demand that is currently being requested is expected to decrease in FY 2015 due to the decreased number of new construction projects expected. Although the expenditure is expected to decrease for environmental clearances, the expenditure ratio is expected to increase due to the decrease in clearances provided.

### 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
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%	100.0%	13.3%	15.4%
Output	Number of partnership agreements completed.	39	30	30	30	-	0.0%
Demand	Number of partnership agreements required.	39	30	30	30	-	0.0%
Expenditure Ratio	Total activity expenditure per partnership agreement completed.	\$ 7,565.64	\$ 14,257.80	\$ 12,963.87	\$ 14,117.70	\$ 140.10	1.0%
<i>Expenditure</i>							
	232 - TRANSPORTATION OPERATIONS	\$ 295,060	\$ 427,734	\$ 388,916	\$ 423,531	\$ 4,203	1.0%
	TOTAL USES	\$ 295,060	\$ 427,734	\$ 388,916	\$ 423,531	\$ 4,203	1.0%

**Activity Narrative:** The volume of project partnerships demanded and provided each year is typically influenced by the number of projects in the Transportation Improvement Program plan. Although there is no change reflected for agreements required and completed in FY 2015, the Intergovernmental Relations Branch is expected to increase the percent of IGAs' completed on-time to meet demand. This increase in IGA's completed is not the leading contributor to the increase in expenditures and

expenditure ratio, but rather that the expenditures and expenditure ratio is expected to decrease slightly.

**Transportation Outreach and Communications Activity**

The purpose of the Transportation Outreach and 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of customers reporting satisfaction with Department of Transportation projects and services.	86.0%	80.0%	80.0%	80.0%	0.0%	0.0%
Output	Number of public outreach events completed.	27	35	33	35	-	0.0%
Output	Number of impacted public poll that expressed "Overall Satisfaction" with Transportation services.	N/A	N/A	N/A	480	N/A	N/A
Demand	Number of public outreach events required.	27	35	33	35	-	0.0%
Expenditure Ratio	Total expenditure per public outreach event.	\$ 12,713.93	\$ 13,423.20	\$ 13,347.58	\$ 14,243.43	\$ (820.23)	-6.1%
<i>Expenditure</i>							
	232 - TRANSPORTATION OPERATIONS	\$ 343,276	\$ 469,812	\$ 440,470	\$ 498,520	\$ (28,708)	-6.1%
	TOTAL USES	\$ 343,276	\$ 469,812	\$ 440,470	\$ 498,520	\$ (28,708)	-6.1%

**Activity Narrative:** The volume of public outreach and communications demanded and completed each year is typically influenced by the number of new construction design concepts. In addition, although there is no change reflected for outreach and communications required and completed in FY 2015, the Public Information Officer Branch is expected to increase in expenditures and expenditure ratio primarily due to the increase in personnel and benefit costs, which is not reflective of the new output measure for "Overall Satisfaction" within Transportation Services.

**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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of analytical reports completed as identified in the Transportation System Plan.	100.0%	100.0%	100.0%	N/A	N/A	N/A
Output	Number of analytical reports completed.	4	3	3	-	(3)	-100.0%
Demand	Number of analytical reports required.	4	3	3	-	(3)	-100.0%
Expenditure Ratio	Total expenditure per analytical report completed.	\$ 110,167.25	\$ 108,055.00	\$ 128,023.67	N/A	N/A	N/A
<i>Expenditure</i>							
	232 - TRANSPORTATION OPERATIONS	\$ 440,669	\$ 324,165	\$ 384,071	\$ -	\$ 324,165	100.0%
	TOTAL USES	\$ 440,669	\$ 324,165	\$ 384,071	\$ -	\$ 324,165	100.0%

**Activity Narrative:** The Department has elected to inactivate this Activity and the costs associated with it for FY 2015 have been budgeted in the Transportation System Planning Activity. The Division will be seeking a new activity for FY 2016 Strategic Business Plan that will replace these measures.

### 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 aligned 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of projects delivered that are in line with County goals as established in the Transportation System Plan.	100.0%	100.0%	100.0%	75.0%	(25.0%)	-25.0%
Output	Number of corridor study miles completed.	22	28	28	35	7	25.0%
Demand	Number of corridor miles requiring a corridor study.	116	272	272	231	(41)	-15.1%
Expenditure Ratio	Total expenditure per corridor study mile completed.	\$ 12,137.73	\$ 18,992.71	\$ 15,781.21	\$ 23,097.97	\$ (4,105.26)	-21.6%
<i>Expenditure</i>							
	232 - TRANSPORTATION OPERATIONS	\$ 267,030	\$ 531,796	\$ 441,874	\$ 808,429	\$ (276,633)	-52.0%
	TOTAL USES	\$ 267,030	\$ 531,796	\$ 441,874	\$ 808,429	\$ (276,633)	-52.0%

**Activity Narrative:** The volume of corridor study miles required and completed each year is typically influenced by the Maricopa Association of Governments (MAG) and the recommended comprehensive transportation network of freeways, parkways, and major arterial roads, which is designed to meet the future traffic demands as set forth by MAG. As such, the demand that is currently being requested is expected to decrease due to the Long Range Planning Parkway Phase that is coming to a close. As Transportation approaches the end of the Long Range Planning Parkway Phase, the final corridors included a very long corridor that ultimately increased the number of study miles completed. As a result, a needs assessment is currently underway to assist in identifying updated numbers corresponding with miles requiring a study. Although, the corridor study miles is expected to increase, this has no reflection on the increase of expenditures and expenditure ratio, but rather the increase primarily due to the inactivation of the Transportation Project Programming activity and reallocation of all expenditure for that activity.

## Appropriated Budget Reconciliations

### Transportation Grants Fund (223)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 636,122</b>	<b>\$ 636,122</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ 215,469</b>	<b>\$ 215,469</b>
<i>Street Sweeper Grant</i>	<i>215,469</i>	<i>215,469</i>
Agenda Item:		
<i>C-64-14-026-M-00</i>		
<b>FY 2014 Revised Budget</b>	<b>\$ 851,591</b>	<b>\$ 851,591</b>
Adjustments:		
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ (851,591)</b>	<b>\$ (851,591)</b>
<i>Street Sweeper Grant</i>	<i>(215,469)</i>	<i>(215,469)</i>
<i>Grant Reconciliation</i>	<i>(636,122)</i>	<i>(636,122)</i>
Agenda Item:		
<i>C-64-14-026-M-00</i>		
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 15</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>15</i>	<i>-</i>
<b>Grants, Donations and Intergovernmental Agreements</b>		
<b>Grants</b>	<b>\$ 684,805</b>	<b>\$ 684,820</b>
<i>Grant Reconciliation</i>	<i>684,805</i>	<i>684,820</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 684,820</b>	<b>\$ 684,820</b>

### Transportation Grants Fund (223) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ -	\$ -	\$ -	\$ (45,002)	\$ (112,061)
Sources:					
Operating	\$ 117,044	\$ -	\$ -	\$ (51,239)	\$ -
Non-Recurring	58,314	636,122	851,591	790,916	684,820
Total Sources:	\$ 175,358	\$ 636,122	\$ 851,591	\$ 739,677	\$ 684,820
Uses:					
Non-Recurring	220,362	636,122	851,591	806,736	684,820
Total Uses:	\$ 220,362	\$ 636,122	\$ 851,591	\$ 806,736	\$ 684,820
Structural Balance	\$ 117,044	\$ -	\$ -	\$ (51,239)	\$ -
Accounting Adjustments	\$ 2	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Unassigned	(45,002)	-	-	(112,061)	(112,061)
Total Ending Spendable Fund Balance	\$ (45,002)	\$ -	\$ -	\$ (112,061)	\$ (112,061)

Grant revenue is received as a reimbursement that results in a deficit balance at the close of fiscal year-end.

Transportation Operations Fund (232)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 58,236,556</b>	<b>\$ 94,967,838</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 998,025</b>	<b>\$ -</b>
County RPP	987,343	-
2nd Quarter Retention Pay and Market Adj	10,682	-
Agenda Item:		
C-49-13-092-2-00		
C-49-14-032-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 59,234,581</b>	<b>\$ 94,967,838</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 169,946</b>	<b>\$ -</b>
2nd Quarter Retention Pay and Market Adj	(10,682)	-
Annual Market Adjustment - IT	116,500	-
2nd to 4th Quarter Retention Pay Plan	64,128	-
Agenda Item:		
C-49-14-032-2-00		
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 59,404,527</b>	<b>\$ 94,967,838</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 10,507</b>	<b>\$ -</b>
Retirement Contributions	10,507	-
<b>Base Adjustments</b>	<b>\$ 107,948</b>	<b>\$ (27,880)</b>
Other Base Adjustments	(82,394)	(27,880)
Decrease Telecom	\$ (82,394)	
Internal Service Charges		190,342
Risk Management	\$ 190,342	-
<b>FY 2015 Tentative Budget</b>	<b>\$ 59,522,982</b>	<b>\$ 94,939,958</b>
Percent Change from Threshold Amount	0.2%	0.0%
Adjustments:		
<b>General Revenues</b>	<b>\$ -</b>	<b>\$ 11,240,432</b>
State Shared HURF	-	11,240,432
<b>FY 2015 Adopted Budget</b>	<b>\$ 59,522,982</b>	<b>\$ 106,180,390</b>
Percent Change from Threshold Amount	0.2%	11.8%

Transportation Operations Fund (232) (continued)

	Expenditures	Revenue
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 48,134,797</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 48,134,797</b>	<b>\$ -</b>
Adjustments:		
<b>Capital Improvement Program</b>	<b>\$ (48,134,797)</b>	<b>\$ -</b>
<i>Transfer to Capital Proj Fund</i>	<i>(48,134,797)</i>	<i>-</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Capital Improvement Program</b>	<b>\$ 48,134,797</b>	<b>\$ -</b>
<i>Transfer to Capital Proj Fund</i>	<i>48,134,797</i>	<i>-</i>
<b>Non Recurring</b>	<b>\$ 2,214,452</b>	<b>\$ -</b>
<i>Other Non Recurring</i>	<i>2,214,452</i>	<i>-</i>
<i>Facility Maintenance/Repairs</i>	<i>\$ 990,000</i>	
<i>Other IT Non Recurring</i>	<i>\$ 849,900</i>	
<i>Roadway Materials Non Recurring</i>	<i>\$ 374,552</i>	
<b>FY 2015 Adopted Budget</b>	<b>\$ 50,349,249</b>	<b>\$ -</b>

Transportation Operations Fund (232) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 37,383,320	\$ 29,175,413	\$ 29,175,413	\$ 33,914,018	\$ 26,717,559
Sources:					
Operating	\$ 97,871,622	\$ 94,967,838	\$ 94,967,838	\$ 95,040,259	\$ 106,180,390
Total Sources:	\$ 97,871,622	\$ 94,967,838	\$ 94,967,838	\$ 95,040,259	\$ 106,180,390
Uses:					
Operating	\$ 52,650,402	\$ 58,236,556	\$ 59,234,581	\$ 54,101,921	\$ 59,522,982
Non-Recurring	48,690,538	48,134,797	48,134,797	48,134,797	50,349,249
Total Uses:	\$ 101,340,940	\$ 106,371,353	\$ 107,369,378	\$ 102,236,718	\$ 109,872,231
Structural Balance	\$ 45,221,220	\$ 36,731,282	\$ 35,733,257	\$ 40,938,338	\$ 46,657,408
Accounting Adjustments	\$ 16	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 33,914,018	\$ 17,771,898	\$ 16,773,873	\$ 26,717,559	\$ 23,025,718
Total Ending Spendable Fund Balance	\$ 33,914,018	\$ 17,771,898	\$ 16,773,873	\$ 26,717,559	\$ 23,025,718

Transportation Capital Projects Fund (234)

	Expenditures	Revenue
<b>CAPITAL IMPROVEMENTS</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 82,089,011</b>	<b>\$ 17,979,963</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 82,089,011</b>	<b>\$ 17,979,963</b>
Adjustments:		
<b>Capital Improvement Program</b>	<b>\$ (82,089,011)</b>	<b>\$ (17,979,963)</b>
<i>Capital Improvement Prog Adj</i>	<i>(82,089,011)</i>	<i>-</i>
<i>Transfer to Capital Proj Fund</i>	<i>-</i>	<i>(17,979,963)</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Capital Improvement Program</b>	<b>\$ 82,578,500</b>	<b>\$ 13,574,779</b>
<i>Capital Improvement Prog Adj</i>	<i>82,578,500</i>	<i>13,574,779</i>
<b>FY 2015 Adopted CIP Projects</b>	<b>\$ 82,578,500</b>	<b>\$ 13,574,779</b>
MAG ALCP PROJECTS (ALCP)	\$ 23,400,000	
COUNTY ARTERIALS (ARTS)	14,840,000	
BRIDGE PRESERVATION (BRIG)	525,000	
DUST MITIGATION (DMIT)	3,160,000	
INTELLIGENT TRANS SYST ITS (INTL)	2,175,000	
PAVEMENT PRESERVATION (PAVE)	15,912,000	
PARTNERSHIP SUPPORT (PSUP)	1,577,500	
RIGHT-OF-WAY (RWAY)	180,000	
SAFETY PROJECTS (SAFE)	3,155,000	
TRANSPORTATION ADMINISTRATION (TADM)	10,877,000	
TRAFFIC IMPROVEMENTS (TIMP)	5,047,000	
TRANSPORTATION PLANNING (TPLN)	1,730,000	
<b>FY 2015 Adopted Budget</b>	<b>\$ 82,578,500</b>	<b>\$ 13,574,779</b>
<b>NON RECURRING NON PROJECT</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ -</b>	<b>\$ 48,134,797</b>
<b>FY 2014 Revised Budget</b>	<b>\$ -</b>	<b>\$ 48,134,797</b>
Adjustments:		
<b>Capital Improvement Program</b>	<b>\$ -</b>	<b>\$ (48,134,797)</b>
<i>Capital Improvement Prog Adj</i>	<i>-</i>	<i>(48,134,797)</i>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Capital Improvement Program</b>	<b>\$ -</b>	<b>\$ 48,134,797</b>
<i>Transfer to Capital Proj Fund</i>	<i>-</i>	<i>48,134,797</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ -</b>	<b>\$ 48,134,797</b>

**Transportation Capital Projects Fund (234) Fund Balance Summary**

	<b>FY 2013 ACTUAL</b>	<b>FY 2014 ADOPTED</b>	<b>FY 2014 REVISED</b>	<b>FY 2014 FORECAST</b>	<b>FY 2015 ADOPTED</b>
Beginning Spendable Fund Balance	\$ 12,783,096	\$ 15,974,251	\$ 15,974,251	\$ 32,603,825	\$ 30,815,246
Sources:					
Non-Recurring	93,265,519	66,114,760	66,114,760	64,340,169	61,709,576
Total Sources:	\$ 93,265,519	\$ 66,114,760	\$ 66,114,760	\$ 64,340,169	\$ 61,709,576
Uses:					
Non-Recurring	73,444,815	82,089,011	82,089,011	66,128,748	82,578,500
Total Uses:	\$ 73,444,815	\$ 82,089,011	\$ 82,089,011	\$ 66,128,748	\$ 82,578,500
Accounting Adjustments	\$ 25	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 32,603,825	\$ -	\$ -	\$ 30,815,246	\$ 9,946,322
Total Ending Spendable Fund Balance	\$ 32,603,825	\$ -	\$ -	\$ 30,815,246	\$ 9,946,322

## Treasurer

*Analysis by Idamarie C. Flaherty, Management and Budget Analyst*

### Summary

#### Mission

The mission of the Maricopa County Treasurer is to provide both the administration of property taxation for the County's residents and the accounting and investment of public monies for County agencies, school districts and other sub-political jurisdictions, as mandated by state and federal law, so that they can provide appropriate services to the County's residents.

#### Vision

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

### Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
TOUT - TREASURER OUTREACH	\$ -	\$ -	\$ -	\$ -	\$ 37,000	\$ 37,000	N/A
43TO - TREASURER OUTREACH	\$ -	\$ -	\$ -	\$ -	\$ 37,000	\$ 37,000	N/A
ODIR - EXECUTIVE MANAGEMENT	\$ 37,505	\$ 335,341	\$ 335,341	\$ 342,762	\$ 304,341	\$ (31,000)	-9.2%
99AS - INDIRECT SUPPORT	\$ 37,505	\$ 335,341	\$ 335,341	\$ 342,762	\$ 304,341	\$ (31,000)	-9.2%
<b>TOTAL PROGRAMS</b>	<b>\$ 37,505</b>	<b>\$ 335,341</b>	<b>\$ 335,341</b>	<b>\$ 342,762</b>	<b>\$ 341,341</b>	<b>\$ 6,000</b>	<b>1.8%</b>
<b>USES</b>							
BANK - BANKING	\$ 1,764,283	\$ 2,542,153	\$ 2,663,159	\$ 2,422,655	\$ 1,757,904	\$ 905,255	34.0%
43BK - BANKING	\$ 1,764,283	\$ 2,542,153	\$ 2,663,159	\$ 2,422,655	\$ 1,757,904	\$ 905,255	34.0%
TOUT - TREASURER OUTREACH	\$ -	\$ -	\$ -	\$ -	\$ 2,980,619	\$ (2,980,619)	N/A
43TO - TREASURER OUTREACH	\$ -	\$ -	\$ -	\$ -	\$ 2,980,619	\$ (2,980,619)	N/A
BDFS - BUDGET AND FINANCIAL SERVICES	\$ 283,886	\$ 240,576	\$ 249,964	\$ 250,619	\$ -	\$ 249,964	100.0%
HRAC - HUMAN RESOURCES	\$ 54,715	\$ 52,676	\$ 48,669	\$ 51,364	\$ -	\$ 48,669	100.0%
ODIR - EXECUTIVE MANAGEMENT	\$ 1,098,310	\$ 741,687	\$ 670,944	\$ 953,211	\$ -	\$ 670,944	100.0%
POOL - POOLED COSTS	\$ -	\$ (44,463)	\$ -	\$ -	\$ 9,029	\$ (9,029)	N/A
PROC - PROCUREMENT	\$ 17,370	\$ 17,416	\$ 18,052	\$ 17,924	\$ -	\$ 18,052	100.0%
SPPT - OPERATIONS SUPPORT	\$ -	\$ -	\$ -	\$ -	\$ 75,892	\$ (75,892)	N/A
99AS - INDIRECT SUPPORT	\$ 1,454,281	\$ 1,007,892	\$ 987,629	\$ 1,273,118	\$ 84,921	\$ 902,708	91.4%
GGOV - GENERAL GOVERNMENT	\$ -	\$ 228,449	\$ 228,449	\$ 228,449	\$ 228,449	\$ -	0.0%
INFR - INFRASTRUCTURE	\$ -	\$ -	\$ -	\$ -	\$ 83,145	\$ (83,145)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	\$ 16,752	\$ 15,424	\$ 15,424	\$ 15,420	\$ -	\$ 15,424	100.0%
MPOS - ELECTED AND STATUTRY OFFICIALS	\$ -	\$ -	\$ -	\$ -	\$ 63,631	\$ (63,631)	N/A
RISK - RISK PREMIUMS	\$ -	\$ -	\$ -	\$ -	\$ 16,484	\$ (16,484)	N/A
99GV - GENERAL OVERHEAD	\$ 16,752	\$ 243,873	\$ 243,873	\$ 243,869	\$ 391,709	\$ (147,836)	-60.6%
BUAS - BUSINESS APPLICATION DEV SUPP	\$ 1,058,369	\$ 1,147,868	\$ 1,257,189	\$ 1,196,835	\$ -	\$ 1,257,189	100.0%
TSPT - TECHNOLOGY SUPPORT	\$ 70,923	\$ 70,311	\$ 75,657	\$ 74,548	\$ -	\$ 75,657	100.0%
99IT - INFORMATION TECHNOLOGY	\$ 1,129,292	\$ 1,218,179	\$ 1,332,846	\$ 1,271,383	\$ -	\$ 1,332,846	100.0%
<b>TOTAL PROGRAMS</b>	<b>\$ 4,364,608</b>	<b>\$ 5,012,097</b>	<b>\$ 5,227,507</b>	<b>\$ 5,211,025</b>	<b>\$ 5,215,153</b>	<b>\$ 12,354</b>	<b>0.2%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 37,505	\$ 31,000	\$ 31,000	\$ 38,421	\$ 37,000	\$ 6,000	19.4%
<b>SUBTOTAL</b>	\$ 37,505	\$ 31,000	\$ 31,000	\$ 38,421	\$ 37,000	\$ 6,000	19.4%
<b>MISCELLANEOUS</b>							
0650 - MISCELLANEOUS REVENUE	\$ -	\$ 304,341	\$ 304,341	\$ 304,341	\$ 304,341	\$ -	0.0%
<b>SUBTOTAL</b>	\$ -	\$ 304,341	\$ 304,341	\$ 304,341	\$ 304,341	\$ -	0.0%
<b>ALL REVENUES</b>	\$ 37,505	\$ 335,341	\$ 335,341	\$ 342,762	\$ 341,341	\$ 6,000	1.8%
<b>TOTAL SOURCES</b>	\$ 37,505	\$ 335,341	\$ 335,341	\$ 342,762	\$ 341,341	\$ 6,000	1.8%
CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 2,869,735	\$ 2,898,296	\$ 3,118,856	\$ 3,075,859	\$ 3,326,405	\$ (207,549)	-6.7%
0705 - TEMPORARY PAY	59,389	44,503	40	2,645	63,964	(63,924)	-159810.0%
0710 - OVERTIME	501	6,336	6,336	2,664	-	6,336	100.0%
0750 - FRINGE BENEFITS	1,014,250	1,045,603	1,084,916	1,079,339	1,136,228	(51,312)	-4.7%
0790 - OTHER PERSONNEL SERVICES	14,245	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	\$ 3,958,120	\$ 3,994,738	\$ 4,210,148	\$ 4,160,507	\$ 4,526,597	\$ (316,449)	-7.5%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 55,541	\$ 21,900	\$ 21,900	\$ 27,869	\$ 35,647	\$ (13,747)	-62.8%
0803 - FUEL	252	500	500	395	360	140	28.0%
0804 - NON-CAPITAL EQUIPMENT	-	-	-	969	-	-	N/A
<b>SUBTOTAL</b>	\$ 55,793	\$ 22,400	\$ 22,400	\$ 29,233	\$ 36,007	\$ (13,607)	-60.7%
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 63,259	\$ 330,424	\$ 330,424	\$ 405,673	\$ 80,892	\$ 249,532	75.5%
0820 - RENT & OPERATING LEASES	6,497	7,008	7,008	9,417	-	7,008	100.0%
0825 - REPAIRS AND MAINTENANCE	150,929	297,855	297,855	241,824	176,650	121,205	40.7%
0830 - INTERGOVERNMENTAL PAYMENTS	-	228,449	228,449	228,449	228,449	-	0.0%
0839 - INTERNAL SERVICE CHARGES	92,525	99,323	99,323	98,848	98,194	1,129	1.1%
0841 - TRAVEL	929	1,000	1,000	2,278	1,920	(920)	-92.0%
0842 - EDUCATION AND TRAINING	9,503	3,000	3,000	7,890	55,404	(52,404)	-1746.8%
0843 - POSTAGE/FREIGHT/SHIPPING	27,053	27,900	27,900	26,906	11,040	16,860	60.4%
<b>SUBTOTAL</b>	\$ 350,695	\$ 994,959	\$ 994,959	\$ 1,021,285	\$ 652,549	\$ 342,410	34.4%
<b>ALL EXPENDITURES</b>	\$ 4,364,608	\$ 5,012,097	\$ 5,227,507	\$ 5,211,025	\$ 5,215,153	\$ 12,354	0.2%
<b>TOTAL USES</b>	\$ 4,364,608	\$ 5,012,097	\$ 5,227,507	\$ 5,211,025	\$ 5,215,153	\$ 12,354	0.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 37,505	\$ 31,000	\$ 31,000	\$ 38,421	\$ 37,000	\$ 6,000	19.4%
<b>FUND TOTAL SOURCES</b>	\$ 37,505	\$ 31,000	\$ 31,000	\$ 38,421	\$ 37,000	\$ 6,000	19.4%
<b>741 TAXPAYER INFORMATION</b>							
OPERATING	\$ -	\$ 304,341	\$ 304,341	\$ 304,341	\$ 304,341	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	\$ -	\$ 304,341	\$ 304,341	\$ 304,341	\$ 304,341	\$ -	0.0%
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	\$ 37,505	\$ 335,341	\$ 335,341	\$ 342,762	\$ 341,341	\$ 6,000	1.8%
<b>DEPARTMENT TOTAL SOURCES</b>	\$ 37,505	\$ 335,341	\$ 335,341	\$ 342,762	\$ 341,341	\$ 6,000	1.8%
FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>100 GENERAL</b>							
OPERATING	\$ 4,364,608	\$ 4,504,386	\$ 4,719,796	\$ 4,715,814	\$ 4,910,812	\$ (191,016)	-4.0%
NON RECURRING NON PROJECT	-	203,370	203,370	190,870	-	203,370	100.0%
<b>FUND TOTAL USES</b>	\$ 4,364,608	\$ 4,707,756	\$ 4,923,166	\$ 4,906,684	\$ 4,910,812	\$ 12,354	0.3%
<b>741 TAXPAYER INFORMATION</b>							
OPERATING	\$ -	\$ 304,341	\$ 304,341	\$ 304,341	\$ 304,341	\$ -	0.0%
<b>FUND TOTAL USES</b>	\$ -	\$ 304,341	\$ 304,341	\$ 304,341	\$ 304,341	\$ -	0.0%
<b>DEPARTMENT OPERATING TOTAL USES</b>	\$ 4,364,608	\$ 4,808,727	\$ 5,024,137	\$ 5,020,155	\$ 5,215,153	\$ (191,016)	-3.8%
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	\$ -	\$ 203,370	\$ 203,370	\$ 190,870	\$ -	\$ 203,370	100.0%
<b>DEPARTMENT TOTAL USES</b>	\$ 4,364,608	\$ 5,012,097	\$ 5,227,507	\$ 5,211,025	\$ 5,215,153	\$ 12,354	0.2%

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
BANKING							
BANKING	28.88	30.88	30.88	30.88	18.10	(12.78)	(41.4%)
PROGRAM TOTAL	28.88	30.88	30.88	30.88	18.10	(12.78)	(41.4%)
GENERAL OVERHEAD							
ELECTED AND STATUTRY OFFICIALS	-	-	.00	-	.60	.60	N/A
PROGRAM TOTAL	-	-	-	-	.60	.60	N/A
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	2.00	2.00	2.00	2.00	-	(2.00)	(100.0%)
EXECUTIVE MANAGEMENT	7.92	5.92	5.92	5.92	-	(5.92)	(100.0%)
HUMAN RESOURCES	.90	.90	.90	.90	-	(.90)	(100.0%)
PROCUREMENT	.30	.30	.30	.30	-	(.30)	(100.0%)
PROGRAM TOTAL	11.12	9.12	9.12	9.12	-	(9.12)	(100.0%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	12.00	12.00	12.00	12.00	-	(12.00)	(100.0%)
TECHNOLOGY SUPPORT	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
PROGRAM TOTAL	13.00	13.00	13.00	13.00	-	(13.00)	(100.0%)
TREASURER OUTREACH							
TREASURER OUTREACH	-	-	.00	-	36.30	36.30	N/A
PROGRAM TOTAL	-	-	-	-	36.30	36.30	N/A
DEPARTMENT TOTAL	53.00	53.00	53.00	53.00	55.00	2.00	3.8%

### Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
Accounting Manager – Treasurer	1.00	1.00	-	-	-	-	N/A
Accounting Specialist	4.00	4.00	4.00	4.00	4.00	-	0.0%
Admin/Operations Specialist	3.00	3.00	6.00	6.00	6.00	-	0.0%
Administrative Manager	1.00	-	-	-	-	-	N/A
Administrative Staff Supv	3.00	3.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	1.00	1.00	1.00	1.00	2.00	1.00	100.0%
Applications Development Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business Systems Analyst-Sr/Ld	1.00	2.00	2.00	2.00	2.00	-	0.0%
Chief Deputy - Treasurer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Data Architect	2.00	2.00	1.00	1.00	2.00	1.00	100.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	-	-	-	-	-	N/A
Executive Assistant - Elected Official	-	1.00	1.00	1.00	1.00	-	0.0%
Finan Compliance Admin - Cnty	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst - County	1.00	1.00	2.00	2.00	2.00	-	0.0%
Human Resources Specialist	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 Program Manager	-	1.00	1.00	1.00	1.00	-	0.0%
IT Security Analyst	1.00	-	-	-	-	-	N/A
Legal Assistant	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%
Management Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	8.00	8.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	6.00	6.00	8.00	8.00	8.00	-	0.0%
Operations/Program Manager	2.00	3.00	-	-	-	-	N/A
PC/LAN Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
PC/LAN Technician - Senior/Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Programmer/Analyst - Senior/Lead	3.00	2.00	2.00	2.00	2.00	-	0.0%
Software Architect	-	-	1.00	1.00	-	(1.00)	(100.0%)
Systems Admin & Analysis Mgr	-	-	-	-	1.00	1.00	N/A
Treasurer Manager	-	-	4.00	4.00	4.00	-	0.0%
Treasurer Supervisor	-	-	2.00	2.00	2.00	-	0.0%
Treasurer's Portfolio Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
<b>Department Total</b>	<b>53.00</b>	<b>53.00</b>	<b>53.00</b>	<b>53.00</b>	<b>55.00</b>	<b>2.00</b>	<b>3.8%</b>

### Staffing by Fund

DEPARTMENT/FUND	FY 2013	FY 2014	FY 2014	FY 2014	FY 2015	REVISED TO ADOPTED	
	ADOPTED	ADOPTED	REVISED	FORECAST	ADOPTED	VARIANCE	VAR %
100 GENERAL	53.00	53.00	53.00	53.00	55.00	2.00	3.8%
<b>Department Total</b>	<b>53.00</b>	<b>53.00</b>	<b>53.00</b>	<b>53.00</b>	<b>55.00</b>	<b>2.00</b>	<b>3.8%</b>

### General Adjustments

**Personnel:** FY 2015 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

#### Base Adjustments:

##### General Fund (100)

- Decrease Regular Benefits by \$165 for the impact of changes in retirement contribution rates.
- Increase Internal Service Charges by \$530 for the impact of changes in risk management charges.
- Increase by \$117,371 for System Administration Manager.
- Increase expenditures by \$9,029. \$8,434 for Annual IT Market Adjustment and \$595 for Office Assistant Specialized Market Adjustment.

## Programs and Activities

### Banking Program

The purpose of the Banking Program is to provide a mechanism to collect and conservatively invest property taxes and disburse funds and interest to school districts, County agencies, and special districts so they can use the funds to provide services to taxpayers.

### Program Results

Measure Description	FY 2013	FY 2014	FY 2014	FY 2015	REV VS ADOPTED	
	ACTUAL	REVISED	FORECAST	ADOPTED	VAR	%
Percent of property taxes collected through online transactions	N/A	N/A	N/A	8.9%	N/A	N/A
Rate of return on invested funds	N/A	N/A	N/A	0.6%	N/A	N/A
Percentage of funds on hand (liquidity ratio)	N/A	N/A	N/A	18.0%	N/A	N/A
Percent of disbursement made via electronic fund transfer (EFT) or automated clearing house (ACH)	N/A	N/A	N/A	40.0%	N/A	N/A
Percent of requested funds disbursed in xx business days	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of property tax payments received through a commercial bank	N/A	N/A	N/A	2.4%	N/A	N/A

Activities that comprise this program include:

- Banking Activity

### Banking Activity

The purpose of the Banking Activity is to provide a mechanism to collect and conservatively invest property taxes and disburse funds and interest to school districts, County agencies, and special districts so they can use the funds to provide services to taxpayers.

**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; Title 42 (Taxation), Chapter 18, Articles 1 thru 9 establishes tax collection and enforcement. 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. §42-18061 establishes the process of refund of overpayment due to change in tax roll and reversion of unclaimed refund; 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. A.R.S. §42-18401 establishes collection of personal property tax by seizure and sale; A.R.S. §41-1279.21 establishes powers and duties of auditor general relating to counties, school districts and community colleges; A.R.S. §35-327 establishes Treasurer's duties, safekeeping of securities; warrants of financial officers; earnings; exemptions; and responsibilities. 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. §11-275 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; §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. §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. §11-605 establishes warrants drawn by a political subdivision on the County Treasurer; 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of property taxes collected through online transactions	N/A	N/A	N/A	8.9%	N/A	N/A
Result	Rate of return on invested funds	N/A	N/A	N/A	0.6%	N/A	N/A
Result	Percentage of funds on hand (liquidity ratio)	N/A	N/A	N/A	18.0%	N/A	N/A
Result	Percent of disbursement made via electronic fund transfer (EFT) or automated clearing house (ACH)	N/A	N/A	N/A	40.0%	N/A	N/A
Result	Percent of requested funds disbursed in xx business days	N/A	N/A	N/A	100.0%	N/A	N/A
Result	Percent of property tax payments received through a commercial bank	N/A	N/A	N/A	2.4%	N/A	N/A
Output	Amount of property tax payments collected	N/A	N/A	N/A	3,950,000,000	N/A	N/A
Output	Amount of invested funds	N/A	N/A	N/A	3,000,000,000	N/A	N/A
Output	Amount of funds collected	N/A	N/A	N/A	3,950,000,000	N/A	N/A
Output	Amount of Elderly Assistance Funds (EAF) Distributed	N/A	N/A	N/A	2,500,000	N/A	N/A
Output	Number of real estate parcels aided by the Elderly Assistance Funds (EAF)	N/A	N/A	N/A	11,000	N/A	N/A
Demand	Amount of property tax payments owed	N/A	N/A	N/A	4,000,000,000	N/A	N/A
Expenditure Ratio	Total activity expenditure per dollar of disbursed funds	N/A	N/A	N/A	\$ 0.00	N/A	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,764,283	\$ 2,663,159	\$ 2,422,655	\$ 1,757,904	\$ 905,255	34.0%
	TOTAL USES	\$ 1,764,283	\$ 2,663,159	\$ 2,422,655	\$ 1,757,904	\$ 905,255	34.0%

**Activity Narrative:** This is a new activity for FY 2015. Historical expenditure data is the combination of the four previous activities (Agency Accounting, Client Service, Treasurer Accounting, and Tax Services). The measures were not forecasted for FY 2014.

### Outreach Program

The purpose of the Outreach Program is to provide property tax information to taxpayers so they can understand the Arizona property tax system.

### Program Results

Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of mailings that were not returned	N/A	N/A	N/A	93.6%	N/A	N/A

Activities that comprise this program include:

- Outreach Activity

### Outreach Activity

The purpose of the Outreach Program is to provide property tax information to taxpayers so they can understand the Arizona property tax system.

Measure Type	Measure Description	FY 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of mailings that were not returned	N/A	N/A	N/A	93.6%	N/A	N/A
Output	Number of tax statements sent	N/A	N/A	N/A	725,680	N/A	N/A
Output	Number of research request responses	N/A	N/A	N/A	8,000	N/A	N/A
Output	Total number of mailings	N/A	N/A	N/A	1,600,000	N/A	N/A
Demand	Number of research requests submitted	N/A	N/A	N/A	6,000	N/A	N/A
Expenditure Ratio	Total activity expenditure per mailing	N/A	N/A	N/A	\$ 1.86	N/A	N/A
<i>Revenue</i>							
	100 - GENERAL	\$ -	\$ -	\$ -	\$ 37,000	\$ 37,000	N/A
	TOTAL SOURCES	\$ -	\$ -	\$ -	\$ 37,000	\$ 37,000	N/A
<i>Expenditure</i>							
	100 - GENERAL	\$ -	\$ -	\$ -	\$ 2,980,619	\$ (2,980,619)	N/A
	TOTAL USES	\$ -	\$ -	\$ -	\$ 2,980,619	\$ (2,980,619)	N/A

**Activity Narrative:** This is a new activity for FY 2015.

## Appropriated Budget Reconciliations

### General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 4,504,386</b>	<b>\$ 31,000</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 215,410</b>	<b>\$ -</b>
<i>County RPP</i>	153,242	-
<i>1st Quarter Retention Pay and Market Adj</i>	763	-
<i>2nd Quarter Retention Pay and Market Adj</i>	1,549	-
<i>FY 14 IT Market Study Adjustments</i>	59,034	-
<i>3rd and 4th Quarter Retention Pay and Market Adj</i>	822	-
<b>Agenda Item:</b>		
<i>C-49-13-092-2-00</i>		
<i>C-49-14-020-0-00</i>		
<i>C-49-14-032-2-00</i>		
<i>C-49-14-041-2-00</i>		
<i>C-49-14-043-2-00</i>		
<b>FY 2014 Revised Budget</b>	<b>\$ 4,719,796</b>	<b>\$ 31,000</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 64,251</b>	<b>\$ -</b>
<i>1st Quarter Retention Pay and Market Adj</i>	204	-
<i>2nd Quarter Retention Pay and Market Adj</i>	(1,549)	-
<i>FY 14 IT Market Study Adjustments</i>	(59,034)	-
<i>3rd and 4th Quarter Retention Pay and Market Adj</i>	(822)	-
<i>Annual Market Adjustment - IT</i>	118,067	-
<i>2nd to 4th Quarter Retention Pay Plan</i>	7,385	-
<b>Agenda Item:</b>		
<i>C-49-14-020-0-00</i>		
<i>C-49-14-032-2-00</i>		
<i>C-49-14-041-2-00</i>		
<i>C-49-14-043-2-00</i>		
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 4,784,047</b>	<b>\$ 31,000</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ (165)</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	(165)	-
<b>Base Adjustments</b>	<b>\$ 117,901</b>	<b>\$ -</b>
<i>Internal Service Charges</i>	530	-
<i>Risk Management</i>	\$ 530	-
<i>Personnel Additions and Related Costs</i>	117,371	-
<i>System Admin Manager</i>	\$ 117,371	-
<b>Fees and Other Revenues</b>	<b>\$ -</b>	<b>\$ 6,000</b>
<i>ProgRevenue Volume Inc/Dec</i>	-	6,000
<b>FY 2015 Tentative Budget</b>	<b>\$ 4,901,783</b>	<b>\$ 37,000</b>
<i>Percent Change from Threshold Amount</i>	2.5%	19.4%
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 9,029</b>	<b>\$ -</b>
<i>Annual Market Adjustment - IT</i>	8,434	-
<i>Office Assistant Specialized Market Adjustment</i>	595	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 4,910,812</b>	<b>\$ 37,000</b>
<i>Percent Change from Threshold Amount</i>	2.6%	19.4%

Taxpayer Information Fund (741)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 304,341</b>	<b>\$ 304,341</b>
<b>FY 2014 Revised Budget</b>	<b>\$ 304,341</b>	<b>\$ 304,341</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 304,341</b>	<b>\$ 304,341</b>
<b>FY 2015 Adopted Budget</b>	<b>\$ 304,341</b>	<b>\$ 304,341</b>
<i>Percent Change from Threshold Amount</i>	<i>0.0%</i>	<i>0.0%</i>

Taxpayer Information Fund (741) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 330,563	\$ 292,495	\$ 292,495	\$ 501,416	\$ 501,416
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	\$ 170,853	\$ -	\$ -	\$ -	\$ -
Ending Spendable Fund Balance:					
Restricted	\$ 501,416	\$ 292,495	\$ 292,495	\$ 501,416	\$ 501,416
Total Ending Spendable Fund Balance	\$ 501,416	\$ 292,495	\$ 292,495	\$ 501,416	\$ 501,416

## Waste Resources and Recycling

*Analysis by Carmine L. Davis, Management and Budget Supervisor*

### 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

##### Safe Communities

**By 2018, there will be a 15% increase in the number of household hazardous waste tons collected at household hazardous waste community events.**

Status: WRR is currently working with County supervisors and staff to determine needs and/or partnering opportunity with other municipalities to help sponsor or co-sponsor Household Hazardous Waste collection events.

##### Department Specific

**By 2017, 50% of the total annual tons of green waste brought to Maricopa County Transfer Station facilities will be processed on site for utilization as landfill erosion control.**

Status: Currently, WRR has established three green waste collection and processing areas at Transfer Station (T/S) facilities. These include Cave Creek T/S, Hassayampa T/S and Rainbow Valley T/S. These three referenced sites accept 80% of the total volume of collected green waste from all WRR transfer station operations. Once processed, the green waste is being spread on top of the landfill cap surface.

**Department Specific**

**By 2018, 50% of the total annual tons of waste received at Maricopa County operated transfer station facilities will be re-used or recycled.**

Status: WRR transfer station facilities promote recycling / reuse of collected waste by providing containers for co-mingled recycled materials, limited liquid waste recycling and green waste processing / reuse operations. In FY 2013, WRR recycled or reused 21% of the total annual tons of waste received at Maricopa County transfer station facilities. 100% of the tires collected were recycled at the Crumb Rubber Manufacturers (CRM) facility.

**Department Specific**

**By 2019, 50% of transfer station customers will be reusing, reducing or recycling discarded materials.**

Status: WRR continues to enhance recycling opportunities for transfer station customers to include green waste and are partnering with other vendors and agencies to provide outlets for recycled materials. In FY 2013 (based on vehicle counts), 34% of transfer station customers are re-using or recycling discarded materials.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>SOURCES</b>							
TIRE - WASTE TIRE COLLECT DISPOSAL	\$ 4,851,915	\$ 4,748,429	\$ 4,748,429	\$ 4,972,108	\$ 4,748,371	\$ (58)	0.0%
TRAN - WASTE DISP AND RECYCLING COLL	380,555	132,369	132,369	238,915	132,369	-	0.0%
67SW - SOLID WASTE MANAGEMENT	\$ 5,232,470	\$ 4,880,798	\$ 4,880,798	\$ 5,211,023	\$ 4,880,740	\$ (58)	0.0%
GGOV - GENERAL GOVERNMENT	\$ 1,141	\$ 7,912	\$ 7,912	\$ 7,255	\$ 7,970	\$ 58	0.7%
99GV - GENERAL OVERHEAD	\$ 1,141	\$ 7,912	\$ 7,912	\$ 7,255	\$ 7,970	\$ 58	0.7%
<b>TOTAL PROGRAMS</b>	<b>\$ 5,233,611</b>	<b>\$ 4,888,710</b>	<b>\$ 4,888,710</b>	<b>\$ 5,218,278</b>	<b>\$ 4,888,710</b>	<b>\$ -</b>	<b>0.0%</b>
<b>USES</b>							
MONT - LANDFILL POST CLOSURE MAINT	\$ 995,931	\$ 2,524,226	\$ 2,492,609	\$ 2,543,012	\$ 1,215,269	\$ 1,277,340	51.2%
TIRE - WASTE TIRE COLLECT DISPOSAL	4,440,200	4,716,811	4,720,137	4,705,617	4,812,686	(92,549)	-2.0%
TRAN - WASTE DISP AND RECYCLING COLL	1,126,614	1,155,761	1,126,771	780,827	746,395	380,376	33.8%
67SW - SOLID WASTE MANAGEMENT	\$ 6,562,745	\$ 8,396,798	\$ 8,339,517	\$ 8,029,456	\$ 6,774,350	\$ 1,565,167	18.8%
HRAC - HUMAN RESOURCES	\$ 1,660	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
ODIR - EXECUTIVE MANAGEMENT	270,245	365,821	382,268	368,915	96,848	285,420	74.7%
POOL - POOLED COSTS	-	(12,217)	-	-	-	-	N/A
SPPT - OPERATIONS SUPPORT	-	-	-	-	220,831	(220,831)	N/A
99AS - INDIRECT SUPPORT	\$ 271,905	\$ 353,604	\$ 382,268	\$ 368,915	\$ 317,679	\$ 64,589	16.9%
CSCA - CENTRAL SERVICE COST ALLOC	\$ 49,958	\$ 30,632	\$ 30,632	\$ 30,635	\$ 28,619	\$ 2,013	6.6%
GGOV - GENERAL GOVERNMENT	1,141	-	79,023	79,023	-	79,023	100.0%
INFR - INFRASTRUCTURE	-	-	-	-	7,871	(7,871)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	145,893	1,195,381	1,195,381	1,195,376	-	1,195,381	100.0%
RISK - RISK PREMIUMS	-	-	-	-	901,061	(901,061)	N/A
99GV - GENERAL OVERHEAD	\$ 196,992	\$ 1,226,013	\$ 1,305,036	\$ 1,305,034	\$ 937,551	\$ 367,485	28.2%
<b>TOTAL PROGRAMS</b>	<b>\$ 7,031,642</b>	<b>\$ 9,976,415</b>	<b>\$ 10,026,821</b>	<b>\$ 9,703,405</b>	<b>\$ 8,029,580</b>	<b>\$ 1,997,241</b>	<b>19.9%</b>

Sources and Uses by Category

CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>INTERGOVERNMENTAL</b>							
0620 - OTHER INTERGOVERNMENTAL	\$ 4,645,997	\$ 4,597,203	\$ 4,597,203	\$ 4,715,728	\$ 4,572,444	\$ (24,759)	-0.5%
<b>SUBTOTAL</b>	\$ 4,645,997	\$ 4,597,203	\$ 4,597,203	\$ 4,715,728	\$ 4,572,444	\$ (24,759)	-0.5%
<b>CHARGES FOR SERVICE</b>							
0635 - OTHER CHARGES FOR SERVICES	\$ 337,323	\$ 236,226	\$ 236,226	\$ 432,648	\$ 277,732	\$ 41,506	17.6%
<b>SUBTOTAL</b>	\$ 337,323	\$ 236,226	\$ 236,226	\$ 432,648	\$ 277,732	\$ 41,506	17.6%
<b>MISCELLANEOUS</b>							
0645 - INTEREST EARNINGS	\$ 5,291	\$ 7,912	\$ 7,912	\$ 7,255	\$ 7,970	\$ 58	0.7%
0650 - MISCELLANEOUS REVENUE	243,859	47,369	47,369	62,647	30,564	(16,805)	-35.5%
<b>SUBTOTAL</b>	\$ 249,150	\$ 55,281	\$ 55,281	\$ 69,902	\$ 38,534	\$ (16,747)	-30.3%
<b>ALL REVENUES</b>	\$ 5,232,470	\$ 4,888,710	\$ 4,888,710	\$ 5,218,278	\$ 4,888,710	\$ -	0.0%
<b>OTHER FINANCING SOURCES</b>							
0680 - TRANSFERS IN	\$ 1,141	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>ALL OTHER FINANCING SOURCES</b>	\$ 1,141	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>TOTAL SOURCES</b>	\$ 5,233,611	\$ 4,888,710	\$ 4,888,710	\$ 5,218,278	\$ 4,888,710	\$ -	0.0%
CATEGORY	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
<b>PERSONAL SERVICES</b>							
0701 - REGULAR PAY	\$ 886,099	\$ 802,385	\$ 791,995	\$ 751,522	\$ 837,719	\$ (45,724)	-5.8%
0710 - OVERTIME	2,297	2,000	2,000	2,405	2,635	(635)	-31.8%
0750 - FRINGE BENEFITS	393,381	359,042	336,679	317,471	349,907	(13,228)	-3.9%
0790 - OTHER PERSONNEL SERVICES	4,537	1,950	80,973	79,023	2,074	78,899	97.4%
0795 - PERSONNEL SERVICES ALLOC-OUT	(91,228)	(90,026)	(89,228)	(110,345)	(83,554)	(5,674)	-6.4%
0796 - PERSONNEL SERVICES ALLOC-IN	163,240	195,166	198,407	220,688	161,056	37,351	18.8%
<b>SUBTOTAL</b>	\$ 1,358,326	\$ 1,270,517	\$ 1,320,826	\$ 1,260,764	\$ 1,269,837	\$ 50,989	3.9%
<b>SUPPLIES</b>							
0801 - GENERAL SUPPLIES	\$ 61,171	\$ 71,708	\$ 71,708	\$ 98,310	\$ 70,207	\$ 1,501	2.1%
0803 - FUEL	104,211	160,000	160,097	123,272	222,000	(61,903)	-38.7%
0804 - NON-CAPITAL EQUIPMENT	-	61,984	61,984	28,126	-	61,984	100.0%
0805 - SUPPLIES-ALLOCATION OUT	-	(764)	(764)	(382)	-	(764)	-100.0%
0806 - SUPPLIES-ALLOCATION IN	5,579	13,491	13,491	13,097	6,398	7,093	52.6%
<b>SUBTOTAL</b>	\$ 170,961	\$ 306,419	\$ 306,516	\$ 262,423	\$ 298,605	\$ 7,911	2.6%
<b>SERVICES</b>							
0812 - OTHER SERVICES	\$ 4,567,487	\$ 4,976,443	\$ 4,976,443	\$ 4,874,822	\$ 4,922,595	\$ 53,848	1.1%
0820 - RENT & OPERATING LEASES	27,315	31,105	31,105	30,980	29,415	1,690	5.4%
0825 - REPAIRS AND MAINTENANCE	255,630	396,000	396,000	1,775,794	338,777	57,223	14.5%
0839 - INTERNAL SERVICE CHARGES	1,130,470	1,464,889	1,464,889	1,468,483	1,131,546	333,343	22.8%
0841 - TRAVEL	147	-	-	205	1,105	(1,105)	N/A
0842 - EDUCATION AND TRAINING	828	7,360	7,360	6,403	6,814	546	7.4%
0843 - POSTAGE/FREIGHT/SHIPPING	678	100	100	331	101	(1)	-1.0%
0850 - UTILITIES	17,592	18,000	18,000	16,200	28,289	(10,289)	-57.2%
0872 - SERVICES-ALLOCATION OUT	(738,419)	(335)	(335)	(536)	-	(335)	-100.0%
0873 - SERVICES-ALLOCATION IN	786	5,917	5,917	7,536	2,496	3,421	57.8%
<b>SUBTOTAL</b>	\$ 5,262,514	\$ 6,899,479	\$ 6,899,479	\$ 8,180,218	\$ 6,461,138	\$ 438,341	6.4%
<b>CAPITAL</b>							
0915 - BUILDINGS AND IMPROVEMENTS	\$ -	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -	\$ 1,500,000	100.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	238,700	-	-	-	-	-	N/A
<b>SUBTOTAL</b>	\$ 238,700	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -	\$ 1,500,000	100.0%
<b>ALL EXPENDITURES</b>	\$ 7,030,501	\$ 9,976,415	\$ 10,026,821	\$ 9,703,405	\$ 8,029,580	\$ 1,997,241	19.9%
<b>OTHER FINANCING USES</b>							
0880 - TRANSFERS OUT	\$ 1,141	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>ALL OTHER FINANCING USES</b>	\$ 1,141	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>TOTAL USES</b>	\$ 7,031,642	\$ 9,976,415	\$ 10,026,821	\$ 9,703,405	\$ 8,029,580	\$ 1,997,241	19.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 208,429	\$ 132,369	\$ 132,369	\$ 238,915	\$ 132,369	\$ -	0.0%
NON RECURRING NON PROJECT	172,126	-	-	-	-	-	N/A
<b>FUND TOTAL SOURCES</b>	<b>\$ 380,555</b>	<b>\$ 132,369</b>	<b>\$ 132,369</b>	<b>\$ 238,915</b>	<b>\$ 132,369</b>	<b>\$ -</b>	<b>0.0%</b>
290 WASTE TIRE							
OPERATING	\$ 4,851,915	\$ 4,756,341	\$ 4,756,341	\$ 4,979,363	\$ 4,756,341	\$ -	0.0%
<b>FUND TOTAL SOURCES</b>	<b>\$ 4,851,915</b>	<b>\$ 4,756,341</b>	<b>\$ 4,756,341</b>	<b>\$ 4,979,363</b>	<b>\$ 4,756,341</b>	<b>\$ -</b>	<b>0.0%</b>
580 SOLID WASTE MANAGEMENT							
NON RECURRING NON PROJECT	\$ 1,141	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>FUND TOTAL SOURCES</b>	<b>\$ 1,141</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>DEPARTMENT OPERATING TOTAL SOURCES</b>	<b>\$ 5,060,344</b>	<b>\$ 4,888,710</b>	<b>\$ 4,888,710</b>	<b>\$ 5,218,278</b>	<b>\$ 4,888,710</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT NON RECURRING TOTAL SOURCES</b>	<b>\$ 173,267</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>DEPARTMENT TOTAL SOURCES</b>	<b>\$ 5,233,611</b>	<b>\$ 4,888,710</b>	<b>\$ 4,888,710</b>	<b>\$ 5,218,278</b>	<b>\$ 4,888,710</b>	<b>\$ -</b>	<b>0.0%</b>
FUND / FUNCTION CLASS	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	\$ 2,179,396	\$ 3,214,099	\$ 3,261,226	\$ 3,120,784	\$ 2,967,969	\$ 293,257	9.0%
NON RECURRING NON PROJECT	360,710	2,013,984	2,013,984	1,845,998	-	2,013,984	100.0%
WASTE RES GAS PROBE EQUIP	-	-	-	-	160,000	(160,000)	N/A
WASTE RES LANDFILL DRAINAGE	-	-	-	-	150,000	(150,000)	N/A
<b>FUND TOTAL USES</b>	<b>\$ 2,540,106</b>	<b>\$ 5,228,083</b>	<b>\$ 5,275,210</b>	<b>\$ 4,966,782</b>	<b>\$ 3,277,969</b>	<b>\$ 1,997,241</b>	<b>37.9%</b>
290 WASTE TIRE							
OPERATING	\$ 4,489,876	\$ 4,748,332	\$ 4,751,611	\$ 4,736,623	\$ 4,751,611	\$ -	0.0%
NON RECURRING NON PROJECT	1,660	-	-	-	-	-	N/A
<b>FUND TOTAL USES</b>	<b>\$ 4,491,536</b>	<b>\$ 4,748,332</b>	<b>\$ 4,751,611</b>	<b>\$ 4,736,623</b>	<b>\$ 4,751,611</b>	<b>\$ -</b>	<b>0.0%</b>
<b>DEPARTMENT OPERATING TOTAL USES</b>	<b>\$ 6,669,272</b>	<b>\$ 7,962,431</b>	<b>\$ 8,012,837</b>	<b>\$ 7,857,407</b>	<b>\$ 7,719,580</b>	<b>\$ 293,257</b>	<b>3.7%</b>
<b>DEPARTMENT NON RECURRING TOTAL USES</b>	<b>\$ 362,370</b>	<b>\$ 2,013,984</b>	<b>\$ 2,013,984</b>	<b>\$ 1,845,998</b>	<b>\$ 310,000</b>	<b>\$ 1,703,984</b>	<b>84.6%</b>
<b>DEPARTMENT TOTAL USES</b>	<b>\$ 7,031,642</b>	<b>\$ 9,976,415</b>	<b>\$ 10,026,821</b>	<b>\$ 9,703,405</b>	<b>\$ 8,029,580</b>	<b>\$ 1,997,241</b>	<b>19.9%</b>

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	1.80	2.70	2.70	2.70	.90	(1.80)	(66.7%)
OPERATIONS SUPPORT	-	-	.00	-	1.80	1.80	N/A
<b>PROGRAM TOTAL</b>	<b>1.80</b>	<b>2.70</b>	<b>2.70</b>	<b>2.70</b>	<b>2.70</b>	<b>-</b>	<b>0.0%</b>
SOLID WASTE MANAGEMENT							
LANDFILL POST CLOSURE MAINT	12.00	7.75	6.90	6.00	7.85	.95	13.8%
WASTE DISP AND RECYCLING COLL	10.50	9.15	8.10	7.10	9.05	.95	11.7%
WASTE TIRE COLLECT DISPOSAL	3.70	3.40	3.30	3.20	3.40	.10	3.0%
<b>PROGRAM TOTAL</b>	<b>26.20</b>	<b>20.30</b>	<b>18.30</b>	<b>16.30</b>	<b>20.30</b>	<b>2.00</b>	<b>10.9%</b>
DEPARTMENT TOTAL	28.00	23.00	21.00	19.00	23.00	2.00	9.5%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Construction Maintenance Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineering Associate	1.00	-	-	-	-	-	N/A
Engineering Technician	-	1.00	1.00	1.00	1.00	-	0.0%
Equipment Operator	3.00	2.00	1.00	1.00	2.00	1.00	100.0%
Field Operations Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Heavy Equipment Operator	4.00	3.00	3.00	3.00	3.00	-	0.0%
Office Assistant	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	1.00	1.00	2.00	1.00	1.00	(1.00)	(50.0%)
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Specialist	12.00	9.00	7.00	6.00	9.00	2.00	28.6%
<b>Department Total</b>	<b>28.00</b>	<b>23.00</b>	<b>21.00</b>	<b>19.00</b>	<b>23.00</b>	<b>2.00</b>	<b>9.5%</b>

## Staffing by Fund

DEPARTMENT/FUND		FY 2013 ADOPTED	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	26.00	21.00	19.00	17.00	21.00	2.00	10.5%
290	WASTE TIRE	2.00	2.00	2.00	2.00	2.00	-	0.0%
<b>Department Total</b>		<b>28.00</b>	<b>23.00</b>	<b>21.00</b>	<b>19.00</b>	<b>23.00</b>	<b>2.00</b>	<b>9.5%</b>

## General Adjustments

**Personnel:** FY 2015 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2014.

### Base Adjustments:

#### General Fund (100)

- Increase Regular Benefits by \$423 for the impact of changes in retirement contribution rates.
- Increase Internal Service Charges by \$294,320 for the impact of changes in risk management charges.
- Decrease General Supplies, Repair & Maintenance and Other Personal Services by \$294,320 to offset the impact of changes in risk management charges.

#### General Fund (100) Waste Resources Landfill Drainage

- The FY 2015 budget includes expenditures of \$150,000 for the Avondale Landfill Drainage Assessment.

#### General Fund (100) Waste Resources Gas Probe Equipment

- The FY 2015 budget includes expenditures of \$160,000 for the replacement/refurbishment of gas probes at four (4) landfills.

#### Waste Tire Fund (290)

- Increase Regular Benefits by \$29 for the impact of changes in retirement contribution rates.
- Decrease Other Services by \$29 to offset the impact of changes in retirement contribution rates.

## 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Percent of closed landfills that are environmentally sound as indicated by Federal	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	24.5%	24.0%	18.6%	20.1%	(3.9%)	-16.3%

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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
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%
Expenditure Ratio	Total activity expenditure per closed landfill maintained	\$ 99,593.10	\$ 249,260.90	\$ 254,301.20	\$ 121,526.90	\$ 127,734.00	51.2%
<i>Expenditure</i>							
	100 - GENERAL	\$ 995,931	\$ 2,492,609	\$ 2,543,012	\$ 1,215,269	\$ 1,277,340	51.2%
	TOTAL USES	\$ 995,931	\$ 2,492,609	\$ 2,543,012	\$ 1,215,269	\$ 1,277,340	51.2%

**Activity Narrative:** The FY 2015 budget supports the WRR department in maintaining ten (10) closed Maricopa County owned landfills. The decrease in expenditures is due to one-time expenditures for the Gilbert landfill construction that was completed in FY 2014. FY 2015 expenditures include the Avondale Landfill Drainage Assessment and replacement/refurbishment of gas probes at four landfills.

**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:** Mandated by A.R.S. §44-1305 which 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
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	52,573	54,000	58,914	58,615	4,615	8.5%
Demand	Number of tons of waste tires delivered from all collection sites	52,573	54,000	58,914	58,615	4,615	8.5%
Expenditure Ratio	Total expenditure per ton of waste tires properly disposed	\$ 84.46	\$ 87.41	\$ 79.87	\$ 82.11	\$ 5.30	6.1%
<i>Revenue</i>							
	290 - WASTE TIRE	\$ 4,851,915	\$ 4,748,429	\$ 4,972,108	\$ 4,748,371	\$ (58)	-0.0%
	TOTAL SOURCES	\$ 4,851,915	\$ 4,748,429	\$ 4,972,108	\$ 4,748,371	\$ (58)	-0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 282	\$ 47	\$ -	\$ 89,694	\$ (89,647)	-190738.3%
	290 - WASTE TIRE	4,439,918	4,720,090	4,705,617	4,722,992	(2,902)	-0.1%
	TOTAL USES	\$ 4,440,200	\$ 4,720,137	\$ 4,705,617	\$ 4,812,686	\$ (92,549)	-2.0%

**Activity Narrative:** FY 2015 revenue from the State of Arizona will remain consistent with FY 2014 for tire disposal. The output and demand measures are increasing because more tires are being delivered and are in need of disposal. The expenditure budget is increasing due to a larger allocation of indirect support FTEs and higher central service cost allocation and Internal Service Fund Charges.

### 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:** Mandated by A.R.S. §49-741 which is to 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 2013 ACTUAL	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of waste tons collected that was recycled	24.5%	24.0%	18.6%	20.1%	(3.9%)	-16.3%
Output	Number of Maricopa County residents served	38,812	25,000	30,854	27,635	2,635	10.5%
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	4,152	2,500	3,209	3,080	580	23.2%
Demand	Number of Maricopa County residents requesting services	38,812	25,000	30,854	27,635	2,635	10.5%
Expenditure Ratio	Total activity expenditure per Maricopa County resident served	\$ 29.03	\$ 45.07	\$ 25.31	\$ 27.01	\$ 18.06	40.1%
<i>Revenue</i>							
	100 - GENERAL	\$ 380,555	\$ 132,369	\$ 238,915	\$ 132,369	\$ -	0.0%
	TOTAL SOURCES	\$ 380,555	\$ 132,369	\$ 238,915	\$ 132,369	\$ -	0.0%
<i>Expenditure</i>							
	100 - GENERAL	\$ 1,126,614	\$ 1,126,771	\$ 780,827	\$ 746,395	\$ 380,376	33.8%
	TOTAL USES	\$ 1,126,614	\$ 1,126,771	\$ 780,827	\$ 746,395	\$ 380,376	33.8%

**Activity Narrative:** The FY 2015 budget supports the WRR department in operating six Maricopa County owned transfer station facilities. Operational efficiencies continue with routing improvements and continued benefits from green organics/landfill erosion control efforts. Output and demand increases are due to higher volumes in residents served and waste collections. The decrease in the expenditure budget is due to one-time expenditures that were completed in FY 2014.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 3,214,099</b>	<b>\$ 132,369</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 47,127</b>	<b>\$ -</b>
County RPP	46,209	-
2nd Quarter Retention Pay and Market Adj	918	-
Agenda Item:		
C-49-13-092-2-00		
C-49-14-032-2-00		
<b>FY 2014 Revised Budget</b>	<b>\$ 3,261,226</b>	<b>\$ 132,369</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 640</b>	<b>\$ -</b>
2nd Quarter Retention Pay and Market Adj	(918)	-
2nd to 4th Quarter Retention Pay Plan	1,558	-
Agenda Item:		
C-49-14-032-2-00		
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 3,261,866</b>	<b>\$ 132,369</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 423</b>	<b>\$ -</b>
Retirement Contributions	423	-
<b>Base Adjustments</b>	<b>\$ (294,320)</b>	<b>\$ -</b>
Internal Service Charges	(294,320)	-
Risk Management	-	-
	\$ (294,320)	
<b>FY 2015 Adopted Budget</b>	<b>\$ 2,967,969</b>	<b>\$ 132,369</b>
Percent Change from Threshold Amount	-9.0%	0.0%
<b>WASTE RES GAS PROBE EQUIP</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 160,000</b>	<b>\$ -</b>
Other Non Recurring	160,000	-
Refurbish Landfill Gas Probes	-	-
	\$ 160,000	
<b>FY 2015 Adopted Budget</b>	<b>\$ 160,000</b>	<b>\$ -</b>
<b>WASTE RES LANDFILL DRAINAGE</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2014 Revised Budget</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ -</b>	<b>\$ -</b>
Adjustments:		
<b>Non Recurring</b>	<b>\$ 150,000</b>	<b>\$ -</b>
Other Non Recurring	150,000	-
<b>FY 2015 Adopted Budget</b>	<b>\$ 150,000</b>	<b>\$ -</b>

Waste Tire Fund (290)

	Expenditures	Revenue
<b>OPERATING</b>		
<b>FY 2014 Adopted Budget</b>	<b>\$ 4,748,332</b>	<b>\$ 4,756,341</b>
Adjustments:		
<b>Employee Salary Adjustments</b>	<b>\$ 3,279</b>	<b>\$ -</b>
<i>County RPP</i>	<i>3,279</i>	<i>-</i>
Agenda Item:		
<i>C-49-13-092-2-00</i>		
<b>FY 2014 Revised Budget</b>	<b>\$ 4,751,611</b>	<b>\$ 4,756,341</b>
<b>FY 2015 Baseline Budget Threshold</b>	<b>\$ 4,751,611</b>	<b>\$ 4,756,341</b>
Adjustments:		
<b>Employee Compensation and Benefits</b>		
<b>Employee Retirement and Benefits</b>	<b>\$ 29</b>	<b>\$ -</b>
<i>Retirement Contributions</i>	<i>29</i>	<i>-</i>
<b>Base Adjustments</b>	<b>\$ (29)</b>	<b>\$ -</b>
<i>Other Base Adjustments</i>	<i>(29)</i>	<i>-</i>
<b>FY 2015 Adopted Budget</b>	<b>\$ 4,751,611</b>	<b>\$ 4,756,341</b>
<i>Percent Change from Threshold Amount</i>	<i>0.0%</i>	<i>0.0%</i>

Waste Tire Fund (290) Fund Balance Summary

	FY 2013 ACTUAL	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECAST	FY 2015 ADOPTED
Beginning Spendable Fund Balance	\$ 1,184,026	\$ 1,377,684	\$ 1,377,684	\$ 1,544,405	\$ 1,787,145
Sources:					
Operating	\$ 4,851,915	\$ 4,756,341	\$ 4,756,341	\$ 4,979,363	\$ 4,756,341
Total Sources:	\$ 4,851,915	\$ 4,756,341	\$ 4,756,341	\$ 4,979,363	\$ 4,756,341
Uses:					
Operating	\$ 4,489,876	\$ 4,748,332	\$ 4,751,611	\$ 4,736,623	\$ 4,751,611
Non-Recurring	1,660	-	-	-	-
Total Uses:	\$ 4,491,536	\$ 4,748,332	\$ 4,751,611	\$ 4,736,623	\$ 4,751,611
Structural Balance	\$ 362,039	\$ 8,009	\$ 4,730	\$ 242,740	\$ 4,730
Ending Spendable Fund Balance:					
Restricted	\$ 1,544,405	\$ 1,385,693	\$ 1,382,414	\$ 1,787,145	\$ 1,791,875
Total Ending Spendable Fund Balance	\$ 1,544,405	\$ 1,385,693	\$ 1,382,414	\$ 1,787,145	\$ 1,791,875



## 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. Therefore, capital projects are budgeted separately from the operating budget in a series of capital project funds. The CIP integrates the County's Managing for Results (MfR) policy when outlining its funding sources, project costs, and future operating costs associated with each capital improvement. In addition, the CIP helps the County manage capital expenditures to meet the following County strategic priorities.

#### **Safe Communities**

Maricopa County will support safe communities and neighborhoods by providing access to a timely, integrated, and cost effective smart justice system.

#### **Regional Services**

Maricopa County will provide best in class regional services, both mandated and of concern to citizens, while coordinating with municipalities, other jurisdictions, and communities-based entities to consolidate services and avoid duplication, when applicable.

#### **Government Operations**

Maricopa County will deploy an effective infrastructure to implement streamlined policies and procedures to improve delivery of services and promote a healthy workplace and a fully engaged workforce.

#### **Growth and Economic Development**

Maricopa County will be innovative in leveraging its resources, adaptive in its regulatory policies and practices, and proactive in its public relations to attract, promote, and support the growth of business enterprises to produce a vibrant and balanced regional economy.

#### **Fiscal Strength and Responsibility**

Maricopa County will continue to efficiently manage County resources and engage in effective fiscal planning with integrity and transparency to promote financial stability and economic prosperity for Maricopa County residents.

## Capital Improvement Program Definition

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 "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.

## Facility Capital Improvement Program

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 had previously established processes for transportation 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 30<sup>th</sup>. By September 1<sup>st</sup> 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.

## Transportation Capital Improvement Program

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 MCDOT 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.

**Transportation Capital Improvement Program (continued)**

The Transportation priorities for the next five years are to continue the established plan:

- Complete significant regional 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 significant regional projects as funding allows.

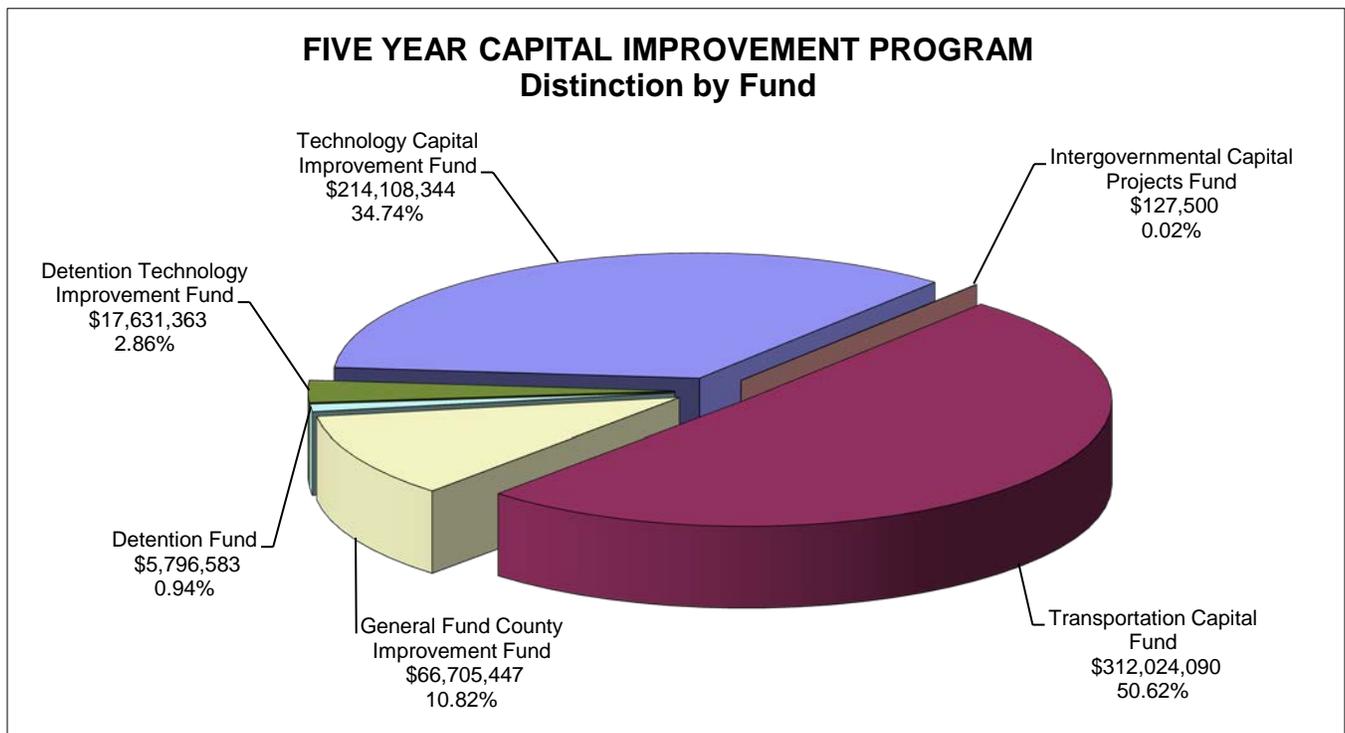
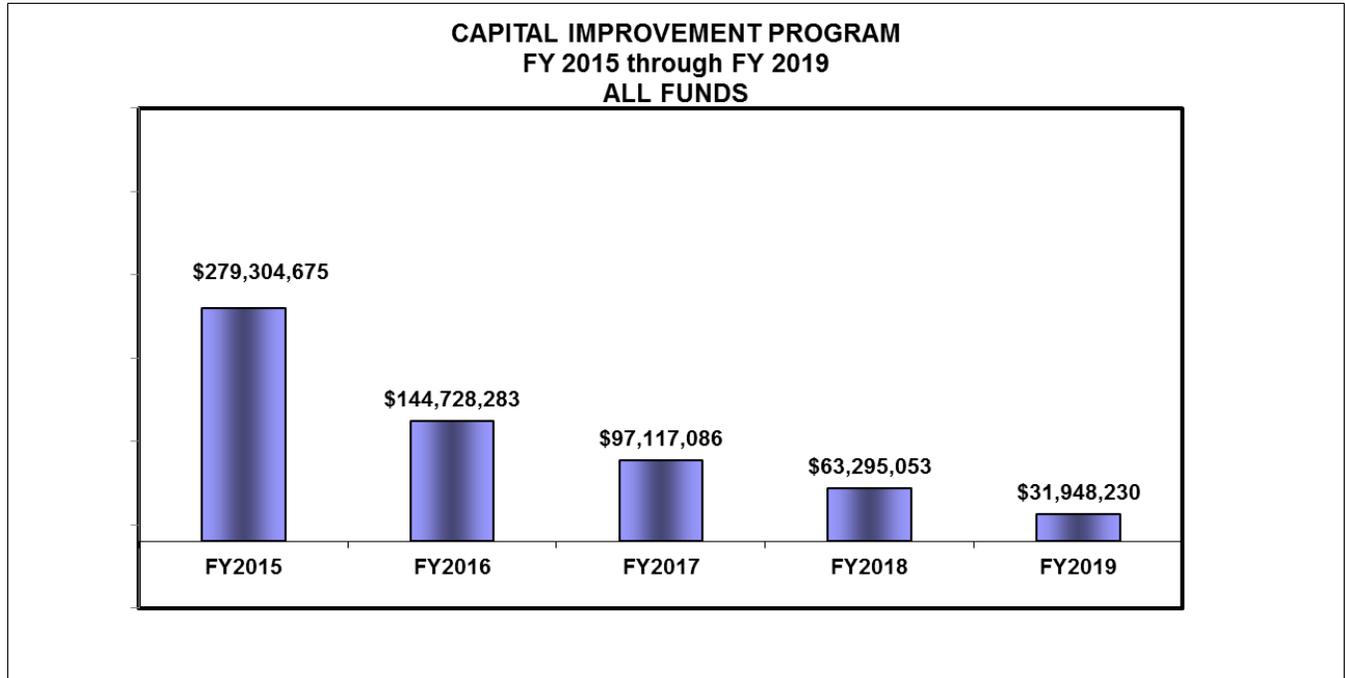
A significant portion of the FY 2015 Transportation Improvement Program (TIP) expenditures planned over the next five years will be for projects from the Arterial Street Life Cycle Program (ALCP) of the Maricopa Association of Governments (MAG) Regional Transportation Plan (RTP).

**Completed Facility Capital Improvement Projects**

ALL CAPITAL FUNDS	Previous Actuals	Projected FY 2014	Total Project	Completion
South Court Tower	329,121,126	1,470,740	330,591,866	Jun-12
Old Courthouse Remodel/Rehabilitation	2,157,978	-	2,157,978	Aug-12
Southeast Facility Remodel	2,490,400	-	2,490,400	Jun-13
Energy Conservation Projects	30,562,862	-	30,562,862	Mar-13
Board of Supervisors Audio/Visual Upgrade	\$ 888,324	\$ -	\$ 888,324	Jun-13
<b>TOTAL</b>	<b>\$ 365,220,690</b>	<b>\$ 1,470,740</b>	<b>\$ 366,691,430</b>	

## Five Year CIP Budget

The CIP spans a five-year period beginning with Fiscal Year 2015 and ending Fiscal Year 2019. The total anticipated cost for projects presented in the Five Year FY 2015 CIP is \$616,393,327. This does not include dollars set aside in Project Reserve for future capital projects.



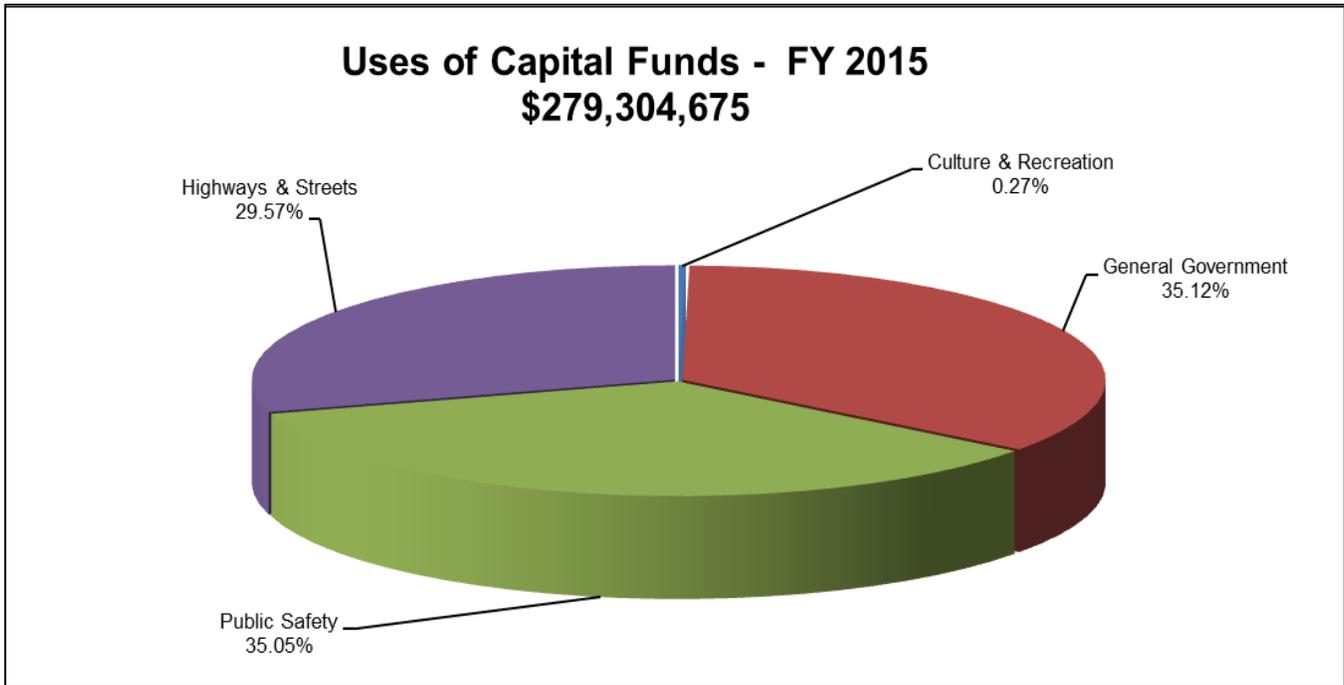
**Five Year CIP Budget (continued)**

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 2014 Capital Improvement Program. The FY 2014 Adopted budget has been restated to exclude project reserves set aside for future capital projects, consistent with the FY 2015 plan.

<b>FY 2015 CAPITAL IMPROVEMENT PROGRAM</b>				
<b>Five-Year Total By Fund</b>				
<b>CIP Allocation by Fund</b>	<b>ADOPTED FY 2014 THROUGH FY 2018</b>	<b>ADOPTED FY 2015 THROUGH FY 2019</b>	<b>(Increase)/ Decrease</b>	
<b>General Fund</b>				
422 INTERGOVERNMENTAL CAPITAL PROJECTS	\$ 127,500	\$ 127,500	\$	-
445 GENERAL FUND COUNTY IMPROVEMENT	52,275,625	66,705,447		(14,429,822)
460 TECHNOLOGY CAPITAL IMPROVEMENT	203,687,521	214,108,344		(10,420,823)
<i>Subtotal General Fund</i>	\$ 256,090,646	\$ 280,941,291	\$	(24,850,645)
<b>Special Revenue</b>				
234 TRANSPORTATION CAPITAL PROJECT	\$ 369,035,201	\$ 312,024,090	\$	57,011,111
455 DETENTION CAPITAL PROJECTS	20,775,000	5,796,583		14,978,417
461 DETENTION TECHNOLOGY IMPROVEMENT	41,248,263	17,631,363		23,616,900
<i>Subtotal Special Revenue</i>	\$ 431,058,464	\$ 335,452,036	\$	95,606,428
<b>TOTAL MARICOPA COUNTY</b>	<b>\$ 687,149,110</b>	<b>\$ 616,393,327</b>	<b>\$</b>	<b>70,755,783</b>

**FY 2015 CIP Budget**

The largest portion of expenditures for the County’s five-year Capital Improvement Program is in General Government at 35.12%, with the largest project being the Infrastructure Refresh Phase 2, a Technology Project. Public Safety makes up the second largest portion of the Capital Improvement Program, at 35.05% of the total with the Public Safety Radio System being the largest project, also a Technology Project. The remaining 29.84% encompasses funding for Transportation Projects (Highways and Streets) and Culture and Recreation.



The capital projects budget is Year 1 of the Five-Year Capital Improvement Program. The FY 2015 Maricopa County Capital Improvement Program budget is \$279.3 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 2014 expenditures are shown in the table below.

CAPITAL BUDGET BY FUND				
FUND	FY 2014 ADOPTED	FY 2014 REVISED	FY 2014 FORECASTED	FY 2015 ADOPTED
<b>General Fund</b>				
422 INTERGOVERNMENTAL CAPITAL PROJECTS	\$ 127,500	\$ 127,500	\$ -	\$ 127,500
445 GENERAL FUND COUNTY IMPROVEMENT	51,076,289	51,076,289	24,950,182	38,945,102
460 TECHNOLOGY CAPITAL IMPROVEMENT	114,227,240	127,862,923	41,278,926	136,526,854
<i>Subtotal General Fund</i>	<i>\$ 165,431,029</i>	<i>\$ 179,066,712</i>	<i>\$ 66,229,108</i>	<i>\$ 175,599,456</i>
<b>Special Revenue</b>				
234 TRANSPORTATION CAPITAL PROJECT	\$ 82,089,011	\$ 82,089,011	\$ 66,128,748	\$ 82,578,500
455 DETENTION CAPITAL PROJECTS	20,775,000	20,775,000	6,593,584	5,796,583
461 DETENTION TECHNOLOGY IMPROVEMENT	32,224,268	32,224,268	20,901,850	15,330,136
<i>Subtotal Special Revenue</i>	<i>\$ 135,088,279</i>	<i>\$ 135,088,279</i>	<i>\$ 93,624,182</i>	<i>\$ 103,705,219</i>
<b>TOTAL MARICOPA COUNTY</b>	<b>\$ 300,519,308</b>	<b>\$ 314,154,991</b>	<b>\$ 159,853,290</b>	<b>\$ 279,304,675</b>

FY 2015 CIP Budget (continued)

The FY 2015 CIP budget includes 41 projects totaling \$279,304,675. This is \$21.2 million, or 7%, less than FY 2014, for the six CIP funds: Transportation Capital Project (234), Intergovernmental Capital Projects (422), General Fund County Improvement (445), Detention Capital Project Fund (455), General Fund Technology Improvement (460), and Detention Fund Technology Improvement (461). The year-over-year decrease is attributed to the completion of the Maricopa County Sheriff's Headquarter project, which comprised 9.5% of the FY 2014 CIP budget.

234 TRANSPORTATION CAPITAL PROJECT	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
BRIDGE CONST/PRESERVATION	\$ 12,933,091	\$ 2,290,626	\$ 525,000	\$ -	\$ -	\$ -	\$ -	\$ 525,000	\$ 15,748,717
COUNTY ARTERIALS	33,991,372	3,252,962	14,840,000	21,530,000	13,905,000	8,445,000	5,550,000	64,270,000	95,964,334
DUST MITIGATION	6,993,520	1,625,153	3,160,000	1,700,000	-	-	-	4,860,000	13,478,673
INTELLIGENT TRANS SYST ITS	6,131,269	1,321,423	2,175,000	2,600,000	-	-	-	4,775,000	12,227,692
MAG ALCP PROJECTS	76,909,596	31,561,592	23,400,000	21,378,060	38,754,610	20,581,000	5,100,000	109,213,670	212,584,858
PARTNERSHIP SUPPORT	9,446,163	1,507,500	1,577,500	1,510,000	1,510,000	1,510,000	1,510,000	7,617,500	17,061,163
PAVEMENT CONST/PRESERVATION	27,446,336	11,478,078	15,912,000	2,960,000	2,925,000	3,060,000	325,000	25,182,000	63,781,414
RIGHT-OF-WAY	2,454,384	174,222	180,000	150,000	950,000	1,050,000	1,050,000	3,380,000	4,958,606
SAFETY PROJECTS	6,224,324	708,889	3,155,000	3,665,000	-	3,130,000	-	9,950,000	16,883,213
TRAFFIC IMPROVEMENTS	13,009,966	3,642,739	5,047,000	5,047,000	4,200,000	5,200,000	5,200,000	24,651,000	36,103,705
TRANSPORTATION ADMINISTRATION	6,048,351	7,147,757	10,877,000	7,090,230	8,416,230	11,473,230	11,613,230	49,469,920	51,052,798
TRANSPORTATION PLANNING	11,417,469	928,566	1,730,000	1,600,000	1,600,000	1,600,000	1,600,000	8,130,000	18,876,035
<b>TOTAL FUND 234</b>	<b>\$ 213,005,841</b>	<b>\$ 65,639,507</b>	<b>\$ 82,578,500</b>	<b>\$ 69,187,290</b>	<b>\$ 72,260,840</b>	<b>\$ 56,049,230</b>	<b>\$ 31,948,230</b>	<b>\$ 312,024,090</b>	<b>\$ 558,721,208</b>

422 INTERGOVERNMENTAL CAP PROJ	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
MARICOPA REGIONAL TRAIL SYSTEM	\$ 996,937	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 996,937
VULTURE MOUNTAIN STUDY	50,000	-	127,500	-	-	-	-	127,500	177,500
<b>TOTAL FUND 422</b>	<b>\$ 1,046,937</b>	<b>\$ -</b>	<b>\$ 127,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 127,500</b>	<b>\$ 1,174,437</b>

445 GENERAL FUND CTY IMPROV	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
CHAMBERS BUILDING	\$ -	\$ -	\$ 1,373,091	\$ -	\$ -	\$ -	\$ -	\$ 1,373,091	\$ 1,373,091
CLERK OF SUP COURT REMODEL	9,125,314	643,471	-	-	-	-	-	-	9,768,785
COURT TOWER	205,953,090	223,450	1,247,290	-	-	-	-	1,247,290	207,423,830
EAST COURT IMPROVEMENTS	916,848	3,000,000	8,513,546	-	-	-	-	8,513,546	12,430,394
MARICOPA REGIONAL TRAIL SYSTEM	3,142,955	100,000	582,886	503,807	670,352	-	-	1,757,045	5,000,000
SECURITY BUILDING	900,671	3,000,000	2,065,187	-	-	-	-	2,065,187	5,965,858
SHERIFF HQ PROJECT	20,335,627	16,127,933	1,000,000	-	-	-	-	1,000,000	37,463,560
SOUTHWEST JUSTICE COURTS	574,988	45,258	23,413,814	26,586,186	-	-	-	50,000,000	50,620,246
SWAT COVERED PARKING	670,549	1,800,000	706,537	-	-	-	-	706,537	3,177,086
VULTURE MOUNTAIN	47,179	10,070	42,751	-	-	-	-	42,751	100,000
<b>TOTAL PROJECTS 445</b>	<b>241,667,221</b>	<b>24,950,182</b>	<b>38,945,102</b>	<b>27,089,993</b>	<b>670,352</b>	<b>-</b>	<b>-</b>	<b>66,705,447</b>	<b>333,322,850</b>
PROJECT RESERVE 445	-	-	-	-	-	-	152,874,532	152,874,532	-
<b>TOTAL FUND 445</b>	<b>\$ 241,667,221</b>	<b>\$ 24,950,182</b>	<b>\$ 38,945,102</b>	<b>\$ 27,089,993</b>	<b>\$ 670,352</b>	<b>\$ -</b>	<b>\$ 152,874,532</b>	<b>\$ 219,579,979</b>	<b>\$ 333,322,850</b>

455 DETENTION CAPITAL PROJECTS	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
4TH AVENUE JAIL	\$ 4,155	\$ 165,554	\$ 2,565,291	\$ -	\$ -	\$ -	\$ -	\$ 2,565,291	\$ 2,735,000
COURT TOWER	28,391,973	-	-	-	-	-	-	-	28,391,973
LOWER BUCKEYE JAIL	9,229	474,479	3,231,292	-	-	-	-	3,231,292	3,715,000
SHERIFF HQ PROJECT	24,046,449	5,953,551	-	-	-	-	-	-	30,000,000
<b>TOTAL PROJECTS 455</b>	<b>\$ 52,451,806</b>	<b>\$ 6,593,584</b>	<b>\$ 5,796,583</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,796,583</b>	<b>\$ 64,841,973</b>
PROJECT RESERVE 455	-	-	-	-	-	-	190,401,976	190,401,976	-
<b>TOTAL FUND 455</b>	<b>\$ 52,451,806</b>	<b>\$ 6,593,584</b>	<b>\$ 5,796,583</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 190,401,976</b>	<b>\$ 196,198,559</b>	<b>\$ 64,841,973</b>

FY 2015 CIP Budget (continued)

460 TECHNOLOGY CAP IMPROVEMENT	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
BIX ROOM BYTE INFO EXCHANGE	\$ -	\$ 200,000	\$ 4,299,455	\$ -	\$ -	\$ -	\$ -	\$ 4,299,455	\$ 4,499,455
COMPUTER AIDED MASS APPRAISAL	-	450,000	4,795,000	-	-	-	-	4,795,000	5,245,000
CONTACT CENTER SYSTEM	3,221,896	673,801	-	-	-	-	-	-	3,895,697
COUNTY TELEPHONE SYSTEM	8,569,812	6,824,644	6,473,633	3,755,374	1,566,914	1,895,823	-	13,691,744	29,086,200
ENTERPRISE DATA CENTER	25,098,791	43	18,738,694	4,251,194	-	-	-	22,989,888	48,088,722
ENTERPRISE RESOURCE PLANNING SYS	-	1,000,000	16,060,899	9,845,692	593,373	-	-	26,499,964	27,499,964
INFRASTRUCTURE REFRESH PHASE 1	-	841,773	5,000,000	-	-	-	-	5,000,000	5,841,773
INFRASTRUCTURE REFRESH PHASE 2	14,718,355	10,050,000	37,604,275	-	-	-	-	37,604,275	62,372,630
INTERNAL SERVICE DELIVERY SYSTEM	-	-	350,000	-	-	-	-	350,000	350,000
MAXIMO MAINTENANCE MGMT UPGRADE	-	50,000	750,000	-	-	-	-	750,000	800,000
PUBLIC SAFETY RADIO SYSTEM	18,766,923	16,528,737	40,382,450	28,297,513	22,025,607	5,350,000	-	96,055,570	131,351,230
SHERIFF HQ PROJECT IT INFRA	11,336,022	4,459,928	1,500,000	-	-	-	-	1,500,000	17,295,950
TREASURER TECH SYSTEM UPGRADE	-	200,000	572,448	-	-	-	-	572,448	772,448
<b>TOTAL PROJECTS 460</b>	<b>\$ 81,711,799</b>	<b>\$ 41,278,926</b>	<b>\$ 136,526,854</b>	<b>\$ 46,149,773</b>	<b>\$ 24,185,894</b>	<b>\$ 7,245,823</b>	<b>\$ -</b>	<b>\$ 214,108,344</b>	<b>\$ 337,099,069</b>
PROJECT RESERVE 460	-	-	9,227,552	24,734,720	-	-	18,535,800	52,498,072	52,498,072
<b>TOTAL FUND 460</b>	<b>\$ 81,711,799</b>	<b>\$ 41,278,926</b>	<b>\$ 145,754,406</b>	<b>\$ 70,884,493</b>	<b>\$ 24,185,894</b>	<b>\$ 7,245,823</b>	<b>\$ 18,535,800</b>	<b>\$ 266,606,416</b>	<b>\$ 389,597,141</b>

461 DETENTION TECH CAP IMPROVEMENT	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
CORR HEALTH ZONE H INFRA	\$ 3,350,179	\$ 500,000	-	-	\$ -	\$ -	\$ -	\$ -	\$ 3,850,179
CHS ELECTRONIC HEALTH RECORDS	1,599,718	2,000,000	2,450,331	2,301,227	-	-	-	4,751,558	8,351,276
JAIL MGMT INFORMATION SYSTEM	254,437	450,000	1,795,563	-	-	-	-	1,795,563	2,500,000
JAIL SECURITY SYSTEM UPGRADE	1,663,909	17,951,850	11,084,242	-	-	-	-	11,084,242	30,700,001
<b>TOTAL PROJECTS 461</b>	<b>\$ 6,868,243</b>	<b>\$ 20,901,850</b>	<b>\$ 15,330,136</b>	<b>\$ 2,301,227</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 17,631,363</b>	<b>\$ 45,401,456</b>
PROJECT RESERVE	-	-	25,000,000	-	-	-	-	25,000,000	25,000,000
<b>TOTAL FUND 461</b>	<b>\$ 6,868,243</b>	<b>\$ 20,901,850</b>	<b>\$ 40,330,136</b>	<b>\$ 2,301,227</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 42,631,363</b>	<b>\$ 70,401,456</b>

Operating Budget Impacts

A direct relationship exists between Maricopa County's capital and operating budgets. Operating cost estimates are the anticipated annual costs to operate capital 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 capital improvements or acquisitions through the CIP are carefully considered before project commitments are made. It is the County's philosophy and policy that new capital projects will be undertaken only if future operating revenues are reasonably estimated to be sufficient to support associated future operating costs. Operating costs associated with new facilities are budgeted by the user department in conjunction with the partnering department such as Facilities Management and Enterprise Technology. Estimated operating costs, as well as anticipated savings in lease costs and operating costs are factored into the County's ten-year financial forecast.

Operating costs vary for each project. Thus, the operating cost for each project can be found in the project detail.

## Facility Project Detail

### Chambers Building Remodel

Project Location: 301 S. 4<sup>th</sup> Avenue – Phoenix  
 County District: 5  
 Managing Department: Facilities Management  
 Project Partner(s): N/A  
 Scheduled Completion Date: June 2015

### Project Purpose Statement



The purpose of the Chambers building remodel is to restore the exterior of the historic Chambers Transfer & Storage Company building, which houses the Office of Enterprise Technology. Built in 1923, the Chambers Transfer & Storage Company building is registered with the Phoenix Historic Property Register and the National Register of Historic Places.

### Project Description

The Chambers building remodel involves the restoration of all exterior components of the historic building. Including window replacement, replacement of wood finishing, paint, etc.

### Funding/Cost Summary

CHAMBERS BUILDING REMODEL	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	\$ -	\$ -	\$ 1,373,091	\$ -	\$ -	\$ -	\$ -	\$ 1,373,091	\$ 1,373,091
<b>Project Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,373,091</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,373,091</b>	<b>\$ 1,373,091</b>

### Operating Cost Summary

Not applicable.



**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 - Completed

**Project 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.

**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.

**Funding/Cost Summary**

COURT TOWER	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
440 - FINANCING SERIES 2007	\$ 48,269,919	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,269,919
441 - FINANCING SERIES 2008	46,389,787	-	-	-	-	-	-	-	46,389,787
445 - GENERAL FUND CTY IMPROV	205,953,090	223,450	1,247,290	-	-	-	-	1,247,290	207,423,830
455 - DETENTION CAPITAL PROJECTS	28,391,973	-	-	-	-	-	-	-	28,391,973
<b>Project Total</b>	<b>\$ 329,004,769</b>	<b>\$ 223,450</b>	<b>\$ 1,247,290</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,247,290</b>	<b>\$ 330,475,509</b>

**Operating Cost Summary**

Operating Budget Impact	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Repair & Maintenance	44,520	307,250	500,000	824,750	80,000
<b>Total</b>	<b>\$ 44,520</b>	<b>\$ 307,250</b>	<b>\$ 500,000</b>	<b>\$ 824,750</b>	<b>\$ 80,000</b>

### East Court Building Improvements

Project Location: 101 W. Jefferson – Phoenix  
 County District: 5  
 Managing Department: Facilities Management  
 Project Partner(s): None  
 Scheduled Completion Date: June 2015

### Project Purpose Statement



The East Court Building Improvements will allow for the removal of asbestos containing material and replacement of fireproofing to allow for floors 6 - 9 to be available for future construction. Provide needed courtrooms for civil caseload as well as possible overload of Child Protective Services caseload being adjudicated.

### Project Description

This is the final Abatement and Re-Fireproofing of steel structure and general demolition of floors 6 – 9 required in the East Court Building. It will result in open shell space of approximately 54,000 SF on floors 6, 8 and 9, and the complete build-out of the 7th floor, which will include 4 new courtrooms and judicial chambers, jury deliberation rooms, conference rooms, and ancillary spaces. New restrooms will be built and existing restrooms will be upgraded and remodeled.

### Funding/Cost Summary

EAST COURT IMPROVEMENTS	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	\$ 916,849	\$ 3,000,000	\$ 8,513,546	\$ -	\$ -	\$ -	\$ -	\$ 8,513,546	\$ 12,430,395
<b>Project Total</b>	<b>\$ 916,849</b>	<b>\$ 3,000,000</b>	<b>\$ 8,513,546</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,513,546</b>	<b>\$ 12,430,395</b>

### Operating Cost Summary

Not applicable.



**Fourth Avenue Jail Projects**

Project Location: 201 S. Fourth Avenue – Phoenix  
 County District: 5  
 Managing Department: Facilities Management  
 Project Partner(s): Sheriff's Office  
 Scheduled Completion Date: June 2014

**Project Purpose Statement**



To create safe and secure cells for an increasing number of inmates who are high risk for harming themselves in the jail environment. In addition, in the event of a failure of the automated pneumatic release systems or the electronic control systems, the current cell locking devices require a manual release procedure that cannot be completed by jail security staff in a safe and timely manner.

**Project Description**

Convert existing cells to flat cells. Conversion requires converting every surface to a flush condition by removing bunks, toilet/sink combo, showers, installing detox toilet in the floor, epoxy coating on the floor and walls, and installing a camera. Improve the emergency cell door release system by installing a manual release device on approximately 2,400 cell doors.

**Funding/Cost Summary**

FLAT CELL CONVERSION FAJ	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
455 - DETENTION CAPITAL PROJECTS	\$ 1,000	\$ 88,309	\$ 200,691	\$ -	\$ -	\$ -	\$ -	\$ 200,691	\$ 290,000
<b>Project Total</b>	<b>\$ 1,000</b>	<b>\$ 88,309</b>	<b>\$ 200,691</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,691</b>	<b>\$ 290,000</b>

CELL DOOR RELEASE FAJ	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
455 - DETENTION CAPITAL PROJECTS	\$ 3,155	\$ 77,245	\$ 2,364,600	\$ -	\$ -	\$ -	\$ -	\$ 2,364,600	\$ 2,445,000
<b>Project Total</b>	<b>\$ 3,155</b>	<b>\$ 77,245</b>	<b>\$ 2,364,600</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,364,600</b>	<b>\$ 2,445,000</b>

**Operating Cost Summary**

Not Applicable.



## Lower Buckeye Jail Projects

Project Location: 3250 W. Lower Buckeye Rd. – Phoenix  
 County District: 5  
 Managing Department: Facilities Management  
 Project Partner(s): Sheriff's Office  
 Scheduled Completion Date: June 2015

### Project Purpose Statement



To create safe and secure cells for an increasing number of inmates who are high risk for harming themselves in the jail environment. In addition, in the event of a failure of the automated pneumatic release systems or the electronic control systems, the current cell locking devices require a manual release procedure that cannot be completed by jail security staff in a safe and timely manner.

### Project Description

Convert existing cells to flat cells. Conversion requires converting every surface to a flush condition by removing bunks, toilet/sink combo, showers, installing detox toilet in the floor, epoxy coating on the floor and walls, and installing a camera. Improve the emergency cell door release system by installing a manual release device on approximately 2,400 cell doors.

### Funding/Cost Summary

CELL DOOR RELEASE LBJ	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
455 - DETENTION CAPITAL PROJECTS	\$ 4,481	\$ 78,243	\$ 2,472,275	\$ -	\$ -	\$ -	\$ -	\$ 2,472,275	\$ 2,554,999
<b>Project Total</b>	<b>\$ 4,481</b>	<b>\$ 78,243</b>	<b>\$ 2,472,275</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,472,275</b>	<b>\$ 2,554,999</b>

FLAT CELL CONVERSION LBJ	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
455 - DETENTION CAPITAL PROJECTS	\$ 4,747	\$ 396,236	\$ 759,017	\$ -	\$ -	\$ -	\$ -	\$ 759,017	\$ 1,160,000
<b>Project Total</b>	<b>\$ 4,747</b>	<b>\$ 396,236</b>	<b>\$ 759,017</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 759,017</b>	<b>\$ 1,160,000</b>

### Operating Cost Summary

Not applicable.



## 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 2017

### Project 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. 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, tourism and recreational opportunities for residents and visitors.

### Project Description

The Maricopa County Regional Trail System Plan was adopted by the Board of Supervisors in 2004. In 2007, 8.8 miles of trail was built to link Spur Cross Ranch Conservation Area and Cave Creek Regional Park. Another 8 miles of trail was built in the area east of Anthem along Rodger Creek to connect to Cave Creek Park in 2008. In 2009, the County continued to build trails connecting Lake Pleasant to Anthem at Interstate 17. Parks completed the trail connecting Lake Pleasant to Anthem at Interstate 17 and also built trailheads at Lake Pleasant, 7<sup>th</sup> Street and Linda Lane, and on the Flood Control District McMicken Dam in 2011. Parks also built one mile of trail on the west end of South Mountain Park. In 2012, Parks provided a connection from White Tank Mountain Park to McMicken Dam and outfall components connecting Queen Creek and Sonoqui Wash. In 2013, Parks completed 12.4 miles of trail in Tempe and the Town of Guadalupe. Parks also began work with the US Corps of Engineers to design a trailhead at Tres Rios and 115<sup>th</sup> Avenue. In 2014, Parks plans to build 21.2 miles of trail.

### Funding/Cost Summary

MARICOPA REGIONAL TRAIL SYSTEM	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
422 - INTERGOVERNMENTAL CAP PROJ	\$ 996,937	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 996,937
445 - GENERAL FUND CTY IMPROV	3,142,955	100,000	582,886	503,807	670,352	-	-	1,757,045	5,000,000
<b>Project Total</b>	<b>\$ 4,139,892</b>	<b>\$ 100,000</b>	<b>\$ 582,886</b>	<b>\$ 503,807</b>	<b>\$ 670,352</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,757,045</b>	<b>\$ 5,996,937</b>

### Operating Cost Summary

Operating Budget Impact	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019
Salaries & Benefits	\$ 128,555	\$ 131,769	\$ 135,063	\$ 138,440	\$ 141,901
Supplies & Services	520,000	520,000	520,000	520,000	52,000
Repair & Maintenance	-	-	-	-	-
<b>Total</b>	<b>\$ 648,555</b>	<b>\$ 651,769</b>	<b>\$ 655,063</b>	<b>\$ 658,440</b>	<b>\$ 193,901</b>

### Security Building Tenant Improvements

Project Location: 234 N. Central Ave – Phoenix  
 County District: 5  
 Managing Department: Facilities Management  
 Project Partner(s): None  
 Scheduled Completion Date: October 2014

### Project Purpose Statement

**Government  
 Operations**

Provide new space for the Office of Legal Advocate to allow them to vacate leased space. Provide a meeting facility on 8th and 9th floors which will be available for all County department and agencies while restoring the historic ceiling on the 8th floor.

### Project Description

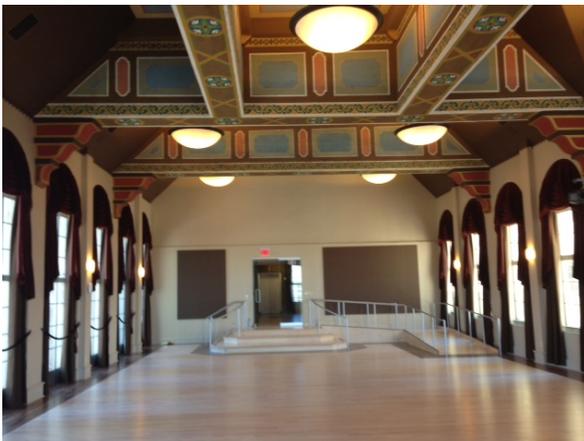
Project includes the build out the first floor and mezzanine space for the relocation of the Office of Legal Advocate from rented space into County owned facilities. In addition, tenant improvements will be done for conference and training space on the 8<sup>th</sup> and 9<sup>th</sup> floors.

### Funding/Cost Summary

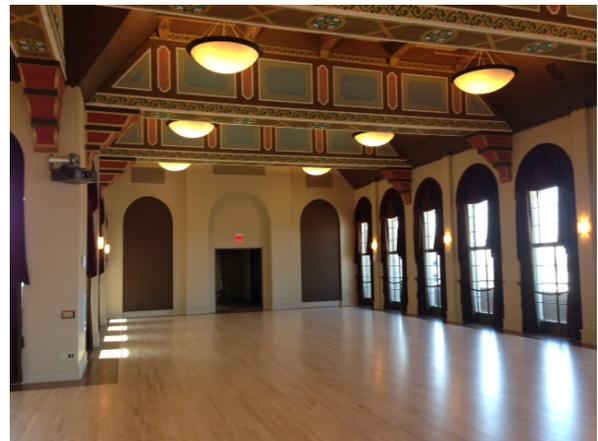
2013 SECURITY CTR TI	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	\$ 900,672	\$ 3,000,000	\$ 2,065,187	\$ -	\$ -	\$ -	\$ -	\$ 2,065,187	\$ 5,965,859
<b>Project Total</b>	<b>\$ 900,672</b>	<b>\$ 3,000,000</b>	<b>\$ 2,065,187</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,065,187</b>	<b>\$ 5,965,859</b>

### Operating Cost Summary

Not Applicable.



Eighth floor conference space completed.



Eighth floor conference space completed.

## Sheriff's Headquarters Project

Project Location: 550 West Jackson Street – Phoenix  
 County District: 5  
 Managing Department: Facilities Management  
 Project Partner(s): None  
 Scheduled Completion Date: July 2014

### Project Purpose Statement



The purpose of constructing this facility is to relocate 326 staff from six locations, and equipment from one other location. Maricopa County Sheriff's Office staff include: Command staff, internal affairs, employee compliance, 911 emergency operations center, MCSO telecommunications, human resources, finance and procurement, OSHA, MCSO IT, CAD/RMS Staff and jail intelligence and inmate phone monitoring.

### Project Description

The project is to provide a newly constructed facility of approximately 121,000 square feet 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.

### Funding/Cost Summary

SHERIFF HQ PROJECT	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	\$ 20,335,627	\$ 16,127,933	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 37,463,560
455 - DETENTION CAPITAL PROJECTS	24,046,449	5,953,551	-	-	-	-	-	-	30,000,000
<b>Project Total</b>	<b>\$ 44,382,076</b>	<b>\$ 22,081,484</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ 67,463,560</b>

### Operating Cost Summary

Operating Budget Impact	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019
Salaries & Benefits	\$ 150,127	\$ 153,130	\$ 156,192	\$ 159,316	\$ 162,502
Utilities	993,736	1,032,571	1,073,023	1,115,162	1,159,062
Repair & Maintenance	1,239,899	1,248,896	1,258,163	1,267,708	1,277,539
<b>Total</b>	<b>\$ 2,383,762</b>	<b>\$ 2,434,597</b>	<b>\$ 2,487,378</b>	<b>\$ 2,542,186</b>	<b>\$ 2,599,103</b>



North end of MCSO Headquarters.



MCSO Headquarters front entrance.

**Southwest Co-located Justice Courts**

Project Location: Avondale  
 County District: 5  
 Managing Department: Facilities Management  
 Project Partner(s): None  
 Scheduled Completion Date: June 2017

**Project Purpose Statement**



The purpose of the Southwest Co-located Justice Courts project is to house the White Tank, Country Meadows, Agua Fria, and Maryvale Justice Courts in One central location. By doing so, the County will save money and reduce the amount of leased space the County currently has. In addition, Maricopa County residents, in the western portion of the County, will have a centralized location for Justice Court Services.

**Project Description**

The project is for the design and construction of the Maricopa County Southwest Co-located Justice Courts. The project will provide architectural design, civil engineering and soil testing and the construction of a single story 60,000 square foot facility to house the White Tank, Country Meadows, Agua Fria, and Maryvale Justice Courts, as well as providing for a future precinct.

**Funding/Cost Summary**

SOUTHWEST JUSTICE COURTS	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	\$ 574,989	\$ 45,258	\$ 23,413,814	\$ 26,586,186	\$ -	\$ -	\$ -	\$ 50,000,000	\$ 50,620,247
<b>Project Total</b>	<b>\$ 574,989</b>	<b>\$ 45,258</b>	<b>\$ 23,413,814</b>	<b>\$ 26,586,186</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000,000</b>	<b>\$ 50,620,247</b>

**Operating Cost Summary**

Operating costs have not been determined.

### SWAT Covered Parking

Project Location: Durango Complex – Phoenix  
 County District: 5  
 Managing Department: Facilities Management  
 Project Partner(s): None  
 Scheduled Completion Date: March 2014

### Project 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.

### Project Description

The project is to provide an enclosed, climate-controlled covered parking structure for the Sheriff's Office Special Weapons and Tactics equipment and General Investigations Division vehicles.

### Funding/Cost Summary

SWAT COVERED PARKING	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	\$ 670,548	\$ 1,800,000	\$ 706,537	\$ -	\$ -	\$ -	\$ -	706,537	3,177,085
<b>Project Total</b>	<b>\$ 670,548</b>	<b>\$ 1,800,000</b>	<b>\$ 706,537</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>706,537</b>	<b>3,177,085</b>

### Operating Cost Summary

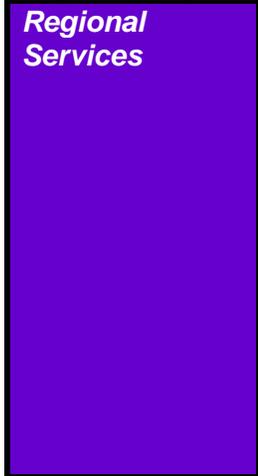
Not applicable.



## Vulture Mountain Study

Project Location: Wickenburg  
 County District: 4  
 Managing Department: Parks & Recreation  
 Project Partner(s): Bureau of Land Management  
 Scheduled Completion Date: June 30, 2014

### Project Purpose Statement



The purpose of the Vulture Mountain Cooperative Recreation Area project is to move forward with acquiring and managing the area as a county-managed park for both residents and visitors so they will have natural open space preserved into the future. The area is currently being managed under 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, more active management will be required to preserve the integrity of the area. Protecting the area as a County-managed recreation area 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.

### Project Description

In January 2012, the Board of Supervisors approved Maricopa County Parks and Recreation's Vulture Mountains Cooperative Recreation Area Master Plan. This is a multi-year and phased response to the public's desire for additional access to park lands. When complete, this will add about 71,000 acres to the County Park system. Bureau of Land Management (BLM) requires an area master plan to be completed for the area prior to any patent action and Parks submitted land patent applications to BLM in mid-2012 to secure the areas needed for trailheads and campsites. The next step is to perform an environmental assessment on these areas. Parks is also working with The Nature Conservancy's Hassayampa River Preserve to develop a cooperative management agreement prior to accepting the Preserve as a donation. This agreement will outline the details of how the Preserve will be managed, including what new facilities may be built.

### Funding/Cost Summary

VULTURE MOUNTAIN	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
422 - INTERGOVERNMENTAL CAP PROJ	\$ 50,001	\$ -	\$ 127,500	\$ -	\$ -	\$ -	\$ -	\$ 127,500	\$ 177,501
445 - GENERAL FUND CTY IMPROV	47,179	10,070	42,751	-	-	-	-	42,751	100,000
<b>Project Total</b>	<b>\$ 97,180</b>	<b>\$ 10,070</b>	<b>\$ 170,251</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 170,251</b>	<b>\$ 277,501</b>

### Operating Cost Summary

Not Applicable.

## Technology Project Detail

### BIX Room Byte Info Exchange Project

Project Location: 111 S. Third Avenue – Phoenix  
 Managing Department: Enterprise Technology  
 Project/Community Partner(s): None  
 Scheduled Completion Date: June 2015

### Project Purpose Statement



This infrastructure is critical to the distribution of secure telecommunications, radio frequency, and high speed data services across a vast network of local and remote IT installations. While a data center provides the heart of an organization’s server and storage environment, a BIX Room provides an organization’s network connectivity as it is the entrance point for all communications into, out of, and within that organization.

### Project Description

The Building Industry Cross-connect (BIX) Room is a technology equipment room located in the lower level of the West Court Building and is the central entrance point for most of the internet, network, and voice communication services that support Maricopa County. Thus, it is critical for maintaining County communications and business operations. Expected outcomes for this project include resolution to the significant issues outlined in a recently completed comprehensive third-party study of the BIX Room that was conducted by industry experts. This study characterized the BIX Room as a significant operational risk. Therefore, an expected outcome is the remediation of the room’s weaknesses as outlined in the study, such as power, cooling, equipment racks, cabinets and wire management.

### Funding/Cost Summary

BIX ROOM BYTE INFO EXCHANGE	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	\$ -	\$ 200,000	\$ 4,299,455	\$ -	\$ -	\$ -	\$ -	\$ 4,299,455	\$ 4,499,455
<b>Project Total</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ 4,299,455</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,299,455</b>	<b>\$ 4,499,455</b>

### Operating Cost Summary

Not Applicable.

## CHS Electronic Health Records

Project Location: System-wide  
 Managing Department: Correctional Health Services  
 Project/Community Partner(s): Enterprise Technology  
 Scheduled Completion Date: June 2016

### Project Purpose Statement



Ancillary products, services, and interfaces will provide: Enhanced quality of care, access and management of data, accuracy of management of data efficiency of processes, compliance with various law suits and accreditation and enhance continuity of care within the jail setting as well as through the community

### Project Description

Purchase and implement various ancillary products, services, and interfaces for the Electronic Health Record (EHR) System.

Products include Health Needs Request System, Biometrics, Kiosk's, Vital Machines, and Telemed Video Conferencing.

Interfaces include Scheduled Court Events, Radiology, Parmacueticals, ICIJIS, Labs, Continuity of Care Documents (multiple locations),, Inmate Fund Canteen System, Biometrics, State Health exchange (s), , Police Departments, Re-Entry Programs, Arizona Health Care Cost Containment System (AHCCCS), Maricopa County Adult Probation, and Health Needs Request.

Hardware includes laptops, tablets, and miscellaneous hardware to access the EHR system. As the EHR system increases in size (data) and the SQL servers age, the additional purchase of storage and SQL servers.

Miscellaneous types of services include back scanning documents into the EHR system, enhancements to the EHR system, and electronic faxing from the EHR system to various off-site facilities, ongoing various as necessary.

### Funding/Cost Summary

CHS ELECTRONIC HEALTH RECORDS	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
461 - DETENTION TECH CAP IMPROVEMEN	\$ 1,599,718	\$ 2,000,000	\$ 2,450,331	\$ 2,301,227	\$ -	\$ -	\$ -	\$ 4,751,558	\$ 8,351,276
<b>Project Total</b>	<b>\$ 1,599,718</b>	<b>\$ 2,000,000</b>	<b>\$ 2,450,331</b>	<b>\$ 2,301,227</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,751,558</b>	<b>\$ 8,351,276</b>

### Operating Cost Summary

Operating Budget Impact	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Repair & Maintenance	765,000	856,980	856,974	886,968	918,012
<b>Total</b>	<b>\$ 765,000</b>	<b>\$ 856,980</b>	<b>\$ 856,974</b>	<b>\$ 886,968</b>	<b>\$ 918,012</b>

## County Telephone System

Project Location: All County Departments/Locations  
 Managing Department: Enterprise Technology  
 Project/Community Partner(s): All County IT Groups  
 Scheduled Completion Date: June 2016

### Project 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. The County's Nortel SL100 system has operated within the County for 15 years and has surpassed end-of-life. The current system components continuously fail, resulting in increasingly prolonged outages to departments and users as support and parts are becoming increasingly scarce.

### Project Description

The purpose of the County Telephone System project is to replace the current end-of-life Nortel SL100 phone system county-wide. OET is working with AVAYA to install the new phone system that will include unified communications (UC) and video conferencing services using Voice over Internet Protocol (VoIP) and Session Initiation Protocol (SIP) technologies. During system installation, OET works with each County department to understand their current business needs and to identify opportunities to improve business processes with the new technologies. It is important to note that the VoIP Unified Communications project is dependent on the completion of the County's network infrastructure refresh projects. County buildings and campuses are being brought on to the new phone system in phases, of which 27 departments have successfully been transitioned to the new system. The remaining departments will be transitioned by FY 2016.

### Funding/Cost Summary

COUNTY TELEPHONE SYSTEM	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	\$ 8,569,812	\$ 6,824,644	\$ 6,473,633	\$ 3,755,374	\$ 1,566,914	\$ 1,895,823	\$ -	\$ 13,691,744	\$ 29,086,200
<b>Project Total</b>	<b>\$ 8,569,812</b>	<b>\$ 6,824,644</b>	<b>\$ 6,473,633</b>	<b>\$ 3,755,374</b>	<b>\$ 1,566,914</b>	<b>\$ 1,895,823</b>	<b>\$ -</b>	<b>\$ 13,691,744</b>	<b>\$ 29,086,200</b>

### Operating Cost Summary

Operating Budget Impact	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Repair & Maintenance	1,853,727	1,451,100	1,706,749	1,542,299	1,652,808
<b>Total</b>	<b>\$ 1,853,727</b>	<b>\$ 1,451,100</b>	<b>\$ 1,706,749</b>	<b>\$ 1,542,299</b>	<b>\$ 1,652,808</b>

## Enterprise Data Center

Project Location: Phoenix  
Managing Department: Enterprise Technology  
Project/Community Partner(s): None  
Scheduled Completion Date: June 2016

### Project Purpose Statement

**Government  
Operations**

Date centers within the County, which are the critical foundation of the County's ability to provide essential IT services to departments and citizens, including public safety departments, do not meet acceptable standards for an enterprise operation of the County's size. Moreover, the current environment creates unacceptable risk of failure and is costly to maintain or improve, as detailed in the Data Center Co-location study commissioned by OET and developed by a nationally recognized vendor.

### Project Description

The Data Center is the critical foundation of the County's ability to provide essential IT services to departments and citizens. It is a computer room fundamentally designed to be secure, reliable, and resilient to failures, thus earning the name "data center." Very few IT systems outside of companies like Google are designed to survive a data center outage without significant downtime and data loss; Maricopa County systems are no exception. Many County departmental computer rooms are woefully out of date, exposing the County to significant risk and are uneconomical to maintain or improve. The Data Center Co-location project will allow County departments to move technology into a co-located, dedicated, and purpose built data center as opposed to housing equipment within employee/customer related buildings. The plan also includes the implementation of a robust Optical Network System (ONS) capable of providing fiber network connectivity to the co-located facility. This project will provide a strong foundation for the future of County IT.

Enterprise Data Center (Continued)

Funding/Cost Summary

ENTERPRISE DATA CTNR CT	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	\$ 25,098,791	\$ 43	\$ 18,738,694	\$ 4,251,194	\$ -	\$ -	\$ -	\$ 22,989,888	\$ 48,088,722
<b>Project Total</b>	<b>\$ 25,098,791</b>	<b>\$ 43</b>	<b>\$ 18,738,694</b>	<b>\$ 4,251,194</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 22,989,888</b>	<b>\$ 48,088,722</b>

Operating Cost Summary

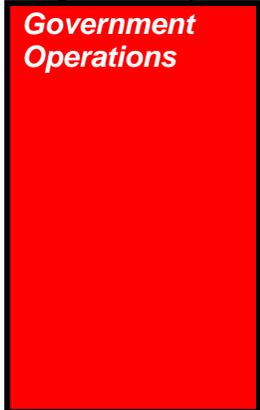
Operating Budget Impact	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Rent & Operating Leases	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Repair & Maintenance	1,560,850	1,708,800	2,370,500	2,041,900	2,014,900
<b>Total</b>	<b>\$ 2,760,850</b>	<b>\$ 2,908,800</b>	<b>\$ 3,570,500</b>	<b>\$ 3,241,900</b>	<b>\$ 3,214,900</b>



**Infrastructure Refresh Phase 1**

Project Location: Downtown Locations – Phoenix  
 Managing Department: Enterprise Technology  
 Project/Community Partner(s): None  
 Scheduled Completion Date: June 2016

**Project Purpose Statement**



The County’s current network infrastructure at the Downtown Campus does not meet The Office of Enterprise Technology and industry minimum standards to ensure a reliable, secure, and supportable infrastructure required for the County to do business and serve the citizens.

The network equipment at the identified sites has reached end-of-life and therefore creates unnecessary risk of failure, which would disrupt County operations at the sites. Inaction would result in: Network outages/downtime and can adversely affect the way customers conduct business. Inability to replace defective parts or broken parts on outdated network equipment. Premature network equipment failure due to inadequate cooling. Increased maintenance costs due to aged equipment support requirements.

**Project Description**

A reliable network is essential to ensuring all County employees have access to the business applications and systems they utilize each day to carry out their responsibilities in serving the public. The Downtown Zone 2 Refresh project is focused on the Downtown Campus having a Zone 2 presence and is designed to improve network service delivery.

The outcomes for this project include: 1) Cable pathways and conduits that provide the ability to expand the network, 2) Telecom rooms that have adequate or better power, cooling, security, and monitoring requirements, 3) Cabling bandwidth that meets or exceeds the demands for video, voice, and data networking services, 4) Comprehensive network gear that is built with redundancy, 5) Secure WiFi services, 6) A network that is architected and supported by industry subject matter experts to operate in an ‘always on – always connected’ fashion – 24/7, and 7) Improve security of equipment and, more importantly, the data contained within the equipment.

**Funding/Cost Summary**

PHASE I ZONE 2 DOWNTOWN	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	\$ -	\$ 841,773	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000	\$ 5,841,773
<b>Project Total</b>	<b>\$ -</b>	<b>\$ 841,773</b>	<b>\$ 5,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000,000</b>	<b>\$ 5,841,773</b>

**Operating Cost Summary**

Not Applicable.

## Infrastructure Refresh Phase 2

Project Location: Durango Campus, Southeast Regional Facility and Remote Site Locations  
Managing Department: Enterprise Technology  
Project/Community Partner(s): None  
Scheduled Completion Date: June 2016

### Project Purpose Statement

**Government  
Operations**

The County's current network infrastructure at the Durango and Southeast Campus, and Remote Site Locations do not meet The Office of Enterprise Technology and industry minimum standards to ensure a reliable, secure, and supportable infrastructure required for the County to do business and serve the citizens.

### Project Description

A reliable network is essential to ensuring all County employees have access to the business applications and systems they utilize each day to carry out their responsibilities in serving the public.

The outcomes for this project include: 1) Cable pathways and conduits that provide the ability to grow the network, 2) Telecom rooms that have adequate or better power, cooling, security, and monitoring requirements, 3) Cabling bandwidth that meets or exceeds the demands for video, voice, and data networking services, 4) Comprehensive network gear that is built with redundancy, 5) Secure WiFi services, 6) A network that is architected and supported by industry subject matter experts to operate in an 'always on – always connected' fashion – 24/7, and 7) Improve security of equipment and the data contained within equipment.

Durango Campus: The project is focused on the Durango Campus having a Zone 2 and 3 presence and is designed to improve network service delivery. The project will complete the Durango Campus Zone 3 refresh in FY 2014. Durango Campus Zone 2 is expected to be completed in FY 2014, provided outside contractors and FMD have the resources necessary to complete the required work on this project. If necessary resources cannot be obtained in a timely manner, this portion of the project will carry over into FY 2015.

Southeast Regional Facility: The project is focused on the Southeast Campus having a Zone 2 and 3 presence and is designed to improve network service delivery. The project will complete Southeast Region Zone 3 refresh in FY 2014. Southeast Region Zone 2 is expected to be completed in FY 14 provided outside contractors and FMD have the resources necessary to complete the required work on this project. If necessary resources cannot be obtained in a timely manner, this portion of the project will carry over into FY 2015.

Remote Site Locations: Project is focused on 89 buildings within the Maricopa County region having a Zone 2 and 3 presence and is designed to improve network service delivery. A remote site study was conducted in FY 2014 identifying the needs for each location, therefore the project on the remote sites will begin in FY 2015.

Infrastructure Refresh Phase 2 (Continued)

Funding/Cost Summary

TECHNOLOGY CAP IMPROVEMENT	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total	Project
2000 - PHASE II ZONE 2 DURANGO	57,335	5,000,000	15,248,679	-	-	-	-	15,248,679	20,306,014
2001 - PHASE II ZONE 2 SOUTHEAST	-	750,000	5,265,635	-	-	-	-	5,265,635	6,015,635
2002 - PHASE II ZONE 2 REMOTE	-	150,000	3,175,598	-	-	-	-	3,175,598	3,325,598
3000 - PHASE II ZONE 3 DURANGO	14,573,678	2,000,000	1,552,780	-	-	-	-	1,552,780	18,126,458
3001 - PHASE II ZONE 3 SOUTHEAST	35,447	2,000,000	2,648,817	-	-	-	-	2,648,817	4,684,264
3002 - PHASE II ZONE 3 REMOTE	51,893	150,000	9,712,766	-	-	-	-	9,712,766	9,914,659
<b>Project Total</b>	<b>\$ 14,718,353</b>	<b>\$ 10,050,000</b>	<b>\$ 37,604,275</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 37,604,275</b>	<b>\$ 62,372,628</b>

Operating Cost Summary

Not applicable.

## Jail Management Information System

Project Location: County Jail Facilities – Phoenix  
 Managing Department: Sheriff’s Office  
 Project/Community Partner(s): None  
 Scheduled Completion Date: June 2016

### Project Purpose Statement



The purpose of the Jail Security System Upgrade Program is to ensure the accurate and reliable management of the classification and movement of defendants and inmates at the jail facilities so that staff and inmates’ activities can be safe and monitored.

### Project Description

The Jail Management Information System project was approved by the Board in January 2013. The project funds the design phase and consultant work to allow for the selection of a replacement automation system for the management and classification of in-custody defendants and inmates by the Maricopa County Sheriff’s Office.

### Funding/Cost Summary

JAIL MGMT INFORMATION SYSTEM	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
461 - DETENTION TECH CAP IMPROVEMEN	\$ 254,438	\$ 450,000	\$ 1,795,563	\$ -	\$ -	\$ -	\$ -	\$ 1,795,563	\$ 2,500,001
<b>Project Total</b>	<b>\$ 254,438</b>	<b>\$ 450,000</b>	<b>\$ 1,795,563</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,795,563</b>	<b>\$ 2,500,001</b>

### Operating Cost Summary

Operating costs have not been determined.

## Jail Security System Upgrade

Project Location: County Jail Facilities – Phoenix  
 Managing Department: Facilities Management  
 Project/Community Partner(s): Sheriff’s Office  
 Scheduled Completion Date: June 2016

### Project Purpose Statement



The existing Jail Security and Surveillance Systems have become technologically outdated and have come to the end of their normal life cycles. The existing hardware and software is no longer supported by the industry which makes obtaining replacement components and software patches nearly impossible. Current jail system technology varies from facility to facility which creates a training burden when personnel are transferred from one facility to another.

### Project Description

The Jail Security System Upgrade Program will replace the current video surveillance system that is in place throughout the Maricopa County Jail System. The new system will accurately and reliably record 24 hours per day, 7 days per week and store 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.

### Funding/Cost Summary

JAIL SECURITY SYSTEM UPGRADE	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
461 - DETENTION TECH CAP IMPROVEMEN \$	1,663,909 \$	17,951,850 \$	11,084,242 \$	- \$	- \$	- \$	- \$	11,084,242 \$	30,700,001
<b>Project Total \$</b>	<b>1,663,909 \$</b>	<b>17,951,850 \$</b>	<b>11,084,242 \$</b>	<b>- \$</b>	<b>- \$</b>	<b>- \$</b>	<b>- \$</b>	<b>11,084,242 \$</b>	<b>30,700,001</b>

### Operating Cost Summary

Operating costs have not been determined.

## MAXIMO Work Order System Upgrade

Project Location: System-wide  
 Managing Department: Facilities Management  
 Project/Community Partner(s): None  
 Scheduled Completion Date: June 2016

### Project Purpose Statement



The purpose of the Maximo Work Order System is to enable the Facilities Management Department to more efficiently provide building maintenance services and increase the reliability of our facilities. It will allow the collection of essential performance metrics and the availability of this information throughout the service delivery process.

### Project Description

The Maximo Work Order System Upgrade Project will eliminate obsolescence by converting the existing electronic work order system to the latest version allowing continued use of data collection tools, technology and interface capabilities to support the Facilities Management Department's Operations and Maintenance Division.

### Funding/Cost Summary

MAXIMO MAINT MGMT SYSTEM	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	\$ -	\$ 50,000	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ 800,000
<b>Project Total</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 750,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 750,000</b>	<b>\$ 800,000</b>

### Operating Cost Summary

Operating Budget Impact	Year 1	Year 2	Year 3	Year 4	Year 5
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Repair & Maintenance	-	80,000	84,000	88,800	94,560
<b>Total</b>	<b>\$ -</b>	<b>\$ 80,000</b>	<b>\$ 84,000</b>	<b>\$ 88,800</b>	<b>\$ 94,560</b>

**Maricopa County Sheriff Headquarters IT Infrastructure**

Project Location: 550 W. Jackson – Phoenix  
 Managing Department: Facilities Management  
 Project/Community Partner(s): Sheriff Information Technology  
 Scheduled Completion Date: June 2016

**Project Purpose Statement**



The new MCSO Headquarter building allows for the replacement of severely outdated, end-of-life 911 equipment with leading edge technologies, including Voice over Internet Protocol (VoIP) telephone services, a dedicated telephone system to handle emergency 911 calls and responses, a new computer-aided dispatch/records management system (CAD/RMS) to manage emergency 911 calls, audio-visual systems, access control, security cameras, a call logging system, and a new data center. MCSO will experience increased reliability through the modernization of the MCSO information technology systems.

**Project Description**

The Maricopa County Sheriff's Office (MCSO) is relocating to a new five-story secure facility at 5<sup>th</sup> Avenue and Madison Street in Phoenix. This publicly accessible facility will house mission critical spaces associated with a new 911 Emergency Dispatch Center, a critical infrastructure data center, Voice over Internet Protocol (VoIP) telephone service, as well as providing administrative workspace for MCSO. MCSO will continue to move technology resources from other data centers to the MCSO Headquarters facility during FY 2015. These moves affect the network architecture, topology, and necessitate changes in documentation. Additionally, there are modifications to the network architecture that are needed to provide redundant telephony services to the headquarters. Completion of the project will be in FY 2015.

**Funding/Cost Summary**

SHERIFF HQ PROJECT IT INFRA	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	\$ 11,336,022	\$ 4,459,928	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 17,295,950
<b>Project Total</b>	<b>\$ 11,336,022</b>	<b>\$ 4,459,928</b>	<b>\$ 1,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,500,000</b>	<b>\$ 17,295,950</b>

**Operating Cost Summary**

Operating costs have not been determined.

## Public Safety Radio System

Project Location: Various locations around the County  
 Managing Department: Enterprise Technology  
 Project/Community Partner(s): None  
 Scheduled Completion Date: June 2018

### Project Purpose Statement



The County's current Radio System does not meet portable radio coverage requirements and many active components of the system are no longer serviceable by the manufacturer. The proposed system will provide greater interoperability with other Public Safety agencies throughout the region. In addition, the project will also replace all portable and mobile radios on the system today (approximately 7,000) with state-of-the-art open architected radios that will afford greater interoperability by all end-users.

### Project Description

The Radio System Project will upgrade and expand the County owned Public Safety Radio infrastructure and upgrade/replace the user mobile and portable radio fleet. The project will replace the current Public Safety Radio System that has been operational since 1995.

### Funding/Cost Summary

PUBLIC SAFETY RADIO	Previous Actuals	Projected FY 2014	Year 1 FY 2015	Year 2 FY 2016	Year 3 FY 2017	Year 4 FY 2018	Year 5 FY 2019	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	\$ 18,766,923	\$ 16,528,737	\$ 40,382,450	\$ 28,297,513	\$ 22,025,607	\$ 5,350,000	\$ -	\$ 96,055,570	\$ 131,351,230
<b>Project Total</b>	<b>\$ 18,766,923</b>	<b>\$ 16,528,737</b>	<b>\$ 40,382,450</b>	<b>\$ 28,297,513</b>	<b>\$ 22,025,607</b>	<b>\$ 5,350,000</b>	<b>\$ -</b>	<b>\$ 96,055,570</b>	<b>\$ 131,351,230</b>

### Operating Cost Summary

Operating maintenance will begin in FY 2020.



## Transportation Project Detail

### Bridge Preservation

Managing Department: Transportation  
 Project Partner(s): None

#### Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Anthem Box Culverts Scour Protection	3	4 <sup>th</sup> Qtr FY 2015

#### 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:

#### T459 – Anthem Box Culvert Scour Protection

This project will improve the ability of 7 box culverts in the Anthem area to withstand damage from intense summer storms. A total of \$295,000 is budgeted in FY 2015 to make the improvements.

#### Funding/Cost Summary:

TRANSPORTATION CAPITAL PROJECT	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total	Project
T459 - ANTHEM BOX CLVRT SCOUR PROTECT	\$ -	\$ -	\$ 295,000	\$ -	\$ -	\$ -	\$ -	\$ 295,000	\$ 295,000
<b>Project Total</b>	\$ -	\$ -	\$ 295,000	\$ -	\$ -	\$ -	\$ -	\$ 295,000	\$ 295,000

#### 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): T248 – City of Peoria  
 T251 – Town of Queen Creek

**Scheduled Completion Dates:**

<b>Improvement</b>	<b>District</b>	<b>Scheduled Completion</b>
Deer Valley Road El Mirage to Lake Pleasant	4	1 <sup>st</sup> Qtr FY 2017
Riggs Ellsworth to Meridian	1	4 <sup>th</sup> Qtr FY 2018
Riggs Road Hawes to Ellsworth	1	4 <sup>th</sup> Qtr FY 2018
Riggs Road Power to Hawes	1	1 <sup>st</sup> Qtr FY 2018
Riggs Road Recker to Power	1	4 <sup>th</sup> Qtr FY 2018

**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 117<sup>th</sup> Avenue to 109<sup>th</sup> Avenue**

The project will extend Deer Valley Road across the Agua Fria River from 109<sup>th</sup> Avenue to El Mirage Road. It will connect Williams Rd at 117<sup>th</sup> Ave to Deer Valley Rd at 109<sup>th</sup> Ave. The project will construct 2 bridges, and 2 miles of a 5-Lane new pavement. A total of \$11,575,000 is budgeted for FY 2015 to acquire right-of-way and move utilities. Construction is planned to begin in the summer of 2016.

**T251 – Riggs Road from Ellsworth to Meridian**

The purpose of this project is to complete a cultural resource data recovery and archaeological investigation along with interim roadway design. The County will contribute a total of \$2.1 million toward the project. A total of \$220,000 is budgeted in FY 2015 for to complete design and environmental clearance. Construction, which is tentatively planned for FY 2018, is contingent on obtaining a funding partnership.

**T375 – Riggs Road from Hawes to Ellsworth**

This segment of Riggs Road will be expanded to have two travel lanes in each direction, a dual center turning lane, paved shoulders, drainage improvements and alignment improvements. The estimated total cost of the project is \$7.5 million. Construction is tentatively planned for FY 2018.

**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, acquiring funding partners and availability of funds. A total of \$60,000 is budgeted in FY 2015 to complete the scoping study.

**T406 – Riggs Road from Power to Hawes**

This segment of Riggs Road will be expanded to have three travel lanes in each direction, a dual center turning lane, paved shoulders, signal improvements, drainage improvements and alignment improvements. Total cost is estimated to be \$17.2 million. Construction is tentatively planned for FY 2017 with \$1,555,000 budgeted in FY 2015 to complete design and begin right-of-way acquisition.

**T429 – Riggs Road from Recker to Power**

This segment of Riggs Road will be expanded to have two travel lanes in each direction, a dual center turning lane, paved shoulders, drainage improvements and alignment improvements. Total cost is estimated to be \$7.3 million. Construction is tentatively planned to begin in FY 2017 with \$400,000 budgeted in FY 2015 to complete design and begin right-of-way acquisition.

**Funding/Cost Summary:**

SOURCES	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total	Project
T251 - RIGGS ELLSWORTH TO MERIDIAN	455,958	541,702	-	-	-	6,000,000	-	6,000,000	6,997,660
<b>Project Total</b>	<b>\$ 455,958</b>	<b>\$ 541,702</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,000,000</b>	<b>\$ -</b>	<b>\$ 6,000,000</b>	<b>\$ 6,997,660</b>
TRANSPORTATION CAPITAL PROJECT	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total	Project
T248 - DEER VALLEY EL MIRAGE TO LK P	4,367,550	1,903,165	11,575,000	15,430,000	-	-	-	27,005,000	33,275,715
T251 - RIGGS ELLSWORTH TO MERIDIAN	1,451,662	617,040	220,000	-	-	2,075,000	5,550,000	7,845,000	4,363,702
T375 - RIGGS RD HAWES TO ELLSWORTH	1,755,454	14,085	-	-	-	5,720,000	-	5,720,000	7,489,539
T404 - OLIVE AVE EL MIR TO WT TANKS	747,195	53,112	60,000	-	-	-	-	60,000	860,307
T406 - RIGGS RD POWER TO HAWES	740,415	463,076	1,555,000	3,825,000	10,460,000	-	-	15,840,000	17,043,491
T429 - RIGGS RD RECKER TO POWER	296,090	154,542	400,000	2,275,000	3,445,000	650,000	-	6,770,000	7,220,632
<b>Project Total</b>	<b>\$ 11,301,307</b>	<b>\$ 3,240,132</b>	<b>\$ 13,822,000</b>	<b>\$ 21,530,000</b>	<b>\$ 16,371,000</b>	<b>\$ 8,445,000</b>	<b>\$ 5,550,000</b>	<b>\$ 65,718,000</b>	<b>\$ 74,709,439</b>

**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): None

**Scheduled Completion Dates:**

Improvement	District	Scheduled Completion
Low Volume Roads CAT III	3,4,5	1 <sup>st</sup> Qtr FY 2015
Low Volume Roads Dove Valley Area	4	1 <sup>st</sup> Qtr FY 2015

**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:**

**T411 – Low Volume Roads Category III**

This project will pave 3.67 miles of dirt roads 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 with \$2,810,000 budgeted to complete design, right-of-way acquisition and utility relocation prior to construction.

**T433 – Low Volume Roads Dove Valley Area**

This project will pave 167<sup>th</sup> Avenue from Dixileta Drive to Windstone Trail and 168th Avenue from Dixileta Drive to Windstone Trail, and Montgomery Road and White Wing Road from 171<sup>st</sup> Avenue to 163<sup>rd</sup> Avenue in the Dove Valley area so travelers will have a healthier route to travel. The estimated construction cost is \$2,500,000. Construction is planned for FY 2016 with \$320,000 budgeted in FY 2015 to complete design, right-of-way acquisition and utility relocation prior to construction.

**Funding/Cost Summary:**

TRANSPORTATION CAPITAL PROJECT	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total	Project
T411 - FY 12 CAT III LVR	21,749	329,854	2,810,000	-	-	-	-	2,810,000	3,161,603
T433 - FY 14 LVR DOVE VALLEY AREA	26,947	190,481	320,000	1,700,000	-	-	-	2,020,000	2,237,428
<b>Project Total \$</b>	<b>48,696 \$</b>	<b>520,335 \$</b>	<b>3,130,000 \$</b>	<b>1,700,000 \$</b>	<b>- \$</b>	<b>- \$</b>	<b>- \$</b>	<b>4,830,000 \$</b>	<b>5,399,031</b>

**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): T389 – US Department of Transportation

### Scheduled Completion Dates:

Improvement	District	Scheduled Completion
MC 85 from Litchfield Road to 83 <sup>rd</sup> Avenue	5	4 <sup>th</sup> Qtr FY 2015
West Valley Dynamic Message Signs	4,5	2 <sup>nd</sup> Qtr FY 2015
Fiber Optics Installation on Indian School, McDowell and Daisy Mountain	2,3,4	4 <sup>th</sup> Qtr FY 2017
Riggs Road Fiber Optic Installation	1	4 <sup>th</sup> Qtr FY 2017

### Purpose Statement:

The purpose of this Intelligent Transportation Systems (ITS) project is to install Intelligent Transportation System “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:

#### T352 – MC 85 from Litchfield Road to 83<sup>rd</sup> Avenue

The project will install approximately 5.5 miles of fiber optic cable and associated intelligent transportation system (ITS) equipment along MC 85 from Agua Fria Bridge to 75<sup>th</sup> Avenue. A total of \$1,880,000 is budgeted in FY 2015 for construction.

#### T389 – E-IntelliDrive Study Phase III

The purpose of this study is to test the Emergency and Transit Vehicle Priority System and also an advanced Pedestrian Crossing System along Daisy Mountain Drive. A total of \$60,000 is budgeted in FY 2015 for the study.

#### T447 – Bell Road Adaptive Signals

The purpose of this project is to install a signal timing system to enable signal timing to systematically respond to the varying traffic conditions along Bell Road between Cotton Lane and 114<sup>th</sup> Avenue; 99<sup>th</sup> Avenue and 73<sup>rd</sup> Avenue; 35<sup>th</sup> Avenue and 19<sup>th</sup> Avenue as well as along Frank Lloyd Wright Boulevard between Scottsdale Road and Thompson Peak Parkway so that commuters will have a faster and safer commute. Construction is planned for FY 2016. A total of \$215,000 is budgeted in FY 2015 to design the system.

**T466 – Fiber Optics Installation on Indian School, McDowell and Daisy Mountain**

This project will install the last mile fiber optic cable needed along Indian School Road west of Loop 101 to 99<sup>th</sup> Avenue to connect traffic signals at 99<sup>th</sup> Avenue and Loop 101, integrate McDowell Road MCDOT fiber with ADOT’s fiber optic cable at Loop 101 and will connect MCDOT signals along Daisy Mountain Road to the north terminus of the ADOT Freeway Management System on I-17. A total of \$5,000 is budgeted in FY 2015 for staff to apply for federal funds for construction which is tentatively planned for FY2017.

**T467 – Riggs Road Fiber Optics Installation**

This project will install fiber optic cable connections primarily along Riggs Road between South Sun Lakes Boulevard and Arizona Avenue so that commuters will experience less delays and safer commute. Also the last mile of fiber optic connections will be provided along Alma School Road between Chandler Heights Boulevard and Riggs Road to integrate with the Regional Community Network System and MCDOT Traffic Management Center. A total of \$5,000 is budgeted in FY 2015 for staff to apply for federal funds for construction which is tentatively planned for FY 2017.

**Funding/Cost Summary:**

TRANSPORTATION CAPITAL PROJECT	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total	Project
T352 - MC85 LITCHFIELD 83RD AV ITS	232,529	165,472	1,880,000	-	-	-	-	1,880,000	2,278,001
T389 - E-INTELLIDRIVE STUDY PH III	219,930	108,957	60,000	-	-	-	-	60,000	388,887
T447 - BELL RD ADAPTIVE SIGNAL	-	28,072	215,000	2,600,000	-	-	-	2,815,000	2,843,072
<b>Project Total \$</b>	<b>452,459 \$</b>	<b>302,501 \$</b>	<b>2,155,000 \$</b>	<b>2,600,000 \$</b>	<b>- \$</b>	<b>- \$</b>	<b>- \$</b>	<b>4,755,000 \$</b>	<b>5,509,960</b>

**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, T372, T427 – Cities of El Mirage, Glendale, Peoria, & Flood Control District  
 T339 – Salt River Pima and Maricopa Indian Community and City of Mesa  
 T342 – Salt River Pima Maricopa Indian Community  
 T344, T367 – City of El Mirage  
 T441, T442, T443 – City of Chandler

**Scheduled Completion Dates:**

<b>Improvement</b>	<b>District</b>	<b>Scheduled Completion</b>
Northern Parkway Phase I Landscaping	4	2 <sup>nd</sup> Qtr FY 2016
Gilbert Road Bridge at Salt River	2	To Be Determined
McKellips Road State Route 101 to Alma School	2	To Be Determined
El Mirage Northern to Cactus	4	1 <sup>st</sup> Qtr FY 2015
Northern Parkway Dysart to 111th Ave	4	4 <sup>th</sup> Qtr FY 2017
El Mirage Northern to Peoria	4	1 <sup>st</sup> Qtr FY 2016
Northern Reems & Litchfield Overpass	4	1 <sup>st</sup> Qtr FY 2016
Northern Parkway Northern at State Route 101	4	1 <sup>st</sup> Qtr FY 2018
Dysart Avenue Overpass	4	1 <sup>st</sup> Qtr FY 2018
Gilbert Road Queen Creek to Hunt Highway	1	3 <sup>rd</sup> Qtr FY 2017
McQueen Road Ocotillo to Riggs	1	3 <sup>rd</sup> Qtr FY 2017
Ocotillo Road Arizona to McQueen	1	3 <sup>rd</sup> Qtr FY 2017

\*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 Parkway Phase I Landscaping**

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 67<sup>th</sup> Avenue at its intersection with Grand Avenue west to State Route 303 so the traveling public has a safer and more efficient commute. The current estimate is \$315,700,000 to construct with MAG providing \$236,000,000.

The first phase of the 12.5 mile Northern Parkway project from Sarival to Dysart has been completed and landscaping of the right-of-way to prevent erosion and dust is in progress. The landscaping consists of drought-resistant trees, shrubs, accents and decomposed granite for ground covering plus an irrigation system. Once installed the contractor will maintain the plants and irrigation system for one year to insure the plants are established. A total of \$3,256,000 is budgeted in FY 2015 to complete landscaping and corridor right-of-way acquisition to protect the future alignment.

**T339 – Gilbert Road Bridge at Salt River**

A new six-lane bridge will replace the existing two-lane bridge with a raised roadway approaches to provide an all-weather crossing. The first step is to form the financial partnership with the Salt River Indian Community and the City of Mesa to secure MAG funding from the Regional Transportation Plan. A total of \$4,000,000 is budgeted in FY 2019 to begin design contingent on partnership negotiations. Construction is contingent on successful financial partnership formation.

**T342 – McKellips Road State Route 101 to Alma School**

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 tentatively planned for FY 2022 consistent with Maricopa Association of Governments funding and is dependent on the total project cost, acquiring funding partners and availability of funds. A total of \$320,000 is budgeted in FY 2015 to complete the scoping study.

**T344 – El Mirage Road Northern to Cactus**

This project is one of five planned phased improvements being planned in partnership with the City of El Mirage and the Maricopa Association of Governments (MAG) along El Mirage Road from Northern to Bell. 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 \$20,000 is budgeted in FY 2015 to complete design efforts. Construction is planned for FY 2015 as part of T367 El Mirage Northern to Peoria.

### T347 – Northern Parkway Dysart to 111<sup>th</sup> Ave

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 and the Cities of El Mirage, Glendale, Peoria, and the Maricopa Flood Control District. This project will acquire the right-of-way needed for the ultimate parkway layout and then construct an interim four lane parkway with additional lanes at major intersections by constructing the eventual east bound two-lane frontage road, south of the existing Northern Ave. Northern Ave will become the ultimate west bound frontage road. These two future frontage roads will serve as the interim four lane parkway separated by the right-of-way for the future six lane parkway. A new bridge at the Agua Fria River is included in this project. The estimated cost for this project is about \$46.3 million with \$497,000 budget in FY 2015 for design. A total of \$27.5 million in federal funding is available for this project with the majority of the funding scheduled to be available in the FY 2016 - 2017 timeframe. Advanced obligation authority has been received from the Federal Highway Authority which allows the costs for design, right-of-way acquisition, utility relocation and construction to be reimbursed when federal funds become available.

### T367 – El Mirage Road Northern to Peoria

This project is one of five planned phased improvements being planned in partnership with the City of El Mirage and the Maricopa Association of Governments (MAG) along El Mirage Road from Northern to Bell. 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 from two to four lanes with a dual left turn lane in the middle so travelers will have a safer route to travel. A total of \$5,550,000 is budgeted in FY 2015 for construction.

### T369 – Northern Reems and Litchfield Overpass

These two overpasses are part of the 20 year multi-phased project in partnership with the Maricopa Association of Governments, the Cities of El Mirage, Glendale, Peoria, and the Maricopa Flood Control District. A total of \$11,125,000 is budgeted in FY 2015 to complete construction. These two overpasses will be constructed to the ultimate six lane width with wide shoulders to accommodate future expansion but striped to have two travel lanes in each direction consistent with initial construction of the other portions of the 20 year multi-phased project.

### T372 – Northern Parkway Northern at State Route 101

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 and the Cities of El Mirage, Glendale, Peoria, and the Maricopa Flood Control District. Northern Ave will be widened initially to four lanes with additional lanes at major intersections. A total of \$12.7 million is budget for this project with \$1,580,000 budgeted in FY 2015 to continue the design.

### T427 – Dysart Avenue Overpass

The Dysart overpass is one of four projects in the second phase of the 20 year multi-phased project in partnership with the Maricopa Association of Governments and the Cities of El Mirage, Glendale, Peoria, and the Maricopa Flood Control District. Northern Ave will be widened initially to four lanes with additional lanes at major intersections. Construction of the overpass is tentatively planned for FY 2017 with the design scheduled to start in FY 2016. The estimated cost of the project is \$11.8 million. The overpass will be constructed to the ultimate six lane width with wide shoulders to accommodate future expansion but striped to have two travel lanes in each direction consistent with initial construction of the other portions of the 20 year multi-phased project.

**T441 – Gilbert Road Queen Creek to Hunt Hwy**

The City of Chandler is the lead agency on this project. Improvements include widening to six lanes, adding bike lanes, curb and gutter, sidewalks, street lighting, new traffic signals, and landscaping. The County will contribute no more than \$1,037,000 to the project in FY 2017.

**T442 – McQueen Road Ocotillo to Riggs**

The City of Chandler is the lead agency on this project. Improvements include widening to city standards, adding bike lanes, curb and gutter, sidewalks, street lighting, new traffic signals, and landscaping. The County will contribute no more than \$309,000 to the project in FY 2017.

**T443 – Ocotillo Road Arizona Avenue to McQueen**

The City of Chandler is the lead agency on this project. Improvements include widening to city standards, adding bike lanes, curb and gutter, sidewalks, street lighting, new traffic signals, and landscaping. The County will contribute no more than \$1,120,000 to the project in FY 2017.

**Funding/Cost Summary:**

SOURCES	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total	Project
T339 - GILBERT ROAD BRIDGE	-	-	-	-	2,800,000	-	2,800,000	5,600,000	2,800,000
T341 - EL MIRAGE PICERNE TO BELL	-	750,000	750,000	-	-	-	-	750,000	1,500,000
T344 - EL MIRAGE: NORTHERN TO CACTUS	669,005	10,582	-	-	-	-	-	-	679,587
T347 - NORTHERN PARKWAY PHASE II	1,747,321	4,566,913	1,933,575	17,526,272	11,432,778	15,970,132	3,106,947	49,969,704	53,176,991
T367 - EL MIRAGE: NORTHERN TO PEORIA	-	20,170	1,033,672	3,373,310	3,894,389	-	-	12,195,760	12,215,930
T369 - NORTHERN REEMS LTCHFLD OVRPS	228,093	-	6,366,000	-	-	-	-	6,366,000	6,594,093
T372 - NORTHERN PKWY NORTHERN AT L101	-	-	-	3,108,784	3,000,000	-	-	6,108,784	6,108,784
T427 - DYSART AVE OVERPASS	-	-	-	200,000	12,449,399	10,707,494	-	23,356,893	23,356,893
<b>Project Total</b>	<b>\$ 98,736,158</b>	<b>\$ 14,423,130</b>	<b>\$ 13,158,112</b>	<b>\$ 28,597,501</b>	<b>\$ 33,576,566</b>	<b>\$ 36,572,015</b>	<b>\$ 12,522,947</b>	<b>\$ 124,427,141</b>	<b>\$ 225,063,482</b>

TRANSPORTATION CAPITAL PROJECT	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total	Project
T195 - NORTHERN AVE SR 303 TO GRAND	62,489,326	12,557,035	3,256,000	1,055,000	1,000,000	20,581,000	-	25,892,000	100,938,361
T339 - GILBERT ROAD BRIDGE	16,711	2,691	-	-	-	-	4,000,000	4,000,000	19,402
T342 - MCKELLIPS RD I10 TO ALMA SCHL	2,609	167,173	320,000	-	-	-	1,100,000	1,420,000	489,782
T344 - EL MIRAGE: NORTHERN TO CACTUS	1,061,822	72,455	20,000	-	-	-	-	20,000	1,174,277
T347 - NORTHERN PARKWAY PHASE II	3,626,198	7,235,071	507,000	15,964,060	17,070,610	-	-	33,541,670	44,402,939
T367 - EL MIRAGE: NORTHERN TO PEORIA	859,838	1,740,446	5,550,000	-	-	-	-	5,550,000	8,150,284
T369 - NORTHERN REEMS LTCHFLD OVRPS	841,045	8,483,572	11,125,000	-	-	-	-	11,125,000	20,449,617
T372 - NORTHERN PKWY NORTHERN AT L101	224,992	24,400	1,580,000	3,450,000	7,300,000	-	-	12,330,000	12,579,392
T427 - DYSART AVE OVERPASS	-	1,443	-	909,000	10,918,000	-	-	11,827,000	11,828,443
T441 - GILBERT RD QC TO HUNT HWY	2,214	-	-	-	1,037,000	-	-	1,037,000	1,039,214
T442 - MCQUEEN RD OCOTILLO TO RIGGS	-	-	-	-	309,000	-	-	309,000	309,000
T443 - OCOTILLO ARIZONA TO MCQUEEN	-	-	-	-	1,120,000	-	-	1,120,000	1,120,000
<b>Project Total</b>	<b>\$ 69,144,755</b>	<b>\$ 30,284,286</b>	<b>\$ 22,358,000</b>	<b>\$ 21,378,060</b>	<b>\$ 38,754,610</b>	<b>\$ 20,581,000</b>	<b>\$ 5,100,000</b>	<b>\$ 108,171,670</b>	<b>\$ 202,500,711</b>

**Operating Cost Summary:**

No additional funds are being requested. The projects on Northern and El Mirage and will be annexed by partners.



Sarival Avenue Bridge



Reems Road Looking West

**Partnership Support**

Managing Department: Transportation  
 Project Partner(s): T462 – Town of Queen Creek & City of Mesa

**Scheduled Completion Dates:**

Improvement	District	Scheduled Payment Date
Special Projects	TBD	4 <sup>th</sup> Qtr FY 2014
Germann at Sossamann	1,2	To Be Determined

**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**

Special Projects is a reserve fund for 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. The County will contribute up to \$1.5 million annually to Special Projects.

**T462 – Germann at Sossamann**

The Town of Queen Creek, in partnership with the City of Mesa and the County, is studying the Germann at Sossaman intersection to investigate the feasibility of an at grade railroad crossing. The County will contribute up to \$50,000 to the study and provide staff participation to the study team. A total of \$37,500 is budgeted in FY 2015 for the study.

**Funding/Cost Summary:**

TRANSPORTATION CAPITAL PROJECT	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total	Project
T003 - SPECIAL PROJECTS	5,505,320	1,507,500	1,510,000	1,510,000	1,510,000	1,510,000	1,510,000	7,550,000	13,052,820
T462 - GERMAN AT SOSSAMAN DCR	-	-	37,500	-	-	-	-	37,500	37,500
<b>Project Total \$</b>	<b>5,505,320 \$</b>	<b>1,507,500 \$</b>	<b>1,547,500 \$</b>	<b>1,510,000 \$</b>	<b>1,510,000 \$</b>	<b>1,510,000 \$</b>	<b>1,510,000 \$</b>	<b>7,587,500 \$</b>	<b>13,090,320</b>

**Operating Cost Summary:**

Not applicable.

**Pavement Preservation**

Managing Department: Transportation  
 Project Partner(s): T468 – City of Apache Junction

**Scheduled Completion Dates:**

<b>Improvement</b>	<b>District</b>	<b>Scheduled Completion</b>
Miller Road I-10 to One Mile North	4	To Be Determined
Bush Highway Asphalt Rubber Overlay	2	4 <sup>th</sup> Qtr FY 2018
McDowell Road 76 <sup>th</sup> Street to Usery Pass	2	4 <sup>th</sup> Qtr FY 2015
East Mesa Subdivision Rehabilitation	2	4 <sup>th</sup> Qtr FY 2015
Meridian Road Asphalt Overlay	2	4 <sup>th</sup> Qtr FY 2015
Northeast Area Arterials Asphalt Rubber Overlays	3	4 <sup>th</sup> Qtr FY 2015
Southeast Area Arterials Asphalt Rubber Overlays	1	4 <sup>th</sup> Qtr FY 2015
Loop 303 Northern Area Asphalt Rubber Overlays	4	4 <sup>th</sup> Qtr FY 2015

**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:**

**T338 – Miller Road I-10 to one mile North**

This project will pave Miller Rd from I-10 to the Army National Guard Facility so travelers will have a healthier and safer route to travel. Construction is not currently planned and is dependent on National Guard participation, the total project cost, and availability of funds. A total of \$25,000 is budgeted in FY 2015 to complete the scoping study.

**T348 – Bush Highway Asphalt Rubber Overlay**

This 15.4 mile long project will overlay the existing pavement and make other improvements to improve safety. It will begin near the City of Mesa city limits and extend to 1200 feet south of SR 87. In addition it will pave approximately 500 feet of Usery Pass Road and Goldfield Road. Other improvements include replacing an existing fence with a concrete barrier, upgrading existing guardrails and replacing the existing drainage pipe with two 24 inch pipes to reduce roadway flooding. A total of \$800,000 is budgeted in FY 2015 to start the design of the project. The project is planned to be completed in phases due to limitations on construction from nesting bald eagles and heavy summer traffic.

**T432 – McDowell Road 76<sup>th</sup> Street to Usery Pass**

McDowell Rd is a popular cycling route. This project will add bike lanes to McDowell Rd from 76<sup>th</sup> Street to Usery Pass to improve safety for both cyclists and motorists. A total of \$777,000 is budget in FY 2015 to complete the project.

**T434 – East Mesa Subdivision Rehabilitation**

This project will remove existing pavement and replace with new pavement with valley gutter as needed in subdivisions in the vicinity of Loop 202 and Broadway Road. Construction is planned for FY 2015 with \$6,150,000 budgeted for construction.

**T468 – Meridian Road Asphalt Overlay**

This project will overlay Meridian Road from Southern to Brown Road with rubberized asphalt. A total of \$655,000 is budgeted in FY 2015 to complete the project. The roadway is on the county line and half the roadway is in the City of Apache Junction. The City has agreed to partner in the cost of the project.

**T469 – Northeast Area Arterials Asphalt Rubber Overlays**

This project will overlay 16<sup>th</sup> Street between Carefree Highway and Joy Ranch with rubberized asphalt. A total of \$390,000 is budgeted in FY 2015 to complete the project.

**T470 – Southeast Area Arterials Asphalt Rubber Overlays**

This project will overlay Hawes Road between Empire Blvd and Riggs Road; Recker Road from Chandler Heights Road to Brooks Farm Road; and San Tan Boulevard from Recker Road to Ellsworth Road with rubberized asphalt. A total of \$1,000,000 is budgeted in FY 2015 to complete the project.

**T472 – Loop 303 Northern Area Asphalt Rubber Overlays**

This project will overlay Citrus from Northern Ave to Butler, Cotton Lane from Camelback to Peoria, Sarival from Camelback to Northern Pkwy, Reems from Glendale to Peoria, Glendale from Cotton Lane to Reems, Northern Ave from Cotton Lane to Reems and from to 147<sup>th</sup> Avenue to the junction with Northern Parkway, Olive from Cotton Lane to Sarival and from Reems to 147<sup>th</sup> Avenue, and Peoria from Sarival to Reems so travelers will have a safer route to travel. A total of \$4,085,000 is budgeted in FY 2015 for construction.

**Funding/Cost Summary:**

SOURCES	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total	Project
T432 - MCDOWELL RD 76TH TO USERY PASS	-	-	556,747	-	-	-	-	556,747	556,747
T468 - MERIDIAN RD AR OVERLAY	-	-	166,800	-	-	-	-	166,800	166,800
<b>Project Total \$</b>	<b>- \$</b>	<b>- \$</b>	<b>723,547 \$</b>	<b>- \$</b>	<b>- \$</b>	<b>- \$</b>	<b>- \$</b>	<b>723,547 \$</b>	<b>723,547</b>
TRANSPORTATION CAPITAL PROJECT	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total	Project
T338 - MILLER RD I10 TO 1 MI N I10	48,923	102,410	25,000	-	-	-	-	25,000	176,333
T348 - BUSH HWY ASPHALT RUBBER OVRLY	611,721	89,529	800,000	2,960,000	2,925,000	3,060,000	-	9,745,000	10,446,250
T432 - MCDOWELL RD 76TH TO USERY PASS	96,988	20,740	777,000	-	-	-	-	777,000	894,728
T434 - EAST MESA SUB REHAB	507,106	1,268,731	6,150,000	-	-	-	-	6,150,000	7,925,837
T468 - MERIDIAN RD AR OVERLAY	-	-	655,000	-	-	-	-	655,000	655,000
T469 - NE AREA ARTERIALS AR OVERLAY	-	-	390,000	-	-	-	-	390,000	390,000
T470 - SE AREA ARTERIALS AR OVERLAY	-	-	1,000,000	-	-	-	-	1,000,000	1,000,000
T472 - LOOP 303 NORTHERN AR OVERLAY	-	-	4,085,000	-	-	-	-	4,085,000	4,085,000
<b>Project Total \$</b>	<b>1,264,738 \$</b>	<b>1,481,410 \$</b>	<b>13,882,000 \$</b>	<b>2,960,000 \$</b>	<b>2,925,000 \$</b>	<b>3,060,000 \$</b>	<b>- \$</b>	<b>22,827,000 \$</b>	<b>25,573,148</b>

**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
Wintersburg Parkway Salome Highway to Turner Parkway	4 & 5	1 <sup>st</sup> Qtr FY 2015
Southern Parkway State Route 85 to Salome Highway	4	2 <sup>nd</sup> Qtr FY 2015

**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 \$1,600,000 million is budgeted in FY 2014 for planning studies.

**Study Descriptions:**

**T005 – Wintersburg Parkway Salome Highway to Turner Parkway**

This Parkway Feasibility Study will focus only on corridor feasibility and alignment. The Town of Buckeye is within the 23 mile study corridor. The estimated study cost is \$420,000. The study is planned for completion in FY 2015.

**T005 – Southern Parkway State Route 85 to Salome Highway**

This Parkway Feasibility Study will focus only on corridor feasibility and alignment. The Town of Buckeye is within the 10 mile study corridor. The estimated study cost is \$320,000. The study is planned for completion in FY 2015.

**Funding/Cost Summary:**

TRANSPORTATION CAPITAL PROJECT	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total	Project
T005 - TRANSPORTATION PLAN STUDIES	11,417,469	878,566	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	8,000,000	18,696,035
<b>Project Total</b>	<b>\$ 11,417,469</b>	<b>\$ 878,566</b>	<b>\$ 1,600,000</b>	<b>\$ 8,000,000</b>	<b>\$ 18,696,035</b>				

**Operating Cost Summary:**

Not applicable.

**Right-of-Way**

Managing Department: Transportation  
 Project Partner(s): T450 – Town of Gilbert  
 T451 – City of Buckeye  
 T465 – City of Phoenix

**Scheduled Completion Dates:**

<b>Improvement</b>	<b>District</b>	<b>Scheduled Completion</b>
Property Management	TBD	On-going
Right of Way (ROW) In-fill on Road Inventory System	TBD	On-going
Williams Field Union Pacific Railroad to Power	1	On-going
Yuma Road 219 <sup>th</sup> Avenue to Tuthill Road	4	To Be Determined
Broadway Road 51 <sup>st</sup> Avenue to 7 <sup>th</sup> Street	5	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**

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**

Right-of-way Infill is a reserve fund for the purchase of property and titles on existing roads. The FY 2015 budget is \$100,000 to acquire right-of-way when identified.

**T450 – Williams Field Union Pacific Railroad to Power**

The County will assist the Town of Gilbert with the acquisition of right-of-way in the unincorporated portions of the County needed for their project to include condemnation. The Town will reimburse the County for all expenses associated with the right-of-way acquisition and will annex the roadway upon project completion.

**T451 – Yuma Road 219<sup>th</sup> Avenue to Tuthill Road**

The County will assist the Town of Buckeye with the acquisition of right-of-way on Yuma Road from the Arizona State Land Department. The Town will annex the roadway upon acquisition.

**T465 – Broadway Road 51<sup>st</sup> Avenue to 7<sup>th</sup> Street**

The County will assist the City of Phoenix with the acquisition of right-of-way in the unincorporated portions of the County need for their project to include condemnation. The City will reimburse the County for all expenses associated with the right-of-way acquisition and will annex the roadway upon project completion.

**Funding/Cost Summary:**

TRANSPORTATION CAPITAL PROJECT	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total	Project
T008 - PROP MGMT PRIOR YEARS PROJECTS	243,482	55,684	50,000	50,000	50,000	50,000	50,000	250,000	499,166
T011 - ROW IN FILL ROAD INVENTORY SYS	1,751,482	54,496	100,000	100,000	900,000	1,000,000	1,000,000	3,100,000	3,905,978
T450 - WILLIAMS FIELD UPPR TO POWER	433,425	982	-	-	-	-	-	-	434,407
<b>Project Total \$</b>	<b>2,428,389 \$</b>	<b>111,162 \$</b>	<b>150,000 \$</b>	<b>150,000 \$</b>	<b>950,000 \$</b>	<b>1,050,000 \$</b>	<b>1,050,000 \$</b>	<b>3,350,000 \$</b>	<b>4,839,551</b>

**Operating Cost Summary:**

Not applicable.

**Safety Improvements**

Managing Department: Transportation  
 Project Partner(s): T345 & T445 – City of Phoenix

Scheduled Completion Date:

Improvement	District	Scheduled Completion
MC 85 at 83 <sup>rd</sup> Avenue	5	4 <sup>th</sup> Qtr FY 2018
Aguila Road at Western Area Power	4	2 <sup>nd</sup> Qtr FY 2015
New River Trail at Linda lane	3	4 <sup>th</sup> Qtr FY 2018

**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 83<sup>rd</sup> Avenue**

This project will create a constant roadway profile from 107<sup>th</sup> Avenue to 75<sup>th</sup> Avenue by adding a dual center turning lane where currently missing, improving the 75<sup>th</sup>, 83<sup>rd</sup>, 91<sup>st</sup>, and 107<sup>th</sup> Avenue intersections plus overlay the roadway from 107<sup>th</sup> Avenue to 75<sup>th</sup> Avenue so the traveling public will have a safer commute. The estimated cost is \$55 million with \$2,255,000 budgeted in FY 2015 to start construction.

**T444 – Aguila Road at Western Area Power**

Realign Aguila Road around three Western Area Power Administration (Western) towers to provide a 50 foot clear zone around the towers. It will require purchasing land from the Arizona State Land Department. A total of \$12,000 is budgeted in FY 2015 to acquire the land needed.

**T445 – New River Trail at Linda lane**

The County Trail System crosses New River Road just south of Linda Lane. Due to limited sight distance to observe on-coming traffic hikers are in danger when crossing the road. This project will acquire right-of-way and make other improvements to improvements allow hikers to observe on-coming traffic at a greater distance so they can safely cross the road. The estimated cost is \$404,000 with \$90,000 budgeted in FY 2015.

**Funding/Cost Summary:**

TRANSPORTATION CAPITAL PROJECT	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total	Project
T345 - MC85 AT 83RD CTR TURN LN EXP	3,274,667	217,995	2,555,000	3,430,000	-	3,130,000	-	9,115,000	12,607,662
T444 - AGUILA RD AT WAPA TOWERS	30,834	35,112	12,000	-	-	-	-	12,000	77,946
T445 - NEW RIVER TRAIL AT LINDA LN	39,122	39,657	90,000	235,000	-	-	-	325,000	403,779
<b>Project Total</b>	<b>\$ 3,344,623</b>	<b>\$ 292,764</b>	<b>\$ 2,657,000</b>	<b>\$ 3,665,000</b>	<b>\$ -</b>	<b>\$ 3,130,000</b>	<b>\$ -</b>	<b>\$ 9,452,000</b>	<b>\$ 13,089,387</b>

**Operating Cost Summary:**

Not applicable.

**Traffic Improvements**

Managing Department: Transportation  
 T391 – City of Avondale  
 T420 – Pinal County & Town of Queen Creek

**Scheduled Completion Dates:**

<b>Improvement</b>	<b>District</b>	<b>Scheduled Completion</b>
Elliot at Sossaman	1	3 <sup>rd</sup> Qtr FY 2015
Traffic Calming	All	On-going
Avondale Blvd at MC 85	5	4 <sup>th</sup> Qtr FY 2016
Empire at Meridian	1	4 <sup>th</sup> Qtr FY 2015
Del Webb at Hutton	4	4 <sup>th</sup> Qtr FY 2015
Alma School at Michigan	1	4 <sup>th</sup> Qtr FY 2015
University Drive at Meridian Road	2	4th Qtr FY 2015
Gavilan Peak at Venture Drive	3	4th Qtr FY 2015

**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**

Warranted Traffic Improvements is a reserve to provide budget for new scoping studies. 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 \$1,280,000 is budgeted for traffic scoping studies and construction reserves in FY 2015.

**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 \$940,000 budgeted in FY 2015 to Complete construction.

**T365 – Traffic Calming**

This project will install speed humps and other traffic calming solutions at yet to be selected locations to improve safety. A total of \$200,000 is budgeted in 2015 to design and install traffic calming devices.

**T391 – Avondale Boulevard at MC 85**

This project will upgrade the existing traffic signal, 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. A total of \$60,000 is budgeted in FY 2015 to acquire right-of-way. Construction is planned for FY 2016.

**T420 – Empire at Meridian**

The intersection is at the southeast corner of the County with three legs of the intersection in Pinal County. The northwest corner is in Maricopa County. Pinal County has previously improved their three legs of the intersection. The County will improve the final leg of the intersection, install new signals and move private irrigation to make room for the additional lanes being constructed. A total of \$865,000 is budgeted for FY 2015 to complete construction.

**T437 – Del Webb at Hutton**

This project will construct a new traffic signal at the intersection and reconstruct the existing sidewalk ramps to be Americans with Disabilities Act compliant. A total of \$413,000 is budgeted in FY 2015 to complete construction.

**T439 – Alma School at Michigan**

This project will install a new traffic signal at the intersection, extend the north and south bound turn lanes, and reconstruct the existing sidewalk ramps to be Americans with Disabilities Act compliant. A total of \$139,000 is budgeted in FY 2015 to complete construction.

**T460 – University Drive at Meridian Road**

This project will replace the obsolete existing traffic signal with a new traffic signal at the intersection. A total of \$400,000 is budgeted in FY 2015 to complete construction.

**T479 – Gavilan Peak at Venture Drive**

This project will install a High-Intensity Activated crossWalk (HAWK) Signal at the intersection. A total of \$220,000 is budgeted in FY 2015 to complete construction.

**Funding/Cost Summary:**

SOURCES	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total	Project
T391 - AVONDALE AT MC 85	-	37,533	-	1,029,680	-	-	-	1,029,680	1,067,213
<b>Project Total \$</b>	<b>- \$</b>	<b>37,533 \$</b>	<b>- \$</b>	<b>1,029,680 \$</b>	<b>- \$</b>	<b>- \$</b>	<b>- \$</b>	<b>1,029,680 \$</b>	<b>1,067,213</b>
TRANSPORTATION CAPITAL PROJECT	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total	Project
T004 - WARRANTED TRAFFIC IMPROVEMENTS	211,248	-	1,240,000	3,000,000	4,000,000	5,000,000	5,000,000	18,240,000	13,451,248
T333 - ELLIOT RD AND SOSSAMAN RD	1,346,670	916,758	940,000	-	-	-	-	940,000	3,203,428
T365 - TRAFFIC CALMING	321,353	90,621	200,000	200,000	200,000	200,000	200,000	1,000,000	1,211,974
T391 - AVONDALE AT MC 85	133,472	78,412	60,000	1,804,000	-	-	-	1,864,000	2,075,884
T420 - EMPIRE AND MERIDIAN	152,192	109,900	865,000	-	-	-	-	865,000	1,127,092
T437 - DEL WEBB AT HUTTON	85,296	73,801	413,000	-	-	-	-	413,000	572,097
T439 - ALMA SCHOOL AT MICHIGAN	80,842	301,463	139,000	-	-	-	-	139,000	521,305
T460 - UNIVERSITY DR AT MERIDIAN RD	-	16,820	400,000	-	-	-	-	400,000	416,820
T479 - GAVILAN PK AND VENTURE DR HAWK	-	-	220,000	-	-	-	-	220,000	220,000
T481 - HAPPY VALLEY AT 115TH AVE	-	-	45,000	-	-	-	-	45,000	45,000
<b>Project Total \$</b>	<b>2,331,073 \$</b>	<b>1,587,775 \$</b>	<b>4,522,000 \$</b>	<b>5,004,000 \$</b>	<b>4,200,000 \$</b>	<b>5,200,000 \$</b>	<b>5,200,000 \$</b>	<b>24,126,000 \$</b>	<b>22,844,848</b>

**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 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. A total of \$450,000 is budgeted in FY 2015 to manage the program.

#### 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 \$8 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 \$281,000 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 County Engineer so these studies can begin with minimal administrative costs. These scoping studies 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. A total of \$1,336,000 is budget for scoping studies and investigations.

#### T387 – Buckeye Yard Improvements

The Buckeye Yard building need extensive repairs and the decision was made to construct a new building at the same site. The new building will be connected to the Town of Buckeye's water and sewer systems. Total cost is estimated to be \$5.3 million with \$510,000 budgeted in FY 2015 to complete construction.

**Funding/Cost Summary:**

TRANSPORTATION CAPITAL PROJECT	Previous	Projected	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year	Total
	Actuals	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total	Project
T001 - TIP DEVELOPMENT	2,839,931	288,149	450,000	450,000	450,000	450,000	450,000	2,250,000	4,928,080
T002 - PROJECT RESERVES ACCOUNT	104,475	-	-	4,200,000	4,700,000	5,700,000	5,700,000	20,300,000	14,704,475
T006 - UNALLOCATED FORCE ACCOUNT	286	-	581,000	1,840,230	2,166,230	2,223,230	2,363,230	9,173,920	6,810,976
T012 - GENERAL CIVIL ENGINEERING	475,558	1,325,429	1,336,000	600,000	1,100,000	3,100,000	3,100,000	9,236,000	7,936,987
T387 - IMPROVEMENTS TO BUCKEYE YARD	369,466	5,534,179	510,000	-	-	-	-	510,000	6,413,645
TADM - TRANSPORTATION ADMINISTRATION	-	-	8,000,000	-	-	-	-	8,000,000	8,000,000
<b>Project Total</b>	<b>\$ 213,005,841</b>	<b>\$ 65,639,507</b>	<b>\$ 82,578,500</b>	<b>\$ 69,187,290</b>	<b>\$ 72,260,840</b>	<b>\$ 56,049,230</b>	<b>\$ 31,948,230</b>	<b>\$ 312,024,090</b>	<b>\$ 558,721,208</b>

**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 attain 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, 2013. 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, 2013, 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 is paid from the County's Debt Service Fund.

#### 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, 2013.

**LONG-TERM LIABILITIES**  
**All Categories of Debt <sup>(2)</sup>**  
**Maricopa County, Arizona**  
**As of June 30, 2013**

	Year Ending June 30				
	2009	2010	2011	2012	2013
<b>GOVERNMENTAL ACTIVITIES:</b>					
Bonds, loans, and other payables:					
General obligation bonds	\$ -	\$ -	\$ -	\$ -	\$ -
Lease revenue bonds (3)	163,900,000	153,285,000	142,140,000	130,815,000	120,350,000
Housing Authority Loans (1) (4)	-	-	-	2,787,917	3,609,943
Special assessment debt with governmental commitment (1)	193,591	174,442	120,533	80,050	64,679
Certificates of participation (3)	3,850,000	3,385,000	2,895,000	-	-
Capital leases	51,135,339	14,956,315	432,651	-	-
Total Governmental activities	<u>\$ 219,078,930</u>	<u>\$ 171,800,757</u>	<u>\$ 145,588,184</u>	<u>\$ 133,682,967</u>	<u>\$ 124,024,622</u>

Notes:

- (1) Does not represent an obligation of the County.
- (2) Long-term liabilities excludes claims and judgments payable, reported and incurred but not reported claims, and liabilities for closure and postclosure costs.
- (3) On January 1, 2005, the Medical Center was transitioned to the Maricopa County Special Health Care District, a separate legal entity that is not part of the County's reporting entity. The long-term debt obligations, as previously reported in the Medical Center Fund, a major enterprise fund, were transferred to governmental activities as they are the responsibility of the County. The Maricopa County Special Health Care District will continue to reimburse the County pursuant to the intergovernmental agreement with the County.
- (4) Beginning in FY 2011, the Housing Authority is considered a blended component unit of the County and is included on this schedule. Prior to FY 2011, the Housing Authority was a discretely presented component unit. Although the Housing Authority is included as of FY 2011, no long term liabilities were recorded until FY 2012.

## 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 Chief Financial Officer 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 revenue stream pledged to pay the bond principal and interest.

### 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. Security for lease-purchase financing is the lease payments made by the County and, where legally permitted, also the asset being financed.

### 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.

2012-13 Constitutional General Obligation Bonding Capacity Maricopa County, Arizona	
2012-13 Secondary Assessed Valuation	\$ 34,400,455,716
15% of Secondary Assessed Valuation	5,160,068,357
Less: GO Bonded Debt Outstanding	-
Plus: GO Debt Service Fund Balance	-
Unused Fifteen Percent Borrowing Capacity	\$ 5,160,068,357

## 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 seven primary factors that comprise their ratings:

- Institutional framework – legal and practical environment of local government
- Economy – stability of trends in local income and total market value per capita
- Management – financial and operational decisions, policies and practices, leadership
- Budgetary flexibility – available fund balance, ability to raise revenues or reduce expenditures
- Budgetary performance – current fiscal balance of general fund and total governmental funds
- Liquidity – availability of cash and cash equivalents
- Debt and contingent liabilities – debt policies, pension obligations, 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:

<b>BOND RATINGS</b> Explanation of corporate/municipal bond ratings	<b>RATING AGENCIES</b>		
	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 January 2014, Standard & Poor's Ratings Services (S&P) affirmed Maricopa County's issuer credit rating (ICR) and lease revenue bond ratings. Standard & Poor's affirmed the County's 'AAA' ICR, the highest level rating possible for general obligation bonds, and affirmed its 'AA+' rating for the County's existing lease revenue bonds. With its diverse economic base, past performance of strong reserve levels, and low direct debt burden, S&P views Maricopa County's long-term outlook as stable. [Standard & Poor's Rating Service Press Release dated January 6, 2014](#)

In March 2013, Fitch Ratings affirmed Maricopa County's unlimited tax general obligation and lease revenue bond ratings. Fitch Ratings affirmed the County's general obligation bond rating (implied) at 'AAA', the highest level rating possible for general obligation bonds, and affirmed its 'AA+' rating for the County's lease revenue bonds. Citing the County's continued structural balance throughout various economic and financial pressures, management's historically conservative and proactive fiscal practices that embrace conservative revenue estimates, and the county's very modest direct debt position, Fitch Ratings views Maricopa County's rating outlook as stable. [Fitch Ratings Press Release dated March 27, 2013](#)

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 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 (1)	3/27/2013			AAA (1)	1/6/2014
	AAA (1)	4/1/2011			AAA (1)	3/28/2011
	AAA (2)	4/25/2007	Aa1 (1)	4/30/2009	AAA (2)	8/21/2007
Lease Revenue	AAA (2)	4/25/2007	Aa1 (2)	4/26/2007	AAA (2)	8/21/2007
	AA+ (1)	3/27/2013			AA+ (1)	1/6/2014
	AA+ (1)	4/1/2011			AA+ (1)	3/28/2011
	AA+ (2)	4/25/2007	Aa2 (1)	4/30/2009	AA+ (2)	8/21/2007
			Aa2 (2)	4/26/2007	AA+ (2)	8/21/2007

(1) Bond rating is "Affirmed Implied"  
 (2) Bond rating is "Implied"

### 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**

<b>GOVERNMENTAL ACTIVITIES</b>	<b>Audited 6/30/2012</b>	<b>Audited 6/30/2013</b>	<b>Projected 6/30/2014</b>	<b>Projected 6/30/2015</b>
Lease Revenue Bonds	\$ 130,815,000	\$ 120,350,000	\$ 108,975,000	\$ 97,135,000
<b>Direct Net Debt</b>	\$ 130,815,000	\$ 120,350,000	\$ 108,975,000	\$ 97,135,000
Overlapping Debt (1)	8,007,362,021	8,011,719,776	7,922,770,195	7,812,540,182
<b>Overall Net Debt</b>	\$ 8,138,177,021	\$ 8,132,069,776	\$ 8,031,745,195	\$ 7,909,675,182
Population Estimate (2)	3,884,700	3,933,700	3,990,000	4,063,700
Full Value of Taxable Property (3)	\$ 321,960,274	\$ 310,300,015	\$ 339,536,633	\$ 342,931,999
<b>Ratios (4)</b>				
Direct Net Debt Per Capita	\$ 34	\$ 31	\$ 27	\$ 24
Overall Net Debt Per Capita	\$ 2,095	\$ 2,067	\$ 2,013	\$ 1,946
Direct Net Debt as % of FV Property	0.041%	0.039%	0.032%	0.028%
Overall Net Debt as % of FV Property	2.528%	2.621%	2.366%	2.306%
FV Property Per Capita	\$ 82,879	\$ 78,882	\$ 85,097	\$ 84,389

Notes:

- (1) Projected overlapping debt for 2014 and 2015 was based on a three year average for general obligation Bonds for Cities, Towns, School Districts and Special Assessment Districts.  
 Source: [www.azdor.gov/ReportsResearch/ReportofBondedIndebtedness.aspx](http://www.azdor.gov/ReportsResearch/ReportofBondedIndebtedness.aspx)
- (2) Projections for 2013, 2014 and 2015 are based on estimates provided by the Department of Economic Security.  
 Source: [www.workforce.az.gov](http://www.workforce.az.gov)
- (3) Full Cash Value Taxable Property Estimates for Tax Year 2015 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

## 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, 2013, the County had no outstanding general obligation debt, (0.00% of taxable property), while the 6 percent limit was \$2,064,027,343 and the 15 percent limit was \$5,160,068,357.

**Lease Revenue Bonds**

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 4.7% to 5.5%, maturing from July 1, 2012 through July 1, 2015, and were redeemed at par plus accrued interest on July 1, 2011.

**SUMMARY OF LEASE REVENUE BOND PRINCIPAL AMOUNTS OUTSTANDING BY ISSUE  
 As of June 30, 2013**

<b>Bond Issue</b>	<b>Amount</b>
2007A Lease Revenue Bonds	\$ 94,640,000
2007B Lease Revenue Refunding Bonds	25,710,000
<b>Total</b>	<b>\$ 120,350,000</b>

**DEBT SERVICE REQUIREMENTS TO MATURITY  
 Lease Revenue Bonds  
 Maricopa County, Arizona  
 As of June 30, 2013**

<b>Year Ending June 30</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Debt Service</b>
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	3,660,000	3,657,980	7,317,980
2018	3,845,000	3,470,355	7,315,355
2019-23	22,140,000	14,412,055	36,552,055
2024-28	27,875,000	8,521,963	36,396,963
2029-32	27,145,000	1,985,088	29,130,088
<b>Total</b>	<b>\$ 120,350,000</b>	<b>\$ 45,761,455</b>	<b>\$ 166,111,455</b>

**Special Health Care District**

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, were transferred to governmental activities as they are the responsibility of the County. The debt transferred included lease revenue bonds of \$15,207,425, certificates of participation of \$5,500,000, and installment purchase agreements of \$1,090,234, of which only a portion of the lease revenue bonds remain outstanding at June 30, 2013. The County continues to pay the debt service including principal and interest when due and is reimbursed by the Maricopa County Special Health Care District pursuant to the District’s intergovernmental agreement with the County.

The following chart represents the reimbursement schedule for the remaining lease revenue bonds debt service obligations to Maricopa County from the Maricopa County Special Health Care District as provided for in the intergovernmental agreement.

**REIMBURSEMENT REQUIREMENTS  
 Special Health Care District  
 Maricopa County, Arizona  
 As of June 30, 2013**

<b>Year Ending June 30</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Debt Service</b>
2014	\$ -	\$ 70,617	\$ 70,617
2015	1,261,778	106,848	1,368,626
2016	1,335,273	36,231	1,371,504
<b>Total</b>	<b>\$ 2,597,051</b>	<b>\$ 213,696</b>	<b>\$ 2,810,747</b>

**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**  
**Special Assessment Districts**  
**Maricopa County, Arizona**  
**As of June 30, 2013**

Bond Issue	Amount
Queen Creek Water K-91	\$ 7,584
7th Street North K-106	6,006
Plymouth Street K-109	51,089
<b>Total</b>	<b>\$ 64,679</b>

**Housing Authority of Maricopa County Loans Payable**

The Housing Authority of Maricopa County’s Component Unit, Maricopa Revitalization Partnership, L.L.C., has a promissory note payable to Community Service of Arizona, Inc. The note bears an interest rate of 0.50% and is collateralized by investment in real estate. The balance on this note shall be paid at the earlier of the date of sale of the property; breach of covenant, condition or restriction; or 15 years after the date of the project completion. At June 30, 2013, the balance on this note was \$570,000.

The Housing Authority of Maricopa County’s Component Unit, Rose Terrace Development Partnership Phase II, L.L.C., has a promissory note payable to Mutual of Omaha Bank. The note bears an interest rate of 8.75% and is collateralized by investment in real estate. Monthly principal and interest payments of \$3,744 will continue through February 2020, at which time a balloon payment of \$363,157 is due. At June 30, 2013, the balance on this note was \$420,343.

On December 21, 2012, the Housing Authority of Maricopa County's Component Unit, Rose Terrace Development Partnership, L.L.C., entered into a promissory note payable with First Bank. The note bears interest at 4.75% through January 1, 2018, and then increases to the greater of 6.00% or the 5-year Treasury Rate plus 3%. Monthly installments of principal and interest of \$13,703 are payable through January 1, 2018, at which point the note will be amortized for the balance through the maturity date of October 1, 2022. At June 30, 2013, the balance on this note was \$2,619,600.

**DEBT SERVICE REQUIREMENTS  
 Housing Authority Loans Payable  
 Maricopa County, Arizona  
 As of June 30, 2013**

<b>Year Ending June 30</b>	<b>Principal</b>
2014	\$ 54,561
2015	65,557
2016	77,121
2017	89,284
2018	102,080
2019-23	3,221,340
<b>Total</b>	<b>\$ 3,609,943</b>

**Short-Term Borrowing**

On July 1, 2013, the County maintained a \$35,000,000 municipal revolving line of credit with qualified interest rate of 61% and non-qualified interest rate of 66% of the bank's prime rate which had a maturity date of June 30, 2014. Outstanding principal and interest is due on June 30 of each year. During fiscal year 2014, the County had not borrowed against the line of credit. The municipal revolving line of credit was renewed to June 30, 2015.

On July 1, 2013, the County maintained a \$15,239,045 irrevocable standby letter of credit issued to the Industrial Commission of Arizona for unfunded workers' compensation claims. On December 27, 2013, the letter of credit was increased to \$15,878,105. The letter of credit was reserved against the municipal revolving line of credit. During fiscal year 2014, the letter of credit had not been drawn upon. The irrevocable standby letter of credit will mature on June 30, 2015.

**Debt Policies**

Regularly 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 Chief Financial Officer, 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 Chief Financial Officer. 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 Chief Financial Officer 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](mailto: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 Chief Financial Officer 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

### Citizen's Budget Brief 2015



## INTRODUCTION

### Welcome

Welcome to the second annual Citizens' Budget Brief! This document is one of the ways to continue the conversation on the Maricopa County budget and how to best spend *our* tax dollars in fiscal year (FY) 2015. The word "OUR" indicates the collective responsibility and opportunity we all have in improving *our* community, Maricopa County. We believe that increased transparency fosters informed and engaged citizens. This budget brief provides an overview of the organization of the County, the budget process and the revenues and expenditures for FY 2015. Thank you for engaging in this partnership of shared governance!



### 2015 Budget Process

The FY 2015 budget process is best categorized as collaborative. Chairman Denny Barney made the FY 2015 budget a top priority. Weekly meetings were held with departmental management and the financial staff of the Judicial Branch, Elected and Appointed departments to understand and evaluate the County's budgetary needs. This process illustrates the Board of Supervisors' philosophy of broader participation in the budget process.



*"The best outcome is the collaboration in terms of bringing everyone to the table."*

**Denny Barney**  
Chairman of the Board of Supervisors

Population: 4,009,412  
Land Area: 9,224 Sq Miles  
Per Capita Income: \$27,552  
Median Household Income: \$54,385  
% of Arizona Population: 61%  
Assessed Valued for the Median Value Single Family Home: \$110,600

### Budget Highlights

The annual budget provides a roadmap for how the County will address policy, financial and operational decisions in delivering services to citizens. The budget serves as an internal and external communications device outlining organizational priorities and the resources allocated to deliver County services.

#### Highlights of the FY 2015 Budget

- Expenditure budget of \$2.211 billion, a decrease of \$12.4 million as compared to Fiscal Year 2014.
- Primary property tax levy budgeted at \$442.8 million or \$162.9 million below the maximum levy.
- Initiate plan for a Reserve Fund with the goal of two months of operating expenditures.
- Continue the Capital fund budget of \$279 million with \$152 million set aside for technology capital improvements.
- Over 51% or \$1.1 billion of total County expenditures allocated to Public Safety services.

# ORGANIZATIONAL STRUCTURE

## Board of Supervisors

Maricopa County is a subdivision of the Arizona State government. The Board of Supervisors is the governing body for the County. Each member represents one of the five 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, Board of Deposit and the Planning and Zoning Commission.



(from left) Andrew Kunasek, Clint Hickman, Marie Lopez Rogers, Chairman - Denny Barney, Steve Chucri

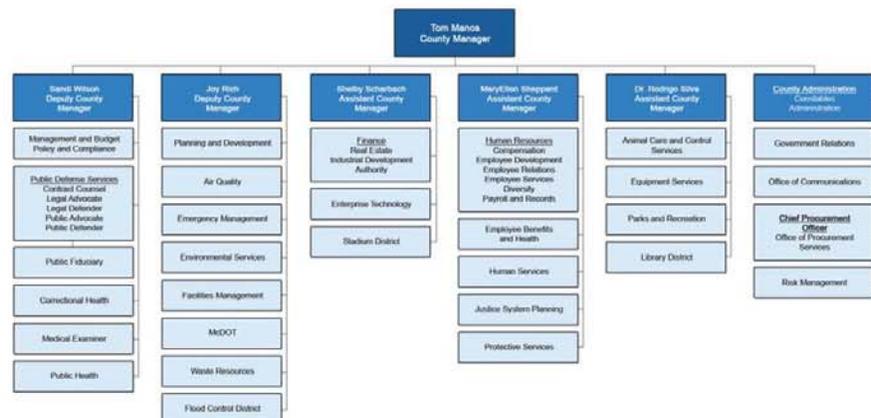
## Constitutional Officials

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.



## Departments

In FY 2015 there are 53 distinct departments and 13,914 full-time positions delivering services to Maricopa County residents. We believe County employees are *Citizens Serving Citizens*. This describes the shared commitment and responsibility in public service of staff and residents.



# STRATEGIC DIRECTION

## Strategic Priorities

The Countywide Strategic Plan guides County government actions in addressing current and future needs in Maricopa County. It sets direction for County government and defines roles and responsibilities. Maricopa County government officials use it to help guide decision-making. The 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 four-year period. Each priority area has several goals to achieve the Board of Supervisors' vision for the community.

### STRATEGIC PRIORITIES



### Strategic Planning Process



• Board of Supervisors adopts plan	<b>Success</b> May 14' ★
• Staff work with Departments to determine target values	<b>Numbers</b> Mar-Apr 14'
• Board & Elected Official Meeting: County Goals and Indicators - Language	<b>Words</b> Mar 14'
• Facilitators and Staff refine and develop strategic goals • Board Chief Briefings	<b>Staff Revisions</b> Jan-Feb 14'
• Board & Elected Official Meeting on County Issues • Board & Elected Official Meeting on Financial Issues	<b>Big Picture</b> Dec 13'
• Facilitators' Orientation • Facilitators meet 1-on-1 with each Board Chief, then Supervisor, and County Manager • Pre-work with County staff • Board Briefings	<b>Pre-Work Set the Stage</b> Oct-Nov 13'
• Facilitator Selection • Staff Engagement – Initial thoughts for new plan	<b>Plan</b> Jul-Oct 13'

### Participants

12 Elected Officials, 2 Presiding Judges, the Clerk of the Board and the County Manager participated in the Strategic Planning Process

# ECONOMIC CONDITIONS

## Maricopa County Recovery

Maricopa County is still recovering from the Great Recession—it was one of the hardest hit counties in the nation in terms of the number of foreclosures and housing value depreciation. Local economist, Elliott Pollack, estimates 251,000 jobs were lost in the Phoenix Metropolitan area at the low-point of the recession and only 59% have been replaced as of March 2014. The reduction in jobs almost tripled the unemployment rate while also affecting the labor force participation rate in the County.

## Labor Force Participation

The Labor Force Participation Rate is the total number of work-age people (ages 16-65), working and looking for work, divided by the total population of work-age individuals. This statistic is important since it demonstrates that a large proportion of the population is no longer in the labor force. The continual decrease in this rate is troublesome as it indicates a reduction in potential economic output (revenue) while increasing the probability of increased demand for government services (expenditures).

MARICOPA COUNTY ECONOMIC INDICATORS			
Indicator by Fiscal Year	2014	2015	% Change
Population	3,973,504	4,045,027	↑ 1.8%
Net Migration (000's)	35.2	41.2	↑ 17.0%
Non-Agriculture Employment	1,770,362	1,828,784	↑ 3.3%
Retail Sales	\$45.9 Billion	\$48.7 Billion	↑ 6.0%
Building Permits	15,391	18,470	↑ 20.0%

Source: Elliot D. Pollack and Company

## Maricopa County Home Prices and Household Income

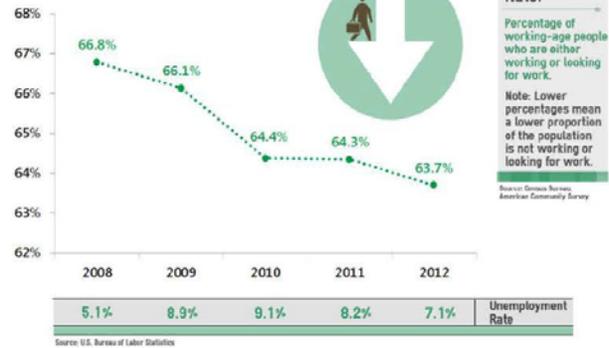


**Median Single Family Home Resale Value**  
 Source: JPM.S

**Median Household Income (Non-Adjusted)**  
 Source: Census Bureau

**25.1%** Increase in Median Resale Value for 2013

## Maricopa County Labor Force Participation Rate



Overall, Maricopa County Economic Indicators are expected to improve between FY 2014 and FY 2015. Notably, the rate of population growth is expected to be a driving factor in accelerating the County's economy.

## Housing Market

According to Case-Shiller Metropolitan Home Price Index data, the Phoenix real estate market has experienced one of the fastest recoveries in housing prices of Metro areas. The majority of these increases were realized in 2012 and 2013, as noted by the 28% and 25% annual increase in median resale price of a single-family home in Maricopa County. It is expected that housing appreciation will slow down in coming years, not to outpace income growth. Additionally, the rapid increase in real estate values will not necessarily translate into a surge in property tax revenue collections for the County since Proposition 117 caps annual home valuation increases at 5%.

## Economic Risks

Economic risks to the FY 2015 Budget include a slowdown in the housing recovery, a decrease in federal fiscal expenditures, slower world economic growth and an unbalanced State budget.

## BUDGET OVERVIEW

### Maricopa County Budget and Priorities

The budget is a policy document which establishes the operational plan for delivering on-going services to County residents. It directs the funding priorities and strategic direction in levying taxes, setting fees and appropriating expenditures for service delivery.

The FY 2015 budget addresses the Revenue Outlook, Property Taxes, Expenditure Uses, Historical Overview of Maricopa County Budgeting, Econometric and Demographic Trends, State Budget Impacts, Justice and Public Safety, General Government and Education Systems, Technology Infrastructure and Capital Improvement, Health Care Issues and Employee Issues. These are used to build a structurally-balanced budget while ensuring that the County delivers results as stewards of public funds.

### FY 2015 Budget Guidelines

Each year the Board of Supervisors establish budget guidelines to provide direction 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.

#### FY 2015 Budget Guidelines

- Develop a sustainable, structurally-balanced budget over the entire economic cycle.
- Funding targeted for performance-based salary increases and critical recruitment and market issues is recommended in the amount of 2.5% on average.
- No funding will be available for new or expanded programs. Requests above the base budget must be approved by the Board for consideration.
- The base budget will include a plan to incrementally restore operating contingency and increase reserves.
- Fund balances should be limited to either building reserves or one-time, non-recurring expenditures and should not be used to offset an operating deficit.
- No funding will be available for new capital improvement projects until after reserve decisions have been made by the Board of Supervisors.

### Budget Philosophy

Maricopa County develops and maintains a Structurally Balanced budget, which means that recurring revenues meet or exceed recurring expenses. Therefore, the County does not use one-time resources, such as fund balance, as a funding source for on-going operations. This serves to protect against unforeseen declines in revenues and promotes sustainable service expansion.



### Mandates

Mandated services are the primary responsibility of government as they are required by Federal or State government via statute, court order or constitutional provision. In FY 2015, approximately 93% of services provided by Maricopa County are mandated or provide administrative support for mandated services.

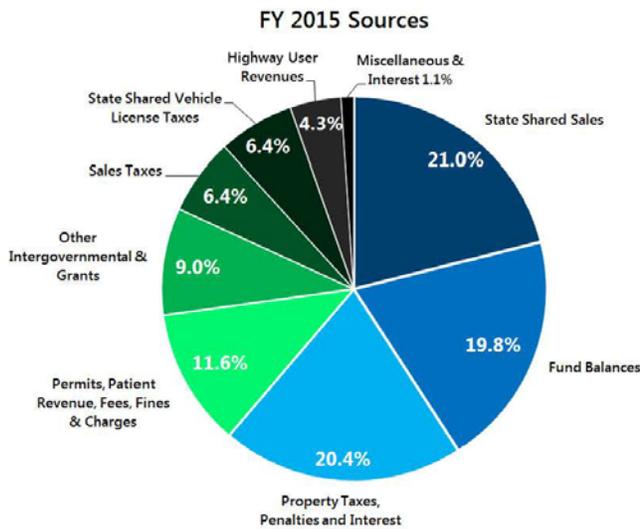
Mandated State Payments are required contributions, primarily to health care programs, that are managed and directed by the State of Arizona. Maricopa County does not have discretion over the service delivery methods employed for these mandates, and therefore is limited in the ability to contain their cost.

MANDATED STATE PAYMENTS			
Payment	FY 2014	FY 2015	% Chg
ALTCS Contribution	\$149,698,100	\$150,220,100	↑ 0.3%
Arnold v Sarn	\$50,563,660	\$52,849,014	↑ 4.5%
AHCCCS Contribution	\$19,820,700	\$19,523,400	↓ -1.5%
SVP Commitment Payments	\$4,200,000	\$3,360,000	↓ -20.0%
<b>Total</b>	<b>\$224,282,460</b>	<b>\$225,952,514</b>	<b>0.74%</b>

## BUDGET OVERVIEW

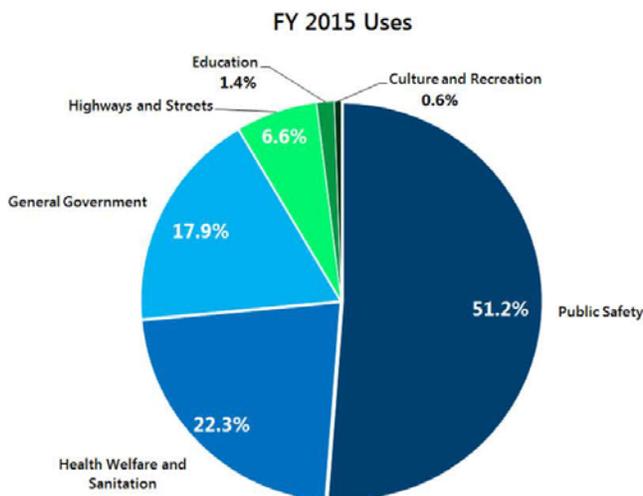
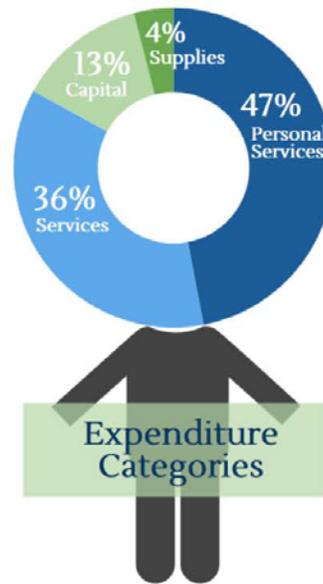
### Budget Appropriation

The FY 2015 County Adopted budget is \$2,211,128,982 which is a decrease of over \$12 million from the FY 2014 Revised Budget.



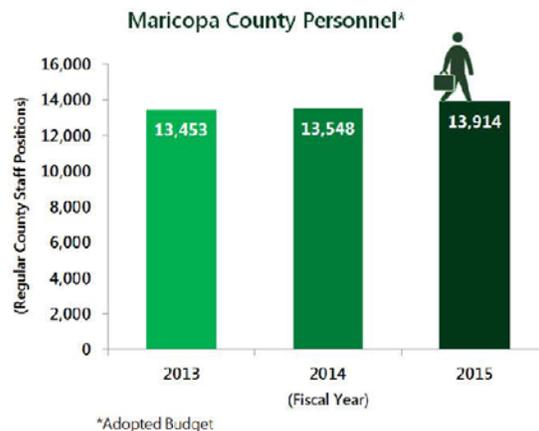
### Expenditure Category Overview

The four major expenditure categories are Personal Services, Supplies, Services and Capital. These categories and subcategories are used to account for the spending decisions of the County. The majority of expenses fall into the Personal Services or Services category.



### Personnel

The increase in County personnel in FY 2015 is primarily due to additional Public Safety staff. The Sheriff's Department represents 65% of all new positions and is followed by Enterprise Technology at 9%. The values below represent the number of full-time positions budgeted.



# GENERAL FUND

## Revenue

Prior to the Great Recession, State Shared Sales Tax was the leading source of General Fund revenue. During the economic downturn, sales taxes declined and were no longer the primary source of General Fund Revenue.



As the economy improves, State Shared Sales Tax is expected to become the leading revenue source for the General Fund. Over the past 5 years, Property and State Shared Sales Tax represented over 80% of General Fund revenue.

### Revenue Distribution

5 Year Average

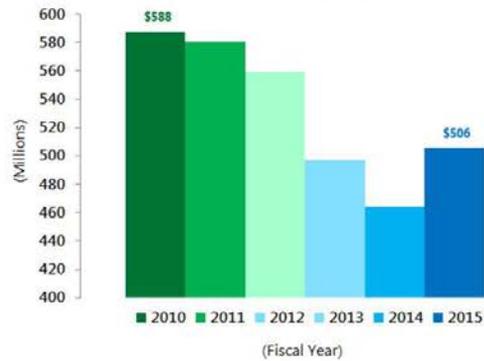


## Property Taxes

Primary property taxes finance the County's general operations through its General Fund. The County is

currently \$162.9 million below the maximum allowable primary property tax levy. Since FY 2010, the County-controlled property taxes have been reduced by almost \$82 million.

### County-Controlled Property Taxes



Maricopa County receives **12¢** from each dollar of property taxes collected.

Maricopa County only sets the property tax rates for the Primary, Flood Control, Library and Stadium Districts.

Maricopa County is \$162.9 million below the levy limit in FY 2015.



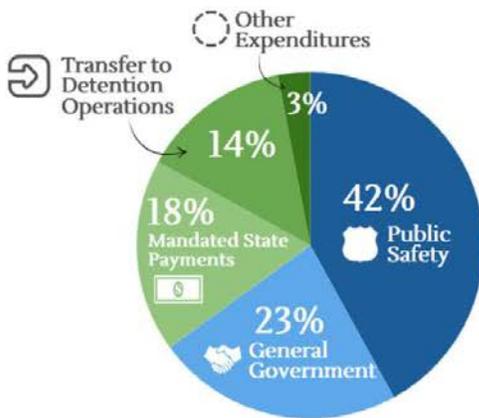
# GENERAL FUND

## Expenditures

In FY 2015, about 32% of the County's General Fund expenditures are required payments of money either to the State of Arizona or to the County's Detention Operations Fund. The amounts of these payments are determined by statute.

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.

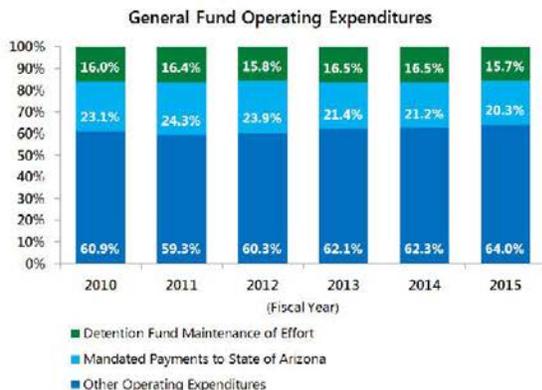
### FY 2015 General Fund Expenditures



Prior to the economic downturn, mandated state payments made up around one-third of the County's General Fund Budget. During the economic downturn this percentage increased to 41% as the County was required to make a contribution to the State of Arizona to help balance their budget. The remaining 62% of expenditures support Public Safety, General Government operations, and Other services including: Health and Welfare, Culture and Recreation, Education, and Transportation.



Since FY 2007, the County has reduced the General Fund Operating budget by over \$80 million.

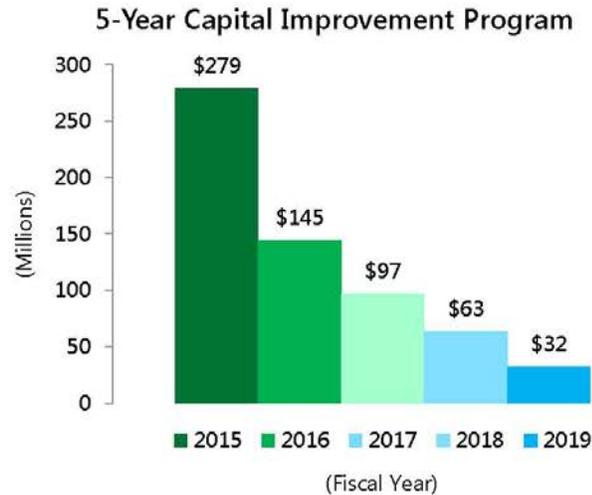


Fiscal Year	Operating Budget	Year-over-Year Change	Change from 2007
2007	1,203,772,576		
2008	1,176,981,072	(26,791,504)	(26,791,504)
2009	1,166,652,302	(10,328,770)	(37,120,274)
2010	1,090,162,676	(76,489,626)	(113,609,900)
2011	1,075,560,244	(14,602,432)	(128,212,332)
2012	1,058,467,146	(17,093,098)	(145,305,430)
2013	1,034,486,471	(23,980,675)	(169,286,105)
2014	1,056,343,141	21,856,670	(147,429,435)
<b>2015</b>	<b>1,123,183,239</b>	<b>66,840,098</b>	<b>(80,589,337)</b>

# CAPITAL IMPROVEMENT

## Capital Improvement Program

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.



### WHAT ARE CAPITAL PROJECTS?

- Any acquisition of or improvement of land for a public purpose.
- Any construction of a new facility (e.g. a public building, parking lot, road, bridge, etc.) or an addition to or extension of such a facility.
- A nonrecurring rehabilitation that increases the service potential of the building (i.e. something that 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.
- 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.

**FY 2015-2019** ★

**CAPITAL Project Highlights**

- Public Safety Radio System**  
Remaining Costs: \$96 Million
- Southwest Justice Courts**  
Remaining Costs: \$50 Million
- Jail Security System Update**  
Remaining Costs: \$11 Million
- Infrastructure Refresh I & II**  
Remaining Costs: \$42 Million
- MAG Arterial Life Cycle Program**  
Remaining Costs: \$109 Million

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.

The County's CIP is divided into three parts: Facility CIP, Technology CIP and Transportation CIP.

- Facility**  
Typical land and building improvements
- Technology**  
Major technology projects that substantially impact how the County does business
- Transportation**  
Projects that are associated with roads and bridges

Completion Date	Recently Completed Projects	Project Total (M)
Jun 2012	South Court Tower	\$330.1
Aug 2012	Old Courthouse Remodel/Rehab	\$2.2
Feb 2013	Southeast Facility Remodel	\$2.5
Mar 2013	Energy Conservation Projects	\$30.1
May 2013	Board of Supervisors Audio/Visual	\$1
Apr 2014	Correctional Health Technology Infrastructure	\$3.8
Jun 2014	Sheriff Headquarters/911 Center	\$78

## CITIZEN ENGAGEMENT

### "Our" Maricopa County

We welcome the opportunity to hear from you on the quality of service being delivered and the value you place on Maricopa County services. Consider Maricopa County as "OUR County"; together we engage in a partnership in delivering legal services and law enforcement, public works, parks and trails and health services while promoting a strong and vibrant community.

There are various methods of being involved in the Maricopa County budget process—citizens can engage departments directly (a full listing of department contact information can be found online at [www.maricopa.gov](http://www.maricopa.gov)), attend Board of Supervisors' Budget Meetings or contact the Office of Management and Budget.

### Board Meetings

The Maricopa County Board of Supervisors typically have Formal Meetings on Wednesdays twice a month, Informal Meetings on Mondays as scheduled and Special Meetings as necessary. The Clerk of the Board posts copies of the Board of Supervisors' meetings and agendas at 301 West Jefferson, Tenth Floor, Phoenix, Arizona and online at [www.maricopa.gov/Clk\\_board](http://www.maricopa.gov/Clk_board).

### Office of Management and Budget

The Office of Management and Budget (OMB) works diligently with County Departments, Elected Officials, and the Judicial Branch to develop a responsive, fiscally prudent, citizen-focused budget. The Budget Calendar outlines the milestones in the annual budget process.

**CONTACT US**  
  
**Office of Management and Budget**  
[www.maricopa.gov/budget](http://www.maricopa.gov/budget)  
[ombweb@mail.maricopa.gov](mailto:ombweb@mail.maricopa.gov)  
 (602) 506-7280  
 For complete Budget information:  
[www.maricopa.gov/Budget/BudgetDocument.aspx](http://www.maricopa.gov/Budget/BudgetDocument.aspx)

### OUR COUNTY



*"Citizens serving Citizens by working collaboratively, innovatively, efficiently and effectively."*

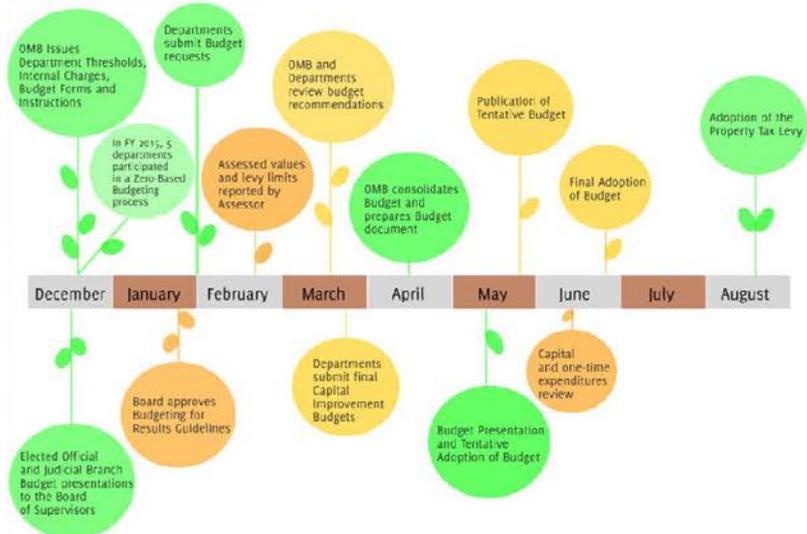
**Enhanced Regulatory Outreach Program**

This policy allows multiple opportunities for stakeholder input on the adoption and amendment of all regulatory requirements and includes alternative expedited processes.

Adopted by the Maricopa Board of Supervisors in order to promote consistency and transparency among regulatory departments.

Department	Phone Number
General Information (Local)	602-506-3011
General Information (Toll Free)	1-800-540-5570
Air Quality Information	602-506-6010
Assessor's Office	602-506-3406
Board of Supervisors	602-506-3415
Correctional Health Services Clinical Liaison	602-876-7110
Elections Department	602-506-1511
Environmental Services	602-506-6616
Flood Control District	602-506-1501
Health Care	602-506-6900
Human Resources	602-506-3755
Justice Courts	602-506-8530
Office of Enterprise Technology	602-506-7116
Planning and Development (Zoning)	602-506-3301
Recorder's Office	602-506-3535
School Superintendent's Office	602-506-3866
Treasurer's Office	602-506-8511
Vital Registration	602-506-6805
Voter Registration	602-506-1511

### BUDGET CALENDAR





## MARICOPA COUNTY ACHIEVEMENT

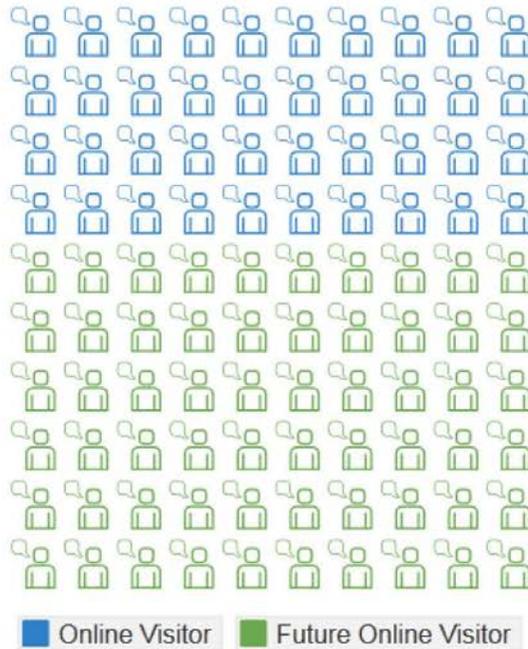


*In 2014, Maricopa County received an outstanding 34 Achievement Awards from the National Association of Counties due to innovative program service delivery models. Below are descriptions of five award winning programs.*

<p><b>*BEST IN CATEGORY*</b></p> <p><b>PROJECT DEVELOPMENT MANUAL</b></p> 	<p>MCDOT implemented a new policy manual to provide a standardized process for the development, scoping, final design, and construction of projects. The Project Development Manual (PDM) is used by internal MCDOT staff and consultants to provide process guidance for project development of MCDOT Transportation Improvement Program (TIP) projects.</p> <p>The PDM has been assembled to provide a standardized process, clarify the content requirements for scoping documents and final plans, and guide the development of MCDOT TIP projects. The manual guides the scoping and design of projects from initial determination to final design and construction.</p>
<p><b>CRADLE TO CRAYONS</b></p> 	<p>The mission of the Maricopa County Cradle to Crayons Child Welfare Center (C2C) is the removal of barriers for the purpose of integrated service delivery and expedited permanency for infants, young children and their families. This project addresses the co-occurrence of child maltreatment, substance abuse, domestic violence and parental mental illness and implementation of a comprehensive approach to enable courts to address the complex needs of abused and neglected infants and toddlers. C2C has increased the number and rate of permanency decisions for children ages 0-3 and has reduced dependency overall, through a greater rate of returning children to their original home as compared to dependency cases in other courts.</p>
<p><b>VETERANS RESOURCE PORTAL</b></p> 	<p>The Maricopa County Veterans Resource Portal (<a href="http://www.maricopa.gov/veterans">http://www.maricopa.gov/veterans</a>) provides consolidated information through an outward-facing, mobile friendly website to veterans and their families on programs, services and resources provided by Federal, Arizona State, Maricopa County and other local government agencies and community resources. Historically, veterans and their families had to search through many websites to find information on benefits and services. The Maricopa County Veterans Web Portal coalesce useful information into a single website that serves as a one-stop clearinghouse to link military veterans to employment, housing, legal, training and education, wellness and other services.</p>
<p><b>JAIL WAGON PROGRAM</b></p> 	<p>The Jail Wagon Pilot Program was initiated to maximize the amount of time deputy sheriffs are available for patrol functions. An internal analysis found that arresting officers spent an average of 3.8 hours transporting defendants and booking them into the jail system. Every minute spent transporting and booking defendants is one less minute that deputies are available to respond to calls for service. In July 2012, the Maricopa County Sheriff's Office temporarily reassigned two vans and a handful of staff to operate shuttles from distant areas of the County to the jail system's central intake facility located in downtown Phoenix. Over a fourteen month period, bookings handled by the Jail Wagons totaled 5,659 and averaged over 400 per month. Total deputy hours returned to patrol functions were 21,504.</p>
<p><b>CLEAN AIR MAKE MORE MOBILE APP</b></p> 	<p>The Maricopa County Air Quality Department developed its Clean Air Make More mobile application to provide a resource where citizens can readily access real-time information about the air they breathe and make informed decisions for their daily activities. This free app provides three days of air quality forecast information including high pollution advisories or health watches, air quality health index levels and definitions, local weather reports and air quality restrictions in effect each day. The app also includes an interactive 'Report a Violation' feature that enables users to submit air quality violations and photos from their smartphones or tablet devices.</p>

**40%** of residents surveyed, accessed [www.maricopa.gov](http://www.maricopa.gov) last year.

**VISIT US  
ONLINE!**



*Maricopa County OpenBooks provides the public with information about Maricopa County in a user-friendly website.*



*Maricopa County OpenBooks is the County's pledge to provide its taxpayers with an accountable and transparent government.*

<http://www.maricopa.gov/OpenBooks/>



For complete Budget Summary information, reference the Office of Management and Budget Documents page:

<http://www.maricopa.gov/Budget/BudgetDocument.aspx>

## Budgeting for Results Guidelines and Priorities

Approved by the Board of Supervisors on January 27, 2014.

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 over the entire economic cycle that achieves, within available resources, the County's mission and strategic goals as set forth in the Maricopa County Strategic Plan.

### Property Taxes

The base budget will assume the FY 2015 primary property tax rate will remain flat.

### Other Major Revenue Source Assumptions

The base budget will assume the *Most Likely* values from the County's economic consultant for State-Shared Sales tax, State-Shared Vehicle License tax, and Jail Excise Tax revenues.

### Employee Compensation

Funding targeted for performance-based salary increases and critical recruitment and market issues is recommended in the amount of 2.5% on average.

### Budget Requests

- 1) Base budget requests will be prepared within threshold amounts equal to their current budgets plus Board of Supervisor authorized adjustments. The Office of Management and Budget is directed to adjust budget thresholds for the following:
  - a) The annualized impact of FY 2014 budget issues or mid-year adjustments.
  - b) The annualized impact of other items (including intergovernmental agreements) that were approved by the Board of Supervisors, so long as the impact was disclosed at the time of Board approval.
  - c) Items required by State law, such as judges' and elected officials' salary increases and mandated contributions to AHCCCS, ALTCS and other programs.
  - d) Other technical adjustments as required.
- 2) All departments must submit their base expenditure budget requests within their budget thresholds. If justified by revenue projections, base revenue budget requests may exceed revenue thresholds. Revenue thresholds for non-General Fund budgets will include an adjustment as necessary to maintain structural balance (recurring revenues equal to or greater than recurring expenditures) within the fund. If the revenue threshold cannot be met, departments must reduce base expenditures and base revenue by an amount sufficient to restore structural balance.
- 3) All budget submissions will be analyzed by the Office of Management and Budget for budget reductions.
- 4) Requests for additional funding above the threshold must be approved by the Board of Supervisors in order to be considered. Agenda items for Board of Supervisors' approval of consideration must be entered within two weeks after the department's budget submission due date.

- 5) Departments participating in the Zero-Based Budget (ZBB) process will complete decision packages utilizing the forms provided by the Office of Management and Budget. Items (1) and (2) above do not apply to ZBB requests. For departments submitting Zero-Based Budget requests, the Board of Supervisors must approve any increases above the FY 2014 appropriation plus the adjustments listed in item (1) above in order to be considered. Agenda items for Board of Supervisors' approval of consideration must be entered within two weeks after the Board's approval of the budget guidelines.

## Contingency, Reserves and Fund Balances

The base budget will include a plan incrementally, to restore operating contingency.

In accordance with the Board of Supervisors' strategic goals regarding structural balance and reserves, fund balances will first be used to incrementally build reserves. A multi-year plan to build reserves to an adequate level will be developed as part of the FY 2015 budget development process. The plan will include building basic reserves from fund balances and cyclical reserves from cyclical revenue sources.

In accordance with the Board of Supervisors' strategic goal regarding structural balance, requests to use fund balances should be limited to either building reserves or one-time, non-recurring expenditures and should not be used to offset an operating deficit.

The Board of Supervisors must specifically approve any use of fund balances and other non-recurring sources to support an operating budget deficit.

## Capital Improvement Program

No funding will be available for new capital improvement projects until after reserve decisions have been made by the Board of Supervisors

### 1. Transportation

The Office of Management and Budget is directed to work with the Transportation Department to develop an updated Transportation Capital Improvement Program budget for FY 2015 that, within available non-recurring resources, meets the strategic goal of developing, identifying funding, and beginning to implement a long-range plan for addressing HURF funded projects and transportation infrastructure needs.

### 2. Information Technology

Funding for Information Technology Major Maintenance will continue as per the schedule developed as part of the FY 2014 budget. If it is determined that funding is available for Information Technology Projects, the Board will prioritize the needs within the available funds.

### 3. Facilities Capital Improvement

If it is determined that funding is available for Capital Improvement Projects, the Board will prioritize the needs within the available funds.

## 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

### **I. 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.

### **II. 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.

### **III. 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.

### **IV. POLICY GUIDELINES**

1. The Office of Management and Budget shall validate that all detailed budget adjustments balance and reconcile to appropriations set by the Board of Supervisors/Board of Directors.

2. All budgets are appropriated and controlled by the Board of Supervisors/Board of Directors at the level of department, fund, and function. Where applicable, appropriation levels may be established by program/activity, or object of expenditure.
3. Appropriated budgets are not guaranteed from one fiscal year to the next. Each year, appropriated budgets for each department shall be recommended by the Office of Management and Budget according to the *Budgeting for Results Policy Guidelines (B1006)*.
4. Departments shall develop and maintain detailed revenue and expenditure budgets that will be loaded into the main financial system. Detailed budgets will be prepared by month, function, organizational unit, program/activity/service, object/source and position according to instructions developed by the Office of Management and Budget. Detailed budgets shall exactly equal appropriated budgets approved by the Board of Supervisors/Board of Directors. The Office of Management and Budget shall validate that all detailed budget adjustments balance and reconcile to appropriations set by the Board of Supervisors/Board of Directors.
5. Appropriated budgets shall be changed during the fiscal year only with Board of Supervisors/Board of Directors approval. Departments may request amendments to appropriated budgets supported by grants, donations or intergovernmental agreements when expenditures from these sources are forecasted to exceed the appropriation. Such requests must be supported by an updated reconciliation of all revenue sources that demonstrates the proposed expenditure level is fully funded. Appropriated budgets must be reduced if revenue is forecasted to be significantly less than the current budget.
6. The Board of Supervisors/Board of Directors must approve all changes in project appropriations. All requests for changes in project appropriations must be accompanied by a request for Board of Supervisors/Board of Directors approval to amend the relevant five-year capital improvement program or other project plan approved by the Board of Supervisors/Board of Directors.
7. In order to maximize results, departments have the flexibility to incur expenditures that vary from their detailed budgets for the remainder of the current fiscal year, so long as they comply with the appropriated budget. This flexibility is accompanied by the responsibility to produce expected results while absorbing unanticipated spending increases. If a department requests an appropriated budget increase or contingency transfer for an unanticipated spending increase, the Board of Supervisors/Board of Directors may adopt appropriated budgets for that department at the level of program/activity and/or object of expenditure.
8. All positions must be fully funded in accordance with the *Funded Positions Policy (B3001)*. In order to create new positions, departments must first verify full-year funding. If a position loses funding, it shall be identified and eliminated.
9. Departments shall not recommend for approval any agreements that commit the County/Special District to expenditures for which funding is not identified in future years. Departments shall verify funding for all purchase requisitions or other contracts or agreements.
10. Department expenditures and revenues shall be monitored and reported on a monthly basis throughout the fiscal year. The Department of Finance shall prepare and submit to the Board a 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.

## Reserve and Tax Reduction Policy Guidelines

### **I. 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.

### **II. DEFINITIONS**

Fund Balance: The difference between fund assets and fund liabilities.

### **III. 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.

**IV. 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

### **I. 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.

### **II. 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.

### **III. 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.

#### **IV. 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

### I. **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.

### II. **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.

#### A. **GENERAL POLICY**

All Maricopa County departments/agencies will participate in the Maricopa County Managing for Results system and shall comply with this policy.

#### B. **GENERAL REQUIREMENTS**

##### A. Planning for Results

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.

A. Evaluating Results

1. Internal Audit will review and report on strategic plans and performance measures.

B. 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

### I. **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.

### II. **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.

### III. **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.

#### **IV. 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](http://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.

## **6. 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](http://ebc.maricopa.gov/library/finance).

## **7. 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.

#### **8. 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.

#### **9. 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.

#### **10. 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 (un-reimbursable 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.

#### **A. Related Documents:**

The following documents are available at the indicated site.

Grant Manual: [ebc.maricopa.gov/library/finance](http://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](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

### **I. 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.

### **II. 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.

### **III. 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.

### **IV. 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 2015 Budget Calendar**

11/25/2013	Budget Kick-Off for Departments.
12/04/2013	Elected Official and Judicial Branch Budget Presentations to the Board of Supervisors.
12/19/2013	Elected Official and Judicial Branch Budget Presentations to the Board of Supervisors.
01/14/2014	OMB Issues Department BFR Memo with Internal Service Charges, Central Service and Variable Benefits Information.
01/27/2014	Board of Supervisors approves Budgeting for Results Guidelines and Priorities.
02/10/2014	Assessed Values and Levy Limits Reported by Assessor.
01/10/2014	ZBB Budgets due.
Late Jan - Late Feb	Departments Submit Budget Requests.
03/17/2014	Departments submit final CIP Budgets.
April 7- May 2	OMB Consolidates Budget Recommendations.
05/19/2014	FY 2015 Recommended Budget Presentation.
05/19/2014	Tentative Adoption of FY 2015 Budget.
June	Publication of Tentative Budget and Truth in Taxation Notice.
06/23/2014	Final Adoption of FY 2015 Budget.
08/18/2014	Adoption of the FY 2015 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 Restitution:** Established to administer funding provided from the State Victim Compensation and Assistance fund (A.R.S. §41-2407) and from prisoner supervision fees under A.R.S. §31-418. Fund is used for establishing, maintaining and supporting programs that compensate and assist victims of crime.
- 269 Victim Compensation Interest:** Established as authorized by A.R.S. §11-538 consisting of monies that are distributed pursuant to A.R.S. §12-286 (75 percent 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 Administrative Costs:** Emancipation Administration Fund was established by A.R.S. §12-2456. The fund consists of filing fee for a petition for emancipation of 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.
- 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.
- 620 Benefits Eliminations Fund:** This fund is used in the consolidation of the Benefits Trust funds to offset transactions between funds in the Trust.
- 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.
- 676 Risk management:** This fund is part of the County Risk Management trust Fund and supports General Liability claims for which County Officials may have a conflict.
- 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

<b>Object</b>	<b>Description</b>	<b>Comment</b>
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.

**Expenditure Object Codes (continued)**

<b>Object</b>	<b>Description</b>	<b>Comment</b>
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.
    - (a) Beginning in fiscal year 2013-14, the estimated number of full-time employees.
    - (b) Beginning in fiscal year 2013-14, the total estimated personnel compensation which shall separately include the employee salaries and employee related expenses for retirement and health care costs.
  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 revenues and expenses, or a summary of the estimates of revenues and expenses, and a notice of a public hearing of the governing body to hear taxpayers and make tax levies at designated times and places. The summary shall set forth the total estimated revenues and expenditures by fund type, truth in taxation calculations and primary and secondary property tax levies for all districts. A complete copy of the estimates of revenues and expenses shall be made available at the city, town or county libraries and city, town or county administrative offices and shall be posted in a prominent location on the official websites, or on a website of an association of cities and towns for cities and towns that do not have official websites, no later than seven business days after the estimates of revenues and expenses are initially presented before the governing body. A complete copy of the budget finally adopted under section 42-17105 shall be posted in a prominent location on the official websites no later than seven business days after final adoption.
- B. Beginning with fiscal year 2011-2012, both the estimates of revenues and expenses initially presented before the governing body and the budget finally adopted under section 42-17105 shall be retained and accessible in a prominent location on the official websites, or on a website of an association of cities and towns for cities and towns that do not have official websites, for at least sixty months.
- C. The summary of estimates and notice, together with the library addresses and websites where the complete copy of estimates may be found, 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.
- D. 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 2015

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES** 2014	ACTUAL EXPENDITURES/EXPENSES** 2014	FUND BALANCE/NET ASSETS*** July 1, 2014	PROPERTY TAX REVENUES 2015(****)	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2015	OTHER FINANCING 2015		INTERFUND TRANSFERS 2015		TOTAL FINANCIAL RESOURCES AVAILABLE 2015	BUDGETED EXPENDITURES/EXPENSES 2015
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	942,766,416	884,424,725	113,712,308	Primary: 436,942,622 Secondary:	688,165,918	-	-	14,805,346	237,725,078	1,015,901,116	1,015,901,116
2. General Fund - Override Election											
3. Total General Fund	942,766,416	884,424,725	113,712,308	436,942,622	688,165,918			14,805,346	237,725,078	1,015,901,116	1,015,901,116
4. Special Revenue Funds	887,308,022	772,411,583	200,277,009	62,356,620	609,303,958	200,000		178,991,457	84,806,080	966,322,964	866,943,033
5. Debt Service Funds Available	27,324,918	26,119,786	22,440,396		6,933,291			6,415,560	1,175,613	34,613,634	20,453,558
6. Less: Designation for Future Debt Retirement			14,160,075							14,160,075	
7. Total Debt Service Funds	27,324,918	26,119,786	8,280,321		6,933,291			6,415,560	1,175,613	20,453,559	20,453,558
8. Capital Projects Funds	421,533,640	190,068,114	845,203,760		20,031,179			156,435,279	38,142,837	963,527,381	355,535,227
9. Internal Service Funds	226,210,956	225,768,801	42,727,072		199,362,145			5,201,966		247,291,183	223,465,293
10. Total Eliminations Funds	(171,175,657)	(182,088,812)	0		(172,767,713)			(361,849,608)	(361,849,608)	(172,767,713)	(172,767,713)
11. TOTAL ALL FUNDS	\$ 2,333,968,295	\$ 1,916,704,197	\$ 1,210,200,470	\$ 489,299,242	\$ 1,351,028,778	\$ 200,000	\$	\$	\$	\$ 3,060,728,490	\$ 2,309,530,514

EXPENDITURE LIMITATION COMPARISON

- Budgeted expenditures/expenses
- Add/subtract: estimated net reconciling items
- Budgeted expenditures/expenses adjusted for reconciling items
- Less: estimated exclusions
- Amount subject to the expenditure limitation
- EEC expenditure limitation

	2014	2015
	\$ 2,333,968,295	\$ 2,309,530,514
	(262,764,224)	(259,991,174)
	2,071,204,071	2,049,539,340
	(669,965,948)	(841,227,943)
	\$ 1,201,238,123	\$ 1,208,311,397
	\$ 1,201,238,124	\$ 1,208,311,398

\* 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). These amounts are estimates based on the actual FY 2013 ending fund balances and the estimated FY 2014 Revenue and Expenditures.

(\*\*\*\*\*) Anticipated amount of Property Tax collections.

**MARICOPA COUNTY**  
**Summary of Tax Levy and Tax Rate Information**  
**Fiscal Year 2015**

	<b>2014</b>	<b>2015</b>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>581,339,049</u>	\$ <u>605,635,662</u>
2. Amount received from primary property taxation in the <b>current</b> 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	\$ <u>409,775,397</u>	\$ <u>442,762,977</u>
B. Secondary property taxes		
<u>General Fund - Override election</u>	\$ _____	\$ _____
<u>Flood Control District</u>	<u>39,842,985</u>	<u>43,660,332</u>
<u>Library District</u>	<u>14,116,305</u>	<u>19,504,284</u>
Total secondary property taxes	\$ <u>53,959,290</u>	<u>63,164,616</u>
C. Total property tax levy amounts	\$ <u>463,734,687</u>	<u>505,927,593</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ <u>397,482,135</u>	<u>429,480,088</u>
(2) Prior years' levies	<u>7,419,960</u>	<u>7,462,534</u>
(3) Total primary property taxes	\$ <u>404,902,095</u>	<u>436,942,622</u>
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$ <u>52,340,511</u>	<u>61,269,678</u>
(2) Prior years' levies	<u>971,267</u>	<u>1,086,942</u>
(3) Total secondary property taxes	\$ <u>53,311,778</u>	<u>62,356,620</u>
C. Total property taxes collected **	<u>458,213,873</u>	<u>499,299,242</u>
5. Property tax rates		
A. County tax rate		
(1) Primary property tax rate	<u>1.2807</u>	<u>1.3209</u>
(2) Secondary property tax rate		
<u>General Fund - Override election</u>		
(3) Total county tax rate	<u>1.2807</u>	<u>1.3209</u>
B. Special assessment district tax rates		
Secondary property tax rates		
<u>Flood Control District</u>	<u>0.1392</u>	<u>0.1392</u>
<u>Library District</u>	<u>0.0438</u>	<u>0.0556</u>

\* 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 2015 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 \$442,762,977; for Flood Control District is \$43,660,332 and for Library District is \$19,504,284.

**MARICOPA COUNTY**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2015**

SOURCE OF REVENUES	ESTIMATED	ACTUAL	ESTIMATED
	REVENUES **	REVENUES*	REVENUES
	2014	2014	2015
<b>GENERAL FUND</b>			
<b>Taxes</b>			
TAX PENALTIES & INTEREST	\$ 18,500,000	\$ 14,010,671	\$ 13,500,000
PAYMENTS IN LIEU OF TAXES	11,972,067	12,000,000	12,340,468
STATE SHARED SALES TAX	437,402,846	447,677,168	465,300,725
STATE SHARED VEHICLE LICENSE	119,748,223	125,920,104	132,858,100
<b>Licenses and permits</b>			
LICENSES AND PERMITS	2,292,821	2,315,750	2,296,821
<b>Intergovernmental</b>			
GRANTS	51,483		
OTHER INTERGOVERNMENTAL	2,812,302	5,381,278	4,727,302
<b>Charges for services</b>			
INTERGOV CHARGES FOR SERVICES	13,444,010	13,947,402	15,146,216
OTHER CHARGES FOR SERVICES	26,248,551	25,311,363	24,937,474
PATIENT SERVICES REVENUE	7,000	7,000	7,000
<b>Fines and forfeits</b>			
FINES & FORFEITS	12,288,138	11,676,267	11,601,839
<b>Investments</b>			
INTEREST EARNINGS	4,000,000	2,838,421	2,800,000
<b>Miscellaneous</b>			
MISCELLANEOUS REVENUE	2,725,088	6,632,157	2,649,973
<b>Total General Fund</b>	<b>\$ 651,492,529</b>	<b>\$ 667,717,581</b>	<b>\$ 688,165,918</b>
* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.			
<b>SPECIAL REVENUE FUNDS</b>			
<b>Road Fund</b>			
TRANSPORTATION OPERATIONS	\$ 94,767,838	\$ 94,615,379	\$ 105,980,390
<b>Total Road Fund</b>	<b>\$ 94,767,838</b>	<b>\$ 94,615,379</b>	<b>\$ 105,980,390</b>
<b>Health Services Fund</b>			
PATIENT SERVICES REVENUE	\$ 2,148,514	\$ 2,150,660	\$ 2,449,959
<b>Total Health Services Fund</b>	<b>\$ 2,148,514</b>	<b>\$ 2,150,660</b>	<b>\$ 2,449,959</b>
<b>List Fund: Other Special Revenue</b>			
GRANTS, MISC. REVENUE, ETC.	\$ 518,260,682	\$ 480,295,947	\$ 500,873,609
<b>Total Other Special Revenue</b>	<b>\$ 518,260,682</b>	<b>\$ 480,295,947</b>	<b>\$ 500,873,609</b>
<b>Total Special Revenue Funds</b>	<b>\$ 615,177,034</b>	<b>\$ 577,061,986</b>	<b>\$ 609,303,958</b>

**MARICOPA COUNTY**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2015**

SOURCE OF REVENUES	ESTIMATED	ACTUAL	ESTIMATED
	REVENUES **	REVENUES*	REVENUES
	2014	2014	2015
<b>DEBT SERVICE FUNDS</b>			
NON-DEPARTMENTAL	\$ 2,058,265	\$ 761,284	\$ 2,057,300
STADIUM DISTRICT	4,997,802	4,985,202	4,875,991
<b>Total Debt Service Funds</b>	<b>\$ 7,056,067</b>	<b>\$ 5,746,486</b>	<b>\$ 6,933,291</b>
<b>CAPITAL PROJECTS FUNDS</b>			
TRANSPORTATION	\$ 17,979,963	\$ 16,205,372	\$ 13,574,779
LIBRARY DISTRICT		18,451	6,000
STADIUM DISTRICT	750,200	789,733	750,200
NON DEPARTMENTAL		130,633	200
FLOOD CONTROL DISTRICT	7,886,000	7,026,694	5,700,000
<b>Total Capital Projects Funds</b>	<b>\$ 26,616,163</b>	<b>\$ 24,170,883</b>	<b>\$ 20,031,179</b>
<b>INTERNAL SERVICE FUNDS</b>			
EMPLOYEE BENEFITS AND HEALTH	\$ 141,277,234	\$ 146,290,896	\$ 144,576,843
ENTERPRISE TECHNOLOGY	16,152,915	16,267,789	16,514,603
PROCUREMENT SERVICES	788,689	860,699	845,217
EQUIPMENT SERVICES	16,815,760	19,049,992	16,854,693
RISK MANAGEMENT	20,570,789	26,024,026	20,570,789
<b>Total Internal Service Funds</b>	<b>\$ 195,605,387</b>	<b>\$ 208,493,402</b>	<b>\$ 199,362,145</b>
<b>ELIMINATIONS FUNDS</b>			
ELIMINATIONS	\$ (171,175,657)	\$ (182,088,812)	\$ (172,767,713)
<b>Total Eliminations Funds</b>	<b>\$ (171,175,657)</b>	<b>\$ (182,088,812)</b>	<b>\$ (172,767,713)</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 1,324,771,523</b>	<b>\$ 1,301,101,526</b>	<b>\$ 1,351,028,778</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

\*\* Includes revenues from adopted budget plus any approved adjustments

**MARICOPA COUNTY**  
**Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers**  
**Fiscal Year 2015**

FUND	OTHER FINANCING 2015		INTERFUND TRANSFERS 2015	
	SOURCES	<USES>	IN	<OUT>
<b>GENERAL FUND</b>				
NON DEPARTMENTAL	\$	\$	\$ 14,805,346	\$ 237,695,078
PUBLIC HEALTH				30,000
<b>Total General Fund</b>	\$	\$	\$ 14,805,346	\$ 237,725,078
<b>SPECIAL REVENUE FUNDS</b>				
PARKS AND RECREATION	\$	\$	\$ 15,206	\$ 15,206
PLANNING AND DEVELOPMENT		\$	\$ 525,000	\$ 525,000
NON DEPARTMENTAL			176,801,288	3,160,389
ANIMAL CARE AND CONTROL				1,140,560
PUBLIC HEALTH			30,000	
TRANSPORTATION	200,000			48,134,797
FLOOD CONTROL DISTRICT				30,000,000
STADIUM DISTRICT			1,175,613	1,385,778
LIBRARY DISTRICT			444,350	444,350
<b>Total Special Revenue Funds</b>	\$ 200,000	\$	\$ 178,991,457	\$ 84,806,080
<b>DEBT SERVICE FUNDS</b>				
NON DEPARTMENTAL	\$	\$	\$ 6,415,560	\$
STADIUM DISTRICT				1,175,613
<b>Total Debt Service Funds</b>	\$	\$	\$ 6,415,560	\$ 1,175,613
<b>CAPITAL PROJECTS FUNDS</b>				
FLOOD CONTROL DISTRICT	\$	\$	\$ 30,000,000	\$
NON DEPARTMENTAL			76,914,704	38,142,837
TRANSPORTATION			48,134,797	
STADIUM DISTRICT			1,385,778	
<b>Total Capital Projects Funds</b>	\$	\$	\$ 156,435,279	\$ 38,142,837
<b>INTERNAL SERVICE FUNDS</b>				
RISK MANAGEMENT	\$	\$	\$ 5,201,966	\$
<b>Total Internal Service Funds</b>	\$	\$	\$ 5,201,966	\$
<b>ELIMINATIONS FUNDS</b>				
ELIMINATIONS COUNTY	\$	\$	\$ (280,693,864)	\$ (280,693,864)
PARKS AND RECREATION			(15,206)	(15,206)
TRANSPORTATION			(48,134,797)	(48,134,797)
FLOOD CONTROL DISTRICT			(30,000,000)	(30,000,000)
LIBRARY DISTRICT			(444,350)	(444,350)
STADIUM DISTRICT			(2,561,391)	(2,561,391)
<b>Total Eliminations Funds</b>	\$	\$	\$ (361,849,608)	\$ (361,849,608)
<b>TOTAL ALL FUNDS</b>	\$ 200,000	\$ -	\$ -	\$ -

MARICOPA COUNTY  
 Summary by Department of Expenditures/Expenses Within Each Fund Type  
 Fiscal Year 2015

	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
<b>GENERAL FUND</b>				
ADULT PROBATION	\$ 41,835,539	\$ 4,780,549	\$ 46,597,919	\$ 48,375,459
AIR QUALITY	1,158,313	27,385	1,185,698	1,209,008
ANIMAL CARE AND CONTROL	258,954		258,954	258,954
ASSESSOR	22,927,345	829,485	23,063,043	23,997,819
ASSISTANT COUNTY MANAGER 940	581,036	32,035	584,890	611,468
ASSISTANT COUNTY MANAGER 950	1,201,936	16,899	681,582	953,890
BOARD OF SUPERVISORS DIST 1	354,968	8,765	363,435	361,973
BOARD OF SUPERVISORS DIST 2	354,968	8,765	362,348	361,973
BOARD OF SUPERVISORS DIST 3	354,968	8,765	352,538	361,973
BOARD OF SUPERVISORS DIST 4	354,968	8,765	358,466	361,973
BOARD OF SUPERVISORS DIST 5	354,968	8,765	357,461	361,973
CALL CENTER	1,554,912	47,869	1,537,920	1,663,556
CLERK OF THE BOARD	1,437,029	34,423	1,157,213	1,447,540
CLERK OF THE SUPERIOR COURT	32,330,898	1,171,290	29,802,039	34,704,601
CONSTABLES	2,749,646	94,039	2,789,276	2,917,302
CONTRACT COUNSEL	37,009,695	78,654	37,154,288	47,007,294
CORRECTIONAL HEALTH	3,123,860	57,953	3,171,075	3,180,331
COUNTY ATTORNEY	70,940,676	6,646,942	77,266,218	83,508,918
COUNTY MANAGER	2,439,400	77,340	2,454,195	2,520,696
DEPUTY COUNTY MANAGER 920	1,358,840	50,478	1,326,087	1,419,821
EDUCATION SERVICE	3,511,902	47,859	3,513,764	2,657,408
ELECTIONS	8,746,417	2,549,161	11,169,482	20,975,466
EMERGENCY MANAGEMENT	234,457	7,228	240,455	242,187
EMPLOYEE BENEFITS AND HEALTH	241,588	14,874	256,412	258,539
ENTERPRISE TECHNOLOGY	24,139,806	418,800	20,327,317	33,991,066
ENVIRONMENTAL SERVICES	3,940,266	99,734	3,986,912	4,281,840
FACILITIES MANAGEMENT	52,260,828	546,991	42,006,954	49,263,728
FINANCE	2,769,592	99,053	2,630,786	2,772,594
HUMAN RESOURCES	3,277,286	108,772	3,354,797	4,309,478
HUMAN SERVICES	2,260,912		2,260,912	2,260,912
INTERNAL AUDIT	1,734,205	65,179	1,676,419	1,799,337
JUSTICE COURTS	15,792,908	547,120	16,891,568	17,681,657
JUVENILE PROBATION	15,428,434	1,651,323	16,870,047	17,279,942
LEGAL ADVOCATE	9,123,335	890,823	9,859,531	10,786,783
LEGAL DEFENDER	10,324,234	1,076,798	11,587,482	12,005,388
MANAGEMENT AND BUDGET	2,278,881	93,372	2,256,656	2,382,650
MEDICAL EXAMINER	7,776,675	420,975	7,935,065	8,261,393
NON DEPARTMENTAL*	316,273,248	(45,390,007)	238,740,140	293,014,149
PARKS AND RECREATION	3,000,512		2,633,008	1,279,802
PLANNING AND DEVELOPMENT	868,232		862,305	868,232
PROCUREMENT	2,343,332	94,220	2,288,313	2,413,764
PROTECTIVE SERVICES	3,719,757	137,110	3,763,541	3,861,489
PUBLIC ADVOCATE	6,888,167	627,420	7,817,979	9,231,279
PUBLIC DEFENDER	33,974,467	3,586,383	37,557,044	38,760,010
PUBLIC FIDUCIARY	2,991,842	157,060	2,997,583	3,113,186
PUBLIC HEALTH	10,727,580	488,990	10,777,876	11,334,457
RECORDER	2,077,838	44,431	1,810,507	2,134,232
RESEARCH AND REPORTING	326,943	11,635	319,801	338,603
SHERIFF	87,034,879	15,007,093	98,189,984	109,932,118
SUPERIOR COURT	76,093,152	2,331,883	79,143,974	84,634,124
TREASURER	4,707,756	215,410	4,906,684	4,910,812
WASTE RESOURCES AND RECYCLING	5,228,083	47,127	4,966,782	3,277,969
<b>Total General Fund</b>	<b>\$ 942,780,433</b>	<b>\$ (14,017)</b>	<b>\$ 884,424,725</b>	<b>\$ 1,015,901,116</b>
* Non Departmental includes general contingency of	\$ 19,779,591	\$ 8,297,916	\$ -	\$ 30,932,984

MARICOPA COUNTY  
 Summary by Department of Expenditures/Expenses Within Each Fund Type  
 Fiscal Year 2015

	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
<b>SPECIAL REVENUE FUNDS</b>				
ADULT PROBATION	\$ 40,376,440	\$ 1,977,695	\$ 41,043,678	\$ 43,147,290
AIR QUALITY	16,075,220	321,017	15,542,267	17,211,507
ANIMAL CARE AND CONTROL	12,910,725	445,247	13,285,815	12,959,594
ASSISTANT COUNTY MANAGER 950	722,386	1,129,822	1,454,376	483,599
CLERK OF THE SUPERIOR COURT	9,472,733	1,655,790	9,589,004	8,385,254
CORRECTIONAL HEALTH	55,157,821	2,239,486	57,070,122	58,229,181
COUNTY ATTORNEY	22,287,191	952,408	17,606,794	15,843,054
COUNTY MANAGER	2,000	1,242,810	1,237,065	7,000
EDUCATION SERVICES	24,622,809	37,771	21,813,359	28,604,284
ELECTIONS	2,181,549		2,586,918	861,153
EMERGENCY MANAGEMENT	1,654,176		1,560,287	1,631,254
EMPLOYEE BENEFITS AND HEALTH	7,405,038		6,948,980	7,323,579
ENTERPRISE TECHNOLOGY				1,019,055
ENVIRONMENTAL SERVICES	23,174,602	569,227	21,701,563	22,172,840
FACILITIES MANAGEMENT	35,299,705	69,682	25,442,523	32,991,406
FLOOD CONTROL DISTRICT	32,009,409	6,147,116	36,152,323	32,495,393
HUMAN SERVICES	62,328,934	4,228,895	57,473,302	60,598,645
INTEGRATED CRIMINAL JUSTICE INFO	1,564,383	95,547	1,599,826	1,628,554
JUSTICE COURTS	7,943,603		6,982,609	7,317,800
JUVENILE PROBATION	39,343,359	3,395,169	39,799,697	42,734,181
LEGAL ADVOCATE	53,723		24,744	48,269
LEGAL DEFENDER	172,100		146,736	160,310
LIBRARY DISTRICT	25,525,017	1,387,134	24,000,234	25,226,495
MEDICAL EXAMINER	63,614	282,479	340,714	
NON DEPARTMENTAL	82,299,178	(26,353,152)	4,037,199	55,004,895
PARKS AND RECREATION	9,086,412	155,558	7,791,626	10,450,443
PLANNING AND DEVELOPMENT	8,057,806	215,275	8,146,673	8,538,986
PROTECTIVE SERVICES	48,942		48,942	48,942
PUBLIC DEFENDER	2,417,979		1,771,824	1,918,051
PUBLIC HEALTH	48,249,571	404,167	46,581,890	46,868,188
RECORDER	5,757,989	129,508	4,736,427	5,940,660
SHERIFF	211,301,486	13,618,291	217,654,586	230,746,734
STADIUM DISTRICT	2,925,816	57,957	2,862,030	2,985,808
SUPERIOR COURT	17,093,360	175,923	15,427,829	15,882,423
TRANSPORTATION	58,872,678	1,213,494	54,908,657	62,422,254
TREASURER	304,341		304,341	304,341
WASTE RESOURCES AND RECYCLING	4,748,332	3,279	4,736,623	4,751,611
<b>Total Special Revenue Funds</b>	<b>\$ 871,510,427</b>	<b>\$ 15,797,595</b>	<b>\$ 772,411,583</b>	<b>\$ 866,943,033</b>
<i>* Non Departmental includes general contingency of</i>	<i>\$ 24,400,732</i>	<i>\$ (41,500)</i>	<i>\$ -</i>	<i>\$ 23,924,548</i>
<b>DEBT SERVICE FUNDS</b>				
NON DEPARTMENTAL	\$ 16,715,180		\$ 16,715,180	\$ 16,753,180
STADIUM DISTRICT	4,902,882	5,706,856	9,404,606	3,700,378
<b>Total Debt Service Funds</b>	<b>\$ 21,618,062</b>	<b>\$ 5,706,856</b>	<b>\$ 26,119,786</b>	<b>\$ 20,453,558</b>
<b>CAPITAL PROJECTS FUNDS</b>				
FLOOD CONTROL DISTRICT	\$ 40,000,000		\$ 26,712,324	\$ 40,000,000
NON DEPARTMENTAL	293,226,126	2,715,503	93,724,542	230,953,727
TRANSPORTATION	82,089,011		66,128,748	82,578,500
STADIUM DISTRICT	3,503,000		3,502,500	2,003,000
<b>Total Capital Projects Funds</b>	<b>\$ 418,818,137</b>	<b>\$ 2,715,503</b>	<b>\$ 190,068,114</b>	<b>\$ 355,535,227</b>
<b>INTERNAL SERVICE FUNDS</b>				
EMPLOYEE BENEFITS AND HEALTH	\$ 155,944,779		\$ 155,136,994	\$ 155,681,205
ENTERPRISE TECHNOLOGY	16,980,745	199,932	16,780,498	17,566,149
EQUIPMENT SERVICES	17,273,320	133,440	18,794,781	17,711,693
PROCUREMENT	788,689		814,928	915,217
RISK MANAGEMENT	34,890,051		34,241,600	31,591,029
<b>Total Internal Service Funds</b>	<b>\$ 225,877,584</b>	<b>\$ 333,372</b>	<b>\$ 225,768,801</b>	<b>\$ 223,465,293</b>

**MARICOPA COUNTY**  
**Summary by Department of Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2015**

	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
<b>ELIMINATIONS FUNDS</b>				
ELIMINATIONS COUNTY	(163,263,729)		(174,368,036)	(164,758,171)
ELIMINATIONS COUNTY AND DIST	(7,911,928)		(7,720,776)	(8,009,542)
<b>Total Eliminations Funds</b>	<b>\$ (171,175,657)</b>	<b>\$</b>	<b>\$ (182,088,812)</b>	<b>\$ (172,767,713)</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 2,309,428,986</b>	<b>\$ 24,539,309</b>	<b>\$ 1,916,704,197</b>	<b>\$ 2,309,530,514</b>

\* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

**MARICOPA COUNTY**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2015**

<u>DEPARTMENT/FUND</u>	<u>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014</u>	<u>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014</u>	<u>ACTUAL EXPENDITURES/ EXPENSES * 2014</u>	<u>BUDGETED EXPENDITURES/ EXPENSES 2015</u>
<b>ADULT PROBATION:</b>				
ADULT PROBATION FEES	\$ 13,777,133	\$	\$ 12,862,021	\$ 13,427,008
DETENTION OPERATIONS	23,515,048	1,905,183	25,419,375	26,843,287
ADULT PROBATION GRANTS	3,084,259	72,512	2,762,282	2,876,995
GENERAL	41,835,539	4,780,549	46,597,919	48,375,459
<b>Department Total</b>	<b>\$ 82,211,979</b>	<b>\$ 6,758,244</b>	<b>\$ 87,641,597</b>	<b>\$ 91,522,749</b>
<b>AIR QUALITY:</b>				
GENERAL	\$ 1,158,313	\$ 27,385	\$ 1,185,698	\$ 1,209,008
AIR QUALITY FEES	12,150,266	321,017	11,665,753	13,105,170
AIR QUALITY GRANT	3,924,954		3,876,514	4,106,337
<b>Department Total</b>	<b>\$ 17,233,533</b>	<b>\$ 348,402</b>	<b>\$ 16,727,965</b>	<b>\$ 18,420,515</b>
<b>ANIMAL CARE AND CONTROL:</b>				
ANIMAL CONTROL FIELD OPERATION	\$ 3,497,456	\$ 79,433	\$ 3,512,165	\$ 3,671,437
ANIMAL CONTROL GRANTS	1,663,711	155,957	1,719,780	1,539,157
ANIMAL CONTROL LICENSE SHELTER	7,749,558	209,857	8,053,870	7,749,000
GENERAL	258,954		258,954	258,954
<b>Department Total</b>	<b>\$ 13,169,679</b>	<b>\$ 445,247</b>	<b>\$ 13,544,769</b>	<b>\$ 13,218,548</b>
<b>ASSESSOR:</b>				
GENERAL	\$ 22,927,345	\$ 829,485	\$ 23,063,043	\$ 23,997,819
<b>Department Total</b>	<b>\$ 22,927,345</b>	<b>\$ 829,485</b>	<b>\$ 23,063,043</b>	<b>\$ 23,997,819</b>
<b>ASSISTANT COUNTY MANAGER 940:</b>				
GENERAL	\$ 581,036	\$ 32,035	\$ 584,890	\$ 611,468
<b>Department Total</b>	<b>\$ 581,036</b>	<b>\$ 32,035</b>	<b>\$ 584,890</b>	<b>\$ 611,468</b>
<b>ASSISTANT COUNTY MANAGER 950:</b>				
GENERAL	\$ 1,201,936	\$ 16,899	\$ 681,582	\$ 953,890
NON DEPARTMENTAL GRANT	317,688	1,116,262	1,093,020	89,121
DETENTION OPERATIONS	404,698	13,560	361,356	394,478
<b>Department Total</b>	<b>\$ 1,924,322</b>	<b>\$ 1,146,721</b>	<b>\$ 2,135,958</b>	<b>\$ 1,437,489</b>
<b>BOARD OF SUPERVISORS DIST 1:</b>				
GENERAL	\$ 354,968	\$ 8,765	\$ 363,435	\$ 361,973
<b>Department Total</b>	<b>\$ 354,968</b>	<b>\$ 8,765</b>	<b>\$ 363,435</b>	<b>\$ 361,973</b>
<b>BOARD OF SUPERVISORS DIST 2:</b>				
GENERAL	\$ 354,968	\$ 8,765	\$ 362,348	\$ 361,973
<b>Department Total</b>	<b>\$ 354,968</b>	<b>\$ 8,765</b>	<b>\$ 362,348</b>	<b>\$ 361,973</b>
<b>BOARD OF SUPERVISORS DIST 3:</b>				
GENERAL	\$ 354,968	\$ 8,765	\$ 352,538	\$ 361,973
<b>Department Total</b>	<b>\$ 354,968</b>	<b>\$ 8,765</b>	<b>\$ 352,538</b>	<b>\$ 361,973</b>

**MARICOPA COUNTY**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2015**

<u>DEPARTMENT/FUND</u>	<u>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014</u>	<u>EXPENDITURE/ ADJUSTMENTS APPROVED 2014</u>	<u>ACTUAL EXPENDITURES/ EXPENSES * 2014</u>	<u>BUDGETED EXPENDITURES/ EXPENSES 2015</u>
<b>BOARD OF SUPERVISORS DIST 4:</b>				
GENERAL	\$ 354,968	\$ 8,765	\$ 358,466	\$ 361,973
<b>Department Total</b>	<b>\$ 354,968</b>	<b>\$ 8,765</b>	<b>\$ 358,466</b>	<b>\$ 361,973</b>
<b>BOARD OF SUPERVISORS DIST 5:</b>				
GENERAL	\$ 354,968	\$ 8,765	\$ 357,461	\$ 361,973
<b>Department Total</b>	<b>\$ 354,968</b>	<b>\$ 8,765</b>	<b>\$ 357,461</b>	<b>\$ 361,973</b>
<b>CALL CENTER:</b>				
GENERAL	\$ 1,554,912	\$ 47,869	\$ 1,537,920	\$ 1,663,556
<b>Department Total</b>	<b>\$ 1,554,912</b>	<b>\$ 47,869</b>	<b>\$ 1,537,920</b>	<b>\$ 1,663,556</b>
<b>CLERK OF THE BOARD:</b>				
GENERAL	\$ 1,437,029	\$ 34,423	\$ 1,157,213	\$ 1,447,540
<b>Department Total</b>	<b>\$ 1,437,029</b>	<b>\$ 34,423</b>	<b>\$ 1,157,213</b>	<b>\$ 1,447,540</b>
<b>CLERK OF THE SUPERIOR COURT:</b>				
CLERK OF COURT FILL THE GAP	2,314,029	394,810	2,359,182	2,054,822
CLERK OF THE COURT EDMS	3,522,120		3,226,220	2,632,872
CLERK OF THE COURT GRANTS	1,072,654	778,960	1,406,320	1,484,995
COURT DOCUMENT RETRIEVAL	1,838,536		1,600,800	1,147,606
GENERAL	32,330,898	1,171,290	29,802,039	34,704,601
JUDICIAL ENHANCEMENT	657,394	482,020	972,434	989,959
VICTIM LOCATION	68,000		24,048	75,000
<b>Department Total</b>	<b>\$ 41,803,631</b>	<b>\$ 2,827,080</b>	<b>\$ 39,391,043</b>	<b>\$ 43,089,855</b>
<b>CONSTABLES:</b>				
GENERAL	\$ 2,749,646	\$ 94,039	\$ 2,789,276	\$ 2,917,302
<b>Department Total</b>	<b>\$ 2,749,646</b>	<b>\$ 94,039</b>	<b>\$ 2,789,276</b>	<b>\$ 2,917,302</b>
<b>CONTRACT COUNSEL:</b>				
GENERAL	\$ 37,009,695	\$ 78,654	\$ 37,154,288	\$ 47,007,294
<b>Department Total</b>	<b>\$ 37,009,695</b>	<b>\$ 78,654</b>	<b>\$ 37,154,288</b>	<b>\$ 47,007,294</b>
<b>CORRECTIONAL HEALTH:</b>				
CORRECTIONAL HEALTH GRANT	\$ 50,000	\$	\$ 25,000	\$
DETENTION OPERATIONS	55,107,821	2,239,486	57,045,122	58,229,181
GENERAL	3,123,860	57,953	3,171,075	3,180,331
<b>Department Total</b>	<b>\$ 58,281,681</b>	<b>\$ 2,297,439</b>	<b>\$ 60,241,197</b>	<b>\$ 61,409,512</b>
<b>COUNTY ATTORNEY:</b>				
CHECK ENFORCEMENT PROGRAM	\$ 359,900	\$ 19,860	\$ 358,321	\$ 180,058
COUNTY ATTORNEY FILL THE GAP	1,995,341	175,068	2,022,613	1,555,630
COUNTY ATTORNEY GRANTS	6,938,464	137,480	6,449,975	5,185,349
COUNTY ATTORNEY RICO	7,574,334		4,471,864	3,722,040
CRIM JUSTICE ENHANCEMENT	1,624,052	70,000	1,635,459	1,621,686
DIVERSION	3,620,100		2,578,451	2,697,823
GENERAL	70,940,676	6,646,942	77,266,218	83,508,918
VICTIM COMP AND ASSISTANCE	135,000	480,000	71,000	701,308
VICTIM COMP RESTITUTION INT	40,000	70,000	19,111	179,160
<b>Department Total</b>	<b>\$ 93,227,867</b>	<b>\$ 7,599,350</b>	<b>\$ 94,873,012</b>	<b>\$ 99,351,972</b>

**MARICOPA COUNTY**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2015**

<u>DEPARTMENT/FUND</u>	<u>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014</u>	<u>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014</u>	<u>ACTUAL EXPENDITURES/ EXPENSES * 2014</u>	<u>BUDGETED EXPENDITURES/ EXPENSES 2015</u>
<b>COUNTY MANAGER:</b>				
GENERAL	\$ 2,439,400	\$ 77,340	\$ 2,454,195	\$ 2,520,696
NON DEPARTMENTAL GRANT	2,000	1,242,810	1,237,065	7,000
<b>Department Total</b>	<b>\$ 2,441,400</b>	<b>\$ 1,320,150</b>	<b>\$ 3,691,260</b>	<b>\$ 2,527,696</b>
<b>DEPUTY COUNTY MANAGER 920:</b>				
GENERAL	\$ 1,358,840	\$ 50,478	\$ 1,326,087	\$ 1,419,821
<b>Department Total</b>	<b>\$ 1,358,840</b>	<b>\$ 50,478</b>	<b>\$ 1,326,087</b>	<b>\$ 1,419,821</b>
<b>EDUCATION SERVICE:</b>				
GENERAL	\$ 3,511,902	\$ 47,859	\$ 3,513,764	\$ 2,657,408
SCHOOL GRANT	20,593,590		19,117,477	25,224,197
SMALL SCHOOL SERVICE	109,657	35,000	99,259	181,708
SCHOOL TRANSPORTATION	600,000		411,916	600,000
SCHOOL COMMUNICATION	603,452		275,159	796,726
EDUCATIONAL SUPPLEMENTAL PROG	1,061,291		973,790	684,430
DETENTION OPERATIONS	1,654,819	2,771	935,758	1,117,223
<b>Department Total</b>	<b>\$ 28,134,711</b>	<b>\$ 85,630</b>	<b>\$ 25,327,123</b>	<b>\$ 31,261,692</b>
<b>ELECTIONS:</b>				
ELECTIONS GRANT	\$ 2,181,549	\$	\$ 2,586,918	\$ 861,153
GENERAL	8,746,417	2,549,161	11,169,482	20,975,466
<b>Department Total</b>	<b>\$ 10,927,966</b>	<b>\$ 2,549,161</b>	<b>\$ 13,756,400</b>	<b>\$ 21,836,619</b>
<b>EMERGENCY MANAGEMENT:</b>				
EMERGENCY MANAGEMENT	\$ 931,260	\$	\$ 904,159	\$ 874,990
GENERAL	234,457	7,228	240,455	242,187
PALO VERDE	722,916		656,128	756,264
<b>Department Total</b>	<b>\$ 1,888,633</b>	<b>\$ 7,228</b>	<b>\$ 1,800,742</b>	<b>\$ 1,873,441</b>
<b>EMPLOYEE BENEFITS AND HEALTH:</b>				
GENERAL	\$ 241,588	\$ 14,874	\$ 256,412	\$ 258,539
PUBLIC HEALTH GRANTS	7,405,038		6,948,980	7,323,579
MEDICAL HMO	53,061,629		47,315,910	50,236,155
MEDICAL PPO	35,848,681		38,051,720	39,134,609
MEDICAL HDHP W HSA	15,520,423		21,824,187	21,017,804
FI DENTAL PPO	5,192,538		5,212,272	5,481,882
COINSURANCE PHARMACY	15,835,192		14,948,231	14,697,568
60 PERCENT STD	7,608,140		2,357,865	2,344,571
50 PERCENT STD	304,556		309,174	408,473
40 PERCENT STD	142,180		110,748	161,260
BEHAVIORAL HEALTH	1,749,785		1,461,665	1,797,391
WELLNESS	1,905,290		1,471,330	1,726,365
BENEFIT ADMINISTRATION	3,015,172		6,125,183	3,170,781
ONSITE PHARMACY CLINIC	1,736,000		1,969,147	1,969,148
BENEFITS ELIMINATIONS	(1,245,000)		(1,157,990)	(1,157,990)
FLEX SPENDING HEALTH	2,356,070		2,269,651	2,269,651
FLEX SPENDING DEP CARE	888,092		801,620	801,620
VISION	1,658,880		1,620,443	1,706,262
FI PREPAID DENTAL	269,861		226,860	226,860
FI LIFE AND AD AND D	397,832		398,661	398,661

**MARICOPA COUNTY**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2015**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014</b>	<b>ACTUAL EXPENDITURES/ EXPENSES * 2014</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2015</b>
<b>EMPLOYEE BENEFITS AND HEALTH:</b>				
SUPPLEMENTAL LIFE	3,140,997		3,471,236	3,471,236
EMPLOYEE ASSISTANCE	369,603		389,111	400,320
SI DENTAL PPO	4,309,610		4,148,047	4,238,527
DEPENDENT LIFE	348,516		345,300	345,300
VOLUNTARY BENEFITS	892,212		906,751	834,751
CIGNA FOR SENIORS	638,520		559,872	
<b>Department Total</b>	<b>\$ 163,591,405</b>	<b>\$ 14,874</b>	<b>\$ 162,342,386</b>	<b>\$ 163,263,323</b>
<b>ENTERPRISE TECHNOLOGY:</b>				
GENERAL	\$ 24,139,806	\$ 418,800	\$ 20,327,317	\$ 33,991,066
DETENTION OPERATIONS				\$ 1,019,055
TECHNOLOGY INFRASTRUCTURE	16,980,745	199,932	16,780,498	17,566,149
<b>Department Total</b>	<b>\$ 41,120,551</b>	<b>\$ 618,732</b>	<b>\$ 37,107,815</b>	<b>\$ 52,576,270</b>
<b>ENVIRONMENTAL SERVICES:</b>				
ENVIRONMTL SVCS ENV HEALTH	23,174,602	569,227	21,701,563	22,172,840
GENERAL	3,940,266	99,734	3,986,912	4,281,840
<b>Department Total</b>	<b>\$ 27,114,868</b>	<b>\$ 668,961</b>	<b>\$ 25,688,475</b>	<b>\$ 26,454,680</b>
<b>EQUIPMENT SERVICES:</b>				
EQUIPMENT SERVICES	\$ 17,273,320	\$ 133,440	\$ 18,794,781	\$ 17,711,693
<b>Department Total</b>	<b>\$ 17,273,320</b>	<b>\$ 133,440</b>	<b>\$ 18,794,781</b>	<b>\$ 17,711,693</b>
<b>FACILITIES MANAGEMENT:</b>				
GENERAL	\$ 52,260,828	\$ 546,991	\$ 42,006,954	\$ 49,263,728
DETENTION OPERATIONS	35,299,705	69,682	25,442,523	32,991,406
<b>Department Total</b>	<b>\$ 87,560,533</b>	<b>\$ 616,673</b>	<b>\$ 67,449,477</b>	<b>\$ 82,255,134</b>
<b>FINANCE:</b>				
GENERAL	\$ 2,769,592	\$ 99,053	\$ 2,630,786	\$ 2,772,594
<b>Department Total</b>	<b>\$ 2,769,592</b>	<b>\$ 99,053</b>	<b>\$ 2,630,786</b>	<b>\$ 2,772,594</b>
<b>FLOOD CONTROL DISTRICT:</b>				
FLOOD CONTROL	\$ 31,934,409	\$ 6,062,982	\$ 35,993,189	\$ 32,495,393
FLOOD CONTROL GRANTS	75,000	84,134	159,134	
FLOOD CONTROL CAPITAL PROJECTS	40,000,000		26,712,324	40,000,000
<b>Department Total</b>	<b>\$ 72,009,409</b>	<b>\$ 6,147,116</b>	<b>\$ 62,864,647</b>	<b>\$ 72,495,393</b>
<b>HUMAN RESOURCES:</b>				
GENERAL	\$ 3,277,286	\$ 108,772	\$ 3,354,797	\$ 4,309,478
<b>Department Total</b>	<b>\$ 3,277,286</b>	<b>\$ 108,772</b>	<b>\$ 3,354,797</b>	<b>\$ 4,309,478</b>
<b>HUMAN SERVICES:</b>				
CDBG HOUSING TRUST	\$ 19,897,891		\$ 10,960,061	\$ 16,279,189
DETENTION OPERATIONS	192,235		169,144	
GENERAL	2,260,912		2,260,912	2,260,912
HUMAN SERVICES GRANTS	42,238,808	4,228,895	46,344,097	44,319,456
<b>Department Total</b>	<b>\$ 64,589,846</b>	<b>\$ 4,228,895</b>	<b>\$ 59,734,214</b>	<b>\$ 62,859,557</b>

**MARICOPA COUNTY**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2015**

<u>DEPARTMENT/FUND</u>	<u>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014</u>	<u>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014</u>	<u>ACTUAL EXPENDITURES/ EXPENSES * 2014</u>	<u>BUDGETED EXPENDITURES/ EXPENSES 2015</u>
<b>INTEGRATED CRIM JUSTICE INFO:</b>				
DETENTION OPERATIONS	\$ 1,564,383	\$ 95,547	\$ 1,599,826	\$ 1,628,554
<b>Department Total</b>	<b>\$ 1,564,383</b>	<b>\$ 95,547</b>	<b>\$ 1,599,826</b>	<b>\$ 1,628,554</b>
<b>INTERNAL AUDIT:</b>				
GENERAL	\$ 1,734,205	\$ 65,179	\$ 1,676,419	\$ 1,799,337
<b>Department Total</b>	<b>\$ 1,734,205</b>	<b>\$ 65,179</b>	<b>\$ 1,676,419</b>	<b>\$ 1,799,337</b>
<b>JUSTICE COURTS:</b>				
GENERAL	\$ 15,792,908	\$ 547,120	\$ 16,891,568	\$ 17,681,657
JUSTICE COURTS SPECIAL REVENUE	6,589,500		6,040,640	6,479,000
JUST COURTS PHOTO ENFORCEMENT	312,103		202,320	46,800
JUSTICE CT JUDICIAL ENHANCEMNT	1,042,000		739,649	792,000
<b>Department Total</b>	<b>\$ 23,736,511</b>	<b>\$ 547,120</b>	<b>\$ 23,874,177</b>	<b>\$ 24,999,457</b>
<b>JUVENILE PROBATION:</b>				
DETENTION OPERATIONS	\$ 30,773,784	\$ 2,291,310	\$ 31,765,113	\$ 34,398,313
GENERAL	15,428,434	1,651,323	16,870,047	17,279,942
JUVENILE PROBATION DIVERSION	304,194	26,368	327,345	334,503
JUVENILE PROBATION GRANTS	4,424,881	1,077,491	4,131,595	4,160,865
JUVENILE PROBATION SPECIAL FEE	3,830,500		3,568,439	3,830,500
JUVENILE RESTITUTION	10,000		7,205	10,000
<b>Department Total</b>	<b>\$ 54,771,793</b>	<b>\$ 5,046,492</b>	<b>\$ 56,669,744</b>	<b>\$ 60,014,123</b>
<b>LEGAL ADVOCATE:</b>				
GENERAL	\$ 9,123,335	\$ 890,823	\$ 9,859,531	\$ 10,786,783
PUBLIC DEFENDER TRAINING	53,723		24,744	48,269
<b>Department Total</b>	<b>\$ 9,177,058</b>	<b>\$ 890,823</b>	<b>\$ 9,884,275</b>	<b>\$ 10,835,052</b>
<b>LEGAL DEFENDER:</b>				
GENERAL	\$ 10,324,234	\$ 1,076,798	\$ 11,587,482	\$ 12,005,388
LEGAL DEFENDER FILL THE GAP	66,362		66,362	66,362
PUBLIC DEFENDER TRAINING	105,738		80,374	93,948
<b>Department Total</b>	<b>\$ 10,496,334</b>	<b>\$ 1,076,798</b>	<b>\$ 11,734,218</b>	<b>\$ 12,165,698</b>
<b>LIBRARY DISTRICT:</b>				
LIBRARY DISTRICT GRANTS	200,000	225,000	385,129	
LIBRARY DISTRICT	20,809,921	1,014,219	19,479,323	20,646,921
LIBRARY INTERGOVERNMENTAL	4,515,096	147,915	4,135,782	4,579,574
<b>Department Total</b>	<b>\$ 25,525,017</b>	<b>\$ 1,387,134</b>	<b>\$ 24,000,234</b>	<b>\$ 25,226,495</b>
<b>MANAGEMENT AND BUDGET:</b>				
GENERAL	\$ 2,278,881	\$ 93,372	\$ 2,256,656	\$ 2,382,650
<b>Department Total</b>	<b>\$ 2,278,881</b>	<b>\$ 93,372</b>	<b>\$ 2,256,656</b>	<b>\$ 2,382,650</b>
<b>MEDICAL EXAMINER:</b>				
GENERAL	\$ 7,776,675	\$ 420,975	\$ 7,935,065	\$ 8,261,393
MEDICAL EXAMINER GRANT	63,614	282,479	340,714	
<b>Department Total</b>	<b>\$ 7,840,289</b>	<b>\$ 703,454</b>	<b>\$ 8,275,779</b>	<b>\$ 8,261,393</b>

**MARICOPA COUNTY**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2015**

<u>DEPARTMENT/FUND</u>	<u>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014</u>	<u>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014</u>	<u>ACTUAL EXPENDITURES/ EXPENSES * 2014</u>	<u>BUDGETED EXPENDITURES/ EXPENSES 2015</u>
<b>NON DEPARTMENTAL:</b>				
COUNTY IMPROVEMENT DEBT	\$ 16,715,180	\$	\$ 16,715,180	\$ 16,753,180
DETENTION CAPITAL PROJECTS	20,775,000		6,593,584	5,796,583
DETENTION OPERATIONS	53,909,175	(18,727,698)	3,851,199	40,352,513
GENERAL	316,273,248	(45,390,007)	238,740,140	293,014,149
GENERAL FUND CTY IMPROV	51,076,289		24,950,182	38,945,102
INTERGOVERNMENTAL CAP PROJ	127,500			127,500
NON DEPARTMENTAL GRANT	27,846,828	(7,625,454)		14,183,550
TECHNOLOGY CAP IMPROVEMENT	162,185,773	2,715,503	41,278,926	145,754,406
DETENTION TECH CAP IMPROVEMENT	59,061,564		20,901,850	40,330,136
WASTE MANAGEMENT	543,175		186,000	468,832
<b>Department Total</b>	<b>\$ 708,513,732</b>	<b>\$ (69,027,656)</b>	<b>\$ 353,217,061</b>	<b>\$ 595,725,951</b>
<b>PARKS AND RECREATION:</b>				
GENERAL	\$ 3,000,512	\$	\$ 2,633,008	\$ 1,279,802
LAKE PLEASANT RECREATION SVCS	3,284,850	55,296	2,672,745	3,212,692
PARKS AND RECREATION GRANTS		7,909	7,909	7,909
PARKS DONATIONS	61,905		27,876	108,777
PARKS ENHANCEMENT FUND	5,261,068	84,942	4,563,606	6,534,860
PARKS SOUVENIR	182,629	2,084	239,831	294,794
SPUR CROSS RANCH CONSERVATION	295,960	5,327	279,659	291,411
<b>Department Total</b>	<b>\$ 12,086,924</b>	<b>\$ 155,558</b>	<b>\$ 10,424,634</b>	<b>\$ 11,730,245</b>
<b>PLANNING AND DEVELOPMENT:</b>				
GENERAL	\$ 868,232	\$	\$ 862,305	\$ 868,232
PLANNING AND DEVELOPMENT FEES	8,057,806	215,275	8,146,673	8,538,986
<b>Department Total</b>	<b>\$ 8,926,038</b>	<b>\$ 215,275</b>	<b>\$ 9,008,978</b>	<b>\$ 9,407,218</b>
<b>PROCUREMENT SERVICES:</b>				
GENERAL	\$ 2,343,332	\$ 94,220	\$ 2,288,313	\$ 2,413,764
REPROGRAPHICS	788,689		814,928	915,217
<b>Department Total</b>	<b>\$ 3,132,021</b>	<b>\$ 94,220</b>	<b>\$ 3,103,241</b>	<b>\$ 3,328,981</b>
<b>PROTECTIVE SERVICES:</b>				
DETENTION OPERATIONS	\$ 48,942	\$	\$ 48,942	\$ 48,942
GENERAL	3,719,757	137,110	3,763,541	3,861,489
<b>Department Total</b>	<b>\$ 3,768,699</b>	<b>\$ 137,110</b>	<b>\$ 3,812,483</b>	<b>\$ 3,910,431</b>
<b>PUBLIC ADVOCATE:</b>				
GENERAL	\$ 6,888,167	\$ 627,420	\$ 7,817,979	\$ 9,231,279
<b>Department Total</b>	<b>\$ 6,888,167</b>	<b>\$ 627,420</b>	<b>\$ 7,817,979</b>	<b>\$ 9,231,279</b>
<b>PUBLIC DEFENDER:</b>				
GENERAL	\$ 33,974,467	\$ 3,586,383	\$ 37,557,044	\$ 38,760,010
PUBLIC DEFENDER FILL THE GAP	1,564,045		1,239,565	1,113,694
PUBLIC DEFENDER GRANTS	303,237		236,492	236,492
PUBLIC DEFENDER TRAINING	550,697		295,767	567,865
<b>Department Total</b>	<b>\$ 36,392,446</b>	<b>\$ 3,586,383</b>	<b>\$ 39,328,868</b>	<b>\$ 40,678,061</b>

**MARICOPA COUNTY**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2015**

<u>DEPARTMENT/FUND</u>	<u>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014</u>	<u>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014</u>	<u>ACTUAL EXPENDITURES/ EXPENSES * 2014</u>	<u>BUDGETED EXPENDITURES/ EXPENSES 2015</u>
<b>PUBLIC FIDUCIARY:</b>				
GENERAL	\$ 2,991,842	\$ 157,060	\$ 2,997,583	\$ 3,113,186
<b>Department Total</b>	<b>\$ 2,991,842</b>	<b>\$ 157,060</b>	<b>\$ 2,997,583</b>	<b>\$ 3,113,186</b>
<b>PUBLIC HEALTH:</b>				
GENERAL	\$ 10,727,580	\$ 488,990	\$ 10,777,876	\$ 11,334,457
PUBLIC HEALTH FEES	6,063,812		5,324,823	5,559,246
PUBLIC HEALTH GRANTS	42,185,759	404,167	41,257,067	41,308,942
<b>Department Total</b>	<b>\$ 58,977,151</b>	<b>\$ 893,157</b>	<b>\$ 57,359,766</b>	<b>\$ 58,202,645</b>
<b>RECORDER:</b>				
GENERAL	\$ 2,077,838	\$ 44,431	\$ 1,810,507	\$ 2,134,232
RECORDERS SURCHARGE	5,757,989	129,508	4,736,427	5,940,660
<b>Department Total</b>	<b>\$ 7,835,827</b>	<b>\$ 173,939</b>	<b>\$ 6,546,934</b>	<b>\$ 8,074,892</b>
<b>RESEARCH AND REPORTING:</b>				
GENERAL	\$ 326,943	\$ 11,635	\$ 319,801	\$ 338,603
<b>Department Total</b>	<b>\$ 326,943</b>	<b>\$ 11,635</b>	<b>\$ 319,801</b>	<b>\$ 338,603</b>
<b>RISK MANAGEMENT:</b>				
RISK MANAGEMENT	\$ 29,841,029		\$ 29,841,028	\$ 29,841,029
COUNTY MANAGER RISK MANAGEMENT	5,049,022		4,400,572	1,750,000
<b>Department Total</b>	<b>\$ 34,890,051</b>	<b>\$</b>	<b>\$ 34,241,600</b>	<b>\$ 31,591,029</b>
<b>SHERIFF:</b>				
DETENTION OPERATIONS	\$ 186,669,903	\$ 12,110,159	\$ 197,986,884	\$ 207,527,876
GENERAL	87,034,879	15,007,093	98,189,984	109,932,118
INMATE HEALTH SERVICES	165,640		88,374	340,000
INMATE SERVICES	11,637,000		9,906,105	10,982,350
OFFICER SAFETY EQUIPMENT	60,000			60,000
SHERIFF DONATIONS	26,300		13,301	120,000
SHERIFF GRANTS	8,565,508	1,508,132	7,362,198	8,275,961
SHERIFF JAIL ENHANCEMENT	1,482,444		829,336	1,482,444
SHERIFF RICO	2,500,000		1,356,969	1,750,000
SHERIFF TOWING AND IMPOUND	194,691		111,419	208,103
<b>Department Total</b>	<b>\$ 298,336,365</b>	<b>\$ 28,625,384</b>	<b>\$ 315,844,570</b>	<b>\$ 340,678,852</b>
<b>STADIUM DISTRICT:</b>				
BALLPARK OPERATIONS	\$ 1,653,028	\$ 57,957	\$ 1,594,985	\$ 1,711,052
CACTUS LEAGUE OPERATIONS	1,272,788		1,267,045	1,274,756
LONG TERM PROJECT RESERVE	3,503,000		3,502,500	2,003,000
STADIUM DISTRICT DEBT SERVICE	4,902,882	5,706,856	9,404,606	3,700,378
<b>Department Total</b>	<b>\$ 11,331,698</b>	<b>\$ 5,764,813</b>	<b>\$ 15,769,136</b>	<b>\$ 8,689,186</b>
<b>SUPERIOR COURT:</b>				
CHILDRENS ISSUES EDUCATION	\$ 415,007		\$ 411,207	\$ 140,007
CONCILIATION COURT FEES	1,978,000		1,789,421	1,616,200
DOM REL MEDIATION EDUCATION	190,682		190,682	205,600
EMANCIPATION ADMINISTRATION	700		700	
EXPEDITED CHILD SUPPORT	785,000		722,800	910,000

Summary by Department of Expenditures/Expenses  
 Fiscal Year 2015

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES * 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
<b>SUPERIOR COURT:</b>				
GENERAL	76,093,152	2,331,883	79,143,974	84,634,124
JUDICIAL ENHANCEMENT	521,600		438,288	506,200
LAW LIBRARY	1,296,000		1,105,431	1,546,000
PROBATE FEES	614,531		572,718	509,200
SPOUSAL MAINT ENF ENHANCEMENT	115,921		115,921	158,000
SUPERIOR COURT FILL THE GAP	2,101,600	78,203	1,646,265	2,101,600
SUPERIOR COURT GRANTS	2,599,319	97,720	2,390,286	2,989,816
SUPERIOR COURT SPECIAL REVENUE	6,475,000		6,044,110	5,199,800
<b>Department Total</b>	<b>\$ 93,186,512</b>	<b>\$ 2,507,806</b>	<b>\$ 94,571,803</b>	<b>\$ 100,516,547</b>
<b>TRANSPORTATION:</b>				
TRANSPORTATION GRANTS	\$ 636,122	\$ 215,469	\$ 806,736	\$ 684,820
TRANSPORTATION OPERATIONS	58,236,556	998,025	54,101,921	61,737,434
TRANSPORTATION CAPITAL PROJECT	82,089,011		66,128,748	82,578,500
<b>Department Total</b>	<b>\$ 140,961,689</b>	<b>\$ 1,213,494</b>	<b>\$ 121,037,405</b>	<b>\$ 145,000,754</b>
<b>TREASURER:</b>				
GENERAL	\$ 4,707,756	\$ 215,410	\$ 4,906,684	\$ 4,910,812
TAXPAYER INFORMATION	304,341		304,341	304,341
<b>Department Total</b>	<b>\$ 5,012,097</b>	<b>\$ 215,410</b>	<b>\$ 5,211,025</b>	<b>\$ 5,215,153</b>
<b>WASTE RESOURCES AND RECYCLING:</b>				
GENERAL	\$ 5,228,083	\$ 47,127	\$ 4,966,782	\$ 3,277,969
WASTE TIRE	4,748,332	3,279	4,736,623	4,751,611
<b>Department Total</b>	<b>\$ 9,976,415</b>	<b>\$ 50,406</b>	<b>\$ 9,703,405</b>	<b>\$ 8,029,580</b>
<b>ELIMINATIONS COUNTY:</b>				
ELIMINATIONS	\$ (163,263,729)		\$ (174,368,036)	\$ (164,758,171)
<b>Department Total</b>	<b>\$ (163,263,729)</b>	<b>\$</b>	<b>\$ (174,368,036)</b>	<b>\$ (164,758,171)</b>
<b>ELIMINATIONS COUNTY AND DIST:</b>				
ELIMINATIONS	\$ (7,911,928)		\$ (7,720,776)	\$ (8,009,542)
<b>Department Total</b>	<b>\$ (7,911,928)</b>	<b>\$</b>	<b>\$ (7,720,776)</b>	<b>\$ (8,009,542)</b>
<b>Total all Departments</b>	<b>\$ 2,309,428,986</b>	<b>\$ 24,539,309</b>	<b>\$ 1,916,704,197</b>	<b>\$ 2,309,530,514</b>

\*Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

Maricopa County Annual Business Strategies  
 FY 2015 Adopted Budget

Attachments

Maricopa County, Flood Control District, Library District, Stadium District  
 Full-Time Employees and Personnel Compensation  
 Fiscal Year 2015

FUND	Full-Time Equivalent (FTE) 2015	Employee Salaries and Hourly Costs 2015	Retirement Costs 2015	Healthcare Costs 2015	Other Benefit Costs 2015	Personnel Allocations In 2015	Personnel Allocations Out 2015	Other Personnel Costs 2015	Total Estimated Personnel Compensation 2015
<b>GENERAL FUND</b>	<b>7,620.14</b>	<b>403,381,982</b>	<b>62,932,706</b>	<b>62,331,779</b>	<b>33,920,056</b>	<b>14,841,355</b>	<b>(80,530,962)</b>	<b>22,640,168</b>	<b>519,517,084</b>
Regular Staff	7,250.79	399,235,295	62,932,706	62,331,779	33,195,316	14,841,355	(80,530,962)	22,640,168	514,645,657
Temporary Staff	369.35	4,146,687	-	-	724,740	-	-	-	4,871,427
<b>SPECIAL REVENUE FUNDS</b>									
<b>Regular Staff</b>									
201 - ADULT PROBATION FEES	1.50	53,723	8,191	8,609	4,378	11,761,423	-	-	11,836,324
204 - JUSTICE CT JUDICIAL ENHANCEMNT	3.00	164,367	13,847	26,712	17,843	-	-	-	222,769
205 - COURT DOCUMENT RETRIEVAL	25.00	822,607	96,175	198,659	67,929	-	(37,764)	-	1,147,606
207 - PALO VERDE	5.00	262,092	30,387	43,550	22,271	139,751	(37,517)	12,100	472,634
208 - JUDICIAL ENHANCEMENT	8.00	493,922	56,726	71,232	39,969	-	-	-	661,849
209 - PUBLIC DEFENDER TRAINING	3.00	144,057	16,299	26,184	11,510	52,395	(386)	-	250,059
211 - ADULT PROBATION GRANTS	28.25	1,300,510	141,294	250,611	109,787	113,685	-	-	1,915,887
215 - EMERGENCY MANAGEMENT	7.50	435,962	50,508	69,553	36,223	65,260	-	22,000	679,506
216 - CLERK OF THE COURT GRANTS	4.00	178,798	20,235	35,616	14,289	1,142,980	-	-	1,391,918
217 - CDBG HOUSING TRUST	5.00	300,759	34,031	44,317	25,660	10,317	(2,845)	-	412,239
218 - CLERK OF COURT FILL THE GAP	47.00	1,659,710	186,896	418,488	131,998	-	(384,977)	-	2,012,115
219 - COUNTY ATTORNEY GRANTS	58.00	3,639,856	415,034	516,432	309,658	77,804	(1,390,252)	6,500	3,575,032
220 - DIVERSION	35.00	1,875,238	217,609	311,640	144,642	-	(17,202)	-	2,531,927
221 - COUNTY ATTORNEY FILL THE GAP	26.00	1,080,562	120,768	231,504	80,272	-	-	14,000	1,527,106
222 - HUMAN SERVICES GRANTS	367.00	13,920,115	1,583,988	3,007,399	1,297,131	3,582,236	(4,624,630)	25,833	18,792,071
223 - TRANSPORTATION GRANTS	1.00	102,687	3,824	8,859	15,953	-	-	-	131,323
225 - SPUR CROSS RANCH CONSERVATION	1.00	41,616	4,827	8,904	4,636	152,799	-	-	212,782
226 - PLANNING AND DEVELOPMENT FEES	98.00	5,612,117	650,786	852,077	474,713	701,275	(2,632,582)	11,900	5,670,286
227 - JUVENILE PROBATION GRANTS	53.00	2,806,270	385,177	423,167	208,543	285,000	-	-	3,908,157
228 - JUVENILE PROBATION SPECIAL FEE	-	-	-	-	-	3,830,500	-	-	3,830,500
232 - TRANSPORTATION OPERATIONS	409.00	20,583,880	2,338,381	3,520,906	2,031,595	1,872,264	(4,030,375)	225,775	26,542,426
233 - PUBLIC DEFENDER GRANTS	2.00	183,366	20,895	17,493	14,739	-	-	-	236,492
236 - RECORDERS SURCHARGE	27.00	1,796,727	197,583	227,405	143,414	-	-	-	2,365,129
238 - SUPERIOR COURT GRANTS	27.00	1,060,620	123,033	240,408	86,403	720,000	-	1,590	2,232,054
239 - PARKS SOUVENIR	1.00	34,179	3,964	8,904	3,780	539	-	-	51,366
240 - LAKE PLEASANT RECREATION SVCS	26.00	995,660	117,333	223,198	111,913	289,379	-	40,000	1,777,483
241 - PARKS ENHANCEMENT FUND	53.00	2,391,398	278,904	455,650	263,995	70,812	(460,563)	85,000	3,085,196
244 - LIBRARY DISTRICT	116.73	5,349,752	633,308	1,015,815	480,312	76,767	-	159,683	7,715,637
245 - JUSTICE COURTS SPECIAL REVENUE	-	-	-	-	-	5,344,595	-	-	5,344,595
246 - LIBRARY INTERGOVERNMENTAL	48.00	1,857,315	215,447	427,392	143,203	13,500	(13,500)	80,404	2,723,761
249 - NON DEPARTMENTAL GRANT	1.00	37,214	4,319	6,236	2,871	-	-	142,609	193,248
250 - CACTUS LEAGUE OPERATIONS	-	-	-	-	-	12,497	-	-	12,497
251 - SHERIFF GRANTS	27.00	2,491,469	395,994	240,408	557,182	561,673	(83,454)	17,921	4,181,193
252 - INMATE SERVICES	135.00	4,732,249	553,472	1,022,764	441,081	-	-	110,416	6,859,982
253 - BALLPARK OPERATIONS	5.00	287,444	31,662	38,626	21,216	3,649	(12,497)	9,642	379,742
255 - DETENTION OPERATIONS	3,714.60	174,213,244	22,936,539	31,166,334	15,655,001	33,302,250	(2,042,651)	8,263,603	283,494,319
256 - PROBATE FEES	-	-	-	-	-	409,200	-	-	409,200
257 - CONCILIATION COURT FEES	-	-	-	-	-	1,441,200	-	-	1,441,200
258 - SHERIFF TOWING AND IMPOUND	2.00	77,160	22,413	17,808	6,276	19,734	-	500	143,891
259 - SUPERIOR COURT SPECIAL REVENUE	-	-	-	-	-	4,558,800	-	-	4,558,800
262 - PUBLIC DEFENDER FILL THE GAP	7.00	468,743	53,651	60,886	37,976	184,865	-	12,893	819,014
263 - LEGAL DEFENDER FILL THE GAP	-	-	-	-	-	66,362	-	-	66,362
264 - SUPERIOR COURT FILL THE GAP	33.00	1,494,210	231,438	284,830	90,922	-	-	200	2,101,600
265 - PUBLIC HEALTH FEES	59.00	2,221,182	245,718	499,170	182,399	1,214,427	(876,551)	12,839	3,499,184
266 - CHECK ENFORCEMENT PROGRAM	3.00	111,007	12,607	26,712	8,379	-	-	-	158,705
267 - CRIM JUSTICE ENHANCEMENT	20.00	1,198,701	138,935	191,436	91,688	-	-	444	1,621,204
271 - EXPEDITED CHILD SUPPORT	-	-	-	-	-	583,560	-	-	583,560
273 - VICTIM LOCATION	-	-	-	-	-	75,000	-	-	75,000
274 - CLERK OF THE COURT EDMS	48.00	1,734,099	202,469	389,552	142,643	-	(140,426)	-	2,328,336
275 - JUVENILE PROBATION DIVERSION	4.00	240,434	37,812	35,616	19,453	82,985	(82,985)	-	333,315
276 - SPOUSAL MAINT ENF ENHANCEMENT	-	-	-	-	-	108,000	-	-	108,000
281 - CHILDRENS ISSUES EDUCATION	-	-	-	-	-	114,960	-	-	114,960
282 - DOM REL MEDIATION EDUCATION	-	-	-	-	-	180,600	-	-	180,600
290 - WASTE TIRE	2.00	54,643	6,339	17,808	4,212	83,554	-	2,074	168,630

Maricopa County Annual Business Strategies  
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Maricopa County , Flood Control District, Library District, Stadium District  
 Full-Time Employees and Personnel Compensation  
 Fiscal Year 2015

FUND	Full-Time Equivalent (FTE) 2015	Employee Salaries and Hourly Costs 2015	Retirement Costs 2015	Healthcare Costs 2015	Other Benefit Costs 2015	Personnel Allocations In 2015	Personnel Allocations Out 2015	Other Personnel Costs 2015	Total Estimated Personnel Compensation 2015
503 - AIR QUALITY GRANT	20.00	1,235,790	107,256	177,613	181,391	789,730	-	500	2,492,281
504 - AIR QUALITY FEES	121.50	6,607,451	765,566	1,049,591	579,202	625,370	(1,586,388)	32,084	8,072,876
506 - ENVIRONMTL SVCS ENV HEALTH	245.00	11,273,382	1,280,596	1,955,642	979,169	929,418	(237,240)	-	16,180,967
532 - PUBLIC HEALTH GRANTS	439.80	19,570,000	2,153,792	3,819,557	1,613,425	6,231,372	(3,961,518)	17,202	29,443,830
572 - ANIMAL CONTROL LICENSE SHELTER	110.00	3,954,843	462,306	954,620	460,236	85,914	(504,166)	-	5,413,753
573 - ANIMAL CONTROL GRANTS	11.00	525,442	59,558	96,930	41,636	9,989	-	1,200	734,755
574 - ANIMAL CONTROL FIELD OPERATION	51.00	1,818,724	206,578	447,890	151,593	257,692	(258,954)	13,020	2,636,542
669 - SMALL SCHOOL SERVICE	2.00	112,886	12,912	15,809	9,174	9,795	(9,795)	-	150,781
715 - SCHOOL GRANT	100.00	6,900,369	780,288	874,567	554,625	-	-	-	9,109,849
782 - SCHOOL COMMUNICATION	6.00	261,386	43,762	51,468	31,097	209,825	(209,825)	-	387,714
795 - EDUCATIONAL SUPPLEMENTAL PROG	5.00	436,685	49,123	44,520	35,461	222,130	(117,447)	-	670,472
991 - FLOOD CONTROL	228.00	14,000,633	1,565,759	2,030,112	1,072,985	3,003,058	(5,290,542)	10,012	16,392,017
<b>Temporary Staff</b>									
204 - JUSTICE CT JUDICIAL ENHANCEMNT	10.00	334,080	-	-	25,554	-	-	-	359,634
211 - ADULT PROBATION GRANTS	6.00	238,863	-	-	18,178	-	-	-	257,041
218 - CLERK OF COURT FILL THE GAP	1.00	39,672	-	-	3,035	-	-	-	42,707
221 - COUNTY ATTORNEY FILL THE GAP	1.00	23,739	-	-	1,815	-	-	-	25,554
222 - HUMAN SERVICES GRANTS	1.10	27,758	-	-	2,076	-	-	-	29,834
227 - JUVENILE PROBATION GRANTS	0.10	4,058	-	-	309	-	-	-	4,367
232 - TRANSPORTATION OPERATIONS	5.80	173,384	-	-	15,350	-	-	-	188,734
240 - LAKE PLEASANT RECREATION SVCS	3.47	83,624	-	-	6,397	-	-	-	90,021
241 - PARKS ENHANCEMENT FUND	0.48	7,487	-	-	1,554	-	-	-	9,041
244 - LIBRARY DISTRICT	35.85	778,224	-	-	67,704	-	-	-	845,928
246 - LIBRARY INTERGOVERNMENTAL	26.35	549,540	-	-	42,040	-	-	-	591,580
252 - INMATE SERVICES	1.00	36,245	-	-	2,772	-	-	-	39,017
253 - BALLPARK OPERATIONS	0.60	9,773	-	-	747	-	-	-	10,520
255 - DETENTION OPERATIONS	9.80	238,154	-	-	30,415	-	-	-	268,569
265 - PUBLIC HEALTH FEES	1.00	30,339	-	-	2,325	-	-	-	32,664
504 - AIR QUALITY FEES	2.75	77,420	-	-	8,789	-	-	-	86,209
532 - PUBLIC HEALTH GRANTS	22.65	802,357	-	-	92,530	-	-	-	894,887
782 - SCHOOL COMMUNICATION	2.00	142,279	-	-	10,882	-	-	-	153,161
<b>Total Special Revenue Funds</b>	<b>7,016.83</b>	<b>328,604,251</b>	<b>40,326,311</b>	<b>58,207,186</b>	<b>29,600,526</b>	<b>85,680,890</b>	<b>(29,047,032)</b>	<b>9,331,944</b>	<b>522,704,076</b>
<b>DEBT SERVICE FUNDS</b>									
<b>Total Debt Service Funds</b>	-	-	-	-	-	-	-	-	-
<b>CAPITAL PROJECTS FUNDS</b>									
234 - TRANSPORTATION CAPITAL PROJECT	-	-	-	-	-	2,986,500	-	-	2,986,500
445 - GENERAL FUND CTY IMPROV	-	-	-	-	-	382,886	-	-	382,886
460 - TECHNOLOGY CAP IMPROVEMENT	-	-	-	-	-	2,907,840	-	-	2,907,840
990 - FLOOD CONTROL CAPITAL PROJECTS	-	-	-	-	-	2,000,000	-	-	2,000,000
<b>Total Capital Projects Funds</b>	-	-	-	-	-	<b>8,277,226</b>	-	-	<b>8,277,226</b>
<b>INTERNAL SERVICE FUNDS</b>									
<b>Regular Staff</b>									
615 - WELLNESS	7.00	392,766	44,654	59,974	33,927	-	(22,696)	-	508,626
618 - BENEFIT ADMINISTRATION	17.00	942,892	107,383	146,877	80,728	179,744	(35,710)	-	1,421,914
654 - EQUIPMENT SERVICES	54.00	2,530,490	274,234	467,301	305,979	175,460	(1,400)	72,526	3,824,589
673 - REPROGRAPHICS	9.00	349,291	39,489	76,183	28,185	19,367	-	-	512,515
675 - RISK MANAGEMENT	29.75	1,911,276	217,370	273,049	151,949	-	-	-	2,553,644
681 - TECHNOLOGY INFRASTRUCTURE	58.00	3,923,494	449,411	501,239	299,893	1,287,406	(823,648)	4,518	5,642,314
<b>Temporary Staff</b>									
618 - BENEFIT ADMINISTRATION	-	10,400	-	-	795	-	-	-	11,195
<b>Total Internal Service Funds</b>	<b>174.75</b>	<b>10,060,609</b>	<b>1,132,542</b>	<b>1,524,624</b>	<b>901,456</b>	<b>1,661,977</b>	<b>(883,454)</b>	<b>77,044</b>	<b>14,474,797</b>
<b>ENTERPRISE FUNDS</b>									
<b>Total Enterprise Funds</b>	-	-	-	-	-	-	-	-	-
<b>TOTAL ALL FUNDS</b>	<b>14,811.72</b>	<b>742,046,842</b>	<b>104,391,558</b>	<b>122,063,589</b>	<b>64,422,038</b>	<b>110,461,448</b>	<b>(110,461,448)</b>	<b>32,049,156</b>	<b>1,064,973,183</b>

Maricopa County Annual Business Strategies  
 FY 2015 Adopted Budget

**Attachments**

Maricopa County , Flood Control District, Library District, Stadium District  
 Full-Time Employees and Personnel Compensation  
 Fiscal Year 2015

FUND	Full-Time Equivalent (FTE) 2015	Employee Salaries and Hourly Costs 2015	Retirement Costs 2015	Healthcare Costs 2015	Other Benefit Costs 2015	Personnel Allocations In 2015	Personnel Allocations Out 2015	Other Personnel Costs 2015	Total Estimated Personnel Compensation 2015
<b>Regular Staff</b>	14,311.42	734,292,759	104,391,558	122,063,589	63,364,031	110,461,448	(110,461,448)	32,049,156	1,056,161,093
<b>Temporary Staff</b>	500.30	7,754,083	-	-	1,058,007	-	-	-	8,812,090
Salaries/Hourly includes OT and are net of budgeted vacancy savings Retirement Costs Include ASRS LTC Retirement is net of budgeted vacancy savings Healthcare is net of budgeted vacancy savings Other Benefits Includes FICA/Medicare/Workers Comp/Unemployment Comp and is net of budgeted vacancy savings									

## 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:** 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 government's intended 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 threshold 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 2015 to pay for an expenditure budgeted for FY 2014 for which an obligation has been incurred that cannot be paid by June 30, 2014. 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. 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 Service 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 Fund:** Fund whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds. In the FY 2015 Budget, the General Fund and Detention Funds are considered *Major Funds*.

**Major Maintenance:** The periodic need to repair and rework building and infrastructure systems or components to maintain the original condition of the asset. This repair work does not usually make the building more useful or add to the estimated useful life of the building as a structure. Maintenance costs are normal costs that allow a capital asset to be used in a normal manner over its originally expected economic life. Examples of major maintenance include, but are not limited to: re-roofing, disassembling and rebuilding air-conditioning systems and water chillers, replacement of worn-out heating systems, and other major components.

**Mandate:** A program that meets constitutional, statutory or court-ordered requirements from either Federal or State entities.

**MFR (Managing for Results):** Managing for Results is a comprehensive and integrated management system that focuses on achieving results for the customer. MFR provides a common framework under which strategic planning, budgeting, and performance measurement are aligned in a unified, cyclical process with five components that support the process: Planning for Results, Budgeting for Results, Delivering Services, Analyzing and Reporting Results, and Evaluating and Improving Results.

**Mission:** A clear, concise statement of purpose for the entire County or department. The mission focuses on the broad, yet distinct, results the County or department will achieve for its customers.

**Nonmajor Fund:** Funds which are not major funds.

**Object Code:** Identifies the expenditure type (e.g., fuel, maintenance, rent, and supplies).

**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 and 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 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 over the economic cycle.

**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.

**Threshold:** A dollar amount used as a starting point for a department's budget.

**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.

**Truth in Taxation (TNT):** As real estate values rise year over year, so does the taxable value of the property. Unless there is a commensurate reduction in the tax rate, the amount of property taxes will also increase. The purpose of truth in taxation (TNT) is to prevent this type of tax increase. It also serves to make elected officials aware of such a tax increase and allows the public to be notified of the increase and communicate with their elected leaders.

**Unassigned Fund Balance:** Net resources in excess of what is classified as restricted, committed or assigned fund balance.

**Zero-Based Budgeting (ZBB):** A process used for detailing an overall budget and individual budgeted items rather than dealing only with proposed changes from a previous budget.

## Acronyms

**ADP:** Average Daily Population  
**APD:** Adult Probation Department  
**AHCCCS:** Arizona Health Care Cost Containment System  
**ALTCS:** Arizona Long Term Care System  
**A.R.S.:** Arizona Revised Statutes  
**ASRS:** Arizona State Retirement System  
**BLM:** Bureau of Land Management  
**BOS:** (Maricopa County) Board of Supervisors  
**CAFR:** Comprehensive Annual Financial Report  
**CAMA:** Computer Aided Mass Appraisal  
**CHS:** Correctional Health Services  
**CIP:** Capital Improvement Program  
**COPs:** Certificates of Participation  
**C2C:** Cradles to Crayons  
**DPS:** Department of Public Safety  
**EHR:** Electronic Health Record  
**FASB:** Financial Accounting Standards Board  
**FCV:** Full Cash Value  
**FEMA:** Federal Emergency Management Administration  
**FHWA:** Federal Highway Administration  
**FTE:** Full Time Equivalent  
**FY:** Fiscal Year  
**GAAP:** Generally Accepted Accounting Principles  
**GASB:** Governmental Accounting Standards Board  
**GDP:** Gross Domestic Product  
**GFOA:** Government Finance Officers Association  
**GO:** General Obligation  
**HURF:** Highway User Revenue Fund  
**ICR:** Issuer Credit Rating  
**IGA:** Intergovernmental Agreement  
**ISF:** Internal Service Fund  
**IT:** Information Technology

**LARC:** Local Alcoholism Reception Center  
**LPV:** Limited Primary Value  
**MAG:** Maricopa Association of Governments  
**MCAO:** Maricopa County Attorney's Office  
**MCDOT:** Maricopa County Department of Transportation  
**MCESA:** Maricopa County Education Service Agency  
**MCSO:** Maricopa County Sheriff's Office  
**MfR:** Managing for Results  
**MfRIS:** Managing for Results Information Systems  
**MMC:** Maricopa Medical Center  
**MMCS:** Maricopa Managed Care System  
**MVD:** Motor Vehicle Department  
**OMB:** Office of Management and Budget  
**OET:** Office of Enterprise Technology  
**PCR:** Post-Conviction Relief  
**PDS:** Public Defense System  
**PCN:** Position Control Number  
**SMI:** Seriously Mentally Ill  
**SRP:** Salt River Project  
**STD:** Short-Term Disability  
**SVP:** Sexually Violent Persons  
**S&P:** Standard & Poor's  
**RPTA:** Regional Public Transit Authority  
**RTP:** Regional Transportation Plan  
**TIP:** Transportation Improvement Program  
**TNT:** Truth-in-Taxation  
**TPT:** Transaction Privilege Tax  
**VLТ:** Vehicle License Taxes  
**ZBB:** Zero-Based Budgeting

## Acknowledgements

The Fiscal Year 2015 Maricopa County Annual Business Strategies was made possible with the help of many dedicated individuals. Most importantly, we thank the Board of Supervisors and the County Manager for providing the policy guidance and leadership that is the backbone of the budget process. Thanks must also be given to the Elected Officials, Deputy County Managers, Assistant County Managers and Department Directors for their cooperation during this past year. This document could not have been produced without the conscientious and creative efforts of the budget staff of the Office of Management and Budget whose members include: Tina Allen, Karina Araiza, Kimberly Bonham, Lauren Cochran, Cristi Cost, Carmine Davis, Jacqueline Edwards, Ida Flaherty, Angie Flick, Ron Forster, Cindy Goelz, Bridgette Hernandez, Brian Hushek, Kirk Jaeger, Christine Jasinski, Dreamlyn Johnson, Jack Patton, Scott Rothe, Harold Sigüenza, Sandi Wilson, and Zachary Wolfe.

In addition, thank you to the following Office of Enterprise Technology team members who were instrumental in providing the system support and reports needed to produce this document: Ken Arnold, Diane Fedele, Mark Heeg, Lorilea Hudgins and Duane Lee.

Furthermore, a special thanks goes out to Barbra Hart of the County Manager's Office, Kim Michels of the Library District, and the Flood District staff for their photo contributions for the County and District book covers.

