Maricopa County

FY 2016

Annual Business Strategies

Adopted Budget

Fiscal Strength and Responsibility

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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 2016 Maricopa County Budget in the amount of $2,234,405,833 by total appropriation, for each department, fund and function class listed in the attached schedules. This amount represents no change from the Fiscal Year 2016 Tentative Budget of $2,234,405,833.

2) Approve the attached Executive Summary.

Executive Summary

Notwithstanding the Budgeting and 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 department 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.

e) The mandated payment to the State of Arizona, pursuant to A.R.S. 41-2832, as amended by HB 2680 enacted by the First Regular Session of the Fifty-second Legislature, will be paid in FY 2016 through the Elderly Assistance Fund, which is an unbudgeted fund and is not reflected in this Annual Business Strategies document, as authorized by subsection D.

f) Any additional payments mandated through subsequent actions of the Fifty-second Legislature may require the County to pursue any and all additional sources of revenue, including monies of any countywide special taxing jurisdiction, for which the Board of Supervisors sits as the Board of Directors, or any special revenue fund within appointed, judicial, or elected offices.

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 2016 Budget includes the allocations for Economic Development Agencies, Non-Profit Organizations and Agricultural Extension as specified in the Adopted Budget Package and any amendments put forward at the time of budget adoption.

Transmittal Letter

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

The FY 2016 recommended budget continues the Board's participatory development process. Chairman Steve Chucri's approach was to ensure efficient and effective use of the dollars budgeted and spent. The Chairman's philosophy was to encourage departments to live within their current allocations, utilize innovation to get results, and "right-size" the personnel savings component of the budget. The County's analytical process included optimizing the use of special revenue funds, grants, and fund balances to extend our funding capacity with minimal cost to taxpayers. Increased demands in criminal justice and health care continue to stretch our resources. However, innovative approaches to fiscal issues continue to result in taxpayer savings in this very costly element of County government.

The economy is in recovery, but we have reached a new normal for expected revenue growth. The new growth pattern is significantly lower than in past years. Years of double-digit revenue increases are no longer realistic and are not expected to return in the foreseeable future. Our economic consultant Elliott Pollack and Company continues to provide excellent insight into the growth expectations for Maricopa County. They have indicated that they believe caution is advised for the FY 2016 budget.

> "Many things are impacting economic growth and people can still be optimistic about our longer term future. However, some of the current problems will take a while to be resolved and budgetary caution is still the recommended path."
>
> Elliott D. Pollack and Company, April 2015

Last year during the strategic planning session, the Board of Supervisors and the Constitutional Officers developed a strategic goal regarding our cash reserve level. After an extensive review with consultants and OMB staff, it was determined that the prudent approach is to hold two months of cash reserves in the general and detention funds. This required the County to begin rebuilding its cash reserves last year and to continue on a course to reach the stated reserve level over a five-year period. An addition of $60 million was incorporated into the General Fund reserves during FY 2015, and we are continuing to build the cash reserves further for FY 2016. This recommended budget includes $32.8 million of new non-recurring funding being added to our General Fund reserves. The County will reach its cash reserve level a full three years *before* its anticipated plan. This is a significant achievement that will help to ensure fiscal solvency during the next economic downturn. In addition, we will set aside two months of cash reserves in the Detention Fund as we begin to plan for the Durango Jail replacement in this budget. These reserve funds will be utilized to stabilize revenues during a recession, which will inevitably occur.

The total appropriation for the FY 2016 Recommended budget is $2,234,405,833. This is a slight increase over the FY 2015 Revised budget of $12.4 million or 0.6%. The operating budget went up slightly by 2.5%, but was offset by reductions in the non-recurring budget of -6.0%. In the General Fund, the budget was increased by $19.4 million or 1.5%. This was primarily needed to fund the justice and law enforcement aspects of our budget. Criminal Justice and Public Safety make up 51.83% of the

County's overall budget. The County continues to see volume increases, cost drivers surges, and court mandate growth far in excess of its tax base.

Operating increases are primarily due to increases in criminal justice and benefits, along with increased state cost shifts. A significant portion of the criminal justice costs are associated with two federal court cases that affect the Sheriff's Office. The cases are Melendres and Graves v. Arpaio. Both cases require Maricopa County to spend funds on compliance. The first, Melendres, includes a court monitor that is overseeing many of the corrective actions required by the Federal Court. The second, Graves v. Arpaio, is a long-standing class action suit which is now primarily focused on medical and mental health services provided by Correctional Health Services within the confines of the County jails. The Detention Fund was out of structural balance in FY 2014 and FY 2015. The Board of Supervisors allowed the structural imbalance to occur because of the significant fund balance. However, a decision to replace the Durango Jail with a new one required resolving this issue in FY 2016. Approximately $19 million in this budget is going toward alleviating the structural imbalance in the Detention Fund with an infusion of funds from the General Fund. This was one of the largest accomplishments of this budget, although there are many additional criminal justice costs that will be discussed further in an upcoming section.

Employee costs make up a significant portion of our operating budget. While salary increases were not funded in the FY 2016 budget, there are significant cost increases for employee health and retirement benefits which total $13.8 million in the General Fund and $7.8 million in the Detention Fund. While plan design changes were implemented to offset a significant cost increase, the ability to continue to rely on excess fund balances in the benefits trust has been diminished this year.

State cost shifts continue to burden Arizona counties, creating current and future issues for local governments. In this budget cycle, the fiscal dilemma facing the State was partially passed onto the counties and cities throughout the state. However, the State included flexibility to allow local governments to utilize special revenue funds to pay for these new state mandates. While this is not a permanent solution to the cost shifts, it did allow the County to manage this new burden more easily in the FY 2016 budget. More on this issue can be found in a future section.

The non-recurring or non-operating budget was reduced by $30.1 million or 6.0%. Much of the funding that was allocated will be utilized by various departments on one-time expenses like automobiles, equipment, and individual departmental technology needs. Countywide technological enhancements are recommended at $8.2 million. These countywide initiatives included strengthening cyber security, improving the IT infrastructure in remote sites, funding the upgraded software maintenance for the financial system, a rewrite of the Maricopa County public–facing internet site, and additional virtualization of the County's servers. There is also $4.3 million for legal costs associated with the Melendres Federal Court Order. The budget has $3.7 million to fund the backlog of Capital Post Conviction Relief cases that are being handled by Public Defense Services. This is a bubble in the caseload that is expected to be subsiding over the next two fiscal years. Finally, there are several Capital Improvement Projects (CIP) that are being added to the plan this year, totaling $6.6 million in the General Fund and $185 million in the Detention Fund. They include the Chambers Building Remodel, East Court Building Renovation, West Court Building Asbestos Removal, and Durango Jail Replacement.

The budget guidelines were approved by the Board of Supervisors on January 7, 2015. The Board's directives set the tone for budget preparation each year. This year's budget preparation process anticipated issues that would result from the State of Arizona's structural imbalance. For this reason, the Board remained conservative. The guidelines called for a continuation of the Zero-Based Budgeting

process, utilization of the "Most Likely" revenue forecasts, achieving and maintaining structural balance, whenever possible, and restoring cash reserves and contingencies.

Over the past several years, the Constitutional Expenditure Limitation has become a concern. The growth in demand for services, primarily in Public Safety, is far out pacing the Expenditure Limitation growth which is tied to the GDP deflator (general inflationary indicator). Therefore, an additional component was added to ensure that all expenditure requests would be evaluated for their impact on the County's Expenditure Limitation as outlined in the Arizona Constitution Article 9 Section 20 and Arizona Revised Statute 41-563. Because financing mechanisms are excludable from the limitation, this strategy was added as an acceptable management tool. However, there must be an established conservative repayment plan for purchases that are financed.

The Zero-Based Budget (ZBB) process was continued again during the FY 2016 budget development. The departments were selected based on three criteria. First, all departments that receive funding from the Detention Fund were required to participate. Second, two departments were selected due to the perceived need for significant additional funding. Third, one department requested to participate. The departments selected this year were: Animal Care and Control, Maricopa County Education Service Agency, Facilities Management, Adult Probation, Juvenile Probation, Correctional Health Services, Sheriff's Office, Office of Enterprise Technology, Integrated Criminal Justice Information System, and Justice System Planning and Information. Several departments only completed the ZBB for their detention funded operations.

Incremental budgeting, which occurs in most jurisdictions, is based on the assumption that the "baseline" is automatically approved. ZBB eliminates this assumption and requires departmental management to justify all expenses related to existing programs in the same way they would for new programs. The process is data-driven and requires the use of workload volumes, processing times, and mandated vs. discretionary services reviews. It has become valuable to budget staff members who are asked to make recommendations on department requests, requiring collaboration and interaction with departmental budget representatives. Departments that participated stated that it was a valuable learning experience, resulting in better outcomes even if additional funding was not approved.

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. Budget recommendations were prepared by the departments based on the instructions by the Office of Management and Budget (OMB). These instructions included:

1. Development of a sustainable, structurally-balanced budget.
2. All departments must submit their base expenditure budget requests within their budget baseline.
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 the Fall 2013, the Board of Supervisors and County administration began a new strategic planning session. The plan was approved on May 5, 2014. The new strategic planning effort included the Elected Officials and the Judicial Branch of Maricopa County working in conjunction with the Maricopa

County Board of Supervisors, and I represented the County 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 with one representation of a Strategic Goal for each category.

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

***Strategic Goal** – By the 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.*

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.

***Strategic Goal** – By the end of 2018, 100% of all air quality monitors are in compliance with the federal health standards.*

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.

***Strategic Goal** – By the end of FY 2018, 80% or more of County residents indicate trust in County government.*

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, 80% of participants completing workforce development training obtain job and remain employed after 6 months.*

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.*

The goals are all stretch goals, obtainable, and measurable. The vision is to continue to improve the customer service of the organization and be able to demonstrate results. The collaborative process ensures that all parties are working toward the same objectives and striving for results that improve the region.

Revenue Outlook

Maricopa County has always been conservative when it comes to revenues estimates. This has ensured that we meet our revenues on a regular basis and are not forced to make budgetary adjustments midway through a fiscal year. In past years, the Board of Supervisors would direct staff to budget revenue at “Pessimistic” levels, but in the most recent past, this has been revised to budget at “Most Likely” levels. This approach has been successful due in part to our conservative revenue

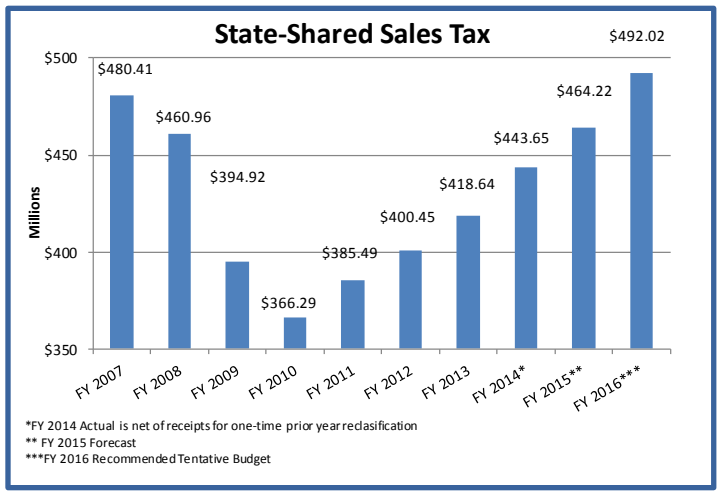
forecasting approach. Maricopa County has been consulting with economist *Elliott Pollack and Company* for many years. They provide information on the economy, revenue projections, assessed valuation estimates, and general overall economic advice. County administration utilizes their revenue projections combined with our own observations and financial expertise to budget for "Most Likely" revenues annually. While our revenues are growing stronger and expected to continue into FY 2016, our revenues are still relatively conservative and have not yet returned to levels experienced during the pre-great recessionary period.

This fiscal year, the revenues were particularly sluggish at the beginning of the year, giving concern that we may not meet our budgeted revenues in FY 2015. In fact, at the end of the third month, the County was behind in State-shared Sales Taxes, Vehicle License Taxes, and Jail Tax revenue, the three most critical revenues that support Public Safety. However, in October revenues began to pick up. The last two months have been strong, and we are now $5.1 million better than budget on Sales Taxes or 1.3%, year-to-date (YTD) through April 2015. This is a YTD increase over FY 2014 of 6.3%. The State-shared Vehicle License Taxes have been difficult to predict. Currently through April, Maricopa County is $1.8 million over budget or 1.7%. This is a year-over-year increase of 7.1%. The Highway Urban Revenue Fund (HURF) has had the strongest showing this fiscal year. Through April, YTD revenues are posting $1.9 million or 2.5% over budget. The year-over-year increase is 9.7%, with some individual month's postings in the double-digit growth category. The most troublesome of the large tax-based revenues is the Jail Tax. This is a local tax to Maricopa County approved by the voters in 1998. Through April, this revenue is *under budget* by $1.4 million or -1.2%. The growth year over year is only 5.1%. It is doing better over the last several months but may not meet the budget prior to year-end close.

Below are the revenue projections for FY 2016. Based on the most recent month's receipts, these growth increases are quite conservative.

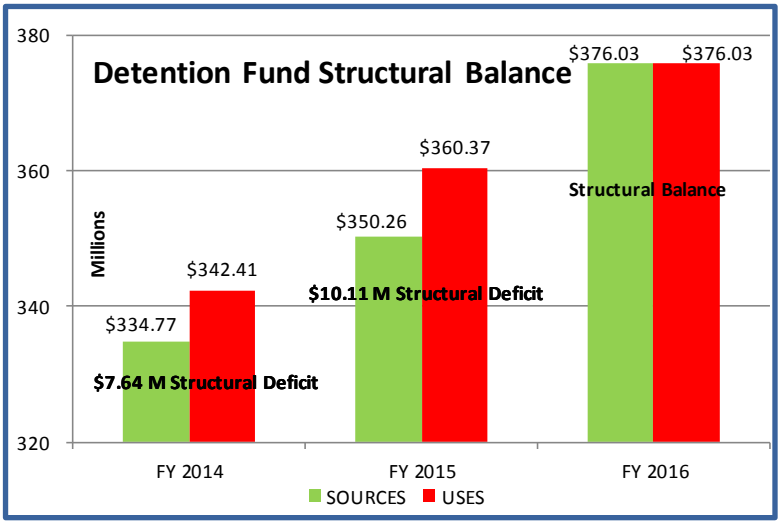
	Most Likely	
State Shared Sales Tax:	$492,019,045	+5.70%
Vehicle License Tax:	$138,282,676	+4.10%
Jail Excise Tax:	$146,085,926	+3.40%
Highway User Revenue Funds:	$98,175,564	+2.40%

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 throughout 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.



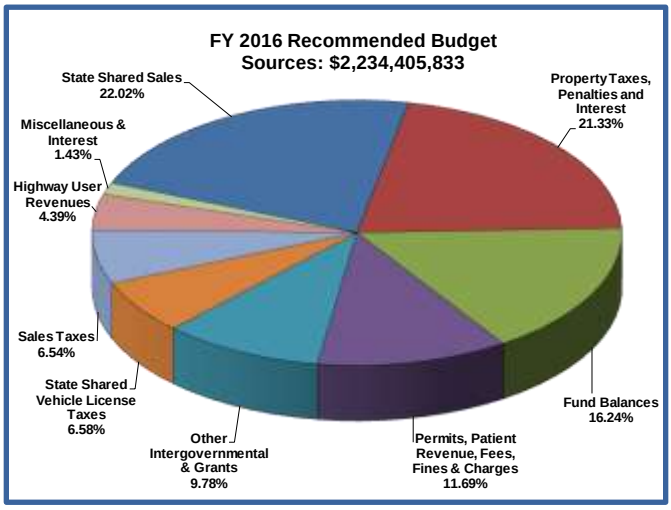
The State-shared Sales Tax or Transaction Privilege Tax (TPT) is the largest revenue source for the General Fund, budgeted at $492 million for FY 2016. This revenue source fluctuates with the economy. When the economy is growing, the sales taxes grow. During times of recession, it declines. The graph to the right illustrates the changes that have occurred over the past decade. The year-over-year growth is 6.3% through April receipts. With a projected growth of 5.7% for FY 2016, the County should exceed the budget unless an unforeseen economic downturn occurs.

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 revenue is budgeted for FY 2016 at $138.3 million. This tax has been hard to predict. Receipts grow when there are marketing and promotions that generate new car sales. The budget for next year includes a 4.1% growth over the FY 2015 budget. This is again a modest growth based on the most recent month's history. The last three months have posted over 5%.



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 sales-based tax is a 1/5 of a cent tax and will expire in FY 2027. This tax has been most problematic this past year and is still not meeting the budgeted level in FY 2015. Because of the slow growth in this revenue stream, the detention fund cannot sustain structural balance without assistance from the County's General Fund. The budget for next year is $146.1 million, which is a 3.4% growth, more than 2% points below the State-shared Sales Tax. Staff will continue to keep a close eye on this revenue.

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 has picked up this past year, perhaps because of the precipitous drop in gasoline prices. This encourages more automobile travel and more gas purchases. Year-to-date, the growth is 9.7% or $6.9 million over last year. Next year's budget for this revenue is $98.2 million.



The overall revenue picture for Maricopa County is shown on the graph to the right. The largest revenues are state-shared sales taxes (22.02%), property taxes including penalties and interest (21.33%), and fund balance (16.24%), which are the one-time funds that are utilized for one-time expenses. Next are several revenues, including permits, patient revenue, fees, fines, and charges (11.69%). The next categories are grants and intergovernmental agreements with governmental entities (9.78%) and the state-shared vehicle license tax (6.58%). Then, the local sales or jail

tax (6.54%) which is utilized for funding of adult and juvenile detention facilities. The last two revenues are highway user revenues (4.39%) and miscellaneous and interest (1.43%). The biggest reduction is the fund balance which continues to shrink during the years after the recession.

Property Taxes

The net assessed value (with the SRP effective value) is increasing by $1.182 billion. This increase is less than last year but is still an acceptable growth in values. This is the first year that includes the impact of a new initiative (Prop 117) passed by the voters in the 2012 general election. This new initiative will reduce assessed valuation into the future. Proposition 117 puts a cap on growth of 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, without raising property tax rates.

Maricopa County's primary property tax levy, excluding the SRP payment in lieu of taxes, will be $471,193,529 for FY 2016 (the SRP payment will be $10,318,967). There will be an increase in the property tax levy this coming year of $28.4 million, which is a revenue increase of 6.4%. Maricopa County is significantly below its maximum legislative allowable levy. By law, the maximum levy grows each year by 2% against a base year of 1980. For FY 2016, the maximum levy for Maricopa County will be $628,350,368. With the adoption of the FY 2016 budget, the County will be $157.2 million or 25% below the maximum levy.

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 had a value of $110,600 in FY 2015, and it will be $116,078 in FY 2016. 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 primary property tax bill will be $157.97 on the median home. The chart to the right illustrates the minimal impact in the primary property taxes on a median home from FY 2005 to FY 2016. The tax bill is still below the high of $174.50 in FY 2010 when home values were at their highest point in the market over the past decade.

Fiscal Year	Primary Tax Bill
2005	$131.37
2006	$141.86
2007	$145.66
2008	$156.58
2009	$167.56
2010	$174.50
2011	$154.47
2012	$154.47
2013	$137.72
2014	$130.63
2015	$146.09
2016	$157.97

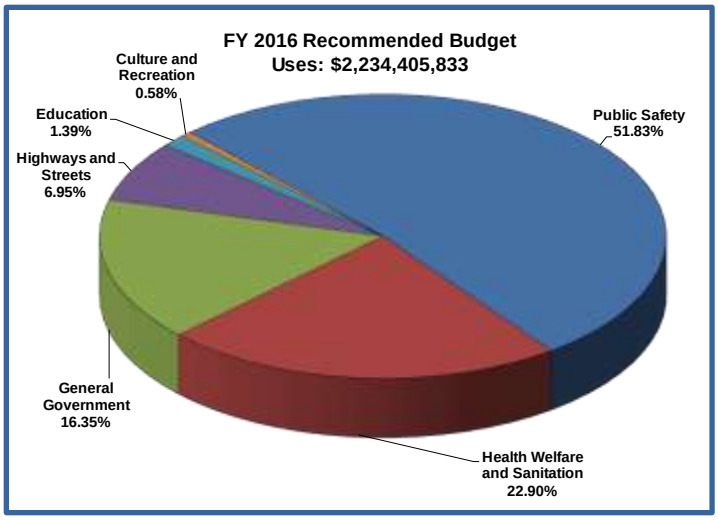
Maricopa County has saved its taxpayers money by not issuing any General Obligation Bond debt since 1986. In the late 1990's, the Board of Supervisors decided to utilize a "pay as you go" capital plan for large capital improvement projects. In FY 2011, they expanded this category to also include large 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 $183 million in General and Detention Fund Technology and Capital Improvement projects that are being funded with cash. However, although there is cash available for funding these projects, Maricopa County may be issuing debt in order to effectively manage the Expenditure Limitation issue.

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 $49.51 million, an increase of $5.85 million. The Library District is levying $19.25 million, a decrease of $253,523. 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 public safety (51.83%) and health, welfare and sanitation (22.90%) costs. Many of the health care costs are mandated payments to the State of Arizona. The next largest category is General Government (16.35%), which includes several Constitutional Offices, Assessor, Recorder, Elections, and Treasurer. Next would be Highways and Streets (6.95%) 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 (1.39%) category. MCESA handles mandated services and other grant-funded educational functions to the school districts in our County. Finally, culture and recreation (0.58%) is the Parks and Recreation department.

The largest category of expenditures is criminal justice and public safety. It comprises 51.83% 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, Public Defense Services, Public Fiduciary, Sheriff, and Superior Court. Last year, these expenses were 51.19% of the budget. This increase is due primarily to the costs associated with the replacement of the Durango Jail. Operational increases included are for the Sheriff's Office compliance with the Melendres Order at $4.48 million, two new Initial Appearance courtrooms for the Superior Court of $783,195, increases in Public Defense costs of $8.3 million, and new probation staff costs of $3.2 million. There will be more on the specifics of justice and law enforcement in a later section.



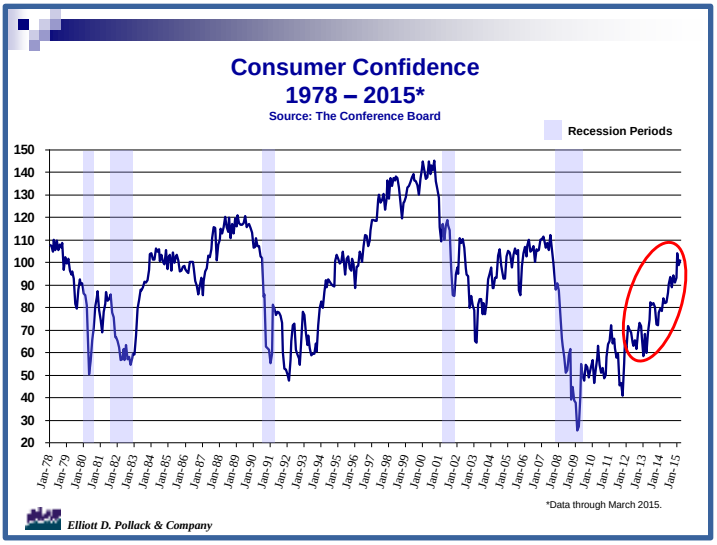
The other large category is Health, Welfare and Sanitation, which is 22.90% of the total expenditures. This category is made up of Air Quality, Animal Care and Control, Correctional Health, Environmental Services, Health Care Programs, Human Services, Medical Examiner, Public Health, and Waste Resources 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 economy has remained in a growth pattern over the past 12 months. Throughout FY 2015, improvements in our major revenues have continued, and collections have been climbing. Nationally, job growth is improving, and unemployment is now under 6% nationally and 4.8% in Greater Phoenix as of March 2015. Greater Phoenix has regained 87% of the jobs that were lost during the recession.

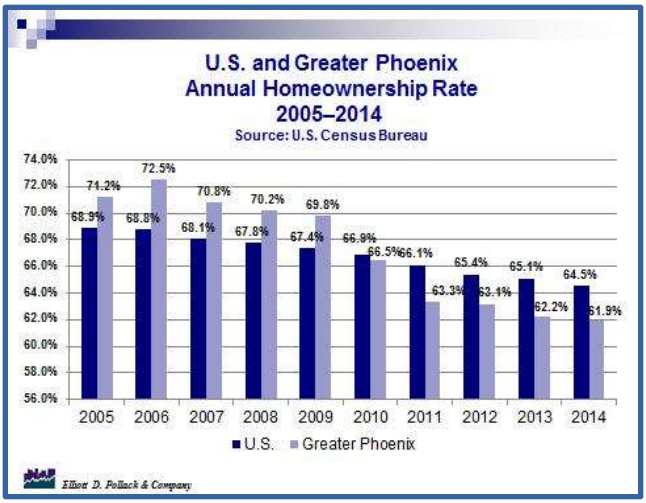
With that said, there are still 10.9% of workers nationwide that are considered "underemployed" since the great recession. In the State of Arizona, job growth is also improving. In 2010, Arizona was 49th in job growth. Now, 5 years later we are 14th in job growth, which is certainly a significant improvement. But, we are still far behind our strong economic base that existed during the pre-recessionary period. In 2006, Arizona was 2nd in job growth.

Consumer confidence drives spending and economic activity. Data indicates that consumer confidence is continuing in an upward trend and is significantly higher than the low point in January 2009 (see the graph to the right). This confidence manifests in purchases of goods and services. State-shared Sales Taxes have continued to increase year-over-year since December, with the latest month (April) a 10% increase over last year. The April receipts for Vehicle License Taxes are 12.6% over April 2014. Maricopa County's local sales taxes (jail excise tax) are growing at a slower rate of 8.4% in April but still a good indicator of a stronger recovery.



Population growth also propels economic activities. Population growth for the State of Arizona is 1.3%, significantly below the pre-recessionary average of 3.2%. According to the Economic Outlook report from the University of Arizona Eller School of Management, state population growth is expected to reach 122,400 by 2017. This net migration figure is a result of a rise in U.S. income and job growth. The outcome will be more financial flexibility and migration into the State of Arizona. Population growth will affect construction and related jobs, income increases, with consumer spending rising, resulting in economic benefits.

Another important economic indicator 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 continues to decline. This is excellent news. However, the millennials have and will impact the housing market. This issue continues to be discussed in the media. In a recent article in the Washington Post, they point out that the millennials' preferences, job prospects, financial capacity and politics will impact housing into the future.



Homeownership rate in greater Phoenix continues to decline. In 2006, homeownership was 72.5%, and in 2014, it dropped to 61.9%. The graphic to the left indicates sharp homeownership decline in both the U.S. and Greater Phoenix area. More millennials are living at home with their parents. Adults age 24 – 34 living with parents has increased from 10.2% in 2003 to 14.7% in 2014. Other factors affecting housing include negative equity, FHA loan limits, foreclosures, short sales, and student loans.

In summary, there are positive economic indicators

that point to continued growth. The growth is at a new normal level, but is steady. Consumers are spending, businesses are investing, and normalcy is returning. However, caution is still necessary as we look into the future. The FY 2016 budget has incorporated this thoughtful approach in our revenue projections for the coming year, and it should ensure that we can weather unforeseen issues that could arise as we move forward.

State Budget Impacts

The State of Arizona continues to impact our fiscal condition. 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. This year was no different. The state had pressing fiscal issues due to an adverse decision in the Cave Creek Unified School District vs. Dean Martin case (CV 2010-017113) that affected the school financing formula and mandated more rigorious funding requirements for Arizona schools. Per the Joint Legislative Budget Committee, the immediate ongoing impact of this ruling is more than $320 million in FY 2016. Still pending is a decision on whether the State will be required to make “back payments” which would amount to more than $1.2 billion. In FY 2016, there were three cost shifts to counties that resulted in additional ongoing operational financial commitments. The first is a requirement to fund a portion of the State Juvenile Corrections department. The cost shift was distributed to counties based on general population. For Maricopa County, the cost next year is estimated to be $7.2 million. The Arizona Department of Revenue’s function is to collect taxes for the state and local governments. The new cost shift requires local governments to pay a portion of the cost of this state department by reimbursing the state for the cost of collections. This is a new financial burden that is expected to cost over $4 million in FY 2016. Both of these costs are anticipated to continue into the future. These cost shifts will be paid for with fund balance from the Elderly Assistance Fund and the Library District, although this is a temporary fix. The full cost will need to be built into the operating budget if the state continues to pass this unfunded mandate to counties and cities. Finally, the Presidential Preference Election will occur in winter 2015. This election is normally paid by the State. In the coming year, the state will only partially pay for the cost of the election. The net cost impact to Maricopa County will be $1.9 million. In total, the additional financial burden next year is $13.9 million.

Since the Great Recession, we have been tracking all of the state cost shifts. Since 2008, Maricopa County has had over $269 million in adverse budgetary impacts from the State of Arizona. As you can see from the chart below, the financial burden is increasing, and the FY 2016 cost shifts total $32.2 million next year.

Estimated State Budget Impacts on Maricopa County, FY 2008 to FY 2016

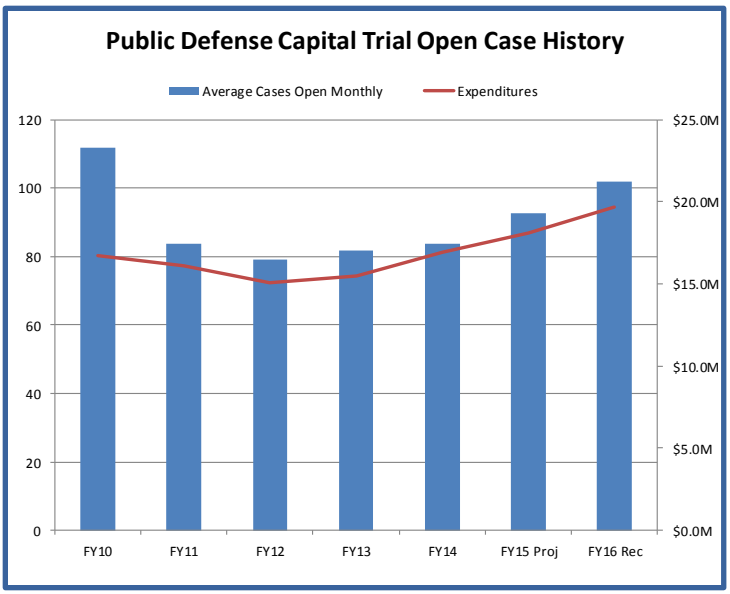
	Prior Years	FY 2013	FY 2014	FY 2015	FY 2016	TOTALS
Mandated Contribution	$ 103,668,300	$ -	$ -	$ -	$ -	$ 103,668,300
Sweep ALTCS Refunds	11,078,831	-	-	-	-	11,078,831
HURF Diversion to DPS	25,085,316	8,551,343	8,627,680	4,492,963	5,095,023	51,852,325
HURF Diversion to MVD	6,662,102	-	-	-	-	6,662,102
Reduce, Eliminate Lottery Revenue	749,316	249,772	249,772	249,772	249,772	1,748,404
SVP Payments	9,500,000	4,000,000	3,200,000	2,106,649	2,106,649	20,913,298
100% Superior Court Judges Salaries	18,025,158	9,012,579	9,012,579	9,155,758	9,354,345	54,560,419
Assessor - DOR	282,000	282,000	282,000	282,000	282,000	1,410,000
Capital PCR - ongoing	-	361,315	361,315	447,723	447,723	1,618,076
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	2,000,000
Reduction in Jail Excise Tax for Utilities used in Manufacturing	-	-	-	600,000	600,000	1,200,000
Juvenile Corrections Cost Shift	-	-	-	-	7,166,033	7,166,033
DOR Cost Shift	-	-	-	-	4,030,498	4,030,498
Presidential Preference Election	-	-	-	-	1,912,221	1,912,221
	$ 175,051,023	$ 22,521,971	$ 21,733,346	$ 18,334,865	$ 32,244,264	$ 269,885,469

Maricopa County was aware that this budget cycle was going to be difficult before the budget process began. During his Chaimanship speech in January, Chairman Chucri predicted the events that then unfolded during the FY 2016 Budget Development Cycle as noted in the quote below.

> "It is said that Maricopa County is successful because we don't wear rose colored glasses when we're projecting revenues. . . But as you all know, we in county government are not always the master of our own destiny. We are an arm of state government. This year promises to be an uphill climb as the state considers its budget goals. There will no doubt be more problems than solutions."
>
> Chairman Steve Chucri

Justice and Public Safety

Justice and Law Enforcement is a primary responsibility of Maricopa County. Almost 52% of the budget is allocated to Justice and Public Safety. Growth in the budget for the coming year is related to essential and necessary community services, with Criminal Justice topping the list. 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 also 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. Public Defense Services received the largest increase in the FY 2016 budget as cost drivers continue to escalate due to volumes and unavoidable mandates.

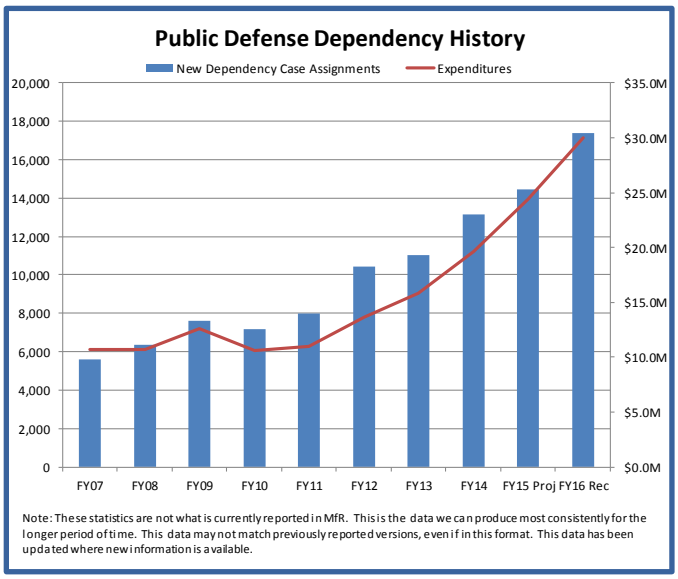


The Public Defense Services (PDS) continues to deal with the aftermath of the capital case crisis that began in 2002 when a U.S. Supreme Court ruling in *Ring v. Arizona* and subsequent Arizona legislation required that juries sentence defendants in capital cases. While those cases have worked their way through the system, capital cases continue to be an expensive and lengthy process. The backlog at the trial level was addressed and reached a low of 78 in the fall of 2013. It is now increasing, and there are a total of 101 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 $522,011. In comparison, a Non-Capital Murder 1 Case on average costs $25,554 when represented by contract counsel. Because of the caseload volumes, the FY 2016 budget contains $1,574,568 in additional funding for this issue.

Resolved capital cases resulting in a death sentence are automatically 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. This is a case type that is not handled by the County Attorney. 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 additional qualified attorneys began to handle the backlogged cases. The County's capital PCR caseload spiked from a steady level of 3 - 4 cases open at a time to a monthly average of 47.5 in FY 2015. The FY 2016 budget is based on 50.5 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 more than tenfold since FY 2010. The recommended FY 2016 budget associated with capital PCRs includes an operating appropriation increase of $455,152. In addition, the FY 2016 budget includes a non-recurring appropriation of $3,652,470 to continue addressing the backlog.

Another cost that has been growing at a double-digit 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 proceeding in which the state alleges that parents are not able to properly care for their children without the intervention and assistance of the Arizona Department of Child Safety. 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 156% through FY 2015's projection, with an increase in budget for FY 2016 of $4,289,625. This trend is shown in the graph to the right.

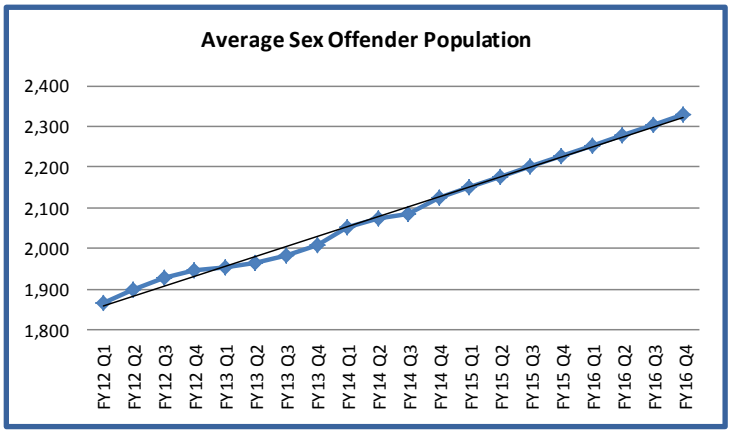


In an attempt to better deal with the volume of dependency cases, Superior Court developed the Cradles to Crayons (C2C) program in FY 2013. Cradles to Crayons successfully completed a two-year pilot and was incorporated into the operating budget in FY 2015. The program improved the permanency decision process for more than 1,500 children under the age of three. 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. While this program has improved efficiency and outcome of dependency cases, the workload in this court continues to significantly climb.

The Superior Court of Arizona in Maricopa County is funded primarily by Maricopa County. In FY 2011, the State of Arizona mandated that Maricopa County pay 100% of the judges' salaries as a cost saving measure for the state. In all other counties in Arizona, that cost is shared by the State and the county government. This cost burden is $9 million and continues to be borne by Maricopa County. The Superior Court is the central nervous system of the Criminal Justice process. Without a highly functioning court system, the justice system's incarcerations, prosecution, and defense costs would increase dramatically. The Superior Court's FY 2016 General Fund operating budget absorbed several

cost increases without incurring a growth in its budget. Because of the volume increases, the FY 2015 budget added three new court divisions, and the FY 2016 budget includes funding for two new Initial Appearance Courts. The cost of the two new divisions is $783,195, not including the costs for the Clerk of the Court which will be discussed later. Also included in the budget are cost increases for an X-ray service contract, parent conference reports, and interpreter contract increases. These increased costs were offset by an adjustment in the personnel savings from 4.23% to 6.0% based on actual savings in the current fiscal year. Other significant items in the Superior Court budget include: Disaster Recovery equipment ($0.668 million), courtroom technology recording equipment ($1.5 million), and further development of their case management system ($1.9 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, thus an increase in caseload. One such example is the Sex Offender population which is expected to increase from 2,084 in 2014 to 2,328 by the end of FY 2016. This increase is expected to continue as 78% of the Sex Offender population is sentenced to lifetime probation. Another dramatic increase is in the Intensive Probation population. This population is anticipated to grow from 871 in FY 2014 to 975 by the end of FY 2016. To meet the caseload increase in all populations, 30 full-time positions as well as the accompanying supplies and vehicles were added in FY 2016. These additions as well as the increase in probation officer retirement costs resulted in a $4.2 million increase in the overall Adult Probation Department's budget.



Juvenile Probation is the last component of the Judicial Branch controlled by the Superior Court. As of April 2015, the average daily population in Juvenile Detention is 192 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. Overall, the FY 2016 budget for Juvenile Probation decreased. In the General Fund, the budget decreased by 2.2%, and the Detention Fund's decreased by 1.2% due to budget adjustments which properly reflect their personnel savings. Even with the decreased budget capacity, there is funding for a Community Based Alternative to Secure Placement ($559,015) that was their highest budget priority.

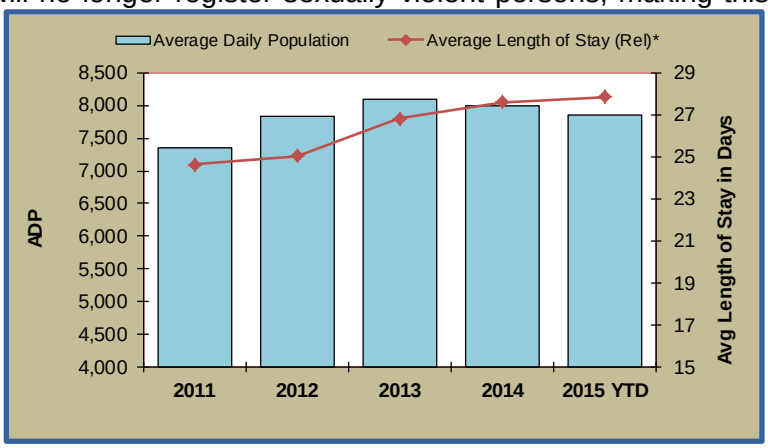
The Clerk of Superior Court is a constitutional office. The main function of this office is to support the Judges of Superior Court. Their functions include: court-related records management and financial services for the justice system, the legal community, and the public. In the FY 2016 budget, the operating budget is increasing by approximately $205,650 in order to provide courtroom support for the new Initial Appearance courts, and $191,701 to replace funding that was previously provided by the Fill the Gap Fund. The Clerk's Office also has a $2.3 million carryforward for the replacement of their Restitution, Fines and Reimbursements System.

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 2015. This decrease in revenue is expected to continue through FY 2016. The Justice Courts General Fund operating budget has decreased by 0.1% due to a decrease in the retirement contribution rate. 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. MCAO's General Fund operating budget for FY 2016 is increasing by only 0.4%, even though 26 new positions are being added to the General Fund as follows: one (1) Management Analyst to assume responsibilities of maintaining Commission on Accreditation for Law Enforcement Agencies (CALEA); two (2) Social Workers to address increases in telephone and foot traffic from victims; four (4) Prosecutor positions to maintain current recruitment/hiring strategies; four (4) Justice System Clerks Sr. positions to process increased restitution requests; four (4) Office Assistants Specialized positions for the Investigative Division to assist in locating victims and/or witnesses; five (5) Legal Assistants to support new prosecutors; and six (6) Justice System Clerk Associates to support all of the aforementioned positions. Four (4) positions are also being moved from the Diversion Fund to the General Fund and one (1) from the General Fund to the Grant Fund. The majority of these General Fund costs were absorbed in the budget by increasing budgeted personnel savings to a level for which the office has been achieving.

The Maricopa County Sheriff's Office (MCSO) is responsible for law enforcement in the unincorporated areas of the County and 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 2016 tentative budget has an increase of 1.7% in General Fund operating expenditures and a 0.7% increase in Detention Fund operating costs, both of which are primarily due to the increase in retirement contribution rates. Further, MCSO will receive an increase of 45.1% in General Fund Melendres Operating funding in order to comply with the Melendres Court Order.

In the General Fund, MCSO is receiving an increase for an unfunded mandate ($170,432) from the Department of Public Safety (DPS). DPS will no longer register sexually violent persons, making this the sole responsibility of MCSO. The General Fund also received increases associated with overtime and retirement contribution rates. These increases are mostly offset by an adjustment to personnel savings to appropriately reflect turnover in MCSO.



The MCSO Detention Fund's operating budget also includes funding increased for Overtime, the Victim Notification Unit, the Sexually Violent Persons Unit, and the Criminal Intelligence Analysts for the Jail

Intelligence Unit. The majority of the increase in the Detention Fund is related to a $2.9 million increase in retirement contributions. These increases are also mostly offset by an adjustment to personnel savings to appropriately reflect turnover in MCSO.

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 will also receive one-time funding for laundry and kitchen equipment and an interactive voice response system. The laundry equipment includes air compressors, sorting bins, and a rail and lift system which will cost $397,000. The equipment has reached the end of its useful life and needs to be replaced. Several items in the kitchen need to replaced. Food service chuck wagons, food service trays and tray wash dish machines have reached the end of their useful life. MCSO received $340,000 to replace these items. 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.

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.

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 in the October Supplemental Permanent Injunction/Judgment Order (above) which 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. It also provided for a Court Appointed Monitor. The total operating costs for implementation of the order for FY 2016 will be $14,431,887. These costs include: training, outreach meetings, data collection and analysis software and hardware, development and implementation of an early intervention system, overtime, bi-lingual pay and litigation costs. In addition, there is an estimated $3 million in operating costs for the Court Appointed Monitor budgeted in Non Departmental, as well as contingencies for additional court-ordered costs of $2 million and costs associated with legal costs and attorney fees of $4.3 million. The FY 2016 budget for Melendres is $23.8 million.

General Government and Education Systems

Maricopa County Educational Services Agency (MCESA) is the educational arm of Maricopa County government. This agency, overseen by the Superintendent of Schools, provides services to school districts, teachers, and students throughout Maricopa County. Their services include: school finance and payroll services, small school services, election services, grant management, homeschooling, private school oversight, assessments, educator effectiveness, performance standards, Science, Technology, Engineering, and Mathematics (STEM). Additionally, the Juvenile Transition program (TJST) is in its last year of a three-year pilot. The recommended budget for MCESA for FY 2016 is flat to the current budget.

The Transitioning Juveniles through Successful Transition (TJST) works with justice system providers, mental health organizations, workforce development, youth services, school districts, and other organizations to implement a systemic program to coordinate support services for students who become justice-involved. This pilot program was slated to be evaluated this budget cycle to determine the outcome of the pilot. However, there was insufficient data for evaluation. The program will be continued for the first 3 months of FY 2016 and then will be reevaluated at the end the first quarter. In the meantime, the Board of Supervisors has asked MCESA to work with Adult Probation, Juvenile Probation, and the Office of Management and Budget to realign the program's goals more directly with education. An Interdepartmental Agreement (IDA) must be brought to the Board by September 30, 2015, with the new goals outlined. If this occurs, then funding will be continued through the end of the fiscal year. There is an additional $838,219 of Nonrecurring Funding set aside in the Detention Fund to continue the pilot for another nine months. This decision will be made by the Board in the Fall.

There are additional activities in the FY 2016 recommended budget that deserve notation. Two major general government software upgrades are funded in the recommended budget: the Assessor's Computer Aided Mass Appraisal (CAMA) 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 provide the technology needed for 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. The planning phase of the project was completed in FY 2015, and implementation will begin in FY 2016. In addition, the ESRI Desktop Review Pilot Project will now be included as part of the Assessor's General Fund operating budget, of which they have chosen to absorb by eliminating 15 full-time equivalent employees at an approximate cost of $874,000. This project shows at the same time street front photographs, building sketches, and other property characteristics for active parcels from the Assessor user's assigned work list. 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 2016 are $11.4

million. In addition, $2.2 million in new operating costs were included in the Office of Enterprise Technology's budget for the software maintenance of this system.

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 has drafted a technology roadmap that will be used as a guide in the system replacement process. A project reserve in the amount of $8.4 million has been set aside for this project.

The Recorder and Elections departments are both constitutional offices that provide mandated 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 is 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 continue the utilization of electronic poll books at polling places, which will improve accuracy and decrease confusion for voters and poll workers. In the recommended budget, there is $4.3 million in funding for the Presidential Preference Election that will take place this coming winter. In the past, the cost of the election was funded entirely by the State of Arizona. However, in FY 2016, the budget will be short $1.9 million which will need to be covered by Maricopa County government.

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 will occur into the future. 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 be continuous as various funding methods are being considered. A strategic planning process to discuss funding of new CIP is expected to occur in the fall of 2015, prior to the next budget development cycle.

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 2016: 15 technology projects, 15 facilities projects, 55 transportation 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, Enterprise Resources Planning System for the offices of Management and Budget, Finance and Procurement, 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, Management and Budget, Finance, and Procurement started the upgrading process of their outdated systems in FY 2014 and will meet major milestones in FY 2016 as full implementation is expected in following fiscal years.

Facilities projects consist of East Court improvements for the build out of the 8th floor to updated courtrooms ($4,699,814), the Chambers Building remodel for the exterior restoration and interior tenant improvements ($1 million) and the West Court asbestos removal ($944,182).

The largest facility project that will begin in FY 2016 is at the Durango campus. Planning and programming of the new Intake and Holding Jail will begin. After the completion of a Jail Master Plan in FY 2015, work will begin on the construction of the new jail and partial demolition of the existing facility at the Durango Campus. The facility will improve intake requirements and meet court-mandated times. The facility also offers a flexible open plan that serves short-term needs of the intake process without additional transfers and relocations that add time and cost to processing. In addition, the facility serves the needs of pre-sentencing. The total cost of this project is budgeted at $185 million.

After years of planning, construction of the new Southwest Justice Courts will start in FY 2016. The project (sketch below) will consist of 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.

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 Maricopa County Department of Transportation (MCDOT) continues to make progress with the Northern Parkway Project and will complete construction of the Reems and Litchfield overpasses in FY 2015, Phase I of Landscaping in FY 2016, with substantial completion in FY 2017.

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

Finally, projects that were completed in FY 2015 include the Security Building Remodel and the Maximo Maintenance Management System. Even though construction of the Sheriff's Headquarters Building is complete, there are final close-out items that will continue into FY 2016.

Health Care Issues

Health, Welfare and Sanitation accounts for 22.90% 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 $174.7 million for FY 2016. The largest mandated contribution is $153.3 million for the Arizona Long Term Care System (ALTCS), the State's Medicaid long-term care program. The County will also have to pay $19.2 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 increased by $3 million 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 $2.2 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 2016 is $55.1 million, which is a $2.3 million increase over FY 2015 based on estimated costs 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 population 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) this year in February 2015. 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 received additional requirements that will be implemented by September 2015. The FY 2016 budget includes $2.3 million to implement these requirements.

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 records 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 $2.3 million carried forward 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. CHS also received increases to their General Fund and Detention Fund budgets due to the continuing increase in pharmaceutical costs. Graves v. Arpaio requirements for continuity of care require CHS to keep inmates on the same medication they were receiving prior to entry into jail. This requirement, in conjunction with ordinary cost increases, required an increase of approximately $82,000 in the General Fund and $2.35 million in the Detention Fund.

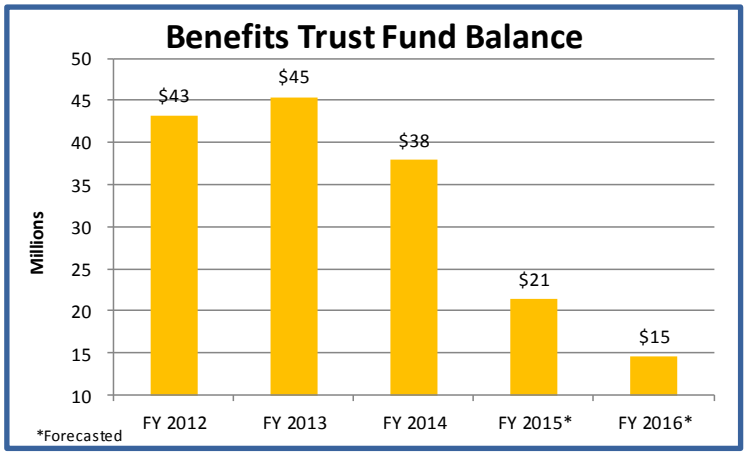
The mission of the Department of Public Health is to provide leadership, resources, and services to people and diverse communities in Maricopa County so that health is promoted, preserved, and protected. Public Health's FY 2016 budget includes a reduction of 1.7%. This is mainly due to a decrease in retirement contribution rates and Risk management charges.

Employee Compensation and Benefits

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. This year, there is no funding for Pay for Performance for the County's 12,700 plus employees. Over the past two years, the County has funded Performance Pay and Market increases for County employees. However, in this year's budget, funding was limited and needed to be allocated to other major employee issues with the Retirement Systems and Employee Health Benefits.

There are several retirement systems that are managed by the State of Arizona who service the employees of Maricopa County. The systems are the Arizona State Retirement System (ASRS), Public Safety Personnel Retirement System (PSPRS), Elected Officials Retirement Plan (EORP), Probation Officer Retirement Plan (PORP), and Correctional Officers Retirement Plan (CORP). The contribution rates increased from 39.66% to 48.83% for PSPRS, 16.12% to 19.95% for PORP, and CORP rates increased from 13.45% to 16.25%. While there was no change to EORP and a slight decrease in ASRS, the reductions did not mitigate the significant increases in the employer contributions to PSPRS, PORP and CORP. The net increases were $10,371,272 in all County funds.

Maricopa County provides health insurance coverage and other benefits to over 11,550 employees and, when combined with their eligible covered family members, a total of almost 27,500 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.



However, as we move into FY 2016, costs in the Employee Benefit Trust have begun to increase. The Benefit Trust has been over funded for the past five years. At the end of FY 2010, the trust was $10.3 million beyond the reserve requirements. Over the past several fiscal years, employee and employer rates have been set to allow the County to burn off excessive fund balances in the Employee Benefits Trust. Premium holidays have occurred in fiscal years 2011, 2014 and 2015. This has reduced the Trust fund and will require rates to increase in the coming year. The increase in employer premiums in FY 2016 will be $11.4 million. However, there will still be one premium holiday which will have a positive impact on employee's take home pay.

Conclusions

This is a budget with significant accomplishments. The budget includes funding for the replacement of the aging Durango Jail and the structural imbalance in the Detention fund. The County will be replenishing its cash reserves and achieving its strategic goal which is defined as two months of operating capacity in reserves. These are great achievements, and there are many others contained in the budget details.

These accomplishments are a result of a collaborative process with Chairman Chucri and Board members, the County constitutional officers, the Judicial Branch, and our appointed officials. Appreciation goes out to County staff for fully participating to achieve a structurally balanced budget that ensures frugal use of our limited resources.

Sincerely,

Tom Manos
Maricopa County Manager

On May 18, 2015, the Board of Supervisors approved the FY 2016 Tentative Budget in the amount of $2,234,405,833.

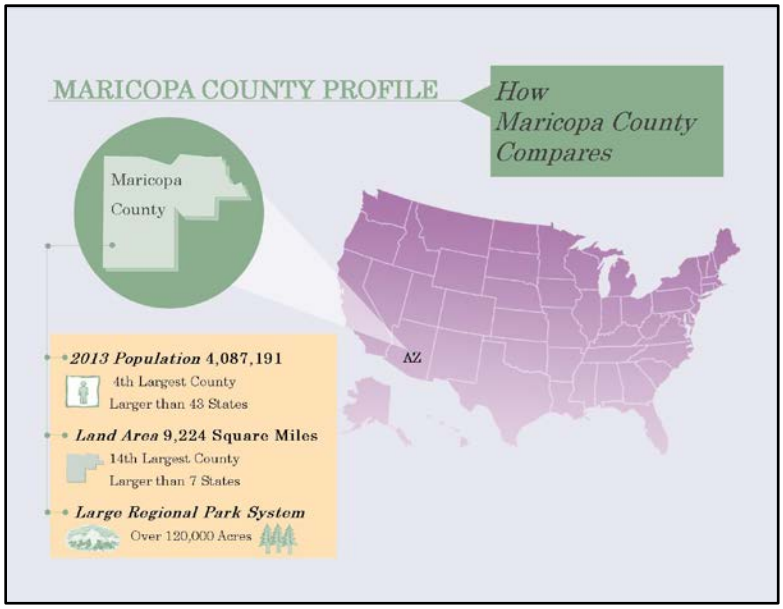
On June 22, 2015, the Board of Supervisors approved the FY 2016 Budget in the amount of $2,234,405,833. This amount represented no change from the Tentative Budget.

On August 17, 2015, the Board of Supervisors approved the FY 2016 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 4.087 million as of 2014, 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 4,087,191 in 2014, a 7 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.

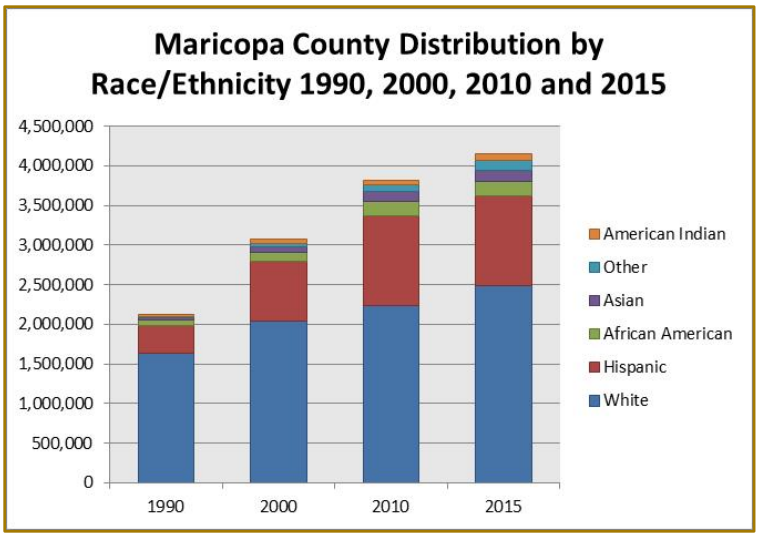
Climate and Topography

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 level is typically low during the summer months, which significantly tempers the 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 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 and a half 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 56%, 41% and 64%.

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 35 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 1.9 per 1,000 population rate of natural increase from births with 77% of the births by mothers between the ages of 20 and 34, according to the Arizona Health Status and Vital Statistics 2013.

Local Economy and Business Environment

The unique aspects of Maricopa County's population, climate and government policies have laid the foundation for a 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

Fiscal Year 2014-15 Nonfarm Wage & Salary Employment
(Percent Distribution)
Source: U.S. Bureau of Labor Statistics and the Arizona Office of Employment and Population Statistics

NAICS Category	Maricopa County	Arizona	United States
Total Nonfarm	100%	100%	100%
Construction & Mining	5.3%	5.4%	5.1%
Natural Resources and Mining		0.5%	0.6%
Construction		4.9%	4.5%
Manufacturing	6.3%	6.0%	8.8%
Trade, Transportation, and Utilities	19.8%	19.2%	19.0%
Information	1.9%	1.7%	2.0%
Financial Activities	9.0%	7.3%	5.7%
Professional and Business Services	16.9%	15.0%	13.8%
Educational and Health Services	14.7%	14.9%	15.4%
Leisure and Hospitality	10.7%	11.1%	10.6%
Other Services	3.5%	3.5%	4.0%
Government	11.8%	15.9%	15.5%

Data through February 2015
**NOTE: As of March 2005, DES no longer breaks out mining from construction in Maricopa County

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

Maricopa County Top 10 Employers

Company	# of Employees
Banner Health	22,561
State of Arizona	21,805
Walmart	15,000
City of Phoenix	12,876
Frys Food Stores	12,642
Maricopa County	12,584
Arizona State University	12,167
Intel Corporation	12,023
Wells Fargo	11,277
Bank of America	10,662

Source: 2013 Maricopa Association of Governments Employment Data

Northern Trust, a global financial institution based in Chicago, publicly announced February 2015 that the company will establish a new operating center in Tempe, supporting its national and international banking business. The center, expected to open in mid-2015, will grow to 1,000 full-time employees over the next three years. Revel Systems, the world's leading iPad Point of Sale platform, announced in January 2015 it has expanded operations into Arizona through a new Scottsdale office. The company will create 160 new jobs during the next three years to drive its global sales growth. San Francisco-based Zenefits, the free, cloud-based human resources technology company that automates and eliminates time-consuming paperwork for small and medium-sized businesses, announced plans to create more than 1,300 new full-time jobs with the launch of its new office in Scottsdale, Arizona.

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	$27,256
Median Household Income	$53,596
Total Workforce	1,922,164
Mean travel time to work (minutes)	25.4
Families above poverty line	83.3%
Median Values Single Family Home*	$151,800
Median Family Income	$63,910

Source: U.S. Census Bureau (2013 ACS)
*Maricopa County Assessor's Office, Full Cash Value TY15 FY16

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 second 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 national headquarters of the University of Phoenix (the largest private university in North America) is also located in Maricopa County. Although these large and well known institutions form the largest sources of education within the County, the County is home to many more universities, colleges, and schools that provide technical, vocational, executive, job-specific and interdisciplinary studies and research programs.

Transportation Infrastructure

Maricopa County is well positioned for easy access 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-8, I-10, 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 is one of the top ten busiest airports in the nation and ranked 25th 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 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 40,016 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, Terminals 3 and 4. The PHX Sky Train® operates 24-hours a day, 365 day a year and runs every three to four minutes. Amenities at the 44th Street and Washington Station include, early bag check, boarding pass kiosks, and a pet park.

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 replete with 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. Maricopa County is scheduled to be the host of the College Football National Championship game in 2016 and the NCAA Final Four in 2017. 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. 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.

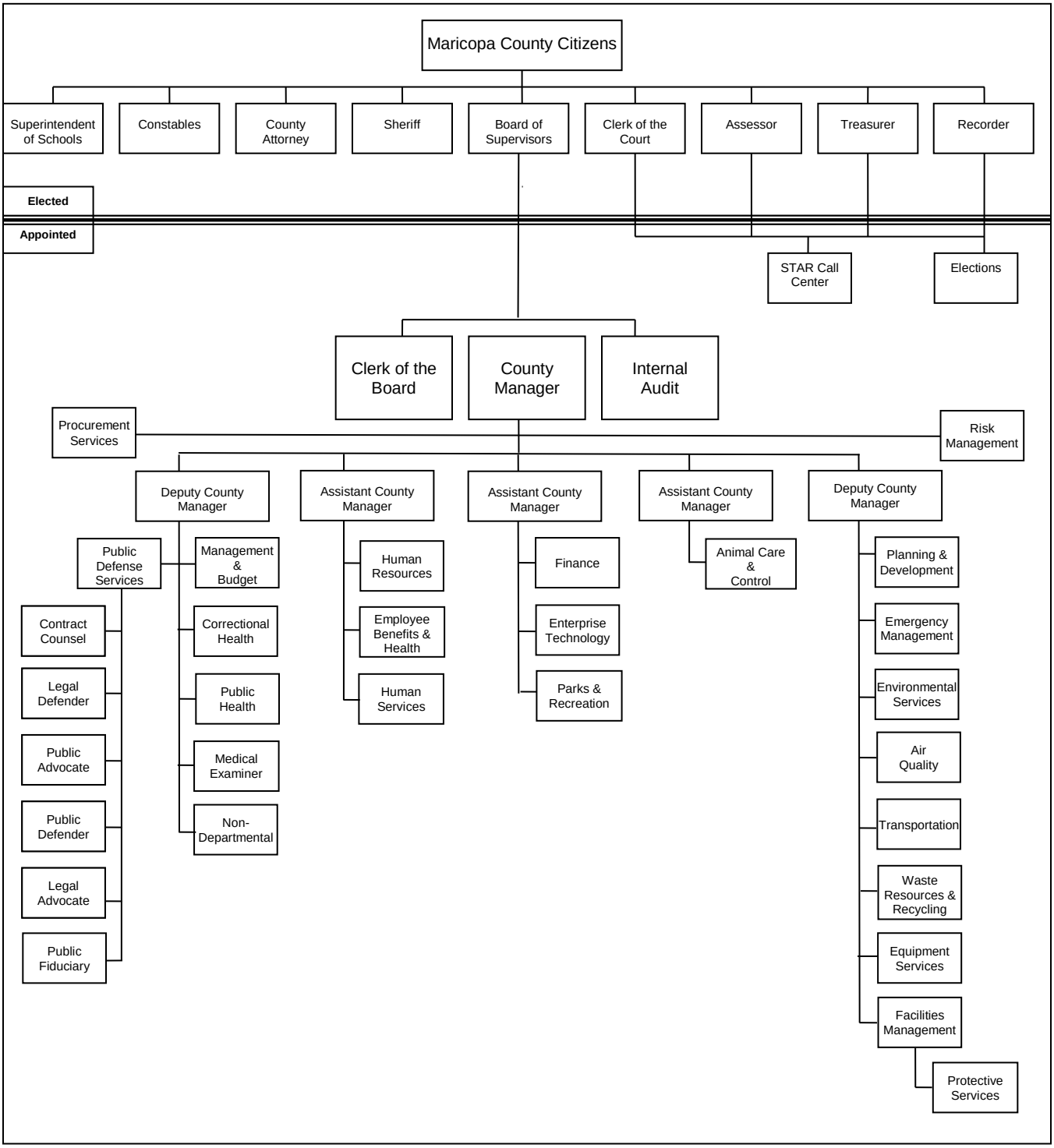
County Government

Maricopa County is the second largest local government in Arizona, behind the City of Phoenix. The County has over 12,500 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.

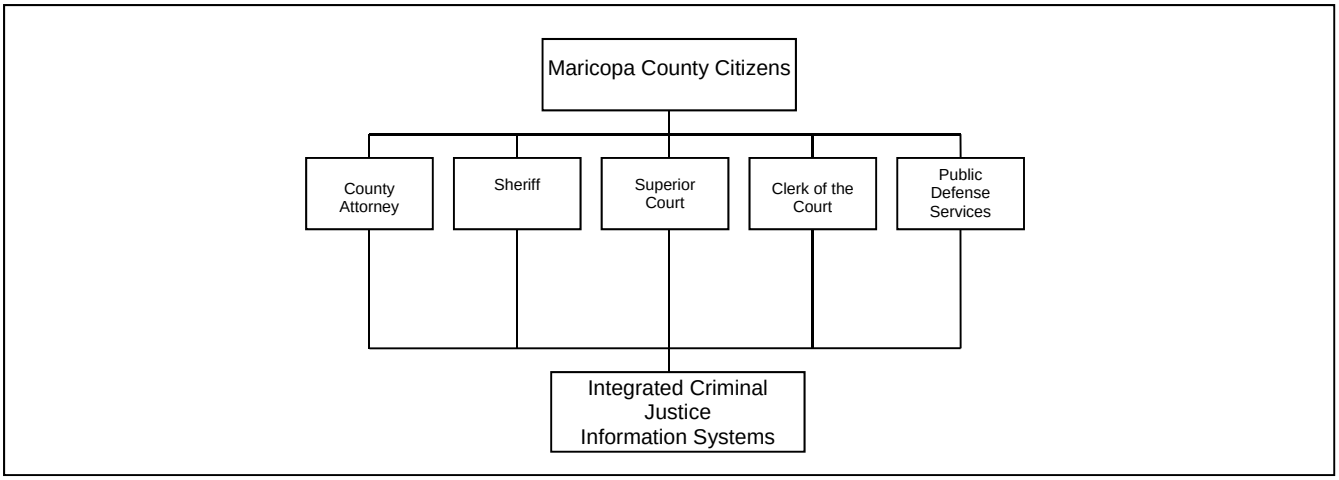
The County's governing body is the Board of Supervisors, who appoint a County Manager who oversees many County functions and is responsible for administration. However, a number of key functions are the constitutional purview of independently elected officials. The judicial branch is also independent, 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 is a subdivision of the Arizona State government. The Board of Supervisors is the governing body for the County. Each member represents one of 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. Informal meetings are also held on a regular basis 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
District 2: Supervisor Steve Chucri (Chairman)
District 3: Supervisor Andrew Kunasek
District 4: Supervisor Clint Hickman
District 5: Supervisor Steve Gallardo

Other Elected Officials

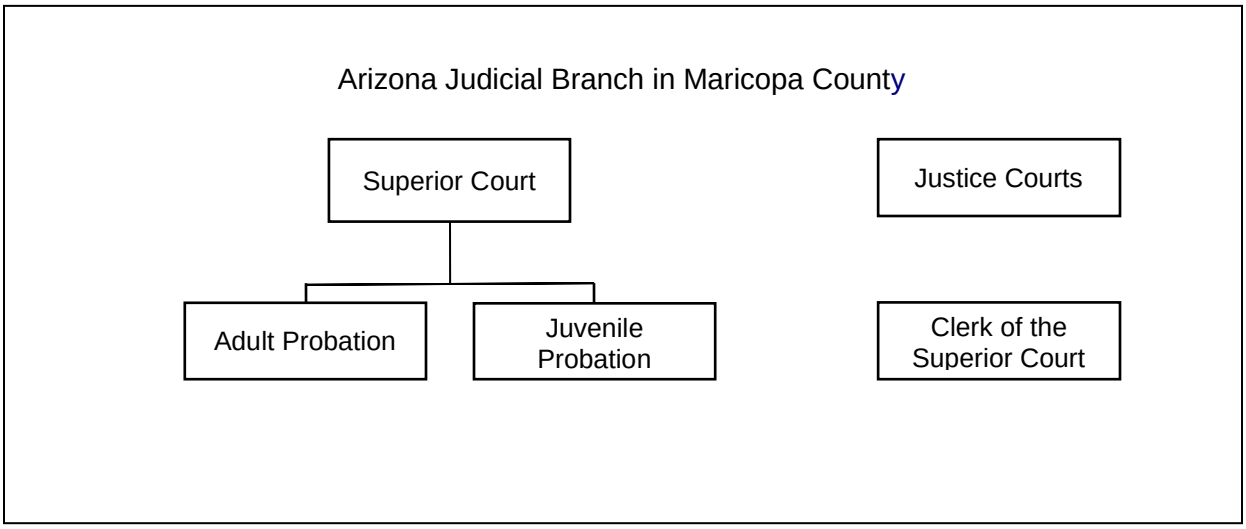
Maricopa County's mandated functions are defined by both the Arizona State Constitution and the Arizona Revised Statutes. Nine County offices are independently overseen by elected officials: Assessor, County Attorney, Clerk of the Superior Court, Constables, Justices of the Peace, Recorder, Sheriff, 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 98 Judges and 61 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.

Judge		Judge		Judge	
Adleman, Jay	Div 74	Fox, Dewain	Div 86	Moskowitz, Frank	Div 83
Anderson, Aimee	Div 49	Frasher Gates, Pamela	Div 56	Mroz, Rosa	Div 24
Anderson, Arthur	Div 6	Gama, J. Richard	Div 9	Mullins, Karen	Div 36
Astrowsky, Brad	Div 70	Garcia, Jeanne	Div 25	Myers, Samuel	Div 47
Bailey, Cynthia	Div 65	Gass, David	Div 52	O'Connor, Karen	Div 8
Barton, Janet	Div 10	Gentry-Lewis, Jo Lynn	Div 29	Oberbillig, Robert	Div 2
Bassett, Edward	Div 50	Gerlach, Douglas	Div 60	Padilla, Jose	Div 35
Beene, James	Div 54	Gordon, Michael	Div 31	Palmer, David	Div 55
Bergin, Dawn	Div 46	Granville, Warren	Div 7	Pineda, Susanna	Div 44
Blomo, James	Div 63	Green, Jennifer	Div 85	Polk, Jay	Div 67
Brain, Mark	Div 61	Hearn Svoboda, Pamela	Div 69	Rea, John	Div 23
Brnovich, Susan	Div 51	Hannah Jr., John	Div 33	Reinstein, Peter	Div 3
Brodman, Roger	Div 43	Harrison, Cari	Div 14	Ryan, Timothy	Div 30
Brotherton Jr., William	Div 38	Hegyi, Hugh	Div 41	Ryan-Touhill, Jennifer	Div 84
Campagnolo, Theodore	Div 88	Herrod, Michael	Div 64	Sanders, Teresa	Div 17
Coffey, Rodrick	Div 77	Hoffman, Kristin	Div 28	Sciarrotta Jr., Joseph	Div 82
Cohen, Bruce	Div 27	Horn-Bustamante, Lori	Div 79	Sinclair, Joan	Div 72
Cohen, Susanne	Div 73	Kemp, Michael	Div 26	Smith, James	Div 87
Contes, Connie	Div 19	Kiley, Daniel	Div 58	Starr, Patricia	Div 78
Cooper, Katherine	Div 66	Klein, Andrew	Div 16	Steinle III, Roland	Div 12
Coury, Christopher	Div 57	Kreamer, Joseph	Div 42	Stephens, Sherry	Div 15
Crawford, Janice	Div 68	Mahoney, Margaret	Div 20	Talamante, David	Div 4
Cunanan, David	Div 71	Martin, Daniel	Div 45	Thomason, Timothy	Div 80
Ditsworth, John	Div 13	McClennen, Crane	Div 1	Thompson, Peter	Div 59
Duncan, Sally	Div 22	McCoy, Scott	Div 53	Udall, David	Div 18
Fenzel, Alfred	Div 5	McMurdie, Paul	Div 32	Viola, Danielle	Div 62
Fink, Dean	Div 40	McNally, Colleen	Div 11	Warner, Randall	Div 48
Fish, Geoffrey	Div 81	Mead, Kathleen	Div 76	Welty, Joseph	Div 39
Flores, Lisa	Div 34	Mikitish, Joseph	Div 75	Whitten, Christopher	Div 37
Foster Jr., George	Div 21	**Divisions 89-98 are Vacant as of July 1, 2015			

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.

Presiding Judge	Judicial Officer	Presiding Judge	Judicial Officer
Superior Court Presiding	Hon. J. Barton	Family Court	Hon. P. McMurdie
Associate Presiding	Hon. J. Welty	Juvenile	Hon. C. McNally
Criminal	Hon. S. Myers	Tax	Hon. C. Whitten
Civil	Hon. R. Warner	Southeast	Hon. R. Oberbillig
Probate/Mental Health	Hon. A. Klein	Northwest	Hon. K. Mead
		Northeast	Hon. J. Kreamer

Justices of the Peace

Justice of the Peace	Precinct	Justice of the Peace	Precinct
Joe "Pep" Guzman	Agua Fria	Donald Watts	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
Keegan Miles	Hassayampa	Tyler Kissel	University Lakes
Steven Urie	Highland	Rachel Torres Carrillo	West McDowell
Joe B Getzwiller	Ironwood	Mark Anderson	West Mesa
John McComish	Kyrene	David Osterfeld	White Tank

Constables

There are 26 elected Constables in Maricopa County. Constables shall attend the courts of Justices of the Peace within their precincts when required, and within their counties execute, serve and return all processes and notices directed or delivered to them by a Justice of the Peace. A Constable is an elected officer of the County and must live in the precinct to which elected. Constables stand for election every four years.

Constable	Precinct	Constable	Precinct
Alfredo Gamez	Agua Fria	Lennie McCloskey	Manistee
Carolyn Lane	Arcadia Biltmore	Frank Canez	Maryvale
Ron Myers	Arrowhead	David Lester	McDowell Mountain
Kenneth Sumner	Country Meadow	J. Richard Coplan	Moon Valley
Cory Hazlett	Desert Ridge	Ed Malles	North Mesa
Doug Clark	Downtown	Brent McCleve	North Valley
Doug Middleton	Dreamy Draw	Kevin Jones	San Marcos
Ken Allen	East Mesa	Stephen Allen	San Tan
Maria Ligocki-Russell	Encanto	Jimmie Munoz	South Mountain
Scott Blake	Hassayampa	Gary Johnson	University Lakes
Phil Freestone	Highland	Rudy SantaCruz	West McDowell
Billy Joe Spurlock	Ironwood	Fred Arnett	West Mesa
Brandon Schmoll	Kyrene	Mark Sinclair	White Tank

Budget at a Glance

Introduction

For 22 years, Maricopa County's Office of Management and Budget has received the Government Finance Officers Association (GFOA) *Distinguished Budget Presentation* award. 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.

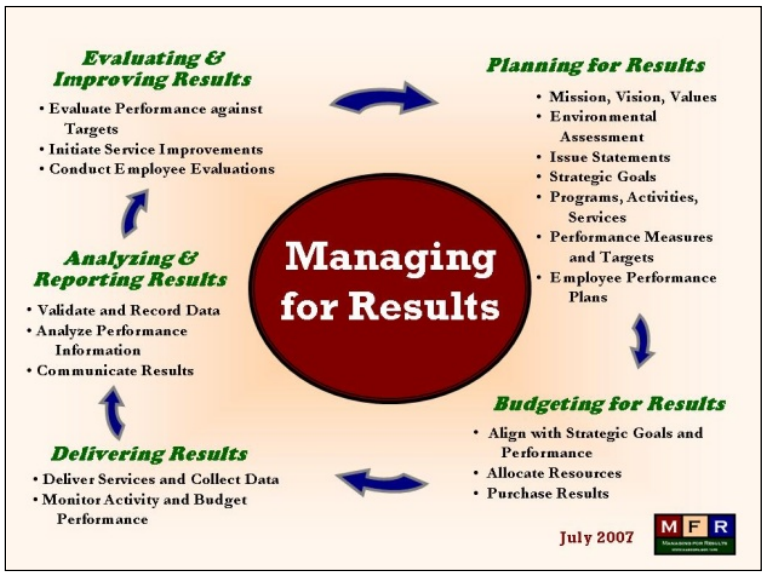
The Budget as a Policy Document

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. One example is the *Managing for Results Policy*, which is 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.



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 and Accountability Policy: The purpose of the Budgeting and Accountability Policy is to direct development and management of Board approved budgets for appointed, elected, and judicial branch Departments, as well as Special Districts and to ensure accountability and compliance with the law. This policy promotes financial stability while providing Departments with flexibility in managing their allocated resources.

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.

Goals and Objectives of Organizational Units

Maricopa County's organizational units consist of 57 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 Human Services Department has a goal that "By end of FY 2018, Maricopa County Human Services Department will provide greater opportunities for low-income individuals and families by increasing a variety of funding sources, including private and in-kind resources, by 10%." 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 Adult Probation Department.

Maricopa County Strategic Priorities/Goals:

- Safe Communities
    - 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.

Adult Probation Mission Statement:
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.

Adult Probation Strategic Goals (connected to Safe Communities):

- By the end of FY 2020, Maricopa County Adult Probation Department (MCAPD) will enhance public safety by achieving the following benchmarks:
    - Maintain the rate of successful completions from probation at 70% or higher;
    - Reduce the number of probationers convicted of a new felony offense to 8% or lower;
    - Reduce the number of probationers committed to the Department of Corrections to 25% or lower;
    - Increase the rate of successful completions from Pretrial Supervision to 75% or higher.
- By the end of FY 2020, 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 to 65% or higher;
    - Increase community restitution work hours completed to 52% or higher;
    - Increase the use of the Offender Screening Tool for probation-eligible offenders to 90% or higher.
- By the end of FY 2020, MCAPD will improve services to neighborhoods, courts, offenders, and victims as evidenced by achieving the following benchmarks:
    - Maintain victim satisfaction at 70% or higher;
    - Maintain offender satisfaction at 86% or higher;
    - Maintain criminal court bench satisfaction at 85% or higher;
    - Maintain criminal justice partner satisfaction at 85% or higher.

Program Name: BEHAVIORAL CHANGE

Program Purpose:
The purpose of the 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of students who achieve at least one successful gain in education classes operated by MCAPD during the reporting period.	61.9%	72.7%	52.9%	69.0%	(3.7%)	-5.1%
Percent of presentence investigation reports submitted to the Court that did not have continuances submitted by MCAPD during the reporting period.	98.3%	99.7%	97.8%	98.1%	(1.6%)	-1.6%
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.	78.5%	82.3%	78.0%	82.3%	(0.0%)	-0.1%
Percent of defendants who fail to initially appear to Pretrial Services during the reporting period.	N/A	N/A	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.	59.1%	61.3%	58.5%	61.3%	0.0%	0.0%
Percent of jail days saved by releasing probationers early from jail into treatment during the reporting period.	39.1%	36.1%	40.3%	40.4%	4.3%	11.9%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of probationers who successfully completed MCAPD operated and/or funded treatment and residential services during the reporting period.	59.1%	61.3%	58.5%	61.3%	0.0%	0.0%
Result	Percent of jail days saved by releasing probationers early from jail into treatment during the reporting period.	39.1%	36.1%	40.3%	40.4%	4.3%	11.9%
Output	Number of jail days saved by releasing probationers early from jail into treatment during the reporting period.	2,520	2,364	3,282	3,202	838	35.4%
Output	Number of probationers who were terminated from MCAPD operated and/or funded treatment and residential services during the reporting period.	1,049	1,984	1,052	1,048	(936)	-47.2%
Output	Annual average number of probationers who participate in MCAPD operated and/or funded treatment and residential service during the fiscal year.	N/A	1,491	1,490	1,565	74	5.0%
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.	1,687	1,778	1,524	1,778	0	0.0%
Demand	Number of jail days ordered for probationers who are released from jail into treatment during the reporting period.	6,448	7,702	8,134	7,702	-	0.0%
Expenditure Ratio	Average cost per probationer to receive MCAPD operated and/or funded treatment and residential services per year.	N/A	$ 3,457.81	$ 3,256.29	$ 3,141.88	$ 315.93	9.1%
Revenue							
	211 - ADULT PROBATION GRANTS	$ 2,448,253	$ 2,324,594	$ 2,117,021	$ 1,923,533	$ (401,061)	-17.3%
	201 - ADULT PROBATION FEES	8,312	8,398	8,433	7,836	(562)	-6.7%
	TOTAL SOURCES	$ 2,456,565	$ 2,332,992	$ 2,125,454	$ 1,931,369	$ (401,623)	-17.2%
Expenditure							
	100 - GENERAL	$ 2,339,416	$ 2,445,379	$ 2,263,126	$ 2,324,639	$ 120,740	4.9%
	211 - ADULT PROBATION GRANTS	1,672,213	1,893,408	1,746,039	1,764,099	129,309	6.8%
	201 - ADULT PROBATION FEES	11,538	3,000	5,366	18,321	(15,321)	-510.7%
	255 - DETENTION OPERATIONS	797,256	813,811	837,337	809,987	3,824	0.5%
	TOTAL USES	$ 4,820,423	$ 5,155,598	$ 4,851,868	$ 4,917,046	$ 238,552	4.6%

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 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 follow of appropriated funds, with their 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.

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 to the right for the Jail Excise Tax, with full detail, including charts and tables, from the *Revenue Sources and Variance Commentary* section.

Jail Excise Tax

Fiscal Year		Annual Collections	Growth Rate
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		133,929,832	7.5%
2015	*	139,316,149	4.0%
2016	**	146,085,926	4.9%
2017	***	153,682,395	5.2%
2018	***	161,673,879	5.2%
2019	***	169,595,899	4.9%
2020	***	177,906,098	4.9%
2021	***	186,623,497	4.9%

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

The only special sales tax in Maricopa County at this time is the Jail Excise Tax. 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.

In November 1998, Maricopa County voters approved the 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 was in decline from FY 2007 through FY 2010 due to the financial recession. In FY 2011, positive year-over-year growth resumed, demonstrating signs of recovery. The increase in FY 2014 revenues were partially due to a one-time payment correcting prior years. FY 2015 collections are forecasted to be on the order of 4% growth and the *Most Likely* revenue forecast projects a steady 5% growth through FY 2021.

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 – Phoenix
County District:	5
Managing Department:	Facilities Management
Project Partner(s):	Sheriff's Office
Scheduled Completion Date:	June 2016

Project Purpose Statement

Safe Communities

The Cell Door Release Improvements at the Fourth Avenue Jail are necessary to create safe and secure cells for an increasing number of inmates transitioning from wanting to cause harm to themselves back to standard classified housing, and while still under mental health care. 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

The Fourth Avenue Jail Project includes improving the emergency door release system for cell doors throughout the jail by fabricating and installing a new manual lock device for approximately 2,400 cell doors. Funding continues this project which began in FY 2014.

Funding/Cost Summary

CELL DOOR RELEASE FAJ	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
455 - DETENTION CAPITAL PROJECTS	$ 69,058	$ 1,174,135	$ 1,201,805	$ -	$ -	$ -	$ -	$ 1,201,805	$ 2,444,998
Project Total	**$ 69,058**	**$ 1,174,135**	**$ 1,201,805**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,201,805**	**$ 2,444,998**

Operating Cost Summary

The cell door release project at the Fourth Avenue Jail consists of improvements to existing space and will not have any additional operational impact to the Facilities Operations and Maintenance budget.

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 *Capital Improvement Program* section describes if, and to what extent, capital improvements will affect 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 that 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.

The *FY 2016 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 2016 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 and Accountability Policy* provides for the control of the budget at the department level.

Detail regarding Maricopa County's other planning processes and their effects upon the budget, including those mentioned above, (i.e., *Managing for Results Policy and the Budgeting and Accountability Policy*), along with the *Vehicle Replacement Policy*, *General Government Policy, Policy for Administering Grants,* 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.

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.

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.

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 locate information quickly.

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.

APD: Adult Probation Department

CIP: Capital Improvement Program

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 Summary, 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

The County is committed to providing high-quality services to its customers and ensuring that the most critical needs of the community are being met with measurable results. The County integrates planning, budgeting, reporting, evaluating, and decision making for all Maricopa County departments and agencies. This strategic process provides direction for making good business decisions based on performance, and makes departments/agencies accountable for results. Maricopa County is meeting the challenges of shifting demand for services and difficult economic times with a careful allocation of funding to meet public service needs.

Departments update strategic business plans (SBP) as needed and include strategic and operational elements. Strategically, issues and potential issues from external sources are identified which will affect the department in a three to five year horizon. Goals that mitigate the risks are built in response to the issues. Operationally, business objectives representing the tasks needed to achieve the goals can be included in the SBP.

The activities and performance measures associated with the activities link in to the fiscal year. In keeping with the budget development cycle, all changes to SBPs that affect these elements are completed and approved prior to the start of the budget preparation cycle. Every activity will have a set of four performance measures that focus on the end service recipient (customer): Demand – what is requested; Output – what is provided; Result – the quality of the service provided; Expenditure Ratio – a trend measure of cost to service provision. Departments may include as many of these measures as needed and may also include inward facing measures (indices, workload, populations, etc.).

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.

On May 5, 2014, the Board of Supervisors officially adopted the following strategic plan. It was updated in March 2015.

Mission

The mission of Maricopa County is to provide regional leadership and fiscally responsible, necessary public services so that residents can enjoy living in a healthy and safe community.

Vision

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

Core Values

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

Strategic Priorities and Goals
Strategic Priority: SAFE COMMUNITIES *- Maricopa County will support safe communities and neighborhoods by providing access to a timely, integrated, and cost-effective smart justice system.*
Strategic Goal: 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.
Strategic Goal: By end of FY 2018, the overall rate of juvenile recidivism is 20% or less.
Strategic Goal: By end of FY 2017, 90% of Cradles to Crayons youth with petitions filed have permanency established within 365 days of the petition filing.
Strategic Goal: By the end of FY 2016, for moderate to high risk Seriously Mentally Ill (SMI) offenders, decrease the recidivism rate by at least 5 percentage points by providing them with continuity of appropriate treatment and services during and after incarceration. Continue to reduce the recidivism rates for moderate to high risk SMI offenders through 2020 in amounts based upon results achieved in 2016.
County Indicators: Violent Crime Rate • Property Crime Rate • Average length of pre-trail stay in County jail Number of persons with mental health issues (Rule 11 finding)
Strategic Priority: 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.*
Strategic Goal: By end of CY 2018, 100% of all air quality monitors are in compliance with federal health standards.
Strategic Goal: 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.
Strategic Goal: 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).
County Indicators: Coverage levels of immunizations (MMR & Tdap) • Public Health Accreditation

Strategic Priority: 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.*

Strategic Goal: By end of FY 2018, 80% or more of County residents indicate trust in County government.

Strategic Goal: *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 the baseline established in FY 2015.*

Strategic Goal: Maricopa County will improve turnaround times and response times through the use of electronic filings:

a. 7.5% increase in electronic recordings through the Recorder's Office by the end of FY 2018.
b 28% increase in electronic filings through the Clerk of the Superior Court end of FY 2018.
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.

County Indicators:

Citizen Satisfaction with County Performance and County Communication • Voluntary Employee Turnover Rate

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.

Budget Policies and Process

Policies and Their Budgetary Impact

Maricopa County has achieved and maintained financial stability by developing and implementing a series of budget and financial policies that guide fiscal management and budgetary decisions. These policies address a number of issues, including budget development, the degree of budgetary control, reserves, tax reduction, and managing for results. These policies, approved by the Board of Supervisors, incorporate "best practices" in the field of state and local government budgeting and financial management, and are aligned with Maricopa County's Managing for Results system. All policies are updated as necessary to comply with changes in legislation and business practices. Following is an overview of the key policies, specifically addressing each policy's applicability to the budget process. The full text of each policy is located in the *Attachments* section.

Managing for Results Policy

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

Key provisions:

- "Managing for Results" means that the entire organization, its management system, its employees and its organizational culture (beliefs, behavior and language) are focused on achieving results for the customer. Managing for Results provides direction for making good business decisions based on performance, and makes departments/agencies accountable for results.

- All Departments will participate in the Managing for Results system and shall comply with the policy.

- The County Manager will develop and present a Countywide strategic plan to the Board.

- The mission, strategic goals, services, results and performance measures for a department are set forth in strategic business plans. Departments will participate in the annual Planning for Results process by developing and submitting strategic business plans for review as part of the budget process with required elements and in the prescribed format.

- All managers will work with assigned employees to establish performance plans that align with department strategic business plans.

- The Office of Management and Budget (OMB) and the Department of Finance will develop and maintain a financial structure aligned with the Managing for Results system.

- OMB will review department strategic business plans and performance measures as a basis for funding recommendations.

- Departments will report on their family of performance measures for budget and planning purposes quarterly, according to the annual budget calendar.

- Internal Audit will review and report on strategic business plans and performance measures.

- The Board directs all managers to use performance information to manage activities effectively and efficiently. Managers will consider performance information in making policy and program decisions.

Budgeting and Accountability Policy

The purpose of the Budgeting and Accountability Policy is to direct development and management of Board approved budgets for appointed, elected and judicial branch departments as well as Special Districts and to ensure accountability and compliance with the law. This policy promotes financial stability while providing departments with flexibility in managing their allocated resources.

Key provisions:

- Each year, the Board will establish priorities and guidelines for budget development and will adopt Appropriated Budgets for all Departments.
- A Structurally Balanced Budget is required throughout the budget development and implementation process. The County operating standard is that expected revenues will at all times equal on-going expenditures over the economic cycle.
- The County determines the expected General Fund operating revenue for the upcoming Fiscal Year and the budget guidelines that ensure that operating expenditures do not exceed expected revenue.
- The County uses a lump sum budgeting method where Departments are allocated an Appropriated Budget at the start of each Fiscal Year. Departments are expected to manage their allocated funds according to their needs for the full Fiscal Year. Revisions to Appropriated Budgets are allowed only with Board approval.
- The Board approves the budget at the Department, Fund and Function level unless specifically noted.
- The Board segregates a portion of the General Fund resources for budget stabilization, which will be sufficient to minimize cash flow borrowing. It may also be used for future year Capital Improvement Program and technology expenses and/or appropriated for contingencies in the current Fiscal Year.
- The Board will maintain the property tax levy to provide sufficient levels of service for the County's Operating Fund, Library District, Flood Control District and Debt Service Fund.

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 baselines, 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 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. 78th Avenue, Building D
Peoria, Arizona 85345
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 influence the programs, projects, activities, and level of services provided by the District significantly; 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 influence the programs, projects, activities, and level of services provided by the District significantly; 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 influence the activities and level of services provided by the Districts significantly; 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 influence the programs, projects, activities, and level of services provided by the District significantly; 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 inter-fund activity has been eliminated from the government-wide financial statements to minimize the double counting of internal activities. However, charges for inter-fund 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 non-major funds. Fiduciary funds are aggregated and reported by fund type.

Proprietary fund revenues and expenses are classified as either operating or non-operating. 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.

Non-operating 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 non-operating revenues. Operating expenses include the cost of services, administrative expenses, and depreciation on capital assets. Other expenses, such as interest expense, are considered non-operating 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, special revenue funds 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 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.

Capital Assets

Capital assets, which include property, plant, equipment, and infrastructure assets (e.g., roads, bridges, sidewalks, and similar items), are reported in the government-wide statements and the proprietary funds. Capital assets are defined as assets with an initial, individual cost of more than $5,000. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation.

The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets' lives are not capitalized. Property, plant, and equipment of the primary government and the discretely presented component unit are depreciated using the straight-line method over the following estimated useful lives:

	ESTIMATED USEFUL LIFE (IN YEARS)
TYPE OF ASSETS	PRIMARY GOVERNMENT
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 and function 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 Non-major 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. Below is a matrix of the department-fund budgets for major and non-major funds. Schedules for revenue and expenditure budgets by major and non-major fund categories are presented in the *Budget Summary Schedules* and the definitions are provided in the *Attachments* section.

FY 2016 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						

FY 2016 DEPARTMENT/FUND MATRIX CONTINUED

DEPARTMENT	GENERAL*	DETENTION OPERATIONS*	NON MAJOR SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS
150 - EMERGENCY MANAGEMENT	X		X				
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				
310 - HUMAN RESOURCES	X						
340 - PUBLIC FIDUCIARY	X						
360 - RECORDER	X		X				
370 - EDUCATION SERVICE	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				
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

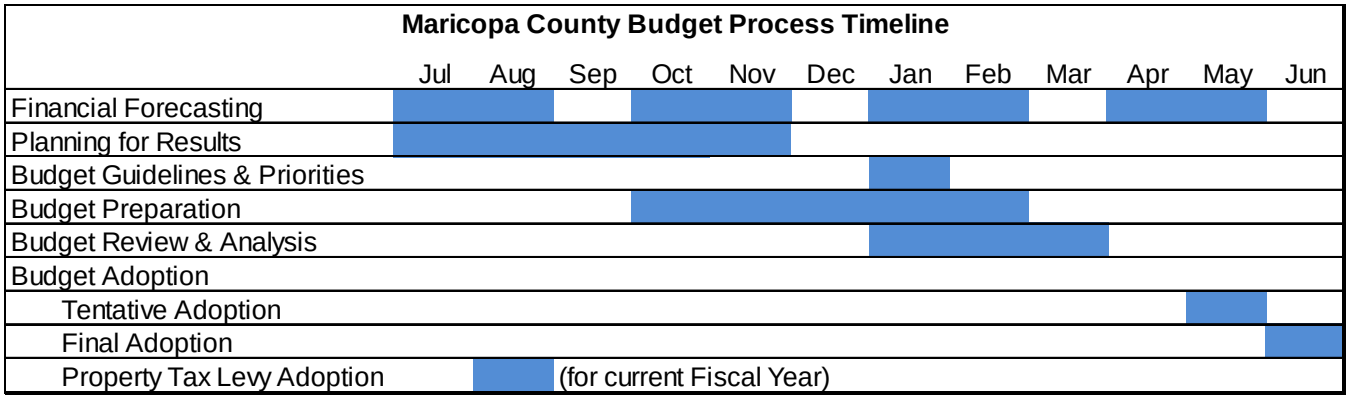
Budgets of Blended Component Units

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 is not included in the County budget, as the Board of Supervisors does not adopt the budgets for these entities. The Sheriff Warehouse Fund is also not included in the budget, as it is an Internal Service Fund that serves only one department, the Sheriff.

The Budget Process

Annual Budget Process

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



The process may not exactly follow the general calendar in some years. Each year, certain circumstances, such as delays in the State of Arizona's budget approval process 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 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 updated the Countywide strategic plan in May 2014. 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 early 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, OMB prepares budget baselines 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, OMB 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 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 adopts a Tentative Budget in May. The Board may choose to change the Recommended Budget, or adopt it as presented. Once 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 2016 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 baselines and instructions for FY 2016 were developed and issued in November 2014. The FY 2016 Budgeting for Results Guidelines and Priorities were adopted by the Board of Supervisors on January 7, 2015.

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.

The FY 2016 Recommended Budget was presented to the Board of Supervisors on May 18, 2015 and was adopted the same day. Final Adoption of the budget occurred on June 22, 2015. Property Tax levies and rates were adopted on August 17, 2015.

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 2017 Budget Process

The FY 2017 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."

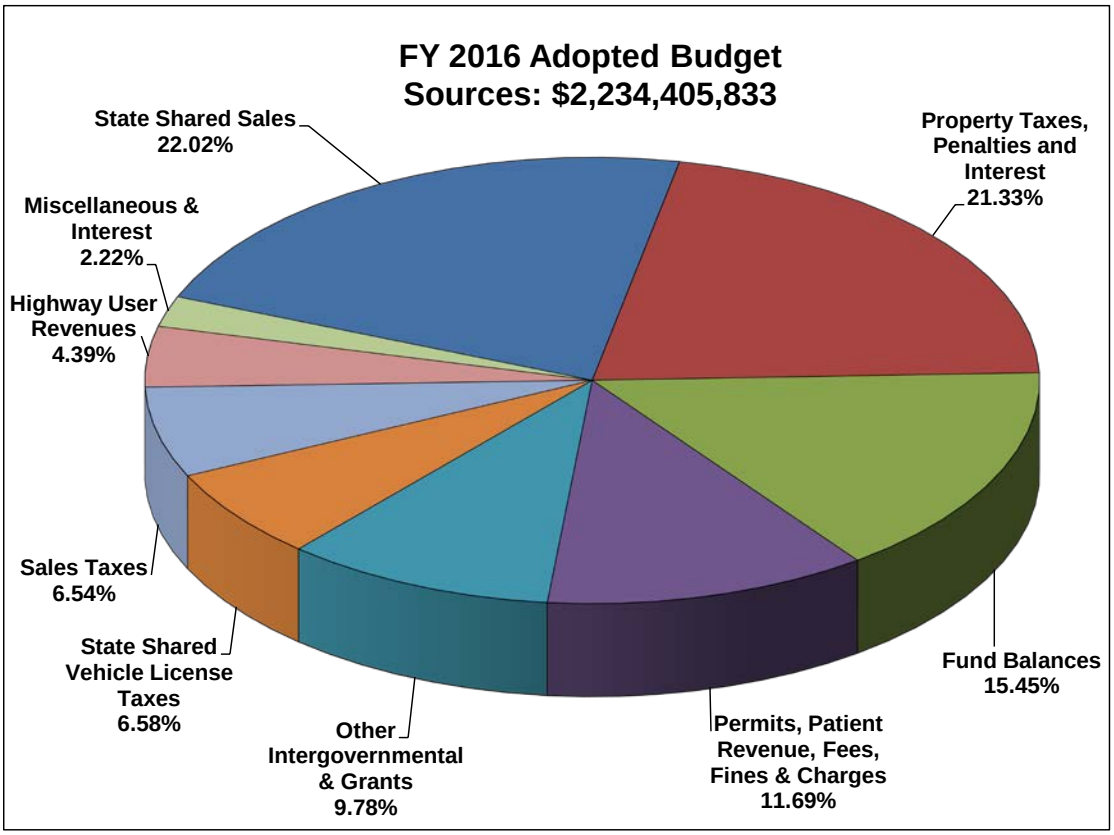
- Services are grouped into Activities, which are defined as a set of Services with a common purpose or result that produces Outputs and Results for customers. Activities become the "building blocks" of Maricopa County's performance-based budget in Budgeting for Results. Each Activity has a "Family of 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.

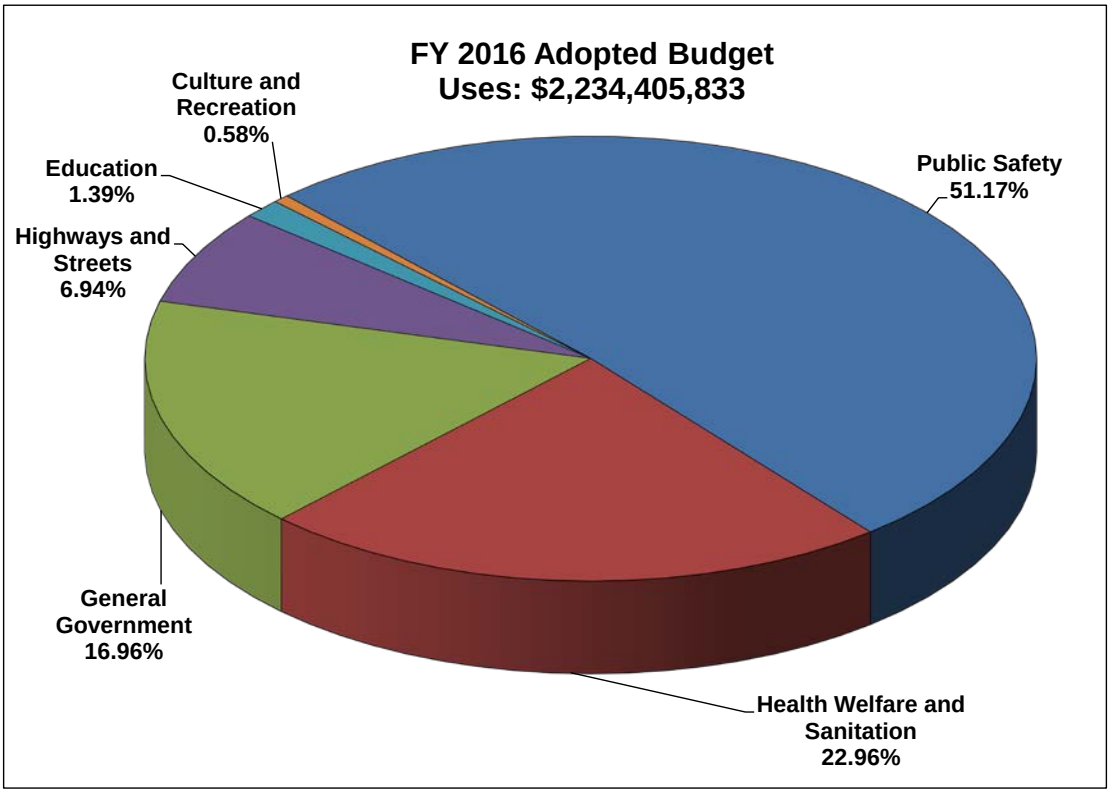
The Program/Activity/Service structure is fully incorporated into Maricopa County's accounting and budgeting structure.

Consolidated Sources, Uses and Fund Balance by Fund Type

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	TOTAL
BEGINNING FUND BALANCE	$ 82,902,015	$151,975,019	$ 9,874,372	$953,324,794	$ 35,327,600	$1,233,403,800	$ -	$1,233,403,800
SOURCES OF FUNDS								
OPERATING								
PROPERTY TAXES	$ 465,539,207	$ -	$ -	$ -	$ -	$ 465,539,207	$ -	$ 465,539,207
TAX PENALTIES & INTEREST	11,087,186	-	-	-	-	11,087,186	-	11,087,186
SALES TAXES	-	146,085,926	-	-	-	146,085,926	-	146,085,926
LICENSES AND PERMITS	2,311,877	38,223,781	-	-	-	40,535,658	-	40,535,658
GRANTS	-	165,058,344	-	-	-	165,058,344	-	165,058,344
OTHER INTERGOVERNMENTAL	2,728,302	15,168,842	-	-	-	17,897,144	-	17,897,144
PAYMENTS IN LIEU OF TAXES	13,686,679	-	-	-	-	13,686,679	-	13,686,679
STATE SHARED SALES TAX	492,019,045	-	-	-	-	492,019,045	-	492,019,045
STATE SHARED HIGHWAY USER REV	-	98,175,564	-	-	-	98,175,564	-	98,175,564
STATE SHARED VEHICLE LICENSE	138,282,676	8,808,030	-	-	-	147,090,706	-	147,090,706
INTERGOV CHARGES FOR SERVICES	17,844,891	37,862,937	1,371,504	-	4,701,596	61,780,928	-	61,780,928
OTHER CHARGES FOR SERVICES	24,559,638	69,630,756	-	-	28,249,819	122,440,213	-	122,440,213
INTERNAL SERVICE CHARGES	-	-	-	-	181,990,122	181,990,122	(181,990,122)	-
PATIENT SERVICES REVENUE	6,988	2,290,807	-	-	-	2,297,795	-	2,297,795
FINES & FORFEITS	9,802,082	13,285,216	-	-	-	23,087,298	-	23,087,298
INTEREST EARNINGS	2,800,000	1,945,862	-	-	531,464	5,277,326	-	5,277,326
MISCELLANEOUS REVENUE	2,782,364	10,550,118	-	-	35,000	13,367,482	-	13,367,482
GAIN ON FIXED ASSETS	-	200,000	-	-	-	200,000	-	200,000
TRANSFERS IN	-	198,360,946	1,139,868	20,943,619	-	220,444,433	(220,444,433)	-
TOTAL OPERATING SOURCES	$1,183,450,935	$805,647,129	$ 2,511,372	$ 20,943,619	$215,508,001	$2,228,061,056	$(402,434,555)	$1,825,626,501
NON-RECURRING								
GRANTS	$ -	$ 552,473	$ -	$ 18,713,118	$ -	$ 19,265,591	$ -	$ 19,265,591
OTHER INTERGOVERNMENTAL	2,375,000	-	-	-	-	2,375,000	-	2,375,000
INTERGOV CHARGES FOR SERVICES	366,768	-	-	10,651,500	-	11,018,268	-	11,018,268
OTHER CHARGES FOR SERVICES	-	131,495	-	-	-	131,495	-	131,495
INTEREST EARNINGS	-	-	2,000	200	-	2,200	-	2,200
MISCELLANEOUS REVENUE	-	30,656,664	-	-	-	30,656,664	-	30,656,664
TRANSFERS IN	5,809,670	361,150	11,007,415	87,697,577	3,517,901	108,393,713	(108,393,713)	-
TOTAL NON-RECURRING SOURCES	$ 8,551,438	$ 31,701,782	$ 11,009,415	$117,062,395	$ 3,517,901	$ 171,842,931	$(108,393,713)	$ 63,449,218
TOTAL SOURCES	$1,192,002,373	$837,348,911	$ 13,520,787	$138,006,014	$219,025,902	$2,399,903,987	$(510,828,268)	$1,889,075,719
USES OF FUNDS								
OPERATING								
PERSONAL SERVICES	$ 535,618,408	$507,953,838	$ -	$ -	$ 14,814,297	$1,058,386,543	$ -	$1,058,386,543
SUPPLIES	15,035,238	46,849,921	-	-	12,201,255	74,086,414	(7,012,224)	67,074,190
SERVICES	408,915,824	194,147,547	-	-	207,350,450	810,413,821	(174,977,898)	635,435,923
CAPITAL	5,164,400	5,655,563	-	-	81,000	10,900,963	-	10,900,963
OTHER FINANCING USES	218,717,065	1,727,368	-	-	-	220,444,433	(220,444,433)	-
TOTAL OPERATING USES	$1,183,450,935	$756,334,237	$ -	$ -	$234,447,002	$2,174,232,174	$(402,434,555)	$1,771,797,619
NON-RECURRING								
PERSONAL SERVICES	$ 619,268	$ 3,526,800	$ -	$ 7,913,218	$ 384,781	$ 12,444,067	$ -	$ 12,444,067
SUPPLIES	3,253,650	10,270,151	-	11,850	44,351	13,580,002	-	13,580,002
SERVICES	60,643,833	64,806,881	-	31,370,528	2,167,022	158,988,264	-	158,988,264
CAPITAL	4,405,268	6,718,559	9,580,777	255,942,777	948,500	277,595,881	-	277,595,881
OTHER FINANCING USES	22,531,434	71,284,876	-	14,577,403	-	108,393,713	(108,393,713)	-
TOTAL NON-RECURRING USES	$ 91,453,453	$156,607,267	$ 9,580,777	$309,815,776	$ 3,544,654	$ 571,001,927	$(108,393,713)	$ 462,608,214
TOTAL USES	$1,274,904,388	$912,941,504	$ 9,580,777	$309,815,776	$237,991,656	$2,745,234,101	$(510,828,268)	$2,234,405,833
STRUCTURAL BALANCE	$ -	$ 49,312,892	$ 2,511,372	$ 20,943,619	$ (18,939,001)	$ 53,828,882	$ -	$ 53,828,882
ENDING FUND BALANCE:								
RESTRICTED	$ -	$ 67,398,539	$ 7,414,230	$268,393,309	$ 37,397,106	$ 380,603,184	$ -	$ 380,603,184
COMMITTED	-	10,951,455	6,400,152	513,121,723	1,888,421	532,361,751	-	532,361,751
UNASSIGNED	-	(1,967,568)	-	-	(22,923,681)	(24,891,249)	-	(24,891,249)

Sources and Uses of Funds





Reconciliation of Budget Changes

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
FY 2015 Adopted Budget	**$ 1,253,626,194**	**$ 859,211,289**	**$ 16,753,180**	**$ 351,675,064**	**$ 223,465,293**	**$ (493,602,038)**	**$ 2,211,128,982**
Operating Adjustments:							
Donations	$ -	$ 5,000	$ -	$ -	$ -	$ -	$ 5,000
Grants	56,215	5,665,330	-	-	-	-	5,721,545
Information and Communications Technology	-	-	-	-	-	(139,987)	(139,987)
Intergovernmental Agreements	535,532	285,880	-	-	-	-	821,412
Total Operating Adjustments	$ 591,747	$ 5,956,210	$ -	$ -	$ -	$ (139,987)	$ 6,407,970
Capital Improvement Program	$ -	$ 11,025,744	$ -	$ (11,025,744)	$ -	$ -	-
Grants	-	3,791,275	-	-	-	-	3,791,275
Intergovernmental Agreements	521,505	-	-	-	-	-	521,505
Information and Communications Technology	-	(1,403,904)	2,171,297	7,901,234	16,561	(8,545,201)	139,987
Other Non Recurring	216,672	135,848	-	-	-	(352,520)	-
Total Non Recurring Adjustments	$ 738,177	$ 13,548,963	$ 2,171,297	$ (3,124,510)	$ 16,561	$ (8,897,721)	$ 4,452,767
FY 2015 Revised Budget	**$ 1,254,956,118**	**$ 878,716,462**	**$ 18,924,477**	**$ 348,550,554**	**$ 223,481,854**	**$ (502,639,746)**	**$ 2,221,989,719**

Reconciliation of Budget Changes (continued)

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
FY 2015 Revised Budget	**$ 1,254,956,118**	**$ 878,716,462**	**$ 18,924,477**	**$ 348,550,554**	**$ 223,481,854**	**$ (502,639,746)**	**$ 2,221,989,719**
Operating Adjustments:							
Mandated State Health Contributions:							
AHCCCS Contribution	$ (320,200)	$ -	$ -	$ -	$ -	$ -	$ (320,200)
ALTCS Contribution	3,083,100	-	-	-	-	-	3,083,100
Arnold v. Sarn Contribution	2,399,622	-	-	-	-	-	2,399,622
Payment Sexually Viol Persons	(1,160,000)	-	-	-	-	-	(1,160,000)
	$ 4,002,522	$ -	$ -	$ -	$ -	$ -	$ 4,002,522
Other Mandated Expenditures:							
Jail Excise Tax MOE	$ 2,572,644	$ -	$ -	$ -	$ -	$ (2,572,644)	$ -
Reallocations:							
Reallocation Between Funds	$ (2,955,181)	$ 2,955,181	$ -	$ -	$ -	$ -	$ -
Reallocation Between Functions	-	(652,389)	-	-	-	-	(652,389)
	$ (2,955,181)	$ 2,302,792	$ -	$ -	$ -	$ -	$ (652,389)
Employee Related Costs:							
Employee Health/Dental Premiums	$ 7,633,176	$ 3,768,648	$ -	$ -	$ -	$ -	$ 11,401,824
Constables Salaries and Benefit Adjustment	116,259	-	-	-	-	-	116,259
Other Retirement Contribution Adjustments	85,178	-	-	-	-	-	85,178
Retirement Contributions	6,197,675	4,183,650	-	-	(9,939)	-	10,371,386
	$ 14,032,288	$ 7,952,298	$ -	$ -	$ (9,939)	$ -	$ 21,974,647
Central and Internal Service Charge Changes:							
Central Service Cost Allocation	$ (963,928)	$ 371,858	$ -	$ -	$ -	$ -	$ (592,070)
Internal Service Charges	288,225	229,907	-	-	(106,813)	-	411,319
	$ (675,703)	$ 601,765	$ -	$ -	$ (106,813)	$ -	$ (180,751)
IT Related Expenditures:							
Desktop Replacement and Virtual Desktop Financing	$ -	$ -	$ -	$ -	$ -	$ 139,987	$ 139,987
CGI 3x Maintenance and Connectivity	2,205,013	-	-	-	-	-	2,205,013
	$ 2,205,013	$ -	$ -	$ -	$ -	$ 139,987	$ 2,345,000
Donations, Grants and Intergovernmental Agreements:							
Donations	$ -	$ (5,000)	$ -	$ -	$ -	$ -	$ (5,000)
Grants	(56,215)	(690,548)	-	-	-	-	(746,763)
Intergovernmental Agreements	646,641	(275,880)	-	-	-	-	370,761
	$ 590,426	$ (971,428)	$ -	$ -	$ -	$ -	$ (381,002)
Contingencies:							
General Contingency	2,797,313	(2,827,766)	-	-	-	-	(30,453)
Reserved Contigency for Animal Care and Control	500,000	-	-	-	-	-	500,000
	$ 3,297,313	$ (2,827,766)	$ -	$ -	$ -	$ -	$ 469,547
Personnel and Staffing Related Adjustments:							
Overtime Pay Adjustment	$ 890,044	$ 137,906	$ -	$ -	$ -	$ -	$ 1,027,950
Personnel Additions and Related Costs	1,894,919	1,175,543	-	-	-	-	3,070,462
Personnel Savings	(7,094,406)	(6,802,715)	-	-	-	-	(13,897,121)
Elected and Judicial Personnel Savings Not Met	5,000,000	-	-	-	-	-	5,000,000
	$ 690,557	$ (5,489,266)	$ -	$ -	$ -	$ -	$ (4,798,709)
Public Safety Related Expenditures:							-
CHS Medication and Staffing	$ -	$ 2,500,000	$ -	$ -	$ -	$ -	2,500,000
Correctional Health Registry and Overtime	-	868,000	-	-	-	-	868,000
Court Interpreter Contracts	425,000	-	-	-	-	-	425,000
Graves v Arpaio	-	1,129,426	-	-	-	-	1,129,426
Jail Excise Tax MOE Above Base	18,957,014	-	-	-	-	(18,957,014)	-
Juvenile Probation Reduction to Special Revenue Allocations	488,639	(488,639)	-	-	-	-	-
MCSO Melendres Judgment	2,198,124	-	-	-	-	-	2,198,124
Outside Contract Counsel	2,759,610	-	-	-	-	-	2,759,610
Public Defense Caseload Vol	8,265,836	-	-	-	-	-	8,265,836
Sheriff Laundry and Janitorial Supplies	-	626,425	-	-	-	-	626,425
Sheriff's Office Compliance and Bureau of Internal Oversight	1,468,460	349,721	-	-	-	-	1,818,181
Sheriff's Overtime	2,540,247	2,499,608	-	-	-	-	5,039,855
Two New Initial Appearance Courts	537,269	-	-	-	-	-	537,269
	$ 37,640,199	$ 7,484,541	$ -	$ -	$ -	$ (18,957,014)	$ 26,167,726
Facility Related Adjustments:							
Transfer to OET for Collocated Data Services	34,100	-	-	-	-	-	34,100
Transfer to Capital for CGI Training Costs	511,000	-	-	-	-	(511,000)	-
Major Maintenance Program	(1,755,479)	(213,765)	-	-	-	-	(1,969,244)
Reduce Building Major Maintenance Funding	(3,121,600)	-	-	-	-	-	(3,121,600)
	$ (4,331,979)	$ (213,765)	$ -	$ -	$ -	$ (511,000)	$ (5,056,744)

Reconciliation of Budget Changes (continued)

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
Other Adjustments:							
Cooperative Extension	$ (36,437)	$ -	$ -	$ -	$ -	$ -	$ (36,437)
HCM MMCS Run Out Operations	(10,432)	-	-	-	-	-	(10,432)
Human Resource System Operations	(212,257)	-	-	-	-	-	(212,257)
Mental Health Testimony	(50,000)	-	-	-	-	-	(50,000)
Parent Conference Reports	461,138	-	-	-	-	-	461,138
Other Base Adjustments	918,438	2,915,568	-	-	4,169,041	(3,016,487)	4,986,560
Vital Registration Budget Adj	-	1,048,785	-	-	-	-	1,048,785
Vehicle Replacement	1,609,400	-	-	-	-	-	1,609,400
	$ 2,679,850	$ 3,964,353	$ -	$ -	$ 4,169,041	$ (3,016,487)	$ 7,796,757
Program Volume Changes and Structural Balance	$ (72,000)	$ 898,656	$ -	$ -	$ 11,077,966	$ (11,077,966)	$ 826,656
Total - Operating Adjustments	**$ 59,675,949**	**$ 13,702,180**	**$ -**	**$ -**	**$ 15,130,255**	**$ (35,995,124)**	**$ 52,513,260**
Non Recurring Adjustments							
Other Mandated Expenditures:							
Primary and General Elections	$ (9,428,325)	$ -	$ -	$ -	$ -	$ -	$ (9,428,325)
Capital Projects:							
Net Change to Capital Improvement Program	$ -	$ (8,363,674)	$ -	$ 64,791,002	$ -	$ -	$ 56,427,328
Transfers:							
Risk Management Transfer	$ (1,684,065)	$ -	$ -	$ -	$ -	$ -	$ (1,684,065)
Transfer to Capital and Other Non Recurring Transfers	(21,547,294)	19,170,497	-	(32,232,011)	-	40,410,566	5,801,758
Net Change to Fund Transfers	$ (23,231,359)	$ 19,170,497	$ -	$ (32,232,011)	$ -	$ 40,410,566	$ 4,117,693
IT Projects:							
Advantage 2X Hosting	$ 1,153,944	$ -	$ -	$ -	$ -	$ -	$ 1,153,944
Content Management System Web	1,250,000	-	-	-	-	-	1,250,000
Cyber Security	(1,216,092)	-	-	-	-	-	(1,216,092)
Data Center	(1,301,182)	-	-	-	-	-	(1,301,182)
Desktop Replacement and Virtual Desktop Project	-	310,368	(349,089)	(1,357,633)	-	1,396,354	-
E-Filing Foundation Project	-	(65,520)	-	-	-	-	(65,520)
VMWare	1,382,000	-	-	-	-	-	1,382,000
Other Technology Projects	(1,623,772)	(670,465)	-	(63,845,566)	-	-	(66,139,803)
	$ (355,102)	$ (425,617)	$ (349,089)	$ (65,203,199)	$ -	$ 1,396,354	$ (64,936,653)
Major Maintenance Program:							
Major Maintenance Program	$ (275,000)	$ (1,170,000)	$ -	$ -	$ -	$ -	$ (1,445,000)
Vehicle Transfers:							
Vehicle Replacement	$ (148,654)	$ (653,000)	$ -	$ -	$ -	$ -	$ (801,654)
Personnel Related Expenditures:							
Personnel Related Expenditures	$ 217,843	$ (546)	$ -	$ -	$ -	$ -	$ 217,297
Grants and Grant Reconciliations:							
Grant Reconciliations	$ -	$ (3,606,741)	$ -	$ -	$ -	$ -	$ (3,606,741)
FY 2015 MAG Transportation Improvement Program	-	(47,987)	-	-	-	-	(47,987)
Parks AZ Game and Fish Grant	-	(7,909)	-	-	-	-	(7,909)
Vulture Mountain Environmental Assessment Grant	-	(55,960)	-	-	-	-	(55,960)
	$ -	$ (3,718,597)	$ -	$ -	$ -	$ -	**$ (3,718,597)**
Contingencies:							
Clerk of the Court RFR System	$ 1,500,000	-	$ -	$ -	$ -	$ -	$ 1,500,000
Reserve for Judgments	4,350,000	-	-	-	-	-	4,350,000
General Contingency	(523,922)	10,483,989	-	-	-	-	9,960,067
	$ 5,326,078	$ 10,483,989	$ -	$ -	$ -	$ -	$ 15,810,067
Debt Payments:							
Debt Service	$ -	$ -	$ (7,172,403)	$ -	$ -	$ -	$ (7,172,403)
Desktop Replacement and Virtual Desktop Financing	-	1,093,536	(1,822,208)	(6,543,601)	(16,561)	7,148,847	(139,987)
	$ -	$ 1,093,536	$ (8,994,611)	$ (6,543,601)	$ (16,561)	$ 7,148,847	$ (7,312,390)

Reconciliation of Budget Changes (continued)

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
Public Safety Related Expenditures:							
Graves v Arpaio	$ -	$ (18,579)	$ -	$ -	$ -	$ -	$ (18,579)
Juvenile Transition Pilot Prgm Budget Recon	(216,672)	(43,355)	-	-	-	260,027	-
Law Enforcement IGA Queen Creek	(521,505)	-	-	-	-	-	(521,505)
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 Judgment	(4,200,000)	-	-	-	-	-	(4,200,000)
	$ (10,788,177)	$ (341,934)	$ -	$ -	$ -	$ 260,027	$ (10,870,084)
Other Non Recurring Expenditures:							
Economic Development	$ (500,000)	$ -	$ -	$ -	$ -	$ -	$ (500,000)
Maricopa County Mitigation Plan	-	(80,000)	-	-	-	-	(80,000)
Other Base Adjustments	(544,983)	3,968,312	-	453,031	(603,892)	(21,501,685)	(18,229,217)
Reallocation Between Functions	-	652,389	-	-	-	-	652,389
Reimburse Environmental Services for Fee Waiver	-	(92,493)	-	-	-	92,493	-
	$ (1,044,983)	$ 4,448,208	$ -	$ 453,031	$ (603,892)	$ (21,409,192)	$ (18,156,828)
Total - Non Recurring Adjustments	$ (39,727,679)	$ 20,522,862	$ (9,343,700)	$ (38,734,778)	$ (620,453)	$ 27,806,602	$ (40,097,146)
FY 2016 Adopted Budget	**$ 1,274,904,388**	**$ 912,941,504**	**$ 9,580,777**	**$ 309,815,776**	**$ 237,991,656**	**$ (510,828,268)**	**$ 2,234,405,833**

Major and Non-major Fund Budget Summary Schedules

OBJECT/SOURCE	ALL FUNDS FY 2014 ACTUAL	ALL FUNDS FY 2015 ADOPTED	ALL FUNDS FY 2015 REVISED	ALL FUNDS FY 2016 ADOPTED
0601 - PROPERTY TAXES	$ 408,505,780	$ 436,942,622	$ 436,942,622	$ 465,539,207
0605 - TAX PENALTIES & INTEREST	13,568,502	13,500,000	13,500,000	11,087,186
0606 - SALES TAXES	133,929,832	141,295,781	141,295,781	146,085,926
0610 - LICENSES AND PERMITS	40,449,653	40,179,526	41,079,526	40,535,658
0615 - GRANTS	165,402,552	168,348,920	180,452,814	184,323,935
0620 - OTHER INTERGOVERNMENTAL	19,460,885	18,993,289	19,200,973	20,272,144
0621 - PAYMENTS IN LIEU OF TAXES	12,373,764	12,340,468	12,340,468	13,686,679
0625 - STATE SHARED SALES TAX	447,541,943	465,300,725	465,300,725	492,019,045
0626 - STATE SHARED HIGHWAY USER REV	89,630,001	95,893,292	95,893,292	98,175,564
0630 - STATE SHARED VEHICLE LICENSE	135,565,921	141,270,736	141,270,736	147,090,706
0634 - INTERGOV CHARGES FOR SERVICES	60,799,555	62,469,710	64,306,129	72,799,196
0635 - OTHER CHARGES FOR SERVICES	123,019,029	123,193,383	122,515,384	122,571,708
0636 - INTERNAL SERVICE CHARGES	(9,255,947)	-	-	-
0638 - PATIENT SERVICES REVENUE	2,240,761	2,456,959	2,432,701	2,297,795
0637 - FINES & FORFEITS	28,251,967	27,925,147	26,056,335	23,087,298
0645 - INTEREST EARNINGS	802,617	5,301,820	5,300,197	5,279,526
0650 - MISCELLANEOUS REVENUE	23,342,651	17,704,998	26,085,598	44,024,146
TOTAL REVENUE	$ 1,695,629,466	$ 1,773,117,376	$ 1,793,973,281	$ 1,888,875,719
0651 - GAIN ON FIXED ASSETS	$ 436,935	$ 200,000	$ 200,000	$ 200,000
0680 - TRANSFERS IN	-	-	-	-
OTHER FINANCING SOURCES	$ 436,935	$ 200,000	$ 200,000	$ 200,000
TOTAL SOURCES	$ 1,696,066,401	$ 1,773,317,376	$ 1,794,173,281	$ 1,889,075,719
PERSONAL SERVICES	$ 934,825,130	$ 1,034,301,501	$ 1,037,184,743	$ 1,070,830,610
SUPPLIES	81,970,948	87,443,061	88,412,767	80,654,192
SERVICES	633,430,161	808,272,939	851,343,802	794,424,187
CAPITAL	132,806,515	281,111,481	253,625,669	288,496,844
TOTAL EXPENDITURES	$ 1,783,032,754	$ 2,211,128,982	$ 2,230,566,981	$ 2,234,405,833
OTHER FINANCING USES	$ 1	$ -	$ -	$ -
TOTAL USES	$ 1,783,032,755	$ 2,211,128,982	$ 2,230,566,981	$ 2,234,405,833

Major and Non-major Fund Budget Summary Schedules (continued)

OBJECT/SOURCE	GENERAL FY 2014 ACTUAL	GENERAL FY 2015 ADOPTED	GENERAL FY 2015 REVISED	GENERAL FY 2016 ADOPTED
0601 - PROPERTY TAXES	$ 408,505,780	$ 436,942,622	$ 436,942,622	$ 465,539,207
0605 - TAX PENALTIES & INTEREST	13,568,502	13,500,000	13,500,000	11,087,186
0610 - LICENSES AND PERMITS	2,745,683	2,296,821	2,296,821	2,311,877
0615 - GRANTS	472,731		272,887	
0620 - OTHER INTERGOVERNMENTAL	5,560,418	4,727,302	4,727,302	5,103,302
0621 - PAYMENTS IN LIEU OF TAXES	12,373,764	12,340,468	12,340,468	13,686,679
0625 - STATE SHARED SALES TAX	447,541,943	465,300,725	465,300,725	492,019,045
0630 - STATE SHARED VEHICLE LICENSE	126,137,174	132,858,100	132,858,100	138,282,676
0634 - INTERGOV CHARGES FOR SERVICES	13,584,583	15,146,216	16,203,253	18,211,659
0635 - OTHER CHARGES FOR SERVICES	25,696,238	24,937,474	24,948,742	24,559,638
0638 - PATIENT SERVICES REVENUE	7,300	7,000	7,000	6,988
ALLCFS - CHARGES FOR SERVICE	39,288,121	40,090,690	41,158,995	42,778,285
0637 - FINES & FORFEITS	11,779,634	11,601,839	11,601,839	9,802,082
0645 - INTEREST EARNINGS	475,530	2,800,000	2,800,000	2,800,000
0650 - MISCELLANEOUS REVENUE	8,191,474	2,649,973	2,638,705	2,782,364
TOTAL REVENUE	$ 1,076,640,754	$ 1,125,108,540	$ 1,126,438,464	$ 1,186,192,703
0680 - TRANSFERS IN	$ 2,137,750	$ 14,805,346	$ 14,805,346	$ 5,809,670
OTHER FINANCING SOURCES	$ 2,137,750	$ 14,805,346	$ 14,805,346	$ 5,809,670
TOTAL SOURCES	$ 1,078,778,504	$ 1,139,913,886	$ 1,141,243,810	$ 1,192,002,373
PERSONAL SERVICES	$ 462,691,562	$ 519,517,084	$ 519,673,352	$ 536,237,676
SUPPLIES	25,625,103	25,981,209	23,642,164	18,288,888
SERVICES	379,953,220	454,804,627	440,705,519	469,559,657
CAPITAL	12,685,674	15,598,196	11,225,044	9,569,668
TOTAL EXPENDITURES	$ 880,955,559	$ 1,015,901,116	$ 995,246,079	$ 1,033,655,889
OTHER FINANCING USES	$ 335,306,798	$ 237,725,078	$ 259,710,039	$ 241,248,499
TOTAL USES	$ 1,216,262,357	$ 1,253,626,194	$ 1,254,956,118	$ 1,274,904,388

Major and Non-major Fund Budget Summary Schedules (continued)

OBJECT/SOURCE	DETENTION OPERATIONS FY 2014 ACTUAL	DETENTION OPERATIONS FY 2015 ADOPTED	DETENTION OPERATIONS FY 2015 REVISED	DETENTION OPERATIONS FY 2016 ADOPTED
0606 - SALES TAXES	$ 133,929,832	$ 141,295,781	$ 141,295,781	$ 146,085,926
0615 - GRANTS	1,127,899			-
0634 - INTERGOV CHARGES FOR SERVICES	27,138,948	31,016,456	31,016,456	30,449,852
0635 - OTHER CHARGES FOR SERVICES	9,774	24,500	24,500	7,000
0645 - INTEREST EARNINGS	122,021	1,101,300	1,101,300	1,100,000
0650 - MISCELLANEOUS REVENUE	781,009	19,472	19,472	60,000
TOTAL REVENUE	$ 163,109,483	$ 173,457,509	$ 173,457,509	$ 177,702,778
0680 - TRANSFERS IN	$ 173,981,440	$ 176,801,288	$ 177,061,315	$ 198,483,977
OTHER FINANCING SOURCES	$ 173,981,440	$ 176,801,288	$ 177,061,315	$ 198,483,977
TOTAL SOURCES	$ 337,090,923	$ 350,258,797	$ 350,518,824	$ 376,186,755
PERSONAL SERVICES	$ 262,368,505	$ 283,762,888	$ 284,554,350	$ 294,246,734
SUPPLIES	21,727,920	20,379,120	23,320,676	31,689,903
SERVICES	54,088,375	96,674,287	91,434,379	84,792,467
CAPITAL	2,994,572	3,734,533	3,510,539	2,747,000
TOTAL EXPENDITURES	$ 341,179,372	$ 404,550,828	$ 402,819,944	$ 413,476,104
OTHER FINANCING USES	$ 7,761,018	$ 3,160,389	$ 4,891,273	$ 1,469,193
TOTAL USES	$ 348,940,390	$ 407,711,217	$ 407,711,217	$ 414,945,297

Major and Non-major Fund Budget Summary Schedules (continued)

OBJECT/SOURCE	NON MAJOR FY 2014 ACTUAL	NON MAJOR FY 2015 ADOPTED	NON MAJOR FY 2015 REVISED	NON MAJOR FY 2016 ADOPTED
0610 - LICENSES AND PERMITS	$ 37,703,970	$ 37,882,705	$ 38,782,705	$ 38,223,781
0615 - GRANTS	163,801,922	168,348,920	180,179,927	184,323,935
0620 - OTHER INTERGOVERNMENTAL	13,900,467	14,265,987	14,473,671	15,168,842
0626 - STATE SHARED HIGHWAY USER REV	89,630,001	95,893,292	95,893,292	98,175,564
0630 - STATE SHARED VEHICLE LICENSE	9,428,747	8,412,636	8,412,636	8,808,030
0634 - INTERGOV CHARGES FOR SERVICES	20,076,024	16,307,038	17,086,420	24,137,685
0635 - OTHER CHARGES FOR SERVICES	97,313,017	98,231,409	97,542,142	98,005,070
0636 - INTERNAL SERVICE CHARGES	(9,255,947)	-	-	-
0638 - PATIENT SERVICES REVENUE	2,233,461	2,449,959	2,425,701	2,290,807
0637 - FINES & FORFEITS	16,472,333	16,323,308	14,454,496	13,285,216
0645 - INTEREST EARNINGS	205,066	1,400,520	1,398,897	1,379,526
0650 - MISCELLANEOUS REVENUE	14,370,168	15,035,553	23,427,421	41,181,782
TOTAL REVENUE	$ 455,879,229	$ 474,551,327	$ 494,077,308	$ 524,980,238
0651 - GAIN ON FIXED ASSETS	$ 436,935	$ 200,000	$ 200,000	$ 200,000
0680 - TRANSFERS IN	(176,119,190)	(191,606,634)	(191,866,661)	(204,293,647)
OTHER FINANCING SOURCES	$ (175,682,255)	$ (191,406,634)	$ (191,666,661)	$ (204,093,647)
TOTAL SOURCES	$ 280,196,974	$ 283,144,693	$ 302,410,647	$ 320,886,591
PERSONAL SERVICES	$ 209,765,063	$ 231,021,529	$ 232,957,041	$ 240,346,200
SUPPLIES	34,617,925	41,082,732	41,449,927	30,675,401
SERVICES	199,388,566	256,794,025	319,203,904	240,072,063
CAPITAL	117,126,269	261,778,752	238,890,086	276,180,176
TOTAL EXPENDITURES	$ 560,897,823	$ 790,677,038	$ 832,500,958	$ 787,273,840
OTHER FINANCING USES	$ (343,067,815)	$ (240,885,467)	$ (264,601,312)	$ (242,717,692)
TOTAL USES	$ 217,830,008	$ 549,791,571	$ 567,899,646	$ 544,556,148

Consolidated Revenues and Other Sources by Fund Type / Department

ALL FUNDS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	$ 15,132,859	$ 15,220,544	$ 15,763,731	$ 15,866,298	$ 15,514,919	$ (248,812)	-1.6%
240 - JUSTICE COURTS	22,215,973	21,811,538	21,811,538	20,551,517	20,627,952	(1,183,586)	-5.4%
270 - JUVENILE PROBATION	8,608,436	7,988,902	8,184,363	7,259,298	6,714,778	(1,469,585)	-18.0%
800 - SUPERIOR COURT	16,158,574	16,372,523	16,932,342	16,714,629	16,520,060	(412,282)	-2.4%
SUBTOTAL	$ 62,115,842	$ 61,393,507	$ 62,691,974	$ 60,391,742	$ 59,377,709	$ (3,314,265)	-5.3%
ELECTED							
120 - ASSESSOR	$ 298,779	$ 240,000	$ 240,000	$ 280,260	$ 240,000	$ -	0.0%
160 - CLERK OF THE SUPERIOR COURT	17,635,449	17,550,612	18,152,447	16,126,604	15,682,829	(2,469,618)	-13.6%
190 - COUNTY ATTORNEY	12,205,526	12,114,785	12,731,548	12,183,879	12,296,969	(434,579)	-3.4%
210 - ELECTIONS	6,420,855	4,631,364	4,631,364	5,029,223	4,698,688	67,324	1.5%
250 - CONSTABLES	1,686,275	1,515,522	1,571,737	1,819,652	1,798,574	226,837	14.4%
360 - RECORDER	10,528,187	11,015,000	11,015,000	9,259,806	10,792,689	(222,311)	-2.0%
370 - EDUCATION SERVICE	17,190,214	26,816,094	27,352,001	24,848,283	27,459,710	107,709	0.4%
430 - TREASURER	49,499	341,341	341,341	45,658	344,341	3,000	0.9%
500 - SHERIFF	61,052,673	66,757,387	66,827,220	64,648,110	68,341,158	1,513,938	2.3%
SUBTOTAL	$ 127,067,457	$ 140,982,105	$ 142,862,658	$ 134,241,475	$ 141,654,958	$ (1,207,700)	-0.8%
APPOINTED							
060 - CLERK OF THE BOARD	$ 750	$ -	$ -	$ -	$ -	$ -	N/A
150 - EMERGENCY MANAGEMENT	1,458,894	1,615,805	1,800,027	1,800,027	1,696,323	(103,704)	-5.8%
180 - FINANCE	319,931	235,000	235,000	283,587	285,000	50,000	21.3%
200 - COUNTY MANAGER	1,406,494	7,600	2,777,917	2,417,528	5,600	(2,772,317)	-99.8%
220 - HUMAN SERVICES	51,164,089	60,598,645	64,120,584	64,122,797	65,389,861	1,269,277	2.0%
260 - CORRECTIONAL HEALTH	38,942	6,500	6,500	8,241	7,000	500	7.7%
290 - MEDICAL EXAMINER	747,188	360,388	377,969	372,571	391,730	13,761	3.6%
300 - PARKS AND RECREATION	7,574,869	7,456,943	7,526,893	7,912,091	8,065,714	538,821	7.2%
310 - HUMAN RESOURCES	61,379	55,000	55,000	65,892	55,000	-	0.0%
340 - PUBLIC FIDUCIARY	1,188,500	1,150,000	1,150,000	1,193,500	1,000,000	(150,000)	-13.0%
390 - EMPLOYEE BENEFITS AND HEALTH	152,483,638	151,900,422	151,900,422	151,142,363	168,103,125	16,202,703	10.7%
410 - ENTERPRISE TECHNOLOGY	17,155,944	16,979,703	16,979,703	17,232,729	17,534,404	554,701	3.3%
440 - PLANNING AND DEVELOPMENT	7,984,925	8,555,200	8,555,200	8,354,778	8,010,200	(545,000)	-6.4%
460 - RESEARCH AND REPORTING	74,185	72,000	72,000	146,185	-	(72,000)	-100.0%
470 - NON DEPARTMENTAL	1,600,612,096	1,499,873,231	1,530,675,984	1,673,320,140	1,570,710,014	40,034,030	2.6%
520 - PUBLIC DEFENDER	1,448,687	1,717,153	1,717,950	1,680,752	1,542,448	(175,502)	-10.2%
540 - LEGAL DEFENDER	140,726	132,736	132,736	123,606	123,606	(9,130)	-6.9%
550 - LEGAL ADVOCATE	27,703	22,996	22,996	17,168	17,168	(5,828)	-25.3%
560 - CONTRACT COUNSEL	33,581	-	-	24,475	-	-	N/A
640 - TRANSPORTATION	128,097,075	120,439,989	120,487,976	117,348,854	138,417,683	17,929,707	14.9%
670 - WASTE RESOURCES AND RECYCLING	5,362,820	4,888,710	4,888,710	5,356,120	4,888,710	-	0.0%
700 - FACILITIES MANAGEMENT	711,096	25,000	25,000	539,877	215,200	190,200	760.8%
720 - PROTECTIVE SERVICES	275,622	235,141	235,141	235,141	235,141		
730 - PROCUREMENT SERVICES	1,522,873	1,145,217	1,145,217	1,255,923	1,606,217	461,000	40.3%
740 - EQUIPMENT SERVICES	18,833,351	16,854,693	18,034,522	18,555,078	16,854,693	(1,179,829)	-6.5%
750 - RISK MANAGEMENT	30,231,776	25,772,755	25,772,755	20,781,757	24,088,690	(1,684,065)	-6.5%
790 - ANIMAL CARE AND CONTROL	13,954,983	13,775,503	14,675,503	14,167,921	12,933,898	(1,741,605)	-11.9%
850 - AIR QUALITY	15,519,485	15,467,679	15,467,679	15,243,760	16,057,307	589,628	3.8%
860 - PUBLIC HEALTH	48,820,725	46,868,188	48,946,904	51,045,725	50,759,524	1,812,620	3.7%
880 - ENVIRONMENTAL SERVICES	19,957,253	19,891,281	20,017,717	19,528,868	19,405,422	(612,295)	-3.1%
940 - ASSISTANT COUNTY MANAGER 940	205,742	201,200	201,200	194,287	-	(201,200)	-100.0%
950 - ASSISTANT COUNTY MANAGER 950	1,142,470	89,121	1,272,641	1,281,268	68,459	(1,204,182)	-94.6%
SUBTOTAL	$ 2,128,557,792	$ 2,016,393,799	$ 2,059,277,846	$ 2,195,753,009	$ 2,128,468,137	$ 69,190,291	3.4%
ELIMINATIONS							
980 - ELIMINATIONS COUNTY	$ (621,674,690)	$ (445,452,035)	$ (470,659,197)	$ (443,247,398)	$ (440,425,085)	$ 30,234,112	-6.4%
SUBTOTAL	$ (621,674,690)	$ (445,452,035)	$ (470,659,197)	$ (443,247,398)	$ (440,425,085)	$ 30,234,112	-6.4%
MARICOPA COUNTY	$ 1,696,066,401	$ 1,773,317,376	$ 1,794,173,281	$ 1,947,138,828	$ 1,889,075,719	$ 94,902,438	5.3%

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

GENERAL FUND	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
JUDICIAL							
240 - JUSTICE COURTS	$ 15,062,100	$ 14,538,738	$ 14,538,738	$ 13,516,055	$ 13,511,769	$ (1,026,969)	-7.1%
270 - JUVENILE PROBATION	73,930	19,750	19,750	15,223	15,550	(4,200)	-21.3%
800 - SUPERIOR COURT	2,093,369	1,880,100	1,880,100	1,875,604	1,880,100	-	0.0%
SUBTOTAL	$ 17,229,399	$ 16,438,588	$ 16,438,588	$ 15,406,882	$ 15,407,419	$ (1,031,169)	-6.3%
ELECTED							
120 - ASSESSOR	$ 298,779	$ 240,000	$ 240,000	$ 280,260	$ 240,000	$ -	0.0%
160 - CLERK OF THE SUPERIOR COURT	9,134,908	9,500,000	9,500,000	7,802,467	7,802,467	(1,697,533)	-17.9%
190 - COUNTY ATTORNEY	73,317	60,000	60,000	36,765	84,559	24,559	40.9%
210 - ELECTIONS	4,596,828	3,770,211	3,770,211	4,166,756	4,228,410	458,199	12.2%
250 - CONSTABLES	1,686,275	1,515,522	1,571,737	1,819,652	1,798,574	226,837	14.4%
360 - RECORDER	6,916,165	7,000,000	7,000,000	5,579,596	7,000,000	-	0.0%
370 - EDUCATION SERVICE	16,776	117,000	117,000	117,000	117,000	-	0.0%
430 - TREASURER	49,499	37,000	37,000	45,658	40,000	3,000	8.1%
500 - SHERIFF	11,280,196	12,674,823	13,721,860	13,239,236	15,557,804	1,835,944	13.4%
SUBTOTAL	$ 34,052,743	$ 34,914,556	$ 36,017,808	$ 33,087,390	$ 36,868,814	$ 851,006	2.4%
APPOINTED							
060 - CLERK OF THE BOARD	$ 750	$ -	$ -	$ -	$ -	$ -	N/A
180 - FINANCE	319,931	235,000	235,000	283,587	285,000	50,000	21.3%
200 - COUNTY MANAGER	1,185	600	600	710	600	-	0.0%
220 - HUMAN SERVICES	2,213	-	-	2,213	-	-	N/A
290 - MEDICAL EXAMINER	394,040	360,388	370,388	364,992	391,730	21,342	5.8%
310 - HUMAN RESOURCES	61,379	55,000	55,000	65,892	55,000	-	0.0%
340 - PUBLIC FIDUCIARY	1,188,500	1,150,000	1,150,000	1,193,500	1,000,000	(150,000)	-13.0%
410 - ENTERPRISE TECHNOLOGY	413,215	465,100	465,100	465,100	465,100	-	0.0%
460 - RESEARCH AND REPORTING	74,185	72,000	72,000	146,185	-	(72,000)	-100.0%
470 - NON DEPARTMENTAL	1,022,759,765	1,085,253,882	1,085,470,554	1,081,007,514	1,136,124,447	50,653,893	4.7%
520 - PUBLIC DEFENDER	57,680	56,961	56,961	38,332	38,332	(18,629)	-32.7%
540 - LEGAL DEFENDER	700	-	-	-	-	-	N/A
550 - LEGAL ADVOCATE	3,170	-	-	-	-	-	N/A
560 - CONTRACT COUNSEL	33,581	-	-	24,475	-	-	N/A
670 - WASTE RESOURCES AND RECYCLIN	238,734	132,369	132,369	242,312	132,369	-	0.0%
700 - FACILITIES MANAGEMENT	711,096	25,000	25,000	261,856	215,200	190,200	760.8%
720 - PROTECTIVE SERVICES	275,622	235,141	235,141	235,141	235,141	-	0.0%
730 - PROCUREMENT SERVICES	737,781	300,000	300,000	397,987	761,000	461,000	153.7%
880 - ENVIRONMENTAL SERVICES	17,093	18,101	18,101	28,781	22,221	4,120	22.8%
940 - ASSISTANT COUNTY MANAGER 940	205,742	201,200	201,200	194,287	-	(201,200)	-100.0%
SUBTOTAL	$ 1,027,496,362	$ 1,088,560,742	$ 1,088,787,414	$ 1,084,952,864	$ 1,139,726,140	$ 50,938,726	4.7%
MARICOPA COUNTY	$ 1,078,778,504	$ 1,139,913,886	$ 1,141,243,810	$ 1,133,447,136	$ 1,192,002,373	$ 50,758,563	4.4%

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

SPECIAL REVENUE	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	$ 15,132,859	$ 15,220,544	$ 15,763,731	$ 15,866,298	$ 15,514,919	$ (248,812)	-1.6%
240 - JUSTICE COURTS	7,153,873	7,272,800	7,272,800	7,035,462	7,116,183	(156,617)	-2.2%
270 - JUVENILE PROBATION	8,534,506	7,969,152	8,164,613	7,244,075	6,699,228	(1,465,385)	-17.9%
800 - SUPERIOR COURT	14,065,205	14,492,423	15,052,242	14,839,025	14,639,960	(412,282)	-2.7%
SUBTOTAL	$ 44,886,443	$ 44,954,919	$ 46,253,386	$ 44,984,860	$ 43,970,290	$ (2,283,096)	-4.9%
ELECTED							
160 - CLERK OF THE SUPERIOR COURT	$ 8,500,541	$ 8,050,612	$ 8,652,447	$ 8,324,137	$ 7,880,362	$ (772,085)	-8.9%
190 - COUNTY ATTORNEY	12,132,209	12,054,785	12,671,548	12,147,114	12,212,410	(459,138)	-3.6%
210 - ELECTIONS	1,824,027	861,153	861,153	862,467	470,278	(390,875)	-45.4%
360 - RECORDER	3,612,022	4,015,000	4,015,000	3,680,210	3,792,689	(222,311)	-5.5%
370 - EDUCATION SERVICE	17,173,438	26,699,094	27,235,001	24,731,283	27,342,710	107,709	0.4%
430 - TREASURER	-	304,341	304,341	-	304,341	-	0.0%
500 - SHERIFF	49,772,477	54,082,564	53,105,360	51,408,874	52,783,354	(322,006)	-0.6%
SUBTOTAL	$ 93,014,714	$ 106,067,549	$ 106,844,850	$ 101,154,085	$ 104,786,144	$ (2,058,706)	-1.9%
APPOINTED							
150 - EMERGENCY MANAGEMENT	$ 1,458,894	$ 1,615,805	$ 1,800,027	$ 1,800,027	$ 1,696,323	$ (103,704)	-5.8%
200 - COUNTY MANAGER	1,405,309	7,000	2,777,317	2,416,818	5,000	(2,772,317)	-99.8%
220 - HUMAN SERVICES	51,161,876	60,598,645	64,120,584	64,120,584	65,389,861	1,269,277	2.0%
260 - CORRECTIONAL HEALTH	38,942	6,500	6,500	8,241	7,000	500	7.7%
290 - MEDICAL EXAMINER	353,148	-	7,581	7,579	-	(7,581)	-100.0%
300 - PARKS AND RECREATION	7,686,139	7,472,149	7,632,099	7,958,586	8,065,714	433,615	5.7%
390 - EMPLOYEE BENEFITS AND HEALTH	6,476,297	7,323,579	7,323,579	6,642,955	7,935,127	611,548	8.4%
440 - PLANNING AND DEVELOPMENT	7,984,925	8,555,200	8,555,200	8,354,778	8,010,200	(545,000)	-6.4%
470 - NON DEPARTMENTAL	309,959,271	329,231,585	328,275,562	317,420,309	382,826,567	54,551,005	16.6%
520 - PUBLIC DEFENDER	1,391,007	1,660,192	1,660,989	1,642,420	1,504,116	(156,873)	-9.4%
540 - LEGAL DEFENDER	140,026	132,736	132,736	123,606	123,606	(9,130)	-6.9%
550 - LEGAL ADVOCATE	24,533	22,996	22,996	17,168	17,168	(5,828)	-25.3%
640 - TRANSPORTATION	102,044,992	106,865,210	106,913,197	107,231,571	109,053,065	2,139,868	2.0%
670 - WASTE RESOURCES AND RECYCLING	5,124,086	4,756,341	4,756,341	5,113,808	4,756,341	-	0.0%
790 - ANIMAL CARE AND CONTROL	13,954,983	13,775,503	14,675,503	14,167,921	12,933,898	(1,741,605)	-11.9%
850 - AIR QUALITY	15,519,485	15,467,679	15,467,679	15,243,760	16,057,307	589,628	3.8%
860 - PUBLIC HEALTH	48,820,725	46,868,188	48,946,904	51,045,725	50,759,524	1,812,620	3.7%
880 - ENVIRONMENTAL SERVICES	19,940,160	19,873,180	19,999,616	19,500,087	19,383,201	(616,415)	-3.1%
950 - ASSISTANT COUNTY MANAGER 950	1,142,470	89,121	1,272,641	1,281,268	68,459	(1,204,182)	-94.6%
SUBTOTAL	$ 594,627,268	$ 624,321,609	$ 634,347,051	$ 624,375,232	$ 688,592,477	$ 54,245,426	8.6%
MARICOPA COUNTY	$ 732,528,425	$ 775,344,077	$ 787,445,287	$ 770,514,177	$ 837,348,911	$ 49,903,624	6.3%

DEBT SERVICE	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
APPOINTED							
470 - NON DEPARTMENTAL	$ 5,238,598	$ 8,472,860	$ 17,158,048	$ 7,145,180	$ 13,520,787	$ (3,637,261)	-21.2%
SUBTOTAL	$ 5,238,598	$ 8,472,860	$ 17,158,048	$ 7,145,180	$ 13,520,787	$ (3,637,261)	-21.2%
MARICOPA COUNTY	$ 5,238,598	$ 8,472,860	$ 17,158,048	$ 7,145,180	$ 13,520,787	$ (3,637,261)	-21.2%

CAPITAL PROJECTS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
APPOINTED							
470 - NON DEPARTMENTAL	$ 262,654,462	$ 76,914,904	$ 99,771,820	$ 267,747,137	$ 38,238,213	$ (61,533,607)	-61.7%
640 - TRANSPORTATION	74,186,880	61,709,576	61,709,576	58,252,080	99,767,801	38,058,225	61.7%
SUBTOTAL	$ 336,841,342	$ 138,624,480	$ 161,481,396	$ 325,999,217	$ 138,006,014	$ (23,475,382)	-14.5%
MARICOPA COUNTY	$ 336,841,342	$ 138,624,480	$ 161,481,396	$ 325,999,217	$ 138,006,014	$ (23,475,382)	-14.5%

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

INTERNAL SERVICE	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %
APPOINTED							
390 - EMPLOYEE BENEFITS AND HEALTH	$ 146,007,341	$ 144,576,843	$ 144,576,843	$ 144,499,408	$ 160,167,998	$ 15,591,155	10.8%
410 - ENTERPRISE TECHNOLOGY	16,742,729	16,514,603	16,514,603	16,767,629	17,069,304	554,701	3.4%
730 - PROCUREMENT SERVICES	785,092	845,217	845,217	857,936	845,217	-	0.0%
740 - EQUIPMENT SERVICES	18,833,351	16,854,693	18,034,522	18,555,078	16,854,693	(1,179,829)	-6.5%
750 - RISK MANAGEMENT	30,231,776	25,772,755	25,772,755	20,781,757	24,088,690	(1,684,065)	-6.5%
SUBTOTAL	$ 212,600,289	$ 204,564,111	$ 205,743,940	$ 201,461,808	$ 219,025,902	$ 13,281,962	6.5%
MARICOPA COUNTY	$ 212,600,289	$ 204,564,111	$ 205,743,940	$ 201,461,808	$ 219,025,902	$ 13,281,962	6.5%

ELIMINATIONS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	REVISED VS ADOPTED %
APPOINTED							
300 - PARKS AND RECREATION	$ (111,270)	$ (15,206)	$ (105,206)	$ (46,495)	$ -	$ 105,206	-100.0%
640 - TRANSPORTATION	(48,134,797)	(48,134,797)	(48,134,797)	(48,134,797)	(70,403,183)	(22,268,386)	46.3%
SUBTOTAL	$ (48,246,067)	$ (48,150,003)	$ (48,240,003)	$ (48,181,292)	$ (70,403,183)	$ (22,163,180)	45.9%
ELIMINATIONS							
980 - ELIMINATIONS COUNTY	$ (621,674,690)	$ (445,452,035)	$ (470,659,197)	$ (443,247,398)	$ (440,425,085)	$ 30,234,112	-6.4%
SUBTOTAL	$ (621,674,690)	$ (445,452,035)	$ (470,659,197)	$ (443,247,398)	$ (440,425,085)	$ 30,234,112	-6.4%
MARICOPA COUNTY	$ (669,920,757)	$ (493,602,038)	$ (518,899,200)	$ (491,428,690)	$ (510,828,268)	$ 8,070,932	-1.6%

Consolidated Revenues and Other Sources by Department and Fund Type

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	TOTAL
JUDICIAL								
110 - ADULT PROBATION	$ -	$ 15,514,919	$ -	$ -	$ -	$ 15,514,919	$ -	$ 15,514,919
240 - JUSTICE COURTS	13,511,769	7,116,183	-	-	-	20,627,952	-	20,627,952
270 - JUVENILE PROBATION	15,550	6,699,228	-	-	-	6,714,778	-	6,714,778
800 - SUPERIOR COURT	1,880,100	14,639,960	-	-	-	16,520,060	-	16,520,060
SUBTOTAL	$ 15,407,419	$ 43,970,290	$ -	$ -	$ -	$ 59,377,709	$ -	$ 59,377,709
ELECTED								
120 - ASSESSOR	$ 240,000	$ -	$ -	$ -	$ -	$ 240,000	$ -	$ 240,000
160 - CLERK OF THE SUPERIOR COURT	7,802,467	7,880,362	-	-	-	15,682,829	-	15,682,829
190 - COUNTY ATTORNEY	84,559	12,212,410	-	-	-	12,296,969	-	12,296,969
210 - ELECTIONS	4,228,410	470,278	-	-	-	4,698,688	-	4,698,688
250 - CONSTABLES	1,798,574	-	-	-	-	1,798,574	-	1,798,574
360 - RECORDER	7,000,000	3,792,689	-	-	-	10,792,689	-	10,792,689
370 - EDUCATION SERVICE	117,000	27,342,710	-	-	-	27,459,710	-	27,459,710
430 - TREASURER	40,000	304,341	-	-	-	344,341	-	344,341
500 - SHERIFF	15,557,804	52,783,354	-	-	-	68,341,158	-	68,341,158
SUBTOTAL	$ 36,868,814	$ 104,786,144	$ -	$ -	$ -	$ 141,654,958	$ -	$ 141,654,958
APPOINTED								
150 - EMERGENCY MANAGEMENT	$ -	$ 1,696,323	$ -	$ -	$ -	$ 1,696,323	$ -	$ 1,696,323
180 - FINANCE	285,000	-	-	-	-	285,000	-	285,000
200 - COUNTY MANAGER	600	5,000	-	-	-	5,600	-	5,600
220 - HUMAN SERVICES	-	65,389,861	-	-	-	65,389,861	-	65,389,861
260 - CORRECTIONAL HEALTH	-	7,000	-	-	-	7,000	-	7,000
290 - MEDICAL EXAMINER	391,730	-	-	-	-	391,730	-	391,730
300 - PARKS AND RECREATION	-	8,065,714	-	-	-	8,065,714	-	8,065,714
310 - HUMAN RESOURCES	55,000	-	-	-	-	55,000	-	55,000
340 - PUBLIC FIDUCIARY	1,000,000	-	-	-	-	1,000,000	-	1,000,000
390 - EMPLOYEE BENEFITS AND HEALTH	-	7,935,127	-	-	160,167,998	168,103,125	-	168,103,125
410 - ENTERPRISE TECHNOLOGY	465,100	-	-	-	17,069,304	17,534,404	-	17,534,404
440 - PLANNING AND DEVELOPMENT	-	8,010,200	-	-	-	8,010,200	-	8,010,200
470 - NON DEPARTMENTAL	1,136,124,447	382,826,567	13,520,787	38,238,213	-	1,570,710,014	-	1,570,710,014
520 - PUBLIC DEFENDER	38,332	1,504,116	-	-	-	1,542,448	-	1,542,448
540 - LEGAL DEFENDER	-	123,606	-	-	-	123,606	-	123,606
550 - LEGAL ADVOCATE	-	17,168	-	-	-	17,168	-	17,168
640 - TRANSPORTATION	-	109,053,065	-	99,767,801	-	208,820,866	(70,403,183)	138,417,683
670 - WASTE RESOURCES AND RECYCLING	132,369	4,756,341	-	-	-	4,888,710	-	4,888,710
700 - FACILITIES MANAGEMENT	215,200	-	-	-	-	215,200	-	215,200
720 - PROTECTIVE SERVICES	235,141	-	-	-	-	235,141	-	235,141
730 - PROCUREMENT SERVICES	761,000	-	-	-	845,217	1,606,217	-	1,606,217
740 - EQUIPMENT SERVICES	-	-	-	-	16,854,693	16,854,693	-	16,854,693
750 - RISK MANAGEMENT	-	-	-	-	24,088,690	24,088,690	-	24,088,690
790 - ANIMAL CARE AND CONTROL	-	12,933,898	-	-	-	12,933,898	-	12,933,898
850 - AIR QUALITY	-	16,057,307	-	-	-	16,057,307	-	16,057,307
860 - PUBLIC HEALTH	-	50,759,524	-	-	-	50,759,524	-	50,759,524
880 - ENVIRONMENTAL SERVICES	22,221	19,383,201	-	-	-	19,405,422	-	19,405,422
950 - ASSISTANT COUNTY MANAGER 950	-	68,459	-	-	-	68,459	-	68,459
SUBTOTAL	$ 1,139,726,140	$ 688,592,477	$ 13,520,787	$ 138,006,014	$ 219,025,902	$ 2,198,871,320	$ (70,403,183)	$ 2,128,468,137
980 - ELIMINATIONS COUNTY	$ -	$ -	$ -	$ -	$ -	$ -	$ (440,425,085)	$ (440,425,085)
MARICOPA COUNTY	$ 1,192,002,373	$ 837,348,911	$ 13,520,787	$ 138,006,014	$ 219,025,902	$ 2,399,903,987	$ (510,828,268)	$ 1,889,075,719

Consolidated Revenues and Other Sources by Category

ALL FUNDS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
TAXES							
0601 - PROPERTY TAXES	$ 408,505,780	$ 436,942,622	$ 436,942,622	$ 436,942,622	$ 465,539,207	$ 28,596,585	6.5%
0605 - TAX PENALTIES AND INTEREST	13,568,502	13,500,000	13,500,000	10,599,804	11,087,186	(2,412,814)	-17.9%
0606 - SALES TAXES	133,929,832	141,295,781	141,295,781	139,316,149	146,085,926	4,790,145	3.4%
SUBTOTAL	$ 556,004,114	$ 591,738,403	$ 591,738,403	$ 586,858,575	$ 622,712,319	$ 30,973,916	5.2%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 40,449,653	$ 40,179,526	$ 41,079,526	$ 40,122,898	$ 40,535,658	$ (543,868)	-1.3%
SUBTOTAL	$ 40,449,653	$ 40,179,526	$ 41,079,526	$ 40,122,898	$ 40,535,658	$ (543,868)	-1.3%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 165,402,552	$ 168,348,920	$ 180,452,814	$ 177,306,409	$ 184,323,935	$ 3,871,121	2.1%
0620 - OTHER INTERGOVERNMENTAL	19,460,885	18,993,289	19,200,973	18,765,858	20,272,144	1,071,171	5.6%
0621 - PAYMENTS IN LIEU OF TAXES	12,373,764	12,340,468	12,340,468	12,757,501	13,686,679	1,346,211	10.9%
0625 - STATE SHARED SALES TAX	447,541,943	465,300,725	465,300,725	464,222,189	492,019,045	26,718,320	5.7%
0626 - STATE SHARED HIGHWAY USER RE	89,630,001	95,893,292	95,893,292	95,893,292	98,175,564	2,282,272	2.4%
0630 - STATE SHARED VEHICLE LICENSE	135,565,921	141,270,736	141,270,736	140,533,613	147,090,706	5,819,970	4.1%
SUBTOTAL	$ 869,975,066	$ 902,147,430	$ 914,459,008	$ 909,478,862	$ 955,568,073	$ 41,109,065	4.5%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICE	$ 60,799,555	$ 62,469,710	$ 64,306,129	$ 60,134,278	$ 72,799,196	$ 8,493,067	13.2%
0635 - OTHER CHARGES FOR SERVICES	123,019,029	123,193,383	122,515,384	120,451,465	122,571,708	56,324	0.0%
0636 - INTERNAL SERVICE CHARGES	(9,255,947)	-	-	-	-	-	N/A
0638 - PATIENT SERVICES REVENUE	2,240,761	2,456,959	2,432,701	2,834,389	2,297,795	(134,906)	-5.5%
SUBTOTAL	$ 176,803,398	$ 188,120,052	$ 189,254,214	$ 183,420,132	$ 197,668,699	$ 8,414,485	4.4%
FINES AND FORFEITS							
0637 - FINES AND FORFEITS	$ 28,251,967	$ 27,925,147	$ 26,056,335	$ 23,171,260	$ 23,087,298	$ (2,969,037)	-11.4%
SUBTOTAL	$ 28,251,967	$ 27,925,147	$ 26,056,335	$ 23,171,260	$ 23,087,298	$ (2,969,037)	-11.4%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 802,617	$ 5,301,820	$ 5,300,197	$ 6,047,689	$ 5,279,526	$ (20,671)	-0.4%
0650 - MISCELLANEOUS REVENUE	23,342,651	17,704,998	26,085,598	7,761,847	44,024,146	17,938,548	68.8%
SUBTOTAL	$ 24,145,268	$ 23,006,818	$ 31,385,795	$ 13,809,536	$ 49,303,672	$ 17,917,877	57.1%
ALL REVENUES	$ 1,695,629,466	$ 1,773,117,376	$ 1,793,973,281	$ 1,756,861,263	$ 1,888,875,719	$ 94,902,438	5.3%
OTHER FINANCING SOURCES							
0651 - GAIN ON FIXED ASSETS	$ 436,935	$ 200,000	$ 200,000	$ 277,565	$ 200,000	$ -	0.0%
0680 - TRANSFERS IN	-	-	-	-	-	-	N/A
ALL OTHER FINANCING SOURCES	$ 436,935	$ 200,000	$ 200,000	$ 190,277,565	$ 200,000	$ -	0.0%
TOTAL SOURCES	$ 1,696,066,401	$ 1,773,317,376	$ 1,794,173,281	$ 1,947,138,828	$ 1,889,075,719	$ 94,902,438	5.3%

Consolidated Revenues and Other Sources by Category (continued)

GENERAL FUND	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
TAXES							
0601 - PROPERTY TAXES	$ 408,505,780	$ 436,942,622	$ 436,942,622	$ 436,942,622	$ 465,539,207	$ 28,596,585	6.5%
0605 - TAX PENALTIES AND INTEREST	13,568,502	13,500,000	13,500,000	10,599,804	11,087,186	(2,412,814)	-17.9%
SUBTOTAL	$ 422,074,282	$ 450,442,622	$ 450,442,622	$ 447,542,426	$ 476,626,393	$ 26,183,771	5.8%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 2,745,683	$ 2,296,821	$ 2,296,821	$ 1,901,242	$ 2,311,877	$ 15,056	0.7%
SUBTOTAL	$ 2,745,683	$ 2,296,821	$ 2,296,821	$ 1,901,242	$ 2,311,877	$ 15,056	0.7%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 472,731	$ -	$ 272,887	$ 23,787	$ -	$ (272,887)	-100.0%
0620 - OTHER INTERGOVERNMENTAL	5,560,418	4,727,302	4,727,302	5,119,905	5,103,302	376,000	8.0%
0621 - PAYMENTS IN LIEU OF TAXES	12,373,764	12,340,468	12,340,468	12,757,501	13,686,679	1,346,211	10.9%
0625 - STATE SHARED SALES TAX	447,541,943	465,300,725	465,300,725	464,222,189	492,019,045	26,718,320	5.7%
0630 - STATE SHARED VEHICLE LICENSE	126,137,174	132,858,100	132,858,100	132,120,977	138,282,676	5,424,576	4.1%
SUBTOTAL	$ 592,086,030	$ 615,226,595	$ 615,499,482	$ 614,244,359	$ 649,091,702	$ 33,592,220	5.5%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 13,584,583	$ 15,146,216	$ 16,203,253	$ 15,909,613	$ 18,211,659	$ 2,008,406	12.4%
0635 - OTHER CHARGES FOR SERVICES	25,696,238	24,937,474	24,948,742	23,141,427	24,559,638	(389,104)	-1.6%
0638 - PATIENT SERVICES REVENUE	7,300	7,000	7,000	7,524	6,988	(12)	-0.2%
SUBTOTAL	$ 39,288,121	$ 40,090,690	$ 41,158,995	$ 39,058,564	$ 42,778,285	$ 1,619,290	3.9%
FINES AND FORFEITS							
0637 - FINES AND FORFEITS	$ 11,779,634	$ 11,601,839	$ 11,601,839	$ 9,832,624	$ 9,802,082	$ (1,799,757)	-15.5%
SUBTOTAL	$ 11,779,634	$ 11,601,839	$ 11,601,839	$ 9,832,624	$ 9,802,082	$ (1,799,757)	-15.5%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 475,530	$ 2,800,000	$ 2,800,000	$ 2,841,587	$ 2,800,000	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	8,191,474	2,649,973	2,638,705	3,220,988	2,782,364	143,659	5.4%
SUBTOTAL	$ 8,667,004	$ 5,449,973	$ 5,438,705	$ 6,062,575	$ 5,582,364	$ 143,659	2.6%
ALL REVENUES	$ 1,076,640,754	$ 1,125,108,540	$ 1,126,438,464	$ 1,118,641,790	$ 1,186,192,703	$ 59,754,239	5.3%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 2,137,750	$ 14,805,346	$ 14,805,346	$ 14,805,346	$ 5,809,670	$ (8,995,676)	-60.8%
ALL OTHER FINANCING SOURCES	$ 2,137,750	$ 14,805,346	$ 14,805,346	$ 14,805,346	$ 5,809,670	$ (8,995,676)	-60.8%
TOTAL SOURCES	$ 1,078,778,504	$ 1,139,913,886	$ 1,141,243,810	$ 1,133,447,136	$ 1,192,002,373	$ 50,758,563	4.4%

Consolidated Revenues and Other Sources by Category (continued)

SPECIAL REVENUE	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
TAXES							
0606 - SALES TAXES	$ 133,929,832	$ 141,295,781	$ 141,295,781	$ 139,316,149	$ 146,085,926	$ 4,790,145	3.4%
SUBTOTAL	$ 133,929,832	$ 141,295,781	$ 141,295,781	$ 139,316,149	$ 146,085,926	$ 4,790,145	3.4%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 37,703,970	$ 37,882,705	$ 38,782,705	$ 38,221,656	$ 38,223,781	$ (558,924)	-1.4%
SUBTOTAL	$ 37,703,970	$ 37,882,705	$ 38,782,705	$ 38,221,656	$ 38,223,781	$ (558,924)	-1.4%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 144,287,399	$ 157,241,280	$ 169,072,287	$ 167,467,906	$ 165,610,817	$ (3,461,470)	-2.0%
0620 - OTHER INTERGOVERNMENTAL	13,770,083	14,265,987	14,473,671	13,645,953	15,168,842	695,171	4.8%
0626 - STATE SHARED HIGHWAY USER RE	89,630,001	95,893,292	95,893,292	95,893,292	98,175,564	2,282,272	2.4%
0630 - STATE SHARED VEHICLE LICENSE	9,428,747	8,412,636	8,412,636	8,412,636	8,808,030	395,394	4.7%
SUBTOTAL	$ 257,116,230	$ 275,813,195	$ 287,851,886	$ 285,419,787	$ 287,763,253	$ (88,633)	0.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICE	$ 35,296,081	$ 38,266,475	$ 39,045,857	$ 37,503,563	$ 37,862,937	$ (1,182,920)	-3.0%
0635 - OTHER CHARGES FOR SERVICES	68,740,318	68,759,179	68,069,912	68,991,158	69,762,251	$ 1,692,339	2.5%
0638 - PATIENT SERVICES REVENUE	2,233,461	2,449,959	2,425,701	2,826,865	2,290,807	(134,894)	-5.6%
SUBTOTAL	$ 106,269,860	$ 109,475,613	$ 109,541,470	$ 109,321,586	$ 109,915,995	$ 374,525	0.3%
FINES AND FORFEITS							
0637 - FINES AND FORFEITS	$ 16,472,333	$ 16,323,308	$ 14,454,496	$ 13,338,636	$ 13,285,216	$ (1,169,280)	-8.1%
SUBTOTAL	$ 16,472,333	$ 16,323,308	$ 14,454,496	$ 13,338,636	$ 13,285,216	$ (1,169,280)	-8.1%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 217,863	$ 1,961,956	$ 1,960,333	$ 2,633,976	$ 1,945,862	$ (14,471)	-0.7%
0650 - MISCELLANEOUS REVENUE	5,680,283	15,020,025	15,510,659	4,238,643	41,206,782	25,696,123	165.7%
SUBTOTAL	$ 5,898,146	$ 16,981,981	$ 17,470,992	$ 6,872,619	$ 43,152,644	$ 25,681,652	147.0%
ALL REVENUES	$ 557,390,371	$ 597,772,583	$ 609,397,330	$ 592,490,433	$ 638,426,815	$ 29,029,485	4.8%
OTHER FINANCING SOURCES							
0651 - GAIN ON FIXED ASSETS	$ 436,935	$ 200,000	$ 200,000	$ 277,565	$ 200,000	$ -	0.0%
0680 - TRANSFERS IN	174,701,119	177,371,494	177,847,957	177,746,179	198,722,096	20,874,139	11.7%
ALL OTHER FINANCING SOURCES	$ 175,138,054	$ 177,571,494	$ 178,047,957	$ 178,023,744	$ 198,922,096	$ 20,874,139	11.7%
TOTAL SOURCES	$ 732,528,425	$ 775,344,077	$ 787,445,287	$ 770,514,177	$ 837,348,911	$ 49,903,624	6.3%

DEBT SERVICE	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICE	$ 2,081,428	$ 2,049,100	$ 2,049,100	$ 716,706	$ 1,371,504	$ (677,596)	-33.1%
SUBTOTAL	$ 2,081,428	$ 2,049,100	$ 2,049,100	$ 716,706	$ 1,371,504	$ (677,596)	-33.1%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 74,540	$ 8,200	$ 8,200	$ 12,914	$ 2,000	$ (6,200)	-75.6%
SUBTOTAL	$ 74,540	$ 8,200	$ 8,200	$ 12,914	$ 2,000	$ (6,200)	-75.6%
ALL REVENUES	$ 2,155,968	$ 2,057,300	$ 2,057,300	$ 729,620	$ 1,373,504	$ (683,796)	-33.2%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 3,082,630	$ 6,415,560	$ 15,100,748	$ 6,415,560	$ 12,147,283	$ (2,953,465)	-19.6%
ALL OTHER FINANCING SOURCES	$ 3,082,630	$ 6,415,560	$ 15,100,748	$ 6,415,560	$ 12,147,283	$ (2,953,465)	-19.6%
TOTAL SOURCES	$ 5,238,598	$ 8,472,860	$ 17,158,048	$ 7,145,180	$ 13,520,787	$ (3,637,261)	-21.2%

Consolidated Revenues and Other Sources by Category (continued)

CAPITAL PROJECTS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 20,642,422	$ 11,107,640	$ 11,107,640	$ 9,814,716	$ 18,713,118	$ 7,605,478	68.5%
0620 - OTHER INTERGOVERNMENTAL	130,384	-	-	-	-	-	N/A
SUBTOTAL	$ 20,772,806	$ 11,107,640	$ 11,107,640	$ 9,814,716	$ 18,713,118	$ 7,605,478	68.5%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICE	$ 5,051,219	$ 2,467,139	$ 2,467,139	$ 1,132,140	$ 10,651,500	$ 8,184,361	331.7%
SUBTOTAL	$ 5,051,219	$ 2,467,139	$ 2,467,139	$ 1,132,140	$ 10,651,500	$ 8,184,361	331.7%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 540	$ 200	$ 200	$ 360	$ 200	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	358,442	-	7,901,234	2,500	-	(7,901,234)	-100.0%
SUBTOTAL	$ 358,982	$ 200	$ 7,901,434	$ 2,860	$ 200	$ (7,901,234)	-100.0%
ALL REVENUES	$ 26,183,007	$ 13,574,979	$ 21,476,213	$ 10,949,716	$ 29,364,818	$ 7,888,605	36.7%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 310,658,335	$ 125,049,501	$ 140,005,183	$ 125,049,501	$ 108,641,196	$ (31,363,987)	-22.4%
ALL OTHER FINANCING SOURCES	$ 310,658,335	$ 125,049,501	$ 140,005,183	$ 315,049,501	$ 108,641,196	$ (31,363,987)	-22.4%
TOTAL SOURCES	$ 336,841,342	$ 138,624,480	$ 161,481,396	$ 325,999,217	$ 138,006,014	$ (23,475,382)	-14.5%

INTERNAL SERVICE	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 4,786,244	$ 4,540,780	$ 4,540,780	$ 4,872,256	$ 4,701,596	$ 160,816	3.5%
0635 - OTHER CHARGES FOR SERVICES	28,582,473	29,496,730	29,496,730	28,318,880	28,249,819	(1,246,911)	-4.2%
0636 - INTERNAL SERVICE CHARGES	165,618,469	164,758,171	165,938,000	167,412,104	181,990,122	16,052,122	9.7%
SUBTOTAL	$ 198,987,186	$ 198,795,681	$ 199,975,510	$ 200,603,240	$ 214,941,537	$ 14,966,027	7.5%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 34,144	$ 531,464	$ 531,464	$ 558,852	$ 531,464	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	9,112,452	35,000	35,000	299,716	35,000	-	0.0%
SUBTOTAL	$ 9,146,596	$ 566,464	$ 566,464	$ 858,568	$ 566,464	$ -	0.0%
ALL REVENUES	$ 208,133,782	$ 199,362,145	$ 200,541,974	$ 201,461,808	$ 215,508,001	$ 14,966,027	7.5%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 4,466,507	$ 5,201,966	$ 5,201,966	$ -	$ 3,517,901	$ (1,684,065)	-32.4%
ALL OTHER FINANCING SOURCES	$ 4,466,507	$ 5,201,966	$ 5,201,966	$ -	$ 3,517,901	$ (1,684,065)	-32.4%
TOTAL SOURCES	$ 212,600,289	$ 204,564,111	$ 205,743,940	$ 201,461,808	$ 219,025,902	$ 13,281,962	6.5%

ELIMINATIONS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
CHARGES FOR SERVICE							
0636 - INTERNAL SERVICE CHARGES	$ (174,874,416)	$ (164,758,171)	$ (165,938,000)	$ (167,412,104)	$ (181,990,122)	$ (16,052,122)	9.7%
SUBTOTAL	$ (174,874,416)	$ (164,758,171)	$ (165,938,000)	$ (167,412,104)	$ (181,990,122)	$ (16,052,122)	9.7%
ALL REVENUES	$ (174,874,416)	$ (164,758,171)	$ (165,938,000)	$ (167,412,104)	$ (181,990,122)	$ (16,052,122)	9.7%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ (495,046,341)	$ (328,843,867)	$ (352,961,200)	$ (324,016,586)	$ (328,838,146)	$ 24,123,054	-6.8%
ALL OTHER FINANCING SOURCES	$ (495,046,341)	$ (328,843,867)	$ (352,961,200)	$ (324,016,586)	$ (328,838,146)	$ 24,123,054	-6.8%
TOTAL SOURCES	$ (669,920,757)	$ (493,602,038)	$ (518,899,200)	$ (491,428,690)	$ (510,828,268)	$ 8,070,932	-1.6%

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 2016. The following sections describe the major revenue sources for the County, as well as the estimated collections for FY 2016.

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.

At the present time, Maricopa County levies only primary property taxes. The County's last general obligation bonds were paid in full in FY 2004, and no County secondary taxes have been levied since that time.

Property Tax Levies

Fiscal Year	Primary General Fund	Total
2007	$ 398,725,245	**$ 398,725,245**
2008	430,023,735	**430,023,735**
2009	463,492,311	**463,492,311**
2010	492,230,736	**492,230,736**
2011	492,224,342	**492,224,342**
2012	477,571,468	**477,571,468**
2013	425,111,491	**425,111,491**
2014	409,775,397	**409,775,397**
2015	442,762,977	**442,762,977**
2016*	471,193,529	**471,193,529**

*Budget
Note: Excludes Payments in Lieu of Taxes

The Board of Supervisors must adopt the property tax levies for all taxing jurisdictions within the County on or before the third Monday in August for the fiscal year that begins on the previous July 1. Property taxes are paid in arrears in two installments, due 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 2016 and the previous nine fiscal years. Estimated assessed values and maximum allowable tax rates are also displayed for the following five years. The FY 2016 primary rate is budgeted at $1.3609 per $100 of assessed value, which is less than the maximum rate of $1.8148. 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 began to show signs of recovery with the assessed value increasing in FY 2015 for the first time in four years.

FY 2016 net assessed values are increasing by 3.29% or $1.1 billion when compared to FY 2015. However, the net assessed valuations for FY 2016 are still $15 billion lower than the peak in FY 2010.

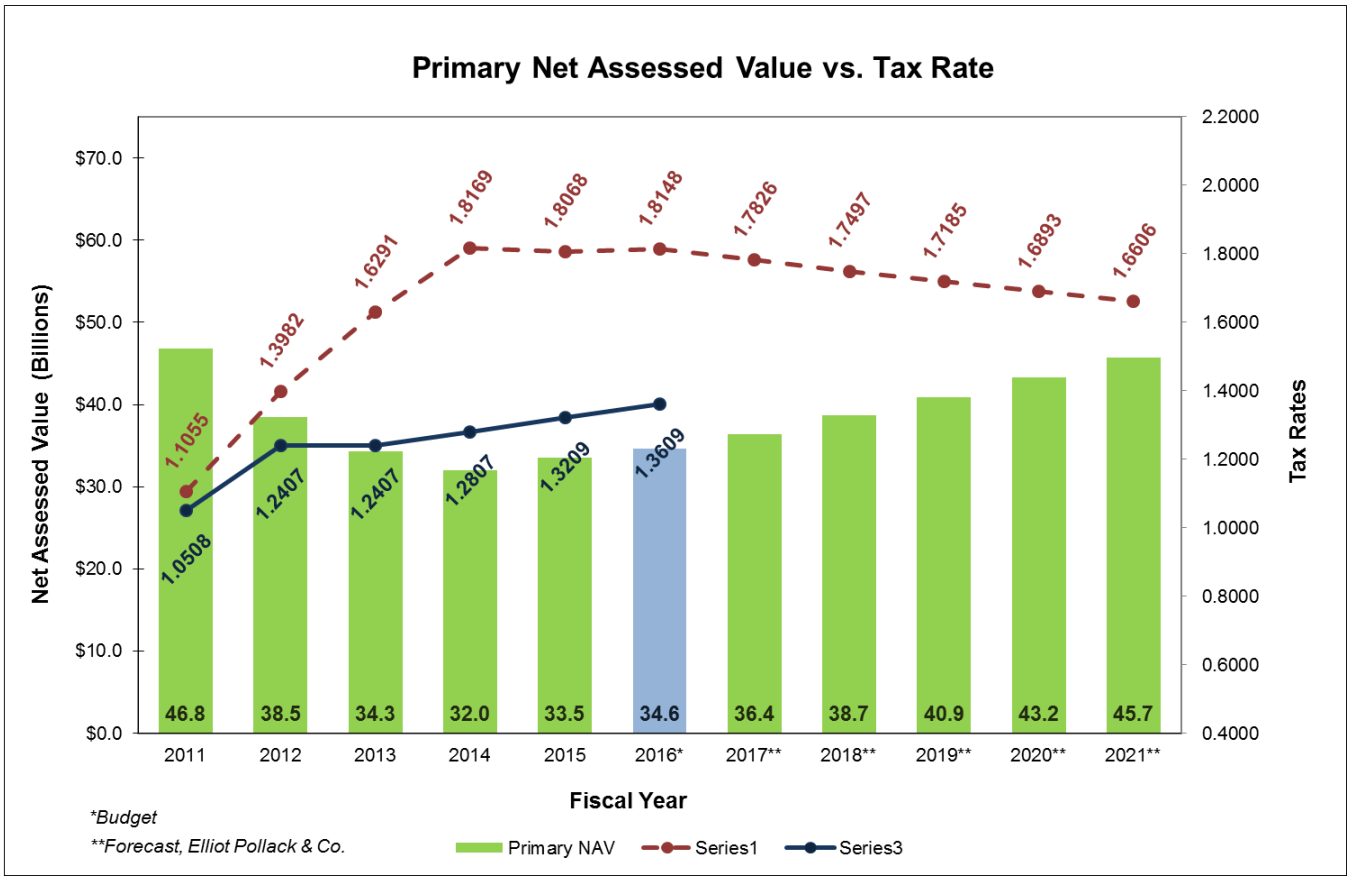
The Adopted Budget assumes the Board of Supervisors will adopt a tax rate of $1.3609 resulting in a tax levy of $471.2 million, rather than levy the maximum amount allowable ($628.3 million). This will result in an average property tax bill of $158 for the median residential home in Maricopa County, valued at $116,078 (limited property value).

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.

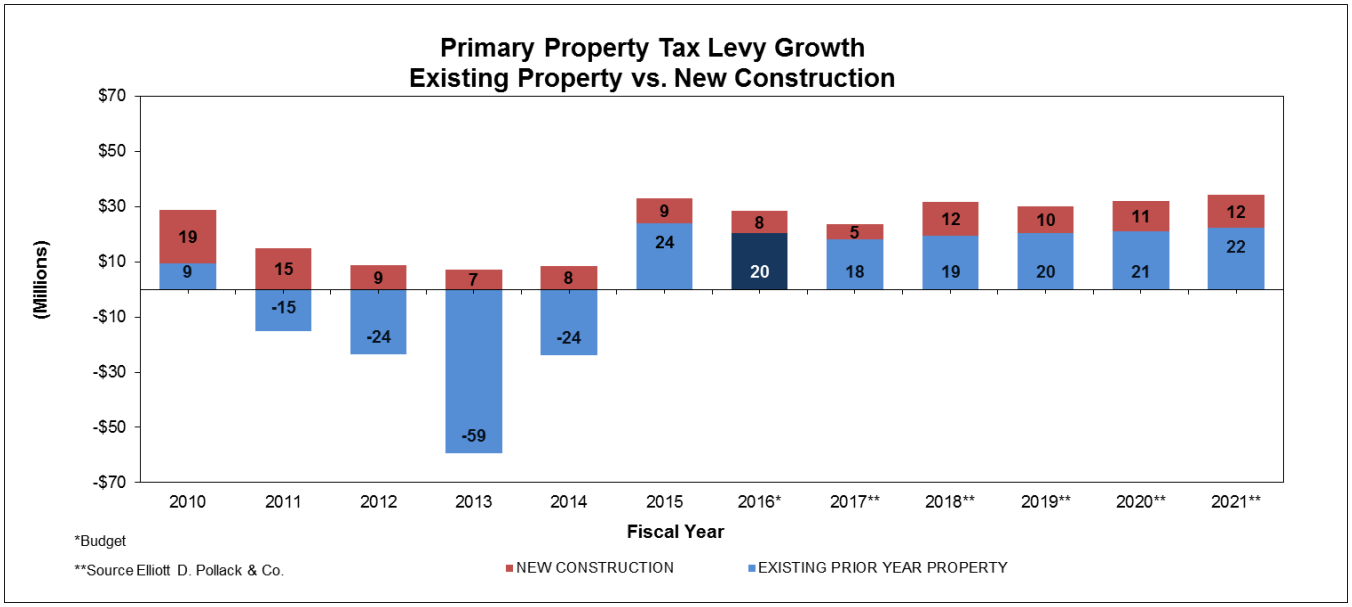
Net Assessed Values and Tax Rates			
		Primary	
Fiscal Year		Net Assessed Value (Thousands)	Primary Tax Rate (per $100 N.A.V.)
2007		$ 33,807,465	$ 1.1794
2008		38,930,268	1.1046
2009		44,881,603	1.0327
2010		49,675,117	0.9909
2011		46,842,819	1.0508
2012		38,492,098	1.2407
2013		34,263,842	1.2407
2014		31,996,205	1.2807
2015		33,519,795	1.3209
2016	*	34,623,670	1.3609
2017	**	36,354,854	1.7826
2018	**	38,680,441	1.7497
2019	**	40,887,832	1.7185
2020	**	43,239,011	1.6893
2021	**	45,745,540	1.6606

* Recommended Rate

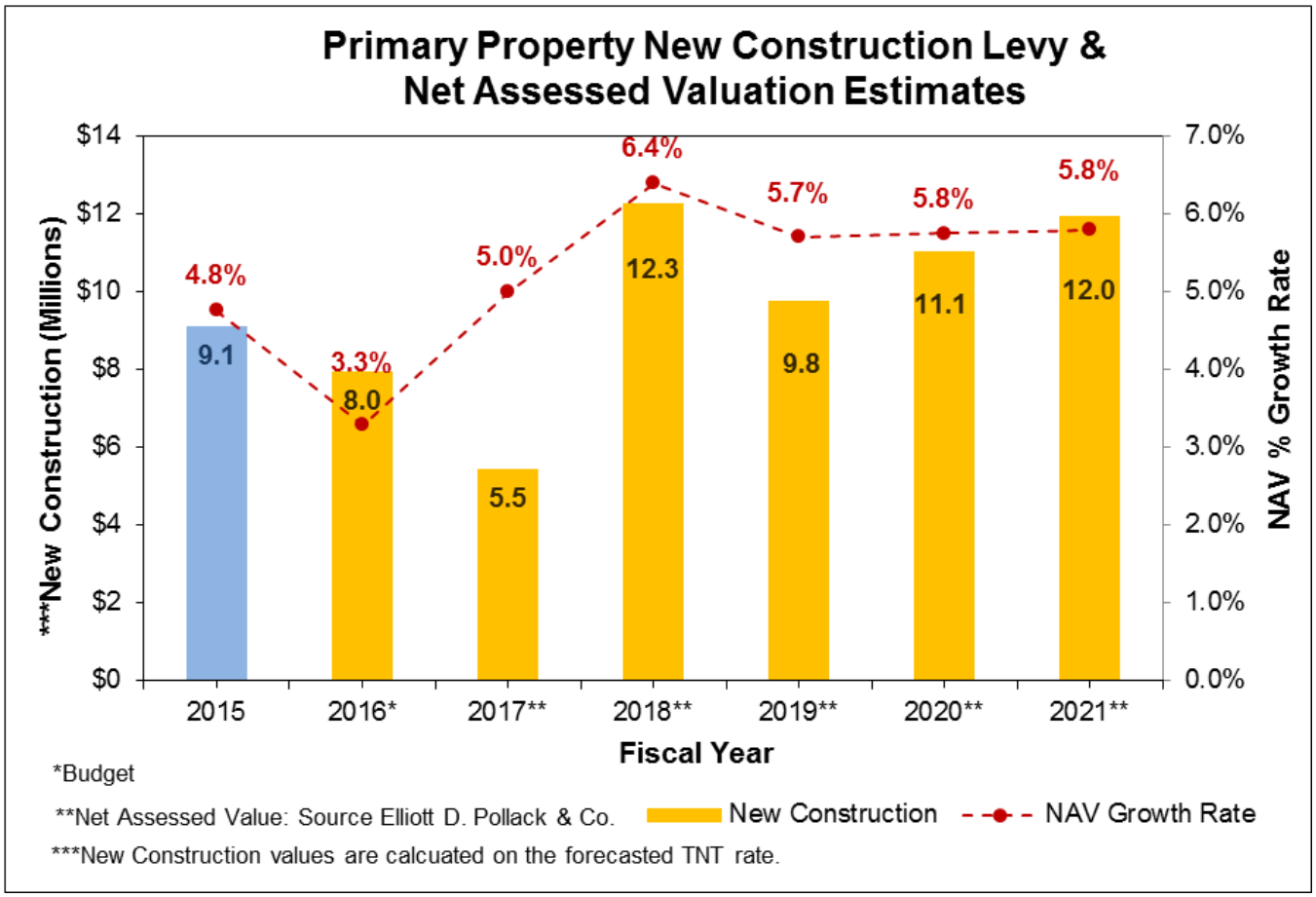
**Maximum Rates, Forecasted NAV Source Elliott D. Pollack & Co.



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 on the next page 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 2016 through FY 2021 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 previous chart, significant economic improvement is projected for FY 2018. 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 2020.

The budgeted tax rate of $1.3609 would increase the property tax levy by $28.4 million (excluding Salt River Project).

FY 2016 PRELIMINARY ESTIMATES OF PROPERTY TAX LEVY 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
MARICOPA COUNTY PRIMARY:								
FY 2015-16 Preliminary	$ 34,623,670,323	$ 758,245,769	$ 35,381,916,092	$ 3,538,192	$ 1.3609	$ 471,193,529	*$ 10,318,967*	*$ 481,512,496*
FY 2014-15 Adopted	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
FY 2015-16 Preliminary Variance	*$ 1,103,874,969*	*$ 78,954,789*	*$ 1,182,829,758*	*$ 118,283*	*$ 0.0400*	*$ 28,430,552*	*$ 1,346,212*	*$ 29,776,764*

In FY 2016, 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
$ 471,193,529	$ 465,539,207	98.8%

FY 2016 PRIMARY PROPERTY TAX LEVY vs. LEVY LIMIT		
FY 2016 Adjusted Allowable Levy Limit	$ 628,350,368	
Maximum Tax Rate (per $100 Assessed Value)	1.8148	
FY 2016 Primary Levy (excluding SRP)	$ 471,193,529	
Primary Tax Rate (per $100 Assessed Value)	1.3609	
Amount Under Limit:	$ 157,156,839	25.0%
	0.4539	

FY 2016 PRIMARY PROPERTY TAX LEVY vs. "TRUTH-IN-TAXATION" LEVY		
FY 2016 "Truth-in-Taxation" Primary Levy	$ 450,350,080	
"Truth-in-Taxation" Tax Rate (per $100 Assessed Value)	1.3007	
FY 2016 Primary Levy	$ 471,193,529	
Primary Tax Rate (per $100 Assessed Value)	1.3609	
Amount Under/(Over) "Truth-in-Taxation" Levy	$ (20,843,449)	-4.6%
	(0.0602)	
FY 2016 Median Residential Limited Property Value	$ 116,078	
"Truth-in-Taxation" Tax Bill on Median-Valued Home	$ 150.98	
Property Tax Bill on Median-Valued Home	157.97	
Tax Bill Savings/(Increase)	$ (6.99)	-4.6%

PRIMARY PROPERTY TAX LEVY FY 2016 vs. FY 2015 TAX BILL IMPACT ON MEDIAN HOME		
FY 2015:		
Median Residential Limited Property Value	$ 110,600	
Primary Tax Rate (per $100 Assessed Value)	1.3209	
Property Tax Bill	$ 146.09	
FY 2016		
Median Residential Limited Property Value	$ 116,078	
Primary Tax Rate (per $100 Assessed Value)	1.3609	
Property Tax Bill	157.97	
Tax Bill Savings/(Increase)	$ (11.88)	-8.1%

Tax Penalties and Interest

Tax Penalties & Interest		
Fiscal Year	Annual Collections	Growth Rate
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	13,568,502	-26.5%
2015 *	10,599,804	-21.9%
2016 **	11,087,186	4.6%

* 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 2015 collections are still significantly below FY 2014 monthly receipts, averaging 22% 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 2016, revenues are expected to stabilize at $11 million, which is a slight increase over the current forecast.

Jail Excise Tax

The only special sales tax in Maricopa County at this time is the Jail Excise Tax. 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.

In November 1998, Maricopa County voters approved the 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 was in decline from FY 2007 through FY 2010 due to the financial recession. In FY 2011, positive year-over-year growth resumed, demonstrating signs of recovery. The increase in FY 2014 revenues were partially due to a one-time payment correcting prior years. FY 2015 collections are forecasted to be on the order of 4% growth and the *Most Likely* revenue forecast projects a steady 5% growth through FY 2021.

Jail Excise Tax			
Fiscal Year		Annual Collections	Growth Rate
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		133,929,832	7.5%
2015	*	139,316,149	4.0%
2016	**	146,085,926	4.9%
2017	***	153,682,395	5.2%
2018	***	161,673,879	5.2%
2019	***	169,595,899	4.9%
2020	***	177,906,098	4.9%
2021	***	186,623,497	4.9%

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

Licenses and Permits

Maricopa County collects revenue from a variety of licenses and permits that are issued by various County departments. Rates for licenses and permits are approved by the Board of Supervisors, unless otherwise set forth in State 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 on the next page are the actual license and permit revenues recorded for the last eight fiscal years, along with forecasted revenues for FY 2015, and the budgeted revenues for FY 2016.

Special Revenue Fund licenses and permits revenue is expected to remain flat in FY 2016.

General Fund license and permit revenues are detailed below and are expected to marginally increase in FY 2016. The largest component is license fees paid by cable television companies for operation in unincorporated areas and are budgeted to increase by 32% over the FY 2015 current forecast.

Licenses & Permits Revenues				
Fiscal Year		General Fund	Special Revenue Funds	Total
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		2,745,683	37,703,970	40,449,653
2015	*	1,901,242	38,221,656	40,122,898
2016	**	2,311,877	38,223,781	40,535,658
*Forecast				
**Budget				

Licenses and Permits General Fund			
Department	FY 2015 Forecast	FY 2016 Budget	Description
Non Departmental	$ 1,269,271	$ 1,676,821	Cable Television Franchise Fees, Liquor Licenses
Clerk of Superior Court	550,056	550,056	Marriage Licenses
Sheriff	81,915	85,000	Pawnshop & Peddler's Licenses
Total	**$ 1,901,242**	**$ 2,311,877**	

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 2015, and the amounts budgeted for FY 2016.

Intergovernmental Revenues						
Fiscal Year	General Fund	Special Revenue Funds	Debt Service	Capital Projects Funds	Internal Service Funds	Total
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	592,086,030	257,116,230	-	20,772,806	-	869,975,066
2015 *	614,244,359	285,419,787	-	9,814,716	-	909,478,862
2016 **	649,091,702	287,763,253	-	18,713,118	-	955,568,073
*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. The cities are budgeted more conservatively than may be necessary, but these dollars can fluctuate.

Payments in Lieu of Taxes	FY 2015 Forecast	FY 2016 Budget
Salt River Project	$ 8,913,552	$10,318,967
Federal Bureau of Land Management	3,011,264	3,011,264
Cities	832,685	356,448
	$ 12,757,501	**$13,686,679**

State Shared Sales Taxes

State Shared Sales Tax			
Fiscal Year		Annual Collections	Growth Rate
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		447,541,943	6.9%
2015	*	464,222,189	3.7%
2016	**	492,019,045	6.0%
2017	***	519,080,092	5.5%
2018	***	545,034,097	5.0%
2019	***	571,195,734	4.8%
2020	***	598,613,129	4.8%
2021	***	627,346,559	4.8%

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

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 2015, the budget for FY 2016 and forecasted amounts for the next five years. State Shared Sales Tax experienced the same jump in FY 2014 as the Jail Excise Tax due to a prior year correction, but declined for several years from FY 2007 to FY 2010. 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 2015 are projected to continue into FY 2016 which is budgeted at 6% growth over the current forecast. Sustained annual growth rates are predicted based on the *Most Likely Forecast* scenario from the County's contracted economist.

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.

Fiscal Year		State Shared Highway User Revenues	Growth Rate
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		89,630,001	3.2%
2015	*	95,893,292	7.0%
2016	**	98,175,564	2.4%

*Forecast
**Budget

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 in the previous table are the actual collections of the highway user revenues for the last eight fiscal years, forecasted totals for FY 2015, and the budget for FY 2016.

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 over $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. In 2015, the Arizona Legislature made further changes for the FY 2016 budget which continue the diversion of HURF monies to the Department of Public Safety at an increased level, but also included a provision to restore $30 million that bypasses the State Highway Fund. As a result of those changes and the anticipated growth of these funds, it is anticipated that the HURF revenue will continue to improve at a modest rate.

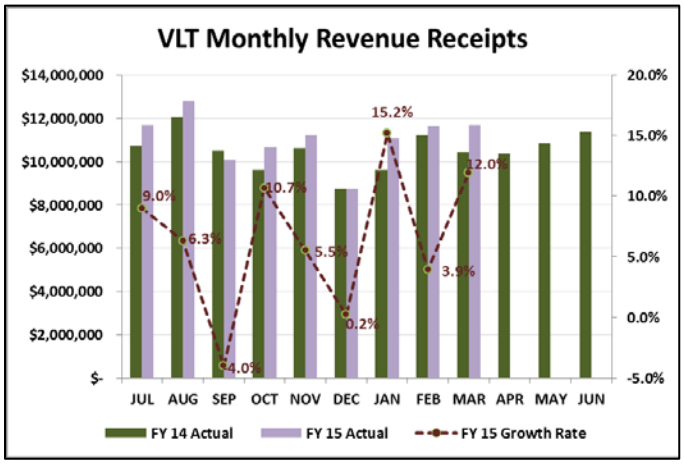
State Shared Vehicle License Taxes

State Shared Vehicle License Tax

Fiscal Year		General Fund	Growth Rate
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		126,137,174	6.7%
2015	*	132,120,977	4.7%
2016	**	138,282,676	4.7%
2017	***	144,090,548	4.2%
2018	***	149,854,170	4.0%
2019	***	155,548,629	3.8%
2020	***	161,459,476	3.8%
2021	***	167,110,558	3.5%

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

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 and the number of new residents moving to Maricopa County. VLT revenue is shared with counties and cities, and a portion is also deposited in the Highway User Revenue Fund (HURF).



The table above shows actual and forecasted vehicle license tax collections from FY 2007 to FY 2021. As noted in the graph, FY 2015 revenue continues its pattern of monthly volatility in annual growth rates

over the prior year, same month. However, the FY 2015 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 be in line with FY 2015. The Department of Research and Reporting has been eliminated and will no longer be providing survey services.

Other Intergovernmental Revenue
General Fund

Department	FY 2015 Forecast	FY 2016 Budget	Description
Elections	$ 4,138,010	$ 4,215,002	Election Cost Reimbursements from Other Jurisdictions
Enterprise GIS	461,500	460,300	Aerial Photography Cost Reimbursements from Participating Government Entities
Juvenile Probation	3,000	3,000	Fort McDowell, Yavapai Nation and U.S. Marshal Detention Holding Fee
Public Defense	24,475	-	State Grand Jury Cost Sharing
Research and Reporting	146,185	-	Surveys for Other Governmental Agencies
Sheriff's Office	346,735	425,000	Social Security Administration Pay for Inmate Information and AZ State for Patrol
Total	**$ 5,119,905**	**$ 5,103,302**	

Charges for Services

Charges for Services is 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 2015 and the budget amount for FY 2016 for:

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

The reduction and ultimate elimination of Enterprise Fund Charges for Services from FY 2007 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. The increase in the Capital Projects Funds for FY 2016 is almost completely due to the contributions from the cities of Peoria, Glendale and El Mirage for the construction of the Northern Parkway.

Charges for Service								
Fiscal Year	General Fund	Special Revenue Funds	Debt Service Fund	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Eliminations	Total
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	39,288,121	106,269,860	2,081,428	5,051,219	-	198,987,186	(174,874,416)	176,803,398
2015 *	39,058,564	109,321,586	716,706	1,132,140	-	200,603,240	(167,412,104)	183,420,132
2016 **	42,778,285	109,915,995	1,371,504	10,651,500	-	214,941,537	(181,990,122)	197,668,699

* Forecast
** Budget

Intergovernmental Charges for Services

Revenues in this category account for payments as well as 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 2015 Forecast**	**FY 2016 Budget**	**Description**
Education Services	$ 15,485	$ 12,000	Elections Services from School Districts
Medical Examiner	-	20,000	IGA with Florida Attorney General for Services
Non Departmental	2,916,305	2,928,728	District Central Service Reimbursements
Non Departmental	162,596	336,027	Industrial Development Authority Reimbursements
Sheriff	12,168,726	14,401,904	Patrol Services Provided to Cities and Towns and to the Stadium and Flood Control Districts
Superior Court	646,501	513,000	Arizona Lengthy Trial Revenue, Municipal Court Juror Fees, Interpreter Fees
Total	**$ 15,909,613**	**$ 18,211,659**	

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.

Patient Services Revenue			
Fiscal Year	General Fund	Special Revenue Funds	Total
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	7,300	2,150,660	2,157,960
2015 *	7,524	2,826,865	2,834,389
2016 **	6,988	2,290,807	2,297,795

*Forecast
** Budget

Internal Service Charges

Internal Service Charges are payments between County departments. Rates are established during the budget process. Internal service fee rates are intended to recover from the appropriate user the full cost of the services provided. Internal service charges are usually recorded in the Internal Service Funds. In FY 2016, internal service charges are budgeted to increase primarily due to increase fixed benefit premiums.

Internal Service Charges		
	FY 2015 Forecast	**FY 2016 Budget**
Employee Benefits and Health	$ 114,821,336	$ 130,398,825
Enterprise Technology	16,630,950	16,898,304
Equipment Services	15,202,640	14,012,455
Procurement Services	857,936	845,217
Risk Management	19,899,242	19,835,321
Total	**$ 167,412,104**	**$ 181,990,122**

Other Charges for Services

The schedule on the next page lists Maricopa County's Other Charges for Service in the General Fund for FY 2015 and FY 2016. FY 2016 collections of Other Charges for Service are anticipated to slightly improve over the FY 2015 Forecast, but still be about $400,000 below the FY 2015 Adopted Budget. This is primarily due to an estimated decrease in fees collected in the Clerk of the Superior Court resulting from a drop in the number of cases filed and a decrease in other charges for services from the Public Fiduciary. Over the past two years the Public Fiduciary has transferred its highest-asset cases to the private sector to manage, leaving the County department with less complex cases. As part of the transfer process, the department completed a one-time "true-up" of accounts, resulting in a November, 2014 revenue collection of $260,000. In the following months, revenue collections declined and is expected to settle at a level of approximately $83,300 per month in the future. Additionally, Waste Resources has seen a decline in customers using the transfer station dumping services.

Other Charges for Service Summary General Fund			
Department	**FY 2015 Forecast**	**FY 2016 Budget**	**Description**
Clerk of the Superior Court	$ 5,694,880	$ 5,694,880	Filing Fees, Passports and Indigent Defense Revenue
Constables	1,795,865	1,798,574	Constable Fees
Education Services	101,515	105,000	Garnishment & Support Processing Fees
Elections	1,280	402	Certifications
Finance	283,587	285,000	Collections Fee
County Attorney	12,925	55,579	Charges to Housing Authority
Human Resources	55,366	55,000	Garnishments, Copies, Parking and Lost Bus Card Fees
Justice Courts	4,444,512	4,474,724	Defensive Driving Fees, Civil Trial Jury Fees and Other Miscellaneous Court Fees
Juvenile Probation	10,248	6,000	Miscellaneous Charges and Restitution
Medical Examiner	364,992	371,730	Cremation Certificate Fees and Transport Fees
Non Departmental	1,583,229	1,651,408	Tax Sale Fees and Sheriff Fees
Protective Services	235,141	235,141	Homeless Campus Protective Services Fee
Public Defender	38,332	38,332	Reimbursement for Legal Services
Public Fiduciary	1,193,500	1,000,000	Fiduciary Fees and Probate Fees
Recorder	5,251,545	6,673,401	Document Recording Fees
Sheriff	603,932	610,000	Other Tax Sales Fees and Various Civil Fees
Superior Court	1,224,547	1,366,000	Family Court Filings, Civil Trial Jury Fees and Attorney Fees Paid By Parents
Treasurer	45,658	40,000	Miscellaneous Charges
Waste Resources and Recycling	200,373	98,467	Transfer Stations
Total	**$ 23,141,427**	**$ 24,559,638**	

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 2016 is slightly below forecasted collections for FY 2015. Court fine and fee revenues have been steadiliy declining since the high period of FY 2009 due to deferrals and fee waivers granted to individuals who the court deems are unable to pay. Environmental Services has seen a reduction in food service permits and consequently the associated fines.

Fines & Forfeits			
Fiscal Year	General Fund	Special Revenue Funds	Total
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	11,779,634	16,472,333	28,251,967
2015 *	9,832,624	13,338,636	23,171,260
2016 **	9,802,082	13,285,216	23,087,298
* Forecast			
** Budget			

Fines and Forfeits Summary General Fund			
Department	**FY 2015 Forecast**	**FY 2016 Budget**	**Description**
Clerk of the Superior Court	$ 1,482,331	$ 1,482,331	Superior Court Fines
Elections	15,420	7,000	Campaign Finance Penalty Fees
Environmental Services	28,781	22,221	Code Enforcement Fines
Justice Courts	8,301,308	8,290,430	Civil Traffic, Misdemeanor Criminal Adjudication, Small Civil Cases
Sheriff	2,734	-	Civil Sanctions and Traffic Fines
Superior Court	2,050	100	Juror Fines
Total	**$ 9,832,624**	**$ 9,802,082**	

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 2015, plus the budget for FY 2016. Miscellaneous revenues are recorded in all fund types.

Miscellaneous Revenue							
Fiscal Year	**General Fund**	**Special Revenue Funds**	**Debt Service Funds**	**Capital Projects Funds**	**Enterprise Funds**	**Internal Service Funds**	**Total**
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	8,667,004	5,898,146	74,540	358,982	-	9,146,596	24,145,268
2015 *	6,062,575	6,872,619	12,914	2,860	-	858,568	13,809,536
2016 **	5,582,364	43,152,644	2,000	200	-	566,464	49,303,672

* Forecast

** Budget

General Fund miscellaneous revenue includes interest income, building rental income, public record copy fees, and bad check fees. In FY 2012 and 2013, Non Department revenue was significantly higher due to interest income on large fund balances. As capital projects have been implemented and interest rates are at historic lows, interest earnings have decreased by $3.7 million since FY 2012.

Special Revenue funds in FY 2016 include Non Departmental grant funds which were increased in the tentative to adopted budgets due to a significant capital project reserve moved to a future project year.

Miscellaneous Revenue General Fund			
Department	**FY 2015 Forecast**	**FY 2016 Budget**	**Description**
Assessor	$ 280,260	$ 240,000	Sale of Maps, Copies, Data, etc.
Assistant County Manager	194,287	-	Lease Revenue
Clerk of the Superior Court	75,200	75,200	Sale of Copies and Bad Check Fees, Interest
County Attorney	23,840	28,980	Fees from Private Defense for Discovery Information
County Manager's Office	710	600	Bus Card Replacement
Elections	12,046	6,006	Sale of Copies and Maps
Enterprise Technology	3,600	4,800	Sale of Computer Equipment
Facilities Management	261,856	215,200	Lease Revenue
Human Resources	10,526	-	Copies of W-2s and Employee Records
Human Services	2,213	-	Payback of Neighborhood Stabilization Program Funds
Justice Courts	770,235	746,615	Sale of Copies
Juvenile Probation	1,975	6,550	Insurance Reimbursements/Restitution
Non Departmental	3,620,150	3,100,012	Interest, Loss Reimbursement, Fire District Reimbursement, Tax Deed Sales
Procurement	397,987	761,000	Purchase Card Rebates
Recorder	328,051	326,599	Micrographics and Photocopy Sales and Postage
Sheriff	35,194	35,900	Sale of Copies and Reimbursement for ID Cards and Impound Fees
Superior Court	2,506	1,000	Sale of Copies
Waste Resources and Recycling	41,939	33,902	Lease Revenue, Scrap Metal Proceeds
Total	**$ 6,062,575**	**$ 5,582,364**	

Other Financing Sources

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

Proceeds of Financing

In FY 2015, the County entered into a lease purchase agreement for the desktop, laptop and server replacements. Additionally, on April 8, 2015, the Board adopted a resolution authorizing the issuance of certificates of participation (COPs) for the financing of pending capital projects. In the final Adopted budget, no revenues are budgeted for Proceeds of Financing in FY 2016. 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. In addition, in FY 2016 an additional transfer of $18 million will be made from the General Fund to the Detention fund to maintain structural balance in that fund. The General and Detention Funds also provide one-time transfers to the Capital Projects funds to fund the County's modified 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 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 and Risk Management Trust, the following funds are also projected to have a deficit fund balance at the end of FY 2016:

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, 619 and 622)
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.

Change in Fund Balances

Policies and guidelines require that on-going County operations are funded with on-going revenues. Fund balances are uses 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.

The fund balances in each of the capital project funds are changing more than 10%. These funds are part of the County's modified "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.

The ending fund balance in the General fund is always zero. Arizona law states that the amount of taxes to be raised from the primary and secondary property tax levies, plus all other sources of revenue, "shall equal the total of amounts proposed to be spent in the budget for the current fiscal year." A.R.S. 42-17151 A.1. Consequently the ending fund balance cannot be a positive or negative number, but must be zero.

Consolidated Sources, Uses and Fund Balance by Fund

FUND	BEG. SPENDABLE BALANCE	TOTAL SOURCES	TOTAL USES	ENDING SPENDABLE FUND BALANCE: RESTRICTED	COMMITTED	ASSIGNED	UNASSIGNED
GENERAL*	$ 82,902,015	$ 1,192,002,373	$ 1,274,904,388	$ -	$ -	$ -	$ -
SPECIAL REVENUE							
NON-GRANT FUNDS							
201 ADULT PROBATION FEES[1]	$ 1,078,325	$ 12,343,549	$ 12,772,336	$ 649,538	$ -	$ -	$ -
203 SHERIFF DONATIONS	78,511	26,774	26,774	78,511	-	-	-
204 JUSTICE CT JUDICIAL ENHANCEMNT	1,268,798	737,183	737,183	1,268,798	-	-	-
205 COURT DOCUMENT RETRIEVAL[1]	312,340	1,064,545	1,149,941	226,944	-	-	-
206 OFFICER SAFETY EQUIPMENT	208,335	52,000	52,000	208,335	-	-	-
207 PALO VERDE[1]	659,850	682,808	760,839	581,819	-	-	-
208 JUDICIAL ENHANCEMENT	3,626,364	1,375,964	1,206,647	3,795,681	-	-	-
209 PUBLIC DEFENDER TRAINING[1]	269,259	404,610	658,170	15,699	-	-	-
210 WASTE MANAGEMENT[1]	588,328	65,000	653,328	-	-	-	-
212 SHERIFF RICO	-	1,750,000	1,750,000	-	-	-	-
213 COUNTY ATTORNEY RICO	2,524,646	1,910,940	1,910,940	2,524,646	-	-	-
214 SHERIFF JAIL ENHANCEMENT[1]	1,801,378	1,482,444	2,718,942	564,880	-	-	-
215 EMERGENCY MANAGEMENT**	21,222	1,013,515	1,054,427	-	-	-	(19,690)
218 CLERK OF COURT FILL THE GAP	1,371	1,915,696	1,915,696	1,371	-	-	-
220 DIVERSION[1]	860,725	1,792,874	2,567,536	86,063	-	-	-
221 COUNTY ATTORNEY FILL THE GAP	166,043	1,527,206	1,527,206	166,043	-	-	-
225 SPUR CROSS RANCH CONSERVATION[1]	291,153	275,359	405,609	160,903	-	-	-
226 PLANNING AND DEVELOPMENT FEES	3,489,495	8,010,200	8,178,791	-	3,320,904	-	-
228 JUVENILE PROBATION SPECIAL FEE[1]	420,940	2,669,777	3,058,130	32,587	-	-	-
229 JUVENILE RESTITUTION	46,623	4,000	4,000	46,623	-	-	-
232 TRANSPORTATION OPERATIONS[1]	31,339,704	108,802,126	130,880,150	9,261,680	-	-	-
236 RECORDERS SURCHARGE[1]	2,753,527	3,792,689	5,490,958	1,055,258	-	-	-
237 JUST COURTS PHOTO ENFORCEMENT	158	-	-	158	-	-	-
239 PARKS SOUVENIR	25,000	362,544	362,544	25,000	-	-	-
240 LAKE PLEASANT RECREATION SVCS[1]	1,305,039	2,719,236	3,833,436	190,839	-	-	-
241 PARKS ENHANCEMENT FUND[1]	1,853,104	4,671,308	5,977,245	547,167	-	-	-
243 PARKS DONATIONS[1]	611,428	23,277	324,237	310,468	-	-	-
245 JUSTICE COURTS SPECIAL REVENUE[1]	669,783	6,379,000	6,484,250	564,533	-	-	-
252 INMATE SERVICES	8,397,572	11,250,326	11,250,326	8,397,572	-	-	-
254 INMATE HEALTH SERVICES[1]	402,055	300,873	600,873	102,055	-	-	-
255 DETENTION OPERATIONS*	44,353,482	376,186,755	414,945,297	5,594,940	-	-	-
256 PROBATE FEES[1]	216,906	392,000	530,756	78,150	-	-	-
257 CONCILIATION COURT FEES[1]	206,566	1,372,000	1,578,566	-	-	-	-
258 SHERIFF TOWING AND IMPOUND	123,869	226,100	226,100	123,869	-	-	-
259 SUPERIOR COURT SPECIAL REVENUE[1]	696,603	4,598,154	5,294,757	-	-	-	-
261 LAW LIBRARY	2,744,761	1,165,971	1,165,971	2,744,761	-	-	-
262 PUBLIC DEFENDER FILL THE GAP[1]	74,768	936,629	1,011,395	2	-	-	-
263 LEGAL DEFENDER FILL THE GAP	2,400	66,362	66,362	2,400	-	-	-
264 SUPERIOR COURT FILL THE GAP	-	2,218,728	2,218,728	-	-	-	-
265 PUBLIC HEALTH FEES	6,177,913	6,638,299	6,638,299	6,177,913	-	-	-
266 CHECK ENFORCEMENT PROGRAM	108,486	125,048	125,048	108,486	-	-	-
267 CRIM JUSTICE ENHANCEMENT[1]	235,747	1,377,000	1,573,727	39,020	-	-	-
268 VICTIM COMP RESTITUTION	1,302,483	111,600	111,600	1,302,483	-	-	-
269 VICTIM COMPENSATION INTEREST	766,702	16,516	16,516	766,702	-	-	-
270 CHILD SUPPORT ENHANCEMENT	898,334	65,000	-	963,334	-	-	-
271 EXPEDITED CHILD SUPPORT[1]	113,621	600,000	713,621	-	-	-	-
273 VICTIM LOCATION[1]	72,700	2,300	75,000	-	-	-	-
274 CLERK OF THE COURT EDMS	482,094	2,448,571	2,448,571	482,094	-	-	-
275 JUVENILE PROBATION DIVERSION[1]	576,306	214,095	390,010	400,391	-	-	-
276 SPOUSAL MAINT ENF ENHANCEMENT	97,384	99,000	108,000	88,384	-	-	-
277 EMANCIPATION ADMIN COSTS	4,855	-	-	4,855	-	-	-
281 CHILDRENS ISSUES EDUCATION[1]	11,927	105,000	115,007	1,920	-	-	-
282 DOM REL MEDIATION EDUCATION	75,038	180,600	180,600	75,038	-	-	-
290 WASTE TIRE	2,288,110	4,756,341	4,751,611	2,292,840	-	-	-
504 AIR QUALITY FEES[1]	10,641,298	12,083,786	14,294,128	8,430,956	-	-	-
506 ENVIRONMTL SVCS ENV HEALTH	8,102,377	19,383,201	19,855,027	-	7,630,551	-	-
572 ANIMAL CONTROL LICENSE SHELTER[1]	2,958,458	9,480,584	9,983,010	2,456,032	-	-	-
574 ANIMAL CONTROL FIELD OPERATION[1]	1,609,782	3,453,314	3,745,753	1,317,343	-	-	-
669 SMALL SCHOOL SERVICE[1]	58,221	109,551	167,772	-	-	-	-
741 TAXPAYER INFORMATION	335,977	304,341	304,341	335,977	-	-	-
780 SCHOOL TRANSPORTATION	72,208	600,000	600,000	72,208	-	-	-
782 SCHOOL COMMUNICATION[1]	204,575	665,000	869,575	-	-	-	-
795 EDUCATIONAL SUPPLEMENTAL PROG[1]	562,600	566,275	1,128,875	-	-	-	-
SUBTOTAL NON-GRANT FUNDS	$ 151,247,627	$ 627,953,944	$ 703,546,537	$ 64,723,269	$ 10,951,455	$ -	$ (19,690)

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
GRANT FUNDS							
211 ADULT PROBATION GRANTS	$ (152,581)	$ 3,171,370	$ 3,171,370	$ -	$ -	$ -	$ (152,581)
216 CLERK OF THE COURT GRANTS	(4,981)	1,484,286	1,484,286	-	-	-	(4,981)
217 CDBG HOUSING TRUST	(444,493)	20,143,632	20,143,632	-	-	-	(444,493)
219 COUNTY ATTORNEY GRANTS	(98,096)	5,351,226	5,351,226	-	-	-	(98,096)
222 HUMAN SERVICES GRANTS	(255,317)	45,246,229	45,246,229	-	-	-	(255,317)
223 TRANSPORTATION GRANTS	204,527	250,939	250,939	204,527	-	-	-
227 JUVENILE PROBATION GRANTS	412,912	3,811,356	3,811,356	412,912	-	-	-
230 PARKS AND RECREATION GRANTS	21,598	13,990	13,990	21,598	-	-	-
233 PUBLIC DEFENDER GRANTS	(5,010)	237,289	237,289	-	-	-	(5,010)
238 SUPERIOR COURT GRANTS	(30,961)	3,432,507	3,432,507	-	-	-	(30,961)
248 ELECTIONS GRANTS	728,060	470,278	470,278	728,060	-	-	-
249 NON DEPARTMENTAL GRANTS	1,250,934	37,165,123	37,165,123	1,250,934	-	-	-
251 SHERIFF GRANTS	(764,637)	7,184,985	7,184,985	-	-	-	(764,637)
503 AIR QUALITY GRANTS	(191,802)	3,973,521	3,973,521	-	-	-	(191,802)
532 PUBLIC HEALTH GRANTS	57,239	52,056,352	52,056,352	57,239	-	-	-
715 SCHOOL GRANTS	-	25,401,884	25,401,884	-	-	-	-
SUBTOTAL GRANTS	$ 727,392	$ 209,394,967	$ 209,394,967	$ 2,675,270	$ -	$ -	$ (1,947,878)
SPECIAL REVENUE	$ 151,975,019	$ 837,348,911	$ 912,941,504	$ 67,398,539	$ 10,951,455	$ -	$ (1,967,568)
DEBT SERVICE							
320 COUNTY IMPROVEMENT DEBT	$ 9,874,372	$ 5,103,372	$ 7,409,480	$ 7,414,230	$ 154,034	$ -	$ -
321 CAPITAL LEASE DEBT SERVICE	-	8,417,415	2,171,297	-	6,246,118	-	-
DEBT SERVICE	$ 9,874,372	$ 13,520,787	$ 9,580,777	$ 7,414,230	$ 6,400,152	$ -	$ -
CAPITAL PROJECTS							
234 TRANSPORTATION CAPITAL PROJECT	$ 23,598,218	$ 99,767,801	$ 94,370,570	$ 28,995,449	$ -	$ -	$ -
422 INTERGOVERNMENTAL CAP PROJ	128,610	200	127,500	-	1,310	-	-
440 COUNTY IMPROVEMENT	190,000,000	-	160,985,109	29,014,891	-	-	-
445 GENERAL FUND CTY IMPROV	304,955,506	24,903,524	14,091,063	-	315,767,967	-	-
455 DETENTION CAPITAL PROJECTS	192,899,782	1,694,489	12,650,837	181,943,434	-	-	-
460 TECHNOLOGY CAP IMPROVEMENT	207,358,808	11,640,000	21,646,362	-	197,352,446	-	-
461 DETENTION TECH CAP IMPROVEMENT	34,383,870	-	5,944,335	28,439,535	-	-	-
CAPITAL PROJECTS	$ 953,324,794	$ 138,006,014	$ 309,815,776	$ 268,393,309	$ 513,121,723	$ -	$ -
INTERNAL SERVICE							
601 MEDICAL HMO[1]	$ 1,642,175	$ 50,654,656	$ 52,845,683	$ -	$ -	$ -	$ (548,852)
604 MEDICAL PPO	(9,209,419)	38,025,616	39,659,466	-	-	-	(10,843,269)
606 MEDICAL HDHP W HSA	(7,507,658)	24,954,095	26,029,963	-	-	-	(8,583,526)
607 FI DENTAL PPO	-	4,702,760	4,702,760	-	-	-	-
608 COINSURANCE PHARMACY	13,902,862	17,325,304	18,072,572	13,155,594	-	-	-
611 60 PERCENT STD	(1,018,390)	2,207,008	2,207,008	-	-	-	(1,018,390)
612 50 PERCENT STD	1,420,010	408,473	408,473	1,420,010	-	-	-
613 40 PERCENT STD	825,181	161,260	161,260	825,181	-	-	-
614 BEHAVIORAL HEALTH	5,301,667	1,687,810	1,760,590	5,228,887	-	-	-
615 WELLNESS[1]	4,476,799	1,556,248	2,181,248	3,851,799	-	-	-
618 BENEFIT ADMINISTRATION	6,382,337	3,005,916	3,005,916	6,382,337	-	-	-
619 ONSITE PHARMACY CLINIC	(1,310,878)	1,553,810	2,003,810	-	-	-	(1,760,878)
620 BENEFITS ELIMINATIONS	-	(1,157,990)	(1,157,990)	-	-	-	-
621 FLEX SPENDING HEALTH	15,221	2,269,651	2,269,651	15,221	-	-	-
622 FLEX SPENDING DEP CARE	(2,409)	801,620	801,620	-	-	-	(2,409)
623 VISION	767,983	1,735,553	1,735,553	767,983	-	-	-
625 FI PREPAID DENTAL	-	225,977	225,977	-	-	-	-
626 FI LIFE AND AD AND D	-	597,992	597,992	-	-	-	-
627 SUPPLEMENTAL LIFE	-	3,471,236	3,471,236	-	-	-	-
628 EMPLOYEE ASSISTANCE	-	420,963	420,963	-	-	-	-
629 SI DENTAL PPO	5,750,094	4,530,902	4,530,902	5,750,094	-	-	-
630 DEPENDENT LIFE	-	345,300	345,300	-	-	-	-
631 VOLUNTARY BENEFITS	-	683,838	683,838	-	-	-	-
654 EQUIPMENT SERVICES[1]	2,609,046	16,854,693	17,822,193	-	1,641,546	-	-
673 REPROGRAPHICS	199,274	845,217	845,217	-	199,274	-	-
675 RISK MANAGEMENT[1]	9,083,950	24,088,690	33,338,997	-	-	-	(166,357)
681 TECHNOLOGY INFRASTRUCTURE[1]	1,999,755	17,069,304	19,021,458	-	47,601	-	-
INTERNAL SERVICE	$ 35,327,600	$ 219,025,902	$ 237,991,656	$ 37,397,106	$ 1,888,421	$ -	$ (22,923,681)
ELIMINATIONS	$ -	$ (510,828,268)	$ (510,828,268)	$ -	$ -	$ -	$ -
ALL FUNDS	$ 1,233,403,800	$ 1,889,075,719	$ 2,234,405,833	$ 380,603,184	$ 532,361,751	$ -	$ (24,891,249)

Structural Balance

The *Budget Guidelines and Priorities* adopted by the Board, require the budget to be structurally balanced, meaning that recurring expenditures are fully supported by recurring revenues. This FY 2016 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:

Benefits Trust Funds (601, 604, 606, 608, 614, 619)
The majority of the structural imbalance in FY 2016 is due to the planned spend down of fund balance in order to adjust the Benefits Trust from a 150% Company Action Level to 100%. Fund 619 has a structural imbalance of $450,000 due to the costs of the on-site pharmacy clinic, which is operating at a deficit. New options are being pursued in FY 2016 to remedy this situation.

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

Consolidated Operating Sources, Uses and Structural Balance by Fund

FUND	SOURCES: OPERATING	USES: OPERATING	STRUCT. BALANCE
GENERAL	$ 1,183,450,935	$ 1,183,450,935	$ -
SPECIAL REVENUE			
NON-GRANT FUNDS			
201 ADULT PROBATION FEES	$ 12,343,549	$ 12,343,549	$ -
203 SHERIFF DONATIONS	26,774	26,774	-
204 JUSTICE CT JUDICIAL ENHANCEMNT	737,183	737,183	-
205 COURT DOCUMENT RETRIEVAL	1,064,545	1,064,545	-
206 OFFICER SAFETY EQUIPMENT	52,000	52,000	-
207 PALO VERDE	682,808	682,808	-
208 JUDICIAL ENHANCEMENT	1,375,964	1,176,746	199,218
209 PUBLIC DEFENDER TRAINING	404,610	404,610	-
212 SHERIFF RICO	1,750,000	1,750,000	-
213 COUNTY ATTORNEY RICO	1,910,940	1,910,940	-
214 SHERIFF JAIL ENHANCEMENT	1,482,444	1,482,444	-
215 EMERGENCY MANAGEMENT	963,826	963,826	-
218 CLERK OF COURT FILL THE GAP	1,915,696	1,915,696	-
220 DIVERSION	1,792,874	1,792,874	-
221 COUNTY ATTORNEY FILL THE GAP	1,527,206	1,527,206	-
225 SPUR CROSS RANCH CONSERVATION	275,359	275,359	-
226 PLANNING AND DEVELOPMENT FEES	8,010,200	8,001,694	8,506
228 JUVENILE PROBATION SPECIAL FEE	2,669,777	2,669,777	-
229 JUVENILE RESTITUTION	4,000	4,000	-
232 TRANSPORTATION OPERATIONS	108,802,126	59,822,918	48,979,208
236 RECORDERS SURCHARGE	3,792,689	3,792,689	-
239 PARKS SOUVENIR	362,544	362,544	-
240 LAKE PLEASANT RECREATION SVCS	2,719,236	2,719,236	-
241 PARKS ENHANCEMENT FUND	4,671,308	4,671,308	-
243 PARKS DONATIONS	23,277	23,277	-
245 JUSTICE COURTS SPECIAL REVENUE	6,379,000	6,379,000	-
252 INMATE SERVICES	11,250,326	11,250,326	-
254 INMATE HEALTH SERVICES	300,873	300,873	-
255 DETENTION OPERATIONS	376,033,724	376,033,724	-
256 PROBATE FEES	392,000	392,000	-
257 CONCILIATION COURT FEES	1,372,000	1,372,000	-
258 SHERIFF TOWING AND IMPOUND	226,100	226,100	-
259 SUPERIOR COURT SPECIAL REVENUE	4,598,154	4,598,154	-
261 LAW LIBRARY	1,165,971	1,165,971	-
262 PUBLIC DEFENDER FILL THE GAP	805,134	805,134	-
263 LEGAL DEFENDER FILL THE GAP	66,362	66,362	-
264 SUPERIOR COURT FILL THE GAP	2,218,728	2,218,728	-
265 PUBLIC HEALTH FEES	6,638,299	6,638,299	-
266 CHECK ENFORCEMENT PROGRAM	125,048	125,048	-
267 CRIM JUSTICE ENHANCEMENT	1,377,000	1,377,000	-
268 VICTIM COMP RESTITUTION	111,600	111,600	-
269 VICTIM COMPENSATION INTEREST	16,516	16,516	-
270 CHILD SUPPORT ENHANCEMENT	65,000	-	65,000

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

FUND	SOURCES: OPERATING	USES: OPERATING	STRUCT. BALANCE
271 EXPEDITED CHILD SUPPORT	600,000	600,000	-
273 VICTIM LOCATION	2,300	-	2,300
274 CLERK OF THE COURT EDMS	2,448,571	2,448,571	-
275 JUVENILE PROBATION DIVERSION	214,095	214,095	-
276 SPOUSAL MAINT ENF ENHANCEMENT	99,000	99,000	-
281 CHILDRENS ISSUES EDUCATION	105,000	105,000	-
282 DOM REL MEDIATION EDUCATION	180,600	180,600	-
290 WASTE TIRE	4,756,341	4,751,611	4,730
504 AIR QUALITY FEES	12,083,786	12,083,397	389
506 ENVIRONMTL SVCS ENV HEALTH	19,383,201	19,383,201	-
572 ANIMAL CONTROL LICENSE SHELTER	9,480,584	9,480,584	-
574 ANIMAL CONTROL FIELD OPERATION	3,453,314	3,399,773	53,541
669 SMALL SCHOOL SERVICE	109,551	109,551	-
741 TAXPAYER INFORMATION	304,341	304,341	-
780 SCHOOL TRANSPORTATION	600,000	600,000	-
782 SCHOOL COMMUNICATION	665,000	665,000	-
795 EDUCATIONAL SUPPLEMENTAL PROG	566,275	566,275	-
SUBTOTAL NON-GRANT FUNDS	$ 627,554,729	$ 578,241,837	$ 49,312,892
GRANT FUNDS			
211 ADULT PROBATION GRANTS	$ 3,171,370	$ 3,171,370	$ -
216 CLERK OF THE COURT GRANTS	1,484,286	1,484,286	-
217 CDBG HOUSING TRUST	20,143,632	20,143,632	-
219 COUNTY ATTORNEY GRANTS	5,351,226	5,351,226	-
222 HUMAN SERVICES GRANTS	45,246,229	45,246,229	-
227 JUVENILE PROBATION GRANTS	3,811,356	3,811,356	-
233 PUBLIC DEFENDER GRANTS	237,289	237,289	-
238 SUPERIOR COURT GRANTS	3,432,507	3,432,507	-
248 ELECTIONS GRANTS	470,278	470,278	-
249 NON DEPARTMENTAL GRANTS	6,568,459	6,568,459	-
251 SHERIFF GRANTS	7,184,985	7,184,985	-
503 AIR QUALITY GRANTS	3,973,521	3,973,521	-
532 PUBLIC HEALTH GRANTS	52,056,352	52,056,352	-
715 SCHOOL GRANTS	24,960,910	24,960,910	-
SUBTOTAL GRANTS	$ 178,092,400	$ 178,092,400	$ -
SPECIAL REVENUE	$ 805,647,129	$ 756,334,237	$ 49,312,892
DEBT SERVICE			
320 COUNTY IMPROVEMENT DEBT	$ 2,511,372	$ -	$ 2,511,372
DEBT SERVICE	$ 2,511,372	$ -	$ 2,511,372
CAPITAL PROJECTS			
445 GENERAL FUND CTY IMPROV	$ 8,716,119	$ -	$ 8,716,119
455 DETENTION CAPITAL PROJECTS	587,500	-	587,500
460 TECHNOLOGY CAP IMPROVEMENT	11,640,000	-	11,640,000
CAPITAL PROJECTS	$ 20,943,619	$ -	$ 20,943,619

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

FUND	SOURCES: OPERATING	USES: OPERATING	STRUCT. BALANCE
INTERNAL SERVICE			
601 MEDICAL HMO	$ 50,654,656	$ 52,845,683	$ (2,191,027)
604 MEDICAL PPO	38,025,616	39,659,466	(1,633,850)
606 MEDICAL HDHP W HSA	24,954,095	26,029,963	(1,075,868)
607 FI DENTAL PPO	4,702,760	4,702,760	-
608 COINSURANCE PHARMACY	17,325,304	18,072,572	(747,268)
611 60 PERCENT STD	2,207,008	2,207,008	-
612 50 PERCENT STD	408,473	408,473	-
613 40 PERCENT STD	161,260	161,260	-
614 BEHAVIORAL HEALTH	1,687,810	1,760,590	(72,780)
615 WELLNESS	1,556,248	1,556,248	-
618 BENEFIT ADMINISTRATION	3,005,916	3,005,916	-
619 ONSITE PHARMACY CLINIC	1,553,810	2,003,810	(450,000)
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	1,735,553	1,735,553	-
625 FI PREPAID DENTAL	225,977	225,977	-
626 FI LIFE AND AD AND D	597,992	597,992	-
627 SUPPLEMENTAL LIFE	3,471,236	3,471,236	-
628 EMPLOYEE ASSISTANCE	420,963	420,963	-
629 SI DENTAL PPO	4,530,902	4,530,902	-
630 DEPENDENT LIFE	345,300	345,300	-
631 VOLUNTARY BENEFITS	683,838	683,838	-
654 EQUIPMENT SERVICES	16,854,693	16,854,693	-
673 REPROGRAPHICS	845,217	845,217	-
675 RISK MANAGEMENT	20,570,789	33,338,997	(12,768,208)
681 TECHNOLOGY INFRASTRUCTURE	17,069,304	17,069,304	-
INTERNAL SERVICE	$ 215,508,001	$ 234,447,002	$ (18,939,001)
ELIMINATIONS	$ (402,434,555)	$ (402,434,555)	$ -
ALL FUNDS	$ 1,825,626,501	$ 1,771,797,619	$ 53,828,882

Expenditure Limitation

Maricopa County expenditures are subject to limitation according to Article 9, Section 20 of the Arizona Constitution. The Expenditure Limitation is calculated annually by the Economic Estimates Commission based on Maricopa County's actual expenditures in FY 1980, with base adjustments approved by County voters or by the Legislature as functions are transferred to or from the County. The Commission makes annual adjustments to reflect changes in population and in inflation, as measured by the Gross Domestic Product Price Deflator.

Expenditures from "local revenues" are subject to limitation. Generally, local revenues include taxes, fees, and fines assessed by the County, but exclude revenues from intergovernmental payments, grants, proceeds of debt, and interest earnings. Maricopa County's expenditures subject to limitation are certified by the State Auditor General, and published in an annual *Expenditure Limitation Report*. When actual expenditures subject to limitation are less than the limitation, the excess capacity can be carried forward to future fiscal years. For this reason, actual expenditures are reported as $1 less than the limitation.

Expenditure Limitation		
FY 2016 Expenditure Limitation	$	1,251,361,933
FY 2016 Expenditures Subject to Limitation	$	1,251,361,932
Expenditures (Over)/Under Limitation	$	1

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

		FY 2015 ADOPTED	FY 2015 REVISED	FY 2016 ADOPTED	(INC.)/DEC FROM REV.
	JUDICIAL				
110	**ADULT PROBATION**				
100	**GENERAL**				
	OPERATING	$ 48,350,459	$ 49,984,303	$ 49,084,413	$ 899,890
	NON RECURRING NON PROJECT	25,000	25,000	171,000	(146,000)
	ALL FUNCTIONS	$ 48,375,459	$ 50,009,303	$ 49,255,413	$ 753,890
201	**ADULT PROBATION FEES**				
	OPERATING	$ 12,343,549	$ 12,343,549	$ 12,343,549	$ -
	NON RECURRING NON PROJECT	1,083,459	1,083,459	428,787	654,672
	ALL FUNCTIONS	$ 13,427,008	$ 13,427,008	$ 12,772,336	$ 654,672
211	**ADULT PROBATION GRANTS**				
	OPERATING	$ 2,876,995	$ 3,420,182	$ 3,171,370	$ 248,812
255	**DETENTION OPERATIONS**				
	OPERATING	$ 26,643,287	$ 27,465,274	$ 33,803,153	$ (6,337,879)
	NON RECURRING NON PROJECT	200,000	200,000	55,800	144,200
	ALL FUNCTIONS	$ 26,843,287	$ 27,665,274	$ 33,858,953	$ (6,193,679)
	TOTAL DEPARTMENT	**$ 91,522,749**	**$ 94,521,767**	**$ 99,058,072**	**$ (4,536,305)**
240	**JUSTICE COURTS**				
100	**GENERAL**				
	OPERATING	$ 17,169,657	$ 17,471,692	$ 17,825,008	$ (353,316)
	ELEC DOCUMENT MGMNT SYSTEM	512,000	512,000	512,000	-
	ALL FUNCTIONS	$ 17,681,657	$ 17,983,692	$ 18,337,008	$ (353,316)
204	**JUSTICE CT JUDICIAL ENHANCEMNT**				
	OPERATING	$ 792,000	$ 792,000	$ 737,183	$ 54,817
237	**JUST COURTS PHOTO ENFORCEMENT**				
	OPERATING	$ 1,800	$ 1,800	$ -	$ 1,800
	ELEC DOCUMENT MGMNT SYSTEM	45,000	45,000	-	45,000
	ALL FUNCTIONS	$ 46,800	$ 46,800	$ -	$ 46,800
245	**JUSTICE COURTS SPECIAL REVENUE**				
	OPERATING	$ 6,479,000	$ 6,479,000	$ 6,379,000	$ 100,000
	NON RECURRING NON PROJECT	-	-	105,250	(105,250)
	ALL FUNCTIONS	$ 6,479,000	$ 6,479,000	$ 6,484,250	$ (5,250)
	TOTAL DEPARTMENT	**$ 24,999,457**	**$ 25,301,492**	**$ 25,558,441**	**$ (256,949)**
270	**JUVENILE PROBATION**				
100	**GENERAL**				
	OPERATING	$ 17,279,942	$ 17,998,450	$ 17,872,534	$ 125,916
227	**JUVENILE PROBATION GRANTS**				
	OPERATING	$ 4,160,865	$ 4,356,326	$ 3,811,356	$ 544,970
228	**JUVENILE PROBATION SPECIAL FEE**				
	OPERATING	$ 3,546,769	$ 3,546,769	$ 2,669,777	$ 876,992
	NON RECURRING NON PROJECT	283,731	283,731	388,353	(104,622)
	ALL FUNCTIONS	$ 3,830,500	$ 3,830,500	$ 3,058,130	$ 772,370
229	**JUVENILE RESTITUTION**				
	OPERATING	$ 10,000	$ 10,000	$ 4,000	$ 6,000
255	**DETENTION OPERATIONS**				
	OPERATING	$ 33,172,371	$ 33,629,649	$ 33,607,736	$ 21,913
	JUVENILE KITCHEN EQUIP	1,225,942	1,225,942	-	1,225,942
	ALL FUNCTIONS	$ 34,398,313	$ 34,855,591	$ 33,607,736	$ 1,247,855
275	**JUVENILE PROBATION DIVERSION**				
	OPERATING	$ 251,518	$ 251,518	$ 214,095	$ 37,423
	NON RECURRING NON PROJECT	82,985	82,985	175,915	(92,930)
	ALL FUNCTIONS	$ 334,503	$ 334,503	$ 390,010	$ (55,507)
	TOTAL DEPARTMENT	**$ 60,014,123**	**$ 61,385,370**	**$ 58,743,766**	**$ 2,641,604**

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

		FY 2015 ADOPTED	FY 2015 REVISED	FY 2016 ADOPTED	(INC.)/DEC FROM REV.
800	**SUPERIOR COURT**				
100	**GENERAL**				
	OPERATING	$ 80,343,393	$ 81,477,438	$ 83,111,344	$ (1,633,906)
	NON RECURRING NON PROJECT	9,000	9,000	245,926	(236,926)
	DISASTER REC EQUIPMENT	1,136,091	1,136,091	668,000	468,091
	SUP COURT CASE MGMT SYSTEM	1,840,000	1,840,000	1,899,500	(59,500)
	SUP CT FOR THE RECORD EQUIP	1,305,640	1,305,640	1,500,000	(194,360)
	ALL FUNCTIONS	$ 84,634,124	$ 85,768,169	$ 87,424,770	$ (1,656,601)
208	**JUDICIAL ENHANCEMENT**				
	OPERATING	$ 506,200	$ 506,200	$ 476,000	$ 30,200
	NON RECURRING NON PROJECT	-	-	29,901	(29,901)
	ALL FUNCTIONS	$ 506,200	$ 506,200	$ 505,901	$ 299
238	**SUPERIOR COURT GRANTS**				
	OPERATING	$ 2,989,816	$ 3,432,507	$ 3,432,507	$ -
256	**PROBATE FEES**				
	OPERATING	$ 409,200	$ 409,200	$ 392,000	$ 17,200
	NON RECURRING NON PROJECT	100,000	100,000	138,756	(38,756)
	ALL FUNCTIONS	$ 509,200	$ 509,200	$ 530,756	$ (21,556)
257	**CONCILIATION COURT FEES**				
	OPERATING	$ 1,441,200	$ 1,441,200	$ 1,372,000	$ 69,200
	NON RECURRING NON PROJECT	175,000	175,000	206,566	(31,566)
	ALL FUNCTIONS	$ 1,616,200	$ 1,616,200	$ 1,578,566	$ 37,634
259	**SUPERIOR COURT SPECIAL REVENUE**				
	OPERATING	$ 4,759,800	$ 4,759,800	$ 4,598,154	$ 161,646
	NON RECURRING NON PROJECT	440,000	440,000	696,603	(256,603)
	ALL FUNCTIONS	$ 5,199,800	$ 5,199,800	$ 5,294,757	$ (94,957)
261	**LAW LIBRARY**				
	OPERATING	$ 1,296,000	$ 1,296,000	$ 1,165,971	$ 130,029
	NON RECURRING NON PROJECT	250,000	250,000	-	250,000
	ALL FUNCTIONS	$ 1,546,000	$ 1,546,000	$ 1,165,971	$ 380,029
264	**SUPERIOR COURT FILL THE GAP**				
	OPERATING	$ 2,101,600	$ 2,218,728	$ 2,218,728	$ -
271	**EXPEDITED CHILD SUPPORT**				
	OPERATING	$ 585,000	$ 585,000	$ 600,000	$ (15,000)
	NON RECURRING NON PROJECT	325,000	325,000	113,621	211,379
	ALL FUNCTIONS	$ 910,000	$ 910,000	$ 713,621	$ 196,379
276	**SPOUSAL MAINT ENF ENHANCEMENT**				
	OPERATING	$ 108,000	$ 108,000	$ 99,000	$ 9,000
	NON RECURRING NON PROJECT	50,000	50,000	9,000	41,000
	ALL FUNCTIONS	$ 158,000	$ 158,000	$ 108,000	$ 50,000
281	**CHILDRENS ISSUES EDUCATION**				
	OPERATING	$ 115,007	$ 115,007	$ 105,000	$ 10,007
	NON RECURRING NON PROJECT	25,000	25,000	10,007	14,993
	ALL FUNCTIONS	$ 140,007	$ 140,007	$ 115,007	$ 25,000
282	**DOM REL MEDIATION EDUCATION**				
	OPERATING	$ 180,600	$ 180,600	$ 180,600	$ -
	NON RECURRING NON PROJECT	25,000	25,000	-	25,000
	ALL FUNCTIONS	$ 205,600	$ 205,600	$ 180,600	$ 25,000
	TOTAL DEPARTMENT	**$ 100,516,547**	**$ 102,210,411**	**$ 103,269,184**	**$ (1,058,773)**
	TOTAL JUDICIAL	**$ 277,052,876**	**$ 283,419,040**	**$ 286,629,463**	**$ (3,210,423)**
	ELECTED				
010	**BOARD OF SUPERVISORS DIST 1**				
100	**GENERAL**				
	OPERATING	$ 361,973	$ 367,304	$ 370,718	$ (3,414)
020	**BOARD OF SUPERVISORS DIST 2**				
100	**GENERAL**				
	OPERATING	$ 361,973	$ 367,304	$ 370,718	$ (3,414)

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

		FY 2015 ADOPTED	FY 2015 REVISED	FY 2016 ADOPTED	(INC.)/DEC FROM REV.
030	**BOARD OF SUPERVISORS DIST 3**				
100	**GENERAL**				
	OPERATING	$ 361,973	$ 367,304	$ 370,718	$ (3,414)
040	**BOARD OF SUPERVISORS DIST 4**				
100	**GENERAL**				
	OPERATING	$ 361,973	$ 367,304	$ 370,718	$ (3,414)
050	**BOARD OF SUPERVISORS DIST 5**				
100	**GENERAL**				
	OPERATING	$ 361,973	$ 367,304	$ 370,718	$ (3,414)
120	**ASSESSOR**				
100	**GENERAL**				
	OPERATING	$ 23,362,819	$ 23,747,839	$ 24,132,164	$ (384,325)
	ESRI DESKTOP REVIEW PROJECT	635,000	635,000	-	635,000
	ALL FUNCTIONS	$ 23,997,819	$ 24,382,839	$ 24,132,164	$ 250,675
	TOTAL DEPARTMENT	**$ 23,997,819**	**$ 24,382,839**	**$ 24,132,164**	**$ 250,675**
140	**CALL CENTER**				
100	**GENERAL**				
	OPERATING	$ 1,663,556	$ 1,689,179	$ 1,719,187	$ (30,008)
160	**CLERK OF THE SUPERIOR COURT**				
100	**GENERAL**				
	OPERATING	$ 31,877,562	$ 32,410,682	$ 33,364,056	$ (953,374)
	COSC STAFF EQUIPMENT	18,000	18,000	-	18,000
	NON RECURRING NON PROJECT	413,099	413,099	12,000	401,099
	COSC RFR SYSTEM REPLACEMENT	2,395,940	2,395,940	2,292,400	103,540
	ALL FUNCTIONS	$ 34,704,601	$ 35,237,721	$ 35,668,456	$ (430,735)
205	**COURT DOCUMENT RETRIEVAL**				
	OPERATING	$ 1,147,606	$ 1,147,606	$ 1,064,545	$ 83,061
	NON RECURRING NON PROJECT	-	-	85,396	(85,396)
	ALL FUNCTIONS	$ 1,147,606	$ 1,147,606	$ 1,149,941	$ (2,335)
208	**JUDICIAL ENHANCEMENT**				
	OPERATING	$ 632,979	$ 632,979	$ 700,746	$ (67,767)
	NON RECURRING NON PROJECT	356,980	548,340	-	548,340
	ALL FUNCTIONS	$ 989,959	$ 1,181,319	$ 700,746	$ 480,573
216	**CLERK OF THE COURT GRANTS**				
	OPERATING	$ 1,484,995	$ 1,855,435	$ 1,484,286	$ 371,149
218	**CLERK OF COURT FILL THE GAP**				
	OPERATING	$ 2,054,822	$ 1,971,944	$ 1,915,696	$ 56,248
	NON RECURRING NON PROJECT	-	415,013	-	415,013
	ALL FUNCTIONS	$ 2,054,822	$ 2,386,957	$ 1,915,696	$ 471,261
273	**VICTIM LOCATION**				
	NON RECURRING NON PROJECT	$ 75,000	$ 75,000	$ 75,000	$ -
274	**CLERK OF THE COURT EDMS**				
	OPERATING	$ 2,632,872	$ 2,632,872	$ 2,448,571	$ 184,301
	TOTAL DEPARTMENT	**$ 43,089,855**	**$ 44,516,910**	**$ 43,442,696**	**$ 1,074,214**
190	**COUNTY ATTORNEY**				
100	**GENERAL**				
	OPERATING	$ 82,979,918	$ 84,358,029	$ 85,548,461	$ (1,190,432)
	MCAO CASE MANAGEMENT SYSTEM	529,000	529,000	-	529,000
	ALL FUNCTIONS	$ 83,508,918	$ 84,887,029	$ 85,548,461	$ (661,432)
213	**COUNTY ATTORNEY RICO**				
	OPERATING	$ 2,012,040	$ 2,012,040	$ 1,910,940	$ 101,100
	MCAO CASE MANAGEMENT SYSTEM	1,710,000	1,710,000	-	1,710,000
	ALL FUNCTIONS	$ 3,722,040	$ 3,722,040	$ 1,910,940	$ 1,811,100

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

		FY 2015 ADOPTED	FY 2015 REVISED	FY 2016 ADOPTED	(INC.)/DEC FROM REV.
219	**COUNTY ATTORNEY GRANTS**				
	OPERATING	$ 5,185,349	$ 5,185,349	$ 5,351,226	$ (165,877)
220	**DIVERSION**				
	OPERATING	$ 1,429,500	$ 1,429,500	$ 1,792,874	$ (363,374)
	NON RECURRING NON PROJECT	1,268,323	1,268,323	774,662	493,661
	ALL FUNCTIONS	$ 2,697,823	$ 2,697,823	$ 2,567,536	$ 130,287
221	**COUNTY ATTORNEY FILL THE GAP**				
	OPERATING	$ 1,555,630	$ 1,555,630	$ 1,527,206	$ 28,424
266	**CHECK ENFORCEMENT PROGRAM**				
	OPERATING	$ 180,058	$ 180,058	$ 125,048	$ 55,010
267	**CRIM JUSTICE ENHANCEMENT**				
	OPERATING	$ 1,477,500	$ 1,477,500	$ 1,377,000	$ 100,500
	NON RECURRING NON PROJECT	144,186	144,186	196,727	(52,541)
	ALL FUNCTIONS	$ 1,621,686	$ 1,621,686	$ 1,573,727	$ 47,959
268	**VICTIM COMP RESTITUTION**				
	OPERATING	$ 200,000	$ 200,000	$ 111,600	$ 88,400
	NON RECURRING NON PROJECT	501,308	501,308	-	501,308
	ALL FUNCTIONS	$ 701,308	$ 701,308	$ 111,600	$ 589,708
269	**VICTIM COMPENSATION INTEREST**				
	OPERATING	$ 14,708	$ 14,708	$ 16,516	$ (1,808)
	NON RECURRING NON PROJECT	164,452	164,452	-	164,452
	ALL FUNCTIONS	$ 179,160	$ 179,160	$ 16,516	$ 162,644
	TOTAL DEPARTMENT	**$ 99,351,972**	**$ 100,730,083**	**$ 98,732,260**	**$ 1,997,823**
210	**ELECTIONS**				
100	**GENERAL**				
	OPERATING	$ 8,894,320	$ 8,960,779	$ 9,018,145	$ (57,366)
	PRI/GEN ELEC CYCLE SPENDING	12,081,146	12,081,146	4,329,156	7,751,990
	ALL FUNCTIONS	$ 20,975,466	$ 21,041,925	$ 13,347,301	$ 7,694,624
248	**ELECTIONS GRANTS**				
	OPERATING	$ 861,153	$ 861,153	$ 470,278	$ 390,875
	TOTAL DEPARTMENT	**$ 21,836,619**	**$ 21,903,078**	**$ 13,817,579**	**$ 8,085,499**
250	**CONSTABLES**				
100	**GENERAL**				
	OPERATING	$ 2,912,802	$ 2,980,385	$ 3,076,881	$ (96,496)
	NON RECURRING NON PROJECT	4,500	40,183	-	40,183
	TOTAL DEPARTMENT	**$ 2,917,302**	**$ 3,020,568**	**$ 3,076,881**	**$ (56,313)**
360	**RECORDER**				
100	**GENERAL**				
	OPERATING	$ 2,134,232	$ 2,157,950	$ 2,185,621	$ (27,671)
236	**RECORDERS SURCHARGE**				
	OPERATING	$ 3,792,689	$ 3,792,689	$ 3,792,689	$ -
	NON RECURRING NON PROJECT	2,147,971	2,147,971	1,698,269	449,702
	ALL FUNCTIONS	$ 5,940,660	$ 5,940,660	$ 5,490,958	$ 449,702
	TOTAL DEPARTMENT	**$ 8,074,892**	**$ 8,098,610**	**$ 7,676,579**	**$ 422,031**
370	**EDUCATION SERVICE**				
100	**GENERAL**				
	OPERATING	$ 2,578,452	$ 2,616,334	$ 2,630,770	$ (14,436)
	GARNISHMENT SYSTEM UPGRADE	-	-	280,000	(280,000)
	NON RECURRING NON PROJECT	78,956	78,956	-	78,956
	ALL FUNCTIONS	$ 2,657,408	$ 2,695,290	$ 2,910,770	$ (215,480)
255	**DETENTION OPERATIONS**				
	NON RECURRING NON PROJECT	$ 1,117,223	$ 1,117,223	$ -	$ 1,117,223
669	**SMALL SCHOOL SERVICE**				
	OPERATING	$ 109,657	$ 109,657	$ 109,551	$ 106
	NON RECURRING NON PROJECT	72,051	115,406	58,221	57,185
	ALL FUNCTIONS	$ 181,708	$ 225,063	$ 167,772	$ 57,291

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

		FY 2015 ADOPTED	FY 2015 REVISED	FY 2016 ADOPTED	(INC.)/DEC FROM REV.
715	**SCHOOL GRANTS**				
	OPERATING	$ 25,224,197	$ 25,224,197	$ 24,960,910	$ 263,287
	NON RECURRING NON PROJECT	-	-	440,974	(440,974)
	ALL FUNCTIONS	$ 25,224,197	$ 25,224,197	$ 25,401,884	$ (177,687)
780	**SCHOOL TRANSPORTATION**				
	OPERATING	$ 600,000	$ 600,000	$ 600,000	$ -
782	**SCHOOL COMMUNICATION**				
	OPERATING	$ 432,948	$ 708,828	$ 665,000	$ 43,828
	NON RECURRING NON PROJECT	209,825	209,825	204,575	5,250
	ENCUMBERED IN FUND 782	153,953	153,953	-	153,953
	ALL FUNCTIONS	$ 796,726	$ 1,072,606	$ 869,575	$ 203,031
795	**EDUCATIONAL SUPPLEMENTAL PROG**				
	OPERATING	$ 332,292	$ 332,292	$ 566,275	$ (233,983)
	NON RECURRING NON PROJECT	352,138	352,138	562,600	(210,462)
	ALL FUNCTIONS	$ 684,430	$ 684,430	$ 1,128,875	$ (444,445)
	TOTAL DEPARTMENT	**$ 31,261,692**	**$ 31,618,809**	**$ 31,078,876**	**$ 539,933**
430	**TREASURER**				
100	**GENERAL**				
	OPERATING	$ 4,910,812	$ 5,002,464	$ 5,059,279	$ (56,815)
741	**TAXPAYER INFORMATION**				
	OPERATING	$ 304,341	$ 304,341	$ 304,341	$ -
	TOTAL DEPARTMENT	**$ 5,215,153**	**$ 5,306,805**	**$ 5,363,620**	**$ (56,815)**
500	**SHERIFF**				
100	**GENERAL**				
	OPERATING	$ 90,500,556	$ 95,608,253	$ 98,849,320	$ (3,241,067)
	MCSO JUDGMENT ORDER OPERATING	8,310,737	8,477,622	14,510,847	(6,033,225)
	MCSO JUDGMENT ORDER NON RECURRING	4,200,000	5,717,163	-	5,717,163
	NON RECURRING NON PROJECT	-	521,505	366,768	154,737
	CAD RMS	146,847	146,847	-	146,847
	HELICOPTER PURCHASE	5,000,000	5,000,000	-	5,000,000
	PROPERTY AND EVIDENCE	247,978	247,978	247,978	-
	MCSO RECORDS MANAGEMENT	676,000	676,000	676,000	-
	AIRPLANE PURCHASE	850,000	850,000	-	850,000
	ALL FUNCTIONS	$ 109,932,118	$ 117,245,368	$ 114,650,913	$ 2,594,455
203	**SHERIFF DONATIONS**				
	OPERATING	$ 20,000	$ 20,000	$ 26,774	$ (6,774)
	NON RECURRING NON PROJECT	100,000	100,000	-	100,000
	ALL FUNCTIONS	$ 120,000	$ 120,000	$ 26,774	$ 93,226
206	**OFFICER SAFETY EQUIPMENT**				
	OPERATING	$ 60,000	$ 60,000	$ 52,000	$ 8,000
212	**SHERIFF RICO**				
	OPERATING	$ 1,750,000	$ 1,750,000	$ 1,750,000	$ -
214	**SHERIFF JAIL ENHANCEMENT**				
	OPERATING	$ 1,482,444	$ 1,482,444	$ 1,482,444	$ -
	NON RECURRING NON PROJECT	-	-	1,236,498	(1,236,498)
	ALL FUNCTIONS	$ 1,482,444	$ 1,482,444	$ 2,718,942	$ (1,236,498)
251	**SHERIFF GRANTS**				
	OPERATING	$ 8,275,961	$ 7,298,757	$ 7,184,985	$ 113,772
252	**INMATE SERVICES**				
	OPERATING	$ 10,982,350	$ 10,982,350	$ 11,250,326	$ (267,976)
254	**INMATE HEALTH SERVICES**				
	OPERATING	$ 200,000	$ 200,000	$ 300,873	$ (100,873)
	NON RECURRING NON PROJECT	140,000	140,000	300,000	(160,000)
	ALL FUNCTIONS	$ 340,000	$ 340,000	$ 600,873	$ (260,873)

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

		FY 2015 ADOPTED	FY 2015 REVISED	FY 2016 ADOPTED	(INC.)/DEC FROM REV.
255	**DETENTION OPERATIONS**				
	OPERATING	$ 205,492,876	$ 208,342,561	$ 212,498,230	$ (4,155,669)
	MCSO IVR	905,000	905,000	905,000	-
	JAIL KITCHEN EQUIPMENT	300,000	300,000	340,000	(40,000)
	KITCHEN INSTALLATION	340,000	340,000	-	340,000
	MCSO JUDGMENT ORDER NON RECURRING	-	356,912	-	356,912
	JAIL WAGON VEHICLES	140,000	140,000	-	140,000
	LAUNDRY EQUIPMENT	350,000	350,000	397,000	(47,000)
	ALL FUNCTIONS	$ 207,527,876	$ 210,734,473	$ 214,140,230	$ (3,405,757)
258	**SHERIFF TOWING AND IMPOUND**				
	OPERATING	$ 208,103	$ 208,103	$ 226,100	$ (17,997)
	TOTAL DEPARTMENT	**$ 340,678,852**	**$ 350,221,495**	**$ 352,601,143**	**$ (2,379,648)**
	TOTAL ELECTED	**$ 579,897,577**	**$ 593,324,896**	**$ 583,494,575**	**$ 9,830,321**
	APPOINTED				
060	**CLERK OF THE BOARD**				
100	**GENERAL**				
	OPERATING	$ 1,203,921	$ 1,219,399	$ 1,210,792	$ 8,607
	NON RECURRING NON PROJECT	243,619	243,619	213,619	30,000
	TOTAL DEPARTMENT	**$ 1,447,540**	**$ 1,463,018**	**$ 1,424,411**	**$ 38,607**
150	**EMERGENCY MANAGEMENT**				
100	**GENERAL**				
	OPERATING	$ 242,187	$ 248,836	$ 250,989	$ (2,153)
207	**PALO VERDE**				
	OPERATING	$ 756,264	$ 756,264	$ 682,808	$ 73,456
	NON RECURRING NON PROJECT	-	-	78,031	(78,031)
	ALL FUNCTIONS	$ 756,264	$ 756,264	$ 760,839	$ (4,575)
215	**EMERGENCY MANAGEMENT**				
	OPERATING	$ 839,541	$ 943,763	$ 963,826	$ (20,063)
	NON RECURRING NON PROJECT	35,449	115,449	90,601	24,848
	ALL FUNCTIONS	$ 874,990	$ 1,059,212	$ 1,054,427	$ 4,785
	TOTAL DEPARTMENT	**$ 1,873,441**	**$ 2,064,312**	**$ 2,066,255**	**$ (1,943)**
180	**FINANCE**				
100	**GENERAL**				
	OPERATING	$ 2,772,594	$ 2,823,366	$ 2,855,401	$ (32,035)
	TOTAL DEPARTMENT	**$ 2,772,594**	**$ 2,823,366**	**$ 2,855,401**	**$ (32,035)**
200	**COUNTY MANAGER**				
100	**GENERAL**				
	OPERATING	$ 2,520,696	$ 2,556,760	$ 2,577,919	$ (21,159)
249	**NON DEPARTMENTAL GRANTS**				
	NON RECURRING NON PROJECT	$ 7,000	$ 2,416,818	$ 5,000	$ 2,411,818
	TOTAL DEPARTMENT	**$ 2,527,696**	**$ 4,973,578**	**$ 2,582,919**	**$ 2,390,659**
220	**HUMAN SERVICES**				
100	**GENERAL**				
	OPERATING	$ 2,260,912	$ 2,260,912	$ 2,260,912	$ -
	NON RECURRING NON PROJECT	-	-	120,000	(120,000)
	ALL FUNCTIONS	$ 2,260,912	$ 2,260,912	$ 2,380,912	$ (120,000)
217	**CDBG HOUSING TRUST**				
	OPERATING	$ 16,279,189	$ 17,204,787	$ 20,143,632	$ (2,938,845)
222	**HUMAN SERVICES GRANTS**				
	OPERATING	$ 44,319,456	$ 46,915,797	$ 45,246,229	$ 1,669,568
	TOTAL DEPARTMENT	**$ 62,859,557**	**$ 66,381,496**	**$ 67,770,773**	**$ (1,389,277)**
230	**INTERNAL AUDIT**				
100	**GENERAL**				
	OPERATING	$ 1,799,337	$ 1,835,837	$ 1,855,357	$ (19,520)

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

		FY 2015 ADOPTED	FY 2015 REVISED	FY 2016 ADOPTED	(INC.)/DEC FROM REV.
260	**CORRECTIONAL HEALTH**				
100	**GENERAL**				
	OPERATING	$ 3,180,331	$ 3,218,665	$ 3,289,967	$ (71,302)
	NON RECURRING NON PROJECT	-	25,000	-	25,000
	ALL FUNCTIONS	$ 3,180,331	$ 3,243,665	$ 3,289,967	$ (46,302)
255	**DETENTION OPERATIONS**				
	CHS GRAVES JUDGMENT OPERATING	$ -	$ -	$ 2,332,585	$ (2,332,585)
	OPERATING	58,229,181	58,926,641	61,297,272	(2,370,631)
	CHS GRAVES JUDGMENT NON RECURRING	-	581,653	-	581,653
	NON RECURRING NON PROJECT	-	2,925,000	-	2,925,000
	ALL FUNCTIONS	$ 58,229,181	$ 62,433,294	$ 63,629,857	$ (1,196,563)
	TOTAL DEPARTMENT	**$ 61,409,512**	**$ 65,676,959**	**$ 66,919,824**	**$ (1,242,865)**
290	**MEDICAL EXAMINER**				
100	**GENERAL**				
	OPERATING	$ 8,261,393	$ 8,403,620	$ 8,573,553	$ (169,933)
	NON RECURRING NON PROJECT	-	-	217,948	(217,948)
	ALL FUNCTIONS	$ 8,261,393	$ 8,403,620	$ 8,791,501	$ (387,881)
224	**MEDICAL EXAMINER GRANTS**				
	OPERATING	$ -	$ 7,581	$ -	$ 7,581
	TOTAL DEPARTMENT	**$ 8,261,393**	**$ 8,411,201**	**$ 8,791,501**	**$ (380,300)**
300	**PARKS AND RECREATION**				
100	**GENERAL**				
	OPERATING	$ 564,802	$ 564,802	$ 564,802	$ -
	NON RECURRING NON PROJECT	250,000	250,000	50,000	200,000
	PARKS PLAYGROUNDS UPGRADES	-	-	168,000	(168,000)
	PARKS RESTROOMS UPGRADES	275,000	275,000	392,000	(117,000)
	PARKS WATER UPGRADES	190,000	190,000	85,000	105,000
	ALL FUNCTIONS	$ 1,279,802	$ 1,279,802	$ 1,259,802	$ 20,000
225	**SPUR CROSS RANCH CONSERVATION**				
	OPERATING	$ 266,411	$ 266,411	$ 275,359	$ (8,948)
	NON RECURRING NON PROJECT	25,000	25,000	130,250	(105,250)
	ALL FUNCTIONS	$ 291,411	$ 291,411	$ 405,609	$ (114,198)
230	**PARKS AND RECREATION GRANTS**				
	NON RECURRING NON PROJECT	$ 7,909	$ 77,859	$ 13,990	$ 63,869
239	**PARKS SOUVENIR**				
	OPERATING	$ 310,000	$ 310,000	$ 362,544	$ (52,544)
240	**LAKE PLEASANT RECREATION SVCS**				
	OPERATING	$ 2,514,692	$ 2,514,692	$ 2,719,236	$ (204,544)
	NON RECURRING NON PROJECT	698,000	698,000	744,600	(46,600)
	PARKS PLAYGROUNDS UPGRADES	-	-	33,600	(33,600)
	PARKS RESTROOMS UPGRADES	-	-	336,000	(336,000)
	ALL FUNCTIONS	$ 3,212,692	$ 3,212,692	$ 3,833,436	$ (620,744)
241	**PARKS ENHANCEMENT FUND**				
	OPERATING	$ 4,349,860	$ 4,349,860	$ 4,671,308	$ (321,448)
	NON RECURRING NON PROJECT	1,015,000	1,015,000	689,937	325,063
	PARKS PLAYGROUNDS UPGRADES	530,000	530,000	-	530,000
	PARKS RESTROOMS UPGRADES	640,000	640,000	616,000	24,000
	ALL FUNCTIONS	$ 6,534,860	$ 6,534,860	$ 5,977,245	$ 557,615
243	**PARKS DONATIONS**				
	OPERATING	$ 23,277	$ 23,277	$ 23,277	$ -
	NON RECURRING NON PROJECT	85,500	85,500	300,960	(215,460)
	ALL FUNCTIONS	$ 108,777	$ 108,777	$ 324,237	$ (215,460)
900	**ELIMINATIONS**				
	OPERATING	$ (15,206)	$ (15,206)	$ -	$ (15,206)
	TOTAL DEPARTMENT	**$ 11,730,245**	**$ 11,800,195**	**$ 12,176,863**	**$ (376,668)**

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

		FY 2015 ADOPTED	FY 2015 REVISED	FY 2016 ADOPTED	(INC.)/DEC FROM REV.
310	**HUMAN RESOURCES**				
100	**GENERAL**				
	OPERATING	$ 3,854,478	$ 3,921,059	$ 3,985,245	$ (64,186)
	JOB ANALYSIS CONSULTANT	385,000	385,000	385,000	-
	LEARNING MANAGEMENT	70,000	70,000	70,000	-
	ALL FUNCTIONS	$ 4,309,478	$ 4,376,059	$ 4,440,245	$ (64,186)
	TOTAL DEPARTMENT	**$ 4,309,478**	**$ 4,376,059**	**$ 4,440,245**	**$ (64,186)**
340	**PUBLIC FIDUCIARY**				
100	**GENERAL**				
	OPERATING	$ 3,113,186	$ 3,150,990	$ 3,201,348	$ (50,358)
390	**EMPLOYEE BENEFITS AND HEALTH**				
100	**GENERAL**				
	OPERATING	$ 258,539	$ 266,671	$ 270,537	$ (3,866)
532	**PUBLIC HEALTH GRANTS**				
	OPERATING	$ 7,323,579	$ 7,323,579	$ 7,935,127	$ (611,548)
601	**MEDICAL HMO**				
	OPERATING	$ 50,236,155	$ 50,236,155	$ 52,845,683	$ (2,609,528)
604	**MEDICAL PPO**				
	OPERATING	$ 39,134,609	$ 39,134,609	$ 39,659,466	$ (524,857)
606	**MEDICAL HDHP W HSA**				
	OPERATING	$ 21,017,804	$ 21,017,804	$ 26,029,963	$ (5,012,159)
607	**FI DENTAL PPO**				
	OPERATING	$ 5,481,882	$ 5,481,882	$ 4,702,760	$ 779,122
608	**COINSURANCE PHARMACY**				
	OPERATING	$ 14,697,568	$ 14,697,568	$ 18,072,572	$ (3,375,004)
611	**60 PERCENT STD**				
	OPERATING	$ 2,344,571	$ 2,344,571	$ 2,207,008	$ 137,563
612	**50 PERCENT STD**				
	OPERATING	$ 408,473	$ 408,473	$ 408,473	$ -
613	**40 PERCENT STD**				
	OPERATING	$ 161,260	$ 161,260	$ 161,260	$ -
614	**BEHAVIORAL HEALTH**				
	OPERATING	$ 1,797,391	$ 1,797,391	$ 1,760,590	$ 36,801
615	**WELLNESS**				
	OPERATING	$ 1,406,365	$ 1,406,365	$ 1,556,248	$ (149,883)
	NON RECURRING NON PROJECT	320,000	320,000	625,000	(305,000)
	ALL FUNCTIONS	$ 1,726,365	$ 1,726,365	$ 2,181,248	$ (454,883)
618	**BENEFIT ADMINISTRATION**				
	OPERATING	$ 3,070,781	$ 3,070,781	$ 3,005,916	$ 64,865
	NON RECURRING NON PROJECT	100,000	100,000	-	100,000
	ALL FUNCTIONS	$ 3,170,781	$ 3,170,781	$ 3,005,916	$ 164,865
619	**ONSITE PHARMACY CLINIC**				
	OPERATING	$ 1,969,148	$ 1,969,148	$ 2,003,810	$ (34,662)
620	**BENEFITS ELIMINATIONS**				
	OPERATING	$ (1,157,990)	$ (1,157,990)	$ (1,157,990)	$ -
621	**FLEX SPENDING HEALTH**				
	OPERATING	$ 2,269,651	$ 2,269,651	$ 2,269,651	$ -
622	**FLEX SPENDING DEP CARE**				
	OPERATING	$ 801,620	$ 801,620	$ 801,620	$ -
623	**VISION**				
	OPERATING	$ 1,706,262	$ 1,706,262	$ 1,735,553	$ (29,291)
625	**FI PREPAID DENTAL**				
	OPERATING	$ 226,860	$ 226,860	$ 225,977	$ 883
626	**FI LIFE AND AD AND D**				
	OPERATING	$ 398,661	$ 398,661	$ 597,992	$ (199,331)

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

		FY 2015 ADOPTED	FY 2015 REVISED	FY 2016 ADOPTED	(INC.)/DEC FROM REV.
627	**SUPPLEMENTAL LIFE**				
	OPERATING	$ 3,471,236	$ 3,471,236	$ 3,471,236	$ -
628	**EMPLOYEE ASSISTANCE**				
	OPERATING	$ 400,320	$ 400,320	$ 420,963	$ (20,643)
629	**SI DENTAL PPO**				
	OPERATING	$ 4,238,527	$ 4,238,527	$ 4,530,902	$ (292,375)
630	**DEPENDENT LIFE**				
	OPERATING	$ 345,300	$ 345,300	$ 345,300	$ -
631	**VOLUNTARY BENEFITS**				
	OPERATING	$ 834,751	$ 834,751	$ 683,838	$ 150,913
	TOTAL DEPARTMENT	**$ 163,263,323**	**$ 163,271,455**	**$ 175,169,455**	**$ (11,898,000)**
410	**ENTERPRISE TECHNOLOGY**				
100	**GENERAL**				
	OPERATING	$ 10,523,328	$ 10,689,517	$ 11,193,593	$ (504,076)
	MAJOR MAINTENANCE OPERATING	11,091,264	12,867,264	14,976,798	(2,109,534)
	ADVANTAGE 2X HOSTING CHARGES	-	-	1,153,944	(1,153,944)
	CONTENT MANAGEMENT SYSTEM WEB	-	-	1,250,000	(1,250,000)
	CYBER SECURITY NRNP	4,801,092	4,801,092	3,585,000	1,216,092
	DESKTOP LAPTOP REPLACEMENT	-	528,850	250,000	278,850
	DATA CENTER ONE TIME NRNP	1,301,182	1,301,182	-	1,301,182
	VMWARE NON RECURRING	-	-	1,382,000	(1,382,000)
	CYBER SECURITY MAJOR MAINT	-	-	185,149	(185,149)
	ENTPRISE DATA CNTR SYSTEMS	5,824,200	5,824,200	4,606,700	1,217,500
	ENTPRISE DATA NETWORKING	450,000	450,000	-	450,000
	TELEPHONY MAJOR MAINT	-	-	565,000	(565,000)
	ALL FUNCTIONS	$ 33,991,066	$ 36,462,105	$ 39,148,184	$ (2,686,079)
255	**DETENTION OPERATIONS**				
	OPERATING	$ 1,019,055	$ 1,024,713	$ 986,484	$ 38,229
	DESKTOP LAPTOP REPLACEMENT	-	271,150	15,000	256,150
	NON RECURRING NON PROJECT	-	-	150,000	(150,000)
	ALL FUNCTIONS	$ 1,019,055	$ 1,295,863	$ 1,151,484	$ 144,379
681	**TECHNOLOGY INFRASTRUCTURE**				
	OPERATING	$ 16,514,603	$ 16,514,603	$ 17,069,304	$ (554,701)
	NON RECURRING NON PROJECT	1,051,546	1,068,107	1,952,154	(884,047)
	ALL FUNCTIONS	$ 17,566,149	$ 17,582,710	$ 19,021,458	$ (1,438,748)
	TOTAL DEPARTMENT	**$ 52,576,270**	**$ 55,340,678**	**$ 59,321,126**	**$ (3,980,448)**
420	**INTEGRATED CRIM JUSTICE INFO**				
255	**DETENTION OPERATIONS**				
	OPERATING	$ 1,628,554	$ 1,650,361	$ 1,656,954	$ (6,593)
	NON RECURRING NON PROJECT	-	-	74,033	(74,033)
	ALL FUNCTIONS	$ 1,628,554	$ 1,650,361	$ 1,730,987	$ (80,626)
	TOTAL DEPARTMENT	**$ 1,628,554**	**$ 1,650,361**	**$ 1,730,987**	**$ (80,626)**
440	**PLANNING AND DEVELOPMENT**				
100	**GENERAL**				
	OPERATING	$ 868,232	$ 868,232	$ 868,232	$ -
226	**PLANNING AND DEVELOPMENT FEES**				
	OPERATING	$ 8,001,694	$ 8,001,694	$ 8,001,694	$ -
	NON RECURRING NON PROJECT	537,292	537,292	177,097	360,195
	ALL FUNCTIONS	$ 8,538,986	$ 8,538,986	$ 8,178,791	$ 360,195
235	**DEL WEBB**				
	NON RECURRING NON PROJECT	$ 525,000	$ 525,000	$ -	$ 525,000
	TOTAL DEPARTMENT	**$ 9,932,218**	**$ 9,932,218**	**$ 9,047,023**	**$ 885,195**
460	**RESEARCH AND REPORTING**				
100	**GENERAL**				
	OPERATING	$ 338,603	$ 338,819	$ -	$ 338,819

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

		FY 2015 ADOPTED	FY 2015 REVISED	FY 2016 ADOPTED	(INC.)/DEC FROM REV.
470	**NON DEPARTMENTAL**				
100	**GENERAL**				
	MCSO JUDGMENT ORDER OPERATING	$ 2,825,000	$ 2,825,000	$ 5,023,124	$ (2,198,124)
	OPERATING	453,477,528	437,708,231	470,437,283	(32,729,052)
	MCSO JUDGMENT ORDER NON RECURRING	-	-	4,350,000	(4,350,000)
	NON RECURRING NON PROJECT	74,406,699	72,141,675	50,423,670	21,718,005
	ALL FUNCTIONS	$ 530,709,227	$ 512,674,906	$ 530,234,077	$ (17,559,171)
210	**WASTE MANAGEMENT**				
	NON RECURRING NON PROJECT	$ 468,832	$ 618,952	$ 653,328	$ (34,376)
249	**NON DEPARTMENTAL GRANTS**				
	OPERATING	$ 9,969,516	$ 9,327,766	$ 6,500,000	$ 2,827,766
	NON RECURRING NON PROJECT	4,214,034	12,193,523	30,591,664	(18,398,141)
	ALL FUNCTIONS	$ 14,183,550	$ 21,521,289	$ 37,091,664	$ (15,570,375)
255	**DETENTION OPERATIONS**				
	OPERATING	$ 7,635,944	$ 2,739,673	$ 3,336,407	$ (596,734)
	CHS GRAVES JUDGMENT NON RECURRING	-	-	500,000	(500,000)
	NON RECURRING NON PROJECT	35,876,958	31,742,243	35,539,740	(3,797,497)
	ALL FUNCTIONS	$ 43,512,902	$ 34,481,916	$ 39,376,147	$ (4,894,231)
320	**COUNTY IMPROVEMENT DEBT**				
	NON RECURRING NON PROJECT	$ 16,753,180	$ 16,753,180	$ 7,409,480	$ 9,343,700
321	**CAPITAL LEASE DEBT SERVICE**				
	DESKTOP LAPTOP REPLACEMENT	$ -	$ 2,171,297	$ -	$ 2,171,297
	NON RECURRING NON PROJECT	-	-	2,171,297	(2,171,297)
	ALL FUNCTIONS	$ -	$ 2,171,297	$ 2,171,297	$ -
422	**INTERGOVERNMENTAL CAP PROJ**				
	VULTURE MOUNTAIN	$ 127,500	$ 127,500	$ 127,500	$ -
440	**COUNTY IMPROVEMENT**				
	JAIL KITCHEN EQUIPMENT	$ -	$ -	$ 300,000	$ (300,000)
	COMPUTER AIDED MASS APPRAISAL	-	-	7,701,827	(7,701,827)
	ENTERPRISE DATA CTNR CT	-	-	14,388,694	(14,388,694)
	COUNTY TELEPHONE SYSTEM	-	-	14,458,269	(14,458,269)
	ENTERPRISE RES PLANNING SYSTEM	-	-	12,469,551	(12,469,551)
	JAIL MGMT INFORMATION SYSTEM	-	-	6,692,086	(6,692,086)
	JAIL SECURITY SYSTEM UPGRADE	-	-	4,591,960	(4,591,960)
	PUBLIC SAFETY RADIO	-	-	58,031,609	(58,031,609)
	INFRASTRUCTURE REFRESH PH I	-	-	1,393,288	(1,393,288)
	INFRASTRUCTURE REFRESH PH II	-	-	17,544,011	(17,544,011)
	SOUTHWEST JUSTICE COURTS	-	-	23,413,814	(23,413,814)
	ALL FUNCTIONS	$ -	$ -	$ 160,985,109	$ (160,985,109)
445	**GENERAL FUND CTY IMPROV**				
	NON RECURRING NON PROJECT	$ 32,605,249	$ 32,605,249	$ 5,242,821	$ 27,362,428
	CHAMBERS BUILDING	1,373,091	1,373,091	2,127,591	(754,500)
	EAST COURT IMPROVEMENTS	8,513,546	7,290,766	4,699,814	2,590,952
	COURT TOWER	1,247,290	1,247,290	-	1,247,290
	MARICOPA REGIONAL TRAIL SYSTEM	582,886	452,415	557,173	(104,758)
	SOUTHWEST JUSTICE COURTS	23,413,814	23,413,814	-	23,413,814
	SHERIFF HQ PROJECT	1,000,000	1,000,000	476,731	523,269
	SECURITY BUILDING	2,065,187	1,505,854	-	1,505,854
	SWAT COVERED PARKING	706,537	361,521	-	361,521
	VULTURE MOUNTAIN	42,751	42,751	42,751	-
	WEST COURT IMPROVEMENTS	-	-	944,182	(944,182)
	ALL FUNCTIONS	$ 71,550,351	$ 69,292,751	$ 14,091,063	$ 55,201,688
455	**DETENTION CAPITAL PROJECTS**				
	NON RECURRING NON PROJECT	$ -	$ -	$ 153,031	$ (153,031)
	4TH AVENUE JAIL	2,565,291	2,536,791	1,201,805	1,334,986
	INTAKE TRANSFER RELEASE JAIL	-	-	10,000,000	(10,000,000)
	LOWER BUCKEYE JAIL	3,231,292	3,276,951	1,296,001	1,980,950
	ALL FUNCTIONS	$ 5,796,583	$ 5,813,742	$ 12,650,837	$ (6,837,095)

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

		FY 2015 ADOPTED	FY 2015 REVISED	FY 2016 ADOPTED	(INC.)/DEC FROM REV.
460	**TECHNOLOGY CAP IMPROVEMENT**				
	DESKTOP LAPTOP REPLACEMENT	$ -	$ 6,804,438	$ -	$ 6,804,438
	NON RECURRING NON PROJECT	2,724,200	2,724,200	8,074,562	(5,350,362)
	BIX ROOM BYTE INFO EXCHANGE	4,299,455	4,409,126	4,374,901	34,225
	COMPUTER AIDED MASS APPRAISAL	4,795,000	4,780,859	-	4,780,859
	COUNTY TELEPHONE SYSTEM	6,473,633	10,040,158	-	10,040,158
	ENTERPRISE RES PLANNING SYSTEM	16,060,899	14,162,742	-	14,162,742
	ENTERPRISE DATA CTNR CT	18,738,694	18,738,694	-	18,738,694
	INFRASTRUCTURE REFRESH PH I	5,000,000	7,820,454	-	7,820,454
	INFRASTRUCTURE REFRESH PH II	37,604,275	25,224,138	-	25,224,138
	MAXIMO MAINT MGMT SYSTEM	750,000	413,504	-	413,504
	PUBLIC SAFETY RADIO	40,382,450	42,032,859	-	42,032,859
	SHERIFF HQ PROJECT IT INFRA	1,500,000	1,500,000	-	1,500,000
	PROJECT RESERVE	9,227,552	8,440,177	8,441,465	(1,288)
	INTERNAL SERVICE DELIVERY SYS	350,000	350,000	-	350,000
	TREASURER TECH SYSTEM UPGRADE	572,448	1,304,628	755,434	549,194
	ALL FUNCTIONS	$ 148,478,606	$ 148,745,977	$ 21,646,362	$ 127,099,615
461	**DETENTION TECH CAP IMPROVEMENT**				
	DESKTOP LAPTOP REPLACEMENT	$ -	$ 856,079	$ -	$ 856,079
	NON RECURRING NON PROJECT	2,813,388	2,813,388	1,106,989	1,706,399
	CHS ELECTRONIC HEALTH RECORDS	2,450,331	1,560,303	2,455,284	(894,981)
	JAIL MGMT INFORMATION SYSTEM	1,795,563	1,429,637	-	1,429,637
	JAIL SECURITY SYSTEM UPGRADE	11,084,242	10,091,960	-	10,091,960
	PROJECT RESERVE	25,000,000	25,000,000	2,382,062	22,617,938
	ALL FUNCTIONS	$ 43,143,524	$ 41,751,367	5,944,335	35,807,032
462	**INTERGOVERNMENTAL TECH PROJECT**				
	DESKTOP LAPTOP REPLACEMENT	$ -	$ 240,717	$ -	$ 240,717
	TOTAL DEPARTMENT	**$ 874,724,255**	**$ 854,193,594**	**$ 832,381,199**	**$ 21,812,395**
490	**MANAGEMENT AND BUDGET**				
100	**GENERAL**				
	OPERATING	$ 2,382,650	$ 2,412,614	$ 2,431,156	$ (18,542)
520	**PUBLIC DEFENDER**				
100	**GENERAL**				
	OPERATING	$ 38,588,891	$ 39,306,449	$ 40,490,466	$ (1,184,017)
	NON RECURRING NON PROJECT	171,119	171,119	-	171,119
	ALL FUNCTIONS	$ 38,760,010	$ 39,477,568	$ 40,490,466	$ (1,012,898)
209	**PUBLIC DEFENDER TRAINING**				
	OPERATING	$ 335,562	$ 335,562	$ 330,198	$ 5,364
	NON RECURRING NON PROJECT	232,303	232,303	185,932	46,371
	ALL FUNCTIONS	$ 567,865	$ 567,865	$ 516,130	$ 51,735
233	**PUBLIC DEFENDER GRANTS**				
	OPERATING	$ 236,492	$ 237,289	$ 237,289	$ -
262	**PUBLIC DEFENDER FILL THE GAP**				
	OPERATING	$ 819,202	$ 819,202	$ 805,134	$ 14,068
	PDS CASE MANAGEMENT SYSTEM	294,492	294,492	206,261	88,231
	ALL FUNCTIONS	$ 1,113,694	$ 1,113,694	$ 1,011,395	$ 102,299
	TOTAL DEPARTMENT	**$ 40,678,061**	**$ 41,396,416**	**$ 42,255,280**	**$ (858,864)**
540	**LEGAL DEFENDER**				
100	**GENERAL**				
	OPERATING	$ 11,964,389	$ 12,196,479	$ 13,258,636	$ (1,062,157)
	NON RECURRING NON PROJECT	40,999	40,999	-	40,999
	ALL FUNCTIONS	$ 12,005,388	$ 12,237,478	$ 13,258,636	$ (1,021,158)

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

		FY 2015 ADOPTED	FY 2015 REVISED	FY 2016 ADOPTED	(INC.)/DEC FROM REV.
209	**PUBLIC DEFENDER TRAINING**				
	OPERATING	$ 66,374	$ 66,374	$ 57,244	$ 9,130
	NON RECURRING NON PROJECT	27,574	27,574	58,828	(31,254)
	ALL FUNCTIONS	$ 93,948	$ 93,948	$ 116,072	$ (22,124)
263	**LEGAL DEFENDER FILL THE GAP**				
	OPERATING	$ 66,362	$ 66,362	$ 66,362	$ -
	TOTAL DEPARTMENT	**$ 12,165,698**	**$ 12,397,788**	**$ 13,441,070**	**$ (1,043,282)**
550	**LEGAL ADVOCATE**				
100	**GENERAL**				
	OPERATING	$ 10,743,013	$ 10,913,168	$ 12,055,425	$ (1,142,257)
	NON RECURRING NON PROJECT	43,770	43,770	-	43,770
	ALL FUNCTIONS	$ 10,786,783	$ 10,956,938	$ 12,055,425	$ (1,098,487)
209	**PUBLIC DEFENDER TRAINING**				
	OPERATING	$ 22,996	$ 22,996	$ 17,168	$ 5,828
	NON RECURRING NON PROJECT	25,273	25,273	8,800	16,473
	ALL FUNCTIONS	$ 48,269	$ 48,269	$ 25,968	$ 22,301
	TOTAL DEPARTMENT	**$ 10,835,052**	**$ 11,005,207**	**$ 12,081,393**	**$ (1,076,186)**
560	**CONTRACT COUNSEL**				
100	**GENERAL**				
	OPERATING	$ 46,056,428	$ 46,097,493	$ 51,891,419	$ (5,793,926)
	NON RECURRING NON PROJECT	950,866	950,866	3,652,470	(2,701,604)
	TOTAL DEPARTMENT	**$ 47,007,294**	**$ 47,048,359**	**$ 55,543,889**	**$ (8,495,530)**
570	**PUBLIC ADVOCATE**				
100	**GENERAL**				
	OPERATING	$ 9,197,532	$ 9,342,750	$ 9,441,291	$ (98,541)
	NON RECURRING NON PROJECT	33,747	33,747	-	33,747
	ALL FUNCTIONS	$ 9,231,279	$ 9,376,497	$ 9,441,291	$ (64,794)
	TOTAL DEPARTMENT	**$ 9,231,279**	**$ 9,376,497**	**$ 9,441,291**	**$ (64,794)**
640	**TRANSPORTATION**				
223	**TRANSPORTATION GRANTS**				
	NON RECURRING NON PROJECT	$ 684,820	$ 732,807	$ 250,939	$ 481,868
232	**TRANSPORTATION OPERATIONS**				
	OPERATING	$ 59,522,982	$ 59,522,982	$ 59,822,918	$ (299,936)
	NON RECURRING NON PROJECT	50,349,249	50,349,249	71,057,232	(20,707,983)
	ALL FUNCTIONS	$ 109,872,231	$ 109,872,231	$ 130,880,150	$ (21,007,919)
234	**TRANSPORTATION CAPITAL PROJECT**				
	MAG ALCP PROJECTS	$ 23,400,000	$ 21,400,000	$ 26,939,800	$ (5,539,800)
	COUNTY ARTERIALS	14,840,000	11,340,000	10,626,000	714,000
	BRIDGE CONST/PRESERVATION	525,000	925,000	1,779,000	(854,000)
	DUST MITIGATION	3,160,000	6,960,000	11,211,000	(4,251,000)
	INTELLIGENT TRANS SYST ITS	2,175,000	2,675,000	4,186,800	(1,511,800)
	PAVEMENT CONST/PRESERVATION	15,912,000	17,412,000	16,988,740	423,260
	PARTNERSHIP SUPPORT	1,577,500	2,777,500	2,709,000	68,500
	RIGHT-OF-WAY	180,000	1,280,000	158,000	1,122,000
	SAFETY PROJECTS	3,155,000	3,155,000	5,754,000	(2,599,000)
	TRANSPORTATION ADMINISTRATION	10,877,000	6,377,000	6,536,230	(159,230)
	TRAFFIC IMPROVEMENTS	5,047,000	6,547,000	5,802,000	745,000
	TRANSPORTATION PLANNING	1,730,000	1,730,000	1,680,000	50,000
	ALL FUNCTIONS	$ 82,578,500	$ 82,578,500	$ 94,370,570	$ (11,792,070)
900	**ELIMINATIONS**				
	NON RECURRING NON PROJECT	$ (48,134,797)	$ (48,134,797)	$ (70,403,183)	$ 22,268,386
	TOTAL DEPARTMENT	**$ 145,000,754**	**$ 145,048,741**	**$ 155,098,476**	**$ (10,049,735)**

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

		FY 2015 ADOPTED	FY 2015 REVISED	FY 2016 ADOPTED	(INC.)/DEC FROM REV.
670	**WASTE RESOURCES AND RECYCLING**				
100	**GENERAL**				
	OPERATING	$ 2,967,969	$ 2,991,094	$ 2,991,384	$ (290)
	WASTE RES LANDFILL DRAINAGE	150,000	150,000	50,000	100,000
	WASTE RES GAS PROBE EQUIP	160,000	160,000	70,000	90,000
	ALL FUNCTIONS	$ 3,277,969	$ 3,301,094	$ 3,231,384	$ 69,710
290	**WASTE TIRE**				
	OPERATING	$ 4,751,611	$ 4,751,611	$ 4,751,611	$ -
	TOTAL DEPARTMENT	**$ 8,029,580**	**$ 8,052,705**	**$ 7,982,995**	**$ 69,710**
700	**FACILITIES MANAGEMENT**				
100	**GENERAL**				
	OPERATING	$ 33,147,043	$ 33,311,852	$ 34,006,424	$ (694,572)
	MAJOR MAINTENANCE OPERATING	8,577,906	8,577,906	7,877,906	700,000
	NON RECURRING NON PROJECT	91,830	91,830	52,804	39,026
	CENTRAL COURT BLDG	4,897,869	4,897,869	3,772,524	1,125,345
	LIFE SAFETY PROJECTS	2,057,080	2,057,080	-	2,057,080
	SOUTH COURT TOWER	117,000	117,000	-	117,000
	WEST COURT BLDG	375,000	375,000	-	375,000
	ALL FUNCTIONS	$ 49,263,728	$ 49,428,537	$ 45,709,658	$ 3,718,879
255	**DETENTION OPERATIONS**				
	OPERATING	$ 19,165,486	$ 19,205,596	$ 19,333,033	$ (127,437)
	NON RECURRING NON PROJECT	39,511	39,511	-	39,511
	MAJOR MAINTENANCE OPERATING	6,940,763	6,940,763	6,726,998	213,765
	4TH AVE JAIL MAINTENANCE	2,905,000	2,905,000	435,000	2,470,000
	LBJ COMPLEX	3,940,646	3,940,646	500,000	3,440,646
	ALL FUNCTIONS	$ 32,991,406	$ 33,031,516	$ 26,995,031	$ 6,036,485
	TOTAL DEPARTMENT	**$ 82,255,134**	**$ 82,460,053**	**$ 72,704,689**	**$ 9,755,364**
720	**PROTECTIVE SERVICES**				
100	**GENERAL**				
	OPERATING	$ 3,861,489	$ 3,925,912	$ 4,141,089	$ (215,177)
255	**DETENTION OPERATIONS**				
	OPERATING	$ 48,942	$ 48,942	$ 48,942	$ -
	TOTAL DEPARTMENT	**$ 3,910,431**	**$ 3,974,854**	**$ 4,190,031**	**$ (215,177)**
730	**PROCUREMENT SERVICES**				
100	**GENERAL**				
	OPERATING	$ 2,413,764	$ 2,461,364	$ 2,487,658	$ (26,294)
673	**REPROGRAPHICS**				
	OPERATING	$ 845,217	$ 845,217	$ 845,217	$ -
	NON RECURRING NON PROJECT	70,000	70,000	-	70,000
	ALL FUNCTIONS	$ 915,217	$ 915,217	$ 845,217	$ 70,000
	TOTAL DEPARTMENT	**$ 3,328,981**	**$ 3,376,581**	**$ 3,332,875**	**$ 43,706**
740	**EQUIPMENT SERVICES**				
654	**EQUIPMENT SERVICES**				
	OPERATING	$ 16,854,693	$ 16,854,693	$ 16,854,693	$ -
	NON RECURRING NON PROJECT	857,000	857,000	967,500	(110,500)
	TOTAL DEPARTMENT	**$ 17,711,693**	**$ 17,711,693**	**$ 17,822,193**	**$ (110,500)**
750	**RISK MANAGEMENT**				
675	**RISK MANAGEMENT**				
	OPERATING	$ 29,841,029	$ 29,841,029	$ 33,338,997	$ (3,497,968)
676	**COUNTY MANAGER RISK MANAGEMENT**				
	NON RECURRING NON PROJECT	$ 1,750,000	$ 1,750,000	$ -	$ 1,750,000
	TOTAL DEPARTMENT	**$ 31,591,029**	**$ 31,591,029**	**$ 33,338,997**	**$ (1,747,968)**

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

		FY 2015 ADOPTED	FY 2015 REVISED	FY 2016 ADOPTED	(INC.)/DEC FROM REV.
790	**ANIMAL CARE AND CONTROL**				
100	**GENERAL**				
	OPERATING	$ 258,954	$ 258,954	$ 258,954	$ -
572	**ANIMAL CONTROL LICENSE SHELTER**				
	OPERATING	$ 8,783,032	$ 8,783,032	$ 9,480,584	$ (697,552)
	NON RECURRING NON PROJECT	-	612,294	502,426	109,868
	ALL FUNCTIONS	$ 8,783,032	$ 9,395,326	$ 9,983,010	$ (587,684)
573	**ANIMAL CONTROL GRANTS**				
	OPERATING	$ 1,539,157	$ 1,539,157	$ -	$ 1,539,157
574	**ANIMAL CONTROL FIELD OPERATION**				
	OPERATING	$ 3,399,773	$ 3,399,773	$ 3,399,773	$ -
	NON RECURRING NON PROJECT	378,192	378,192	345,980	32,212
	ALL FUNCTIONS	$ 3,777,965	$ 3,777,965	$ 3,745,753	$ 32,212
	TOTAL DEPARTMENT	**$ 14,359,108**	**$ 14,971,402**	**$ 13,987,717**	**$ 983,685**
850	**AIR QUALITY**				
100	**GENERAL**				
	OPERATING	$ 788,158	$ 807,862	$ 810,957	$ (3,095)
	AIR QUAL MONITORING EQUIP	420,850	420,850	409,700	11,150
	ALL FUNCTIONS	$ 1,209,008	$ 1,228,712	$ 1,220,657	$ 8,055
503	**AIR QUALITY GRANTS**				
	OPERATING	$ 4,106,337	$ 4,106,337	$ 3,973,521	$ 132,816
504	**AIR QUALITY FEES**				
	OPERATING	$ 11,361,342	$ 11,361,342	$ 12,083,397	$ (722,055)
	NON RECURRING NON PROJECT	1,743,828	1,743,828	2,210,731	(466,903)
	ALL FUNCTIONS	$ 13,105,170	$ 13,105,170	$ 14,294,128	$ (1,188,958)
	TOTAL DEPARTMENT	**$ 18,420,515**	**$ 18,440,219**	**$ 19,488,306**	**$ (1,048,087)**
860	**PUBLIC HEALTH**				
100	**GENERAL**				
	OPERATING	$ 11,364,457	$ 11,880,697	$ 11,844,181	$ 36,516
265	**PUBLIC HEALTH FEES**				
	OPERATING	$ 5,559,246	$ 6,166,746	$ 6,638,299	$ (471,553)
	NON RECURRING NON PROJECT	-	400,000	-	400,000
	ALL FUNCTIONS	$ 5,559,246	$ 6,566,746	$ 6,638,299	$ (71,553)
532	**PUBLIC HEALTH GRANTS**				
	OPERATING	$ 41,308,942	$ 42,780,158	$ 44,121,225	$ (1,341,067)
	TOTAL DEPARTMENT	**$ 58,232,645**	**$ 61,227,601**	**$ 62,603,705**	**$ (1,376,104)**
880	**ENVIRONMENTAL SERVICES**				
100	**GENERAL**				
	OPERATING	$ 4,184,101	$ 4,229,914	$ 4,026,395	$ 203,519
	NON RECURRING NON PROJECT	97,739	472,739	142,600	330,139
	ALL FUNCTIONS	$ 4,281,840	$ 4,702,653	$ 4,168,995	$ 533,658
506	**ENVIRONMTL SVCS ENV HEALTH**				
	OPERATING	$ 19,872,908	$ 19,872,908	$ 19,383,201	$ 489,707
	NON RECURRING NON PROJECT	2,299,932	2,299,932	471,826	1,828,106
	ALL FUNCTIONS	$ 22,172,840	$ 22,172,840	$ 19,855,027	$ 2,317,813
	TOTAL DEPARTMENT	**$ 26,454,680**	**$ 26,875,493**	**$ 24,024,022**	**$ 2,851,471**
920	**DEPUTY COUNTY MANAGER 920**				
100	**GENERAL**				
	OPERATING	$ 1,419,821	$ 1,458,024	$ 1,473,270	$ (15,246)
940	**ASSISTANT COUNTY MANAGER 940**				
100	**GENERAL**				
	OPERATING	$ 611,468	$ 627,424	$ 295,088	$ 332,336

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

		FY 2015 ADOPTED	FY 2015 REVISED	FY 2016 ADOPTED	(INC.)/DEC FROM REV.
950	**ASSISTANT COUNTY MANAGER 950**				
100	**GENERAL**				
	OPERATING	$ 419,793	$ 429,131	$ 431,764	$ (2,633)
	NON RECURRING NON PROJECT	534,097	534,097	529,597	4,500
	ALL FUNCTIONS	$ 953,890	$ 963,228	$ 961,361	$ 1,867
249	**NON DEPARTMENTAL GRANTS**				
	OPERATING	$ -	$ -	$ 68,459	$ (68,459)
	NON RECURRING NON PROJECT	89,121	1,272,641	-	1,272,641
	ALL FUNCTIONS	$ 89,121	$ 1,272,641	$ 68,459	$ 1,204,182
255	**DETENTION OPERATIONS**				
	OPERATING	$ 394,478	$ 396,764	$ 405,930	$ (9,166)
	TOTAL DEPARTMENT	**$ 1,437,489**	**$ 2,632,633**	**$ 1,435,750**	**$ 1,196,883**
	TOTAL APPOINTED	**$ 1,799,630,564**	**$ 1,799,769,469**	**$ 1,804,706,880**	**$ (4,937,411)**
980	**ELIMINATIONS COUNTY**				
900	**ELIMINATIONS**				
	OPERATING	$ (366,284,238)	$ (366,424,225)	$ (402,434,555)	$ 36,010,330
	NON RECURRING NON PROJECT	(79,167,797)	(88,099,461)	(37,990,530)	(50,108,931)
	TOTAL DEPARTMENT	**$ (445,452,035)**	**$ (454,523,686)**	**$ (440,425,085)**	**$ (14,098,601)**
	TOTAL MARICOPA COUNTY	**$ 2,211,128,982**	**$ 2,221,989,719**	**$ 2,234,405,833**	**$ (12,416,114)**

Consolidated Expenditures and Other Uses by Fund Type / Department

ALL FUNDS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	$ 87,223,684	$ 91,522,749	$ 94,521,767	$ 93,728,183	$ 99,058,072	$ (4,536,305)	-4.8%
240 - JUSTICE COURTS	24,100,583	24,999,457	25,301,492	24,364,751	25,558,441	(256,949)	-1.0%
270 - JUVENILE PROBATION	56,641,559	60,014,123	61,385,370	58,295,656	58,743,766	2,641,604	4.3%
800 - SUPERIOR COURT	94,815,226	100,516,547	102,210,411	100,895,934	103,269,184	(1,058,773)	-1.0%
SUBTOTAL	$ 262,781,052	$ 277,052,876	$ 283,419,040	$ 277,284,524	$ 286,629,463	$ (3,210,423)	-1.1%
ELECTED							
010 - BOARD OF SUPERVISORS DIST 1	$ 335,088	$ 361,973	$ 367,304	$ 339,139	$ 370,718	$ (3,414)	-0.9%
020 - BOARD OF SUPERVISORS DIST 2	362,240	361,973	367,304	342,240	370,718	(3,414)	-0.9%
030 - BOARD OF SUPERVISORS DIST 3	341,462	361,973	367,304	347,714	370,718	(3,414)	-0.9%
040 - BOARD OF SUPERVISORS DIST 4	358,450	361,973	367,304	363,118	370,718	(3,414)	-0.9%
050 - BOARD OF SUPERVISORS DIST 5	356,457	361,973	367,304	367,015	370,718	(3,414)	-0.9%
120 - ASSESSOR	22,850,464	23,997,819	24,382,839	23,388,295	24,132,164	250,675	1.0%
140 - CALL CENTER	1,516,414	1,663,556	1,689,179	1,656,195	1,719,187	(30,008)	-1.8%
160 - CLERK OF THE SUPERIOR COURT	39,037,358	43,089,855	44,516,910	40,287,046	43,442,696	1,074,214	2.4%
190 - COUNTY ATTORNEY	92,418,837	99,351,972	100,730,083	97,609,224	98,732,260	1,997,823	2.0%
210 - ELECTIONS	12,971,936	21,836,619	21,903,078	18,128,896	13,817,579	8,085,499	36.9%
250 - CONSTABLES	2,828,706	2,917,302	3,020,568	2,958,374	3,076,881	(56,313)	-1.9%
360 - RECORDER	6,522,293	8,074,892	8,098,610	6,451,886	7,676,579	422,031	5.2%
370 - EDUCATION SERVICE	22,758,228	31,261,692	31,618,809	27,919,037	31,078,876	539,933	1.7%
430 - TREASURER	4,901,981	5,215,153	5,306,805	4,934,388	5,363,620	(56,815)	-1.1%
500 - SHERIFF	310,891,701	340,678,852	350,221,495	333,114,441	352,601,143	(2,379,648)	-0.7%
SUBTOTAL	$ 518,451,615	$ 579,897,577	$ 593,324,896	$ 558,207,008	$ 583,494,575	$ 9,830,321	1.7%
APPOINTED							
060 - CLERK OF THE BOARD	$ 1,073,174	$ 1,447,540	$ 1,463,018	$ 1,203,940	$ 1,424,411	$ 38,607	2.6%
150 - EMERGENCY MANAGEMENT	1,482,760	1,873,441	2,064,312	2,002,346	2,066,255	(1,943)	-0.1%
180 - FINANCE	2,575,477	2,772,594	2,823,366	2,823,366	2,855,401	(32,035)	-1.1%
200 - COUNTY MANAGER	3,821,456	2,527,696	4,973,578	4,973,578	2,582,919	2,390,659	48.1%
220 - HUMAN SERVICES	51,995,237	62,859,557	66,381,496	66,381,496	67,770,773	(1,389,277)	-2.1%
230 - INTERNAL AUDIT	1,704,968	1,799,337	1,835,837	1,834,785	1,855,357	(19,520)	-1.1%
260 - CORRECTIONAL HEALTH	60,403,799	61,409,512	65,676,959	65,216,018	66,919,824	(1,242,865)	-1.9%
290 - MEDICAL EXAMINER	8,532,920	8,261,393	8,411,201	8,307,978	8,791,501	(380,300)	-4.5%
300 - PARKS AND RECREATION	10,624,832	11,730,245	11,800,195	10,758,641	12,176,863	(376,668)	-3.2%
310 - HUMAN RESOURCES	3,383,540	4,309,478	4,376,059	3,747,454	4,440,245	(64,186)	-1.5%
340 - PUBLIC FIDUCIARY	2,952,556	3,113,186	3,150,990	3,010,912	3,201,348	(50,358)	-1.6%
390 - EMPLOYEE BENEFITS AND HEALTH	165,026,833	163,263,323	163,271,455	167,863,356	175,169,455	(11,898,000)	-7.3%
410 - ENTERPRISE TECHNOLOGY	37,741,792	52,576,270	55,340,678	48,668,355	59,321,126	(3,980,448)	-7.2%
420 - INTEGRATED CRIM JUSTICE INFO	1,482,512	1,628,554	1,650,361	1,611,726	1,730,987	(80,626)	-4.9%
440 - PLANNING AND DEVELOPMENT	9,160,839	9,932,218	9,932,218	9,507,067	9,047,023	885,195	8.9%
460 - RESEARCH AND REPORTING	335,437	338,603	338,819	111,110	-	338,819	100.0%
470 - NON DEPARTMENTAL	800,959,345	874,724,255	854,193,594	600,371,110	832,381,199	21,812,395	2.6%
490 - MANAGEMENT AND BUDGET	2,111,882	2,382,650	2,412,614	2,287,040	2,431,156	(18,542)	-0.8%
520 - PUBLIC DEFENDER	39,275,806	40,678,061	41,396,416	41,085,942	42,255,280	(858,864)	-2.1%
540 - LEGAL DEFENDER	11,706,079	12,165,698	12,397,788	12,359,454	13,441,070	(1,043,282)	-8.4%
550 - LEGAL ADVOCATE	9,883,667	10,835,052	11,005,207	10,763,506	12,081,393	(1,076,186)	-9.8%
560 - CONTRACT COUNSEL	39,503,077	47,007,294	47,048,359	46,296,374	55,543,889	(8,495,530)	-18.1%
570 - PUBLIC ADVOCATE	7,691,417	9,231,279	9,376,497	8,960,099	9,441,291	(64,794)	-0.7%
640 - TRANSPORTATION	117,883,480	145,000,754	145,048,741	138,892,868	155,098,476	(10,049,735)	-6.9%
670 - WASTE RESOURCES AND RECYCLING	9,558,940	8,029,580	8,052,705	7,818,714	7,982,995	69,710	0.9%
700 - FACILITIES MANAGEMENT	66,617,915	82,255,134	82,460,053	70,728,871	72,704,689	9,755,364	11.8%
720 - PROTECTIVE SERVICES	3,831,755	3,910,431	3,974,854	3,916,094	4,190,031		
730 - PROCUREMENT SERVICES	3,168,109	3,328,981	3,376,581	3,342,409	3,332,875	43,706	1.3%
740 - EQUIPMENT SERVICES	18,433,366	17,711,693	17,711,693	19,257,222	17,822,193	(110,500)	-0.6%
750 - RISK MANAGEMENT	19,082,687	31,591,029	31,591,029	27,851,028	33,338,997	(1,747,968)	-5.5%
790 - ANIMAL CARE AND CONTROL	15,172,925	14,359,108	14,971,402	15,015,410	13,987,717	983,685	6.6%
850 - AIR QUALITY	14,223,887	18,420,515	18,440,219	16,169,226	19,488,306	(1,048,087)	-5.7%
860 - PUBLIC HEALTH	55,617,615	58,232,645	61,227,601	62,131,464	62,603,705	(1,376,104)	-2.2%
880 - ENVIRONMENTAL SERVICES	22,658,994	26,454,680	26,875,493	25,327,363	24,024,022	2,851,471	10.6%
920 - DEPUTY COUNTY MANAGER 920	1,282,359	1,419,821	1,458,024	1,390,438	1,473,270	(15,246)	-1.0%
930 - DEPUTY COUNTY MANAGER 930	2	-	-	-	-	-	N/A
940 - ASSISTANT COUNTY MANAGER 940	507,801	611,468	627,424	599,827	295,088	332,336	53.0%
950 - ASSISTANT COUNTY MANAGER 950	2,005,538	1,437,489	2,632,633	877,730	1,435,750	1,196,883	45.5%
960 - ASSISTANT COUNTY MANAGER 960	-	-	-	-	-	-	N/A
SUBTOTAL	$ 1,623,474,778	$ 1,799,630,564	$ 1,799,769,469	$ 1,513,464,317	$ 1,804,706,880	$ (4,937,411)	-0.3%
ELIMINATIONS							
980 - ELIMINATIONS COUNTY	$ (621,674,690)	$ (445,452,035)	$ (454,523,686)	$ (443,247,398)	$ (440,425,085)	$ (14,098,601)	3.1%
SUBTOTAL	$ (621,674,690)	$ (445,452,035)	$ (454,523,686)	$ (443,247,398)	$ (440,425,085)	$ (14,098,601)	3.1%
MARICOPA COUNTY	$ 1,783,032,755	$ 2,211,128,982	$ 2,221,989,719	$ 1,905,708,451	$ 2,234,405,833	$ (12,416,114)	-0.6%

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

GENERAL FUND	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	$ 46,675,118	$ 48,375,459	$ 50,009,303	$ 50,005,283	$ 49,255,413	$ 753,890	1.5%
240 - JUSTICE COURTS	16,889,966	17,681,657	17,983,692	17,395,956	18,337,008	(353,316)	-2.0%
270 - JUVENILE PROBATION	16,953,149	17,279,942	17,998,450	16,829,572	17,872,534	125,916	0.7%
800 - SUPERIOR COURT	79,503,964	84,634,124	85,768,169	85,659,663	87,424,770	(1,656,601)	-1.9%
SUBTOTAL	$ 160,022,197	$ 167,971,182	$ 171,759,614	$ 169,890,474	$ 172,889,725	$ (1,130,111)	-0.7%
ELECTED							
010 - BOARD OF SUPERVISORS DIST 1	$ 335,088	$ 361,973	$ 367,304	$ 339,139	$ 370,718	$ (3,414)	-0.9%
020 - BOARD OF SUPERVISORS DIST 2	362,240	361,973	367,304	342,240	370,718	(3,414)	-0.9%
030 - BOARD OF SUPERVISORS DIST 3	341,462	361,973	367,304	347,714	370,718	(3,414)	-0.9%
040 - BOARD OF SUPERVISORS DIST 4	358,450	361,973	367,304	363,118	370,718	(3,414)	-0.9%
050 - BOARD OF SUPERVISORS DIST 5	356,457	361,973	367,304	367,015	370,718	(3,414)	-0.9%
120 - ASSESSOR	22,850,464	23,997,819	24,382,839	23,388,295	24,132,164	250,675	1.0%
140 - CALL CENTER	1,516,414	1,663,556	1,689,179	1,656,195	1,719,187	(30,008)	-1.8%
160 - CLERK OF THE SUPERIOR COURT	29,857,170	34,704,601	35,237,721	32,066,719	35,668,456	(430,735)	-1.2%
190 - COUNTY ATTORNEY	78,093,997	83,508,918	84,887,029	83,496,887	85,548,461	(661,432)	-0.8%
210 - ELECTIONS	11,147,908	20,975,466	21,041,925	17,994,489	13,347,301	7,694,624	36.6%
250 - CONSTABLES	2,828,706	2,917,302	3,020,568	2,958,374	3,076,881	(56,313)	-1.9%
360 - RECORDER	1,831,582	2,134,232	2,157,950	2,019,372	2,185,621	(27,671)	-1.3%
370 - EDUCATION SERVICE	3,542,447	2,657,408	2,695,290	2,645,564	2,910,770	(215,480)	-8.0%
430 - TREASURER	4,901,981	4,910,812	5,002,464	4,934,388	5,059,279	(56,815)	-1.1%
500 - SHERIFF	94,523,994	109,932,118	117,245,368	106,683,703	114,650,913	2,594,455	2.2%
SUBTOTAL	$ 252,848,360	$ 289,212,097	$ 299,196,853	$ 279,603,212	$ 290,152,623	$ 9,044,230	3.0%
APPOINTED							
060 - CLERK OF THE BOARD	$ 1,073,174	$ 1,447,540	$ 1,463,018	$ 1,203,940	$ 1,424,411	$ 38,607	2.6%
150 - EMERGENCY MANAGEMENT	209,146	242,187	248,836	244,097	250,989	(2,153)	-0.9%
180 - FINANCE	2,575,477	2,772,594	2,823,366	2,823,366	2,855,401	(32,035)	-1.1%
200 - COUNTY MANAGER	2,416,892	2,520,696	2,556,760	2,556,760	2,577,919	(21,159)	-0.8%
220 - HUMAN SERVICES	2,081,919	2,260,912	2,260,912	2,260,912	2,380,912	(120,000)	-5.3%
230 - INTERNAL AUDIT	1,704,968	1,799,337	1,835,837	1,834,785	1,855,357	(19,520)	-1.1%
260 - CORRECTIONAL HEALTH	3,091,851	3,180,331	3,243,665	3,218,278	3,289,967	(46,302)	-1.4%
290 - MEDICAL EXAMINER	8,179,772	8,261,393	8,403,620	8,300,399	8,791,501	(387,881)	-4.6%
300 - PARKS AND RECREATION	2,805,320	1,279,802	1,279,802	1,141,417	1,259,802	20,000	1.6%
310 - HUMAN RESOURCES	3,383,540	4,309,478	4,376,059	3,747,454	4,440,245	(64,186)	-1.5%
340 - PUBLIC FIDUCIARY	2,952,556	3,113,186	3,150,990	3,010,912	3,201,348	(50,358)	-1.6%
390 - EMPLOYEE BENEFITS AND HEALTH	246,422	258,539	266,671	263,126	270,537	(3,866)	-1.4%
410 - ENTERPRISE TECHNOLOGY	20,512,849	33,991,066	36,462,105	30,162,672	39,148,184	(2,686,079)	-7.4%
440 - PLANNING AND DEVELOPMENT	868,232	868,232	868,232	853,490	868,232	-	0.0%
460 - RESEARCH AND REPORTING	335,437	338,603	338,819	111,110	-	338,819	100.0%
470 - NON DEPARTMENTAL	571,360,149	530,709,227	512,674,906	469,907,193	530,234,077	(17,559,171)	-3.4%
490 - MANAGEMENT AND BUDGET	2,111,882	2,382,650	2,412,614	2,287,040	2,431,156	(18,542)	-0.8%
520 - PUBLIC DEFENDER	37,544,392	38,760,010	39,477,568	39,385,686	40,490,466	(1,012,898)	-2.6%
540 - LEGAL DEFENDER	11,581,755	12,005,388	12,237,478	12,237,478	13,258,636	(1,021,158)	-8.3%
550 - LEGAL ADVOCATE	9,856,953	10,786,783	10,956,938	10,730,378	12,055,425	(1,098,487)	-10.0%
560 - CONTRACT COUNSEL	39,503,077	47,007,294	47,048,359	46,296,374	55,543,889	(8,495,530)	-18.1%
570 - PUBLIC ADVOCATE	7,691,417	9,231,279	9,376,497	8,960,099	9,441,291	(64,794)	-0.7%
670 - WASTE RESOURCES AND RECYCLIN	4,807,329	3,277,969	3,301,094	3,076,137	3,231,384	69,710	2.1%
700 - FACILITIES MANAGEMENT	41,632,148	49,263,728	49,428,537	41,428,817	45,709,658	3,718,879	7.5%
720 - PROTECTIVE SERVICES	3,782,813	3,861,489	3,925,912	3,867,156	4,141,089		
730 - PROCUREMENT SERVICES	2,382,287	2,413,764	2,461,364	2,461,364	2,487,658	(26,294)	-1.1%
790 - ANIMAL CARE AND CONTROL	258,954	258,954	258,954	258,954	258,954	-	0.0%
850 - AIR QUALITY	1,073,924	1,209,008	1,228,712	1,228,712	1,220,657	8,055	0.7%
860 - PUBLIC HEALTH	11,124,410	11,364,457	11,880,697	11,497,877	11,844,181	36,516	0.3%
880 - ENVIRONMENTAL SERVICES	3,911,030	4,281,840	4,702,653	4,495,090	4,168,995	533,658	11.3%
920 - DEPUTY COUNTY MANAGER 920	1,282,359	1,419,821	1,458,024	1,390,438	1,473,270	(15,246)	-1.0%
940 - ASSISTANT COUNTY MANAGER 940	507,801	611,468	627,424	599,827	295,088	332,336	53.0%
950 - ASSISTANT COUNTY MANAGER 950	541,565	953,890	963,228	412,831	961,361	1,867	0.2%
960 - ASSISTANT COUNTY MANAGER 960	-	-	-	-	-	-	N/A
SUBTOTAL	$ 803,391,800	$ 796,442,915	$ 783,999,651	$ 722,254,169	$ 811,862,040	$ (27,862,389)	-3.6%
MARICOPA COUNTY	$ 1,216,262,357	$ 1,253,626,194	$ 1,254,956,118	$ 1,171,747,855	$ 1,274,904,388	$ (19,948,270)	-1.6%

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

SPECIAL REVENUE	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	$ 40,548,566	$ 43,147,290	$ 44,512,464	$ 43,722,900	$ 49,802,659	$ (5,290,195)	-11.9%
240 - JUSTICE COURTS	7,210,617	7,317,800	7,317,800	6,968,795	7,221,433	96,367	1.3%
270 - JUVENILE PROBATION	39,688,410	42,734,181	43,386,920	41,466,084	40,871,232	2,515,688	5.8%
800 - SUPERIOR COURT	15,311,262	15,882,423	16,442,242	15,236,271	15,844,414	597,828	3.6%
SUBTOTAL	$ 102,758,855	$ 109,081,694	$ 111,659,426	$ 107,394,050	$ 113,739,738	$ (2,080,312)	-1.9%
ELECTED							
160 - CLERK OF THE SUPERIOR COURT	$ 9,180,188	$ 8,385,254	$ 9,279,189	$ 8,220,327	$ 7,774,240	$ 1,504,949	16.2%
190 - COUNTY ATTORNEY	14,324,840	15,843,054	15,843,054	14,112,337	13,183,799	2,659,255	16.8%
210 - ELECTIONS	1,824,028	861,153	861,153	134,407	470,278	390,875	45.4%
360 - RECORDER	4,690,711	5,940,660	5,940,660	4,432,514	5,490,958	449,702	7.6%
370 - EDUCATION SERVICE	19,215,781	28,604,284	28,923,519	25,273,473	28,168,106	755,413	2.6%
430 - TREASURER	-	304,341	304,341	-	304,341	-	0.0%
500 - SHERIFF	216,367,707	230,746,734	232,976,127	226,430,738	237,950,230	(4,974,103)	-2.1%
SUBTOTAL	$ 265,603,255	$ 290,685,480	$ 294,128,043	$ 278,603,796	$ 293,341,952	$ 786,091	0.3%
APPOINTED							
150 - EMERGENCY MANAGEMENT	$ 1,273,614	$ 1,631,254	$ 1,815,476	$ 1,758,249	$ 1,815,266	$ 210	0.0%
200 - COUNTY MANAGER	1,404,564	7,000	2,416,818	2,416,818	5,000	2,411,818	99.8%
220 - HUMAN SERVICES	49,913,318	60,598,645	64,120,584	64,120,584	65,389,861	(1,269,277)	-2.0%
260 - CORRECTIONAL HEALTH	57,311,948	58,229,181	62,433,294	61,997,740	63,629,857	(1,196,563)	-1.9%
290 - MEDICAL EXAMINER	353,148	-	7,581	7,579	-	7,581	100.0%
300 - PARKS AND RECREATION	7,930,782	10,465,649	10,535,599	9,663,719	10,917,061	(381,462)	-3.6%
390 - EMPLOYEE BENEFITS AND HEALTH	6,263,995	7,323,579	7,323,579	6,642,955	7,935,127	(611,548)	-8.4%
410 - ENTERPRISE TECHNOLOGY	-	1,019,055	1,295,863	819,018	1,151,484	144,379	11.1%
420 - INTEGRATED CRIM JUSTICE INFO	1,482,512	1,628,554	1,650,361	1,611,726	1,730,987	(80,626)	-4.9%
440 - PLANNING AND DEVELOPMENT	8,292,607	9,063,986	9,063,986	8,653,577	8,178,791	885,195	9.8%
470 - NON DEPARTMENTAL	10,773,280	58,165,284	56,622,157	5,155,525	77,121,139	(20,498,982)	-36.2%
520 - PUBLIC DEFENDER	1,731,414	1,918,051	1,918,848	1,700,256	1,764,814	154,034	8.0%
540 - LEGAL DEFENDER	124,324	160,310	160,310	121,976	182,434	(22,124)	-13.8%
550 - LEGAL ADVOCATE	26,714	48,269	48,269	33,128	25,968	22,301	46.2%
640 - TRANSPORTATION	104,201,510	110,557,051	110,605,038	107,399,857	131,131,089	(20,526,051)	-18.6%
670 - WASTE RESOURCES AND RECYCLING	4,751,611	4,751,611	4,751,611	4,742,577	4,751,611	-	0.0%
700 - FACILITIES MANAGEMENT	24,985,767	32,991,406	33,031,516	29,300,054	26,995,031	6,036,485	18.3%
720 - PROTECTIVE SERVICES	48,942	48,942	48,942	48,938	48,942		
790 - ANIMAL CARE AND CONTROL	14,913,971	14,100,154	14,712,448	14,756,456	13,728,763	983,685	6.7%
850 - AIR QUALITY	13,149,963	17,211,507	17,211,507	14,940,514	18,267,649	(1,056,142)	-6.1%
860 - PUBLIC HEALTH	44,493,205	46,868,188	49,346,904	50,633,587	50,759,524	(1,412,620)	-2.9%
880 - ENVIRONMENTAL SERVICES	18,747,964	22,172,840	22,172,840	20,832,273	19,855,027	2,317,813	10.5%
930 - DEPUTY COUNTY MANAGER 930	2	-	-	-	-	-	N/A
950 - ASSISTANT COUNTY MANAGER 950	1,463,973	483,599	1,669,405	464,899	474,389	1,195,016	71.6%
SUBTOTAL	$ 373,639,128	$ 459,444,115	$ 472,962,936	$ 407,822,005	$ 505,859,814	$ (32,896,878)	-7.0%
MARICOPA COUNTY	$ 742,001,238	$ 859,211,289	$ 878,750,405	$ 793,819,851	$ 912,941,504	$ (34,191,099)	-3.9%

DEBT SERVICE	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
APPOINTED							
470 - NON DEPARTMENTAL	16,715,180	16,753,180	18,924,477	16,753,180	9,580,777	9,343,700	49.4%
SUBTOTAL	$ 16,715,180	$ 16,753,180	$ 18,924,477	$ 16,753,180	$ 9,580,777	$ 9,343,700	49.4%
MARICOPA COUNTY	$ 16,715,180	$ 16,753,180	$ 18,924,477	$ 16,753,180	$ 9,580,777	$ 9,343,700	49.4%

CAPITAL PROJECTS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
APPOINTED							
470 - NON DEPARTMENTAL	$ 202,110,736	$ 269,096,564	$ 265,972,054	$ 108,555,212	$ 215,445,206	$ 50,526,848	19.0%
640 - TRANSPORTATION	61,816,767	82,578,500	82,578,500	79,627,808	94,370,570	(11,792,070)	-14.3%
SUBTOTAL	$ 263,927,503	$ 351,675,064	$ 348,550,554	$ 188,183,020	$ 309,815,776	$ 38,734,778	11.1%
MARICOPA COUNTY	$ 263,927,503	$ 351,675,064	$ 348,550,554	$ 188,183,020	$ 309,815,776	$ 38,734,778	11.1%

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

INTERNAL SERVICE	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
APPOINTED							
390 - EMPLOYEE BENEFITS AND HEALTH	$ 158,516,416	$ 155,681,205	$ 155,681,205	$ 160,957,275	$ 166,963,791	$ (11,282,586)	-7.2%
410 - ENTERPRISE TECHNOLOGY	17,228,943	17,566,149	17,582,710	17,686,665	19,021,458	(1,438,748)	-8.2%
730 - PROCUREMENT SERVICES	785,822	915,217	915,217	881,045	845,217	70,000	7.6%
740 - EQUIPMENT SERVICES	18,433,366	17,711,693	17,711,693	19,257,222	17,822,193	(110,500)	-0.6%
750 - RISK MANAGEMENT	19,082,687	31,591,029	31,591,029	27,851,028	33,338,997	(1,747,968)	-5.5%
SUBTOTAL	$ 214,047,234	$ 223,465,293	$ 223,481,854	$ 226,633,235	$ 237,991,656	$ (14,509,802)	-6.5%
MARICOPA COUNTY	$ 214,047,234	$ 223,465,293	$ 223,481,854	$ 226,633,235	$ 237,991,656	$ (14,509,802)	-6.5%

ELIMINATIONS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
APPOINTED							
300 - PARKS AND RECREATION	$ (111,270)	$ (15,206)	$ (15,206)	$ (46,495)	$ -	$ (15,206)	100.0%
640 - TRANSPORTATION	(48,134,797)	(48,134,797)	(48,134,797)	(48,134,797)	(70,403,183)	22,268,386	-46.3%
SUBTOTAL	$ (48,246,067)	$ (48,150,003)	$ (48,150,003)	$ (48,181,292)	$ (70,403,183)	$ 22,253,180	-46.2%
ELIMINATIONS							
980 - ELIMINATIONS COUNTY	$ (621,674,690)	$ (445,452,035)	$ (454,523,686)	$ (443,247,398)	$ (440,425,085)	$ (14,098,601)	3.1%
SUBTOTAL	$ (621,674,690)	$ (445,452,035)	$ (454,523,686)	$ (443,247,398)	$ (440,425,085)	$ (14,098,601)	3.1%
MARICOPA COUNTY	$ (669,920,757)	$ (493,602,038)	$ (502,673,689)	$ (491,428,690)	$ (510,828,268)	$ 8,154,579	-1.6%

Consolidated Expenditures and Other Uses by Department and Fund Type

FUND TYPE	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	TOTAL
JUDICIAL								
110 - ADULT PROBATION	$ 49,255,413	$ 49,802,659	$ -	$ -	$ -	$ 99,058,072	$ -	$ 99,058,072
240 - JUSTICE COURTS	18,337,008	7,221,433	-	-	-	25,558,441	-	25,558,441
270 - JUVENILE PROBATION	17,872,534	40,871,232	-	-	-	58,743,766	-	58,743,766
800 - SUPERIOR COURT	87,424,770	15,844,414	-	-	-	103,269,184	-	103,269,184
SUBTOTAL	$ 172,889,725	$ 113,739,738	$ -	$ -	$ -	$ 286,629,463	$ -	$ 286,629,463
ELECTED								
010 - BOARD OF SUPERVISORS DIST 1	$ 370,718	$ -	$ -	$ -	$ -	$ 370,718	$ -	$ 370,718
020 - BOARD OF SUPERVISORS DIST 2	370,718	-	-	-	-	370,718	-	370,718
030 - BOARD OF SUPERVISORS DIST 3	370,718	-	-	-	-	370,718	-	370,718
040 - BOARD OF SUPERVISORS DIST 4	370,718	-	-	-	-	370,718	-	370,718
050 - BOARD OF SUPERVISORS DIST 5	370,718	-	-	-	-	370,718	-	370,718
120 - ASSESSOR	24,132,164	-	-	-	-	24,132,164	-	24,132,164
140 - CALL CENTER	1,719,187	-	-	-	-	1,719,187	-	1,719,187
160 - CLERK OF THE SUPERIOR COURT	35,668,456	7,774,240	-	-	-	43,442,696	-	43,442,696
190 - COUNTY ATTORNEY	85,548,461	13,183,799	-	-	-	98,732,260	-	98,732,260
210 - ELECTIONS	13,347,301	470,278	-	-	-	13,817,579	-	13,817,579
250 - CONSTABLES	3,076,881	-	-	-	-	3,076,881	-	3,076,881
360 - RECORDER	2,185,621	5,490,958	-	-	-	7,676,579	-	7,676,579
370 - EDUCATION SERVICE	2,910,770	28,168,106	-	-	-	31,078,876	-	31,078,876
430 - TREASURER	5,059,279	304,341	-	-	-	5,363,620	-	5,363,620
500 - SHERIFF	114,650,913	237,950,230	-	-	-	352,601,143	-	352,601,143
SUBTOTAL	$ 290,152,623	$ 293,341,952	$ -	$ -	$ -	$ 583,494,575	$ -	$ 583,494,575
APPOINTED								
060 - CLERK OF THE BOARD	$ 1,424,411	$ -	$ -	$ -	$ -	$ 1,424,411	$ -	$ 1,424,411
150 - EMERGENCY MANAGEMENT	250,989	1,815,266	-	-	-	2,066,255	-	2,066,255
180 - FINANCE	2,855,401	-	-	-	-	2,855,401	-	2,855,401
200 - COUNTY MANAGER	2,577,919	5,000	-	-	-	2,582,919	-	2,582,919
220 - HUMAN SERVICES	2,380,912	65,389,861	-	-	-	67,770,773	-	67,770,773
230 - INTERNAL AUDIT	1,855,357	-	-	-	-	1,855,357	-	1,855,357
260 - CORRECTIONAL HEALTH	3,289,967	63,629,857	-	-	-	66,919,824	-	66,919,824
290 - MEDICAL EXAMINER	8,791,501	-	-	-	-	8,791,501	-	8,791,501
300 - PARKS AND RECREATION	1,259,802	10,917,061	-	-	-	12,176,863	-	12,176,863
310 - HUMAN RESOURCES	4,440,245	-	-	-	-	4,440,245	-	4,440,245
340 - PUBLIC FIDUCIARY	3,201,348	-	-	-	-	3,201,348	-	3,201,348
390 - EMPLOYEE BENEFITS AND HEALT	270,537	7,935,127	-	-	166,963,791	175,169,455	-	175,169,455
410 - ENTERPRISE TECHNOLOGY	39,148,184	1,151,484	-	-	19,021,458	59,321,126	-	59,321,126
420 - INTEGRATED CRIM JUSTICE INFO	-	1,730,987	-	-	-	1,730,987	-	1,730,987
440 - PLANNING AND DEVELOPMENT	868,232	8,178,791	-	-	-	9,047,023	-	9,047,023
470 - NON DEPARTMENTAL	530,234,077	77,121,139	9,580,777	215,445,206	-	832,381,199	-	832,381,199
490 - MANAGEMENT AND BUDGET	2,431,156	-	-	-	-	2,431,156	-	2,431,156
520 - PUBLIC DEFENDER	40,490,466	1,764,814	-	-	-	42,255,280	-	42,255,280
540 - LEGAL DEFENDER	13,258,636	182,434	-	-	-	13,441,070	-	13,441,070
550 - LEGAL ADVOCATE	12,055,425	25,968	-	-	-	12,081,393	-	12,081,393
560 - CONTRACT COUNSEL	55,543,889	-	-	-	-	55,543,889	-	55,543,889
570 - PUBLIC ADVOCATE	9,441,291	-	-	-	-	9,441,291	-	9,441,291
640 - TRANSPORTATION	-	131,131,089	-	94,370,570	-	225,501,659	(70,403,183)	155,098,476
670 - WASTE RESOURCES AND RECYCI	3,231,384	4,751,611	-	-	-	7,982,995	-	7,982,995
700 - FACILITIES MANAGEMENT	45,709,658	26,995,031	-	-	-	72,704,689	-	72,704,689
720 - PROTECTIVE SERVICES	4,141,089	48,942	-	-	-	4,190,031	-	4,190,031
730 - PROCUREMENT SERVICES	2,487,658	-	-	-	845,217	3,332,875	-	3,332,875
740 - EQUIPMENT SERVICES	-	-	-	-	17,822,193	17,822,193	-	17,822,193
750 - RISK MANAGEMENT	-	-	-	-	33,338,997	33,338,997	-	33,338,997
790 - ANIMAL CARE AND CONTROL	258,954	13,728,763	-	-	-	13,987,717	-	13,987,717
850 - AIR QUALITY	1,220,657	18,267,649	-	-	-	19,488,306	-	19,488,306
860 - PUBLIC HEALTH	11,844,181	50,759,524	-	-	-	62,603,705	-	62,603,705
880 - ENVIRONMENTAL SERVICES	4,168,995	19,855,027	-	-	-	24,024,022	-	24,024,022
920 - DEPUTY COUNTY MANAGER 920	1,473,270	-	-	-	-	1,473,270	-	1,473,270
940 - ASSISTANT COUNTY MANAGER 94	295,088	-	-	-	-	295,088	-	295,088
950 - ASSISTANT COUNTY MANAGER 95	961,361	474,389	-	-	-	1,435,750	-	1,435,750
SUBTOTAL	$ 811,862,040	$ 505,859,814	$ 9,580,777	$ 309,815,776	$ 237,991,656	$ 1,875,110,063	$ (70,403,183)	$ 1,804,706,880
980 - ELIMINATIONS COUNTY	$ -	$ -	$ -	$ -	$ -	$ -	$ (440,425,085)	$ (440,425,085)
MARICOPA COUNTY	$ 1,274,904,388	$ 912,941,504	$ 9,580,777	$ 309,815,776	$ 237,991,656	$ 2,745,234,101	$ (510,828,268)	$ 2,234,405,833

Consolidated Expenditures and Other Uses by Category and Fund Type

ALL FUNDS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 655,026,942	$ 701,853,475	$ 718,831,376	$ 693,463,820	$ 727,340,259	$ (8,508,883)	-1.2%
0705 - TEMPORARY PAY	3,049,052	6,416,546	6,229,494	4,725,451	4,835,647	1,393,847	22.4%
0710 - OVERTIME	10,694,046	10,944,140	10,329,193	14,735,841	14,579,575	(4,250,382)	-41.1%
0750 - FRINGE BENEFITS	261,302,768	283,090,857	288,567,122	277,707,137	319,276,132	(30,709,010)	-10.6%
0790 - OTHER PERSOAL SERVICES	5,019,518	32,022,415	14,014,823	6,144,321	7,907,204	6,107,619	43.6%
0795 - PERSONNEL SERVICES ALLOC-OUT	(101,180,961)	(105,144,909)	(106,042,364)	(103,601,200)	(114,347,162)	8,304,798	7.8%
0796 - PERSONNEL SERVICES ALLOC-IN	100,913,765	105,118,977	108,139,778	105,738,526	111,238,955	(3,099,177)	-2.9%
SUBTOTAL	$ 934,825,130	$ 1,034,301,501	$ 1,040,069,422	$ 998,913,896	$ 1,070,830,610	$ (30,761,188)	-3.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 51,295,560	$ 49,559,987	$ 50,743,366	$ 45,963,033	$ 49,338,959	$ 1,404,407	2.8%
0802 - MEDICAL SUPPLIES	9,711,768	8,784,017	11,700,189	11,487,281	10,909,171	791,018	6.8%
0803 - FUEL	9,701,695	9,121,822	9,113,805	8,946,292	8,108,783	1,005,022	11.0%
0804 - NON-CAPITAL EQUIPMENT	11,195,501	19,553,760	27,782,466	17,480,498	12,499,921	15,282,545	55.0%
0805 - SUPPLIES-ALLOCATION OUT	(5,110,606)	(5,081,514)	(5,057,387)	(5,028,681)	(5,199,486)	142,099	2.8%
0806 - SUPPLIES-ALLOCATION IN	5,177,030	5,504,989	5,499,327	5,642,653	4,996,844	502,483	9.1%
SUBTOTAL	$ 81,970,948	$ 87,443,061	$ 99,781,766	$ 84,491,076	$ 80,654,192	$ 19,127,574	19.2%
SERVICES							
0810 - LEGAL SERVICES	$ 58,688,685	$ 64,433,107	$ 69,378,448	$ 71,411,166	$ 74,631,437	$ (5,252,989)	-7.6%
0811 - HEALTH CARE SERVICES	55,385,704	58,476,043	59,009,710	59,296,218	53,432,500	5,577,210	9.5%
0812 - OTHER SERVICES	153,780,495	282,833,249	274,668,326	177,751,238	274,019,581	648,745	0.2%
0820 - RENT AND OPERATING LEASES	16,926,140	21,029,148	22,778,652	18,583,233	20,384,042	2,394,610	10.5%
0825 - REPAIRS AND MAINTENANCE	75,359,101	92,698,003	92,312,289	74,677,534	76,294,557	16,017,732	17.4%
0830 - INTERGOVERNMENTAL PAYMENTS	234,462,683	245,041,125	247,246,925	244,482,233	251,956,811	(4,709,886)	-1.9%
0839 - INTERNAL SERVICE CHARGES	(7,932,108)	(6,576,443)	(5,950,460)	(7,293,149)	(6,538,202)	587,742	9.9%
0841 - TRAVEL	4,721,890	4,522,474	4,570,706	4,714,648	4,426,585	144,121	3.2%
0842 - EDUCATION AND TRAINING	3,250,042	4,973,426	4,968,998	3,686,828	4,959,397	9,601	0.2%
0843 - POSTAGE/FREIGHT/SHIPPING	4,644,928	5,546,764	5,569,586	5,978,841	5,085,701	483,885	8.7%
0845 - SUPPORT AND CARE OF PERSONS	1,492,006	2,033,461	2,032,570	1,431,878	1,318,964	713,606	35.1%
0850 - UTILITIES	32,924,132	32,734,143	32,685,200	33,021,476	34,857,994	(2,172,794)	-6.6%
0872 - SERVICES-ALLOCATION OUT	(9,633,127)	(10,963,799)	(11,288,175)	(12,234,174)	(13,163,668)	1,875,493	16.6%
0873 - SERVICES-ALLOCATION IN	9,359,590	11,492,238	11,914,676	11,611,163	12,758,488	(843,812)	-7.1%
SUBTOTAL	$ 633,430,161	$ 808,272,939	$ 809,897,451	$ 687,120,133	$ 794,424,187	$ 15,473,264	1.9%
CAPITAL							
0910 - LAND	$ 15,488,294	$ 8,295,000	$ 9,495,000	$ 7,801,995	$ 15,370,000	$ (5,875,000)	-61.9%
0915 - BUILDINGS AND IMPROVEMENTS	30,977,750	57,988,590	53,007,485	10,998,327	122,389,653	(69,382,168)	-130.9%
0920 - CAPITAL EQUIPMENT	25,678,557	122,817,319	121,266,034	26,337,332	60,991,506	60,274,528	49.7%
0930 - VEHICLES & CONSTRUCTION EQUIP	15,380,437	18,070,965	18,735,044	19,082,215	11,417,423	7,317,621	39.1%
0940 - INFRASTRUCTURE	28,566,787	56,629,000	50,429,000	53,929,120	68,738,217	(18,309,217)	-36.3%
0950 - DEBT SERVICE	16,717,280	16,768,180	18,939,477	16,758,180	9,590,777	9,348,700	49.4%
0955 - CAPITAL-ALLOCATION OUT	(392,554)	(170,970)	(50,664)	(34,836)	(1,952)	(48,712)	-96.1%
0956 - CAPITAL-ALLOCATION IN	389,964	713,397	419,704	311,013	1,220	418,484	99.7%
SUBTOTAL	$ 132,806,515	$ 281,111,481	$ 272,241,080	$ 135,183,346	$ 288,496,844	$ (16,255,764)	-6.0%
ALL EXPENDITURES	$ 1,783,032,754	$ 2,211,128,982	$ 2,221,989,719	$ 1,905,708,451	$ 2,234,405,833	$ (12,416,114)	-0.6%
TOTAL USES	$ 1,783,032,755	$ 2,211,128,982	$ 2,221,989,719	$ 1,905,708,451	$ 2,234,405,833	$ (12,416,114)	-0.6%

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

GENERAL FUND	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 368,720,194	$ 392,915,076	$ 404,630,994	$ 393,294,956	$ 413,706,957	$ (9,075,963)	-2.2%
0705 - TEMPORARY PAY	2,223,775	4,146,687	3,963,161	3,166,894	2,950,949	1,012,212	25.5%
0710 - OVERTIME	4,482,452	6,320,219	5,889,744	7,549,532	7,363,582	(1,473,838)	-25.0%
0750 - FRINGE BENEFITS	146,264,142	159,184,541	163,537,108	158,048,999	181,665,876	(18,128,768)	-11.1%
0790 - OTHER PERSONNEL SERVICES	2,264,986	22,873,168	9,156,346	2,941,328	3,269,954	5,886,392	64.3%
0795 - PERSONNEL SERVICES ALLOC-OUT	(74,888,500)	(80,530,962)	(80,485,739)	(78,646,968)	(87,057,768)	6,572,029	8.2%
0796 - PERSONNEL SERVICES ALLOC-IN	13,624,513	14,608,355	13,681,738	13,653,726	14,338,126	(656,388)	-4.8%
SUBTOTAL	$ 462,691,562	$ 519,517,084	$ 520,373,352	$ 500,008,467	$ 536,237,676	$ (15,864,324)	-3.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 16,298,139	$ 12,304,337	$ 12,472,503	$ 14,111,597	$ 14,630,838	$ (2,158,335)	-17.3%
0802 - MEDICAL SUPPLIES	1,436,273	1,029,592	1,110,474	1,213,363	1,116,607	(6,133)	-0.6%
0803 - FUEL	4,019,700	4,553,507	4,511,316	3,654,860	4,020,597	490,719	10.9%
0804 - NON-CAPITAL EQUIPMENT	6,071,608	10,131,217	10,501,890	5,185,238	1,226,439	9,275,451	88.3%
0805 - SUPPLIES-ALLOCATION OUT	(2,754,465)	(2,811,400)	(2,814,855)	(2,929,505)	(3,378,783)	563,928	20.0%
0806 - SUPPLIES-ALLOCATION IN	553,848	773,956	774,036	821,611	673,190	100,846	13.0%
SUBTOTAL	$ 25,625,103	$ 25,981,209	$ 26,555,364	$ 22,057,164	$ 18,288,888	$ 8,266,476	31.1%
SERVICES							
0810 - LEGAL SERVICES	$ 53,552,535	$ 58,662,840	$ 63,641,200	$ 65,471,704	$ 69,521,839	$ (5,880,639)	-9.2%
0811 - HEALTH CARE SERVICES	2,806,147	3,131,084	3,131,084	2,741,764	3,065,030	66,054	2.1%
0812 - OTHER SERVICES	28,306,674	88,186,900	72,550,297	36,148,728	86,141,479	(13,591,182)	-18.7%
0820 - RENT AND OPERATING LEASES	8,566,741	8,680,485	10,576,558	9,493,341	11,337,856	(761,298)	-7.2%
0825 - REPAIRS AND MAINTENANCE	37,721,241	44,971,223	45,028,194	36,677,628	45,604,165	(575,971)	-1.3%
0830 - INTERGOVERNMENTAL PAYMENTS	224,592,693	226,477,196	226,477,196	225,092,976	230,466,453	(3,989,257)	-1.8%
0839 - INTERNAL SERVICE CHARGES	8,212,780	5,977,380	6,062,558	6,049,555	5,489,784	572,774	9.4%
0841 - TRAVEL	1,847,748	1,925,901	1,917,648	2,005,443	2,107,285	(189,637)	-9.9%
0842 - EDUCATION AND TRAINING	1,915,339	2,773,827	2,767,682	2,024,393	2,861,101	(93,419)	-3.4%
0843 - POSTAGE/FREIGHT/SHIPPING	3,788,818	4,799,823	4,824,724	5,226,014	4,259,392	565,332	11.7%
0845 - SUPPORT AND CARE OF PERSONS	520,446	734,155	734,155	493,859	700,292	33,863	4.6%
0850 - UTILITIES	11,058,006	10,871,628	10,871,628	10,783,076	11,789,482	(917,854)	-8.4%
0872 - SERVICES-ALLOCATION OUT	(3,570,618)	(4,314,552)	(4,389,665)	(5,225,625)	(5,673,283)	1,283,618	29.2%
0873 - SERVICES-ALLOCATION IN	634,670	1,926,737	1,927,433	1,937,550	1,888,782	38,651	2.0%
SUBTOTAL	$ 379,953,220	$ 454,804,627	$ 446,120,692	$ 398,920,406	$ 469,559,657	$ (23,438,965)	-5.3%
CAPITAL							
0910 - LAND	$ 43,590	$ -	$ -	$ -	$ -	$ -	N/A
0915 - BUILDINGS AND IMPROVEMENTS	394,770	-	-	71,491	51,952	(51,952)	N/A
0920 - CAPITAL EQUIPMENT	3,539,276	4,347,972	4,659,052	5,641,866	4,503,197	155,855	3.3%
0930 - VEHICLES & CONSTRUCTION EQUIP	8,670,608	11,255,749	11,721,517	12,219,501	5,326,514	6,395,003	54.6%
0940 - INFRASTRUCTURE	-	10,000	10,000	-	-	10,000	100.0%
0950 - DEBT SERVICE	2,100	15,000	15,000	5,000	10,000	5,000	33.3%
0955 - CAPITAL-ALLOCATION OUT	-	(50,664)	(50,664)	(34,836)	(1,952)	(48,712)	-96.1%
0956 - CAPITAL-ALLOCATION IN	35,330	20,139	20,139	26,519	(320,043)	340,182	1689.2%
SUBTOTAL	$ 12,685,674	$ 15,598,196	$ 16,375,044	$ 17,929,541	$ 9,569,668	$ 6,805,376	41.6%
ALL EXPENDITURES	$ 880,955,559	$ 1,015,901,116	$ 1,009,424,452	$ 938,915,578	$ 1,033,655,889	$ (24,231,437)	-2.4%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 335,306,798	$ 237,725,078	$ 245,531,666	$ 232,832,277	$ 241,248,499	$ 4,283,167	1.7%
ALL OTHER FINANCING USES	$ 335,306,798	$ 237,725,078	$ 245,531,666	$ 232,832,277	$ 241,248,499	$ 4,283,167	1.7%
TOTAL USES	$ 1,216,262,357	$ 1,253,626,194	$ 1,254,956,118	$ 1,171,747,855	$ 1,274,904,388	$ (19,948,270)	-1.6%

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

SPECIAL REVENUE	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 276,944,144	$ 299,135,109	$ 304,268,807	$ 290,705,021	$ 303,472,158	$ 796,649	0.3%
0705 - TEMPORARY PAY	780,863	2,259,459	2,245,033	1,524,713	1,859,548	385,485	17.2%
0710 - OVERTIME	5,874,948	4,377,002	4,192,530	6,873,132	6,969,074	(2,776,544)	-66.2%
0750 - FRINGE BENEFITS	111,585,680	120,347,695	121,454,598	116,185,726	133,854,225	(12,399,627)	-10.2%
0790 - OTHER PERSONNEL SERVICES	2,712,980	9,072,203	4,853,959	3,171,050	3,961,176	892,783	18.4%
0795 - PERSONNEL SERVICES ALLOC-OUT	(25,629,137)	(23,730,493)	(24,658,517)	(24,292,611)	(26,160,376)	1,501,859	6.1%
0796 - PERSONNEL SERVICES ALLOC-IN	81,100,253	82,571,419	83,782,688	85,151,785	87,524,833	(3,742,145)	-4.5%
SUBTOTAL	$ 453,369,731	$ 494,032,394	$ 496,139,098	$ 479,318,816	$ 511,480,638	$ (15,341,540)	-3.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 27,424,161	$ 27,443,444	$ 28,341,921	$ 26,084,637	$ 30,292,667	$ (1,950,746)	-6.9%
0802 - MEDICAL SUPPLIES	8,275,632	7,708,177	10,585,517	10,271,918	9,792,564	792,953	7.5%
0803 - FUEL	3,472,050	3,655,908	3,661,222	3,364,898	3,451,808	209,414	5.7%
0804 - NON-CAPITAL EQUIPMENT	4,394,078	3,547,371	3,521,815	3,276,422	11,096,510	(7,574,695)	-215.1%
0805 - SUPPLIES-ALLOCATION OUT	(2,356,141)	(2,270,114)	(2,242,532)	(2,099,176)	(1,795,352)	(447,180)	-19.9%
0806 - SUPPLIES-ALLOCATION IN	4,595,905	4,707,244	4,701,502	4,798,416	4,281,875	419,627	8.9%
SUBTOTAL	$ 45,805,685	$ 44,792,030	$ 48,569,445	$ 45,697,115	$ 57,120,072	$ (8,550,627)	-17.6%
SERVICES							
0809 - DAMAGES PAID	$ -	$ -	$ -	$ 1,000	$ -	$ -	N/A
0810 - LEGAL SERVICES	803,439	715,267	682,248	1,456,438	1,120,873	(438,625)	-64.3%
0811 - HEALTH CARE SERVICES	24,746,127	23,595,171	24,086,788	23,581,936	23,418,099	668,689	2.8%
0812 - OTHER SERVICES	53,447,109	109,950,532	118,676,579	64,058,428	124,449,723	(5,773,144)	-4.9%
0820 - RENT AND OPERATING LEASES	8,284,586	9,449,819	9,312,751	9,011,286	8,946,862	365,889	3.9%
0825 - REPAIRS AND MAINTENANCE	27,569,719	40,051,713	40,023,633	34,775,581	27,901,958	12,121,675	30.3%
0830 - INTERGOVERNMENTAL PAYMENTS	9,617,136	18,165,716	20,371,516	18,995,179	21,084,145	(712,629)	-3.5%
0839 - INTERNAL SERVICE CHARGES	27,060,181	27,645,486	28,194,468	28,488,176	28,357,214	(162,746)	-0.6%
0841 - TRAVEL	2,742,350	2,558,853	2,617,213	2,584,069	2,266,278	350,935	13.4%
0842 - EDUCATION AND TRAINING	1,267,012	2,118,590	2,120,307	1,620,069	1,987,387	132,920	6.3%
0843 - POSTAGE/FREIGHT/SHIPPING	781,803	717,018	713,439	723,943	792,666	(79,227)	-11.1%
0845 - SUPPORT AND CARE OF PERSONS	971,560	1,299,306	1,298,415	938,019	618,672	679,743	52.4%
0850 - UTILITIES	13,967,755	14,355,432	14,334,002	14,475,348	14,742,749	(408,747)	-2.9%
0872 - SERVICES-ALLOCATION OUT	(5,098,604)	(6,649,247)	(6,898,510)	(7,008,549)	(6,995,093)	96,583	1.4%
0873 - SERVICES-ALLOCATION IN	7,319,756	9,478,755	9,900,497	9,353,309	10,262,895	(362,398)	-3.7%
SUBTOTAL	$ 173,479,929	$ 253,452,411	$ 265,433,346	$ 203,054,232	$ 258,954,428	$ 6,478,918	2.4%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 1,468,667	$ 1,332,000	$ 1,833,155	$ 1,544,921	$ 1,761,006	$ 72,149	3.9%
0920 - CAPITAL EQUIPMENT	4,238,817	5,560,334	5,517,722	4,338,388	4,200,944	1,316,778	23.9%
0930 - VEHICLES & CONSTRUCTION EQUIP	6,487,907	6,493,216	6,691,527	6,540,413	6,090,909	600,618	9.0%
0955 - CAPITAL-ALLOCATION OUT	(392,554)	(120,306)	-	-	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	354,634	693,258	399,565	284,494	321,263	78,302	19.6%
SUBTOTAL	$ 12,157,471	$ 13,958,502	$ 14,441,969	$ 12,708,216	$ 12,374,122	$ 2,067,847	14.3%
ALL EXPENDITURES	$ 684,812,816	$ 806,235,337	$ 824,583,858	$ 740,778,379	$ 839,929,260	$ (15,345,402)	-1.9%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 57,188,422	$ 52,975,952	$ 54,166,547	$ 53,041,472	$ 73,012,244	$ (18,845,697)	-34.8%
ALL OTHER FINANCING USES	$ 57,188,422	$ 52,975,952	$ 54,166,547	$ 53,041,472	$ 73,012,244	$ (18,845,697)	-34.8%
TOTAL USES	$ 742,001,238	$ 859,211,289	$ 878,750,405	$ 793,819,851	$ 912,941,504	$ (34,191,099)	-3.9%

DEBT SERVICE	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
CAPITAL							
0950 - DEBT SERVICE	$ 16,715,180	$ 16,753,180	$ 18,924,477	$ 16,753,180	$ 9,580,777	$ 9,343,700	49.4%
SUBTOTAL	$ 16,715,180	$ 16,753,180	$ 18,924,477	$ 16,753,180	$ 9,580,777	$ 9,343,700	49.4%
ALL EXPENDITURES	$ 16,715,180	$ 16,753,180	$ 18,924,477	$ 16,753,180	$ 9,580,777	$ 9,343,700	49.4%
TOTAL USES	$ 16,715,180	$ 16,753,180	$ 18,924,477	$ 16,753,180	$ 9,580,777	$ 9,343,700	49.4%

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

CAPITAL PROJECTS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 807,284	$ -	$ -	$ 3,123	$ -	$ -	
0705 - TEMPORARY PAY	-	-	-	966	-	-	N/A
0710 - OVERTIME	531	-	-	-	-	-	N/A
0750 - FRINGE BENEFITS	272,581	-	-	7	-	-	N/A
0790 - OTHER PERSONNEL SERVICES	101	-	-	-	461,078	(461,078)	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	4,641,395	6,277,226	9,007,152	5,394,905	7,452,140	1,555,012	17.3%
SUBTOTAL	$ 5,721,892	$ 6,277,226	$ 9,007,152	$ 5,399,001	$ 7,913,218	$ 1,093,934	12.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 2,002,843	$ 5,581,226	$ 5,706,016	$ 684,285	$ 11,850	$ 5,694,166	99.8%
0803 - FUEL	-	-	28,909	29,459	-	28,909	100.0%
0804 - NON-CAPITAL EQUIPMENT	599,804	5,479,200	13,380,434	8,740,863	-	13,380,434	100.0%
SUBTOTAL	$ 2,602,647	$ 11,060,426	$ 19,115,359	$ 9,454,607	$ 11,850	$ 19,103,509	99.9%
SERVICES							
0810 - LEGAL SERVICES	$ 36,731	$ -	$ -	$ 3,023	$ -	$ -	N/A
0811 - HEALTH CARE SERVICES	1,404,413	-	-	2,364	-	-	N/A
0812 - OTHER SERVICES	52,490,503	55,110,516	53,880,669	48,027,354	31,350,528	22,530,141	41.8%
0820 - RENT AND OPERATING LEASES	13,472	2,807,360	2,807,360	3,343	-	2,807,360	100.0%
0825 - REPAIRS AND MAINTENANCE	7,885,711	4,807,096	4,407,096	418,201	-	4,407,096	100.0%
0839 - INTERNAL SERVICE CHARGES	79,376	-	5,465	8,958	-	5,465	100.0%
0841 - TRAVEL	56,907	-	-	84,616	-	-	N/A
0842 - EDUCATION AND TRAINING	65	-	-	445	-	-	N/A
0843 - POSTAGE/FREIGHT/SHIPPING	26,338	-	-	1,529	-	-	N/A
0850 - UTILITIES	98,829	-	3,210	3,453	-	3,210	100.0%
0873 - SERVICES-ALLOCATION IN	-	-	-	14,276	20,000	(20,000)	N/A
SUBTOTAL	$ 62,092,345	$ 62,724,972	$ 61,103,800	$ 48,567,562	$ 31,370,528	$ 29,733,272	48.7%
CAPITAL							
0910 - LAND	$ 15,444,704	$ 8,295,000	$ 9,495,000	$ 7,801,995	$ 15,370,000	$ (5,875,000)	-61.9%
0915 - BUILDINGS AND IMPROVEMENTS	29,114,313	56,656,590	51,174,330	9,381,915	120,576,695	(69,402,365)	-135.6%
0920 - CAPITAL EQUIPMENT	17,810,108	111,899,013	110,093,076	15,493,834	51,257,865	58,835,211	53.4%
0930 - VEHICLES & CONSTRUCTION EQUIP	23,585	-	-	12,149	-	-	N/A
0940 - INFRASTRUCTURE	28,566,787	56,619,000	50,419,000	53,929,120	68,738,217	(18,319,217)	-36.3%
SUBTOTAL	$ 90,959,497	$ 233,469,603	$ 221,181,406	$ 86,619,013	$ 255,942,777	$ (34,761,371)	-15.7%
ALL EXPENDITURES	$ 161,376,381	$ 313,532,227	$ 310,407,717	$ 150,040,183	$ 295,238,373	$ 15,169,344	4.9%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 102,551,122	$ 38,142,837	$ 38,142,837	$ 38,142,837	$ 14,577,403	$ 23,565,434	61.8%
ALL OTHER FINANCING USES	$ 102,551,122	$ 38,142,837	$ 38,142,837	$ 38,142,837	$ 14,577,403	$ 23,565,434	61.8%
TOTAL USES	$ 263,927,503	$ 351,675,064	$ 348,550,554	$ 188,183,020	$ 309,815,776	$ 38,734,778	11.1%

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

INTERNAL SERVICE FUNDS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 8,555,320	$ 9,803,290	$ 9,931,575	$ 9,460,720	$ 10,161,144	$ (229,569)	-2.3%
0705 - TEMPORARY PAY	44,414	10,400	21,300	32,878	25,150	(3,850)	-18.1%
0710 - OVERTIME	336,115	246,919	246,919	313,177	246,919	-	0.0%
0750 - FRINGE BENEFITS	3,180,365	3,558,621	3,575,416	3,472,405	3,756,031	(180,615)	-5.1%
0790 - OTHER PERSONNEL SERVICES	41,451	77,044	4,518	31,943	214,996	(210,478)	-4658.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(663,324)	(883,454)	(898,108)	(661,621)	(1,129,018)	230,910	25.7%
0796 - PERSONNEL SERVICES ALLOC-IN	1,547,604	1,661,977	1,668,200	1,538,110	1,923,856	(255,656)	-15.3%
SUBTOTAL	$ 13,041,945	$ 14,474,797	$ 14,549,820	$ 14,187,612	$ 15,199,078	$ (649,258)	-4.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 5,570,417	$ 4,230,980	$ 4,222,926	$ 5,082,514	$ 4,403,604	$ (180,678)	-4.3%
0802 - MEDICAL SUPPLIES	(137)	46,248	4,198	2,000	-	4,198	100.0%
0803 - FUEL	8,558,598	7,924,631	7,924,582	8,867,331	7,648,602	275,980	3.5%
0804 - NON-CAPITAL EQUIPMENT	130,011	395,972	378,327	277,975	176,972	201,355	53.2%
0805 - SUPPLIES-ALLOCATION OUT	-	-	-	-	(25,351)	25,351	N/A
0806 - SUPPLIES-ALLOCATION IN	27,277	23,789	23,789	22,626	41,779	(17,990)	-75.6%
SUBTOTAL	$ 14,286,166	$ 12,621,620	$ 12,553,822	$ 14,252,446	$ 12,245,606	$ 308,216	2.5%
SERVICES							
0810 - LEGAL SERVICES	$ 4,295,980	$ 5,055,000	$ 5,055,000	$ 4,480,001	$ 3,988,725	$ 1,066,275	21.1%
0811 - HEALTH CARE SERVICES	148,343,061	145,407,442	145,449,492	147,791,490	157,348,196	(11,898,704)	-8.2%
0812 - OTHER SERVICES	19,536,209	29,585,301	29,560,781	29,516,728	32,077,851	(2,517,070)	-8.5%
0820 - RENT AND OPERATING LEASES	61,341	91,484	81,983	75,263	99,324	(17,341)	-21.2%
0825 - REPAIRS AND MAINTENANCE	2,182,430	2,867,971	2,853,366	2,806,124	2,788,434	64,932	2.3%
0830 - INTERGOVERNMENTAL PAYMENTS	252,854	398,213	398,213	394,078	406,213	(8,000)	-2.0%
0839 - INTERNAL SERVICE CHARGES	3,327,274	3,888,984	3,875,342	3,780,674	4,193,873	(318,531)	-8.2%
0841 - TRAVEL	74,885	37,720	35,845	40,520	53,022	(17,177)	-47.9%
0842 - EDUCATION AND TRAINING	67,626	81,009	81,009	41,921	110,909	(29,900)	-36.9%
0843 - POSTAGE/FREIGHT/SHIPPING	47,969	29,923	31,423	27,355	33,643	(2,220)	-7.1%
0850 - UTILITIES	7,799,542	7,507,083	7,476,360	7,759,599	8,325,763	(849,403)	-11.4%
0872 - SERVICES-ALLOCATION OUT	(963,905)	-	-	-	(495,292)	495,292	N/A
0873 - SERVICES-ALLOCATION IN	1,405,164	86,746	86,746	306,028	586,811	(500,065)	-576.5%
SUBTOTAL	$ 186,430,430	$ 195,036,876	$ 194,985,560	$ 197,019,781	$ 209,517,472	$ (14,531,912)	-7.5%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 90,356	$ 1,010,000	$ 996,184	$ 863,244	$ 1,029,500	$ (33,316)	-3.3%
0930 - VEHICLES & CONSTRUCTION EQUIP	198,337	322,000	322,000	310,152	-	322,000	100.0%
SUBTOTAL	$ 288,693	$ 1,332,000	$ 1,318,184	$ 1,173,396	$ 1,029,500	$ 288,684	21.9%
ALL EXPENDITURES	$ 214,047,234	$ 223,465,293	$ 223,407,386	$ 226,633,235	$ 237,991,656	$ (14,584,270)	-6.5%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ -	$ 74,468	$ -	$ -	$ 74,468	100.0%
ALL OTHER FINANCING USES	$ -	$ -	$ 74,468	$ -	$ -	$ 74,468	100.0%
TOTAL USES	$ 214,047,234	$ 223,465,293	$ 223,481,854	$ 226,633,235	$ 237,991,656	$ (14,509,802)	-6.5%

ELIMINATIONS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VARIANCE	%
SUPPLIES							
0803 - FUEL	$ (6,348,653)	$ (7,012,224)	$ (7,012,224)	$ (6,970,256)	$ (7,012,224)	$ -	0.0%
SUBTOTAL	$ (6,348,653)	$ (7,012,224)	$ (7,012,224)	$ (6,970,256)	$ (7,012,224)	$ -	0.0%
SERVICES							
0811 - HEALTH CARE SERVICES	$ (121,914,044)	$ (113,657,654)	$ (113,657,654)	$ (114,821,336)	$ (130,398,825)	$ 16,741,171	14.7%
0839 - INTERNAL SERVICE CHARGES	(46,611,719)	(44,088,293)	(44,088,293)	(45,620,512)	(44,579,073)	490,780	1.1%
SUBTOTAL	$ (168,525,763)	$ (157,745,947)	$ (157,745,947)	$ (160,441,848)	$ (174,977,898)	$ 17,231,951	10.9%
ALL EXPENDITURES	$ (174,874,416)	$ (164,758,171)	$ (164,758,171)	$ (167,412,104)	$ (181,990,122)	$ 17,231,951	10.5%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ (495,046,341)	$ (328,843,867)	$ (337,915,518)	$ (324,016,586)	$ (328,838,146)	$ (9,077,372)	-2.7%
ALL OTHER FINANCING USES	$ (495,046,341)	$ (328,843,867)	$ (337,915,518)	$ (324,016,586)	$ (328,838,146)	$ (9,077,372)	-2.7%
TOTAL USES	$ (669,920,757)	$ (493,602,038)	$ (502,673,689)	$ (491,428,690)	$ (510,828,268)	$ 8,154,579	1.6%

Non Departmental Expenditure Summary – Operating

Description	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	%
Operating						
General Fund (100)						
4711 - Contingency						
General Fund Operating Contingency	$ 5,627,010	$ 5,636,460	$ -	$ 8,433,773	$ (2,797,313)	-49.63%
Animal Care and Control Operations	-	-	-	500,000	(500,000)	N/A
Clerk of the Board	9,450	-	-	-	-	N/A
Compensation Market Adjustments	731,860	731,860	-	2,253,551	(1,521,691)	-207.92%
Data Center Operations	2,701,900	925,900	-	-	925,900	100.00%
EPI Market	41,011	1,039	-	-	1,039	100.00%
MCSO Deputy and Sergeants Market	2,485,654	-	-	-	-	N/A
Melendres Operating Contingency	-	-	-	2,000,000	(2,000,000)	N/A
Mental Health Professionals Market	35,641	35,641	-	-	35,641	100.00%
Personnel Savings Not Met	-	-	-	5,000,000	(5,000,000)	N/A
Probation Market	2,200,570	1,387,335	-	-	1,387,335	100.00%
Public Health Personnel	275,885	-	-	-	-	N/A
Sub Total	$ 14,108,981	$ 8,718,235	$ -	$ 18,187,324	$ (9,469,089)	-108.61%
4712 - Other Programs						
Anthem Sheriff Sub Station	$ 34,314	$ 34,314	$ 34,314	$ 35,930	$ (1,616)	-4.71%
Board NW Regional Service Charges	5,280	5,280	5,280	5,280	-	0.00%
Board of Equalization	150,000	150,000	138,766	140,000	10,000	6.67%
Citizen/Community Engagement	-	-	-	207,267	(207,267)	N/A
County Single Audit	250,000	250,000	205,000	225,000	25,000	10.00%
Downtown Juror/Employee Shuttle	364,342	364,342	241,556	-	364,342	100.00%
Economic Development Consultant	10,000	10,000	10,000	10,000	-	0.00%
FY15 Compensation/Merit	10,841,809	460,527	160,946	-	460,527	100.00%
Gov Docs	50,000	50,000	46,716	50,000	-	0.00%
Improvement District	130,545	133,276	133,276	122,453	10,823	8.12%
International Genomics Consortium	1,000,000	1,000,000	1,000,000	1,000,000	-	0.00%
Jail Excise Maint of Effort	176,801,288	176,801,288	176,801,288	179,373,932	(2,572,644)	-1.46%
Jail Excise Maint of Effort Above Base	-	-	-	18,957,014	(18,957,014)	N/A
MCSO Court Order	2,825,000	2,825,000	2,825,000	3,023,124	(198,124)	-7.01%
Outside Counsel	3,050,000	-	-	-	-	N/A
Property Tax Billing/Info. Statement Printing and Postage	831,000	831,000	831,000	831,000	-	0.00%
Real Estate Evaluation Acquisition and Divestiture	50,000	50,000	38,143	50,000	-	0.00%
Risk Management	94,957	94,957	94,957	-	94,957	100.00%
Vehicle Replacement	3,000,000	3,000,000	3,000,000	4,609,400	(1,609,400)	-53.65%
Sub Total	$ 199,488,535	$ 186,059,984	$ 185,566,242	$ 208,640,400	$ (22,580,416)	-12.14%
4713 - Infrastructure/CIP						
New Revenue Transfer to ERPS for CGI Training	$ -	$ -	$ -	$ 511,000	$ (511,000)	N/A
Transfer Out (Building Maintenance)	4,121,600	4,121,600	4,121,600	1,000,000	3,121,600	75.74%
Transfer Out (Election Cycle)	7,205,119	7,205,119	7,205,119	7,205,119	-	0.00%
Transfer Out (OET MM Project Reserve)	11,640,000	11,640,000	11,640,000	11,640,000	-	0.00%
Sub Total	$ 22,966,719	$ 22,966,719	$ 22,966,719	$ 20,356,119	$ 2,610,600	11.37%
4714 - Central Service Costs						
CSCA Revenue	$ (13,990,907)	$ (13,990,907)	$ (13,990,907)	$ (14,954,835)	$ 963,928	-6.89%
Human Resources System operations	2,764,938	2,764,938	2,382,669	2,552,681	212,257	7.68%
Storm Water Permit Fees	7,500	7,500	7,500	7,500	-	0.00%
Sub Total	$ (11,218,469)	$ (11,218,469)	$ (11,600,738)	$ (12,394,654)	$ 1,176,185	-10.48%
4716 - Debt Service/Capital Lease						
Admin Fee	$ 20,000	$ 20,000	$ 5,000	$ 10,000	$ 10,000	50.00%
Arbitrage	15,000	15,000	5,000	10,000	5,000	33.33%
Sub Total	$ 35,000	$ 35,000	$ 10,000	$ 20,000	$ 15,000	42.86%

Non Departmental Expenditure Summary – Operating (continued)

Description	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	%
4719 - Outside Legal Counsel Billing						
Outside Counsel	$ -	$ 3,050,000	$ 5,756,584	$ 5,809,610	$ (2,759,610)	-90.48%
4721 - Dues and Memberships						
Arizona Association of Counties	$ 70,082	$ 70,082	$ 70,082	$ 70,082	$ -	0.00%
County Supervisors Association	174,822	174,822	179,822	198,806	(23,984)	-13.72%
Government Finance Officers Association	4,620	4,620	4,770	4,770	(150)	-3.25%
Maricopa Association of Government	50,389	50,389	50,389	50,389	-	0.00%
National Association of Counties	50,000	50,000	50,000	50,000	-	0.00%
Sub Total	$ 349,913	$ 349,913	$ 355,063	$ 374,047	$ (24,134)	-6.90%
4722 - Taxes and Assessments						
City of Phoenix Downtown Municipal Service District	$ 175,000	$ 175,000	$ 175,000	$ 175,000	$ -	0.00%
4724 - Miscellaneous Services						
Board of Supervisors Discretionary	$ 5,000	$ 5,000	$ 3,713	$ 5,000	$ -	0.00%
Internal Audit	324,000	324,000	324,000	324,000	-	0.00%
Luke Air Force Consulting	27,273	27,273	27,273	27,273	-	0.00%
Sub Total	$ 356,273	$ 356,273	$ 354,986	$ 356,273	$ -	0.00%
4726 - Tuition Reimbursement	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ -	0.00%
4774 - Non Profit Support						
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 Chamber of Commerce	146,805	146,805	146,805	146,805	-	0.00%
Sub Total	$ 942,911	$ 942,911	$ 942,911	$ 942,911	$ -	0.00%
4776 - Cooperative Extension	$ 266,437	$ 266,437	$ 266,437	$ 230,000	$ 36,437	13.68%
4782 - Industrial Development Authority	$ 142,664	$ 142,664	$ 162,596	$ 336,027	$ (193,363)	-135.54%
4783 - AHCCCS Contribution	$ 19,523,400	$ 19,523,400	$ 19,523,400	$ 19,203,200	$ 320,200	1.64%
4784 - ALTCS Contribution	$ 150,220,100	$ 150,220,100	$ 150,220,100	$ 153,303,200	$ (3,083,100)	-2.05%
4785 - Arnold v. Sarn	$ 47,992,438	$ 47,992,438	$ 47,992,438	$ 50,392,060	$ (2,399,622)	-5.00%
4786 - General Mental Health	$ 3,366,705	$ 3,366,705	$ 3,366,705	$ 3,366,705	$ -	0.00%
4787 - LARC	$ 1,489,871	$ 1,489,871	$ 1,489,871	$ 1,489,871	$ -	0.00%
4788 - Mental Health Testimony	$ 800,000	$ 800,000	$ 643,338	$ 750,000	$ 50,000	6.25%
4789 - Mental Health Transports	$ 105,000	$ 105,000	$ 83,967	$ 85,000	$ 20,000	19.05%
4791 - County Residual Long Term Care	$ 320,618	$ 320,618	$ 129,852	$ 287,314	$ 33,304	10.39%
4792 - SVP Commitment Payments	$ 3,360,000	$ 3,360,000	$ 1,910,473	$ 2,200,000	$ 1,160,000	34.52%
4793 - Tuberculosis Services	$ 500,000	$ 500,000	$ -	$ 350,000	$ 150,000	30.00%
4794 - MMCS Run Out Operations	$ 10,432	$ 10,432	$ -	$ -	$ 10,432	100.00%
Total General Fund	**$ 456,302,528**	**$ 440,533,231**	**$ 431,315,944**	**$ 475,460,407**	**$ (34,927,176)**	**-7.93%**

Non Departmental Expenditure Summary – Operating (continued)

Description	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	%
Non Departmental Grants (249)						
Unassigned	$ 9,826,907	$ 9,185,157	$ -	$ 6,500,000	$ 2,685,157	29.23%
EPI Market	32,597	32,597	-	-	32,597	100.00%
MCSO Deputy and Sergeants Market	40,892	40,892	-	-	40,892	100.00%
Mental Health Professionals Market	69,120	69,120	-	-	69,120	100.00%
Total Non Departmental Grants	$ 9,969,516	$ 9,327,766	$ -	$ 6,500,000	$ 2,827,766	30.32%
Detention Fund (255)						
4711 - Contingency						
CHS Increased Registry and Overtime	$ -	$ -	$ -	$ 868,000	$ (868,000)	N/A
MCSO Deputy and Sergeants Market	15,927	-	-	-	-	N/A
Market	159,951	159,951	-	880,907	(720,956)	-450.74%
Probation Market	963,776	629,081	-	-	629,081	100.00%
Sub Total	$ 1,139,654	$ 789,032	$ -	$ 1,748,907	$ (959,875)	-121.65%
4712 - Other Programs						
FY 15 Compensation Merit	$ 4,908,790	$ 363,141	$ 124,202	$ -	$ 363,141	100.00%
Vehicle Replacement	1,000,000	1,000,000	1,000,000	1,000,000	-	0.00%
Sub Total	$ 5,908,790	$ 1,363,141	$ 1,124,202	$ 1,000,000	$ 363,141	0.2664
4713 - Infrastructure/CIP						
Transfer Out (Building Maintenance)	$ 587,500	$ 587,500	$ 587,500	$ 587,500	$ -	0.00%
Total Detention Fund	**$ 7,635,944**	**$ 2,739,673**	**$ 1,711,702**	**$ 3,336,407**	**$ (596,734)**	**-21.78%**
Total Operating All Funds	**$ 473,907,988**	**$ 452,600,670**	**$ 433,027,646**	**$ 485,296,814**	**$ (32,696,144)**	**-7.22%**

Non Departmental Expenditure Summary – Non Recurring

Description	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	%
Non Recurring						
General Fund (100)						
4711 - Contingency						
Unreserved Contingency	$ 25,305,974	$ 18,712,450	$ -	$ 24,782,052	$ (6,069,602)	132.44%
Clerk of the Court RFR System	-	-	-	1,500,000	(1,500,000)	N/A
Reserve for Melendres Contingency	-	-	-	4,350,000	(4,350,000)	N/A
Vector Control (reserved)	-	75,000	-	-	75,000	0.00%
Sub Total	$ 25,305,974	$ 18,787,450	$ -	$ 30,632,052	$ (11,844,602)	163.05%
4712 - Other Programs						
Board of Health Fee Waiver Fund Transfer	$ -	$ 126,436	$ 92,493	$ -	$ 126,436	0.00%
Bus Passes	12,000	12,000	12,000	-	12,000	0.00%
Court Master Plan	154,616	154,616	19,145	-	154,616	0.00%
Dell Professional Services	-	-	-	278,850	(278,850)	N/A
Employee Communication Monitors	-	-	7,589	-	-	N/A
Improvement District Allocation	37,853	37,853	37,853	-	37,853	0.00%
MCESA Staffing and Mandate Study	150,000	150,000	-	-	150,000	0.00%
PC/Laptop Replacement	9,145,560	8,616,710	-	780,988	7,835,722	9.06%
Transfer to Education Services	-	216,672	216,672	208,119	8,553	96.05%
Transfer to Risk Management (675)	3,517,901	3,517,901	-	3,517,901	-	100.00%
Transfer to Risk Management (676)	1,684,065	1,684,065	-	-	1,684,065	0.00%
Vehicle Replacement	424,000	424,000	424,000	300,346	123,654	70.84%
Sub Total	$ 15,125,995	$ 14,940,253	$ 809,752	$ 5,086,204	$ 9,854,049	34.04%
4713 - Infrastructure/CIP						
Transfers Out	$ 32,725,105	$ 32,725,105	$ 32,725,105	$ 10,969,692	$ 21,755,413	33.52%
4715 - Technology Projects						
Transfer Out	$ -	$ -	$ -	$ 7,835,722	$ (7,835,722)	N/A
4724 - Miscellaneous Services						
Arias Case/Martinson	$ 499,625	$ 499,625	$ 117,150	$ -	$ 499,625	0.00%
Sub Total	$ 499,625	$ 499,625	$ 117,150	$ -	$ 499,625	0.00%
4742 - Judgments	$ -	$ 4,439,242	$ 4,439,242	$ -	$ 4,439,242	0.00%
4774 - Economic Development						
Silicon Bank Incentive Payments	$ 750,000	$ 750,000	$ 500,000	$ 250,000	$ 500,000	33.33%
Total General Fund	**$ 74,406,699**	**$ 72,141,675**	**$ 38,591,249**	**$ 54,773,670**	**$ 17,368,005**	75.93%
Waste Management Fund (210)						
4751 - District 1	$ 51,763	$ 79,787	$ 10,000	$ 84,399	$ (4,612)	105.78%
4752 - District 2	118,832	176,856	10,000	181,468	(4,612)	102.61%
4753 - District 3	195,637	225,691	-	240,303	(14,612)	106.47%
4754 - District 4	47,146	105,171	9,342	110,441	(5,270)	105.01%
4755 - District 5	23,424	31,447	9,342	36,717	(5,270)	116.76%
4756 - County Wide Unincorporated	32,030	-	-	-	-	N/A
Total Waste Management Fund	**$ 468,832**	**$ 618,952**	**$ 38,684**	**$ 653,328**	**$ (34,376)**	105.55%
Non-Departmental Grants (249)						
4711						
Unassigned	$ 4,214,034	$ 12,193,523	$ -	$ 30,591,664	$ (18,398,141)	250.88%
Total Non-Departmental Grants	$ 4,214,034	$ 12,193,523	$ -	$ 30,591,664	$ (18,398,141)	250.88%

Non Departmental Expenditure Summary – Non Recurring (continued)

Description	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	%
Detention Fund (255)						
4711 - Contingency						
Unreserved Contingency	$ 23,924,548	$ 19,691,733	$ -	$ 24,700,000	$ (5,008,267)	125.43%
CHS Medication Contingency	-	-	-	800,000	(800,000)	N/A
TJST (Transforming Juveniles Through Successful Transitions)	-	-	-	838,219	(838,219)	N/A
Sub Total	$ 23,924,548	$ 19,691,733	$ -	$ 26,338,219	$ (6,646,486)	133.75%
4712 - Other Programs						
Dell Professional Services	$ -	$ -	$ -	$ 256,150	$ (256,150)	N/A
Graves vs. Arpaio	400,000	69,250	69,250	500,000	(430,750)	722.02%
PC/Laptop Replacement	8,916,521	8,645,371	-	8,063,678	581,693	93.27%
Vehicle Replacement	63,000	63,000	63,000	-	63,000	0.00%
Sub Total	$ 9,379,521	$ 8,777,621	$ 132,250	$ 8,819,828	$ (42,207)	100.48%
4713 - Infrastructure/CIP						
Transfer Out	$ 2,572,889	$ 2,572,889	$ 2,572,889	$ 300,000	$ 2,272,889	11.66%
4715 - Technology Projects						
Transfer Out	$ -	$ -	$ -	$ 581,693	$ (581,693)	N/A
4742 - Judgments	$ -	$ 700,000	$ 700,000	$ -	$ -	N/A
Total Detention Fund	$ 35,876,958	$ 31,742,243	$ 3,405,139	$ 36,039,740	$ (4,297,497)	113.54%
County Improvement Debt Fund (320)	$ 16,753,180	$ 16,753,180	$ 16,753,180	$ 7,409,480	$ 9,343,700	44.23%
County Improvement Debt Fund #2 (321)	$ -	$ 2,171,297	$ -	$ 2,171,297	$ -	100.00%
Intergovernmental Capital Projects (422)	$ 127,500	$ 127,500	$ -	$ 127,500	$ -	100.00%
County Improvement Fund (440)	$ -	$ -	$ -	$ 160,985,109	$ (160,985,109)	N/A
General Fund County Improvements (445)	$ 71,550,351	$ 69,292,751	$ 39,029,503	$ 14,091,063	$ 55,201,688	20.34%
Detention Capital Projects (455)	$ 5,796,583	$ 5,813,742	$ 3,315,936	$ 12,650,837	$ (6,837,095)	217.60%
Technology Capital Improvements (460)	$ 148,478,606	$ 148,745,977	$ 55,772,816	$ 21,646,362	$ 127,099,615	14.55%
Detention Technology Capital Improvements (461)	$ 43,143,524	$ 41,751,367	$ 9,919,634	$ 5,944,335	$ 35,807,032	14.24%
Intergovernmental Technology Projects (462)	$ -	$ 240,717	$ 240,717	$ -	$ 240,717	0.00%
Total Non-Recurring Funds	$ 400,816,267	$ 401,592,924	$ 167,066,858	$ 347,084,385	$ 54,508,539	86.43%

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 2015 REVISED	FY 2015 FORECAST	FY 2016 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	Phoenix Forward Initiative	146,805	146,805	146,805
Economic Development Funding		**$ 942,911**	**$ 942,911**	**$ 942,911**

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 2015 REVISED	FY 2015 FORECAST	FY 2016 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	500,000	250,000
Economic Development Related Funding		**$ 1,750,000**	**$ 1,500,000**	**$ 1,250,000**

*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 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
University of Arizona Cooperative Extension	Maricopa County Cooperative Extension	$ 266,437	$ 266,437	$ 230,000
Total Agricultural Extension Funding		**$ 266,437**	**$ 266,437**	**$ 230,000**

Health Care Programs Summary

Description	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS. ADOPTED VARIANCE	%
Operating						
General Fund						
State Healthcare Contributions:						
SMI Mental Health (*Arnold v. Sarn*)	$ 47,992,438	$ 47,992,438	$ 47,992,438	$ 50,392,060	$ (2,399,622)	-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%
Subtotal Arnold v. Sarn IGA	$ 52,849,014	$ 52,849,014	$ 52,849,014	$ 55,248,636	$ (2,399,622)	-4.54%
AHCCCS Acute Care	$ 19,523,400	$ 19,523,400	$ 19,523,400	$ 19,203,200	$ 320,200	1.64%
ALTCS	150,220,100	150,220,100	150,220,100	153,303,200	(3,083,100)	-2.05%
Subtotal State Contribution	$ 169,743,500	$ 169,743,500	$ 169,743,500	$ 172,506,400	$ (2,762,900)	-1.63%
Other Mental Health:						
Mental Health Testimony	$ 800,000	$ 800,000	$ 643,338	$ 750,000	$ 50,000	6.25%
Mental Health Orders	105,000	105,000	83,967	85,000	20,000	19.05%
Mental Health Residency Training	3,547,896	3,547,896	2,069,606	-	3,547,896	100.00%
SVP Commitment Payments	3,360,000	3,360,000	1,910,473	2,200,000	1,160,000	34.52%
	$ 7,812,896	$ 7,812,896	$ 4,707,384	$ 3,035,000	$ 4,777,896	61.15%
County Residual Long Term Care	$ 320,618	$ 320,618	$ 129,852	$ 287,314	$ 33,304	10.39%
Tuberculosis Services	$ 500,000	$ 500,000	$ -	$ 350,000	$ 150,000	30.00%
MMCS Run Out Operations	$ 10,432	$ 10,432	$ -	$ -	$ 10,432	100.00%
Total	**$ 231,236,460**	**$ 231,236,460**	**$ 227,429,750**	**$ 231,427,350**	**$ (190,890)**	**-0.08%**

Fund Transfers In

Fund/Function/Transfer	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
GENERAL FUND	**$ 14,805,346**	**$ 14,805,346**	**$ 14,805,346**	**$ 5,809,670**
Non-Recurring	$ 14,805,346	$ 14,805,346	$ 14,805,346	$ 5,809,670
General Fund County Improvement Fund (445)	*12,081,146*	*12,081,146*	*12,081,146*	*2,652,821*
Technology Improvement Fund (460)	*2,724,200*	*2,724,200*	*2,724,200*	*3,156,849*
GRANT SPECIAL REVENUE	**$ -**	**$ -**	**$ -**	**$ 208,119**
Non-Recurring	$ -	$ -	$ -	$ 208,119
715 - SCHOOL GRANTS	$ -	$ -	$ -	$ 208,119
Non-Recurring	$ -	$ -	$ -	$ 208,119
General Fund (100) - Juvenile Transitions Program	-	-	-	*208,119*
OTHER SPECIAL REVENUE	**$ 177,371,494**	**$ 177,757,957**	**$ 177,746,179**	**$ 198,513,977**
Operating	$ 176,846,494	$ 176,846,494	$ 176,877,783	$ 198,360,946
Non-Recurring	$ 525,000	$ 911,463	$ 868,396	$ 153,031
226 - PLANNING AND DEVELOPMENT FEES	$ 525,000	$ 525,000	$ 515,876	$ -
Non-Recurring	$ 525,000	$ 525,000	$ 515,876	$ -
Del Webb Fund (235)	*525,000*	*525,000*	*515,876*	-
241 - PARKS ENHANCEMENT FUND	$ 15,206	$ 15,206	$ 46,495	$ -
Operating	$ 15,206	$ 15,206	$ 46,495	$ -
Parks Souvenir Fund (239)	*15,206*	*15,206*	*46,495*	-
255 - DETENTION OPERATIONS	$ 176,801,288	$ 177,061,315	$ 177,061,315	$ 198,483,977
Operating	$ 176,801,288	$ 176,801,288	$ 176,801,288	$ 198,330,946
General Fund (100) - Jail Maint. of Effort	*176,801,288*	*176,801,288*	*176,801,288*	*198,330,946*
Non-Recurring	$ -	$ 260,027	$ 260,027	$ 153,031
General Fund (100) - Juvenile Transitions Program	-	*216,672*	*216,672*	-
Small School Service (669)	-	*43,355*	*43,355*	-
Detention Capital Projects (455)	-	-	-	*153,031*
265 - PUBLIC HEALTH FEES	$ 30,000	$ 30,000	$ 30,000	$ 30,000
Operating	$ 30,000	$ 30,000	$ 30,000	$ 30,000
General Fund (100) - Vital Statistics	*30,000*	*30,000*	*30,000*	*30,000*
506 - ENVIRONMTL SVCS ENV HEALTH	$ -	$ 126,436	$ 92,493	$ -
Non-Recurring	$ -	$ 126,436	$ 92,493	$ -
General Fund (100) - Board of Health Fee Waivers	-	*126,436*	*92,493*	-
DEBT SERVICE	**$ 6,415,560**	**$ 15,100,748**	**$ 6,415,560**	**$ 12,147,283**
Operating	$ 1,140,560	$ 1,280,547	$ 1,140,560	$ 1,139,868
Non-Recurring	$ 5,275,000	$ 13,820,201	$ 5,275,000	$ 11,007,415

Fund Transfers In (continued)

Fund/Function/Transfer	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
320 - COUNTY IMPROVEMENT DEBT	$ 6,415,560	$ 6,415,560	$ 6,415,560	$ 3,729,868
Operating	$ 1,140,560	$ 1,140,560	$ 1,140,560	$ 1,139,868
Animal Control License Shelter (572) - Debt Service	*1,034,032*	*1,034,032*	*1,034,032*	*1,033,405*
Animal Control Field Operations (574) - Debt Service	*106,528*	*106,528*	*106,528*	*106,463*
Non-Recurring	$ 5,275,000	$ 5,275,000	$ 5,275,000	$ 2,590,000
General Fund County Improvement Fund (445)	*5,275,000*	*5,275,000*	*5,275,000*	*2,590,000*
321 - CAPITAL LEASE DEBT SERVICE	$ -	$ 8,685,188	$ -	$ 8,417,415
Operating	$ -	$ 139,987	$ -	$ -
Transportation Operations (232) - Desktop Refresh	-	*107,506*	-	-
Risk Management (675) - Desktop Refresh	-	*21,293*	-	-
Benefits Administration (618) - Desktop Refresh	-	*11,188*	-	-
Non-Recurring	$ -	$ 8,545,201	$ -	$ 8,417,415
General Fund (100) - Desktop Refresh	-	*7,463,480*	-	*7,835,722*
Detention Fund (255) - Desktop Refresh	-	*953,575*	-	*581,693*
Animal Control License Shelter (654) - Desktop Refresh	-	*74,974*	-	-
Equipment Services (654) - Desktop Refresh	-	*17,145*	-	-
Technology Infrastructure (681) - Desktop Refresh	-	*16,561*	-	-
Emergency Management (215) - Desktop Refresh	-	*11,185*	-	-
Reprographics (673) - Desktop Refresh	-	*8,281*	-	-
CAPITAL PROJECTS	**$ 125,049,501**	**$ 125,049,501**	**$ 125,049,501**	**$ 108,641,196**
Operating	$ 23,554,219	$ 23,554,219	$ 23,554,219	$ 20,943,619
Non-Recurring	$ 101,495,282	$ 101,495,282	$ 101,495,282	$ 87,697,577
234 - TRANSPORTATION CAPITAL PROJECT	$ 48,134,797	$ 48,134,797	$ 48,134,797	$ 70,403,183
Non-Recurring	$ 48,134,797	$ 48,134,797	$ 48,134,797	$ 70,403,183
Transportation Operations (232)	*48,134,797*	*43,134,797*	*48,134,797*	*70,403,183*
445 - GENERAL FUND CTY IMPROV	$ 44,051,824	$ 44,051,824	$ 44,051,824	$ 24,903,524
Operating	$ 11,326,719	$ 11,326,719	$ 11,326,719	$ 8,716,119
General Fund (100)	*11,326,719*	*11,326,719*	*11,326,719*	*8,716,119*
Non-Recurring	$ 32,725,105	$ 32,725,105	$ 32,725,105	$ 16,187,405
General Fund (100)	*32,725,105*	*32,725,105*	*32,725,105*	*10,969,692*
Technology Capital Improvement (460)	-	-	-	*4,917,713*
Detention Fund (255)	-	-	-	*300,000*
455 - DETENTION CAPITAL PROJECTS	$ 5,973,777	$ 5,973,777	$ 5,973,777	$ 1,694,489
Operating	$ 587,500	$ 587,500	$ 587,500	$ 587,500
Detention Fund (255)	*587,500*	*587,500*	*587,500*	*587,500*
Non-Recurring	$ 5,386,277	$ 5,386,277	$ 5,386,277	$ 1,106,989
Detention Technology Capital Improvement (461)	*2,813,388*	*2,813,388*	*2,813,388*	*1,106,989*
Detention Fund (255)	*2,572,889*	*2,572,889*	*2,572,889*	-
460 - TECHNOLOGY CAP IMPROVEMENT	$ 26,889,103	$ 26,889,103	$ 26,889,103	$ 11,640,000
Operating	$ 11,640,000	$ 11,640,000	$ 11,640,000	$ 11,640,000
General Fund (100)	*11,640,000*	*11,640,000*	*11,640,000*	*11,640,000*

Fund Transfers In (continued)

Fund/Function/Transfer	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Non-Recurring	$ 15,249,103	$ 15,249,103	$ 15,249,103	$ -
Detention Capital Projects (455)	*15,249,103*	*15,249,103*	*15,249,103*	-
INTERNAL SERVICE	**$ 5,201,966**	**$ 5,201,966**	**$ -**	**$ 3,517,901**
Non-Recurring	$ 5,201,966	$ 5,201,966	$ -	$ 3,517,901
675 - RISK MANAGEMENT	$ 3,517,901	$ 3,517,901	$ -	$ 3,517,901
Non-Recurring	$ 3,517,901	$ 3,517,901	$ -	$ 3,517,901
General Fund (100)	*3,517,901*	*3,517,901*	-	*3,517,901*
676 - COUNTY MANAGER RISK MANAGEMENT	$ 1,684,065	$ 1,684,065	$ -	$ -
Non-Recurring	$ 1,684,065	$ 1,684,065	$ -	$ -
General Fund (100)	*1,684,065*	*1,684,065*	-	-
TOTAL BEFORE ELIMINATIONS	**$ 328,843,867**	**$ 337,915,518**	**$ 324,016,586**	**$ 328,838,146**
Operating	$ 201,541,273	$ 201,681,260	$ 201,572,562	$ 220,444,433
Non-Recurring	$ 122,100,628	$ 131,032,292	$ 122,444,024	$ 104,875,812
ELIMINATIONS	**$ (328,843,867)**	**$ (337,915,518)**	**$ (324,016,586)**	**$ (328,838,146)**
Operating	$ (201,541,273)	$ (201,681,260)	$ (201,572,562)	$ (220,444,433)
Non-Recurring	$ (127,302,594)	$ (136,234,258)	$ (122,444,024)	$ (108,393,713)
ALL FUNDS	**$ -**	**$ -**	**$ -**	**$ -**

Fund Transfers Out

Fund/Function/Transfer	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
GENERAL FUND	**$ 237,725,078**	**$ 245,531,666**	**$ 232,832,277**	**$ 241,248,499**
Operating	$ 199,798,007	$ 199,798,007	$ 199,798,007	$ 218,717,065
Detention Fund (255) - Jail Maint. of Effort	*176,801,288*	*176,801,288*	*176,801,288*	*179,373,932*
Detention Fund (255) - Jail Maint. of Effort (Above Base)	-	-	-	*18,957,014*
Public Health Fee Fund (265) - Vital Statistics	*30,000*	*30,000*	*30,000*	*30,000*
General Fund Capital Improvement Fund (445)	*11,326,719*	*11,326,719*	*11,326,719*	*8,716,119*
Technology Capital Improvement Fund (460)	*11,640,000*	*11,640,000*	*11,640,000*	*11,640,000*
Non-Recurring	$ 37,927,071	$ 45,733,659	$ 33,034,270	$ 22,531,434
General Fund Capital Improvement Fund (445)	*32,725,105*	*32,725,105*	*32,725,105*	*10,969,692*
Risk Management Fund (675)	*3,517,901*	*3,517,901*	-	*3,517,901*
County Manager Risk Management Fund (676)	*1,684,065*	*1,684,065*	-	-
Detention Fund (255) - Juvenile Transitions Program	-	*216,672*	*216,672*	-
Environmental Services Fund (506) - Board of Health Fee Waiver	-	*126,436*	*92,493*	-
Capital Lease Debt Service Fund (321)	-	*7,463,480*	-	*7,835,722*
School Grants Fund (715) - Juvenile Transitions Program	-	-	-	*208,119*
OTHER SPECIAL REVENUE	**$ 52,975,952**	**$ 54,166,547**	**$ 53,041,472**	**$ 73,012,244**
Operating	$ 1,743,266	$ 1,850,772	$ 1,774,555	$ 1,727,368
Non-Recurring	$ 51,232,686	$ 52,315,775	$ 51,266,917	$ 71,284,876
215 - EMERGENCY MANAGEMENT	$ -	$ 11,185	$ -	$ -
Non-Recurring	$ -	$ 11,185	$ -	$ -
Capital Lease Debt Service (321) - Desktop Refresh		*11,185*		
232 - TRANSPORTATION OPERATIONS	$ 48,134,797	$ 48,242,303	$ 48,134,797	$ 70,403,183
Operating	$ -	$ 107,506	$ -	$ -
Capital Lease Debt Service (321) - Desktop Refresh	-	*107,506*	-	-
Non-Recurring	$ 48,134,797	$ 48,134,797	$ 48,134,797	$ 70,403,183
Transportation Capital Project (234)	*48,134,797*	*48,134,797*	*48,134,797*	*70,403,183*
235 - DEL WEBB	$ 525,000	$ 525,000	$ 515,876	$ -
Non-Recurring	$ 525,000	$ 525,000	$ 515,876	$ -
Planning and Development Fees (226)	*525,000*	*525,000*	*515,876*	-
239 - PARKS SOUVENIR	$ 15,206	$ 15,206	$ 46,495	$ -
Operating	$ 15,206	$ 15,206	$ 46,495	$ -
Parks Enhancement Fund (241)	*15,206*	*15,206*	*46,495*	-
255 - DETENTION OPERATIONS	$ 3,160,389	$ 4,113,964	$ 3,160,389	$ 1,469,193
Operating	$ 587,500	$ 587,500	$ 587,500	$ 587,500
Detention Capital Project Fund (455)	*587,500*	*587,500*	*587,500*	*587,500*
Non-Recurring	$ 2,572,889	$ 3,526,464	$ 2,572,889	$ 881,693
Detention Capital Project Fund (455)	*2,572,889*	*2,572,889*	*2,572,889*	-
General Fund County Improvement Fund (445)	-	-	-	*300,000*
Capital Lease Debt Service (321) - Desktop Refresh	-	*953,575*	-	*581,693*

Fund Transfers Out (continued)

Fund/Function/Transfer	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
572 - ANIMAL CONTROL LICENSE SHELTER	$ 1,034,032	$ 1,109,006	$ 1,034,032	$ 1,033,405
Operating	$ 1,034,032	$ 1,034,032	$ 1,034,032	$ 1,033,405
County Improvement Debt (320)	*1,034,032*	*1,034,032*	*1,034,032*	*1,033,405*
Non-Recurring	$ -	$ 74,974	$ -	$ -
Capital Lease Debt Service (321) - Desktop Refresh	-	*74,974*	-	-
574 - ANIMAL CONTROL FIELD OPERATION	$ 106,528	$ 106,528	$ 106,528	$ 106,463
Operating	$ 106,528	$ 106,528	$ 106,528	$ 106,463
County Improvement Debt (320)	*106,528*	*106,528*	*106,528*	*106,463*
669 - SMALL SCHOOL SERVICE	$ -	$ 43,355	$ 43,355	$ -
Non-Recurring	$ -	$ 43,355	$ 43,355	$ -
Detention Fund (255)	-	*43,355*	*43,355*	-
CAPITAL PROJECTS	**$ 38,142,837**	**$ 38,142,837**	**$ 38,142,837**	**$ 14,577,403**
Non-Recurring	$ 38,142,837	$ 38,142,837	$ 38,142,837	$ 14,577,403
445 - GENERAL FUND CTY IMPROV	$ 32,605,249	$ 32,605,249	$ 32,605,249	$ 5,242,821
Non-Recurring	$ 32,605,249	$ 32,605,249	$ 32,605,249	$ 5,242,821
General Fund (100)	*12,081,146*	*12,081,146*	*12,081,146*	*2,652,821*
County Improvement Debt (320)	*5,275,000*	*5,275,000*	*5,275,000*	*2,590,000*
Technology Capital Improvement (460)	*15,249,103*	*15,249,103*	*15,249,103*	-
455 - DETENTION CAPITAL PROJECTS	$ -	$ -	$ -	$ 153,031
Non-Recurring	$ -	$ -	$ -	$ 153,031
Detention Fund (255)	-	-	-	*153,031*
460 - TECHNOLOGY CAP IMPROVEMENT	$ 2,724,200	$ 2,724,200	$ 2,724,200	$ 8,074,562
Non-Recurring	$ 2,724,200	$ 2,724,200	$ 2,724,200	$ 8,074,562
General Fund (100)	*2,724,200*	*2,724,200*	*2,724,200*	*3,156,849*
General Fund County Improvement (445)	-	-	-	*4,917,713*
461 - DETENTION TECH CAP IMPROVEMENT	$ 2,813,388	$ 2,813,388	$ 2,813,388	$ 1,106,989
Non-Recurring	$ 2,813,388	$ 2,813,388	$ 2,813,388	$ 1,106,989
Detention Capital Projects (455)	*2,813,388*	*2,813,388*	*2,813,388*	*1,106,989*
INTERNAL SERVICE	**$ -**	**$ 74,468**	**$ -**	**$ -**
Operating	$ -	$ 32,481	$ -	$ -
Non-Recurring	$ -	$ 41,987	$ -	$ -
654 - EQUIPMENT SERVICES	$ -	$ 17,145	$ -	$ -
Non-Recurring	$ -	$ 17,145	$ -	$ -
Capital Lease Debt Service (321) - Desktop Refresh	-	*17,145*	-	-

Fund Transfers Out (continued)

Fund/Function/Transfer	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
673 - REPROGRAPHICS	$ -	$ 8,281	$ -	$ -
Non-Recurring	$ -	$ 8,281	$ -	$ -
Capital Lease Debt Service (321) - Desktop Refresh	-	*8,281*	-	-
675 - RISK MANAGEMENT	$ -	$ 21,293	$ -	$ -
Operating	$ -	$ 21,293	$ -	$ -
Capital Lease Debt Service (321) - Desktop Refresh	-	*21,293*	-	-
681 - TECHNOLOGY INFRASTRUCTURE	$ -	$ 16,561	$ -	$ -
Non-Recurring	$ -	$ 16,561	$ -	$ -
Capital Lease Debt Service (321) - Desktop Refresh	-	*16,561*	-	-
TOTAL BEFORE ELIMINATIONS	**$ 328,843,867**	**$ 337,915,518**	**$ 324,016,586**	**$ 328,838,146**
Operating	$ 201,541,273	$ 201,648,779	$ 201,572,562	$ 220,444,433
Non-Recurring	$ 127,302,594	$ 136,192,271	$ 122,444,024	$ 108,393,713
ELIMINATIONS	**$ (328,843,867)**	**$ (337,915,518)**	**$ (324,016,586)**	**$ (328,838,146)**
Operating	$ (201,541,273)	$ (201,681,260)	$ (201,572,562)	$ (220,444,433)
Non-Recurring	$ (127,302,594)	$ (136,234,258)	$ (122,444,024)	$ (108,393,713)
ALL FUNDS	**$ -**	**$ -**	**$ -**	**$ -**

Eliminations

Eliminations are included in the budget to offset amounts budgeted as expenditures in one fund that are associated with offsetting revenues and expenditures in another fund. One example is the interdepartmental charges from the Reprographics (print shop) fund to various County departments. Departments pay the County print shop for services, and these costs are included in departments' budgeted expenditures, supported by revenues from sources external to the County. The print shop, in turn, budgets these payments as revenue, along with expenditures related to the cost of providing printing services. The expenditures and revenues are therefore budgeted twice within the overall County budget. Budgeting eliminations removes these duplicated revenues and expenditures from the budget as a whole in order to provide a more accurate picture of total net expenditures and revenues. The following schedule lists the various items that are eliminated in the budget:

DESCRIPTION	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Fund Transfers (See Schedule)					
Operating	$ (199,165,162)	$ (201,541,273)	$ (201,771,260)	$ (201,572,562)	$ (220,444,433)
Non-Recurring	(295,881,179)	(127,302,594)	(151,189,940)	(122,444,024)	(108,393,713)
	$ (495,046,341)	$ (328,843,867)	$ (352,961,200)	$ (324,016,586)	$ (328,838,146)
Internal Service Charges	$ (174,874,416)	$ (164,758,171)	$ (165,938,000)	$ (167,412,104)	$ (181,990,122)
Totals	**$ (669,920,757)**	**$ (493,602,038)**	**$ (518,899,200)**	**$ (491,428,690)**	**$ (510,828,268)**

Personnel

Year-over-year, the total number of positions in FY 2016 is increasing by 0.6% or 85.65 Full-time Equivalent (FTE) positions over the FY 2015 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 30.0 Full-Time Equivalent (FTE) positions added in FY 2016. The compliments of these positions include 1.0 FTE Surveillance Officer and 1.0 FTE Probation Officer for Domestic Violence, 2.0 FTE Surveillance Officers and 2.0 FTE Probation Officers for the Sex Offender Activity, 12.0 FTE for the Standard Probation activity, 3.0 FTE for the Prison Reentry service, 2.0 FTE for the Drug Court service, and 7.0 FTE for the Intensive Probation activity. These positions will allow the Department to meet the demands for FY 2016.

Assessor (120)

There were 11.48 FTE's inactivated to fund the on-going operating costs of the Environmental Systems Research Institute (ESRI) desktop pilot project.

Assistant County Manager (940)

Three Real Estate positions were moved to Facilities Management as part of the centralization of this function.

Finance (180)

The department reduced their staff by 6.0 FTE. These positions were dedicated to Enterprise Resource Planning (ERP) and the cost savings are reflected in the capital project.

Juvenile Probation (270)
In FY 2016, 14.0 additional Full-Time Equivalent (FTE) positions are being created in the Detention Operations Fund (255) to provide meals out of the new Juvenile Kitchen. Juvenile Probation had previously been purchasing kitchen services from the Maricopa County Sheriff's Office. In late FY 2015, positions were deleted in the Mental Health area. These deletions will be made in FY 2016 Revised bringing the total new positions to 14.0 FTE.

Education Service (370)
At the end of FY 2015, funding for the three-year pilot program Transforming Juveniles through Successful Transition (TJST) ended. This program funded eight Community Justice Coordinators, two Educational Service Program Coordinators, an Education Service Program Manager and a Management Assistant. These twelve staff were funded out of the Detention Fund (255) and assisted post-conviction youth in transitioning back into education services upon release from corrections custody. In FY 2016, these twelve positions are funded on a temporary basis (for 3 months) from MCESA's Grant Fund (715) in order to complete an evaluation of the effectiveness and impact of the program. Should the program be reauthorized, additional funding will need to be authorized by the Board of Supervisors.

Sheriff's Office (500)
In the Detention Fund (255), 4.0 FTE Criminal Intelligence Analysts were added to Jail Intelligence due to an increase in the workload caused by the new video visitation system. Eight Detention Officers were added to the inmate medical transport unit. These positions will not have an impact on the Sheriff's Office budget as these costs will be allocated to Correctional Health Services. One FTE Equipment Operator and two FTE Detention Officers have been added but will not have an impact on the budget as supplies and services have been reduced to fund these positions. A total of 7.0 FTE Justice System Clerks will be added for Sheriff's Information Management Services (SIMS) (3.0 FTE), Victim Notification Unit (3.0 FTE) and Sexually Violent Person Unit (1.0 FTE).

Facilities Management (700)
The variance between FY 2015 Revised and FY 2016 Adopted is due to the consolidation of 30 positions within the Real Estate group to Facilities Management.

Superior Court (800)
The Superior Court of Maricopa County had staffing increases due to the addition of two new Initial Appearance Courts. Each division requires a Judge, a Bailiff, and a Judicial Assistant for a total of 6.0 FTE. One FTE was added to the Probate and Mental Health Activity. This increase is offset by a reduction of 0.5 FTE as a result of reducing 3.0 FTE in Fill the Gap to 2.5 FTE and moving these positions to the General Fund.

Personnel Summary by Department and Fund

	DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
010	**BOARD OF SUPERVISORS DIST 1**							
100	GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
	Department Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.0%**
020	**BOARD OF SUPERVISORS DIST 2**							
100	GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
	Department Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.0%**
030	**BOARD OF SUPERVISORS DIST 3**							
100	GENERAL	3.00	3.00	3.00	3.00	2.75	(.25)	(8.3%)
	Department Total	**3.00**	**3.00**	**3.00**	**3.00**	**2.75**	**(.25)**	**(8.3%)**
040	**BOARD OF SUPERVISORS DIST 4**							
100	GENERAL	3.00	3.00	3.00	2.88	2.88	(.13)	(4.2%)
	Department Total	**3.00**	**3.00**	**3.00**	**2.88**	**2.88**	**(.13)**	**(4.2%)**
050	**BOARD OF SUPERVISORS DIST 5**							
100	GENERAL	2.80	3.00	3.00	3.00	3.00	-	0.0%
	Department Total	**2.80**	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.0%**
060	**CLERK OF THE BOARD**							
100	GENERAL	12.00	12.00	13.00	13.00	13.00	-	0.0%
	Department Total	**12.00**	**12.00**	**13.00**	**13.00**	**13.00**	**-**	**0.0%**
110	**ADULT PROBATION**							
100	GENERAL	746.90	758.00	758.00	758.00	776.00	18.00	2.4%
201	ADULT PROBATION FEES	1.50	1.50	2.00	1.50	1.50	(.50)	(25.0%)
211	ADULT PROBATION GRANTS	34.75	28.25	25.00	24.75	24.75	(.25)	(1.0%)
255	DETENTION OPERATIONS	317.00	329.00	329.00	329.00	341.00	12.00	3.6%
	Department Total	**1,100.15**	**1,116.75**	**1,114.00**	**1,113.25**	**1,143.25**	**29.25**	**2.6%**
120	**ASSESSOR**							
100	GENERAL	320.39	321.91	330.00	330.91	315.43	(14.58)	(4.4%)
	Department Total	**320.39**	**321.91**	**330.00**	**330.91**	**315.43**	**(14.58)**	**(4.4%)**
140	**CALL CENTER**							
100	GENERAL	27.00	27.00	27.00	27.00	27.00	-	0.0%
	Department Total	**27.00**	**27.00**	**27.00**	**27.00**	**27.00**	**-**	**0.0%**
150	**EMERGENCY MANAGEMENT**							
100	GENERAL	2.00	2.00	2.00	2.00	2.00	-	0.0%
207	PALO VERDE	5.00	5.00	6.00	6.00	6.00	-	0.0%
215	EMERGENCY MANAGEMENT	7.50	7.50	9.00	8.50	8.50	(.50)	(5.6%)
	Department Total	**14.50**	**14.50**	**17.00**	**16.50**	**16.50**	**(.50)**	**(2.9%)**
160	**CLERK OF THE SUPERIOR COURT**							
100	GENERAL	549.00	556.50	555.50	550.50	558.50	3.00	0.5%
205	COURT DOCUMENT RETRIEVAL	25.00	25.00	25.00	25.00	25.00	-	0.0%
208	JUDICIAL ENHANCEMENT	2.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
216	CLERK OF THE COURT GRANTS	4.00	4.00	4.00	4.00	-	(4.00)	(100.0%)
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	48.00	48.00	48.00	48.00	48.00	-	0.0%
	Department Total	**675.00**	**682.50**	**681.50**	**676.50**	**679.50**	**(2.00)**	**(0.3%)**
180	**FINANCE**							
100	GENERAL	35.00	39.00	45.00	39.00	39.00	(6.00)	(13.3%)
	Department Total	**35.00**	**39.00**	**45.00**	**39.00**	**39.00**	**(6.00)**	**(13.3%)**
190	**COUNTY ATTORNEY**							
100	GENERAL	742.00	804.00	836.50	831.00	849.48	12.98	1.6%
213	COUNTY ATTORNEY RICO	1.00	-	-	-	-	-	N/A
219	COUNTY ATTORNEY GRANTS	86.00	58.00	58.00	58.00	59.00	1.00	1.7%
220	DIVERSION	37.00	35.00	33.00	33.00	29.00	(4.00)	(12.1%)
221	COUNTY ATTORNEY FILL THE GAP	36.50	26.00	25.00	25.00	25.00	-	0.0%
266	CHECK ENFORCEMENT PROGRAM	9.00	3.00	2.00	2.00	2.00	-	0.0%
267	CRIM JUSTICE ENHANCEMENT	24.00	20.00	20.00	20.00	20.00	-	0.0%
	Department Total	**935.50**	**946.00**	**974.50**	**969.00**	**984.48**	**9.98**	**1.0%**
200	**COUNTY MANAGER**							
100	GENERAL	18.00	18.00	19.00	19.00	18.00	(1.00)	(5.3%)
	Department Total	**18.00**	**18.00**	**19.00**	**19.00**	**18.00**	**(1.00)**	**(5.3%)**

Personnel Summary by Department and Fund (continued)

	DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
210	**ELECTIONS**							
100	GENERAL	52.00	52.00	51.00	52.00	52.00	1.00	2.0%
	Department Total	**52.00**	**52.00**	**51.00**	**52.00**	**52.00**	**1.00**	**2.0%**
220	**HUMAN SERVICES**							
100	GENERAL	-	-	-	-	1.00	1.00	N/A
217	CDBG HOUSING TRUST	5.00	5.00	5.00	5.00	5.00	-	0.0%
222	HUMAN SERVICES GRANTS	359.50	367.00	394.00	381.00	392.50	(1.50)	(0.4%)
	Department Total	**364.50**	**372.00**	**399.00**	**386.00**	**398.50**	**(.50)**	**(0.1%)**
230	**INTERNAL AUDIT**							
100	GENERAL	19.00	18.00	19.75	16.75	17.75	(2.00)	(10.1%)
	Department Total	**19.00**	**18.00**	**19.75**	**16.75**	**17.75**	**(2.00)**	**(10.1%)**
240	**JUSTICE COURTS**							
100	GENERAL	329.03	333.00	331.50	331.50	332.50	1.00	0.3%
204	JUSTICE CT JUDICIAL ENHANCEMNT	3.00	3.00	5.00	5.00	4.00	(1.00)	(20.0%)
	Department Total	**332.03**	**336.00**	**336.50**	**336.50**	**336.50**	**-**	**0.0%**
250	**CONSTABLES**							
100	GENERAL	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%**
260	**CORRECTIONAL HEALTH**							
100	GENERAL	16.00	16.00	16.00	16.00	15.50	(.50)	(3.1%)
255	DETENTION OPERATIONS	460.75	447.50	459.50	458.50	459.50	-	0.0%
	Department Total	**476.75**	**463.50**	**475.50**	**474.50**	**475.00**	**(.50)**	**(0.1%)**
270	**JUVENILE PROBATION**							
100	GENERAL	267.00	271.00	270.00	270.00	273.00	3.00	1.1%
227	JUVENILE PROBATION GRANTS	60.00	53.00	53.00	53.00	53.00	-	0.0%
255	DETENTION OPERATIONS	362.10	361.10	360.10	360.10	373.10	13.00	3.6%
275	JUVENILE PROBATION DIVERSION	4.00	4.00	4.00	4.00	4.00	-	0.0%
	Department Total	**693.10**	**689.10**	**687.10**	**687.10**	**703.10**	**16.00**	**2.3%**
290	**MEDICAL EXAMINER**							
100	GENERAL	86.50	87.50	86.50	85.50	87.50	1.00	1.2%
	Department Total	**86.50**	**87.50**	**86.50**	**85.50**	**87.50**	**1.00**	**1.2%**
300	**PARKS AND RECREATION**							
225	SPUR CROSS RANCH CONSERVATION	1.00	1.00	1.00	1.00	2.00	1.00	100.0%
239	PARKS SOUVENIR	1.00	1.00	1.00	1.00	2.00	1.00	100.0%
240	LAKE PLEASANT RECREATION SVCS	22.00	26.00	25.00	25.00	27.00	2.00	8.0%
241	PARKS ENHANCEMENT FUND	59.00	53.00	52.00	50.75	46.75	(5.25)	(10.1%)
	Department Total	**83.00**	**81.00**	**79.00**	**77.75**	**77.75**	**(1.25)**	**(1.6%)**
310	**HUMAN RESOURCES**							
100	GENERAL	46.00	46.00	46.00	46.00	46.00	-	0.0%
	Department Total	**46.00**	**46.00**	**46.00**	**46.00**	**46.00**	**-**	**0.0%**
340	**PUBLIC FIDUCIARY**							
100	GENERAL	41.30	41.80	44.40	43.80	43.80	(.60)	(1.4%)
	Department Total	**41.30**	**41.80**	**44.40**	**43.80**	**43.80**	**(.60)**	**(1.4%)**
360	**RECORDER**							
100	GENERAL	35.00	29.00	29.00	29.00	29.00	-	0.0%
236	RECORDERS SURCHARGE	27.00	27.00	28.00	28.00	27.00	(1.00)	(3.6%)
	Department Total	**62.00**	**56.00**	**57.00**	**57.00**	**56.00**	**(1.00)**	**(1.8%)**
370	**EDUCATION SERVICE**							
100	GENERAL	22.00	27.00	26.00	26.00	24.00	(2.00)	(7.7%)
255	DETENTION OPERATIONS	12.00	12.00	12.00	12.00	-	(12.00)	(100.0%)
669	SMALL SCHOOL SERVICE	1.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
715	SCHOOL GRANTS	81.00	100.00	103.50	103.50	105.50	2.00	1.9%
782	SCHOOL COMMUNICATION	4.00	6.00	7.00	7.00	6.00	(1.00)	(14.3%)
795	EDUCATIONAL SUPPLEMENTAL PROG	14.00	5.00	7.00	7.00	8.00	1.00	14.3%
	Department Total	**134.00**	**152.00**	**157.50**	**157.50**	**144.50**	**(13.00)**	**(8.3%)**
390	**EMPLOYEE BENEFITS AND HEALTH**							
100	GENERAL	4.00	4.00	4.00	4.00	4.00	-	0.0%
532	PUBLIC HEALTH GRANTS	11.00	11.00	13.00	12.00	11.00	(2.00)	(15.4%)
615	WELLNESS	6.00	7.00	6.00	6.00	6.00	-	0.0%
618	BENEFIT ADMINISTRATION	16.00	17.00	18.00	17.50	17.50	(.50)	(2.8%)
	Department Total	**37.00**	**39.00**	**41.00**	**39.50**	**38.50**	**(2.50)**	**(6.1%)**

Personnel Summary by Department and Fund (continued)

	DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
410	**ENTERPRISE TECHNOLOGY**							
100	GENERAL	113.99	143.50	154.50	156.00	159.00	4.50	2.9%
681	TECHNOLOGY INFRASTRUCTURE	55.00	58.00	57.00	57.00	57.00	-	0.0%
	Department Total	**168.99**	**201.50**	**211.50**	**213.00**	**216.00**	**4.50**	**2.1%**
420	**INTEGRATED CRIM JUSTICE INFO**							
255	DETENTION OPERATIONS	6.00	6.00	6.00	6.00	6.00	-	0.0%
	Department Total	**6.00**	**6.00**	**6.00**	**6.00**	**6.00**	**-**	**0.0%**
430	**TREASURER**							
100	GENERAL	53.00	55.00	55.00	54.00	55.00	-	0.0%
	Department Total	**53.00**	**55.00**	**55.00**	**54.00**	**55.00**	**-**	**0.0%**
440	**PLANNING AND DEVELOPMENT**							
226	PLANNING AND DEVELOPMENT FEES	77.00	85.00	80.00	81.00	80.00	-	0.0%
	Department Total	**77.00**	**85.00**	**80.00**	**81.00**	**80.00**	**-**	**0.0%**
460	**RESEARCH AND REPORTING**							
100	GENERAL	5.75	5.75	5.75	-	-	(5.75)	(100.0%)
	Department Total	**5.75**	**5.75**	**5.75**		**-**	**(5.75)**	**(100.0%)**
490	**MANAGEMENT AND BUDGET**							
100	GENERAL	19.00	18.00	19.00	19.00	19.00	-	0.0%
	Department Total	**19.00**	**18.00**	**19.00**	**19.00**	**19.00**	**-**	**0.0%**
500	**SHERIFF**							
100	GENERAL	1,044.00	1,129.75	1,174.75	1,174.75	1,174.75	-	0.0%
251	SHERIFF GRANTS	24.00	27.00	27.00	27.00	27.00	-	0.0%
252	INMATE SERVICES	118.00	135.00	134.00	134.00	134.00	-	0.0%
255	DETENTION OPERATIONS	2,390.00	2,523.00	2,511.00	2,511.00	2,533.00	22.00	0.9%
258	SHERIFF TOWING AND IMPOUND	2.00	2.00	2.00	2.00	2.00	-	0.0%
	Department Total	**3,578.00**	**3,816.75**	**3,848.75**	**3,848.75**	**3,870.75**	**22.00**	**0.6%**
520	**PUBLIC DEFENDER**							
100	GENERAL	406.48	422.58	433.78	432.78	431.78	(2.00)	(0.5%)
209	PUBLIC DEFENDER TRAINING	3.00	3.00	3.00	3.00	3.00	-	0.0%
233	PUBLIC DEFENDER GRANTS	3.00	2.00	2.00	2.00	2.00	-	0.0%
262	PUBLIC DEFENDER FILL THE GAP	9.00	7.00	9.00	9.00	9.00	-	0.0%
	Department Total	**421.48**	**434.58**	**447.78**	**446.78**	**445.78**	**(2.00)**	**(0.4%)**
540	**LEGAL DEFENDER**							
100	GENERAL	114.49	115.49	126.49	126.49	126.49	-	0.0%
	Department Total	**114.49**	**115.49**	**126.49**	**126.49**	**126.49**	**-**	**0.0%**
550	**LEGAL ADVOCATE**							
100	GENERAL	93.50	103.50	114.50	114.50	114.50	-	0.0%
	Department Total	**93.50**	**103.50**	**114.50**	**114.50**	**114.50**	**-**	**0.0%**
560	**CONTRACT COUNSEL**							
100	GENERAL	28.00	29.00	31.00	31.00	31.00	-	0.0%
	Department Total	**28.00**	**29.00**	**31.00**	**31.00**	**31.00**	**-**	**0.0%**
570	**PUBLIC ADVOCATE**							
100	GENERAL	71.65	87.65	90.00	89.00	89.00	(1.00)	(1.1%)
	Department Total	**71.65**	**87.65**	**90.00**	**89.00**	**89.00**	**(1.00)**	**(1.1%)**
640	**TRANSPORTATION**							
223	TRANSPORTATION GRANTS	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
232	TRANSPORTATION OPERATIONS	415.50	409.00	415.00	415.00	416.00	1.00	0.2%
	Department Total	**416.50**	**410.00**	**416.00**	**416.00**	**416.00**	**-**	**0.0%**
670	**WASTE RESOURCES AND RECYCLING**							
100	GENERAL	21.00	21.00	20.00	20.00	20.00	-	0.0%
290	WASTE TIRE	2.00	2.00	2.00	2.00	2.00	-	0.0%
	Department Total	**23.00**	**23.00**	**22.00**	**22.00**	**22.00**	**-**	**0.0%**

Personnel Summary by Department and Fund (continued)

	DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
700	**FACILITIES MANAGEMENT**							
100	GENERAL	136.00	137.00	135.00	135.00	165.00	30.00	22.2%
255	DETENTION OPERATIONS	30.00	32.00	32.00	32.00	32.00	-	0.0%
	Department Total	**166.00**	**169.00**	**167.00**	**167.00**	**197.00**	**30.00**	**18.0%**
720	**PROTECTIVE SERVICES**							
100	GENERAL	74.50	73.50	74.50	73.50	73.50	(1.00)	(1.3%)
	Department Total	**74.50**	**73.50**	**74.50**	**73.50**	**73.50**	**(1.00)**	**(1.3%)**
730	**PROCUREMENT SERVICES**							
100	GENERAL	30.00	27.50	30.50	30.50	30.50	-	0.0%
673	REPROGRAPHICS	9.00	9.00	9.00	9.00	9.00	-	0.0%
	Department Total	**39.00**	**36.50**	**39.50**	**39.50**	**39.50**	**-**	**0.0%**
740	**EQUIPMENT SERVICES**							
654	EQUIPMENT SERVICES	54.00	54.00	54.00	54.00	54.00	-	0.0%
	Department Total	**54.00**	**54.00**	**54.00**	**54.00**	**54.00**	**-**	**0.0%**
750	**RISK MANAGEMENT**							
675	RISK MANAGEMENT	29.00	29.75	29.75	29.75	30.75	1.00	3.4%
	Department Total	**29.00**	**29.75**	**29.75**	**29.75**	**30.75**	**1.00**	**3.4%**
790	**ANIMAL CARE AND CONTROL**							
572	ANIMAL CONTROL LICENSE SHELTER	106.00	108.00	120.00	121.00	119.00	(1.00)	(0.8%)
573	ANIMAL CONTROL GRANTS	9.00	11.00	-	-	-	-	N/A
574	ANIMAL CONTROL FIELD OPERATION	50.00	51.00	50.00	50.00	50.00	-	0.0%
	Department Total	**165.00**	**170.00**	**170.00**	**171.00**	**169.00**	**(1.00)**	**(0.6%)**
800	**SUPERIOR COURT**							
100	GENERAL	1,145.00	1,163.00	1,169.10	1,169.10	1,177.60	(11.50)	(1.0%)
208	JUDICIAL ENHANCEMENT	6.00	6.00	6.00	6.00	6.00	-	0.0%
238	SUPERIOR COURT GRANTS	26.00	27.00	26.00	26.00	26.00	(1.00)	(3.8%)
256	PROBATE FEES	-	-	-	-	1.00	1.00	N/A
261	LAW LIBRARY	-	-	3.00	3.00	3.00	(1.00)	-33.30%
264	SUPERIOR COURT FILL THE GAP	33.00	33.00	33.00	33.00	30.00	(3.00)	(9.1%)
	Department Total	**1,210.00**	**1,229.00**	**1,237.10**	**1,237.10**	**1,243.60**	**(15.50)**	**(1.3%)**
850	**AIR QUALITY**							
503	AIR QUALITY GRANTS	20.60	20.00	20.00	20.00	21.00	1.00	5.0%
504	AIR QUALITY FEES	120.50	121.50	123.15	122.65	124.12	.97	0.8%
	Department Total	**141.10**	**141.50**	**143.15**	**142.65**	**145.12**	**1.97**	**1.4%**
860	**PUBLIC HEALTH**							
100	GENERAL	134.75	137.25	143.25	143.25	145.25	2.00	1.4%
265	PUBLIC HEALTH FEES	63.00	59.00	62.00	62.00	60.00	(2.00)	(3.2%)
532	PUBLIC HEALTH GRANTS	415.20	428.80	425.75	426.75	427.75	2.00	0.5%
	Department Total	**612.95**	**625.05**	**631.00**	**632.00**	**633.00**	**2.00**	**0.3%**
880	**ENVIRONMENTAL SERVICES**							
100	GENERAL	45.00	45.00	46.00	46.00	46.00	-	0.0%
506	ENVIRONMTL SVCS ENV HEALTH	248.00	245.00	246.00	246.00	242.00	(4.00)	(1.6%)
	Department Total	**293.00**	**290.00**	**292.00**	**292.00**	**288.00**	**(4.00)**	**(1.4%)**
920	**DEPUTY COUNTY MANAGER 920**							
100	GENERAL	13.00	12.00	12.00	12.00	12.00	-	0.0%
	Department Total	**13.00**	**12.00**	**12.00**	**12.00**	**12.00**	**-**	**0.0%**
930	**DEPUTY COUNTY MANAGER 930**							
226	PLANNING AND DEVELOPMENT FEES	40.50	13.00	16.00	16.00	16.00	-	0.0%
	Department Total	**40.50**	**13.00**	**16.00**	**16.00**	**16.00**	**-**	**0.0%**
940	**ASSISTANT COUNTY MANAGER 940**							
100	GENERAL	7.30	6.63	8.00	8.00	5.00	(3.00)	(37.5%)
	Department Total	**7.30**	**6.63**	**8.00**	**8.00**	**5.00**	**(3.00)**	**(37.5%)**
950	**ASSISTANT COUNTY MANAGER 950**							
100	GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
249	NON DEPARTMENTAL GRANTS	1.00	1.00	1.00	1.00	1.00	-	0.0%
255	DETENTION OPERATIONS	4.00	4.00	4.00	4.00	4.00	-	0.0%
	Department Total	**8.00**	**8.00**	**8.00**	**8.00**	**8.00**	**-**	**0.0%**
960	**ASSISTANT COUNTY MANAGER 960**							
100	GENERAL	1.00	-	-	-	-	-	N/A
572	ANIMAL CONTROL LICENSE SHELTER	2.00	2.00	2.00	2.00	2.00	-	0.0%
	Department Total	**3.00**	**2.00**	**2.00**	**2.00**	**2.00**	**-**	**0.0%**
	COUNTY	**13,548.22**	**13,913.69**	**14,110.01**	**14,066.94**	**14,171.65**	**39.64**	**0.3%**

Personnel Summary by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	42.00	43.50	49.50	51.50	48.50	(1.00)	(2.0%)
Accounting Manager – Treasurer	1.00	-	-	-	-	-	N/A
Accounting Specialist	83.00	86.50	88.00	86.00	87.00	(1.00)	(1.1%)
Accounting Specialist Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin & Operations Mgr	2.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	181.50	190.50	192.50	191.50	189.99	(5.51)	(2.9%)
Administrative Assistant	3.00	-	-	-	-	-	N/A
Administrative Manager	9.00	9.00	8.00	8.00	9.00	1.00	12.5%
Administrative Services Mgr	3.00	3.00	4.00	4.00	4.00	-	0.0%
Administrative Staff Supv	45.00	38.00	36.00	35.00	36.00	-	0.0%
Administrative Supervisor	61.00	60.00	55.00	56.00	52.00	(3.00)	(5.5%)
Administrator	9.00	11.00	11.00	10.00	12.00	1.00	9.1%
Air Instrument Technician Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Air Quality Division Manager	4.00	3.00	3.00	3.00	3.00	-	0.0%
Air Quality Enforcement Specialist	3.00	3.00	2.00	2.00	2.00	-	0.0%
Air Quality Engineering Supv	-	1.00	2.00	2.00	2.00	-	0.0%
Air Quality Operations Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Air Quality Planner	6.00	6.00	3.75	6.75	7.75	4.00	106.7%
Air Quality Planner Senior	-	-	3.00	-	-	(3.00)	(100.0%)
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	39.00	31.00	30.40	30.40	30.38	(.03)	(0.1%)
Air Quality Specialist Senior	-	6.00	9.00	9.00	9.00	-	0.0%
Air Quality Specialist Supervisor	6.00	7.00	7.00	7.00	7.00	-	0.0%
Animal Care & Control Manager	2.00	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	38.00	41.00	41.00	41.00	41.00	-	0.0%
Animal Care Technician Lead	3.00	3.00	3.00	3.00	3.00	-	0.0%
Animal Control Officer	34.00	32.00	32.00	32.00	32.00	-	0.0%
Animal Control Officer Lead	-	3.00	3.00	3.00	3.00	-	0.0%
Animal Control Supervisor	3.00	3.00	2.00	2.00	2.00	-	0.0%
Animal Health Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Animal Health Technician	11.00	13.00	13.00	13.00	13.00	-	0.0%
Animal Health Technician Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Mgr	13.00	13.00	14.00	14.00	16.00	2.00	14.3%
Applications Development Supv	7.00	5.00	6.00	6.00	4.00	(2.00)	(33.3%)
Appraiser	100.48	102.00	93.00	93.00	78.00	(15.00)	(16.1%)
Appraiser - Assistant Chief	-	-	1.00	1.00	-	(1.00)	(100.0%)
Appraiser - Chief	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
Appraiser Manager	7.00	7.00	6.00	6.00	8.00	2.00	33.3%
Appraiser Senior	11.48	13.48	19.00	18.48	16.00	(3.00)	(15.8%)
Appraiser Supervisor	17.00	18.00	19.00	19.00	18.00	(1.00)	(5.3%)
Appraiser Trainee	17.00	15.00	17.00	17.00	26.00	9.00	52.9%
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	697.11	719.71	760.76	755.26	754.74	(6.03)	(0.8%)
Attorney - Civil Practice Mgr	5.00	5.00	5.00	5.00	5.00	-	0.0%
Attorney - Senior Counsel	13.00	13.00	14.00	14.00	14.00	-	0.0%
Attorney - Senior Law Researcher	6.00	6.00	7.00	7.00	7.00	(1.00)	(14.3%)
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	117.00	120.00	121.60	120.60	120.60	(3.00)	(2.4%)
Bd of Supvr's Chief of Staff	5.00	5.00	5.00	5.00	5.00	-	0.0%
Benefits Specialist - County	-	2.00	3.00	3.00	3.00	-	0.0%
Benefits Vendor Relations Mgr	-	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	8.00	8.00	8.00	-	0.0%
Budget Analyst Senior	-	-	3.00	3.00	3.00	-	0.0%
Budget Supervisor	3.00	2.00	3.00	3.00	3.00	-	0.0%
Business Systems Analyst	26.00	31.00	38.00	38.00	36.00	(2.00)	(5.3%)
Business Systems Analyst-Sr/Ld	22.00	25.25	28.00	28.00	27.00	(1.00)	(3.6%)
Call Center Representative	18.00	18.00	18.00	18.00	18.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Call Center Representative Lead	4.00	4.00	4.00	4.00	4.00	-	0.0%
Call Center Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
CASA Coordinator	7.00	6.00	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	26.00	26.00	27.00	1.00	3.8%
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 Informatn Security Ofcr	-	-	1.00	-	-	(1.00)	(100.0%)
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%
CHS Legal Services Manager	-	-	1.00	1.00	1.00	-	0.0%
Claims Adjuster	6.00	3.00	1.00	1.00	1.00	-	0.0%
Claims Adjuster Lead	-	3.00	4.00	4.00	4.00	-	0.0%
Clerk of Board Assistant	-	1.00	1.00	1.00	1.00	-	0.0%
Clerk of Board Specialist	-	1.00	1.00	1.00	1.00	-	0.0%
Clerk of Board Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Co Pol/Compliance/PrgAdvoc Dir	-	1.00	1.00	1.00	1.00	-	0.0%
Code Enforcement Officer	4.00	4.00	5.00	6.00	5.00	-	0.0%
Collections Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Collector	20.00	20.00	19.00	19.00	19.00	-	0.0%
Communications Manager-County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	26.00	24.00	26.00	28.00	25.00	(1.00)	(3.8%)
Communicatn Officer Supervisor	4.00	6.00	7.00	6.00	6.00	(1.00)	(14.3%)
Communicatns Mgr-Crim Justice	3.00	4.00	4.00	4.00	4.00	-	0.0%
Community Devlpmnt Coordinator	3.00	3.00	4.00	5.00	4.00	-	0.0%
Community Justice Coordinator	8.00	15.00	8.00	8.00	-	(8.00)	(100.0%)
Compensation Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Compensation Supervisor	1.00	-	-	-	-	-	N/A
Computer Forensic Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Computer Operator	12.00	11.00	11.00	11.00	11.00	-	0.0%
Computer Operator - Sr/Ld	4.00	5.00	5.00	5.00	5.00	-	0.0%
Conference Officer	13.00	13.00	13.00	13.00	13.00	-	0.0%
Construction Maintenance Supv	10.00	10.00	9.00	9.00	9.00	-	0.0%
Consultant	1.00	1.00	-	-	-	-	N/A
Correctional Health Legal Liaison	1.00	1.00	-	-	-	-	N/A
Counseling Supervisor	2.00	3.00	2.00	2.00	2.00	-	0.0%
Counselor	32.00	33.00	28.00	28.00	34.00	6.00	21.4%
County Attorney Special Assistant	4.00	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	61.00	2.00	3.4%
Court Conciliator	11.00	14.00	14.00	14.00	14.00	-	0.0%
Court Interpreter	33.00	33.00	34.00	34.00	34.00	(1.00)	(2.9%)
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	6.00	-	0.0%
Court Reporter	51.50	51.50	50.50	50.50	50.50	(1.00)	(2.0%)
Court Reporter Lead	-	-	1.00	1.00	1.00	-	0.0%
Court Reporter Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Courtroom Clerk	213.50	218.00	217.00	217.00	219.00	2.00	0.9%
Courtroom Services Supervisor	16.00	16.00	15.00	15.00	15.00	-	0.0%
Crew Leader	11.00	11.00	16.00	16.00	15.00	(1.00)	(6.3%)
Crime Scene Specialist	23.00	21.00	20.00	20.00	20.00	-	0.0%
Crime Scene Specialist-Sheriff	9.00	10.00	10.00	10.00	10.00	-	0.0%
Crime Scene Supervisor	6.00	7.00	6.00	6.00	6.00	-	0.0%
Criminal Intelligence Analyst	5.00	4.00	5.00	5.00	9.00	4.00	80.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Custodial Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Custodial Supervisor	-	5.00	5.00	5.00	5.00	-	0.0%
Custodian	-	33.00	35.00	35.00	35.00	-	0.0%
Data Architect	10.00	9.00	2.00	2.00	2.00	-	0.0%
Database Administrator	18.49	13.00	8.00	8.00	8.00	-	0.0%
Database Administrator - Senior/Lead	-	3.50	12.00	12.00	12.00	-	0.0%
Database Report Writer Analyst	4.00	4.00	5.00	6.00	5.00	-	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	2.00	2.00	2.00	2.00	-	0.0%
Department Facilities Planner	3.00	3.00	3.00	3.00	3.00	-	0.0%
Deputy Administrator - BOS	4.80	5.00	5.00	4.88	4.63	(.38)	(7.6%)
Deputy Chief Medical Examiner	-	1.00	1.00	1.00	1.00	-	0.0%
Deputy Constable	8.00	8.00	8.00	8.00	8.00	-	0.0%
Deputy County Manager	2.00	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	3.00	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	1.00	1.00	-	0.0%
Deputy Director - Intrnl Audit	-	1.00	-	-	-	-	N/A
Deputy Director - Justice Courts	1.00	1.00	-	-	-	-	N/A
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	6.50	7.00	6.50	6.50	(.50)	(7.1%)
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	7.00	7.00	7.00	7.00	-	0.0%
Detention Ofcr Supv -Probation	26.00	27.00	26.00	26.00	26.00	-	0.0%
Detention Officer	1,894.00	1,975.00	1,967.00	1,967.00	1,977.00	10.00	0.5%
Detention Officer - Probation	220.10	221.10	220.10	220.10	220.10	-	0.0%
Detention Officer Captain	13.00	13.00	13.00	13.00	13.00	-	0.0%
Detention Officer Lieutenant	65.00	70.00	71.00	71.00	71.00	-	0.0%
Detention Officer Sergeant	203.00	203.00	208.00	208.00	208.00	-	0.0%
Development Services Supervisor	7.00	6.00	8.00	9.00	7.00	(1.00)	(12.5%)
Development Svcs Technician	99.93	97.93	69.00	67.93	91.93	22.93	33.2%
Development Svcs Technician Ld	-	-	14.00	14.00	-	(14.00)	(100.0%)
Development Svcs Technician Sr	-	-	31.00	31.00	-	(31.00)	(100.0%)
Dietitian/Nutritionist	27.60	39.35	36.35	36.35	36.35	-	0.0%
Dietitian/Nutritionist Princpl	-	1.00	1.00	1.00	1.00	-	0.0%
Dietitian/Nutritionist Supv	3.00	3.00	3.00	3.00	3.00	-	0.0%
Director - Air Quality	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Business Strategies & Healthcare Progra	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Clerk of the Board	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Communications	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Correctional Health	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Elections	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Emergency Mgt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Environmental Svcs	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Equipment Services	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Facilities Mgt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - 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%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
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	1.00	-	0.0%
Director - Probation	2.00	2.00	2.00	2.00	2.00	-	0.0%
Director - Protective Services	-	-	1.00	1.00	1.00	-	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)	(100.0%)
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	8.00	8.00	8.00	-	0.0%
Duty Plant Operator	-	-	4.00	4.00	4.00	-	0.0%
Education Manager - Detention	1.00	2.00	2.00	2.00	2.00	-	0.0%
Education Program Aide	-	-	11.00	5.00	5.50	(5.50)	(50.0%)
Education Service Assistant Superintendent	3.00	3.00	3.00	3.00	3.00	-	0.0%
Education Service Finance Coordinator	-	-	1.00	1.00	1.00	-	0.0%
Education Service Peer Evaluator	34.00	44.00	44.00	44.00	44.00	-	0.0%
Education Svc Finance Mgr	-	-	1.00	1.00	1.00	-	0.0%
Education Svc Program Coord	10.00	12.00	17.50	17.50	16.50	(1.00)	(5.7%)
Education Svc Program Manager	27.00	32.00	30.00	30.00	28.00	(2.00)	(6.7%)
Educator	41.00	41.00	38.00	37.00	39.00	1.00	2.6%
Educator - Detention	26.00	27.00	27.00	27.00	27.00	-	0.0%
Educator Assistant	55.00	36.50	35.00	34.00	35.00	-	0.0%
Educator Bachelor's	45.50	63.50	66.00	65.00	65.00	(1.00)	(1.5%)
Educator Coordinator	39.00	28.00	33.00	33.00	32.00	(1.00)	(3.0%)
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	13.00	12.00	12.00	12.00	-	0.0%
Electronic Technician	3.00	2.00	2.00	2.00	2.00	-	0.0%
Electronic Technician Senior	8.00	8.00	8.00	8.00	8.00	-	0.0%
Emergency Communication Manager	1.00	1.00	-	1.00	1.00	1.00	N/A
Emergency Dispatch Supervisor	4.00	7.00	7.00	7.00	7.00	-	0.0%
Emergency Dispatcher	29.00	35.00	35.00	35.00	35.00	-	0.0%
Emergency Operator	6.00	6.00	6.00	6.00	6.00	-	0.0%
Emergency Services Planner	8.50	10.50	10.00	9.50	10.50	.50	5.0%
Emergency Services Planner Senior	-	-	1.00	1.00	1.00	-	0.0%
Emergency Services Planning Supervisor	3.00	3.00	2.00	2.00	2.00	-	0.0%
Employee Records Specialist	2.00	3.00	3.00	2.50	2.50	(.50)	(16.7%)
Employee Records Supervisor	1.00	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	37.00	39.00	39.00	39.00	42.00	3.00	7.7%
Engineer - Air Quality	-	2.00	3.00	3.00	3.00	-	0.0%
Engineering Associate	37.00	36.00	31.00	31.00	32.00	1.00	3.2%
Engineering Drainage Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineering Manager	4.00	5.00	5.00	5.00	5.00	-	0.0%
Engineering Specialist	21.00	21.00	15.00	15.00	18.00	3.00	20.0%
Engineering Supervisor	10.00	10.00	10.00	10.00	10.00	-	0.0%
Engineering Support Branch Manager	-	-	2.00	2.00	2.00	-	0.0%
Engineering Technician	23.00	23.00	16.00	16.00	22.00	6.00	37.5%
Enterprise Architect	6.00	8.00	8.00	8.00	9.00	1.00	12.5%
Environmental Enforcement Specialist	7.00	7.00	5.00	5.00	5.00	-	0.0%
Environmental Enforcement Specialist - Trainee	-	-	1.00	1.00	1.00	-	0.0%
Environmental Services Division Manger	3.00	3.00	3.00	3.00	3.00	-	0.0%
Environmental Services Operations Supervisor	8.00	7.00	7.00	7.00	7.00	-	0.0%
Environmental Spec Trainee	10.00	15.00	15.00	15.00	15.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Environmental Specialist	128.00	127.00	125.00	125.00	125.00	-	0.0%
Environmental Specialist Supervisor	29.00	28.00	28.00	28.00	28.00	-	0.0%
Epidemiologist	18.50	15.00	13.00	13.00	14.00	1.00	7.7%
Epidemiologist Principal	1.00	1.00	1.00	1.00	1.00	-	0.0%
Epidemiologist Senior	-	1.00	6.00	6.00	5.00	(1.00)	(16.7%)
Epidemiology Analyst	-	3.00	4.00	4.00	4.00	-	0.0%
Epidemiology Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Epidemiology Supervisor	1.00	3.00	2.00	2.00	2.00	-	0.0%
Equipment Operator	53.00	73.00	66.00	67.00	68.00	2.00	3.0%
Equipment Svcs Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Ergonomist - County	3.00	3.00	2.00	2.00	2.00	-	0.0%
Exec Asst to Executive Officer	4.00	5.00	5.00	5.00	5.00	-	0.0%
Executive Assistant	20.00	21.00	20.00	20.00	20.00	-	0.0%
Executive Assistant - Elected Official	8.00	8.00	10.00	10.00	10.00	(2.00)	(20.0%)
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	5.00	6.00	6.00	6.00	-	0.0%
Facil Capital Project Mgr Sr	6.00	8.00	8.00	8.00	8.00	-	0.0%
Facil Contract Service Monitor	5.00	4.00	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	6.00	6.00	6.00	6.00	5.00	(1.00)	(16.7%)
Facilities Planning Div Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Facilities Project Manager	4.00	5.00	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	23.80	24.40	23.80	23.80	(.60)	(2.5%)
Fiduciary Benefits Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Fiduciary Supervisor	3.00	4.00	5.00	5.00	5.00	-	0.0%
Field Operations Supervisor	18.00	17.00	17.00	17.00	17.00	-	0.0%
Finan Compliance Admin - Cnty	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager	8.00	9.75	10.75	10.75	10.75	-	0.0%
Finance Manager - County	5.00	4.00	4.00	4.00	4.00	-	0.0%
Finance Manager - Large	12.00	12.00	13.00	13.00	12.00	(1.00)	(7.7%)
Finance Manager - Sheriff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	11.00	14.00	14.00	14.00	14.00	-	0.0%
Finance/Business Analyst	34.00	35.00	33.00	28.00	28.00	(5.00)	(15.2%)
Finance/Business Analyst - County	16.00	22.00	26.00	20.00	19.00	(7.00)	(26.9%)
Financial Supervisor - County	4.00	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	38.00	37.00	37.00	49.00	12.00	32.4%
Food Services Assistant Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Food Services Manager	1.00	1.00	2.00	2.00	2.00	-	0.0%
Food Services Shift Supervisor	12.00	11.00	11.00	11.00	13.00	2.00	18.2%
Food Services Supervisor	1.00	2.00	2.00	2.00	2.00	-	0.0%
Forensic Anthropologist	.75	.75	.75	.75	.75	-	0.0%
Forensic Chemist	8.00	7.00	7.00	7.00	7.00	-	0.0%
Forensic Chemist Senior	-	1.00	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	8.50	8.50	8.50	-	0.0%
General Laborer	78.00	43.00	42.00	42.00	41.00	(1.00)	(2.4%)
General Laborer Supervisor	5.00	-	-	-	-	-	N/A
General Maintenance Worker	70.00	50.00	49.00	49.00	49.00	-	0.0%
GIS Programmer/Analyst	8.00	8.00	15.00	15.00	17.00	2.00	13.3%
GIS Programmer/Analyst - Senior/Lead	2.00	3.00	6.00	6.00	3.00	(3.00)	(50.0%)
GIS Technician	21.50	23.50	25.50	25.50	26.50	1.00	3.9%
Grant/Contract Admin Supervisor	5.00	4.00	3.00	3.00	3.00	-	0.0%
Grant-Contract Administrator	15.60	17.00	16.00	17.00	18.00	2.00	12.5%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Health Educator	45.35	53.75	50.00	50.00	52.00	2.00	4.0%
Health Educator Supervisor	10.00	11.00	10.00	10.00	12.00	2.00	20.0%
Health Services Aide	109.80	106.80	104.00	104.00	104.00	-	0.0%
Heavy Equipment Operator	29.00	29.00	26.00	25.00	25.00	(1.00)	(3.8%)
Heavy Equipment Operator - Sr	-	-	4.00	4.00	4.00	-	0.0%
Help Desk Coordinator	26.00	23.00	23.00	23.00	23.00	-	0.0%
Help Desk Coordinator - Sr/Ld	10.00	11.00	10.00	10.00	10.00	-	0.0%
Highway/Flood Operations Supt	-	3.00	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	30.00	32.00	35.00	35.00	35.00	-	0.0%
Human Resources Associate	10.00	11.00	13.00	13.00	12.00	(1.00)	(7.7%)
Human Resources Manager	11.00	10.00	11.00	11.00	11.00	-	0.0%
Human Resources Manager - Large	1.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Manager – RDSA	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Mngr - County	3.00	4.00	5.00	5.00	5.00	-	0.0%
Human Resources Mngr - Courts	1.00	1.00	-	-	-	-	N/A
Human Resources Specialist	31.00	27.00	23.00	23.00	24.00	1.00	4.3%
Human Resources Supervisor – County	5.00	5.00	4.00	4.00	4.00	-	0.0%
Human Resources Support Supv	2.00	2.00	4.00	3.00	3.00	(1.00)	(25.0%)
Human Services Program Administrator	4.00	4.00	5.00	5.00	5.00	-	0.0%
HVAC Technician	14.00	16.00	17.00	17.00	17.00	-	0.0%
HVAC Technician Senior	-	2.00	2.00	2.00	2.00	-	0.0%
Infection Control Specialist	32.00	31.00	28.00	28.00	28.00	-	0.0%
Infection Control Supervisor	-	-	4.00	4.00	6.00	2.00	50.0%
Inmate Class Spec Supv	-	-	8.00	8.00	-	(8.00)	(100.0%)
Inmate Classification Spec	-	-	42.00	42.00	-	(42.00)	(100.0%)
Inspection Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Inspection Supervisor	7.00	7.00	7.00	6.00	7.00	-	0.0%
Inspector	32.00	32.00	30.00	31.00	30.00	-	0.0%
Instrumentation Technician Air	13.00	11.00	11.00	11.00	12.00	1.00	9.1%
Intern	2.50	2.50	3.50	4.50	1.50	(2.00)	(57.1%)
Internal Audit Manager	-	-	3.00	3.00	3.00	-	0.0%
Internal Audit Supervisor	3.00	3.00	1.00	-	-	(1.00)	(100.0%)
Internal Audit Supervisor – Specialized	2.00	2.00	1.00	-	-	(1.00)	(100.0%)
Internal Auditor	4.50	3.75	2.50	2.50	2.50	-	0.0%
Internal Auditor Senior	5.00	5.00	7.00	7.00	7.00	-	0.0%
Internal Auditor Senior – Specialized	2.50	2.25	6.25	5.25	6.25	-	0.0%
Interpretive Ranger	12.00	12.00	11.00	11.00	11.00	-	0.0%
Investigations Supervisor - MCAO	6.00	6.00	5.00	5.00	5.00	-	0.0%
Investigations Supv - Defense	5.00	5.00	5.00	4.00	5.00	-	0.0%
Investigations Task Force Commander - MCAO	1.00	1.00	1.00	1.00	1.00	-	0.0%
Investigator	1.00	-	-	-	-	-	N/A
Investigator - Defense	42.00	42.00	43.00	43.00	43.00	-	0.0%
Investigator - MCAO	48.00	47.00	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	11.50	11.50	11.00	11.50	11.50	.50	4.5%
IT Division Manager	12.00	16.00	15.00	16.00	15.00	-	0.0%
IT Operations Manager	1.00	3.00	2.00	2.00	2.00	-	0.0%
IT PMO Manager	3.00	3.00	3.00	3.00	3.00	-	0.0%
IT Program Manager	13.00	14.00	15.00	15.00	15.00	-	0.0%
IT Project Manager	12.00	12.00	10.00	10.00	10.00	-	0.0%
IT Security Analyst	3.00	3.00	3.00	3.00	4.00	1.00	33.3%
IT Security Analyst - Senior/Lead	2.00	4.00	4.00	4.00	5.00	1.00	25.0%
IT Senior Manager	8.00	9.00	9.00	9.00	10.00	1.00	11.1%
IT Services Supv	13.00	11.00	12.00	12.00	12.00	-	0.0%
Judicial Assistant	156.00	163.00	163.00	163.00	165.00	(2.00)	(1.2%)
Judicial Assistant Senior/Lead	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	16.00	16.00	16.00	-	0.0%
Justice System Clerk	875.53	889.50	486.00	480.00	493.00	9.00	1.9%
Justice System Clerk Associate	-	-	304.00	309.00	306.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Justice System Clerk Associate	-	-	90.00	90.00	98.00	8.00	8.9%
Justice System Clerk Lead	79.00	83.00	89.00	90.00	90.00	1.00	1.1%
Justice System Clerk Senior	-	-	165.00	157.00	157.00	(8.00)	(4.8%)
Justice System Clerk Senior	-	-	33.00	40.00	42.00	10.00	30.3%
Justice System Clerk Supervisor	95.00	97.00	110.00	110.00	111.00	1.00	0.9%
Justice System Manager	23.00	21.00	19.00	19.00	19.00	-	0.0%
Laboratory Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Laboratory Supervisor	1.00	1.00	2.00	2.00	2.00	-	0.0%
Laboratory Technician	2.00	3.00	6.00	6.00	5.00	(1.00)	(16.7%)
Laboratory Technologist	6.25	6.25	6.25	6.25	6.25	-	0.0%
Laundry Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Laundry Worker Lead	-	4.00	4.00	4.00	4.00	-	0.0%
Law Enforcement Captain	22.00	23.00	23.00	23.00	23.00	-	0.0%
Law Enforcement Lieutenant	30.00	34.00	37.00	37.00	37.00	-	0.0%
Law Enforcement Officer	550.00	578.00	586.00	586.00	588.00	2.00	0.3%
Law Enforcement Sergeant	88.00	104.00	127.00	127.00	127.00	-	0.0%
Legal Assistant	150.00	151.00	153.00	153.00	158.00	5.00	3.3%
Legal Assistant Supv	17.00	17.00	21.00	21.00	17.00	(4.00)	(19.0%)
Legal Management Assistant	5.00	6.00	7.00	7.00	7.00	-	0.0%
Legal Order Server	5.00	4.00	5.00	5.00	5.00	-	0.0%
Legal Services Manager	7.00	7.00	7.00	7.00	7.00	-	0.0%
Legal Support Specialist	190.00	200.00	208.00	208.00	208.00	-	0.0%
Legal Support Supervisor	49.00	48.00	49.00	49.00	49.00	-	0.0%
Legislative Analyst	2.00	3.00	3.00	3.00	3.00	-	0.0%
Legislative Analyst - County	1.00	1.00	2.00	2.00	2.00	-	0.0%
Librarian	6.00	5.00	4.00	4.00	4.00	-	0.0%
Library Clerk	1.50	1.50	1.00	1.00	1.50	.50	50.0%
Library Paraprofessional	6.00	6.00	5.00	5.00	5.00	-	0.0%
Library Small Branch Manager	-	1.00	2.00	2.00	2.00	(1.00)	(50.0%)
Licensed Practical Nurse	76.75	84.50	82.50	81.50	82.50	-	0.0%
Locksmith	-	7.00	7.00	7.00	5.00	(2.00)	(28.6%)
Management Analyst	73.30	79.13	79.25	78.25	79.25	-	0.0%
Management Assistant	13.00	16.00	18.00	18.00	18.00	(1.00)	(5.6%)
Managing for Results Faciltatr	1.00	1.00	1.00	1.00	1.00	-	0.0%
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	16.00	16.00	17.00	17.00	17.00	-	0.0%
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	15.00	16.00	18.00	19.00	18.00	(1.00)	(5.6%)
Medical Assistant	79.50	80.25	82.25	82.25	82.25	-	0.0%
Medical Death Investigations Manager	-	-	1.00	1.00	1.00	-	0.0%
Medical Director	2.00	2.00	2.00	2.00	2.00	-	0.0%
Medical Examiner	11.00	10.00	10.00	9.00	11.00	1.00	10.0%
Medical Records Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Medication Admin Coordinator	-	-	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 Director – Juvenile	2.00	2.00	2.00	2.00	2.00	-	0.0%
Mental Health Professional	39.00	40.00	47.00	47.00	41.00	(6.00)	(12.8%)
Mental Health Professional Supervisor	6.00	6.00	9.00	9.00	9.00	-	0.0%
Mitigation Specialist	15.00	15.00	16.00	16.00	16.00	-	0.0%
Mitigation Specialist - Capital	20.00	21.00	21.00	21.00	21.00	-	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%
Network Engineer	2.00	3.00	5.00	5.00	4.00	(1.00)	(20.0%)
Network Engineer Senior/Lead	4.00	5.00	6.00	6.00	6.00	-	0.0%
Nurse	116.50	122.75	131.75	131.75	131.75	-	0.0%
Nurse - Public Health	50.60	51.80	55.30	56.30	53.30	(2.00)	(3.6%)

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Nurse Legal Consultant	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
Nurse Practitioner	27.00	27.00	8.00	8.00	8.00	-	0.0%
Nurse Practitioner - Psychiatric	4.00	4.00	3.00	3.00	3.00	-	0.0%
Nurse Practitioner - Public Health	-	-	4.00	4.00	5.00	1.00	25.0%
Nursing Administrator	4.00	6.00	2.00	2.00	2.00	-	0.0%
Nursing Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Nursing Manager	20.00	19.00	8.00	8.00	8.00	-	0.0%
Nursing Supervisor - Public Health	-	-	11.00	11.00	11.00	-	0.0%
Office Assistant	406.85	373.35	205.35	204.10	203.10	(2.25)	(1.1%)
Office Assistant Specialized	363.65	340.50	335.50	333.25	365.25	28.75	8.5%
Operations Supervisor - PW	7.00	6.00	3.00	3.00	3.00	-	0.0%
Operations Support Analyst	5.00	12.00	6.00	6.00	8.00	2.00	33.3%
Operations Support Anlst-Sr/Ld	4.00	4.00	4.00	4.00	4.00	-	0.0%
Operations/Program Manager	28.00	18.00	21.00	21.00	21.00	-	0.0%
Operations/Program Supervisor	29.00	28.00	34.00	34.00	31.00	(3.00)	(8.8%)
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	3.00	3.00	3.00	3.00	3.00	-	0.0%
Payroll Specialist Lead – County	1.00	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	48.00	46.50	46.50	46.50	46.50	-	0.0%
PC/LAN Technician - Senior/Lead	18.00	20.00	20.00	20.00	20.00	-	0.0%
Pharmacist	4.00	2.00	2.00	2.00	2.00	-	0.0%
Pharmacy Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Photographer	2.00	1.50	2.00	2.00	2.00	-	0.0%
Photographer Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Physical Therapist	-	1.00	1.00	1.00	1.00	-	0.0%
Physician	12.00	12.00	10.00	10.00	10.00	-	0.0%
Physician Assistant	-	-	13.00	13.00	13.00	-	0.0%
Physician Assistant - Psychiatric	-	-	1.00	1.00	1.00	-	0.0%
Physician Assistant - Public Health	-	-	5.50	5.50	5.50	-	0.0%
Pilot	3.00	3.00	3.00	3.00	3.00	-	0.0%
Planner	9.00	11.00	8.00	7.00	8.00	-	0.0%
Planner - Senior	-	-	3.00	3.00	3.00	-	0.0%
Planning Division Manager	1.00	1.00	-	1.00	1.00	1.00	N/A
Planning Supervisor	7.00	6.00	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	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	12.00	-	0.0%
Policy and Compliance Consultant	1.00	-	-	-	-	-	N/A
Polygraph Examiner	4.00	5.00	5.00	5.00	5.00	-	0.0%
Polygraph Examiner Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Presentence Screener	52.00	52.00	49.00	49.00	49.00	-	0.0%
Preventive Maintenance Tech	4.00	4.00	3.00	3.00	3.00	-	0.0%
Probation Assistant	45.75	44.75	44.00	43.75	43.75	(.25)	(0.6%)
Probation Dispatcher	-	-	21.00	21.00	21.00	-	0.0%
Probation Dispatcher Supervisor	-	-	3.00	3.00	3.00	-	0.0%
Probation Manager	15.00	15.00	16.00	16.00	16.00	-	0.0%
Probation Officer	856.00	864.00	863.00	863.00	890.00	27.00	3.1%
Probation Officer Supervisor	129.00	133.00	134.00	134.00	136.00	2.00	1.5%
Procurement Officer – County	10.50	9.00	11.00	11.00	11.00	-	0.0%
Procurement Officer - Dept	1.00	1.00	2.00	2.00	2.00	-	0.0%
Procurement Officer Lead – County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Procurement Specialist	28.00	28.00	26.00	26.00	25.00	(1.00)	(3.8%)
Procurement Supervisor – County	2.00	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	61.50	62.50	66.50	66.00	66.00	(2.50)	(3.6%)
Program Manager - County	3.00	1.00	1.00	1.00	1.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Programmer/Analyst	35.00	35.00	34.00	34.00	34.00	-	0.0%
Programmer/Analyst - Senior/Lead	50.00	49.00	51.00	50.00	50.00	(1.00)	(2.0%)
Project Administrator	1.00	-	-	-	-	-	N/A
Project Manager	-	2.00	-	-	-	-	N/A
Project Manager	4.00	2.00	1.00	1.00	1.00	-	0.0%
Property & Evidence Custodian	5.00	6.00	6.00	6.00	6.00	-	0.0%
Psychiatrist	12.00	12.50	11.50	11.50	11.50	-	0.0%
Psychologist	16.00	15.00	13.00	13.00	13.50	.50	3.8%
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	1.00	-	0.0%
Public Health Program Admin	3.00	3.00	4.00	4.00	4.00	-	0.0%
Public Works Chief Appraiser	-	-	-	-	1.00	1.00	N/A
Quality Assurance Analyst	3.00	6.00	6.00	6.00	5.00	(1.00)	(16.7%)
Quality Assurance Anlyst-Sr/Ld	4.00	4.00	4.00	4.00	4.00	-	0.0%
Radiologic Technologist	2.50	3.50	3.50	3.50	3.50	-	0.0%
RDSA Ombudsman	2.00	2.00	3.00	3.00	3.00	-	0.0%
Real Estate Chief Officer	-	-	-	-	1.00	1.00	N/A
Real Estate Manager - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Real Property Specialist	3.00	2.00	2.00	2.00	12.00	10.00	500.0%
Real Property Supervisor	-	-	-	-	3.00	3.00	N/A
Recruiter	4.00	4.00	4.00	4.00	4.00	-	0.0%
Regression Modeler	5.00	5.00	6.00	6.00	6.00	-	0.0%
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%
Research Director	-	-	3.00	3.00	3.00	-	0.0%
Risk Environmental Analyst Sr	-	-	2.00	2.00	-	(2.00)	(100.0%)
Risk Management Manager	-	-	3.00	3.00	-	(3.00)	(100.0%)
Risk Mgmt Supervisor	2.00	2.00	-	-	2.00	2.00	N/A
Road Technician	21.00	40.00	44.00	44.00	44.00	-	0.0%
Safety Representative	8.00	7.00	7.00	7.00	8.00	1.00	14.3%
Security Asst Division Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Security Division Manager	2.00	2.00	1.00	1.00	1.00	-	0.0%
Security Inspector	2.00	2.00	2.00	2.00	2.00	-	0.0%
Security Officer	192.50	189.50	191.50	191.50	191.50	-	0.0%
Security Officer Manager	6.00	6.00	7.00	6.00	6.00	(1.00)	(14.3%)
Security Officer Supervisor	15.00	17.00	16.00	16.00	16.00	-	0.0%
Sheriff Record Specialist	49.00	51.00	-	-	-	-	N/A
Sheriff Record Specialist Lead	3.00	3.00	-	-	-	-	N/A
Sheriff Record Specialist Supv	8.00	8.00	-	-	-	-	N/A
Sheriff's Executive Chief of Admn	-	-	1.00	1.00	1.00	-	0.0%
Sheriff's Inmate Prog/Svcs Mgr	-	1.00	1.00	1.00	1.00	-	0.0%
Social Worker	166.00	173.00	139.00	138.00	184.00	45.00	32.4%
Social Worker Supervisor	25.00	26.00	16.00	16.00	25.00	9.00	56.3%
Software Architect	-	-	6.00	6.00	6.00	-	0.0%
Software Sys Engineer - Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Special Projects Manager	13.50	11.50	18.50	18.50	18.50	-	0.0%
Strategic Procurement Consultant - County	.50	.50	.50	.50	.50	-	0.0%
Superior Court Judge	95.00	98.00	98.00	98.00	98.00	(3.00)	(3.1%)
Surveillance Officer	122.00	124.00	124.00	124.00	125.00	1.00	0.8%
Survey Aide	-	-	2.00	2.00	2.00	-	0.0%
Survey Manager	-	-	1.00	1.00	1.00	-	0.0%
Survey Party Chief	-	-	5.00	5.00	5.00	-	0.0%
Survey Technician	-	-	4.00	4.00	4.00	-	0.0%
Systems Admin & Analysis Mgr	4.00	6.00	7.00	7.00	7.00	-	0.0%
Systems Admin & Analysis Supv	3.00	2.00	2.00	2.00	2.00	-	0.0%
Systems Administrator	22.00	20.00	20.00	20.00	21.00	1.00	5.0%
Systems Administrator - Senior/Lead	27.00	27.00	21.00	21.00	21.00	-	0.0%
Technical Program Supv	-	-	-	-	1.00	1.00	N/A
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%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
Telecomm Engineer - Sr/Ld	3.00	3.00	3.00	3.00	3.00	-	0.0%
Telecomm Prgrmr/Analyst	2.00	1.00	1.00	1.00	1.00	-	0.0%
Telecomm Prgrmr/Analyst-Sr/Ld	5.00	6.00	10.00	8.00	6.00	(4.00)	(40.0%)
Telecommunications Tech	12.00	14.00	13.00	13.00	13.00	-	0.0%
Telecommunications Tech-Sr/Ld	11.00	11.00	9.00	9.00	11.00	2.00	22.2%
Title Examiner	25.00	28.00	5.00	6.00	25.00	20.00	400.0%
Trades Generalist	40.00	38.00	41.00	41.00	41.00	-	0.0%
Trades Specialist	35.00	20.00	14.00	14.00	16.00	2.00	14.3%
Trades Supervisor	13.00	13.00	13.00	13.00	13.00	-	0.0%
Traffic Signal Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Traffic Signal Technician	9.00	9.00	9.00	9.00	9.00	-	0.0%
Trainer	20.00	23.00	23.00	22.00	24.00	1.00	4.3%
Training Officer	5.00	7.00	9.00	9.00	8.00	(1.00)	(11.1%)
Training Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Transportation Division Manager	1.00	1.00	2.00	1.00	1.00	(1.00)	(50.0%)
Treasurer Manager	-	4.00	5.00	4.00	5.00	-	0.0%
Treasurer Supervisor	-	2.00	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	4.00	4.00	4.00	4.00	-	0.0%
Vital Records Manager	-	-	1.00	1.00	1.00	-	0.0%
Vital Records Managing Supv	-	-	3.00	2.00	2.00	(1.00)	(33.3%)
Vital Records Specialist	-	-	28.00	29.00	-	(28.00)	(100.0%)
Vital Records Supervisor	-	-	3.00	3.00	2.00	(1.00)	(33.3%)
Warehouse/Inventory Specialist	43.00	47.00	44.00	44.00	44.00	-	0.0%
Warehouse/Inventory Specialist Lead	-	-	3.00	3.00	3.00	-	0.0%
Warehouse/Inventory Supervisor	5.00	6.00	4.00	4.00	4.00	-	0.0%
Web Designer/Developer	14.00	10.00	9.00	11.00	9.00	-	0.0%
Web Designer/Developer - Senior/Lead	7.00	6.00	6.00	6.00	6.00	-	0.0%
Wellness Manager	-	-	1.00	1.00	1.00	-	0.0%
Workforce Development Coordinator	5.00	5.00	10.00	8.00	12.00	2.00	20.0%
Workforce Development Manager	4.00	4.00	3.00	3.00	3.00	-	0.0%
Workforce Development Spec	23.00	31.00	38.00	37.00	42.00	4.00	10.5%
Workforce Development Specialist Supervisor	2.00	2.00	-	-	-	-	N/A
Workforce Development Supervisor	2.00	5.00	7.00	7.00	7.00	-	0.0%
Workforce Development Trainer	7.00	7.00	9.00	9.00	11.00	2.00	22.2%
Total	**13,548.22**	**13,913.69**	**14,110.01**	**14,066.94**	**14,171.65**	**39.64**	**0.3%**

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 $153.3 million, the Arizona Health Care Cost Containment System (AHCCCS) of $19.2 million, contributions to the State Department of Health Services for behavioral health (required by the *Arnold v. Sarn* judgment), which total $55.2 million and $2.2 million to pay for Sexually Violent Persons (SVP) at the Arizona State Hospital. The growth in mandated state payments is driven by Arizona Long-Term Care System (ALTCS) and Arnold v. Sarn which increased respectively by $3.1 million and $2.4 million. Overall, these mandated contributions are budgeted to marginally increase in FY 2016.

Mandated State Payments			
	FY 2015	**FY 2016**	**% Chg**
ALTCS Contribution	$ 150,200,100	153,303,200	2.07%
Arnold v Sarn	52,849,014	55,248,636	4.54%
AHCCCS Contribution	19,523,400	19,203,200	-1.64%
SVP Commitment Payments	3,360,000	2,200,000	-34.52%
Total	$ 225,932,514	$ 229,955,036	1.78%

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 are categorized as either *Essential Services in Lieu of Mandates* or *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 2016 Adopted budget of $2,234,405,833 is an increase of $23,276,851 from the FY 2015 Adopted budget. There are very minor changes in the composition of mandated service categories and functional areas between FY 2015 and FY 2016.

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, nearly $1.6 billion (71.4%) of Maricopa County's budget directly supports mandated payments and services. Of the remaining budget, $490.5 million (22.0%) is associated with administrative mandates. Only $148.2 million or 6.6% of the County's budgeted expenditures are for non-mandated services, with 0.4% spent on essential services in lieu of mandates and 6.2% on discretionary services.

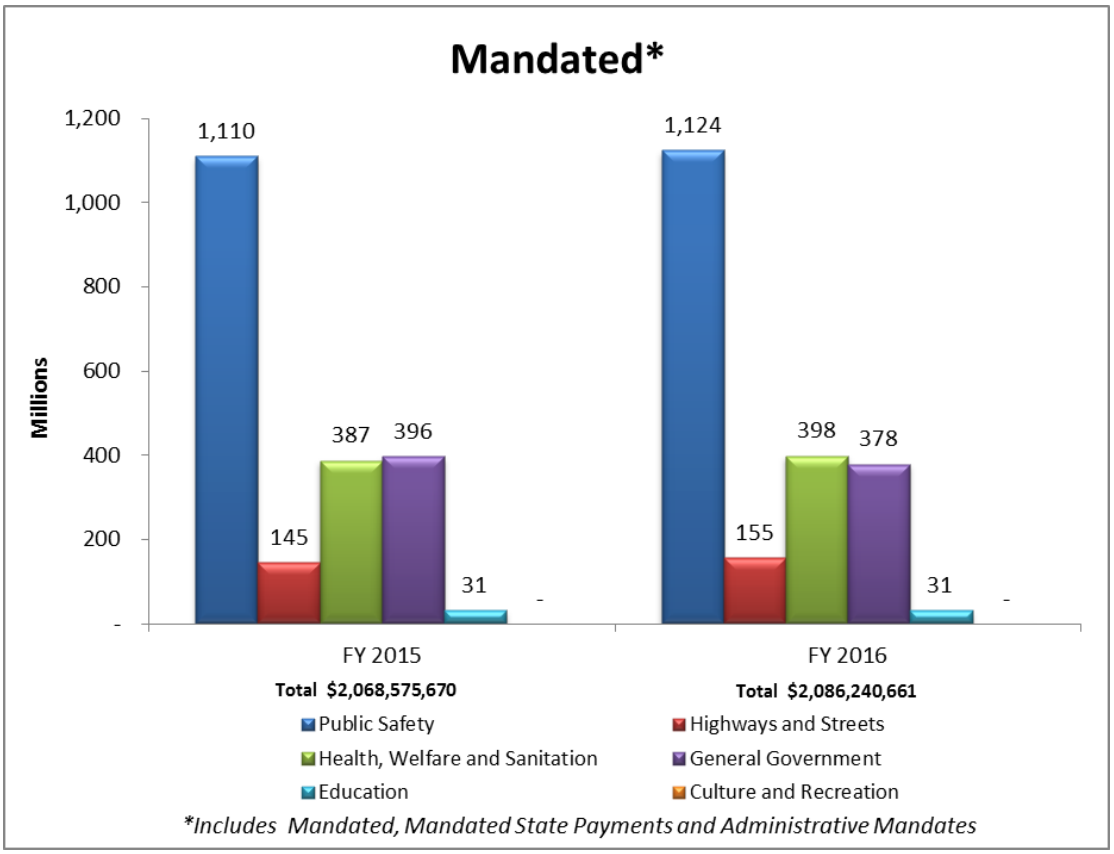
Summary of FY 2016 Mandated Expenditures

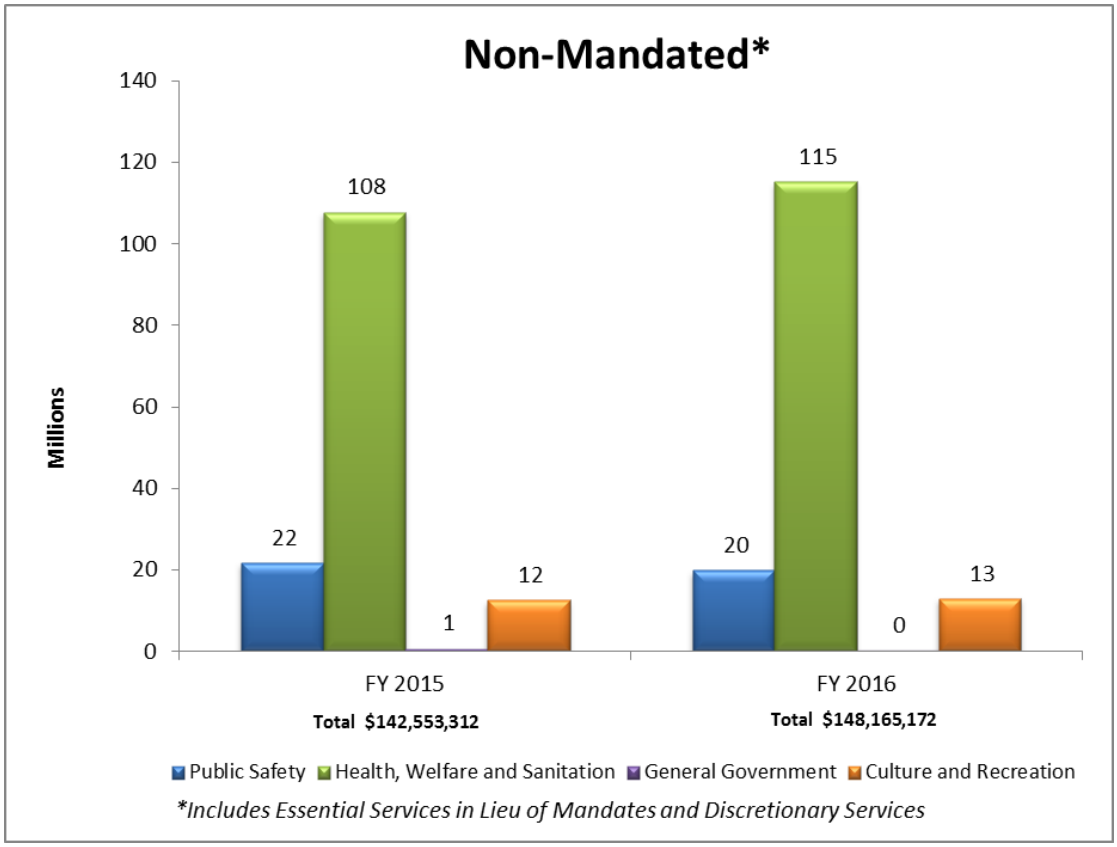
Category	Mandated	% of Budget	Mandated State Payments	% of Budget	Administrative Mandates	% of Budget
Public Safety	$ 961,019,980	43.0%	$ -	0.0%	$ 162,943,610	7.3%
Highways and Streets	141,990,092	6.3%	-	0.0%	13,199,069	0.6%
Health, Welfare and Sanitation	135,542,760	6.1%	229,955,036	10.3%	32,474,210	1.5%
General Government	96,584,569	4.3%	-	0.0%	281,452,459	12.6%
Education	30,674,312	1.4%	-	0.0%	404,564	0.0%
Culture and Recreation	-	0.0%	-	0.0%	-	0.0%
Totals	$1,365,811,713	61.1%	$ 229,955,036	10.3%	$ 490,473,912	22.0%

Summary of FY 2016 Non-Mandated Expenditures

Category	Essential Services in Lieu of Mandates	% of Budget	Discretionary Services	% of Budget
Public Safety	$ 7,381,425	0.3%	$ 12,471,526	0.6%
Highways and Streets	-	0.0%	-	0.0%
Health, Welfare and Sanitation	3,231,360	0.1%	111,929,280	5.0%
General Government	-	0.0%	247,294	0.0%
Education	-	0.0%	-	0.0%
Culture and Recreation	-	0.0%	12,904,287	0.6%
Totals	$ 10,612,785	0.4%	$ 137,552,387	6.2%

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 on the following page illustrate the year-over-year distribution of the overall mandated and non-mandated expenditures by category. Discussion of the variances between the categories follows.


Mandated*
Millions
1,200
1,000
800
600
400
200
-
1,110
145
387
396
31
-
1,124
155
398
378
31
-
FY 2015
Total $2,068,575,670
FY 2016
Total $2,086,240,661
Public Safety
Highways and Streets
Health, Welfare and Sanitation
General Government
Education
Culture and Recreation
*Includes Mandated, Mandated State Payments and Administrative Mandates


Non-Mandated*
Millions
140
120
100
80
60
40
20
0
22
108
1
12
20
115
0
13
FY 2015
Total $142,553,312
FY 2016
Total $148,165,172
Public Safety
Health, Welfare and Sanitation
General Government
Culture and Recreation
*Includes Essential Services in Lieu of Mandates and Discretionary Services

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.

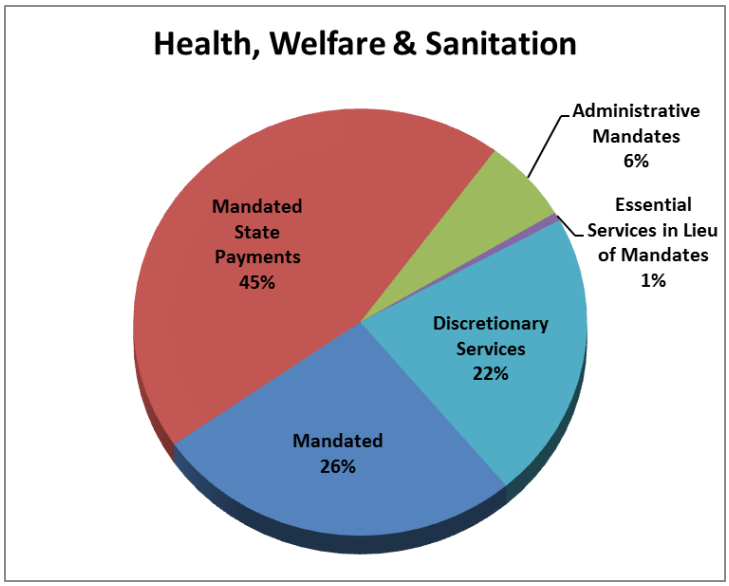
Public Safety mandates are over $1.1 billion or approximately 51% of the County's total budget. Less than 1% of the County's budgeted expenditures are for non-mandated Public Safety activities.The table below illustrates the distribution of Public Safety expenditures for FY 2016.

Public Safety	**FY 2015**	**FY 2016**	**% Chg**
Mandated	$ 949,192,902	$ 961,019,980	1.25%
Mandated State Payments	-	-	
Administrative Mandates	160,618,403	162,943,610	1.45%
Essential Services in Lieu of Mandates	8,013,700	7,381,425	-7.89%
Discretionary Services	13,676,004	12,471,526	-8.81%
Total	$ 1,131,501,009	$ 1,143,816,541	1.09%

There were significant investments in the FY 2016 budget for public safety operating services for the Sheriff's Office to comply with the Melendres court order and Public Defense and Probation to address increasing caseloads. Furthermore, the employer retirement contribution rate for the Public Safety Personnel Retirement System (PSPRS) increased from 39.66% to 48.83% while the Probation Officers Retirement Plan (PORP) increased from 16.12% to 19.95%.

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 2016 budget includes over $115 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 $229.9 million for mandated state payments, mandated expenditures for Health, Welfare and Sanitation activities total $135.5 million or 6.1% of the County's overall expenditures. The increase in mandated services is attributable to growth in outpatient treatment and evaluation services in Correctional Health and vital records activities in Public Health. The distribution of mandated versus non-mandated services within the category of Health, Welfare and Sanitation in the FY 2016 budgets is shown in the table below.

Health, Welfare & Sanitation			
	FY 2015	**FY 2016**	**% Chg**
Mandated	$ 131,067,575	$ 135,542,760	3.41%
Mandated State Payments	225,932,514	229,955,036	1.78%
Administrative Mandates	29,634,055	32,474,210	9.58%
Essential Services in Lieu of Mandates	3,991,646	3,231,360	-19.05%
Discretionary Services	103,729,445	111,929,280	7.91%
Total	$ 494,355,235	$ 513,132,646	3.80%

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 $155.2 million, or 6.9% 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. While, the FY 2016 Arizona State Budget continues a partial reversion of HURF funding, it is estimated that an additional $5 million of potential revenue will be diverted in FY 2016. The table below reflects the FY 2016 expenditures for Highways and Streets.

Highways & Streets			
	FY 2015	**FY 2016**	**% Chg**
Mandated	$ 130,969,843	$ 141,990,092	8.41%
Mandated State Payments	-	-	
Administrative Mandates	14,199,309	13,199,069	-7.04%
Essential Services in Lieu of Mandates	-	-	
Discretionary Services	-	-	
Total	$ 145,169,152	$ 155,189,161	6.90%

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 $378.3 million budgeted for General Government expenditures, 99.9% are mandated, either directly or administratively. The table below illustrates the mandated versus non-mandated expenditures in FY 2016.

General Government		**FY 2015**		**FY 2016**	**% Chg**
Mandated	$	101,050,334	$	96,584,569	-4.42%
Mandated State Payments		-		-	
Administrative Mandates		294,608,733		281,452,459	-4.47%
Essential Services in Lieu of Mandates		-		-	
Discretionary Services		659,135		247,294	-62.48%
Total	$	396,318,202	$	378,284,322	-4.55%

General Government mandated expenditures decreased by $7.6 million as a result of anticipated reductions in election services for FY 2016; this is considered an off-year election since the presidential election will occur in FY 2017.

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 2016 expenditures for Culture and Recreation.

Culture & Recreation		**FY 2015**		**FY 2016**	**% Chg**
Mandated	$	-	$	-	
Mandated State Payments		-		-	
Administrative Mandates		-		-	
Essential Services in Lieu of Mandates		-		-	
Discretionary Services		12,483,382		12,904,287	3.37%
Total	$	12,483,382	$	12,904,287	3.37%

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 $31.1 million, about 1.4% of the County's total expenditures.

Education		**FY 2015**		**FY 2016**	**% Chg**
Mandated	$	30,770,018	$	30,674,312	-0.31%
Mandated State Payments		-		-	
Administrative Mandates		531,984		404,564	-23.95%
Essential Services in Lieu of Mandates		-		-	
Discretionary Services		-		-	
Total	$	31,302,002	$	31,078,876	-0.71%

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 by 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 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 2016 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 2016 Adopted Budget. This forecast provides a base-line assessment of the long-term impact of forecasted economic and demographic trends.

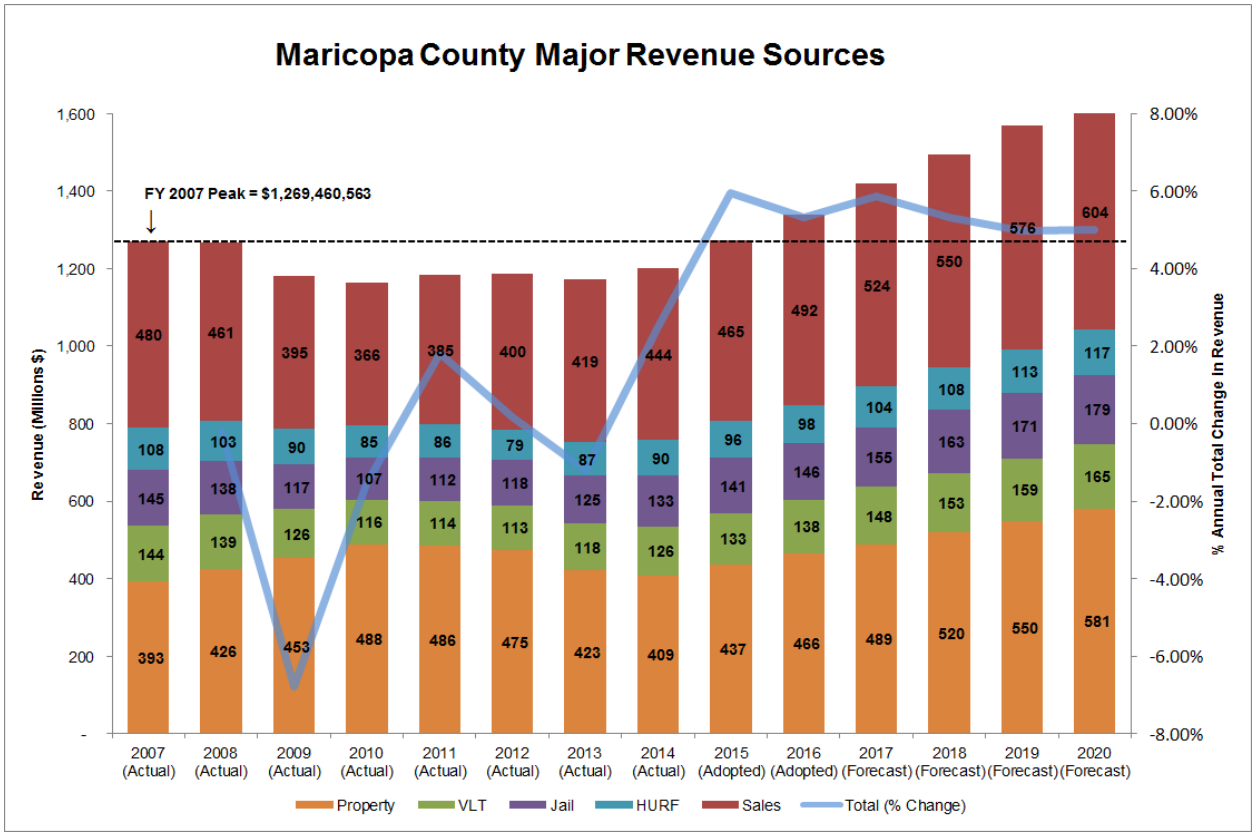
Overall Fiscal Position

The latest five-year financial forecast reflects sustained economic recovery without a recession. Primary property tax valuations increased year-over-year in FY 2016 for the second 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 continued to increase in FY 2016, 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 2016, the Board of Supervisors adopted a tax rate of 1.3609, increasing the tax levy by $28 million. This amount is $157 million less than the constitutional maximum and results in a $158 median-valued residential property tax bill. The forecast assumes the property tax rate for FY 2017 through FY 2020 will remain consistent at $1.3609 per $100 of Net Assessed Value.

- The FY 2016 state shared sales tax growth rate is budgeted at 5.7% and is expected to peak in FY 2017 at 6.4%. For the remaining three years modeled, the growth rate is forecasted to normalize around 4.8% to 5.0% annual growth. Therefore, forecasts are estimated to increase annually over the next five years at an average rate of 5.4%. 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) has been an integral revenue source in the economic recovery. Automotive analysts ascribe the growth in new car sales (a major driver of VLT revenue) in FY 2013 to pent-up demand for new cars as the average age of the cars on the road reached record levels and lowering car loan interest rates. VLT revenue is also impacted by increased migration rates 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% into the near future.

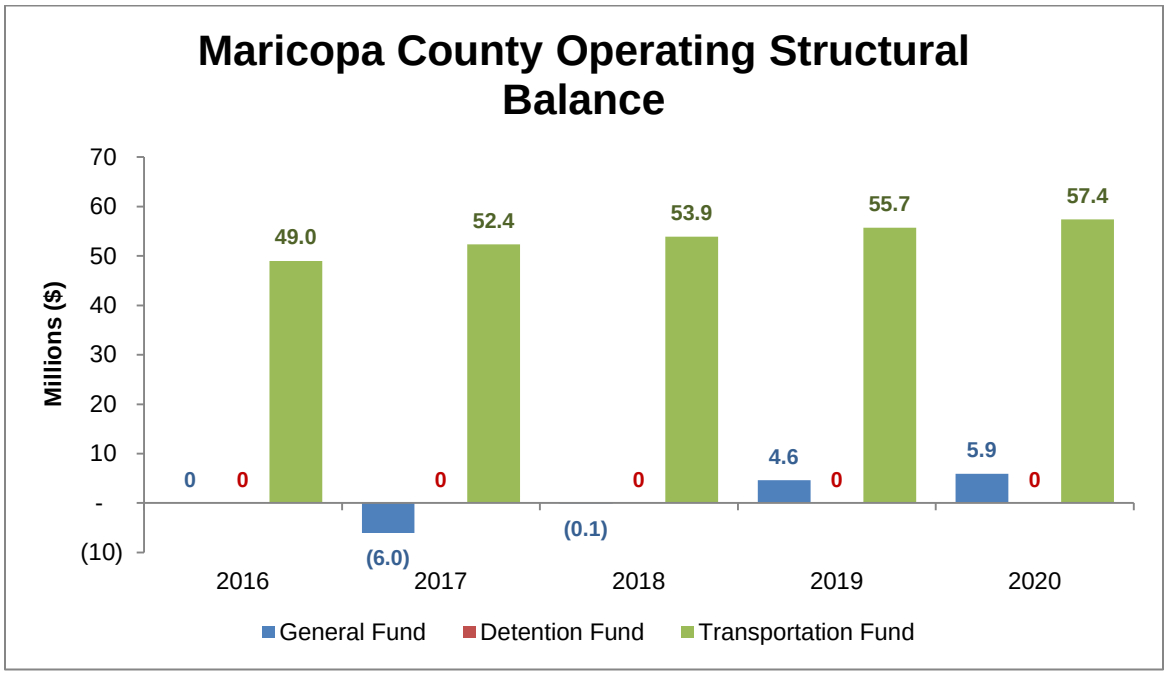
- Highway User Revenue Funds (HURF) continue to be subject to reductions by the State of Arizona, which diverted funds to support their Department of Public Safety (DPS) and Motor Vehicle Division (MVD). In FY 2014, highway user revenue increased significantly as a result of the state eliminating the 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

estimated that $4 million of these reversion funds were distributed to Maricopa County in FY 2015. Growth expectations for FY 2016 to FY 2020 are expected to remain steady and increase by an average of 4.1% annually if there are no subsequent changes to the HURF distribution model.

- County jail excise tax revenue is projected to follow similar growth trends as state shared sales tax revenue.
- Collectively, in FY 2015, annual receipts for all these five major revenue sources returned to the peak collections of $1.269 billion received in FY 2007, denoting 7 years of decreased revenue. In FY 2016, revenue for these major sources is expected to reach $1.340 billion and surpass the FY 2007 peak by $70 million. The cumulative growth rate for these revenue sources is 5.3% in FY 2016; annual growth rates from FY 2017 to FY 2020 are forecasted to fluctuate from 5.0% to 5.9%.

Structural Balance

The five-year forecast model indicates that Maricopa County will be nearly structurally balanced in the General, Detention and Transportation Funds throughout the five-year time horizon. Although, the General Fund is forecasted to have operating structural deficits of $6.0 million and $93.1 thousand in FY 2017 and FY 2018, respectively, these imbalances are well within expected forecasting margin of error and could be addressed by additional revenue receipts or operational efficiencies. Within the General Fund expenditure forecast there are annual operating transfers to Detention Fund revenue, beginning with $19.0 million in FY 2016 and increasing to more than $42.2 million by FY 2020 to address the structural imbalance of the Detention Fund based on current assumptions.

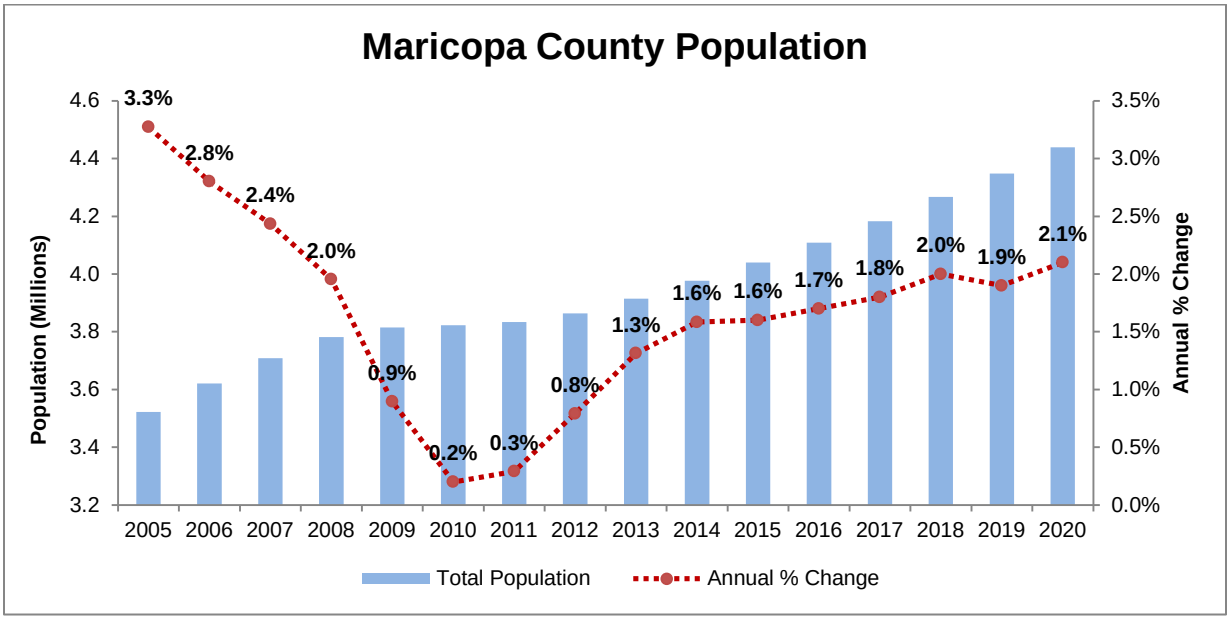


A zero structural balance denotes all operating revenue is forecasted to cover all operating expenditures. With limited contingency levels, unanticipated expenditures or lower revenue collections in a fiscal year can quickly result in structural imbalance.

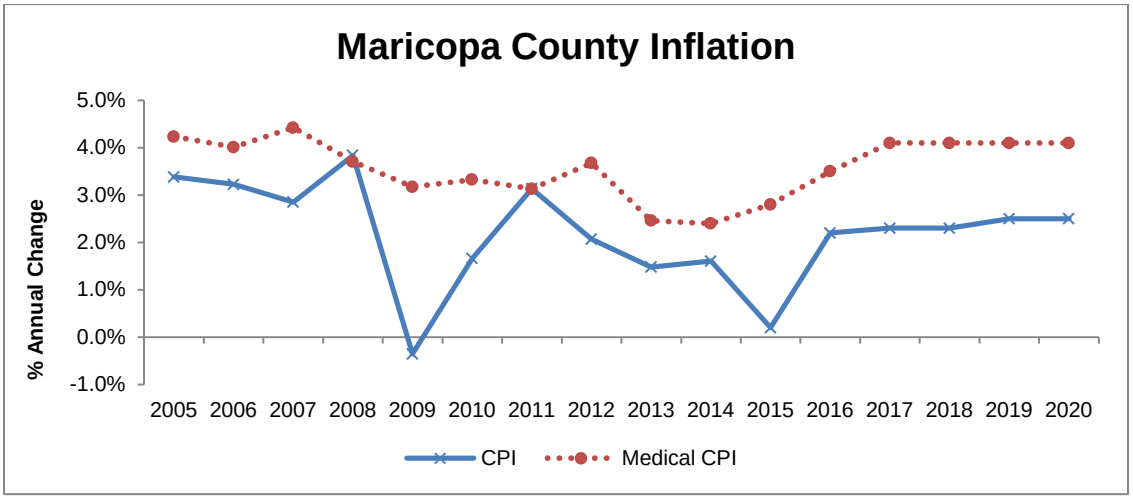
Forecast Drivers

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 1.7% in FY 2016 to 2.1% by FY 2020. 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 a slower economic recovery than in previous downturns. Despite lower than average population growth rates, the County's population is projected to reach 4.4 million in FY 2020.

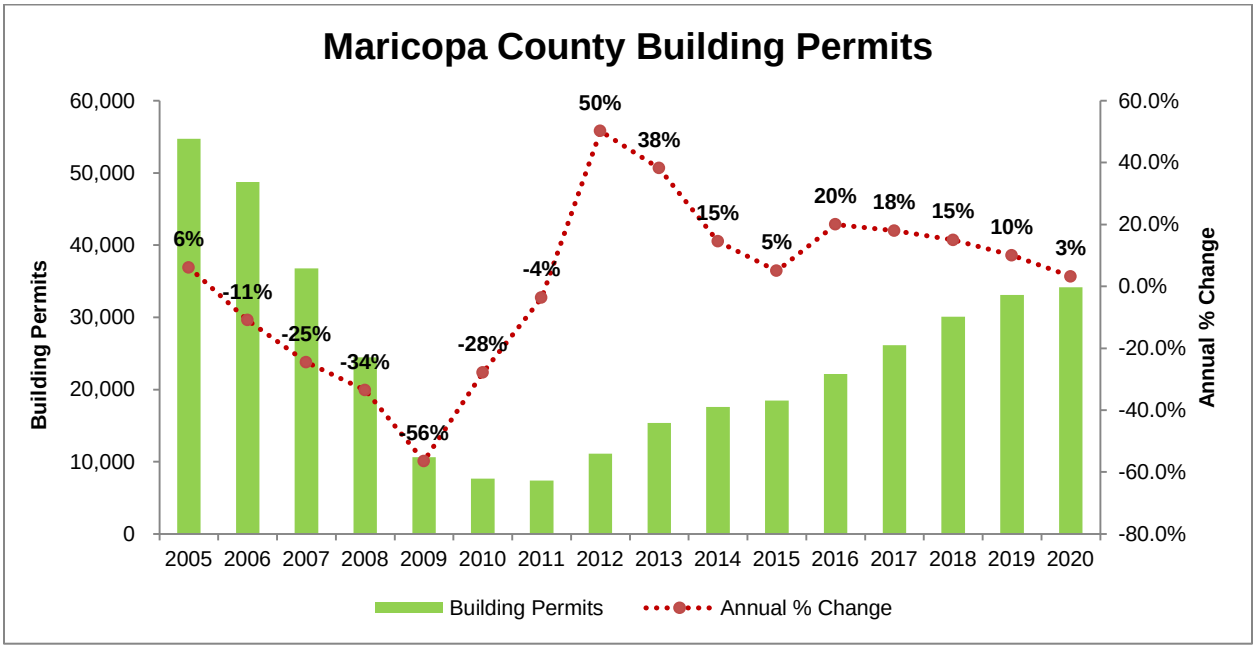


Inflationary pressures continue to drive up the cost of service delivery for Maricopa County. The annual percentage increase in the Consumer Price Index (CPI) is forecasted to be 2.2% in FY 2016 and slightly increase to 2.5% in FY 2020. The Medical CPI is expected to continue to outpace the standard CPI by more than 1.5 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 increase in FY 2015 by 6.8% to $49 billion in sales. Retail sales are expected to continue increasing annually by an average of 4.9% in FY 2016 through FY 2020. The steady incremental growth projections in retail sales demonstrate the expected trends for state shared sales taxes and jail excise taxes.

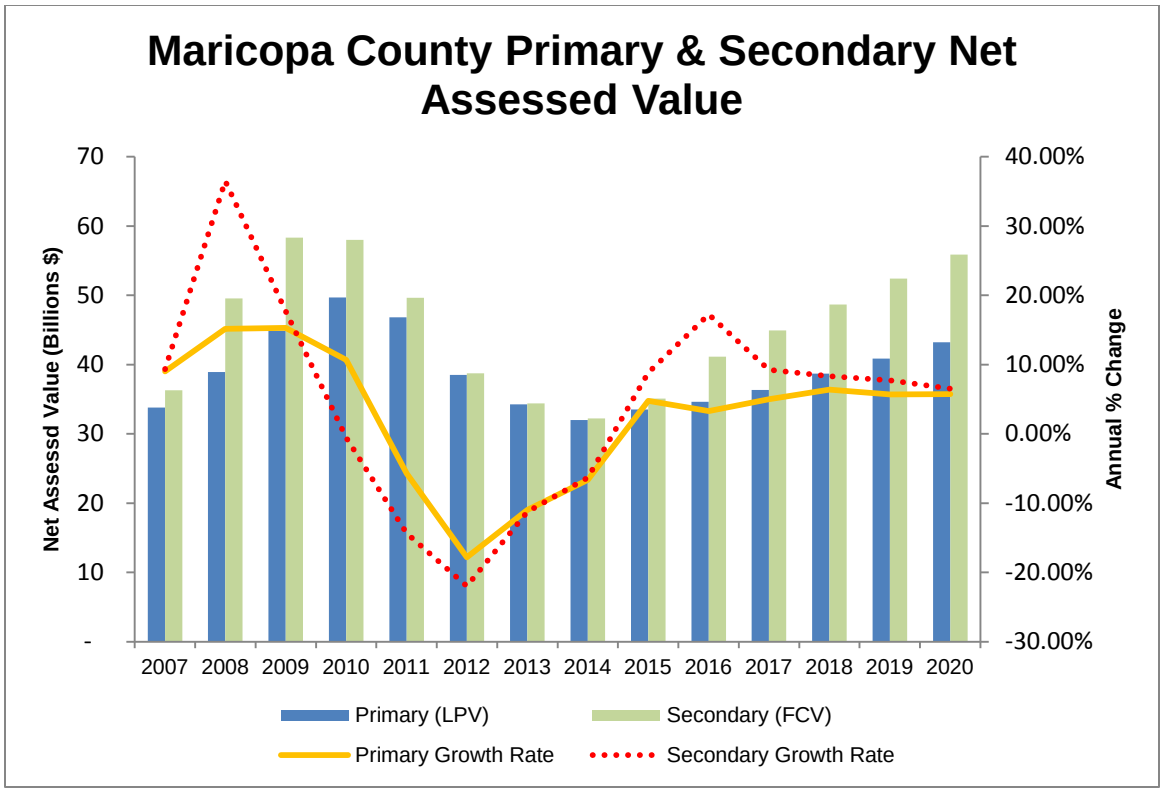
The housing recovery is underway in Maricopa County as evidenced by the decrease in number of residential property foreclosures and the increase in median sales price of residential homes. However, as noted by local economists, in order for sustained increase in sale prices which affect homeowner mobility, 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. Accordingly, 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 22,166 in FY 2016, far less than the 54,718 permits in FY 2005. Permits are projected to reach 34,146 by FY 2020, which represents less than 63% 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 did not affect net assessed valuations 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 on the next page demonstrates both the slow growth expected in LPV and the wide gap between the growth rate of the FCV of properties and the LPV utilized for taxation.



Forecast Assumptions

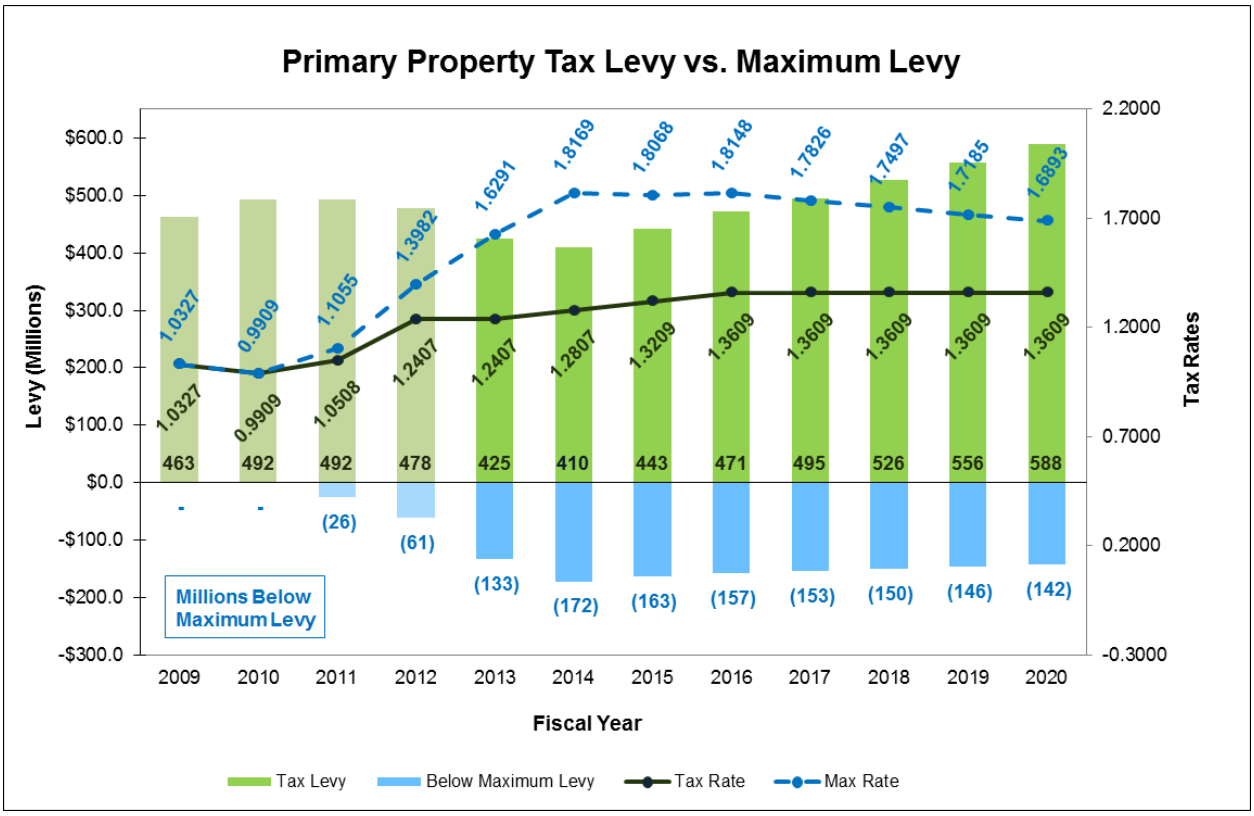
The five-year forecast is based on the following general assumptions:

- The FY 2016 property tax rate is 1.3609. The forecast models a flat tax rate of 1.3609 through FY 2020.
- Major revenue sources (sales tax, VLT, jail tax, HURF and property tax net assessed values) will increase based on the *most likely* scenario provided by the County's contract economist in the July 2015 forecast.
- The County incurs additional debt in FY 2016 through FY 2020 to finance capital projects and remain within the County's expenditure limit. The County continues to utilize a modified "pay-as-you-go" financing model for specified capital projects 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 consumer price index (CPI), the gross domestic price (GDP) price deflator, population growth or other inflators as provided by the County's economist.
- Supplies, Services and Capital growth rates are forecasted at the growth rate of CPI plus population, which accounts for increases in costs as well as increased service demands.

- When the Detention Fund does not receive sufficient operating revenue to cover operating expenditures and remain in structural balance, the General Fund will transfer the operating revenue necessary to regain structural balance.

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 flat for FY 2017 through FY 2020. 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 on the growth of CPI and population.

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

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

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. State shared sales taxes are forecasted to increase by an average of 5.3% in FY 2017 through FY 2020 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 FY 2016, representing nearly a decade of decreased revenue collections.

State Shared Vehicle License Taxes: During FY 2008 through FY 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 2015 is projected to increase annual collections by 5.3%. Annual growth rates are expected to taper downward to 4.1% in FY 2016 and 3.8% in FY 2020, as older cars are replaced with newer vehicles during a time of moderate population growth.

Jail Per Diem & Other Charges: This revenue is primarily from municipal jurisdictions that arrest an individual and pay the County for the costs associated with housing the individual while they await trial and sentencing. The factors which influence this revenue source are then number of arrests by municipalities and amount of time an individual waits until trial. It is very difficult to forecast these variables far into the future, therefore the growth rate associated with Detention Fund operating expenditures is used as a proxy measure, under the assumption that there will be full cost recovery for detention services provided.

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 to be flat through FY 2020.

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 growth.

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 $153.4 million from the General Fund from FY 2016 through FY 2020 to cover the shortfall in revenue collections in the Detention Fund and retain structural balance.

Expenditures

Wages & Salaries: The forecast assumes that salary expenditures will increase annually by 2.5% for performance pay. 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 45%, 78% and 48% of the General, Detention and Transportation Funds' operating expenditures.

Supplies & Services: Growth rates are forecasted based on CPI and population.

Capital Outlay: Growth rates are forecasted based on CPI and population.

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 contributions are forecasted based on estimates of ALTCS growth rates. The AHCCCS Acute Care State Match contributions reduction is based upon the statutory formula of one-half the GDP Price Deflator, decreasing annually. SVP payments and Arnold v. Sarn are estimated to grow by 5% annually. General Mental Health and LARC, subcomponents of Arnold v. Sarn, are estimated to be flat from the FY 2016 estimate.

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, the Technology Capital Improvement Fund 460, the Detention Capital Projects Fund 455 and the Detention Technology Capital Improvement Fund 461.

Contingency: The operating contingency set aside for FY 2016 is $8.4 million. This forecast assumes a flat amount to be budgeted annually through FY 2020.

Transfers Out: The General Fund is forecasted to transfer out $153.4 million to the Detention Fund in order to cover the shortfall in annual revenue collections from FY 2016 through FY 2020. This contributes to a structural imbalance for the General Fund in FY 2017 and FY 2018 and a negative fund balance of $8.7 million in FY 2020.

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:

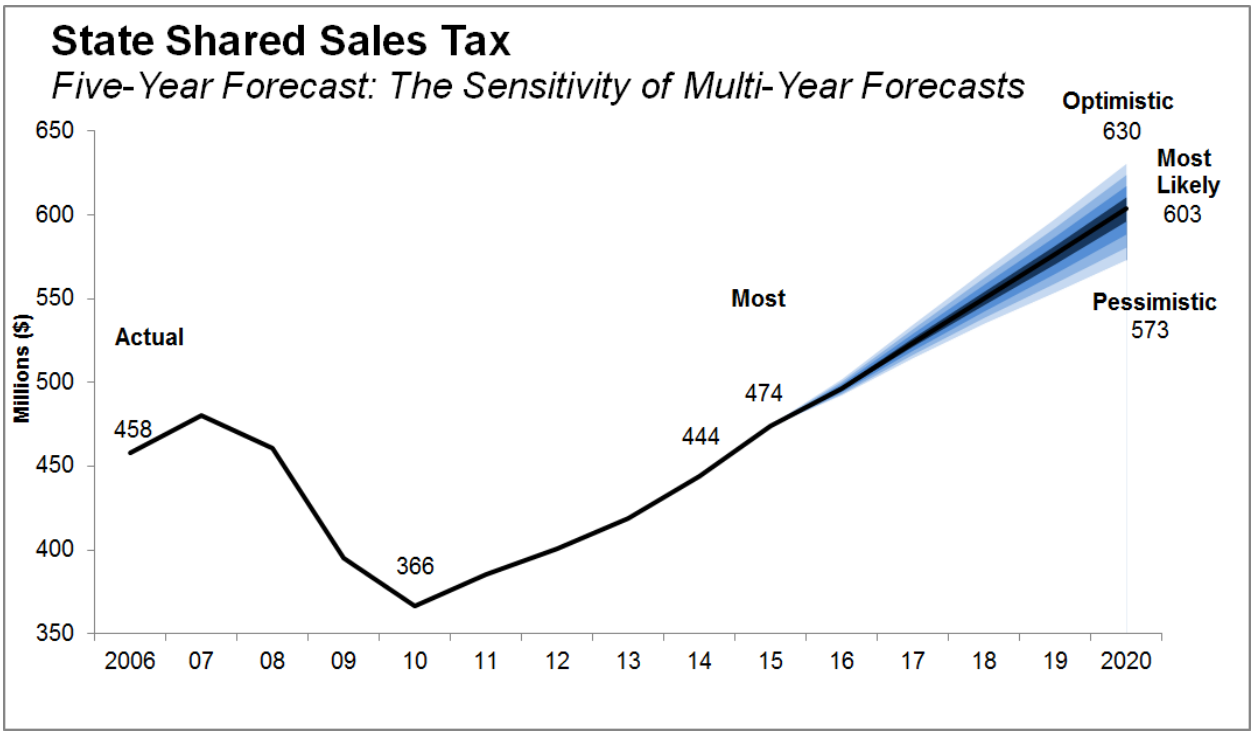
- Complete regional significant projects as planned.
- Maintain the existing system through increased emphasis on pavement preservation.
- Reduce congestion through intersection improvements and the use of Intelligent Transportation Systems to improve traffic flow.
- Reduce dust pollution by continuing 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 provided by the County's contracted economist (Optimistic, Most Likely and Pessimistic) incrementally diverge and by FY 2020, estimates of sales tax revenue differ by $57.7 million, from $572.8 to $630.6 million.



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 FY 2016	2 FY 2017	3 FY 2018	4 FY 2019	5 FY 2020
Beginning Fund Balance	$ 82,902,015	$ -	$ (6,029,714)	$ (6,122,847)	$ (9,871,464)
Sources of Funds					
Recurring:					
Prop. Taxes, Pen. & Interest	$ 476,626,393	$ 500,357,928	$ 532,123,354	$ 562,332,929	$ 594,524,275
Licenses & Permits	2,311,877	2,353,000	2,400,000	2,446,000	2,497,000
Other Intergovernmental	2,728,302	2,840,162	2,962,289	3,092,630	3,234,891
Payments in Lieu of Taxes	13,686,679	14,280,085	15,052,423	15,798,407	16,589,447
State Shared Sales Tax	492,019,045	523,701,725	549,886,811	576,281,378	603,942,884
State Shared VLT	138,282,676	147,517,318	153,418,011	159,247,895	165,299,315
Intergovernmental Charges	17,844,891	18,255,323	18,675,196	19,142,076	19,620,628
Other Charges for Services	24,566,626	25,008,699	25,508,734	25,993,267	26,538,979
Fines & Forfeits	9,802,082	9,978,519	10,178,090	10,371,474	10,589,275
Interest Earnings	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000
Miscellaneous Revenue	2,782,364	2,832,447	2,889,095	2,943,988	3,005,812
Total Recurring Sources	$ 1,183,450,935	$ 1,249,925,207	$ 1,315,894,003	$ 1,380,450,044	$ 1,448,642,505
Net Growth Rate	**5.4%**	**5.6%**	**5.3%**	**4.9%**	**4.9%**
Non-Recurring:					
Other Revenue	$ 2,741,768	$ -	$ -	$ -	$ -
Transfers In	5,809,670	-	-	-	-
Total Non-Recurring Sources	$ 8,551,438	$ -	$ -	$ -	$ -
Total Sources	$ 1,192,002,373	$ 1,249,925,207	$ 1,315,894,003	$ 1,380,450,044	$ 1,448,642,505
Uses of Funds					
Recurring:					
Personal Services	$ 535,618,408	$ 567,819,454	$ 596,986,475	$ 627,094,017	$ 660,058,926
Supplies	15,035,238	15,651,683	16,324,705	17,042,992	17,826,970
Services	170,527,015	177,518,623	185,151,923	193,912,483	202,828,744
Capital	5,164,400	5,376,140	5,607,314	5,854,036	6,123,322
Mandated State Contributions	229,955,036	252,460,669	263,581,782	275,272,348	287,584,276
Detention Fund Maintenance of Effort	179,373,932	183,320,159	187,719,842	192,412,838	197,223,159
Transfer to Detention Fund	18,957,014	24,988,302	31,795,202	35,425,482	42,275,119
Other Financing Uses	20,386,119	20,386,119	20,386,119	20,386,119	20,386,119
Contigency	8,433,773	8,433,773	8,433,773	8,433,773	8,433,773
Total Recurring Uses	$ 1,183,450,935	$ 1,255,954,921	$ 1,315,987,137	$ 1,375,834,088	$ 1,442,740,407
Net Growth Rate	**5.4%**	**6.1%**	**4.8%**	**4.5%**	**4.9%**
Non-Recurring:					
Personal Services	$ 619,268	$ -	$ -	$ -	$ -
Supplies	3,253,650	-	-	-	-
Services	60,643,833	-	-	-	-
Capital	4,405,268	-	-	8,364,572	4,704,490
Other Financing Uses	22,531,434	-	-	-	-
Total Non-Recurring Uses	$ 91,453,453	$ -	$ -	$ 8,364,572	$ 4,704,490
Total Uses	$ 1,274,904,388	$ 1,255,954,921	$ 1,315,987,137	$ 1,384,198,660	$ 1,447,444,897
Structural Balance	$ -	$ (6,029,714)	$ (93,133)	$ 4,615,955	$ 5,902,098
Ending Fund Balance	$ -	$ (6,029,714)	$ (6,122,847)	$ (9,871,464)	$ (8,673,856)

Financial Forecast Schedules (continued)

GENERAL FUND CAPITAL FUND (445)	1 FY 2016	2 FY 2017	3 FY 2018	4 FY 2019	5 FY 2020
Beginning Fund Balance	$ 304,955,506	$ 315,767,967	$ 296,498,308	$ 276,200,929	$ 270,031,219
Sources of Funds					
Transfers In	$ 24,903,524	$ 8,205,119	$ 8,205,119	$ 8,205,119	$ 8,205,119
Total Sources	$ 24,903,524	$ 8,205,119	$ 8,205,119	$ 8,205,119	$ 8,205,119
Uses of Funds					
Personal Services	$ 135,910	$ -	$ -	$ -	$ -
Supplies	11,850	-	-	-	-
Services	300,000	-	-	-	-
Capital	8,400,482	8,849,998	8,205,119	8,205,119	28,997,136
Transfers Out	5,242,821	18,624,780	20,297,379	6,169,710	72,123,809
Total Uses	$ 14,091,063	$ 27,474,778	$ 28,502,498	$ 14,374,829	$ 101,120,945
Structural Balance	$ 10,812,461	$ (19,269,659)	$ (20,297,379)	$ (6,169,710)	$ (92,915,826)
Ending Fund Balance	$ 315,767,967	$ 296,498,308	$ 276,200,929	$ 270,031,219	$ 177,115,393

GENERAL FUND IT CAPITAL FUND (460)	1 FY 2016	2 FY 2017	3 FY 2018	4 FY 2019	5 FY 2020
Beginning Fund Balance	$ 207,358,808	$ 197,352,446	$ 116,801,637	$ 27,018,951	$ 27,018,951
Sources of Funds					
Transfers In	$ 11,640,000	$ 11,640,000	$ 11,640,000	$ 11,640,000	$ 11,640,000
Total Sources	$ 11,640,000	$ 11,640,000	$ 11,640,000	$ 11,640,000	$ 11,640,000
Uses of Funds					
Services	$ 755,434	$ -	$ -	$ -	$ -
Capital	12,816,366	11,640,000	11,640,000	11,640,000	38,658,951
Transfers Out	8,074,562	80,550,809	89,782,686	-	-
Total Uses	$ 21,646,362	$ 92,190,809	$ 101,422,686	$ 11,640,000	$ 38,658,951
Structural Balance	$ (10,006,362)	$ (80,550,809)	$ (89,782,686)	$ -	$ (27,018,951)
Ending Fund Balance	$ 197,352,446	$ 116,801,637	$ 27,018,951	$ 27,018,951	$ -

Financial Forecast Schedules (continued)

DETENTION FUND (255)	1 FY 2016	2 FY 2017	3 FY 2018	4 FY 2019	5 FY 2020
Beginning Fund Balance	$ 44,353,482	$ 5,594,940	$ 5,594,940	$ 5,594,940	$ 4,742,557
Sources of Funds					
Recurring:					
Jail Excise Tax	$ 146,085,926	$ 154,607,774	$ 162,647,378	$ 170,617,099	$ 178,977,337
Jail Per Diem & Other Charges	30,456,852	32,086,855	33,782,662	35,218,260	36,982,266
Interest Income	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Miscellaneous	60,000	60,000	60,000	60,000	60,000
General Fund Maintenance of Effort	179,373,932	183,320,159	187,719,842	192,412,838	197,223,159
Transfer from General Fund	18,957,014	24,988,302	31,795,202	35,425,482	42,275,119
Total Recurring Sources	$ 376,033,724	$ 396,163,089	$ 417,105,085	$ 434,833,679	$ 456,617,882
Net Growth Rate	**7.4%**	**5.4%**	**5.3%**	**4.3%**	**5.0%**
Non-Recurring:					
Transfers In	$ 153,031	$ -	$ -	$ -	$ -
Total Non-Recurring Sources	$ 153,031	$ -	$ -	$ -	$ -
Total Sources	$ 376,186,755	$ 396,163,089	$ 417,105,085	$ 434,833,679	$ 456,617,882
Uses of Funds					
Recurring Uses:					
Personal Services	$ 294,246,734	$ 309,772,664	$ 325,151,982	$ 341,110,899	$ 358,572,915
Supplies	23,570,425	24,536,812	25,591,895	26,717,939	27,946,964
Services	56,524,065	60,115,808	64,573,939	65,164,784	68,200,327
Capital Outlay	1,105,000	1,150,305	1,199,768	1,252,558	1,310,176
Other Financing Uses	587,500	587,500	587,500	587,500	587,500
Total Recurring Uses	$ 376,033,724	$ 396,163,089	$ 417,105,085	$ 434,833,680	$ 456,617,882
Net Growth Rate	**4.3%**	**5.4%**	**5.3%**	**4.3%**	**5.0%**
Non-Recurring Uses:					
Supplies	$ 8,119,478	$ -	$ -	$ -	$ -
Services	28,268,402	-	-	-	-
Capital	1,642,000	-	-	852,383	237,788
Other Financing Uses	881,693	-	-	-	-
Total Non-Recurring Uses	$ 38,911,573	$ -	$ -	$ 852,383	$ 237,788
Total Uses	$ 414,945,297	$ 396,163,089	$ 417,105,085	$ 435,686,063	$ 456,855,670
Structural Balance	$ -	$ -	$ -	$ -	$ -
Ending Fund Balance	$ 5,594,940	$ 5,594,940	$ 5,594,940	$ 4,742,557	$ 4,504,769

Financial Forecast Schedules (continued)

DETENTION CAPITAL PROJECTS (455)	1 FY 2016	2 FY 2017	3 FY 2018	4 FY 2019	5 FY 2020
Beginning Fund Balance	$ 192,899,782	$ 181,943,434	$ 156,943,434	$ 53,943,434	$ 6,943,434
Sources of Funds					
Transfers In	$ 1,694,489	$ -	$ -	$ -	$ -
Total Sources	$ 1,694,489	$ -	$ -	$ -	$ -
Uses of Funds					
Capital	$ 12,497,806	$ 25,000,000	$ 103,000,000	$ 47,000,000	$ 1,762,500
Other Financing Uses	153,031	-	-	-	-
Total Uses	$ 12,650,837	$ 25,000,000	$ 103,000,000	$ 47,000,000	$ 1,762,500
Ending Fund Balance	$ 181,943,434	$ 156,943,434	$ 53,943,434	$ 6,943,434	$ 5,180,934

DETENTION TECHNOLOGY IMPROVEMENTS (461)	1 FY 2016	2 FY 2017	3 FY 2018	4 FY 2019	5 FY 2020
Beginning Fund Balance	$ 34,383,870	$ 28,439,535	$ 13,417,836	$ -	$ -
Total Sources	$ -	$ -	$ -	$ -	$ -
Uses of Funds					
Personal Services	$ 243,261	$ -	$ -	$ -	$ -
Capital	4,594,085	-	-	-	-
Other Financing Uses	1,106,989	15,021,699	13,417,836	-	-
Total Uses	$ 5,944,335	$ 15,021,699	$ 13,417,836	$ -	$ -
Ending Fund Balance	$ 28,439,535	$ 13,417,836	$ -	$ -	$ -

Financial Forecast Schedules (continued)

TRANSPORTATION FUND (232)	1 FY 2016	2 FY 2017	3 FY 2018	4 FY 2019	5 FY 2020
Beginning Fund Balance	$ 31,339,704	$ 9,261,680	$ 20,000,000	$ 20,000,000	$ 20,000,000
Sources of Funds					
Recurring Sources					
Licenses and Permits	$ 935,311	$ 952,147	$ 971,190	$ 989,642	$ 1,010,425
State Shared Highway User Rev.	98,175,564	104,088,967	108,215,195	112,723,641	117,412,425
State Shared Vehicle License Taxes	8,808,030	9,177,967	9,545,086	9,907,799	10,284,296
Intergovernmental Charges for Service	11,800	12,071	12,349	12,658	12,974
Interest Earnings	500,000	500,000	500,000	500,000	500,000
Miscellaneous Revenue	171,421	171,421	171,421	171,421	171,421
Gain on Fixed Assets	200,000	200,000	200,000	200,000	200,000
Total Recurring Sources	$ 108,802,126	$ 115,102,574	$ 119,615,240	$ 124,505,161	$ 129,591,541
Net Growth Rate	**2.5%**	**5.8%**	**3.9%**	**4.1%**	**4.1%**
Total Non-Recurring Sources	$ -	$ -	$ -	$ -	$ -
Total Sources	$ 108,802,126	$ 115,102,574	$ 119,615,240	$ 124,505,161	$ 129,591,541
Uses of Funds					
Recurring Uses:					
Personal Services	$ 28,460,430	$ 30,103,355	$ 31,649,665	$ 33,245,838	$ 34,993,496
Supplies	5,632,646	5,863,584	6,115,719	6,384,810	6,678,512
Services	22,512,322	23,435,327	24,443,046	25,518,540	26,692,393
Capital Outlay	3,217,520	3,349,438	3,493,464	3,647,177	3,814,947
Total Recurring Uses	$ 59,822,918	$ 62,751,705	$ 65,701,894	$ 68,796,365	$ 72,179,348
Net Growth Rate	**0.5%**	**4.9%**	**4.7%**	**4.7%**	**4.9%**
Non-Recurring Uses:					
Supplies	$ 175,804	$ -	$ -	$ -	$ -
Capital Outlay	478,245	478,245	478,245	478,245	478,245
Transfer to Capital Projects	70,403,183	41,134,304	53,435,101	55,230,551	56,933,948
Total Non-Recurring Uses	$ 71,057,232	$ 41,612,549	$ 53,913,346	$ 55,708,796	$ 57,412,193
Total Uses	$ 130,880,150	$ 104,364,254	$ 119,615,240	$ 124,505,161	$ 129,591,541
Structural Balance	$ 48,979,208	$ 52,350,869	$ 53,913,346	$ 55,708,796	$ 57,412,193
Ending Fund Balance	$ 9,261,680	$ 20,000,000	$ 20,000,000	$ 20,000,000	$ 20,000,000

TRANSPORTATION CAPITAL FUND (234)	1 FY 2016	2 FY 2017	3 FY 2018	4 FY 2019	5 FY 2020
Beginning Fund Balance	$ 23,598,218	$ 28,995,449	$ 19,417,624	$ 2,627,328	$ 12,633,896
Sources of Funds					
Other Intergovernmental	$ -	$ 27,720,873	$ 6,347,586	$ 8,835,000	$ 13,204,747
Grants	18,713,118	-	-	-	-
Intergovernmental Charges for Service	10,651,500	4,976,914	8,666,247	7,529,247	6,666,247
Miscellaneous	-	-	-	-	-
Transfer from Trans. Operations	70,403,183	41,134,304	53,435,101	55,230,551	56,933,948
Carry Forward Fund Balance	-	38,182,614	-	-	-
Total Sources	$ 99,767,801	$ 112,014,705	$ 68,448,934	$ 71,594,798	$ 76,804,942
Total Uses	$ 94,370,570	$ 121,592,530	$ 85,239,230	$ 61,588,230	$ 78,514,230
Ending Fund Balance	$ 28,995,449	$ 19,417,624	$ 2,627,328	$ 12,633,896	$ 10,924,608

Adult Probation

Analysis by Cole St. Arnold, 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 2020, Maricopa County Adult Probation Department (MCAPD) will enhance public safety by achieving the following benchmarks:

- Maintain the rate of successful completions from probation at 70% or higher;
- Reduce the number of probationers convicted of a new felony offense to 8% or lower;
- Reduce the number of probationers committed to the Department of Corrections to 25% or lower;
- Increase the rate of successful completions from Pretrial Supervision to 75% or higher**.**

Status: The rate of successful completions from probation is currently 74%, while the revocation from probation to the Department of Corrections is 26%. Furthermore, if the Department continues at its current rate, the rate of new felony convictions will be less than 8.0% at the end of FY 2015. Pretrial Supervision is currently operating at a 77% successful completion rate.

Department Specific

By the end of FY 2020, 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 to 75% or higher;
- Maintain the average department years of service for badged staff retention rate of 10 years or more.

Status: During FY 2014, the Department participated in its first Employee Satisfaction Survey utilizing CourTools with an overall satisfaction rate of 87.4%. It is noteworthy that 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 Adult Probation "badged staff" is 11.09 years, exceeding the goal of 9 years or more. 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, and will continue to attract a qualified candidate pool for hiring.

Safe Communities

By the end of FY 2020, 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 to 65% or higher;
- Increase community restitution work hours completed to 52% or higher;
- Increase the use of the Offender Screening Tool for probation-eligible offenders to 90% or higher.

Status: As of February 2015, presentence is meeting its goal at 98%. The projections suggest that presentence will meet its goal in FY 2015 and FY 2016. Based on current data the growth in the number of presentence reports has slowed down. It is anticipated that the goal for on-time reports will be maintained. The percentage of probationers paying restitution in FY 2014 decreased from the previous year to 48.5%, falling short of the goal of 65%. It is anticipated that this result will improve in FY 2015. However, high rates of unemployment amongst probationers, the challenges of obtaining employment for individuals with a felony conviction, and the overall labor environment in Maricopa County can have an impact on the ability of probationers to pay restitution. The collection of restitution may be impacted in the future if the Department is unable to maintain current caseload ratios. The percentage of probationers performing community work service hours increased in FY 2014 to 48.2% and is projected to maintain this rate in FY 2015 and FY 2016 which is below the department goal of 65%. The program has been limited in its ability to coordinate enough community service projects to meet the number of needs of those ordered to perform community hours by the court with current staffing levels. Adult Probation 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 2020, MCAPD will improve services to neighborhoods, courts, offenders, and victims as evidenced by achieving the following benchmarks:

- Maintain victim satisfaction at 70% or higher;
- Maintain offender satisfaction at 86% or higher;
- Maintain criminal court bench satisfaction at 85% or higher;
- Maintain criminal justice partner satisfaction at 85% or higher.

Status: During FY 2014, Adult Probation achieved a 63.9% satisfaction rate through its victim survey and an 89.8% satisfaction rate from its treatment providers and community partners. The victim satisfaction rate fell below the goal of 70%. With the victim empathy training completed and revised victim communication letters in place, the Department anticipates that the victim satisfaction rate will increase in FY 2015 and FY 2016. During FY 2015, surveys will be conducted of criminal justice partners and offenders. The Department is anticipating being able to maintain this high rate of success in FY 2015. However, due to the workload growth Adult Probation is experiencing, if there is not sufficient growth, it may be difficult to continue to maintain these high rates of customer satisfaction.

Department Specific

In support of previously goals, by the end of FY 2020, 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 benchmark:

- Maintain staff satisfaction with MCAPD equipment, facilities, and support services from an overall satisfaction survey score at 85%.

Status: In FY 2015, Facilities Management has selected a number of projects for major maintenance. Some of the projects scheduled for this fiscal year include: resurfacing the parking lot of the Black Canyon office, an external payment window at our Southport office which will alleviate some congestion in the lobby, remodeling the former dentist office at the Sunnyslope field office which will provide separate interview space to meet with the public and defendants outside of our secure space, a remodeling of the Downtown Justice Center lobby and Pretrial space to address overcrowding in the lobby and Pretrial space, as well as required safety improvements in various facilities throughout the Department. The Adult Probation Department completed its process of upgrading the Windows operating system department-wide. Over the past several years the department has been proactively replacing older laptops and desktops. In FY 2016, the Department is moving towards iPhones.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
EDUC - ADULT EDUCATION	$ 362,657	$ 388,687	$ 931,874	$ 558,218	$ 1,131,214	$ 199,340	21.4%
TTAC - TRANSITION AND TREATMENT	2,456,565	2,332,992	2,332,992	2,125,454	1,931,369	(401,623)	-17.2%
11BC - BEHAVIORAL CHANGE	$ 2,819,222	$ 2,721,679	$ 3,264,866	$ 2,683,672	$ 3,062,583	$ (202,283)	-6.2%
CMRS - COMMUNITY RESTORATION	$ 194,631	$ 99,657	$ 99,657	$ 111,480	$ 129,699	$ 30,042	30.1%
ICMA - IN CUSTODY MANAGEMENT	783,868	596,967	596,967	757,453	960,000	363,033	60.8%
INPB - INTENSIVE PROBATION	436,991	446,135	446,135	444,124	447,500	1,365	0.3%
SMIL - SERIOUS MENTALLY ILL	-	36,466	36,466	137,751	-	(36,466)	-100.0%
SOFF - SEX OFFENDER	47,518	55,964	55,964	47,559	33,240	(22,724)	-40.6%
STDP - STANDARD PROBATION	8,033,929	8,009,776	8,009,776	8,056,551	8,034,297	24,521	0.3%
WARR - FUGITIVE APPREHENSION	58,114	52,000	52,000	50,050	40,000	(12,000)	-23.1%
11CJ - COMMUNITY JUSTICE	$ 9,555,051	$ 9,296,965	$ 9,296,965	$ 9,604,968	$ 9,644,736	$ 347,771	3.7%
CSCA - CENTRAL SERVICE COST ALLOC	$ 17,079	$ 13,263	$ 13,263	$ 6,298	$ -	$ (13,263)	-100.0%
GGOV - GENERAL GOVERNMENT	2,741,507	3,188,637	3,188,637	3,571,360	2,807,600	(381,037)	-11.9%
99GV - GENERAL OVERHEAD	$ 2,758,586	$ 3,201,900	$ 3,201,900	$ 3,577,658	$ 2,807,600	$ (394,300)	-12.3%
TOTAL PROGRAMS	**$ 15,132,859**	**$ 15,220,544**	**$ 15,763,731**	**$ 15,866,298**	**$ 15,514,919**	**$ (248,812)**	**-1.6%**
USES							
EDUC - ADULT EDUCATION	$ 847,246	$ 1,017,958	$ 1,427,733	$ 1,644,721	$ 1,577,205	$ (149,472)	-10.5%
PRES - PRESENTENCE	9,195,896	9,218,824	9,196,079	9,262,805	9,502,334	(306,255)	-3.3%
PTRI - PRETRIAL INIT AP RELEASE INFO	2,262,792	2,459,660	2,552,459	2,566,715	2,688,768	(136,309)	-5.3%
PTSV - PRETRIAL SUPERVISION	5,973,739	6,908,713	7,158,576	6,973,136	7,489,796	(331,220)	-4.6%
TTAC - TRANSITION AND TREATMENT	4,820,423	4,949,977	5,155,598	4,851,868	4,917,046	238,552	4.6%
11BC - BEHAVIORAL CHANGE	$ 23,100,096	$ 24,555,132	$ 25,490,445	$ 25,299,245	$ 26,175,149	$ (684,704)	-2.7%
CMRS - COMMUNITY RESTORATION	$ 3,126,729	$ 3,044,391	$ 3,087,279	$ 3,033,265	$ 3,164,779	$ (77,500)	-2.5%
DVIO - DOMESTIC VIOLENCE	1,531,488	1,770,024	1,816,651	1,702,666	2,065,444	(248,793)	-13.7%
ICMA - IN CUSTODY MANAGEMENT	2,782,048	2,757,847	2,784,623	2,702,404	2,845,112	(60,489)	-2.2%
INDS - INDIRECT SERVICES	1,120,095	1,117,971	1,190,566	1,216,771	1,325,971	(135,405)	-11.4%
INPB - INTENSIVE PROBATION	6,423,778	7,140,134	7,391,139	7,107,518	7,960,199	(569,060)	-7.7%
RPRT - COMPLIANCE MONITORING	4,728,701	4,841,568	4,572,416	4,508,784	4,703,616	(131,200)	-2.9%
SMIL - SERIOUS MENTALLY ILL	1,652,097	1,697,557	1,707,540	1,698,426	1,604,736	102,804	6.0%
SOFF - SEX OFFENDER	5,730,788	6,178,104	6,712,007	6,314,831	7,043,555	(331,548)	-4.9%
STDP - STANDARD PROBATION	28,721,640	29,595,735	30,363,730	30,141,835	32,072,193	(1,708,463)	-5.6%
TYTH - TRANSFERRED YOUTH	714,805	697,694	708,652	715,587	792,650	(83,998)	-11.9%
WARR - FUGITIVE APPREHENSION	2,394,411	2,299,622	2,421,938	2,492,766	2,541,180	(119,242)	-4.9%
11CJ - COMMUNITY JUSTICE	$ 58,926,580	$ 61,140,647	$ 62,756,541	$ 61,634,853	$ 66,119,435	$ (3,362,894)	-5.4%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 595,946	$ 595,752	$ 595,752	$ 596,126	$ 610,812	$ (15,060)	-2.5%
HRAC - HUMAN RESOURCES	367,187	336,182	342,707	337,623	387,064	(44,357)	-12.9%
ODIR - EXECUTIVE MANAGEMENT	1,371,592	270,373	299,618	345,961	277,644	21,974	7.3%
POOL - POOLED COSTS	-	103,584	13,391	-	(107,173)	120,564	900.3%
PROC - PROCUREMENT	168,180	168,180	168,180	168,180	168,180	-	0.0%
RMGT - RISK MANAGEMENT	638,040	663,072	671,562	768,741	1,015,466	(343,904)	-51.2%
SPPT - OPERATIONS SUPPORT	-	478,691	957,568	1,556,150	993,084	(35,516)	-3.7%
99AS - INDIRECT SUPPORT	$ 3,140,945	$ 2,615,834	$ 3,048,778	$ 3,772,781	$ 3,345,077	$ (296,299)	-9.7%
GGOV - GENERAL GOVERNMENT	$ -	$ -	$ 3,369	$ -	$ -	$ 3,369	100.0%
INFR - INFRASTRUCTURE	-	930,651	930,651	736,866	946,777	(16,126)	-1.7%
ISFC - INTERNAL SERVICE FUND CHARGES	357,114	-	-	-	-	-	N/A
MPOS - ELECTED OR STATUTORY OFFICIALS	-	186,929	191,393	198,557	201,589	(10,196)	-5.3%
RISK - RISK PREMIUMS	-	366,719	366,719	366,717	495,486	(128,767)	-35.1%
99GV - GENERAL OVERHEAD	$ 357,114	$ 1,484,299	$ 1,492,132	$ 1,302,140	$ 1,643,852	$ (151,720)	-10.2%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 409,562	$ 358,784	$ 361,943	$ 357,632	$ 374,680	$ (12,737)	-3.5%
GISA - GIS APPLICATION DEV AND SUPP	46,180	-	-	-	-	-	N/A
TSPT - TECHNOLOGY SUPPORT	1,166,646	1,267,479	1,270,386	1,261,441	1,294,534	(24,148)	-1.9%
VANS - INFRASTRUCTURE NETWORK SVCS	76,561	100,574	101,542	100,091	105,345	(3,803)	-3.7%
99IT - INFORMATION TECHNOLOGY	$ 1,698,949	$ 1,726,837	$ 1,733,871	$ 1,719,164	$ 1,774,559	$ (40,688)	-2.3%
TOTAL PROGRAMS	**$ 87,223,684**	**$ 91,522,749**	**$ 94,521,767**	**$ 93,728,183**	**$ 99,058,072**	**$ (4,536,305)**	**-4.8%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 2,433,326	$ 2,726,995	$ 3,270,182	$ 3,269,725	$ 3,071,370	$ (198,812)	-6.1%
SUBTOTAL	$ 2,433,326	$ 2,726,995	$ 3,270,182	$ 3,269,725	$ 3,071,370	$ (198,812)	-6.1%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 9,340,707	$ 9,196,900	$ 9,196,900	$ 9,410,958	$ 9,528,089	$ 331,189	3.6%
SUBTOTAL	$ 9,340,707	$ 9,196,900	$ 9,196,900	$ 9,410,958	$ 9,528,089	$ 331,189	3.6%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 3,359,810	$ 3,293,269	$ 3,293,269	$ 3,180,800	$ 2,911,860	$ (381,409)	-11.6%
SUBTOTAL	$ 3,359,810	$ 3,293,269	$ 3,293,269	$ 3,180,800	$ 2,911,860	$ (381,409)	-11.6%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ (984)	$ 3,380	$ 3,380	$ 4,815	$ 3,600	$ 220	6.5%
SUBTOTAL	$ (984)	$ 3,380	$ 3,380	$ 4,815	$ 3,600	$ 220	6.5%
ALL REVENUES	$ 15,132,859	$ 15,220,544	$ 15,763,731	$ 15,866,298	$ 15,514,919	$ (248,812)	-1.6%
TOTAL SOURCES	$ 15,132,859	$ 15,220,544	$ 15,763,731	$ 15,866,298	$ 15,514,919	$ (248,812)	-1.6%

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 54,361,065	$ 56,651,477	$ 58,061,864	$ 57,468,648	$ 59,142,240	$ (1,080,376)	-1.9%
0705 - TEMPORARY PAY	242,661	482,002	517,946	334,313	517,922	24	0.0%
0710 - OVERTIME	496,800	403,224	528,224	475,139	649,085	(120,861)	-22.9%
0750 - FRINGE BENEFITS	21,609,910	23,022,322	23,380,354	22,948,646	27,148,138	(3,767,784)	-16.1%
0790 - OTHER PERSONNEL SERVICES	214,470	117,480	117,480	106,381	262,827	(145,347)	-123.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(12,193,751)	(12,220,376)	(12,220,376)	(12,104,171)	(16,233,359)	4,012,983	32.8%
0796 - PERSONNEL SERVICES ALLOC-IN	13,790,823	13,868,383	13,936,642	14,692,140	17,860,957	(3,924,315)	-28.2%
SUBTOTAL	$ 78,521,978	$ 82,324,512	$ 84,322,134	$ 83,921,096	$ 89,347,810	$ (5,025,676)	-6.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 754,948	$ 687,189	$ 700,180	$ 780,098	$ 1,098,468	$ (398,288)	-56.9%
0802 - MEDICAL SUPPLIES	995	50,000	-	2,680	4,800	(4,800)	N/A
0803 - FUEL	227,244	241,332	241,332	240,020	276,362	(35,030)	-14.5%
0804 - NON-CAPITAL EQUIPMENT	480,409	305,610	605,610	579,737	336,756	268,854	44.4%
SUBTOTAL	$ 1,463,596	$ 1,284,131	$ 1,547,122	$ 1,602,535	$ 1,716,386	$ (169,264)	-10.9%
SERVICES							
0810 - LEGAL SERVICES	$ 1,032	$ -	$ -	$ -	$ -	$ -	N/A
0811 - HEALTH CARE SERVICES	370,383	226,020	346,020	359,583	380,552	(34,532)	-10.0%
0812 - OTHER SERVICES	2,487,548	3,129,822	3,710,825	2,487,559	3,059,501	651,324	17.6%
0820 - RENT & OPERATING LEASES	966,367	1,055,099	1,055,099	1,042,837	1,050,051	5,048	0.5%
0825 - REPAIRS AND MAINTENANCE	97,087	31,200	31,200	155,308	126,021	(94,821)	-303.9%
0830 - INTERGOVERNMENTAL PAYMENTS	1,188,648	1,204,436	1,204,436	1,208,605	1,234,000	(29,564)	-2.5%
0839 - INTERNAL SERVICE CHARGES	1,651,565	1,590,711	1,590,711	1,744,290	1,728,710	(137,999)	-8.7%
0841 - TRAVEL	308,703	324,252	324,252	328,219	338,129	(13,877)	-4.3%
0842 - EDUCATION AND TRAINING	32,578	50,679	58,560	52,986	55,240	3,320	5.7%
0843 - POSTAGE/FREIGHT/SHIPPING	49,778	43,116	67,637	66,193	58,556	9,081	13.4%
0845 - SUPPORT AND CARE OF PERSONS	270,063	304,081	309,081	298,398	383,000	(73,919)	-23.9%
0850 - UTILITIES	235	-	-	37	-	-	N/A
0872 - SERVICES-ALLOCATION OUT	(625,312)	(625,310)	(625,310)	(621,241)	(619,884)	(5,426)	-0.9%
0873 - SERVICES-ALLOCATION IN	50	-	-	-	-	-	N/A
SUBTOTAL	$ 6,798,725	$ 7,334,106	$ 8,072,511	$ 7,122,774	$ 7,793,876	$ 278,635	3.5%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ -	$ -	$ 165,000	$ -	$ -	N/A
0920 - CAPITAL EQUIPMENT	93,762	80,000	80,000	-	80,000	-	0.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	345,623	500,000	500,000	916,778	120,000	380,000	76.0%
SUBTOTAL	$ 439,385	$ 580,000	$ 580,000	$ 1,081,778	$ 200,000	$ 380,000	65.5%
ALL EXPENDITURES	$ 87,223,684	$ 91,522,749	$ 94,521,767	$ 93,728,183	$ 99,058,072	$ (4,536,305)	-4.8%
TOTAL USES	$ 87,223,684	$ 91,522,749	$ 94,521,767	$ 93,728,183	$ 99,058,072	$ (4,536,305)	-4.8%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
211 ADULT PROBATION GRANTS							
OPERATING	$ 2,533,551	$ 2,876,995	$ 3,420,182	$ 3,420,182	$ 3,171,370	$ (248,812)	-7.3%
FUND TOTAL SOURCES	$ 2,533,551	$ 2,876,995	$ 3,420,182	$ 3,420,182	$ 3,171,370	$ (248,812)	-7.3%
201 ADULT PROBATION FEES							
OPERATING	$ 12,567,099	$ 12,343,549	$ 12,343,549	$ 12,446,116	$ 12,343,549	$ -	0.0%
NON RECURRING NON PROJECT	32,209	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 12,599,308	$ 12,343,549	$ 12,343,549	$ 12,446,116	$ 12,343,549	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 15,100,650	$ 15,220,544	$ 15,763,731	$ 15,866,298	$ 15,514,919	$ (248,812)	-1.6%
DEPARTMENT NON RECURRING TOTAL SOURCES	$ 32,209	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT TOTAL SOURCES	$ 15,132,859	$ 15,220,544	$ 15,763,731	$ 15,866,298	$ 15,514,919	$ (248,812)	-1.6%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 46,495,024	$ 48,350,459	$ 49,984,303	$ 49,984,303	$ 49,084,413	$ 899,890	1.8%
NON RECURRING NON PROJECT	180,094	25,000	25,000	20,980	171,000	(146,000)	-584.0%
FUND TOTAL USES	$ 46,675,118	$ 48,375,459	$ 50,009,303	$ 50,005,283	$ 49,255,413	$ 753,890	1.5%
211 ADULT PROBATION GRANTS							
OPERATING	$ 2,634,741	$ 2,876,995	$ 3,420,182	$ 3,420,182	$ 3,171,370	$ 248,812	7.3%
FUND TOTAL USES	$ 2,634,741	$ 2,876,995	$ 3,420,182	$ 3,420,182	$ 3,171,370	$ 248,812	7.3%
201 ADULT PROBATION FEES							
OPERATING	$ 12,120,218	$ 12,343,549	$ 12,343,549	$ 12,160,560	$ 12,343,549	$ -	0.0%
NON RECURRING NON PROJECT	397,125	1,083,459	1,083,459	909,033	428,787	654,672	60.4%
FUND TOTAL USES	$ 12,517,343	$ 13,427,008	$ 13,427,008	$ 13,069,593	$ 12,772,336	$ 654,672	4.9%
255 DETENTION OPERATIONS							
OPERATING	$ 25,199,622	$ 26,643,287	$ 27,465,274	$ 27,033,221	$ 33,803,153	$ (6,337,879)	-23.1%
NON RECURRING NON PROJECT	196,860	200,000	200,000	199,904	55,800	144,200	72.1%
FUND TOTAL USES	$ 25,396,482	$ 26,843,287	$ 27,665,274	$ 27,233,125	$ 33,858,953	$ (6,193,679)	-22.4%
DEPARTMENT OPERATING TOTAL USES	$ 86,449,605	$ 90,214,290	$ 93,213,308	$ 92,598,266	$ 98,402,485	$ (5,189,177)	-5.6%
DEPARTMENT NON RECURRING TOTAL USES	$ 774,079	$ 1,308,459	$ 1,308,459	$ 1,129,917	$ 655,587	$ 652,872	49.9%
DEPARTMENT TOTAL USES	$ 87,223,684	$ 91,522,749	$ 94,521,767	$ 93,728,183	$ 99,058,072	$ (4,536,305)	-4.8%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
BEHAVIORAL CHANGE							
ADULT EDUCATION	12.10	12.10	13.10	13.10	13.10	-	0.0%
PRESENTENCE	130.60	130.60	124.10	124.10	124.10	-	0.0%
PRETRIAL INIT AP RELEASE INFO	30.00	30.00	30.00	30.00	30.00	-	0.0%
PRETRIAL SUPERVISION	69.68	75.68	72.68	75.68	75.68	3.00	4.1%
TRANSITION AND TREATMENT	76.45	50.95	47.70	47.45	47.45	(.25)	(0.5%)
PROGRAM TOTAL	318.83	299.33	287.58	290.33	290.33	2.75	1.0%
COMMUNITY JUSTICE							
COMMUNITY RESTORATION	49.14	45.97	45.03	45.03	45.03	-	0.0%
COMPLIANCE MONITORING	68.30	68.30	51.30	62.30	62.30	11.00	21.4%
DOMESTIC VIOLENCE	20.75	23.75	23.75	23.75	25.75	2.00	8.4%
FUGITIVE APPREHENSION	31.00	31.00	32.00	32.00	32.00	-	0.0%
IN CUSTODY MANAGEMENT	39.32	37.32	34.32	36.32	36.32	2.00	5.8%
INDIRECT SERVICES	16.05	16.05	18.05	18.05	18.05	-	0.0%
INTENSIVE PROBATION	81.18	88.18	93.46	87.46	94.46	1.00	1.1%
SERIOUS MENTALLY ILL	19.25	19.25	19.25	19.25	19.25	-	0.0%
SEX OFFENDER	76.28	80.28	81.80	81.80	85.80	4.00	4.9%
STANDARD PROBATION	344.30	371.32	382.46	370.96	387.96	5.50	1.4%
TRANSFERRED YOUTH	8.25	8.25	7.25	8.25	8.25	1.00	13.8%
PROGRAM TOTAL	753.82	789.67	788.67	785.17	815.17	26.50	3.4%
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	-	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	-	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	11.00	2.50	2.50	2.50	2.50	-	0.0%
HUMAN RESOURCES	3.75	3.50	3.50	3.50	3.50	-	0.0%
OPERATIONS SUPPORT	-	7.00	17.00	17.00	17.00	-	0.0%
RISK MANAGEMENT	4.00	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	18.75	17.00	27.00	27.00	27.00	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	5.65	4.75	4.75	4.75	4.75	-	0.0%
GIS APPLICATION DEV AND SUPP	.50	-	.00	-	-	-	N/A
INFRASTRUCTURE NETWORK SVCS	.90	1.25	1.25	1.25	1.25	-	0.0%
TECHNOLOGY SUPPORT	1.70	3.75	3.75	3.75	3.75	-	0.0%
PROGRAM TOTAL	8.75	9.75	9.75	9.75	9.75	-	0.0%
DEPARTMENT TOTAL	1,100.15	1,116.75	1,114.00	1,113.25	1,143.25	29.25	2.6%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin/Operations Specialist	23.00	22.00	19.00	19.00	19.00	-	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	14.00	14.00	14.00	14.00	-	0.0%
Deputy Director - Probation	3.50	3.50	4.00	3.50	3.50	(.50)	(12.5%)
Director - Probation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dispatcher	21.00	21.00	-	-	-	-	N/A
Education Manager - Detention	1.00	1.00	1.00	1.00	1.00	-	0.0%
Educator - Detention	7.00	6.00	6.00	6.00	6.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
General Laborer	3.00	3.00	3.00	3.00	3.00	-	0.0%
Help Desk Coordinator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Project Manager	1.00	1.00	-	-	-	-	N/A
IT Security Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Clerk	71.00	73.00	1.00	1.00	1.00	-	0.0%
Justice System Clerk Associate	-	-	72.00	72.00	72.00	-	0.0%
Justice System Clerk Lead	2.00	2.00	2.00	2.00	2.00	-	0.0%
Justice System Clerk Supervisor	9.00	9.00	9.00	9.00	9.00	-	0.0%
Management Analyst	5.00	5.50	5.00	5.00	5.00	-	0.0%
Office Assistant Specialized	3.90	3.00	2.00	2.00	3.00	1.00	50.0%
Operations/Program Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Presentence Screener	52.00	52.00	49.00	49.00	49.00	-	0.0%
Probation Assistant	45.75	44.75	44.00	43.75	43.75	(.25)	(0.6%)
Probation Dispatcher	-	-	21.00	21.00	21.00	-	0.0%
Probation Dispatcher Supervisor	-	-	3.00	3.00	3.00	-	0.0%
Probation Manager	9.00	9.00	10.00	10.00	10.00	-	0.0%
Probation Officer	626.00	640.00	640.00	640.00	665.00	25.00	3.9%
Probation Officer Supervisor	91.00	95.00	96.00	96.00	98.00	2.00	2.1%
Program Coordinator	6.00	5.00	6.00	6.00	5.00	(1.00)	(16.7%)
Surveillance Officer	77.00	78.00	78.00	78.00	81.00	3.00	3.8%
Trades Generalist	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%
Department Total	**1,100.15**	**1,116.75**	**1,114.00**	**1,113.25**	**1,143.25**	**29.25**	**2.6%**

Staffing by Fund

DEPARTMENT/FUND		FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	746.90	758.00	758.00	758.00	776.00	18.00	2.4%
201	ADULT PROBATION FEES	1.50	1.50	2.00	1.50	1.50	(.50)	(25.0%)
211	ADULT PROBATION GRANTS	34.75	28.25	25.00	24.75	24.75	(.25)	(1.0%)
255	DETENTION OPERATIONS	317.00	329.00	329.00	329.00	341.00	12.00	3.6%
Department Total		**1,100.15**	**1,116.75**	**1,114.00**	**1,113.25**	**1,143.25**	**29.25**	**2.6%**

Significant Variance Analysis

There was an addition of 30.0 additional FTE in the General Fund (100) and the Detention Fund (255) for FY 2016. The additional FTE are due to increase demand for probationary services. The FTE are allocated as 1.0 FTE Surveillance Officer and 1.0 FTE Probation Officer for Domestic Violence, 2.0 FTE Surveillance Officers and 2.0 FTE Probation Officers for the Sex Offender Activity, 12.0 FTE for the Standard Probation activity, 3.0 FTE for the Prison Reentry service, 2.0 FTE for the Drug Court service, and 7.0 FTE for the Intensive Probation activity. These increases were offset by a decrease in FTE for Special Revenue and Grant Fund positions.

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay plan and market study adjustments made in FY 2015.

Base Adjustments:

General Fund (100) Operating

- Increase Regular Benefits by $1,196,293 for the impact of changes in retirement contribution rates.
- Increase Internal Service Charges by $89,250 for the impact of changes in risk management charges.
- Increase expenditures by $108,000 for Cell Phone Service for iPhone use.
- Increase expenditures by $90,000 for cost of the Communication Center.
- Increase expenditures by $15,000 for Annual Maintenance of Records Scanning and Storage.
- Decrease expenditures by $302,110 for Non-Capital Equipment purchased in FY 2015 that will not be needed in FY 2016.
- Decrease expenditures by $4,125,456 due to Indirect Cost Allocation to Detention Fund (255).
- Increase Regular benefits by $823,440 for the impact of the changes in health and dental premium rates.

General Fund (100) Non Recurring Non Project

- Increase expenditures by $47,000 for Computers, Handguns, and Vests for New Positions.
- Increase expenditures by $54,000 for Computer Mounts for Sex Offender and Domestic Violence Activities.
- Increase Expenditures by $70,000 for Replacement Body Armor.

Adult Probation Fees Fund (201) Non Recurring Non Project

- Increase expenditures by $53,464 for Personnel Costs
- Increase expenditures by $280,323 for Equipment Replacement.
- Increase expenditures by $45,000 for Vehicle Upgrades.
- Increase expenditures by $50,000 for Computer Monitors.

Adult Probation Grants Fund (211)

- Increase Regular Benefits by $3,031 for the impact of changes in retirement contribution rates.
- Increase Internal Service Charges by $2,903 for the impact of the changes in risk management charges.
- Decrease revenues by $248,812 due to grant reconciliation.
- Decrease expenditures by $254,746 to maintain structural balance.

Detention Fund (255) Operating

- Increase Regular Benefits by $649,467 for the impact of changes in retirement contribution rates.
- Decrease expenditures by $9,824 for Non Capital Equipment
- Increase Internal Service Charges by $36,614 for the impact of changes in risk management charges.
- Increase expenditures by $4,125,456 due to Indirect Cost Allocation from General Fund (100) Operating.
- Increase Regular Benefits by $359,832 for the impact of the changes in health and dental premium rates.

Detention Fund (255) Non Recurring Non Project

- Increase expenditures by $25,800 for Computers, Handguns, and Vests for New Positions.
- Increase expenditures by $30,000 for Replacement Body Armor.

Programs and Activities

Behavioral Change Program

The purpose of the 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Percent of students who achieve at least one successful gain in education classes operated by MCAPD during the reporting period.	61.9%	72.7%	52.9%	69.0%	(3.7%)	-5.1%
Percent of presentence investigation reports submitted to the Court that did not have continuances submitted by MCAPD during the reporting period.	98.3%	99.7%	97.8%	98.1%	(1.6%)	-1.6%
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.	78.5%	82.3%	78.0%	82.3%	(0.0%)	-0.1%
Percent of probationers who successfully completed MCAPD operated and/or funded treatment and residential services during the reporting period.	59.1%	61.3%	58.5%	61.3%	0.0%	0.0%
Percent of jail days saved by releasing probationers early from jail into treatment during the reporting period.	39.1%	36.1%	40.3%	40.4%	4.3%	11.9%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of students who achieve at least one successful gain in education classes operated by MCAPD during the reporting period.	61.9%	72.7%	52.9%	69.0%	(3.7%)	-5.1%
Output	Annual average number of students who participated in education classes operated by MCAPD during the fiscal year.	N/A	413	317	317	(96)	-23.2%
Demand	Average number of students in need (directed, referred, inquiry) of MCAPD operated education services.	393	585	354	355	(230)	-39.3%
Expenditure Ratio	Average cost per student who participates in MCAPD operated education classes per year.	N/A	$ 3,456.98	$ 5,188.39	$ 4,975.41	$ (1,518.43)	-43.9%
Revenue							
	211 - ADULT PROBATION GRANTS	$ 362,657	$ 931,874	$ 558,218	$ 1,131,214	$ 199,340	21.4%
	TOTAL SOURCES	$ 362,657	$ 931,874	$ 558,218	$ 1,131,214	$ 199,340	21.4%
Expenditure							
	100 - GENERAL	$ 325,748	$ 362,209	$ 432,052	$ 466,345	$ (104,136)	-28.8%
	211 - ADULT PROBATION GRANTS	521,498	1,065,524	1,212,669	1,110,860	(45,336)	-4.3%
	TOTAL USES	$ 847,246	$ 1,427,733	$ 1,644,721	$ 1,577,205	$ (149,472)	-10.5%

Activity Narrative: Demand for Adult Education services continues to decrease resulting in a decreased level of participation. The decrease in demand is due to a change in the General Educational Development Test (GEDT) from FY 2014 to FY 2015. Historically, the number of test takers drops following a change in the GEDT.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of presentence investigation reports submitted to the Court that did not have continuances submitted by MCAPD during the reporting period.	98.3%	99.7%	97.8%	98.1%	(1.6%)	-1.6%
Output	Number of presentence investigation reports completed during the reporting period.	16,524	18,168	16,777	17,105	(1,063)	-5.9%
Demand	Number of presentence investigation reports ordered by the court to be completed during the reporting period.	16,524	18,168	16,777	17,105	(1,063)	-5.9%
Expenditure Ratio	Average cost per presentence investigation report per year.	$ 556.52	$ 506.17	$ 552.11	$ 558.44	$ (52.27)	-10.3%
Expenditure							
	100 - GENERAL	$ 4,963,536	$ 4,979,118	$ 4,979,422	$ 5,120,580	$ (141,462)	-2.8%
	201 - ADULT PROBATION FEES	18,463	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	4,213,897	4,216,961	4,283,383	4,381,754	(164,793)	-3.9%
	TOTAL USES	$ 9,195,896	$ 9,196,079	$ 9,262,805	$ 9,502,334	$ (306,255)	-3.3%

Pretrial Initial Appearance Release Information Activity

The purpose of the Pretrial Jail Initial Appearance Release Information Activity is to provide information on arrested defendants to the Initial Appearance Court judges so they can make informed decisions regarding the defendant's custody status in a timely manner.

Mandates: A.R.S. §13-3967 establishes that at 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Pretrial Initial Appearance defendant packets submitted to the Court within the 24-hour statutory mandate during the reporting period.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Initial Appearance defendant packets presented to the court during the reporting period.	52,090	55,941	52,145	55,139	(802)	-1.4%
Demand	Number of Initial Appearance defendant packets ordered by the court during the reporting period.	52,090	55,941	52,145	55,139	(802)	-1.4%
Expenditure Ratio	Average cost per Initial Appearance defendant packets presented to the court per year.	$ 43.44	$ 45.63	$ 49.22	$ 48.76	$ (3.14)	-6.9%
Expenditure							
	255 - DETENTION OPERATIONS	$ 2,262,792	$ 2,552,459	$ 2,566,715	$ 2,688,768	$ (136,309)	-5.3%
	TOTAL USES	$ 2,262,792	$ 2,552,459	$ 2,566,715	$ 2,688,768	$ (136,309)	-5.3%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of defendants who successfully complete release conditions during the reporting period.	78.5%	82.3%	78.0%	82.3%	(0.0%)	-0.1%
Output	Average number of defendants who appear for pretrial supervision during the reporting period.	2,574	-	2,496	-	-	N/A
Output	Number of defendants exiting (successful and unsuccessful) from pretrial services during the reporting period.	8,578	7,369	8,785	9,160	1,791	24.3%
Output	Annual average number of defendants supervised by Pretrial Services during the fiscal year.	N/A	2,856	2,728	2,856	-	0.0%
Demand	Average number of defendants ordered to be supervised by Pretrial Services during the reporting period.	N/A	2,856	2,496	2,856	-	0.0%
Expenditure Ratio	Average cost per defendant on Pretrial Supervision per year.	N/A	$ 2,506.50	$ 2,556.13	$ 2,622.48	$ (115.97)	-4.6%
Expenditure							
	100 - GENERAL	$ 213,897	$ 211,115	$ 221,156	$ 234,689	$ (23,574)	-11.2%
	201 - ADULT PROBATION FEES	-	-	165,084	-	-	N/A
	255 - DETENTION OPERATIONS	5,759,842	6,947,461	6,586,896	7,255,107	(307,646)	-4.4%
	TOTAL USES	$ 5,973,739	$ 7,158,576	$ 6,973,136	$ 7,489,796	$ (331,220)	-4.6%

Base Adjustments:

Detention Fund (255) Operating

- Increase expenditures in Pretrial Electronic Monitoring service by $100,997 for Pretrial Electronic Monitoring Equipment Lease.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of probationers who successfully completed MCAPD operated and/or funded treatment and residential services during the reporting period.	59.1%	61.3%	58.5%	61.3%	0.0%	0.0%
Result	Percent of jail days saved by releasing probationers early from jail into treatment during the reporting period.	39.1%	36.1%	40.3%	40.4%	4.3%	11.9%
Output	Number of jail days saved by releasing probationers early from jail into treatment during the reporting period.	2,520	2,364	3,282	3,202	838	35.4%
Output	Number of probationers who were terminated from MCAPD operated and/or funded treatment and residential services during the reporting period.	1,049	1,984	1,052	1,048	(936)	-47.2%
Output	Annual average number of probationers who participate in MCAPD operated and/or funded treatment and residential service during the fiscal year.	N/A	1,491	1,490	1,565	74	5.0%
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.	1,687	1,778	1,524	1,778	0	0.0%
Demand	Number of jail days ordered for probationers who are released from jail into treatment during the reporting period.	6,448	7,702	8,134	7,702	-	0.0%
Expenditure Ratio	Average cost per probationer to receive MCAPD operated and/or funded treatment and residential services per year.	N/A	$ 3,457.81	$ 3,256.29	$ 3,141.88	$ 315.93	9.1%
Revenue							
	211 - ADULT PROBATION GRANTS	$ 2,448,253	$ 2,324,594	$ 2,117,021	$ 1,923,533	$ (401,061)	-17.3%
	201 - ADULT PROBATION FEES	8,312	8,398	8,433	7,836	(562)	-6.7%
	TOTAL SOURCES	$ 2,456,565	$ 2,332,992	$ 2,125,454	$ 1,931,369	$ (401,623)	-17.2%
Expenditure							
	100 - GENERAL	$ 2,339,416	$ 2,445,379	$ 2,263,126	$ 2,324,639	$ 120,740	4.9%
	211 - ADULT PROBATION GRANTS	1,672,213	1,893,408	1,746,039	1,764,099	129,309	6.8%
	201 - ADULT PROBATION FEES	11,538	3,000	5,366	18,321	(15,321)	-510.7%
	255 - DETENTION OPERATIONS	797,256	813,811	837,337	809,987	3,824	0.5%
	TOTAL USES	$ 4,820,423	$ 5,155,598	$ 4,851,868	$ 4,917,046	$ 238,552	4.6%

Activity Narrative: Utilizing FY 2014 Actual and FY 2015 Forecast data, it is anticipated that the number of jail days saved by releasing probationers early from jail will increase by 11.9% in FY 2016 due to efforts to release probationers to treatment rather than remain in jail.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Percent of probationers who complete community work service hours ordered by the	54.3%	39.3%	48.2%	48.2%	8.9%	22.7%
Percent of opted-in victims satisfied with MCAPD.	63.9%	71.0%	65.5%	65.5%	(5.5%)	-7.8%
Percent of probationers paying restitution during the reporting period.	77.7%	79.0%	76.5%	79.0%	0.0%	0.1%
Percent of domestic violence probationers who successfully complete probation during the reporting period.	47.2%	51.5%	47.2%	50.3%	(1.2%)	-2.3%
Percentage of active domestic violence probationers sentenced for a new felony offense while supervised during the fiscal year.	5.0%	4.5%	5.1%	5.1%	0.6%	14.6%
Percent of jail days saved through Court Liaison during the reporting period.	46.3%	44.0%	47.5%	48.0%	4.0%	9.2%
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%	97.7%	100.0%	100.0%	2.3%	2.4%
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.	0.4%	0.3%	0.3%	0.5%	0.3%	98.0%
Percent of IPS probationers who successfully exit IPS and are not revoked to prison or jail during the reporting period.	51.8%	56.0%	46.9%	49.4%	(6.6%)	-11.8%
Percent of active IPS probationers sentenced for a new felony offense while supervised during the reporting period.	12.1%	11.2%	10.5%	10.1%	(1.1%)	-9.4%
Percent of unsupervised probationers sentenced for a new felony while being monitored during the fiscal year.	N/A	7.4%	9.0%	9.2%	1.8%	24.9%
Percent of unsupervised probationers who successfully complete probation during the reporting period.	N/A	96.9%	95.8%	96.4%	(0.6%)	-0.6%
Percent of seriously mentally ill probationers who successfully complete probation during the reporting period.	79.4%	74.5%	76.9%	78.0%	3.5%	4.7%
Percent of active seriously mentally ill probationers sentenced for a new felony offense while supervised during the fiscal year.	3.0%	6.4%	6.3%	6.3%	(0.1%)	-1.7%

Program Results (continued)

Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Percent of active Sex Offender probationers sentenced for a new felony offense while supervised during the reporting period.	70.6%	1.3%	2.3%	2.3%	1.0%	77.8%
Percent of standard probationers who successfully complete probation during the reporting period.	65.9%	69.5%	63.4%	60.2%	(9.3%)	-13.3%
Percent of active standard probationers convicted of a new felony offense while supervised during the fiscal year.	7.0%	6.1%	8.9%	7.7%	1.5%	25.3%
Percent of transferred youth probationers who successfully complete probation during the reporting period.	56.7%	58.1%	51.8%	58.6%	0.5%	0.9%
Percent of active transferred youth sentenced for a new felony offense while supervised during the fiscal year.	20.1%	25.1%	20.9%	21.2%	(4.0%)	-15.7%
Percent of newly ordered warrants cleared during the reporting period.	49.3%	65.0%	65.0%	65.0%	(0.0%)	-0.0%
Percent of warrants cleared during the fiscal year.	60.0%	53.3%	55.8%	55.8%	2.5%	4.7%
The percentage of warrants cleared with targeted criteria, out of the total warrants cleared during the reporting period.	15.7%	14.0%	16.0%	16.1%	2.1%	15.0%
Percent of active MARS probationers sentenced for a new felony while supervised during the fiscal year.	N/A	1.8%	2.2%	2.1%	0.3%	18.0%
Percent of MARS probationers who successfully complete probation during the reporting period.	N/A	98.5%	97.6%	98.1%	(0.3%)	-0.4%
Percent of MARS probationers revoked to the Department of Corrections during the reporting period.	N/A	1.4%	2.4%	1.8%	0.3%	23.3%

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
- Minimum Assessed Risk Supervision

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of probationers who complete community work service hours ordered by the court during the reporting period.	54.3%	39.3%	48.2%	48.2%	8.9%	22.7%
Result	Percent of opted-in victims satisfied with MCAPD.	63.9%	71.0%	65.5%	65.5%	(5.5%)	-7.8%
Result	Percent of probationers paying restitution during the reporting period.	77.7%	79.0%	76.5%	79.0%	0.0%	0.1%
Output	Average number of probationers ordered to pay restitution and/or perform Community Restitution Service during the fiscal year.	9,380	8,090	8,635	8,635	545	6.7%
Demand	Average number of probationers ordered to pay victim restitution during the reporting period.	3,848	3,170	3,475	3,475	305	9.6%
Demand	Average number of probationers ordered to perform community work service hours during the reporting period.	5,532	4,920	5,160	5,160	240	4.9%
Expenditure Ratio	Average annual cost to provide Financial Compliance and Community Restitution services during the fiscal year.	$ 333.34	$ 381.62	$ 351.28	$ 366.51	$ 15.11	4.0%
Revenue							
	211 - ADULT PROBATION GRANTS	$ 146,564	$ 56,985	$ 62,849	$ 76,623	$ 19,638	34.5%
	201 - ADULT PROBATION FEES	48,067	42,672	48,631	53,076	10,404	24.4%
	TOTAL SOURCES	$ 194,631	$ 99,657	$ 111,480	$ 129,699	$ 30,042	30.1%
Expenditure							
	100 - GENERAL	$ 3,010,221	$ 2,932,022	$ 2,894,803	$ 3,008,744	$ (76,722)	-2.6%
	211 - ADULT PROBATION GRANTS	20,409	59,267	42,482	57,317	1,950	3.3%
	255 - DETENTION OPERATIONS	96,099	95,990	95,980	98,718	(2,728)	-2.8%
	TOTAL USES	$ 3,126,729	$ 3,087,279	$ 3,033,265	$ 3,164,779	$ (77,500)	-2.5%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of domestic violence probationers who successfully complete probation during the reporting period.	47.2%	51.5%	47.2%	50.3%	(1.2%)	-2.3%
Result	Percentage of active domestic violence probationers sentenced for a new felony offense while supervised during the fiscal year.	5.0%	4.5%	5.1%	5.1%	0.6%	14.6%
Output	Number of domestic violence probationers terminated from probation during the reporting period.	307	377	316	345	(32)	-8.5%
Output	Annual average number of Domestic Violence probationers supervised (includes LJ cases).	N/A	794	799	848	54	6.8%
Demand	Average number of active domestic violence probationers ordered to be supervised during the reporting period.	758	794	801	848	54	6.8%
Expenditure Ratio	Average cost per active Domestic Violence probationer per year.	N/A	$ 2,377.82	$ 2,131.00	$ 2,435.67	$ (147.69)	-6.5%
Expenditure							
	100 - GENERAL	$ 1,525,168	$ 1,809,151	$ 1,696,236	$ 2,054,944	$ (245,793)	-13.6%
	255 - DETENTION OPERATIONS	6,320	7,500	6,430	10,500	(3,000)	-40.0%
	TOTAL USES	$ 1,531,488	$ 1,816,651	$ 1,702,666	$ 2,065,444	$ (248,793)	-13.7%

Activity Narrative: The average number of active probationers in the Domestic Violence activity is expected to increase in FY 2016 by 6.8%. The growth is based on the population increasing by an average of 1.73% per quarter since FY 2012.

Base Adjustments:

General Fund (100) Operating

- Increase Expenditures by $127,545 for 1.0 FTE Probation Officer, 1.0 FTE Surveillance Officer, Cell Phone Service, and Fuel.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of newly ordered warrants cleared during the reporting period.	49.3%	65.0%	65.0%	65.0%	(0.0%)	-0.0%
Result	Percent of warrants cleared during the fiscal year.	60.0%	53.3%	55.8%	55.8%	2.5%	4.7%
Result	The percentage of warrants cleared with targeted criteria, out of the total warrants cleared during the reporting period.	15.7%	14.0%	16.0%	16.1%	2.1%	15.0%
Output	Average number of probationers on warrant status being sought by Adult Probation during the reporting period.	5,779	6,465	6,006	5,919	(546)	-8.4%
Output	Average number of probationers on warrant status with targeted criteria being sought by Adult Probation during the reporting period.	902	1,002	922	912	(90)	-9.0%
Output	Annual average number of probationers on warrant status.	N/A	13,435	13,765	13,765	330	2.5%
Demand	Total number of probationers newly placed on warrant status by the Court during the reporting period.	6,880	7,668	7,562	7,800	132	1.7%
Expenditure Ratio	Average cost per probationer on warrant status during the fiscal year.	N/A	$ 180.27	$ 181.09	$ 184.61	$ (4.34)	-2.4%
Revenue							
	211 - ADULT PROBATION GRANTS	$ 58,114	$ 52,000	$ 50,050	$ 40,000	$ (12,000)	-23.1%
	TOTAL SOURCES	$ 58,114	$ 52,000	$ 50,050	$ 40,000	$ (12,000)	-23.1%
Expenditure							
	100 - GENERAL	$ 2,237,854	$ 2,367,538	$ 2,440,142	$ 2,501,180	$ (133,642)	-5.6%
	211 - ADULT PROBATION GRANTS	51,878	52,000	51,624	40,000	12,000	23.1%
	255 - DETENTION OPERATIONS	104,679	2,400	1,000	-	2,400	100.0%
	TOTAL USES	$ 2,394,411	$ 2,421,938	$ 2,492,766	$ 2,541,180	$ (119,242)	-4.9%

Activity Narrative: The percentage of warrants cleared with targeted criteria appears to be stable. It is forecast to be 16.1% for FY 2015 and FY 2016. Warrants have increased which is due to Adult Probation being previously unable to obtain the number of warrants that were issued through bench warrants, Failure to Appear warrants, and specialty court warrants. Only probationers with a warrant associated with a Petition to Revoke were previously being included. The FY 2015 Forecast and FY 2016 figures reflect continued growth of probationers placed on warrant status.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of jail days saved through Court Liaison during the reporting period.	46.3%	44.0%	47.5%	48.0%	4.0%	9.2%
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.	1,694	1,722	1,830	1,876	154	9.0%
Output	Number of jail days required for probationers going through violation proceedings during the reporting period.	172,057	191,630	188,987	212,743	21,113	11.0%
Output	Annual average number of jailed probationers who received in-custody management services during the fiscal year.	N/A	1,722	1,936	2,056	334	19.4%
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.	1,694	1,722	1,830	1,876	154	9.0%
Expenditure Ratio	Average cost per year, per probationer to provide in-custody management services.	N/A	$ 1,617.09	$ 1,395.87	$ 1,383.81	$ 233.28	14.4%
Revenue							
	201 - ADULT PROBATION FEES	$ 783,868	$ 596,967	$ 757,453	$ 960,000	$ 363,033	60.8%
	TOTAL SOURCES	$ 783,868	$ 596,967	$ 757,453	$ 960,000	$ 363,033	60.8%
Expenditure							
	100 - GENERAL	$ 129,023	$ 194,312	$ 184,920	$ 188,737	$ 5,575	2.9%
	211 - ADULT PROBATION GRANTS	47,645	48,978	19,148	-	48,978	100.0%
	255 - DETENTION OPERATIONS	2,605,380	2,541,333	2,498,336	2,656,375	(115,042)	-4.5%
	TOTAL USES	$ 2,782,048	$ 2,784,623	$ 2,702,404	$ 2,845,112	$ (60,489)	-2.2%

Activity Narrative: The number of jail days required for probationers going through violation proceedings during the reporting period is anticipated to increase by 11.0%. This is 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 increasing as the number of jail days required is also increasing.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Sex Offenders who check in with Adult Probation within 72 hours of discharge from Department of Corrections during the reporting period.	100.0%	97.7%	100.0%	100.0%	2.3%	2.4%
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.	0.4%	0.3%	0.3%	0.5%	0.3%	98.0%
Output	Average number of probationers monitored according to Indirect Services standards during the reporting period.	15,371	13,851	15,889	16,879	3,029	21.9%
Output	Annual average number of probationers monitored by Indirect Services during the fiscal year.	N/A	13,851	16,003	16,879	3,028	21.9%
Demand	Average number of probationers ordered by the court and/or transfered from field supervision to be monitored by Indirect Services during the reporting period.	15,371	13,851	15,881	16,879	3,029	21.9%
Expenditure Ratio	Average cost per probationer monitored by Indirect Services per year.	N/A	$ 85.96	$ 76.03	$ 78.56	$ 7.40	8.6%
Expenditure							
	100 - GENERAL	$ 1,120,095	$ 1,190,566	$ 1,216,771	$ 1,325,971	$ (135,405)	-11.4%
	TOTAL USES	$ 1,120,095	$ 1,190,566	$ 1,216,771	$ 1,325,971	$ (135,405)	-11.4%

Activity Narrative: The percentage of Immigration and Customs Enforcement (ICE) deported probationers returned to MCAPD is very low and is projected to have a very modest increase to 0.4% in the FY 2015 Forecast and 0.5% in FY 2016. It is projected that the Indirect Services population will continue to increase and this is reflected in the FY 2015 Forecast and FY 2016.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of IPS probationers who successfully exit IPS and are not revoked to prison or jail during the reporting period.	51.8%	56.0%	46.9%	49.4%	(6.6%)	-11.8%
Result	Percent of active IPS probationers sentenced for a new felony offense while supervised during the reporting period.	12.1%	11.2%	10.5%	10.1%	(1.1%)	-9.4%
Output	Total number of IPS probationers discharged from IPS during the reporting period.	913	734	1,095	1,150	416	56.7%
Output	Average number of IPS probationers who are supervised during the fiscal year.	871	973	942	975	2	0.2%
Demand	Average number of active IPS probationers ordered to be supervised during the reporting period.	871	974	979	975	2	0.2%
Expenditure Ratio	Average cost per IPS probationer per year.	N/A	$ 7,596.24	$ 7,545.14	$ 8,164.31	$ (568.07)	-7.5%
Revenue							
	201 - ADULT PROBATION FEES	$ 436,991	$ 446,135	$ 444,124	$ 447,500	$ 1,365	0.3%
	TOTAL SOURCES	$ 436,991	$ 446,135	$ 444,124	$ 447,500	$ 1,365	0.3%
Expenditure							
	100 - GENERAL	$ 1,498,175	$ 1,806,907	$ 1,723,895	$ 1,748,725	$ 58,182	3.2%
	255 - DETENTION OPERATIONS	4,925,603	5,584,232	5,383,623	6,211,474	(627,242)	-11.2%
	TOTAL USES	$ 6,423,778	$ 7,391,139	$ 7,107,518	$ 7,960,199	$ (569,060)	-7.7%

Activity Narrative: The number of Intensive Probation Services (IPS) probationers discharged is expected to increase in FY 2016. IPS has been increasing an average of 2.6% per quarter since FY 2012.

Base Adjustments:

Detention Fund (255) Operating

- Increase expenditures in Intensive Probation service by $581,043 for 7.0 FTE and related supplies and services.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of unsupervised probationers sentenced for a new felony while being monitored during the fiscal year.	N/A	7.4%	9.0%	9.2%	1.8%	24.9%
Result	Percent of unsupervised probationers who successfully complete probation during the reporting period.	N/A	96.9%	95.8%	96.4%	(0.6%)	-0.6%
Output	Annual average number of unsupervised probationers monitored during the fiscal year.	N/A	6,978	5,285	5,285	(1,693)	-24.3%
Demand	Average number of unsupervised probationers ordered by the court to be monitored during the reporting period.	N/A	6,978	5,303	5,295	(1,683)	-24.1%
Expenditure Ratio	The average cost per unsupervised probationer per fiscal year.	N/A	$ 655.26	$ 853.13	$ 889.99	$ (234.73)	-35.8%
Expenditure							
	100 - GENERAL	$ 4,728,701	$ 4,572,416	$ 4,508,784	$ 4,703,616	$ (131,200)	-2.9%
	TOTAL USES	$ 4,728,701	$ 4,572,416	$ 4,508,784	$ 4,703,616	$ (131,200)	-2.9%

Seriously Mentally Ill Activity

The purpose of the Seriously Mentally Ill 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of seriously mentally ill probationers who successfully complete probation during the reporting period.	79.4%	74.5%	76.9%	78.0%	3.5%	4.7%
Result	Percent of active seriously mentally ill probationers sentenced for a new felony offense while supervised during the fiscal year.	3.0%	6.4%	6.3%	6.3%	(0.1%)	-1.7%
Output	Number of active seriously mentally ill probationers terminated from probation during the reporting period.	272	302	255	286	(16)	-5.3%
Output	Annual average number of active SMI probationers supervised during the fiscal year.	N/A	624	656	660	36	5.8%
Demand	Average number of active seriously mentally ill probationers ordered to be supervised by the Court during the reporting period.	629	624	673	650	26	4.2%
Expenditure Ratio	Average cost per active SMI probationer per year.	N/A	$ 2,736.44	$ 2,589.06	$ 2,431.42	$ 305.02	11.1%
Revenue							
	211 - ADULT PROBATION GRANTS	$ -	$ 36,466	$ 137,751	$ -	$ (36,466)	-100.0%
	TOTAL SOURCES	$ -	$ 36,466	$ 137,751	$ -	$ (36,466)	-100.0%
Expenditure							
	100 - GENERAL	$ 1,537,893	$ 1,544,063	$ 1,574,970	$ 1,604,736	$ (60,673)	-3.9%
	211 - ADULT PROBATION GRANTS	114,204	163,477	123,456	-	163,477	100.0%
	TOTAL USES	$ 1,652,097	$ 1,707,540	$ 1,698,426	$ 1,604,736	$ 102,804	6.0%

Activity Narrative: Beginning in FY 2015 the new felonies are now captured from the Adult Probation Enterprise Tracking System. The projections have been updated to reflect this change and the FY 2015 Forecast and FY 2016 reflect this. It is anticipated that there will be a slight decrease for FY16. These do remain small numbers so there can be significant fluctuation with small changes in the number of new felonies. The number of Severely Mentally Ill probationers successfully completing

probation is expected to remain stable in FY 2016. Growth remains modest for the Severely Mentally Ill Activity.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of active Sex Offender probationers sentenced for a new felony offense while supervised during the reporting period.	70.6%	1.3%	2.3%	2.3%	1.0%	77.8%
Output	Annual average number of active Sex Offender probationers supervised during the fiscal year.	2,031	2,144	2,189	2,240	96	4.5%
Demand	Average number of active Sex Offender probationers ordered to be supervised during the reporting period.	2,084	2,144	2,191	2,240	96	4.5%
Expenditure Ratio	Average cost per active Sex Offender probationer supervised per year.	$ 2,821.66	$ 3,130.60	$ 2,884.80	$ 3,144.44	$ (13.84)	-0.4%
Revenue							
	201 - ADULT PROBATION FEES	$ 47,518	$ 55,964	$ 47,559	$ 33,240	$ (22,724)	-40.6%
	TOTAL SOURCES	$ 47,518	$ 55,964	$ 47,559	$ 33,240	$ (22,724)	-40.6%
Expenditure							
	100 - GENERAL	$ 4,325,136	$ 5,566,928	$ 4,748,098	$ 5,945,999	$ (379,071)	-6.8%
	211 - ADULT PROBATION GRANTS	350	-	-	-	-	N/A
	201 - ADULT PROBATION FEES	1,343,351	1,081,423	1,503,294	1,031,112	50,311	4.7%
	255 - DETENTION OPERATIONS	61,951	63,656	63,439	66,444	(2,788)	-4.4%
	TOTAL USES	$ 5,730,788	$ 6,712,007	$ 6,314,831	$ 7,043,555	$ (331,548)	-4.9%

Activity Narrative: The number of probationers ordered to be supervised by Sex Offender officers has been increasing slightly and will continue to do so since about 78% of the Sex Offender population is sentenced to lifetime probation. The sex offender population has increased an average of 1.3% per quarter since FY 2012.

Base Adjustments:

General Fund (100) Operating

- Increase expenditures by $255,091 for 4.0 FTE, Cell Phone Service, and Fuel for Sex Offender Probation.
- Increase expenditures by $30,000 for Sex Offender Software Licenses.
- Decrease expenditures by $122,122 for Sex Offender Treatment and Testing.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of standard probationers who successfully complete probation during the reporting period.	65.9%	69.5%	63.4%	60.2%	(9.3%)	-13.3%
Result	Percent of active standard probationers convicted of a new felony offense while supervised during the fiscal year.	7.0%	6.1%	8.9%	7.7%	1.5%	25.3%
Output	Number of Standard probationers terminated from probation during the reporting period.	6,122	6,247	6,157	6,574	327	5.2%
Output	Annual average number of active Standard probationers supervised during the fiscal year.	N/A	14,893	15,416	16,047	1,154	7.7%
Demand	Average number of active standard probationers ordered to be supervised during the reporting period. (Includes Interstate Compact)	14,627	14,894	15,613	16,047	1,154	7.7%
Expenditure Ratio	Average cost per active Standard probationer per year.	N/A	$ 2,038.79	$ 1,955.23	$ 1,998.64	$ 40.15	2.0%
Revenue							
	211 - ADULT PROBATION GRANTS	$ 8,893	$ 5,000	$ -	$ -	$ (5,000)	-100.0%
	201 - ADULT PROBATION FEES	8,025,036	8,004,776	8,056,551	8,034,297	29,521	0.4%
	TOTAL SOURCES	$ 8,033,929	$ 8,009,776	$ 8,056,551	$ 8,034,297	$ 24,521	0.3%
Expenditure							
	100 - GENERAL	$ 14,321,495	$ 14,381,577	$ 15,123,330	$ 16,067,351	$ (1,685,774)	-11.7%
	211 - ADULT PROBATION GRANTS	199,002	129,000	217,685	139,000	(10,000)	-7.8%
	201 - ADULT PROBATION FEES	10,897,868	12,096,459	11,139,770	11,445,043	651,416	5.4%
	255 - DETENTION OPERATIONS	3,303,275	3,756,694	3,661,050	4,420,799	(664,105)	-17.7%
	TOTAL USES	$ 28,721,640	$ 30,363,730	$ 30,141,835	$ 32,072,193	$ (1,708,463)	-5.6%

Activity Narrative: The average number of active standard probationers is expected to increase at a rate of 7.7% in FY 2016. There has been an average quarterly increase of 0.38% and an average change year to year of 1.53% since FY 2012. This increase has been due to a higher reliance on utilizing probation services over jail time. DUI Court, Drug Court, and Standard Probation services are a part of the Standard Probation activity and have had a higher demand.

Base Adjustments:

General Fund (100) Operating

- Increase Expenditures by $898,078 for 12.0 FTE Probation Officers, Cell Phone Service, and Mileage.

Detention Fund (255) Operating

- Increase expenditures in Prison Re-Entry service by $228,448 for 3.0 FTE and related supplies and services.
- Increase expenditures in Drug Court service by $265,055 for 2.0 FTE and related supplies, services, and drug testing.

Transferred 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of transferred youth probationers who successfully complete probation during the reporting period.	56.7%	58.1%	51.8%	58.6%	0.5%	0.9%
Result	Percent of active transferred youth sentenced for a new felony offense while supervised during the fiscal year.	20.1%	25.1%	20.9%	21.2%	(4.0%)	-15.7%
Output	Number of transferred youth probationers terminated from probation during the reporting period.	120	160	110	116	(44)	-27.5%
Output	Annual average number of active transferred youth supervised during the reporting period during the fiscal year.	204	211	196	189	(22)	-10.4%
Demand	Average number of active transferred youth ordered to be supervised by the Court during the reporting period.	204	211	196	189	(21)	-10.1%
Expenditure Ratio	Average cost per active Transferred Youth probationer per year.	$ 3,503.95	$ 3,358.54	$ 3,650.95	$ 4,193.92	$ (835.38)	-24.9%
Expenditure							
	100 - GENERAL	$ 7,298	$ 15,701	$ 13,587	$ 16,725	$ (1,024)	-6.5%
	211 - ADULT PROBATION GRANTS	-	-	-	40,000	(40,000)	N/A
	255 - DETENTION OPERATIONS	707,507	692,951	702,000	735,925	(42,974)	-6.2%
	TOTAL USES	$ 714,805	$ 708,652	$ 715,587	$ 792,650	$ (83,998)	-11.9%

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 48,350,459**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 1,633,844**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*1,627,536*	*-*
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*2,939*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*3,369*	*-*
FY 2015 Revised Budget			**$ 49,984,303**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 17,101**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*410*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*(3,369)*	*-*
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*20,060*	*-*
FY 2016 Baseline Budget			**$ 50,001,404**	**$ -**
Adjustments:				
Employee Retirement and Benefits			**$ 1,196,293**	**$ -**
Retirement Contributions			*1,196,293*	*-*
Base Adjustments			**$ 1,188,732**	**$ -**
Other Base Adjustments			*(181,232)*	*-*
Increase Cell Phone Service for iPhone use	*$*	*108,000*		
Increase Cost of Communication Center		*90,000*		
Increase Annual Maintenance of Records Scanning/Storage		*15,000*		
Increase Sex Offender Software Licenses		*30,000*		
Decrease Non Capital Equipment		*(302,110)*		
Decrease Other Services		*(122,122)*		
Internal Service Charges			*89,250*	*-*
Increase Risk Management Charges	*$*	*89,250*		
Personnel Additions and Related Costs			*1,280,714*	*-*
Add 2.0 FTE, Cell Phone Service and Fuel for Domestic Violence Probation	*$*	*127,545*		
Add 4.0 FTE, Cell Phone Service and Fuel for Sex Offender Probation		*255,091*		
Add 12.0 FTE, Cell Phone Service and Mileage for Standard Probation		*898,078*		
Reallocations			**$ (4,125,456)**	**$ -**
Reallocation Between Funds			*(4,125,456)*	*-*
Indirect Cost Allocation to Detention Fund	*$*	*(4,125,456)*	*-*	*-*
FY 2016 Tentative Budget			**$ 48,260,973**	**$ -**
Percent Change from Baseline Amount			*-3.5%*	
Adjustments:				
Employee Retirement and Benefits			**$ 823,440**	**$ -**
Employee Health/Dental Premiums			*823,440*	*-*
FY 2016 Adopted Budget			**$ 49,084,413**	**$ -**
Percent Change from Baseline Amount			*-1.8%*	

General Fund (100) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 25,000**	**$ -**
FY 2015 Revised Budget		**$ 25,000**	**$ -**
Adjustments:			
Base Adjustments		**$ (25,000)**	**$ -**
Vehicle Replacement		*(25,000)*	-
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 171,000**	**$ -**
Other Non Recurring		*171,000*	-
Computers, Handguns and Vests for New Positions	*$ 47,000*	-	-
Computer Mounts for Sex Offender and Domestic Violence	*54,000*	-	-
Replacement Body Armor	*70,000*	-	-
FY 2016 Adopted Budget		**$ 171,000**	**$ -**

Adult Probation Fees Fund (201)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 12,343,549**	**$ 12,343,549**
FY 2015 Revised Budget		**$ 12,343,549**	**$ 12,343,549**
FY 2016 Baseline Budget		**$ 12,343,549**	**$ 12,343,549**
FY 2016 Adopted Budget		**$ 12,343,549**	**$ 12,343,549**
Percent Change from Baseline Amount		*0.0%*	*0.0%*

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 1,083,459**	**$ -**
FY 2015 Revised Budget		**$ 1,083,459**	**$ -**
Adjustments:			
Non Recurring		**$ (1,083,459)**	**$ -**
Other Non Recurring		*(1,083,459)*	-
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 428,787**	**$ -**
Other Non Recurring		*428,787*	-
Personnel Costs	*$ 53,464*	-	-
Equipment Replacement	*280,323*	-	-
Vehicle Upgrades	*45,000*	-	-
Computer Monitors	*50,000*	-	-
FY 2016 Adopted Budget		**$ 428,787**	**$ -**

Adult Probation Fees Fund (201) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 1,619,837	$ 1,083,459	$ 1,083,459	$ 1,701,802	$ 1,078,325
Sources:					
Operating	$ 12,567,099	$ 12,343,549	$ 12,343,549	$ 12,446,116	$ 12,343,549
Non-Recurring	32,209	-	-	-	-
Total Sources:	$ 12,599,308	$ 12,343,549	$ 12,343,549	$ 12,446,116	$ 12,343,549
Uses:					
Operating	$ 12,120,218	$ 12,343,549	$ 12,343,549	$ 12,160,560	$ 12,343,549
Non-Recurring	397,125	1,083,459	1,083,459	909,033	428,787
Total Uses:	$ 12,517,343	$ 13,427,008	$ 13,427,008	$ 13,069,593	$ 12,772,336
Structural Balance	$ 446,881	$ -	$ -	$ 285,556	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,701,802	$ -	$ -	$ 1,078,325	$ 649,538
Total Ending Spendable Fund Balance	$ 1,701,802	$ -	$ -	$ 1,078,325	$ 649,538

Adult Probation Grants Fund (211)

				Expenditures	Revenue
OPERATING					
FY 2015 Adopted Budget				**$ 2,876,995**	**$ 2,876,995**
Adjustments:	Agenda Item:				
Grants				**$ 543,187**	**$ 543,187**
Adult Probation FY 15 Grants	*C-11-15-002-G-00*			*543,187*	*543,187*
FY 2015 Revised Budget				**$ 3,420,182**	**$ 3,420,182**
FY 2016 Baseline Budget				**$ 3,420,182**	**$ 3,420,182**
Adjustments:					
Employee Retirement and Benefits				**$ 3,031**	**$ -**
Retirement Contributions				*3,031*	*-*
Base Adjustments				**$ 2,903**	**$ -**
Internal Service Charges				*2,903*	*-*
Increase Risk Management Charges		*$*	*2,903*		
Grants				**$ (254,746)**	**$ (248,812)**
Grant Reconciliation				*(254,746)*	*(248,812)*
FY 2016 Adopted Budget				**$ 3,171,370**	**$ 3,171,370**
Percent Change from Baseline Amount				*-7.3%*	*-7.3%*

Adult Probation Grants Fund (211) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ (51,398)	$ (51,398)	$ (51,398)	$ (152,581)	$ (152,581)
Sources:					
Operating	$ 2,533,551	$ 2,876,995	$ 3,420,182	$ 3,420,182	$ 3,171,370
Total Sources:	$ 2,533,551	$ 2,876,995	$ 3,420,182	$ 3,420,182	$ 3,171,370
Uses:					
Operating	$ 2,634,741	$ 2,876,995	$ 3,420,182	$ 3,420,182	$ 3,171,370
Total Uses:	$ 2,634,741	$ 2,876,995	$ 3,420,182	$ 3,420,182	$ 3,171,370
Structural Balance	$ (101,190)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 7	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	(152,581)	(51,398)	(51,398)	(152,581)	(152,581)
Total Ending Spendable Fund Balance	$ (152,581)	$ (51,398)	$ (51,398)	$ (152,581)	$ (152,581)

Detention Fund (255)

				Expenditures	Revenue
OPERATING					
FY 2015 Adopted Budget				**$ 26,643,287**	**$ -**
Adjustments:	Agenda Item:				
Employee Salary Adjustments				**$ 821,987**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*			*821,987*	-
FY 2015 Revised Budget				**$ 27,465,274**	**$ -**
Adjustments:					
Employee Salary Adjustments				**$ 791**	**$ -**
FY 15 Q2 to Q4 Performance Based Retention Pay Plan				*791*	-
FY 2016 Baseline Budget				**$ 27,466,065**	**$ -**
Adjustments:					
Employee Retirement and Benefits				**$ 649,467**	**$ -**
Retirement Contributions				*649,467*	-
Base Adjustments				**$ 1,202,333**	**$ -**
Other Base Adjustments				*(9,824)*	-
Decrease Non-Capital Equipment			*(9,824)*		
Internal Service Charges				*36,614*	-
Increase Risk Management Charges		*$*	*36,614*		
Personnel Additions and Related Costs				*1,175,543*	-
Increase Prison Re-Entry for 3.0 FTE and related supplies and services		*$*	*228,448*		
Increase Intensive Probation for 7.0 FTE and related supplies and services			*581,043*		
Increase Drug Court for 2.0 FTE and related supplies, services and drug testing			*265,055*		
Increase Pretrial Electronic Monitoring Equipment Lease			*100,997*		
Reallocations				**$ 4,125,456**	**$ -**
Reallocation Between Funds				*4,125,456*	-
Indirect Allocation from the General Fund		*$*	*4,125,456*	-	-
FY 2016 Tentative Budget				**$ 33,443,321**	**$ -**
Percent Change from Baseline Amount				*21.8%*	
Adjustments:					
Employee Retirement and Benefits				**$ 359,832**	**$ -**
Employee Health/Dental Premiums				*359,832*	-
FY 2016 Adopted Budget				**$ 33,803,153**	**$ -**
Percent Change from Baseline Amount				*23.1%*	

Detention Fund (255) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2015 Adopted Budget			**$ 200,000**	**$ -**
FY 2015 Revised Budget			**$ 200,000**	**$ -**
Adjustments:				
Base Adjustments			**$ (200,000)**	**$ -**
Vehicle Replacement			*(200,000)*	*-*
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 55,800**	**$ -**
Other Non Recurring			*55,800*	*-*
Computers, Handguns and Vests for New Positions	*$*	*25,800*		
Replacement Body Armor		*40,950*		
FY 2016 Adopted Budget			**$ 55,800**	**$ -**

Air Quality

Analysis by Nicholas Romani, 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 Fiscal Year 2014, air quality at all stations was in compliance with Federal Health Standards 95% 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%.

Status: This was a new goal in Fiscal Year 2013. Rule Effectiveness studies were developed in early FY 2013 and are not scheduled to be updated until FY 2016 per agreement with the Environmental Protection Agency and as a stipulation of the State Implementation Plan (SIP).

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 2013 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. Survey structure and results are being analyzed.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
DCPR - DUST CNTRL PERMIT REGULATION	$ 6,624,524	$ 5,804,337	$ 5,804,337	$ 6,147,232	$ 6,559,994	$ 755,657	13.0%
LREC - LARGE SOURCE PERMIT REGULATION	1,220,844	1,313,782	1,313,782	1,308,052	1,341,054	27,272	2.1%
SREC - SMALL SOURCE PERMIT REGULATION	5,293,852	5,541,208	5,541,208	5,255,720	5,439,911	(101,297)	-1.8%
TRDA - TRIP REDUCTION	1,463,880	1,800,242	1,800,242	1,812,807	1,800,242	-	0.0%
85AQ - AIR QUALITY	$ 14,603,100	$ 14,459,569	$ 14,459,569	$ 14,523,811	$ 15,141,201	$ 681,632	4.7%
ODIR - EXECUTIVE MANAGEMENT	$ 899,712	$ 2,004	$ 2,004	$ 22,917	$ 18,000	$ 15,996	798.2%
RCOM - REGULATION COMPLIANCE	-	974,066	974,066	892,117	864,062	(110,004)	-11.3%
RECO - RECORDS MANAGEMENT	-	-	-	1,450	2,004	2,004	N/A
99AS - INDIRECT SUPPORT	$ 899,712	$ 976,070	$ 976,070	$ 916,484	$ 884,066	$ (92,004)	-9.4%
GGOV - GENERAL GOVERNMENT	$ 16,673	$ 32,040	$ 32,040	$ (196,535)	$ 32,040	$ -	0.0%
99GV - GENERAL OVERHEAD	$ 16,673	$ 32,040	$ 32,040	$ (196,535)	$ 32,040	$ -	0.0%
TOTAL PROGRAMS	**$ 15,519,485**	**$ 15,467,679**	**$ 15,467,679**	**$ 15,243,760**	**$ 16,057,307**	**$ 589,628**	**3.8%**
USES							
AQPI - AQ PUBLIC INFORMATION	$ 269,929	$ 962,590	$ 542,484	$ 688,343	$ 560,491	$ (18,007)	-3.3%
DCPR - DUST CNTRL PERMIT REGULATION	2,231,533	2,779,370	2,807,891	2,328,387	2,737,056	70,835	2.5%
LREC - LARGE SOURCE PERMIT REGULATION	926,362	2,545,257	2,475,368	1,373,173	2,418,721	56,647	2.3%
SREC - SMALL SOURCE PERMIT REGULATION	2,554,260	2,899,318	2,880,227	2,830,207	2,829,487	50,740	1.8%
TRDA - TRIP REDUCTION	1,664,297	1,763,581	1,772,380	1,357,680	1,776,691	(4,311)	-0.2%
85AQ - AIR QUALITY	$ 7,646,381	$ 10,950,116	$ 10,478,350	$ 8,577,790	$ 10,322,446	$ 155,904	1.5%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 211,847	$ 208,507	$ 198,292	$ 209,753	$ 296,605	$ (98,313)	-49.6%
FACI - FACILITIES MANAGEMENT	-	672,414	672,414	788,871	779,622	(107,208)	-15.9%
ODIR - EXECUTIVE MANAGEMENT	5,550,492	578,894	455,761	534,515	298,809	156,952	34.4%
POOL - POOLED COSTS	-	-	-	-	354,650	(354,650)	N/A
PROC - PROCUREMENT	27,970	28,917	28,949	35,333	34,458	(5,509)	-19.0%
RCOM - REGULATION COMPLIANCE	-	3,508,592	3,998,755	3,833,380	3,630,725	368,030	9.2%
RECO - RECORDS MANAGEMENT	-	-	-	1,742	3,000	(3,000)	N/A
SPPT - OPERATIONS SUPPORT	-	1,651,299	1,785,922	1,429,997	2,771,499	(985,577)	-55.2%
99AS - INDIRECT SUPPORT	$ 5,790,309	$ 6,648,623	$ 7,140,093	$ 6,833,591	$ 8,169,368	$ (1,029,275)	-14.4%
CSCA - CENTRAL SERVICE COST ALLOC	$ 700,557	$ 605,708	$ 605,708	$ 605,706	$ 664,134	$ (58,426)	-9.6%
INFR - INFRASTRUCTURE	-	132,092	132,092	67,391	137,843	(5,751)	-4.4%
ISFC - INTERNAL SERVICE FUND CHARGES	86,640	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	83,976	83,976	84,748	194,515	(110,539)	-131.6%
99GV - GENERAL OVERHEAD	$ 787,197	$ 821,776	$ 821,776	$ 757,845	$ 996,492	$ (174,716)	-21.3%
TOTAL PROGRAMS	**$ 14,223,887**	**$ 18,420,515**	**$ 18,440,219**	**$ 16,169,226**	**$ 19,488,306**	**$ (1,048,087)**	**-5.7%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 10,536,732	$ 10,146,067	$ 10,146,067	$ 10,408,845	$ 10,831,125	$ 685,058	6.8%
SUBTOTAL	$ 10,536,732	$ 10,146,067	$ 10,146,067	$ 10,408,845	$ 10,831,125	$ 685,058	6.8%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 2,150,287	$ 2,306,095	$ 2,306,095	$ 1,953,911	$ 2,173,279	$ (132,816)	-5.8%
0620 - OTHER INTERGOVERNMENTAL	1,463,880	1,800,242	1,800,242	1,812,807	1,800,242	-	0.0%
SUBTOTAL	$ 3,614,167	$ 4,106,337	$ 4,106,337	$ 3,766,718	$ 3,973,521	$ (132,816)	-3.2%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 577,107	$ 518,631	$ 518,631	$ 452,910	$ 530,217	$ 11,586	2.2%
SUBTOTAL	$ 577,107	$ 518,631	$ 518,631	$ 452,910	$ 530,217	$ 11,586	2.2%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 783,294	$ 662,600	$ 662,600	$ 553,384	$ 670,400	$ 7,800	1.2%
SUBTOTAL	$ 783,294	$ 662,600	$ 662,600	$ 553,384	$ 670,400	$ 7,800	1.2%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 4,634	$ 32,040	$ 32,040	$ 37,236	$ 32,040	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	3,551	2,004	2,004	24,667	20,004	18,000	898.2%
SUBTOTAL	$ 8,185	$ 34,044	$ 34,044	$ 61,903	$ 52,044	$ 18,000	52.9%
ALL REVENUES	$ 15,519,485	$ 15,467,679	$ 15,467,679	$ 15,243,760	$ 16,057,307	$ 589,628	3.8%
TOTAL SOURCES	$ 15,519,485	$ 15,467,679	$ 15,467,679	$ 15,243,760	$ 16,057,307	$ 589,628	3.8%

Sources and Uses by Category (continued)

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 6,684,273	$ 7,776,967	$ 7,750,927	$ 7,333,201	$ 8,159,989	$ (409,062)	-5.3%
0705 - TEMPORARY PAY	16,211	77,420	80,139	55,789	82,835	(2,696)	-3.4%
0710 - OVERTIME	86,659	66,274	66,274	84,067	99,274	(33,000)	-49.8%
0750 - FRINGE BENEFITS	2,496,016	2,869,409	2,894,372	2,669,973	3,090,725	(196,353)	-6.8%
0790 - OTHER PERSONNEL SERVICES	19,253	32,584	32,584	25,159	19,848	12,736	39.1%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,473,116)	(1,586,388)	(1,586,388)	(1,853,707)	(1,608,909)	22,521	1.4%
0796 - PERSONNEL SERVICES ALLOC-IN	1,967,169	2,203,258	2,221,320	2,299,912	2,520,067	(298,747)	-13.4%
SUBTOTAL	$ 9,796,465	$ 11,439,524	$ 11,459,228	$ 10,614,394	$ 12,363,829	$ (904,601)	-7.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 321,466	$ 317,225	$ 317,225	$ 252,297	$ 253,475	$ 63,750	20.1%
0803 - FUEL	115,211	179,191	179,191	141,070	136,191	43,000	24.0%
0804 - NON-CAPITAL EQUIPMENT	28,075	40,400	40,400	37,356	26,400	14,000	34.7%
0805 - SUPPLIES-ALLOCATION OUT	(30,003)	(18,196)	(18,196)	(25,858)	(19,423)	1,227	6.7%
0806 - SUPPLIES-ALLOCATION IN	55,279	85,042	85,042	87,292	158,701	(73,659)	-86.6%
SUBTOTAL	$ 490,028	$ 603,662	$ 603,662	$ 492,157	$ 555,344	$ 48,318	8.0%
SERVICES							
0810 - LEGAL SERVICES	$ 7,434	$ 25,000	$ 25,000	$ 11,500	$ 25,000	$ -	0.0%
0811 - HEALTH CARE SERVICES	5,562	10,500	10,500	5,688	8,300	2,200	21.0%
0812 - OTHER SERVICES	1,113,727	3,026,743	3,026,743	1,842,640	3,059,385	(32,642)	-1.1%
0820 - RENT & OPERATING LEASES	830,858	897,585	897,585	867,193	877,573	20,012	2.2%
0825 - REPAIRS AND MAINTENANCE	41,440	64,810	64,810	88,992	60,810	4,000	6.2%
0830 - INTERGOVERNMENTAL PAYMENTS	635	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	1,064,988	975,228	975,228	942,279	1,159,540	(184,312)	-18.9%
0841 - TRAVEL	6,554	19,060	19,060	12,169	15,024	4,036	21.2%
0842 - EDUCATION AND TRAINING	37,256	79,041	79,041	48,035	78,841	200	0.3%
0843 - POSTAGE/FREIGHT/SHIPPING	39,711	44,694	44,694	36,189	37,694	7,000	15.7%
0850 - UTILITIES	72,075	82,000	82,000	113,958	42,000	40,000	48.8%
0872 - SERVICES-ALLOCATION OUT	(104,394)	-	(120,306)	(120,236)	(124,151)	3,845	3.2%
0873 - SERVICES-ALLOCATION IN	375,015	152,209	445,902	398,906	421,417	24,485	5.5%
SUBTOTAL	$ 3,490,861	$ 5,376,870	$ 5,550,257	$ 4,247,313	$ 5,661,433	$ (111,176)	-2.0%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 275,714	$ 300,850	$ 300,850	$ 300,850	$ 409,700	$ (108,850)	-36.2%
0930 - VEHICLES & CONSTRUCTION EQUIP	116,894	470,000	470,000	464,224	498,000	(28,000)	-6.0%
0955 - CAPITAL-ALLOCATION OUT	-	(120,306)	-	-	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	53,925	349,915	56,222	50,288	-	56,222	100.0%
SUBTOTAL	$ 446,533	$ 1,000,459	$ 827,072	$ 815,362	$ 907,700	$ (80,628)	-9.7%
ALL EXPENDITURES	$ 14,223,887	$ 18,420,515	$ 18,440,219	$ 16,169,226	$ 19,488,306	$ (1,048,087)	-5.7%
TOTAL USES	$ 14,223,887	$ 18,420,515	$ 18,440,219	$ 16,169,226	$ 19,488,306	$ (1,048,087)	-5.7%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
503 AIR QUALITY GRANTS							
OPERATING	$ 3,614,168	$ 4,106,337	$ 4,106,337	$ 3,766,032	$ 3,973,521	$ (132,816)	-3.2%
FUND TOTAL SOURCES	$ 3,614,168	$ 4,106,337	$ 4,106,337	$ 3,766,032	$ 3,973,521	$ (132,816)	-3.2%
504 AIR QUALITY FEES							
OPERATING	$ 11,905,317	$ 11,361,342	$ 11,361,342	$ 11,477,728	$ 12,083,786	$ 722,444	6.4%
FUND TOTAL SOURCES	$ 11,905,317	$ 11,361,342	$ 11,361,342	$ 11,477,728	$ 12,083,786	$ 722,444	6.4%
DEPARTMENT OPERATING TOTAL SOURCES	$ 15,519,485	$ 15,467,679	$ 15,467,679	$ 15,243,760	$ 16,057,307	$ 589,628	3.8%
DEPARTMENT TOTAL SOURCES	$ 15,519,485	$ 15,467,679	$ 15,467,679	$ 15,243,760	$ 16,057,307	$ 589,628	3.8%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 788,158	$ 788,158	$ 807,862	$ 807,862	$ 810,957	$ (3,095)	-0.4%
AIR QUAL MONITORING EQUIP	-	420,850	420,850	420,850	409,700	11,150	2.6%
NON RECURRING NON PROJECT	285,766	-	-	-	-	-	N/A
FUND TOTAL USES	$ 1,073,924	$ 1,209,008	$ 1,228,712	$ 1,228,712	$ 1,220,657	$ 8,055	0.7%
503 AIR QUALITY GRANTS							
OPERATING	$ 3,584,039	$ 4,106,337	$ 4,106,337	$ 3,766,032	$ 3,973,521	$ 132,816	3.2%
FUND TOTAL USES	$ 3,584,039	$ 4,106,337	$ 4,106,337	$ 3,766,032	$ 3,973,521	$ 132,816	3.2%
504 AIR QUALITY FEES							
OPERATING	$ 9,485,005	$ 11,361,342	$ 11,361,342	$ 10,507,203	$ 12,083,397	$ (722,055)	-6.4%
NON RECURRING NON PROJECT	80,919	1,743,828	1,743,828	667,279	2,210,731	(466,903)	-26.8%
FUND TOTAL USES	$ 9,565,924	$ 13,105,170	$ 13,105,170	$ 11,174,482	$ 14,294,128	$ (1,188,958)	-9.1%
DEPARTMENT OPERATING TOTAL USES	$ 13,857,202	$ 16,255,837	$ 16,275,541	$ 15,081,097	$ 16,867,875	$ (592,334)	-3.6%
DEPARTMENT NON RECURRING TOTAL USES	$ 366,685	$ 2,164,678	$ 2,164,678	$ 1,088,129	$ 2,620,431	$ (455,753)	-21.1%
DEPARTMENT TOTAL USES	$ 14,223,887	$ 18,420,515	$ 18,440,219	$ 16,169,226	$ 19,488,306	$ (1,048,087)	-5.7%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
AIR QUALITY							
AQ PUBLIC INFORMATION	2.00	2.00	3.00	3.00	3.00	-	0.0%
DUST CNTRL PERMIT REGULATION	32.75	29.35	29.15	29.15	29.13	(.03)	(0.1%)
LARGE SOURCE PERMIT REGULATION	16.05	18.85	18.85	18.85	18.85	-	0.0%
SMALL SOURCE PERMIT REGULATION	38.10	38.70	38.40	38.40	38.40	-	0.0%
TRIP REDUCTION	12.00	12.00	12.00	12.00	12.00	-	0.0%
PROGRAM TOTAL	100.90	100.90	101.40	101.40	101.38	(.03)	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	3.60	4.00	4.50	4.00	4.49	(.01)	(0.2%)
EXECUTIVE MANAGEMENT	36.10	3.10	2.00	2.00	2.00	-	0.0%
OPERATIONS SUPPORT	-	5.00	6.00	6.00	6.00	-	0.0%
PROCUREMENT	.50	.50	.50	.50	.50	-	0.0%
REGULATION COMPLIANCE	-	28.00	28.75	28.75	30.75	2.00	7.0%
PROGRAM TOTAL	40.20	40.60	41.75	41.25	43.74	1.99	4.8%
DEPARTMENT TOTAL	141.10	141.50	143.15	142.65	145.12	1.97	1.4%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	8.00	8.00	7.50	7.00	7.49	(.01)	(0.1%)
Administrative Manager	-	-	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	-	-	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	3.00	3.00	2.00	2.00	2.00	-	0.0%
Air Instrument Technician Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Air Quality Division Manager	4.00	3.00	3.00	3.00	3.00	-	0.0%
Air Quality Enforcement Specialist	3.00	3.00	2.00	2.00	2.00	-	0.0%
Air Quality Engineering Supv	-	1.00	2.00	2.00	2.00	-	0.0%
Air Quality Operations Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Air Quality Planner	6.00	6.00	3.75	6.75	7.75	4.00	106.7%
Air Quality Planner Senior	-	-	3.00	-	-	(3.00)	(100.0%)
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	39.00	31.00	30.40	30.40	30.38	(.03)	(0.1%)
Air Quality Specialist Senior	-	6.00	9.00	9.00	9.00	-	0.0%
Air Quality Specialist Supervisor	6.00	7.00	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	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	2.00	2.00	1.00	2.00	2.00	1.00	100.0%
Communicatn Officer Supervisor	-	-	1.00	-	-	(1.00)	(100.0%)
Deputy Director - Air Quality	1.00	1.00	1.00	1.00	1.00	-	0.0%
Development Services Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Development Svcs Technician	4.00	4.00	4.00	4.00	4.00	-	0.0%
Development Svcs Technician Ld	-	-	1.00	1.00	-	(1.00)	(100.0%)
Development Svcs Technician Sr	-	-	1.00	1.00	-	(1.00)	(100.0%)
Director - Air Quality	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineer - Air Quality	-	2.00	3.00	3.00	3.00	-	0.0%
Engineering Associate	18.00	18.00	16.00	16.00	16.00	-	0.0%
Engineering Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Engineering Supervisor	2.00	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	1.00	1.00	1.00	1.00	-	0.0%
Instrumentation Technician Air	13.00	11.00	11.00	11.00	12.00	1.00	9.1%
IT Project Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	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	2.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	10.00	11.00	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	-	-	-	-	-	N/A
RDSA Ombudsman	1.00	1.00	-	-	-	-	N/A
Special Projects Manager	.50	.50	.50	.50	.50	-	0.0%
Title Examiner	2.00	2.00	-	-	2.00	2.00	N/A
Trainer	-	-	1.00	1.00	1.00	-	0.0%
Department Total	**141.10**	**141.50**	**143.15**	**142.65**	**145.12**	**1.97**	**1.4%**

Staffing by Fund

DEPARTMENT/FUND		FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
503	AIR QUALITY GRANTS	20.60	20.00	20.00	20.00	21.00	1.00	5.0%
504	AIR QUALITY FEES	120.50	121.50	123.15	122.65	124.12	.97	0.8%
Department Total		**141.10**	**141.50**	**143.15**	**142.65**	**145.12**	**1.97**	**1.4%**

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay plan and market study adjustments made in FY 2015.

Base Adjustments:

General Fund (100) Operating

- Increase Personal Services Allocation In by $3,095 for the impact of additional eight (8) hours in FY 2016 from the Air Quality Fee Fund (504).

General Fund (100) Air Quality Monitoring Equipment

- The FY 2016 Air Quality Monitoring Equipment budget for $409,700 includes:
  - $12,053 for (1) Carbon monoxide analyzer.
  - $55,053 for (4) Ozone analyzers.
  - $14,053 for (1) Sulfur dioxide analyzer.
  - $18,053 for (1) Hydrogen sulfide analyzer.
  - $15,053 for (1) Lead analyzer.
  - $87,055 for (3) PM-10 Continuous analyzers.
  - $18,062 for (1) PM-2.5 Continuous analyzers.
  - $48,053 for (3) PM Non-Compliance analyzers.
  - $32,053 for (2) Multi-gas calibrators.
  - $27,053 for (4) Zero air calibrators.
  - $27,053 for (2) O3 Transfer standard calibrators.
  - $33,053 for (3) Data Loggers.
  - $20,053 for (1) Air toxicity monitor.

Air Quality Grant Fund (503) Operating

- Decrease Regular Benefits by $978 for the impact of the changes in retirement contribution rates.
- Increase General Supplies by $978 to offset the decrease in retirement contributions.
- Decrease revenue and expenditures by $132,816 for grant reconciliation.

Air Quality Fees Fund (504) Operating

- Decrease Regular Benefits by $6,972 for the impact of the changes in retirement contribution rates.
- Decrease Personal Services and Other Services by $109,207 to absorb Risk Management charges.
- Increase General Supplies by $6,972 to offset the decrease in retirement contributions.
- Decrease Personal Services Allocation In by $6,309 for OET RDSA IT charges.
- Decrease Services Allocations by $11,760 for OET RDSA IT charges.
- Increase Other Services by $5,451 for OET RDSA IT charges.
- Increase Internal Service Charges by $109,207 for the impact of the changes in risk management charges.

- Increase Personal Services Allocation Out by $3,095 for the impact of additional eight (8) hours in FY 2016 to the General Fund (100).
- Increase revenues by $722,444 for increases in program volume.
- Increase expenditures by $737,768 to maintain structural balance.

Air Quality Fees Fund (504) Non Recurring Non Project

- The FY 2016 Non Recurring Non Project budget for $2,210,731 includes:
    - $192,761 for Developer Tools, AA 7.3 Enhancement License, ESX Server, OS Windows 2003 Upgrade, ARC GIS Server, ARC GIS Desktop, System Tools, Desktop, GIS Workstations, Laptop Replacements, and Monitor Replacements.
    - $950,000 carry forward for an Air Quality Improvement Project as designated by the Queen Creek Environmental Settlement received in FY 2013.
    - $69,970 for education and public information designated by the Fisher Settlement.
    - $56,579 carry forward for the completion of the Accela Information System.
    - $143,421 in new funding for completion of the Accela Information System.
    - $498,000 for the replacement of 12 fleet pickup trucks.
    - $300,000 for rules, permit, and engineering consultation.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
For all major employer sites combined, the average percent, "Trip Rate for employees/students that use an alternative mode of commuting".	29.0%	39.1%	39.1%	39.1%	0.0%	0.0%
Percentage of major employer sites with a "Trip Rate for employees/students that use an alternative mode of commuting", of 40% or higher.	8.9%	9.2%	9.2%	9.2%	0.0%	0.0%
Percentage of permit actions completed within the Department's timeliness standards.	80.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percentage of large source inspections in compliance.	82.1%	87.5%	84.4%	87.5%	0.0%	0.0%
Percentage of non-title V permit action requests completed within the Department's timeliness standards.	81.7%	79.8%	87.6%	79.8%	0.0%	0.0%
Percentage of general permit action requests completed within the Department's timeliness standards.	100.0%	100.0%	99.7%	100.0%	0.0%	0.0%
Percentage of small source inspections in compliance.	84.9%	90.4%	85.1%	90.9%	0.6%	0.6%
Percentage of small source enforcement cases resolved in 60 days.	40.7%	100.0%	71.9%	100.0%	0.0%	0.0%
Percentage of dust control inspections in compliance.	92.6%	91.8%	92.1%	91.6%	(0.2%)	-0.2%
Percentage of dust control enforcement cases resolved in 60 days.	41.8%	100.0%	63.5%	97.5%	(2.5%)	-2.5%
Percent of contacts from media sources responded to within four business hours.	100.0%	100.0%	97.7%	100.0%	0.0%	0.0%
Percent of requests for information from media sources responded to within 20 business hours.	82.2%	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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of contacts from media sources responded to within four business hours.	100.0%	100.0%	97.7%	100.0%	0.0%	0.0%
Result	Percent of requests for information from media sources responded to within 20 business hours.	82.2%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Total Number of responses to requests for information from media sources.	139	200	318	200	-	0.0%
Demand	Total Number of requests for information from media sources.	166	200	177	200	-	0.0%
Expenditure Ratio	Total Public Information Office Expenditure per response to requests for information from media sources.	$ 1,941.94	$ 2,712.42	$ 2,164.60	$ 2,802.46	$ (90.03)	-3.3%
Expenditure							
	504 - AIR QUALITY FEES	$ 269,929	$ 542,484	$ 688,343	$ 560,491	$ (18,007)	-3.3%
	TOTAL USES	$ 269,929	$ 542,484	$ 688,343	$ 560,491	$ (18,007)	-3.3%

Activity Narrative: The Air Quality Public Information Activity supports the Department in meeting 100% of the demand. FY 2016 expenditures are increasing 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 which states the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 which states State and County jurisdiction.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of dust control inspections in compliance.	92.6%	91.8%	92.1%	91.6%	(0.2%)	-0.2%
Result	Percentage of dust control enforcement cases resolved in 60 days.	41.8%	100.0%	63.5%	97.5%	(2.5%)	-2.5%
Output	Number of dust control compliance inspections completed.	7,835	6,764	7,351	6,780	16	0.2%
Output	Number of dust control enforcement cases resolved.	361	156	233	160	4	2.6%
Demand	Number of dust control compliance inspections required.	6,561	6,764	6,932	6,780	16	0.2%
Demand	Number of dust control enforcement cases received that require resolution.	293	220	255	230	10	4.5%
Expenditure Ratio	Total Dust Control Permit Regulation Expenditure per inspections completed.	$ 284.82	$ 415.12	$ 316.74	$ 403.70	$ 11.43	2.8%
Revenue							
	503 - AIR QUALITY GRANTS	$ 1,242,087	$ 1,332,029	$ 1,295,865	$ 1,309,217	$ (22,812)	-1.7%
	504 - AIR QUALITY FEES	5,382,437	4,472,308	4,851,367	5,250,777	778,469	17.4%
	TOTAL SOURCES	$ 6,624,524	$ 5,804,337	$ 6,147,232	$ 6,559,994	$ 755,657	13.0%
Expenditure							
	503 - AIR QUALITY GRANTS	$ 944,430	$ 1,303,515	$ 1,214,828	$ 1,238,061	$ 65,454	5.0%
	504 - AIR QUALITY FEES	1,287,103	1,504,376	1,113,559	1,498,995	5,381	0.4%
	TOTAL USES	$ 2,231,533	$ 2,807,891	$ 2,328,387	$ 2,737,056	$ 70,835	2.5%

Activity Narrative: FY 2016 revenue for the Dust Control Permit Regulation activity is expected to increase due to an anticipated growth in compliance inspections and permit volume. The FY 2016 decrease in expenditures is the result of process improvement efficiencies and personnel savings.

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 which states the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 which states State and County jurisdiction.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of permit actions completed within the Department's timeliness standards.	80.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percentage of large source inspections in compliance.	82.1%	87.5%	84.4%	87.5%	0.0%	0.0%
Output	Number of completed large source (Title V) permit actions provided.	5	8	10	8	-	0.0%
Output	Number of large source compliance inspections completed.	28	32	32	32	-	0.0%
Demand	Number of requests for Title V permit actions.	9	8	12	8	-	0.0%
Demand	Number of large sources compliance inspections required.	32	32	32	32	-	0.0%
Expenditure Ratio	Total Large Source Permit Regulation Activity Expenditure per number of Title V permit actions provided.	$ 185,264.99	$ 309,421.00	$ 137,317.30	$ 302,340.13	$ 7,080.88	2.3%
Revenue							
	504 - AIR QUALITY FEES	$ 1,220,844	$ 1,313,782	$ 1,308,052	$ 1,341,054	$ 27,272	2.1%
	TOTAL SOURCES	$ 1,220,844	$ 1,313,782	$ 1,308,052	$ 1,341,054	$ 27,272	2.1%
Expenditure							
	504 - AIR QUALITY FEES	$ 926,362	$ 2,475,368	$ 1,373,173	$ 2,418,721	$ 56,647	2.3%
	TOTAL USES	$ 926,362	$ 2,475,368	$ 1,373,173	$ 2,418,721	$ 56,647	2.3%

Activity Narrative: The growth in Activity revenue for FY 2016 is due to an increase in the cost to the consumer of Title V Permit Fees. The decrease in expenditures is due to the partial completion of non recurring items relating to the Queen Creek and Fisher legal settlements.

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 which states the problem of air quality in the state of Arizona and provides definitions. A.R.S. §49-402 and A.R.S. §49-473 which states State and County jurisdiction.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of non-title V permit action requests completed within the Department's timeliness standards.	81.7%	79.8%	87.6%	79.8%	0.0%	0.0%
Result	Percentage of general permit action requests completed within the Department's timeliness standards.	100.0%	100.0%	99.7%	100.0%	0.0%	0.0%
Result	Percentage of small source inspections in compliance.	84.9%	90.4%	85.1%	90.9%	0.6%	0.6%
Result	Percentage of small source enforcement cases resolved in 60 days.	40.7%	100.0%	71.9%	100.0%	0.0%	0.0%
Output	Number of small source non-Title V permit actions provided.	531	496	482	496	-	0.0%
Output	Number of small source general permit actions provided.	1,741	1,040	662	1,000	(40)	-3.8%
Output	Number of small source compliance inspections completed.	2,979	2,576	2,551	2,560	(16)	-0.6%
Output	Number of small source enforcement cases resolved.	396	376	221	376	-	0.0%
Demand	Number of new requests for small source non-Title V permit actions.	507	468	438	468	-	0.0%
Demand	Number of small source compliance inspections required.	2,563	2,576	2,552	2,576	-	0.0%
Demand	Number of new small source enforcement cases requiring resolution.	335	332	256	332	-	0.0%
Demand	Number of new requests for small source general permit actions.	1,738	316	647	316	-	0.0%
Expenditure Ratio	Total Small Source Permit Regulation Activity Expenditure per small source non-title V permit action provided.	$ 4,810.28	$ 5,806.91	$ 5,871.80	$ 5,704.61	$ 102.30	1.8%
Revenue							
	504 - AIR QUALITY FEES	$ 5,293,852	$ 5,541,208	$ 5,255,720	$ 5,439,911	$ (101,297)	-1.8%
	TOTAL SOURCES	$ 5,293,852	$ 5,541,208	$ 5,255,720	$ 5,439,911	$ (101,297)	-1.8%
Expenditure							
	504 - AIR QUALITY FEES	$ 2,554,260	$ 2,880,227	$ 2,830,207	$ 2,829,487	$ 50,740	1.8%
	TOTAL USES	$ 2,554,260	$ 2,880,227	$ 2,830,207	$ 2,829,487	$ 50,740	1.8%

Activity Narrative: The FY 2016 revenue decrease is due to a reduction in small source compliance permitted sources. FY 2016 expenditures are declining due to an increase in personnel savings and a decrease in service costs.

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 states the travel reduction program.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	For all major employer sites combined, the average percent, "Trip Rate for employees/students that use an alternative mode of commuting".	29.0%	39.1%	39.1%	39.1%	0.0%	0.0%
Result	Percentage of major employer sites with a "Trip Rate for employees/students that use an alternative mode of commuting", of 40% or higher.	8.9%	9.2%	9.2%	9.2%	0.0%	0.0%
Output	Number of major employer sites that received Trip Reduction Program services.	1,185	3,100	3,100	3,100	-	0.0%
Demand	Number of major employer sites requesting Trip Reduction Program services.	3,034	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.	$ 1,404.47	$ 571.74	$ 437.96	$ 573.13	$ (1.39)	-0.2%
Revenue							
	503 - AIR QUALITY GRANTS	$ 1,463,880	$ 1,800,242	$ 1,812,807	$ 1,800,242	$ -	0.0%
	TOTAL SOURCES	$ 1,463,880	$ 1,800,242	$ 1,812,807	$ 1,800,242	$ -	0.0%
Expenditure							
	503 - AIR QUALITY GRANTS	$ 1,664,297	$ 1,772,380	$ 1,357,680	$ 1,776,691	$ (4,311)	-0.2%
	TOTAL USES	$ 1,664,297	$ 1,772,380	$ 1,357,680	$ 1,776,691	$ (4,311)	-0.2%

Activity Narrative: Revenue is expected to remain flat from FY 2015 to FY 2016 due to the static demand in the Trip Reduction Activity. The FY 2016 expenditure increase is due to an annualized increase in the retirement and benefit costs associated with the program's employees.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 788,158**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 19,704**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*19,704*	-
FY 2015 Revised Budget			**$ 807,862**	**$ -**
FY 2016 Baseline Budget			**$ 807,862**	**$ -**
Adjustments:				
Reallocations			**$ 3,095**	**$ -**
Reallocation Between Funds			*3,095*	-
Increase Personal Services Allocation In from Fee Fund		*$ 3,095*		
FY 2016 Adopted Budget			**$ 810,957**	**$ -**
Percent Change from Baseline Amount			*0.4%*	

General Fund (100) (continued)

		Expenditures	Revenue
AIR QUAL MONITORING EQUIP			
FY 2015 Adopted Budget		**$ 420,850**	**$ -**
FY 2015 Revised Budget		**$ 420,850**	**$ -**
Adjustments:			
Non Recurring		**$ (420,850)**	**$ -**
Other Non Recurring		*(420,850)*	*-*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 409,700**	**$ -**
Other Non Recurring		*409,700*	*-*
Carbon Monoxide Analyzer	*$ 15,053*		
Ozone Analyzers (4)	*55,053*		
Sulfur Dioxide Analyzer	*14,053*		
Hydrogen Sulfide Analyzer	*18,053*		
Lead Analyzer	*15,053*		
PM-10 Continuous Analyzers (3)	*87,055*		
PM-2.5 Analyzer	*18,062*		
PM Non-Compliance Analyzers (3)	*48,053*		
Multi-Gas Calibrators (2)	*32,053*		
Zero Air Calilbrator (4)	*27,053*		
O3 Transfer Standard Calibrators (2)	*27,053*		
Data Loggers (3)	*33,053*		
Air Toxicity Monitor	*20,053*		
FY 2016 Adopted Budget		**$ 409,700**	**$ -**

Air Quality Grant Fund (503)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 4,106,337**	**$ 4,106,337**
FY 2015 Revised Budget		**$ 4,106,337**	**$ 4,106,337**
FY 2016 Baseline Budget		**$ 4,106,337**	**$ 4,106,337**
Adjustments:			
Employee Retirement and Benefits		**$ (978)**	**$ -**
Retirement Contributions		*(978)*	*-*
Base Adjustments		**$ 978**	**$ -**
Other Base Adjustments		*978*	*-*
Increase General Supplies to Offset Retirement Decrease	*$ 978*		
Grants		**$ (132,816)**	**$ (132,816)**
Grant Reconciliation		*(132,816)*	*(132,816)*
FY 2016 Adopted Budget		**$ 3,973,521**	**$ 3,973,521**
Percent Change from Baseline Amount		*-3.2%*	*-3.2%*

Air Quality Grant Fund (503) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ (221,927)	$ (221,927)	$ (221,927)	$ (191,802)	$ (191,802)
Sources:					
Operating	$ 3,614,168	$ 4,106,337	$ 4,106,337	$ 3,766,032	$ 3,973,521
Total Sources:	$ 3,614,168	$ 4,106,337	$ 4,106,337	$ 3,766,032	$ 3,973,521
Uses:					
Operating	$ 3,584,039	$ 4,106,337	$ 4,106,337	$ 3,766,032	$ 3,973,521
Total Uses:	$ 3,584,039	$ 4,106,337	$ 4,106,337	$ 3,766,032	$ 3,973,521
Structural Balance	$ 30,129	$ -	$ -	$ -	$ -
Accounting Adjustments	$ (4)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	(191,802)	(221,927)	(221,927)	(191,802)	(191,802)
Total Ending Spendable Fund Balance	$ (191,802)	$ (221,927)	$ (221,927)	$ (191,802)	$ (191,802)

The Air Quality Grant Fund receives grant revenue. Grant revenue is received as a reimbursement which results in a deficit balance at the close of fiscal year-end.

Air Quality Fee Fund (504)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 11,361,342**	**$ 11,361,342**
FY 2015 Revised Budget		**$ 11,361,342**	**$ 11,361,342**
FY 2016 Baseline Budget		**$ 11,361,342**	**$ 11,361,342**
Adjustments:			
Employee Retirement and Benefits		**$ (6,972)**	**$ -**
Retirement Contributions		*(6,972)*	*-*
Base Adjustments		**$ (5,646)**	**$ -**
Other Base Adjustments		*(114,853)*	*-*
Decrease Personal Services and Other Services to Absorb Risk Management Charges	*$ (109,207)*		
Increase General Supplies to Offset the Decrease In Retirement Contributions	*6,972*		
Decrease Personal Services Allocation for OET RDSA IT	*(6,309)*		
Decrease Services Allocations for OET RDSA	*(11,760)*		
Increase Other Services to Offset Additional OET RDSA IT	*5,451*		
Internal Service Charges		*109,207*	*-*
Increase Risk Management Charges	*$ 109,207*		
Fees and Other Revenues		**$ 737,768**	**$ 722,444**
ProgRevenue Volume Inc/Dec		*737,768*	*722,444*
Reallocations		**$ (3,095)**	**$ -**
Reallocation Between Funds		*(3,095)*	*-*
Increase Personal Services Allocation Out to General Fund	*$ (3,095)*		
FY 2016 Adopted Budget		**$ 12,083,397**	**$ 12,083,786**
Percent Change from Baseline Amount		*6.4%*	*6.4%*

Air Quality Fee Fund (504) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2015 Adopted Budget			**$ 1,743,828**	**$ -**
FY 2015 Revised Budget			**$ 1,743,828**	**$ -**
Adjustments:				
Non Recurring			**$ (1,743,828)**	**$ -**
Non Recurring Carry Forward			*(298,858)*	-
Other Non Recurring			*(1,444,970)*	-
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Information and Communications Technology				
Other IT Non Recurring			*192,761*	-
Developer Tools, AA 7.3 Enhancement License, ESX Server, OS Windows 2003 Upgrade, ARC GIS Server, ARC GIS Desktop, System Tools, Desktop, GIS Workstations, Laptop Replacements, and Monitor Replacements	*$*	*192,761*		
Non Recurring			**$ 2,017,970**	**$ -**
Non Recurring Carry Forward			*1,076,549*	-
Queen Creek Environmental Settlement	*$*	*950,000*		
Fisher Settlement		*69,970*		
Completion of Accela Information System		*56,579*		
Other Non Recurring			*941,421*	-
Completion of Accela Information System	*$*	*143,421*		
Replace (12) Trucks in the Air Quality Fleet		*498,000*		
Rules, Permit, and Engineering Consultation		*300,000*		
FY 2016 Adopted Budget			**$ 2,210,731**	**$ -**

Air Quality Fee Fund (504) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 7,998,654	$ 7,425,761	$ 7,425,761	$ 10,338,052	$ 10,641,298
Sources:					
Operating	$ 11,905,317	$ 11,361,342	$ 11,361,342	$ 11,477,728	$ 12,083,786
Total Sources:	$ 11,905,317	$ 11,361,342	$ 11,361,342	$ 11,477,728	$ 12,083,786
Uses:					
Operating	$ 9,485,005	$ 11,361,342	$ 11,361,342	$ 10,507,203	$ 12,083,397
Non-Recurring	80,919	1,743,828	1,743,828	667,279	2,210,731
Total Uses:	$ 9,565,924	$ 13,105,170	$ 13,105,170	$ 11,174,482	$ 14,294,128
Structural Balance	$ 2,420,312	$ -	$ -	$ 970,525	$ 389
Accounting Adjustments	$ 5	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 10,338,052	$ 5,681,933	$ 5,681,933	$ 10,641,298	$ 8,430,956
Total Ending Spendable Fund Balance	$ 10,338,052	$ 5,681,933	$ 5,681,933	$ 10,641,298	$ 8,430,956

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

The Animal Care and Control Strategic Business Plan is under review. New goals will be provided in FY 2017 that will consider stakeholder recommendations while facilitating the Board of Supervisor's approved strategies.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
ACEF - ANIMAL CONTROL ENFORCEMENT	$ 3,946,192	$ 3,453,314	$ 3,453,314	$ 3,452,223	$ 3,443,084	$ (10,230)	-0.3%
79AC - ANIMAL CONTROL	$ 3,946,192	$ 3,453,314	$ 3,453,314	$ 3,452,223	$ 3,443,084	$ (10,230)	-0.3%
PETA - PET ADOPTION	$ 1,716,954	$ 1,806,186	$ 1,806,186	$ 1,749,800	$ 1,725,944	$ (80,242)	-4.4%
79AP - PET ADOPTION	$ 1,716,954	$ 1,806,186	$ 1,806,186	$ 1,749,800	$ 1,725,944	$ (80,242)	-4.4%
DOGL - DOG LICENSING	$ 7,384,464	$ 7,017,638	$ 7,017,638	$ 7,564,431	$ 7,042,880	$ 25,242	0.4%
79PL - PET LICENSING	$ 7,384,464	$ 7,017,638	$ 7,017,638	$ 7,564,431	$ 7,042,880	$ 25,242	0.4%
LCSN - LOW COST SPAY NEUTER	$ 903,300	$ 1,480,957	$ 1,480,957	$ 1,384,951	$ 697,552	$ (783,405)	-52.9%
79SN - COMMUNITY OUTREACH	$ 903,300	$ 1,480,957	$ 1,480,957	$ 1,384,951	$ 697,552	$ (783,405)	-52.9%
GGOV - GENERAL GOVERNMENT	$ 4,073	$ 17,408	$ 17,408	$ 16,516	$ 24,438	$ 7,030	40.4%
99GV - GENERAL OVERHEAD	$ 4,073	$ 17,408	$ 17,408	$ 16,516	$ 24,438	$ 7,030	40.4%
TOTAL PROGRAMS	**$ 13,954,983**	**$ 13,775,503**	**$ 13,775,503**	**$ 14,167,921**	**$ 12,933,898**	**$ (841,605)**	**-6.1%**
USES							
ACEF - ANIMAL CONTROL ENFORCEMENT	$ 2,917,064	$ 3,434,412	$ 3,458,205	$ 2,982,223	$ 3,556,126	$ (97,921)	-2.8%
79AC - ANIMAL CONTROL	$ 2,917,064	$ 3,434,412	$ 3,458,205	$ 2,982,223	$ 3,556,126	$ (97,921)	-2.8%
PETA - PET ADOPTION	$ 5,284,600	$ 4,873,526	$ 5,487,388	$ 5,544,289	$ 5,002,346	$ 485,042	8.8%
79AP - PET ADOPTION	$ 5,284,600	$ 4,873,526	$ 5,487,388	$ 5,544,289	$ 5,002,346	$ 485,042	8.8%
DOGL - DOG LICENSING	$ 1,757,510	$ 1,451,128	$ 1,479,956	$ 1,963,591	$ 1,038,724	$ 441,232	29.8%
79PL - PET LICENSING	$ 1,757,510	$ 1,451,128	$ 1,479,956	$ 1,963,591	$ 1,038,724	$ 441,232	29.8%
LCSN - LOW COST SPAY NEUTER	$ 1,804,600	$ 1,373,679	$ 1,372,292	$ 1,370,495	$ 709,960	$ 662,332	48.3%
79SN - COMMUNITY OUTREACH	$ 1,804,600	$ 1,373,679	$ 1,372,292	$ 1,370,495	$ 709,960	$ 662,332	48.3%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 1,269,251	$ 1,153,694	$ 1,179,500	$ 1,190,197	$ 1,241,766	$ (62,266)	-5.3%
HRAC - HUMAN RESOURCES	78,762	54,210	54,957	57,097	82,118	(27,161)	-49.4%
ODIR - EXECUTIVE MANAGEMENT	630,592	630,672	544,601	697,985	349,398	195,203	35.8%
POOL - POOLED COSTS	-	-	-	-	226,873	(226,873)	N/A
PROC - PROCUREMENT	64,598	45,848	46,480	5,502	-	46,480	100.0%
SPPT - OPERATIONS SUPPORT	-	-	-	(12,614)	152,340	(152,340)	N/A
99AS - INDIRECT SUPPORT	$ 2,043,203	$ 1,884,424	$ 1,825,538	$ 1,938,167	$ 2,052,495	$ (226,957)	-12.4%
CSCA - CENTRAL SERVICE COST ALLOC	$ 978,503	$ 1,117,577	$ 1,117,577	$ 1,037,180	$ 1,006,139	$ 111,438	10.0%
INFR - INFRASTRUCTURE	-	122,384	122,384	46,583	160,988	(38,604)	-31.5%
ISFC - INTERNAL SERVICE FUND CHARGES	298,944	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	49,930	49,930	113,917	189,532	(139,602)	-279.6%
99GV - GENERAL OVERHEAD	$ 1,277,447	$ 1,289,891	$ 1,289,891	$ 1,197,680	$ 1,356,659	$ (66,768)	-5.2%
GISA - GIS APPLICATION DEV AND SUPP	$ -	$ -	$ -	$ -	$ 467	$ (467)	N/A
TSPT - TECHNOLOGY SUPPORT	88,501	52,048	58,132	18,965	270,940	(212,808)	-366.1%
99IT - INFORMATION TECHNOLOGY	$ 88,501	$ 52,048	$ 58,132	$ 18,965	$ 271,407	$ (213,275)	-366.9%
TOTAL PROGRAMS	**$ 15,172,925**	**$ 14,359,108**	**$ 14,971,402**	**$ 15,015,410**	**$ 13,987,717**	**$ 983,685**	**6.6%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 7,384,464	$ 7,034,506	$ 7,034,506	$ 7,581,873	$ 7,080,554	$ 46,048	0.7%
SUBTOTAL	$ 7,384,464	$ 7,034,506	$ 7,034,506	$ 7,581,873	$ 7,080,554	$ 46,048	0.7%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 55	$ -	$ -	$ 10,000	$ -	$ -	N/A
SUBTOTAL	$ 55	$ -	$ -	$ 10,000	$ -	$ -	N/A
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 4,051,970	$ 3,436,494	$ 3,436,494	$ 3,656,499	$ 3,401,710	$ (34,784)	-1.0%
0635 - OTHER CHARGES FOR SERVICES	1,350,367	1,404,226	1,404,226	1,348,982	1,710,032	305,806	21.8%
SUBTOTAL	$ 5,402,337	$ 4,840,720	$ 4,840,720	$ 5,005,481	$ 5,111,742	$ 271,022	5.6%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 5,415	$ 3,646	$ 3,646	$ 3,452	$ 3,700	$ 54	1.5%
SUBTOTAL	$ 5,415	$ 3,646	$ 3,646	$ 3,452	$ 3,700	$ 54	1.5%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 4,073	$ 27,638	$ 27,638	$ 780,606	$ 24,438	$ (3,200)	-11.6%
0650 - MISCELLANEOUS REVENUE	1,158,639	1,868,993	1,868,993	786,509	713,464	(1,155,529)	-61.8%
SUBTOTAL	$ 1,162,712	$ 1,896,631	$ 1,896,631	$ 1,567,115	$ 737,902	$ (1,158,729)	-61.1%
ALL REVENUES	$ 13,954,983	$ 13,775,503	$ 13,775,503	$ 14,167,921	$ 12,933,898	$ (841,605)	-6.1%
TOTAL SOURCES	$ 13,954,983	$ 13,775,503	$ 13,775,503	$ 14,167,921	$ 12,933,898	$ (841,605)	-6.1%

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 5,393,504	$ 5,995,736	$ 5,935,471	$ 5,875,526	$ 6,025,771	$ (90,300)	-1.5%
0705 - TEMPORARY PAY	-	-	-	-	63,361	(63,361)	N/A
0710 - OVERTIME	220,273	89,712	102,741	161,777	92,000	10,741	10.5%
0750 - FRINGE BENEFITS	2,633,437	2,824,968	2,847,960	2,734,843	2,991,845	(143,885)	-5.1%
0790 - OTHER PERSONNEL SERVICES	51,525	14,220	206,109	53,517	40,500	165,609	80.4%
0795 - PERSONNEL SERVICES ALLOC-OUT	(695,320)	(493,181)	(493,181)	(1,099,510)	(409,577)	(83,604)	-17.0%
0796 - PERSONNEL SERVICES ALLOC-IN	809,214	612,549	615,881	1,268,997	770,351	(154,470)	-25.1%
SUBTOTAL	$ 8,412,633	$ 9,044,004	$ 9,214,981	$ 8,995,150	$ 9,574,251	$ (359,270)	-3.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 263,692	$ 163,648	$ 163,648	$ 203,682	$ 337,203	$ (173,555)	-106.1%
0802 - MEDICAL SUPPLIES	685,384	309,959	309,959	436,021	113,484	196,475	63.4%
0803 - FUEL	178,726	194,507	194,507	190,031	132,251	62,256	32.0%
0804 - NON-CAPITAL EQUIPMENT	6,672	42,000	42,000	19,260	26,370	15,630	37.2%
0805 - SUPPLIES-ALLOCATION OUT	(71,537)	-	-	(24,841)	-	-	N/A
0806 - SUPPLIES-ALLOCATION IN	81,028	1,063	1,063	26,144	-	1,063	100.0%
SUBTOTAL	$ 1,143,965	$ 711,177	$ 711,177	$ 850,297	$ 609,308	$ 101,869	14.3%
SERVICES							
0809 - DAMAGES PAID	$ -	$ -	$ -	$ 1,000	$ -	$ -	N/A
0810 - LEGAL SERVICES	-	-	-	10,771	-	-	N/A
0811 - HEALTH CARE SERVICES	1,307,175	769,382	790,763	771,611	-	790,763	100.0%
0812 - OTHER SERVICES	926,302	530,458	475,420	1,113,411	143,299	332,121	69.9%
0820 - RENT & OPERATING LEASES	24,577	16,164	16,164	19,990	34,413	(18,249)	-112.9%
0825 - REPAIRS AND MAINTENANCE	98,036	64,457	64,457	47,917	231,503	(167,046)	-259.2%
0830 - INTERGOVERNMENTAL PAYMENTS	-	-	-	18,167	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	1,413,739	1,315,628	1,315,628	1,417,200	1,199,375	116,253	8.8%
0841 - TRAVEL	9,227	6,780	6,780	6,608	8,153	(1,373)	-20.3%
0842 - EDUCATION AND TRAINING	2,912	7,000	7,000	2,674	13,715	(6,715)	-95.9%
0843 - POSTAGE/FREIGHT/SHIPPING	192,638	147,860	147,860	129,454	146,070	1,790	1.2%
0850 - UTILITIES	318,900	268,782	268,782	262,163	192,671	76,111	28.3%
0872 - SERVICES-ALLOCATION OUT	(255,996)	(78,922)	(78,922)	(873,261)	-	(78,922)	-100.0%
0873 - SERVICES-ALLOCATION IN	258,382	79,586	79,586	843,150	86,718	(7,132)	-9.0%
SUBTOTAL	$ 4,295,892	$ 3,127,175	$ 3,093,518	$ 3,770,855	$ 2,055,917	$ 1,037,601	33.5%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ -	$ 400,000	$ 250,000	$ 274,508	$ 125,492	31.4%
0920 - CAPITAL EQUIPMENT	-	12,000	12,000	8,548	8,865	3,135	26.1%
0930 - VEHICLES & CONSTRUCTION EQUIP	180,490	324,192	324,192	-	325,000	(808)	-0.2%
SUBTOTAL	$ 180,490	$ 336,192	$ 736,192	$ 258,548	$ 608,373	$ 127,819	17.4%
ALL EXPENDITURES	$ 14,032,980	$ 13,218,548	$ 13,755,868	$ 13,874,850	$ 12,847,849	$ 908,019	6.6%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 1,139,945	$ 1,140,560	$ 1,215,534	$ 1,140,560	$ 1,139,868	$ 75,666	6.2%
ALL OTHER FINANCING USES	$ 1,139,945	$ 1,140,560	$ 1,215,534	$ 1,140,560	$ 1,139,868	$ 75,666	6.2%
TOTAL USES	$ 15,172,925	$ 14,359,108	$ 14,971,402	$ 15,015,410	$ 13,987,717	$ 983,685	6.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
573 ANIMAL CONTROL GRANTS							
OPERATING	$ 948,994	$ 1,539,157	$ 1,539,157	$ 71,412	$ -	$ (1,539,157)	-100.0%
FUND TOTAL SOURCES	$ 948,994	$ 1,539,157	$ 1,539,157	$ 71,412	$ -	$ (1,539,157)	-100.0%
572 ANIMAL CONTROL LICENSE SHELTER							
OPERATING	$ 9,049,612	$ 8,783,032	$ 8,783,032	$ 10,644,286	$ 9,480,584	$ 697,552	7.9%
FUND TOTAL SOURCES	$ 9,049,612	$ 8,783,032	$ 8,783,032	$ 10,644,286	$ 9,480,584	$ 697,552	7.9%
574 ANIMAL CONTROL FIELD OPERATION							
OPERATING	$ 3,956,377	$ 3,453,314	$ 3,453,314	$ 3,452,223	$ 3,453,314	$ -	0.0%
FUND TOTAL SOURCES	$ 3,956,377	$ 3,453,314	$ 3,453,314	$ 3,452,223	$ 3,453,314	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 13,954,983	$ 13,775,503	$ 13,775,503	$ 14,167,921	$ 12,933,898	$ (841,605)	-6.1%
DEPARTMENT TOTAL SOURCES	$ 13,954,983	$ 13,775,503	$ 13,775,503	$ 14,167,921	$ 12,933,898	$ (841,605)	-6.1%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 258,954	$ 258,954	$ 258,954	$ 258,954	$ 258,954	$ -	0.0%
FUND TOTAL USES	$ 258,954	$ 258,954	$ 258,954	$ 258,954	$ 258,954	$ -	0.0%
573 ANIMAL CONTROL GRANTS							
OPERATING	$ 1,668,081	$ 1,539,157	$ 1,539,157	$ -	$ -	$ 1,539,157	100.0%
NON RECURRING NON PROJECT	300,000	-	-	-	-	-	N/A
FUND TOTAL USES	$ 1,968,081	$ 1,539,157	$ 1,539,157	$ -	$ -	$ 1,539,157	100.0%
572 ANIMAL CONTROL LICENSE SHELTER							
OPERATING	$ 9,360,212	$ 8,783,032	$ 8,783,032	$ 10,976,210	$ 9,480,584	$ (697,552)	-7.9%
NON RECURRING NON PROJECT	-	-	612,294	387,320	502,426	109,868	17.9%
FUND TOTAL USES	$ 9,360,212	$ 8,783,032	$ 9,395,326	$ 11,363,530	$ 9,983,010	$ (587,684)	-6.3%
574 ANIMAL CONTROL FIELD OPERATION							
OPERATING	$ 3,398,576	$ 3,399,773	$ 3,399,773	$ 3,389,035	$ 3,399,773	$ -	0.0%
NON RECURRING NON PROJECT	187,102	378,192	378,192	3,891	345,980	32,212	8.5%
FUND TOTAL USES	$ 3,585,678	$ 3,777,965	$ 3,777,965	$ 3,392,926	$ 3,745,753	$ 32,212	0.9%
DEPARTMENT OPERATING TOTAL USES	$ 14,685,823	$ 13,980,916	$ 13,980,916	$ 14,624,199	$ 13,139,311	$ 841,605	6.0%
DEPARTMENT NON RECURRING TOTAL USES	$ 487,102	$ 378,192	$ 990,486	$ 391,211	$ 848,406	$ 142,080	14.3%
DEPARTMENT TOTAL USES	$ 15,172,925	$ 14,359,108	$ 14,971,402	$ 15,015,410	$ 13,987,717	$ 983,685	6.6%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ANIMAL CONTROL							
ANIMAL CONTROL ENFORCEMENT	50.00	51.00	50.00	50.00	50.00	-	0.0%
PROGRAM TOTAL	50.00	51.00	50.00	50.00	50.00	-	0.0%
COMMUNITY OUTREACH							
LOW COST SPAY NEUTER	6.00	8.00	.00	-	11.00	11.00	N/A
PROGRAM TOTAL	6.00	8.00	-	-	11.00	11.00	N/A
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	2.00	3.00	4.00	4.00	3.00	(1.00)	(25.0%)
EXECUTIVE MANAGEMENT	5.00	3.00	3.00	4.00	1.00	(2.00)	(66.7%)
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	.00	-	-	-	N/A
PROGRAM TOTAL	9.00	8.00	8.00	9.00	7.00	(1.00)	(12.5%)
INFORMATION TECHNOLOGY							
TECHNOLOGY SUPPORT	1.00	1.00	.00	-	-	-	N/A
PROGRAM TOTAL	1.00	1.00	-	-	-	-	N/A
PET ADOPTION							
PET ADOPTION	82.00	85.00	95.00	95.00	84.00	(11.00)	(11.6%)
PROGRAM TOTAL	82.00	85.00	95.00	95.00	84.00	(11.00)	(11.6%)
PET LICENSING							
DOG LICENSING	17.00	17.00	17.00	17.00	17.00	-	0.0%
PROGRAM TOTAL	17.00	17.00	17.00	17.00	17.00	-	0.0%
DEPARTMENT TOTAL	165.00	170.00	170.00	171.00	169.00	(1.00)	(0.6%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	-	-	1.00	1.00	1.00	-	0.0%
Accounting Specialist	1.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
Admin/Operations Specialist	5.00	5.00	9.00	9.00	9.00	-	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	-	-	-	-	-	N/A
Animal Care & Control Manager	2.00	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	37.00	37.00	37.00	37.00	37.00	-	0.0%
Animal Care Technician Lead	3.00	3.00	3.00	3.00	3.00	-	0.0%
Animal Control Officer	34.00	32.00	32.00	32.00	32.00	-	0.0%
Animal Control Officer Lead	-	3.00	3.00	3.00	3.00	-	0.0%
Animal Control Supervisor	3.00	3.00	2.00	2.00	2.00	-	0.0%
Animal Health Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Animal Health Technician	11.00	13.00	13.00	13.00	13.00	-	0.0%
Animal Health Technician Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Veterinarian	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	1.00	-	0.0%
Custodian	-	-	2.00	2.00	2.00	-	0.0%
Deputy Director - Animal Care & Control	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dispatcher	5.00	5.00	5.00	5.00	5.00	-	0.0%
Finance Manager	-	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	1.00	1.00	-	0.0%
Intern	-	-	-	1.00	-	-	N/A
Management Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	39.00	39.00	35.00	35.00	35.00	-	0.0%
Operations/Program Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
PC/LAN Technician - Senior/Lead	1.00	1.00	-	-	-	-	N/A
Procurement Specialist	1.00	1.00	-	-	-	-	N/A
Program Coordinator	1.00	2.00	2.00	2.00	2.00	-	0.0%
Trades Generalist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Veterinarian	3.00	4.00	4.00	4.00	4.00	-	0.0%
Department Total	**165.00**	**170.00**	**170.00**	**171.00**	**169.00**	**(1.00)**	**(0.6%)**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
572 ANIMAL CONTROL LICENSE SHELTER	106.00	108.00	120.00	121.00	119.00	(1.00)	(0.8%)
573 ANIMAL CONTROL GRANTS	9.00	11.00	-	-	-	-	N/A
574 ANIMAL CONTROL FIELD OPERATION	50.00	51.00	50.00	50.00	50.00	-	0.0%
Department Total	**165.00**	**170.00**	**170.00**	**171.00**	**169.00**	**(1.00)**	**(0.6%)**

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)

- Decrease Regular Benefits by $3,864 for the impact of changes in retirement contribution rates.
- Decrease Internal Service Charges by $18,410 for the impact of changes in risk management charges.
- Increase Supplies by $544,468 due to negative entries in Public Programs.
- Increase Services by $22,500 due to negative entries in Public Programs.
- Decrease Medical Supplies by $341,995 in Medical Services due to negative entries in Public Programs.
- Decrease General Supplies by $234,973 in West Shelter due to negative entries in Public Programs.

Animal Control License/Shelter Fund (572) Non-Recurring

- Increase Non Recurring by $502,426 for customer service personnel, infrastructure improvements, dental machine and East Shelter Improvements.

Animal Control Field Operations Fund (574)

- Decrease Regular Benefits by $1,805 for the impact of changes in retirement contribution rates.
- Increase Services by $1,805 to bring fund back to baseline.

Animal Control License/Shelter Fund (574) Non-Recurring

- Increase Non Recurring by $345,980 for vehicle replacements, GPS monitoring systems and net guns.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of cases resolved within the time limitations of the contract obligation.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of bite cases responded to within the time limitations of the contract obligation.	100.0%	100.0%	100.1%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Animal Control Enforcement

Animal Control Enforcement Activity

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

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

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of cases resolved within the time limitations of the contract obligation.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of bite cases responded to within the time limitations of the contract obligation.	100.0%	100.0%	100.1%	100.0%	0.0%	0.0%
Output	Number of cases closed.	34,393	35,000	37,049	39,600	4,600	13.1%
Output	Number of bite cases closed.	5,296	5,800	5,445	5,000	(800)	-13.8%
Demand	Number of cases requested within scope of contract.	34,394	35,000	37,043	40,000	5,000	14.3%
Demand	Number of bite cases requested within scope of contract.	5,299	5,800	5,450	5,000	(800)	-13.8%
Expenditure Ratio	Expenditure per case closed.	$ 84.82	$ 98.81	$ 80.49	$ 89.80	$ 9.00	9.1%
Revenue							
	574 - ANIMAL CONTROL FIELD OPERATION	$ 3,946,192	$ 3,453,314	$ 3,452,223	$ 3,443,084	$ (10,230)	-0.3%
	TOTAL SOURCES	$ 3,946,192	$ 3,453,314	$ 3,452,223	$ 3,443,084	$ (10,230)	-0.3%
Expenditure							
	100 - GENERAL	$ 258,954	$ 258,954	$ 258,954	$ 258,954	$ -	0.0%
	574 - ANIMAL CONTROL FIELD OPERATION	2,658,110	3,199,251	2,723,269	3,297,172	(97,921)	-3.1%
	TOTAL USES	$ 2,917,064	$ 3,458,205	$ 2,982,223	$ 3,556,126	$ (97,921)	-2.8%

Activity Narrative: The FY 2016 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. The number of cases requested is anticipated to increase due to the increased population of Maricopa County. The number of bite cases is anticipated to decrease due to increased spaying and neutering. Revenues are down slightly due to the decrease in fines and forfeits, while expenditures increased due to an increase in fixed benefits.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of successful adoptions.	98.4%	99.4%	96.4%	100.0%	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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of successful adoptions.	98.4%	99.4%	96.4%	100.0%	0.6%	0.6%
Output	Number of adoptions completed.	23,691	24,948	25,260	26,550	1,602	6.4%
Output	Number of cats adopted.	3,192	2,418	2,254	2,550	132	5.5%
Output	Number of dogs adopted.	20,499	19,530	20,006	24,000	4,470	22.9%
Demand	Number of people requesting adoptions.	25,068	24,000	25,092	26,000	2,000	8.3%
Demand	Number of adoptable cats available.	3,295	2,600	2,388	2,550	(50)	-1.9%
Demand	Number of adoptable dogs available.	23,077	21,000	21,901	24,000	3,000	14.3%
Expenditure Ratio	Expenditure per adoption completed.	$ 223.06	$ 219.95	$ 219.49	$ 188.41	$ 31.54	14.3%
Revenue							
	573 - ANIMAL CONTROL GRANTS	$ 43,228	$ 55,000	$ -	$ -	$ (55,000)	-100.0%
	572 - ANIMAL CONTROL LICENSE SHELTER	1,673,726	1,751,186	1,749,800	1,725,944	(25,242)	-1.4%
	TOTAL SOURCES	$ 1,716,954	$ 1,806,186	$ 1,749,800	$ 1,725,944	$ (80,242)	-4.4%
Expenditure							
	573 - ANIMAL CONTROL GRANTS	$ 163,481	$ 156,600	$ -	$ -	$ 156,600	100.0%
	572 - ANIMAL CONTROL LICENSE SHELTER	5,121,119	5,330,788	5,544,289	5,002,346	328,442	6.2%
	TOTAL USES	$ 5,284,600	$ 5,487,388	$ 5,544,289	$ 5,002,346	$ 485,042	8.8%

Activity Narrative: The volume of adoptable animals and adoptions completed are anticipated to increase due to a pilot program involving enhanced customer service and social media efforts. The number of adoptable cats available is anticipated to decrease due to changes in the intake of cats at Animal Care and Control. The decrease in revenue and expenditure for the Animal Control Grants Fund is attributed to a change in recording donations and there are no grants anticipated for FY 2016.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of dogs licensed in Maricopa County.	39.2%	39.5%	39.5%	49.6%	10.1%	25.7%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of dogs licensed in Maricopa County.	39.2%	39.5%	39.5%	49.6%	10.1%	25.7%
Output	Number of dog licenses issued.	346,567	348,870	374,269	471,100	122,230	35.0%
Demand	Number of dog licenses requested.	401,009	401,000	433,671	570,000	169,000	42.1%
Expenditure Ratio	Expenditure per dog license issued.	$ 5.07	$ 4.24	$ 5.25	$ 2.20	$ 2.04	48.0%
Revenue							
	572 - ANIMAL CONTROL LICENSE SHELTER	$ 7,374,902	$ 7,017,638	$ 7,564,431	$ 7,042,880	$ 25,242	0.4%
	574 - ANIMAL CONTROL FIELD OPERATION	9,562	-	-	-	-	N/A
	TOTAL SOURCES	$ 7,384,464	$ 7,017,638	$ 7,564,431	$ 7,042,880	$ 25,242	0.4%
Expenditure							
	572 - ANIMAL CONTROL LICENSE SHELTER	$ 1,757,510	$ 1,479,956	$ 1,963,591	$ 1,038,724	$ 441,232	29.8%
	TOTAL USES	$ 1,757,510	$ 1,479,956	$ 1,963,591	$ 1,038,724	$ 441,232	29.8%

Activity Narrative: In FY 2016 Animal Care and Control will be increasing marketing efforts to increase licensing compliance and revenue. The expenditure and the expenditure ratio is decreasing because of the decreased costs associated with licensing operations.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent change in pet intake in Maricopa County.	N/A	6.3%	6.3%	N/A	N/A	N/A

Activities that comprise this program include:

- Low-Cost Spay/Neuter

Low-Cost Spay/Neuter Activity

The purpose of the Low-Cost Spay/Neuter Activity is to provide access to pet sterilization surgeries and pet vaccinations to pet owners so they can avoid unwanted pet offspring and improve their pets' health.

Mandates: Discretionary services.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent change in pet intake in Maricopa County.	N/A	6.3%	6.3%	N/A	N/A	N/A
Output	Number of pet sterilization surgeries provided.	17,519	15,760	17,932	22,000	6,240	39.6%
Demand	Number of pet sterilization surgeries requested.	24,029	16,000	17,774	24,000	8,000	50.0%
Expenditure Ratio	Expenditure per pet sterilization surgery provided.	$ 103.01	$ 87.07	$ 76.43	$ 32.27	$ 54.80	62.9%
Revenue							
	573 - ANIMAL CONTROL GRANTS	$ 903,300	$ 1,480,957	$ 71,412	$ -	$ (1,480,957)	-100.0%
	572 - ANIMAL CONTROL LICENSE SHELTER	-	-	1,313,539	697,552	697,552	N/A
	TOTAL SOURCES	$ 903,300	$ 1,480,957	$ 1,384,951	$ 697,552	$ (783,405)	-52.9%
Expenditure							
	573 - ANIMAL CONTROL GRANTS	$ 1,804,600	$ 1,372,292	$ -	$ -	$ 1,372,292	100.0%
	572 - ANIMAL CONTROL LICENSE SHELTER	-	-	1,370,495	709,960	(709,960)	N/A
	TOTAL USES	$ 1,804,600	$ 1,372,292	$ 1,370,495	$ 709,960	$ 662,332	48.3%

Activity Narrative: The FY 2016 requested budget for the Low-Cost Spay Neuter Activity is now housed in the Animal Control License Shelter Fund 572 since the Animal Control Grants Fund 573 will be used solely for future grants awarded to Animal Care and Control. The number of vouchers that are provided will continue to be determined by the amount of donations approved by the Board for this purpose.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2015 Adopted Budget	**$ 258,954**	**$ -**
FY 2015 Revised Budget	**$ 258,954**	**$ -**
FY 2016 Baseline Budget	**$ 258,954**	**$ -**
FY 2016 Adopted Budget	**$ 258,954**	**$ -**

Animal Control License/Shelter Fund (572)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 8,783,032**	**$ 8,783,032**
FY 2015 Revised Budget			**$ 8,783,032**	**$ 8,783,032**
FY 2016 Baseline Budget			**$ 8,783,032**	**$ 8,783,032**
Adjustments:				
Employee Retirement and Benefits			**$ (3,864)**	**$ -**
Retirement Contributions			*(3,864)*	*-*
Base Adjustments			**$ 701,416**	**$ -**
Other Base Adjustments			*719,826*	*-*
Other Base Adjustments	*$*	*22,274*		
Transfer of Personne from Fund 573		*697,552*		
Increase Total Supplies in Public Programs due to negative entries		*554,458*		
Increase Total Services in Public Programs due to negative entries		*22,500*		
Decrease Medical Supplies in Medical Services due to negative entries in Public Programs		*(341,995)*		
Decrease General Supplies in West Shelter due to negative entries in Public Programs		*(234,973)*		
Internal Service Charges			*(18,410)*	*-*
Decrease Risk Management Charges	*$*	*(18,410)*		
Fees and Other Revenues			**$ -**	**$ 697,552**
ProgRevenue Volume Inc/Dec			*-*	*697,552*
Transfer of Revenue from Fund 573 for Personnel	*$*	*697,552*		
FY 2016 Adopted Budget			**$ 9,480,584**	**$ 9,480,584**
Percent Change from Baseline Amount			*7.9%*	*7.9%*

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

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2015 Adopted Budget			**$ -**	**$ -**
Adjustments:	Agenda Item:			
Information and Communications Technology				
Technology Projects			**$ 74,974**	**$ -**
Desktop Replacement and Virtual Desktop Financing	*C-41-15-011-M-00*		*74,974*	-
Non Recurring			**$ 537,320**	**$ -**
Shelter Operations and Infrastructure Improvements	*C-79-15-060-2-00*		*537,320*	-
FY 2015 Revised Budget			**$ 612,294**	**$ -**
Adjustments:	Agenda Item:			
Information and Communications Technology				
Technology Projects			**$ (74,974)**	**$ -**
Desktop Replacement and Virtual Desktop Financing	*C-41-15-011-M-00*		*(74,974)*	-
Non Recurring			**$ (537,320)**	**$ -**
Shelter Operations and Infrastructure Improvements	*C-79-15-060-2-00*		*(537,320)*	-
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 242,918**	**$ -**
Other Non Recurring			*242,918*	-
Customer Service Personnel		*$ 219,053*		
Infrastructure Improvements		*17,975*		
Dental Machine		*5,890*		
FY 2016 Tentative Budget			**$ 242,918**	**$ -**
Adjustments:				
Non Recurring			**$ 259,508**	**$ -**
Shelter Operations and Infrastructure Improvements		*$ 259,508*	*259,508*	-
FY 2016 Adopted Budget			**$ 502,426**	**$ -**

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

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 3,988,286	$ 3,376,560	$ 3,376,560	$ 3,677,702	$ 2,958,458
Sources:					
Operating	$ 9,049,612	$ 8,783,032	$ 8,783,032	$ 10,644,286	$ 9,480,584
Total Sources:	$ 9,049,612	$ 8,783,032	$ 8,783,032	$ 10,644,286	$ 9,480,584
Uses:					
Operating	$ 9,360,212	$ 8,783,032	$ 8,783,032	$ 10,976,210	$ 9,480,584
Non-Recurring	-	-	612,294	387,320	502,426
Total Uses:	$ 9,360,212	$ 8,783,032	$ 9,395,326	$ 11,363,530	$ 9,983,010
Structural Balance	$ (310,600)	$ -	$ -	$ (331,924)	$ -
Accounting Adjustments	$ 16	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 3,677,702	$ 3,376,560	$ 2,764,266	$ 2,958,458	$ 2,456,032
Total Ending Spendable Fund Balance	$ 3,677,702	$ 3,376,560	$ 2,764,266	$ 2,958,458	$ 2,456,032

Animal Control Donations Fund (573)

	Expenditures	Revenue
OPERATING		
FY 2015 Adopted Budget	**$ 1,539,157**	**$ 1,539,157**
FY 2015 Revised Budget	**$ 1,539,157**	**$ 1,539,157**
FY 2016 Baseline Budget	**$ 1,539,157**	**$ 1,539,157**
Adjustments:		
Grants	**$ (1,539,157)**	**$ (1,539,157)**
Grant Reconciliation	*(1,539,157)*	*(1,539,157)*
FY 2016 Adopted Budget	**$ -**	**$ -**

Animal Control Donations Fund (573) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 947,679	$ 1,015,338	$ 1,015,338	$ (71,412)	$ -
Sources:					
Operating	$ 948,994	$ 1,539,157	$ 1,539,157	$ 71,412	$ -
Total Sources:	$ 948,994	$ 1,539,157	$ 1,539,157	$ 71,412	$ -
Uses:					
Operating	$ 1,668,081	$ 1,539,157	$ 1,539,157	$ -	$ -
Non-Recurring	300,000	-	-	-	-
Total Uses:	$ 1,968,081	$ 1,539,157	$ 1,539,157	$ -	$ -
Structural Balance	$ (719,087)	$ -	$ -	$ 71,412	$ -
Accounting Adjustments	$ (4)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 1,015,338	$ 1,015,338	$ -	$ -
Unassigned	(71,412)	-	-	-	-
Total Ending Spendable Fund Balance	$ (71,412)	$ 1,015,338	$ 1,015,338	$ -	$ -

Animal Control Field Operations Fund (574)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 3,399,773**	**$ 3,453,314**
FY 2015 Revised Budget		**$ 3,399,773**	**$ 3,453,314**
FY 2016 Baseline Budget		**$ 3,399,773**	**$ 3,453,314**
Adjustments:			
Employee Retirement and Benefits		**$ (1,805)**	**$ -**
Retirement Contributions		*(1,805)*	-
Base Adjustments		**$ 1,805**	**$ -**
Other Base Adjustments		*1,805*	-
FY 2016 Adopted Budget		**$ 3,399,773**	**$ 3,453,314**
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 378,192**	**$ -**
FY 2015 Revised Budget		**$ 378,192**	**$ -**
Adjustments:			
Non Recurring		**$ (378,192)**	**$ -**
Other Non Recurring		*(378,192)*	-
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 345,980**	**$ -**
Other Non Recurring		*345,980*	-
Field Vehicle GPS Monitoring Systems	*$ 18,980*		
Net Guns	*2,000*		
Animal Control Officer Vehicles	*325,000*		
FY 2016 Adopted Budget		**$ 345,980**	**$ -**

Animal Control Field Operations Fund (574) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 1,179,786	$ 1,572,314	$ 1,572,314	$ 1,550,485	$ 1,609,782
Sources:					
Operating	$ 3,956,377	$ 3,453,314	$ 3,453,314	$ 3,452,223	$ 3,453,314
Total Sources:	$ 3,956,377	$ 3,453,314	$ 3,453,314	$ 3,452,223	$ 3,453,314
Uses:					
Operating	$ 3,398,576	$ 3,399,773	$ 3,399,773	$ 3,389,035	$ 3,399,773
Non-Recurring	187,102	378,192	378,192	3,891	345,980
Total Uses:	$ 3,585,678	$ 3,777,965	$ 3,777,965	$ 3,392,926	$ 3,745,753
Structural Balance	$ 557,801	$ 53,541	$ 53,541	$ 63,188	$ 53,541
Ending Spendable Fund Balance:					
Restricted	$ 1,550,485	$ 1,247,663	$ 1,247,663	$ 1,609,782	$ 1,317,343
Total Ending Spendable Fund Balance	$ 1,550,485	$ 1,247,663	$ 1,247,663	$ 1,609,782	$ 1,317,343

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 1st of each year (2012-2016) for Real Property, and by August 31st of each year (2012-2016) for Business Personal Property, 100 percent of properties within Maricopa County will be fairly and equitably valued.

Status: As of March 1, 2015, 100 percent of properties within Maricopa County were fairly and equitably valued. As of August 31, 2014, 100 percent of Business Personal Properties were fairly and equitably valued.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
PRAS - PROPERTY ASSESSMENT	$ 298,779	$ 240,000	$ 240,000	$ 280,260	$ 240,000	$ -	0.0%
12PA - PROPERTY ASSESSMENT	$ 298,779	$ 240,000	$ 240,000	$ 280,260	$ 240,000	$ -	0.0%
TOTAL PROGRAMS	**$ 298,779**	**$ 240,000**	**$ 240,000**	**$ 280,260**	**$ 240,000**	**$ -**	**0.0%**
USES							
PRAS - PROPERTY ASSESSMENT	$ 18,239,170	$ 19,165,505	$ 19,301,948	$ 18,781,176	$ 19,339,938	$ (37,990)	-0.2%
12PA - PROPERTY ASSESSMENT	$ 18,239,170	$ 19,165,505	$ 19,301,948	$ 18,781,176	$ 19,339,938	$ (37,990)	-0.2%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 86,383	$ 76,758	$ 133,373	$ 124,977	$ 138,522	$ (5,149)	-3.9%
HRAC - HUMAN RESOURCES	321,271	325,205	321,865	270,549	390,248	(68,383)	-21.2%
ODIR - EXECUTIVE MANAGEMENT	1,116,252	255,978	152,688	237,333	350,430	(197,742)	-129.5%
POOL - POOLED COSTS	-	19,944	-	-	-	-	N/A
PROC - PROCUREMENT	82,315	64,706	65,973	78,819	67,173	(1,200)	-1.8%
SPPT - OPERATIONS SUPPORT	-	634,880	846,106	698,869	632,964	213,142	25.2%
99AS - INDIRECT SUPPORT	$ 1,606,221	$ 1,377,471	$ 1,520,005	$ 1,410,547	$ 1,579,337	$ (59,332)	-3.9%
INFR - INFRASTRUCTURE	$ -	$ 183,975	$ 183,975	$ 168,738	$ 189,712	$ (5,737)	-3.1%
ISFC - INTERNAL SERVICE FUND CHARGES	131,808	-	-	-	-	-	N/A
MPOS - ELECTED OR STATUTORY OFFICIALS	-	106,054	109,805	113,020	110,955	(1,150)	-1.0%
RISK - RISK PREMIUMS	-	202,230	202,230	181,689	217,138	(14,908)	-7.4%
99GV - GENERAL OVERHEAD	$ 131,808	$ 492,259	$ 496,010	$ 463,447	$ 517,805	$ (21,795)	-4.4%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 1,709,372	$ 1,989,675	$ 2,059,699	$ 1,673,888	$ 1,653,890	$ 405,809	19.7%
DACR - DATA CENTER	303,332	94,009	102,369	142,836	185,059	(82,690)	-80.8%
GISA - GIS APPLICATION DEV AND SUPP	567,592	626,462	643,925	621,049	594,948	48,977	7.6%
TSPT - TECHNOLOGY SUPPORT	292,969	252,438	258,883	295,352	261,187	(2,304)	-0.9%
99IT - INFORMATION TECHNOLOGY	$ 2,873,265	$ 2,962,584	$ 3,064,876	$ 2,733,125	$ 2,695,084	$ 369,792	12.1%
TOTAL PROGRAMS	**$ 22,850,464**	**$ 23,997,819**	**$ 24,382,839**	**$ 23,388,295**	**$ 24,132,164**	**$ 250,675**	**1.0%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 298,779	$ 240,000	$ 240,000	$ 280,260	$ 240,000	$ -	0.0%
SUBTOTAL	$ 298,779	$ 240,000	$ 240,000	$ 280,260	$ 240,000	$ -	0.0%
ALL REVENUES	$ 298,779	$ 240,000	$ 240,000	$ 280,260	$ 240,000	$ -	0.0%
TOTAL SOURCES	$ 298,779	$ 240,000	$ 240,000	$ 280,260	$ 240,000	$ -	0.0%

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 14,031,920	$ 14,756,703	$ 15,081,964	$ 14,784,839	$ 15,264,738	$ (182,774)	-1.2%
0705 - TEMPORARY PAY	6,570	7,704	7,704	6,120	9,432	(1,728)	-22.4%
0710 - OVERTIME	8,682	-	-	2,552	-	-	N/A
0750 - FRINGE BENEFITS	5,426,603	5,722,744	5,782,503	5,656,681	6,110,552	(328,049)	-5.7%
0790 - OTHER PERSONNEL SERVICES	11,176	1,000	1,000	984	1,000	-	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(648)	-	-	(524,816)	(1,117,627)	1,117,627	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	6,693	-	-	1,472	-	-	N/A
SUBTOTAL	$ 19,490,996	$ 20,488,151	$ 20,873,171	$ 19,927,832	$ 20,268,095	$ 605,076	2.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 236,004	$ 227,600	$ 227,600	$ 205,540	$ 207,600	$ 20,000	8.8%
0803 - FUEL	363	1,000	1,000	528	1,000	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	446	-	-	-	-	-	N/A
0806 - SUPPLIES-ALLOCATION IN	81,760	82,147	82,147	81,741	82,742	(595)	-0.7%
SUBTOTAL	$ 318,573	$ 310,747	$ 310,747	$ 287,809	$ 291,342	$ 19,405	6.2%
SERVICES							
0810 - LEGAL SERVICES	$ 7,608	$ 16,000	$ 16,000	$ 9,395	$ 16,000	$ -	0.0%
0812 - OTHER SERVICES	1,063,336	1,139,073	1,139,073	1,160,390	1,104,707	34,366	3.0%
0820 - RENT & OPERATING LEASES	101,008	150,000	150,000	149,478	106,000	44,000	29.3%
0825 - REPAIRS AND MAINTENANCE	531,540	562,448	562,448	444,168	961,398	(398,950)	-70.9%
0839 - INTERNAL SERVICE CHARGES	380,858	415,058	415,058	395,484	384,422	30,636	7.4%
0841 - TRAVEL	151,894	195,300	195,300	190,238	212,000	(16,700)	-8.6%
0842 - EDUCATION AND TRAINING	104,958	77,529	77,529	79,511	88,200	(10,671)	-13.8%
0843 - POSTAGE/FREIGHT/SHIPPING	699,518	643,513	643,513	743,515	700,000	(56,487)	-8.8%
0850 - UTILITIES	150	-	-	150	-	-	N/A
0873 - SERVICES-ALLOCATION IN	25	-	-	325	-	-	N/A
SUBTOTAL	$ 3,040,895	$ 3,198,921	$ 3,198,921	$ 3,172,654	$ 3,572,727	$ (373,806)	-11.7%
ALL EXPENDITURES	$ 22,850,464	$ 23,997,819	$ 24,382,839	$ 23,388,295	$ 24,132,164	$ 250,675	1.0%
TOTAL USES	$ 22,850,464	$ 23,997,819	$ 24,382,839	$ 23,388,295	$ 24,132,164	$ 250,675	1.0%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 298,779	$ 240,000	$ 240,000	$ 280,260	$ 240,000	$ -	0.0%
FUND TOTAL SOURCES	$ 298,779	$ 240,000	$ 240,000	$ 280,260	$ 240,000	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 298,779	$ 240,000	$ 240,000	$ 280,260	$ 240,000	$ -	0.0%
DEPARTMENT TOTAL SOURCES	$ 298,779	$ 240,000	$ 240,000	$ 280,260	$ 240,000	$ -	0.0%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 22,334,195	$ 23,362,819	$ 23,747,839	$ 22,756,810	$ 24,132,164	$ (384,325)	-1.6%
ESRI DESKTOP REVIEW PROJECT	-	635,000	635,000	631,485	-	635,000	100.0%
NON RECURRING NON PROJECT	516,269	-	-	-	-	-	N/A
FUND TOTAL USES	$ 22,850,464	$ 23,997,819	$ 24,382,839	$ 23,388,295	$ 24,132,164	$ 250,675	1.0%
DEPARTMENT OPERATING TOTAL USES	$ 22,334,195	$ 23,362,819	$ 23,747,839	$ 22,756,810	$ 24,132,164	$ (384,325)	-1.6%
DEPARTMENT NON RECURRING TOTAL USES	$ 516,269	$ 635,000	$ 635,000	$ 631,485	$ -	$ 635,000	100.0%
DEPARTMENT TOTAL USES	$ 22,850,464	$ 23,997,819	$ 24,382,839	$ 23,388,295	$ 24,132,164	$ 250,675	1.0%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	-	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	-	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	1.00	.90	1.90	1.90	1.90	-	0.0%
EXECUTIVE MANAGEMENT	6.48	3.00	1.00	1.00	1.00	-	0.0%
HUMAN RESOURCES	4.50	3.50	4.50	4.50	4.50	-	0.0%
OPERATIONS SUPPORT	-	4.48	8.48	8.48	7.00	(1.48)	(17.5%)
PROCUREMENT	1.00	1.10	1.10	1.10	1.10	-	0.0%
PROGRAM TOTAL	12.98	12.98	16.98	16.98	15.50	(1.48)	(8.7%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	15.00	19.00	24.00	24.00	24.00	-	0.0%
DATA CENTER	3.00	1.00	.50	.50	1.00	.50	100.0%
GIS APPLICATION DEV AND SUPP	7.00	6.00	7.00	8.00	5.00	(2.00)	(28.6%)
TECHNOLOGY SUPPORT	3.00	4.00	3.50	3.50	4.00	.50	14.3%
PROGRAM TOTAL	28.00	30.00	35.00	36.00	34.00	(1.00)	(2.9%)
PROPERTY ASSESSMENT							
PROPERTY ASSESSMENT	279.41	277.93	273.93	276.93	264.93	(9.00)	(3.3%)
PROGRAM TOTAL	279.41	277.93	273.93	276.93	264.93	(9.00)	(3.3%)
DEPARTMENT TOTAL	320.39	321.91	326.91	330.91	315.43	(11.48)	(3.5%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
Admin/Operations Specialist	1.50	2.50	5.00	4.50	3.50	(1.50)	(30.0%)
Applications Development Mgr	1.00	-	-	-	-	-	N/A
Applications Development Supv	3.00	3.00	3.00	3.00	3.00	-	0.0%
Appraiser	100.48	102.00	93.00	93.00	78.00	(15.00)	(16.1%)
Appraiser - Assistant Chief	-	-	1.00	1.00	-	(1.00)	(100.0%)
Appraiser - Chief	1.00	1.00	1.00	2.00	2.00	1.00	100.0%
Appraiser Manager	7.00	7.00	6.00	6.00	8.00	2.00	33.3%
Appraiser Senior	11.48	13.48	19.00	18.48	16.00	(3.00)	(15.8%)
Appraiser Supervisor	17.00	18.00	19.00	19.00	18.00	(1.00)	(5.3%)
Appraiser Trainee	17.00	15.00	17.00	17.00	26.00	9.00	52.9%
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-Sr/Ld	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	1.00	-	0.0%
Computer Operator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Database Administrator	1.00	1.00	-	-	-	-	N/A
Database Administrator - Senior/Lead	-	-	1.00	1.00	1.00	-	0.0%
Development Services Supervisor	4.00	4.00	6.00	7.00	5.00	(1.00)	(16.7%)
Development Svcs Technician	74.93	73.93	54.00	52.93	69.93	15.93	29.5%
Development Svcs Technician Ld	-	-	11.00	11.00	-	(11.00)	(100.0%)
Development Svcs Technician Sr	-	-	7.00	7.00	-	(7.00)	(100.0%)
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 Support Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
GIS Programmer/Analyst	4.00	4.00	4.00	4.00	4.00	-	0.0%
GIS Programmer/Analyst - Senior/Lead	-	1.00	1.00	1.00	-	(1.00)	(100.0%)
GIS Technician	18.00	18.00	21.00	21.00	21.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO 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	1.00	-	0.0%
IT Senior Manager	1.00	1.00	1.00	1.00	2.00	1.00	100.0%
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	1.00	(1.00)	(50.0%)
Management Assistant	-	-	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	2.00	1.00	-	-	-	-	N/A
Operations Support Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	2.00	-	-	1.00	-	-	N/A
Operations/Program Supervisor	2.00	2.00	2.00	2.00	3.00	1.00	50.0%
PC/LAN Technician	2.00	3.00	3.00	3.00	3.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Programmer/Analyst - Senior/Lead	4.00	3.00	3.00	3.00	2.00	(1.00)	(33.3%)
Project Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Regression Modeler	5.00	5.00	6.00	6.00	6.00	-	0.0%
Regression Modeler Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Research Director	-	-	1.00	1.00	1.00	-	0.0%
Risk Management Manager	-	-	1.00	1.00	-	(1.00)	(100.0%)
Risk Mgmt Supervisor	1.00	1.00	-	-	1.00	1.00	N/A
Special Projects Manager	-	-	1.00	1.00	-	(1.00)	(100.0%)
Systems Administrator	1.00	1.00	-	-	1.00	1.00	N/A
Systems Administrator - Senior/Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
Title Examiner	7.00	7.00	5.00	5.00	6.00	1.00	20.0%
Trainer	-	-	1.00	1.00	1.00	-	0.0%
Web Designer/Developer	1.00	1.00	2.00	3.00	1.00	(1.00)	(50.0%)
Web Designer/Developer - Senior/Lead	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	**320.39**	**321.91**	**326.91**	**330.91**	**315.43**	**(11.48)**	**(3.5%)**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	320.39	321.91	326.91	330.91	315.43	(11.48)	(3.5%)
Department Total	**320.39**	**321.91**	**326.91**	**330.91**	**315.43**	**(11.48)**	**(3.5%)**

General Adjustments

Personnel: FY 2016 personnel expenditures have decreased due to the inactivation of eleven (11) FTE's, combined with the annualization of County performance pay and market study adjustments made in FY 2015.

Base Adjustments:

General Fund (100) Operating

- Decrease Regular Benefits by $15,680 for the impact of the changes in retirement contribution rates.
- Increase Regular Benefits by $321,480 for the impact of the changes in health and dental premium rates.
- Increase Internal Service Charges by $50,119 for the impact of the changes in risk management charges.

Capital Improvement:

- The budget includes $7,701,827 in funding in the Technology Capital Improvement Fund (460) for the second and beginning third phase of the development of a Computer Aided Mass Appraisal (CAMA) system.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 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 which states public access to valuation and assessment information; A.R.S. §42-13051 which states 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 which states property value limits of mobile homes; A.R.S. §42-15052 which states 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 which states, 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 which states 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 which states 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, which states 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 which states 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 which states 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 which states 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 which states that the taxpayer can file a notice of claim if they believe that the property was assessed improperly; A.R.S. §42-16255 which states 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 which states 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	1,693,908	1,696,262	1,696,262	1,698,000	1,738	0.1%
Demand	Total number of property assessments required	1,693,908	1,696,262	1,696,262	1,698,000	1,738	0.1%
Expenditure Ratio	Expenditures per property assessment provided	$ 10.77	$ 11.38	$ 11.07	$ 11.39	$ (0.01)	-0.1%
Revenue							
	100 - GENERAL	$ 298,779	$ 240,000	$ 280,260	$ 240,000	$ -	0.0%
	TOTAL SOURCES	$ 298,779	$ 240,000	$ 280,260	$ 240,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 18,239,170	$ 19,301,948	$ 18,781,176	$ 19,339,938	$ (37,990)	-0.2%
	TOTAL USES	$ 18,239,170	$ 19,301,948	$ 18,781,176	$ 19,339,938	$ (37,990)	-0.2%

Activity Narrative: The FY 2016 budget supports the Department in meeting 100% of the demand. The FY 2016 expenditure budget has increased due to increases in premium rates for health and dental insurance.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 23,362,819**	**$ 240,000**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 385,020**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*373,850*	-
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*7,757*	-
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*3,413*	-
FY 2015 Revised Budget			**$ 23,747,839**	**$ 240,000**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 28,406**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*2,214*	-
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*(3,413)*	-
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*29,605*	-
FY 2016 Baseline Budget			**$ 23,776,245**	**$ 240,000**
Adjustments:				
Employee Retirement and Benefits			**$ (15,680)**	**$ -**
Retirement Contributions			*(15,680)*	-
Base Adjustments			**$ 50,119**	**$ -**
Internal Service Charges			*50,119*	-
Increase Risk Management Charges		*$ 50,119*		
FY 2016 Tentative Budget			**$ 23,810,684**	**$ 240,000**
Percent Change from Baseline Amount			*0.1%*	*0.0%*
Adjustments:				
Employee Retirement and Benefits			**$ 321,480**	**$ -**
Employee Health/Dental Premiums			*321,480*	-
FY 2016 Adopted Budget			**$ 24,132,164**	**$ 240,000**
Percent Change from Baseline Amount			*1.5%*	*0.0%*

General Fund (100) (continued)

	Expenditures	Revenue
ESRI DESKTOP REVIEW PROJECT		
FY 2015 Adopted Budget	**$ 635,000**	**$ -**
FY 2015 Revised Budget	**$ 635,000**	**$ -**
Adjustments:		
Non Recurring	**$ (635,000)**	**$ -**
Other Non Recurring	*(635,000)*	-
FY 2016 Baseline Budget	**$ -**	**$ -**
FY 2016 Adopted Budget	**$ -**	**$ -**

Assistant County Manager - 940

Analysis by Cristi Cost, Management and Budget Analyst

Summary

Mission

The mission of the Assistant County Manager - 940 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.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
RLST - REAL ESTATE MANAGEMENT	$ 205,742	$ 201,200	$ 201,200	$ 194,287	$ -	$ (201,200)	-100.0%
18RE - REAL ESTATE	$ 205,742	$ 201,200	$ 201,200	$ 194,287	$ -	$ (201,200)	-100.0%
TOTAL PROGRAMS	**$ 205,742**	**$ 201,200**	**$ 201,200**	**$ 194,287**	**$ -**	**$ (201,200)**	**-100.0%**
USES							
RLST - REAL ESTATE MANAGEMENT	$ 321,770	$ 328,910	$ 336,664	$ 334,440	$ -	$ 336,664	100.0%
18RE - REAL ESTATE	$ 321,770	$ 328,910	$ 336,664	$ 334,440	$ -	$ 336,664	100.0%
BDFS - BUDGET AND FINANCIAL SERVICES	$ (78,110)	$ -	$ -	$ 21,414	$ 1,128	$ (1,128)	N/A
ODIR - EXECUTIVE MANAGEMENT	259,341	204,424	207,967	162,431	212,580	(4,613)	-2.2%
SPPT - OPERATIONS SUPPORT	-	71,508	76,167	77,688	77,236	(1,069)	-1.4%
99AS - INDIRECT SUPPORT	$ 181,231	$ 275,932	$ 284,134	$ 261,533	$ 290,944	$ (6,810)	-2.4%
INFR - INFRASTRUCTURE	$ -	$ 4,746	$ 4,746	$ 1,974	$ 2,163	$ 2,583	54.4%
ISFC - INTERNAL SERVICE FUND CHARGES	4,800	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	1,880	1,880	1,880	1,981	(101)	-5.4%
99GV - GENERAL OVERHEAD	$ 4,800	$ 6,626	$ 6,626	$ 3,854	$ 4,144	$ 2,482	37.5%
TOTAL PROGRAMS	**$ 507,801**	**$ 611,468**	**$ 627,424**	**$ 599,827**	**$ 295,088**	**$ 332,336**	**53.0%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	-	-	-	-	-	-	N/A
SUBTOTAL	$ -	$ -	$ -	$ -	$ -	$ -	N/A
ALL REVENUES	$ 205,742	$ 201,200	$ 201,200	$ 194,287	$ -	$ (201,200)	-100.0%
TOTAL SOURCES	$ 205,742	$ 201,200	$ 201,200	$ 194,287	$ -	$ (201,200)	-100.0%

Sources and Uses by Category (continued)

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 590,033	$ 595,522	$ 685,664	$ 698,106	$ 474,733	$ 210,931	30.8%
0750 - FRINGE BENEFITS	170,470	174,468	200,365	198,857	136,756	63,609	31.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(276,565)	(182,431)	(282,492)	(308,231)	(334,467)	51,975	18.4%
SUBTOTAL	$ 483,938	$ 587,559	$ 603,537	$ 588,732	$ 277,022	$ 326,515	54.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 16,095	$ 5,212	$ 5,190	$ -	$ 5,133	$ 57	1.1%
0803 - FUEL	540	1,200	1,200	769	-	1,200	100.0%
0805 - SUPPLIES-ALLOCATION OUT	-	(1,560)	(1,560)	(291)	(1,560)	-	0.0%
SUBTOTAL	$ 16,635	$ 4,852	$ 4,830	$ 478	$ 3,573	$ 1,257	26.0%
SERVICES							
0812 - OTHER SERVICES	$ 85	$ 1,160	$ 1,160	$ 3,244	$ 110	$ 1,050	90.5%
0839 - INTERNAL SERVICE CHARGES	4,499	6,519	6,519	4,771	3,899	2,620	40.2%
0841 - TRAVEL	2,072	4,094	4,094	2,136	6,700	(2,606)	-63.7%
0842 - EDUCATION AND TRAINING	-	6,084	6,084	175	2,584	3,500	57.5%
0850 - UTILITIES	572	1,200	1,200	291	1,200	-	0.0%
SUBTOTAL	$ 7,228	$ 19,057	$ 19,057	$ 10,617	$ 14,493	$ 4,564	23.9%
ALL EXPENDITURES	$ 507,801	$ 611,468	$ 627,424	$ 599,827	$ 295,088	$ 332,336	53.0%
TOTAL USES	$ 507,801	$ 611,468	$ 627,424	$ 599,827	$ 295,088	$ 332,336	53.0%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 205,742	$ 201,200	$ 201,200	$ 194,287	$ -	$ (201,200)	-100.0%
FUND TOTAL SOURCES	$ 205,742	$ 201,200	$ 201,200	$ 194,287	$ -	$ (201,200)	-100.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 205,742	$ 201,200	$ 201,200	$ 194,287	$ -	$ (201,200)	-100.0%
DEPARTMENT TOTAL SOURCES	$ 205,742	$ 201,200	$ 201,200	$ 194,287	$ -	$ (201,200)	-100.0%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 507,801	$ 611,468	$ 627,424	$ 599,827	$ 295,088	$ 332,336	53.0%
FUND TOTAL USES	$ 507,801	$ 611,468	$ 627,424	$ 599,827	$ 295,088	$ 332,336	53.0%
DEPARTMENT OPERATING TOTAL USES	$ 507,801	$ 611,468	$ 627,424	$ 599,827	$ 295,088	$ 332,336	53.0%
DEPARTMENT TOTAL USES	$ 507,801	$ 611,468	$ 627,424	$ 599,827	$ 295,088	$ 332,336	53.0%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	1.30	1.63	3.00	3.00	3.00	-	0.0%
EXECUTIVE MANAGEMENT	2.00	1.00	1.00	1.00	1.00	-	0.0%
OPERATIONS SUPPORT	-	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	3.30	3.63	5.00	5.00	5.00	-	0.0%
REAL ESTATE							
REAL ESTATE MANAGEMENT	4.00	3.00	3.00	3.00	-	(3.00)	(100.0%)
PROGRAM TOTAL	4.00	3.00	3.00	3.00	-	(3.00)	(100.0%)
DEPARTMENT TOTAL	7.30	6.63	8.00	8.00	5.00	(3.00)	(37.5%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Assistant County Manager	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	-	0.0%
Executive Assistant - Elected Official	1.00	-	-	-	-	-	N/A
Management Analyst	1.30	1.63	-	-	-	-	N/A
Real Estate Manager - County	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
Real Property Specialist	3.00	2.00	2.00	2.00	-	(2.00)	(100.0%)
Special Projects Manager	-	-	3.00	3.00	3.00	-	0.0%
Department Total	**7.30**	**6.63**	**8.00**	**8.00**	**5.00**	**(3.00)**	**(37.5%)**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	7.30	6.63	8.00	8.00	5.00	(3.00)	(37.5%)
Department Total	**7.30**	**6.63**	**8.00**	**8.00**	**5.00**	**(3.00)**	**(37.5%)**

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay plan and market study adjustments made in FY 2015.

Base Adjustments:

General Fund (100)

- Decrease Regular Benefits by $833 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by $101 for the impact of the changes in risk management charges.
- Increase Regular Benefits by $6,768 for the impact of the changes in health and dental premium rates.
- Reallocate $191,200 in Revenue and $339,886 in Expenditures to Facilities Management Department for the Real Estate Program. This move was an effort to consolidate all Real Estate functions from multiple departments to one central department.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 611,468**	**$ 201,200**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 15,956**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*15,956*	*-*
FY 2015 Revised Budget			**$ 627,424**	**$ 201,200**
Adjustments:				
Employee Salary Adjustments			**$ 1,514**	**$ -**
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*1,514*	*-*
FY 2016 Baseline Budget			**$ 628,938**	**$ 201,200**
Adjustments:				
Employee Retirement and Benefits			**$ (833)**	**$ -**
Retirement Contributions			*(833)*	*-*
Base Adjustments			**$ 101**	**$ -**
Internal Service Charges			*101*	*-*
Increase Risk Management Charges	*$*	*101*		
Fees and Other Revenues			**$ -**	**$ (10,000)**
Lease Revenue Inc/Dec			*-*	*(10,000)*
FY 2016 Tentative Budget			**$ 628,206**	**$ 191,200**
Percent Change from Baseline Amount			*-0.1%*	*-5.0%*
Adjustments:				
Employee Retirement and Benefits			**$ 6,768**	**$ -**
Employee Health/Dental Premiums			*6,768*	*-*
Reallocations			**$ (339,886)**	**$ (191,200)**
Reallocation to Facilities Management Department for Real Estate Program			*(339,886)*	*(191,200)*
FY 2016 Adopted Budget			**$ 295,088**	**$ -**
Percent Change from Baseline Amount			*-53.1%*	*-100.0%*

Assistant County Manager - 950

Analysis by Cristi Cost, Management and Budget Analyst

Summary

Mission

The mission of the Assistant County Manager - 950 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 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
ACPR - ADULT CRIME PREVENTION	$ 1,207,803	$ -	$ -	$ -	$ -	$ -	N/A
RSST - JUSTICE SYSTEM PLANNING AND INFO	-	89,121	1,272,641	1,214,957	68,459	(1,204,182)	-94.6%
42CD - JUSTICE SYSTEM PLANNING AND INFO	$ 1,207,803	$ 89,121	$ 1,272,641	$ 1,214,957	$ 68,459	$ (1,204,182)	-94.6%
GGOV - GENERAL GOVERNMENT	$ (65,333)	$ -	$ -	$ 66,311	$ -	$ -	N/A
99GV - GENERAL OVERHEAD	$ (65,333)	$ -	$ -	$ 66,311	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 1,142,470**	**$ 89,121**	**$ 1,272,641**	**$ 1,281,268**	**$ 68,459**	**$ (1,204,182)**	**-94.6%**
USES							
INNV - INNOVATION	$ 93,783	$ 84,391	$ 600	$ 11,412	$ -	$ 600	100.0%
20IN - INNOVATION	$ 93,783	$ 84,391	$ 600	$ 11,412	$ -	$ 600	100.0%
ACPR - ADULT CRIME PREVENTION	$ 1,279,341	$ -	$ -	$ -	$ -	$ -	N/A
JCPR - JUVENILE CRIME PREVENTION	178,165	-	-	-	-	-	N/A
RSST - JUSTICE SYSTEM PLANNING AND INFO	49,944	965,570	2,150,327	429,956	983,894	1,166,433	54.2%
42CD - JUSTICE SYSTEM PLANNING AND INFO	$ 1,507,450	$ 965,570	$ 2,150,327	$ 429,956	$ 983,894	$ 1,166,433	54.2%
BDFS - BUDGET AND FINANCIAL SERVICES	$ -	$ -	$ -	$ -	$ 3,883	$ (3,883)	N/A
ODIR - EXECUTIVE MANAGEMENT	398,755	359,722	339,568	315,885	308,911	30,657	9.0%
SPPT - OPERATIONS SUPPORT	-	-	114,332	106,526	130,088	(15,756)	-13.8%
99AS - INDIRECT SUPPORT	$ 398,755	$ 359,722	$ 453,900	$ 422,411	$ 442,882	$ 11,018	2.4%
CSCA - CENTRAL SERVICE COST ALLOC	$ -	$ 24,121	$ 24,121	$ 10,050	$ 5,536	$ 18,585	77.0%
INFR - INFRASTRUCTURE	-	1,516	1,516	1,260	1,564	(48)	-3.2%
ISFC - INTERNAL SERVICE FUND CHARGES	5,550	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	2,169	2,169	2,641	1,874	295	13.6%
99GV - GENERAL OVERHEAD	$ 5,550	$ 27,806	$ 27,806	$ 13,951	$ 8,974	$ 18,832	67.7%
TOTAL PROGRAMS	**$ 2,005,538**	**$ 1,437,489**	**$ 2,632,633**	**$ 877,730**	**$ 1,435,750**	**$ 1,196,883**	**45.5%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,140,795	$ 89,121	$ 1,272,641	$ 1,272,641	$ 68,459	$ (1,204,182)	-94.6%
SUBTOTAL	$ 1,140,795	$ 89,121	$ 1,272,641	$ 1,272,641	$ 68,459	$ (1,204,182)	-94.6%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 1,675	$ -	$ -	$ 878	$ -	$ -	N/A
0650 - MISCELLANEOUS REVENUE	-	-	-	7,749	-	-	N/A
SUBTOTAL	$ 1,675	$ -	$ -	$ 8,627	$ -	$ -	N/A
ALL REVENUES	$ 1,142,470	$ 89,121	$ 1,272,641	$ 1,281,268	$ 68,459	$ (1,204,182)	-94.6%
TOTAL SOURCES	$ 1,142,470	$ 89,121	$ 1,272,641	$ 1,281,268	$ 68,459	$ (1,204,182)	-94.6%

Sources and Uses by Category (continued)

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 607,516	$ 633,226	$ 642,240	$ 643,431	$ 644,527	$ (2,287)	-0.4%
0710 - OVERTIME	221	-	-	19	-	-	N/A
0750 - FRINGE BENEFITS	165,743	187,610	190,220	189,010	196,654	(6,434)	-3.4%
0795 - PERSONNEL SERVICES ALLOC-OUT	(17,950)	(35,942)	(55,198)	(52,332)	(13,783)	(41,415)	-75.0%
0796 - PERSONNEL SERVICES ALLOC-IN	24,123	39,777	59,033	38,495	21,525	37,508	63.5%
SUBTOTAL	$ 779,653	$ 824,671	$ 836,295	$ 818,623	$ 848,923	$ (12,628)	-1.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 31,631	$ 3,170	$ 3,170	$ 3,838	$ 5,696	$ (2,526)	-79.7%
0804 - NON-CAPITAL EQUIPMENT	9,881	-	-	-	-	-	N/A
SUBTOTAL	$ 41,512	$ 3,170	$ 3,170	$ 3,838	$ 5,696	$ (2,526)	-79.7%
SERVICES							
0812 - OTHER SERVICES	$ 103,592	$ 553,634	$ 553,634	$ 29,701	$ 543,621	$ 10,013	1.8%
0820 - RENT & OPERATING LEASES	-	-	-	-	430	(430)	N/A
0825 - REPAIRS AND MAINTENANCE	-	-	-	430	-	-	N/A
0830 - INTERGOVERNMENTAL PAYMENTS	1,051,902	-	1,183,520	-	-	1,183,520	100.0%
0839 - INTERNAL SERVICE CHARGES	21,182	30,974	30,974	14,794	10,997	19,977	64.5%
0841 - TRAVEL	1,824	9,386	9,386	4,929	12,531	(3,145)	-33.5%
0842 - EDUCATION AND TRAINING	2,873	15,654	15,654	5,399	13,552	2,102	13.4%
0843 - POSTAGE/FREIGHT/SHIPPING	-	-	-	16	-	-	N/A
0873 - SERVICES-ALLOCATION IN	3,000	-	-	-	-	-	N/A
SUBTOTAL	$ 1,184,373	$ 609,648	$ 1,793,168	$ 55,269	$ 581,131	$ 1,212,037	67.6%
ALL EXPENDITURES	$ 2,005,538	$ 1,437,489	$ 2,632,633	$ 877,730	$ 1,435,750	$ 1,196,883	45.5%
TOTAL USES	$ 2,005,538	$ 1,437,489	$ 2,632,633	$ 877,730	$ 1,435,750	$ 1,196,883	45.5%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
249 NON DEPARTMENTAL GRANTS							
OPERATING	$ (65,868)	$ -	$ -	$ 7,749	$ 68,459	$ 68,459	N/A
NON RECURRING NON PROJECT	1,208,338	89,121	1,272,641	1,273,519	-	(1,272,641)	-100.0%
FUND TOTAL SOURCES	$ 1,142,470	$ 89,121	$ 1,272,641	$ 1,281,268	$ 68,459	$ (1,204,182)	-94.6%
DEPARTMENT OPERATING TOTAL SOURCES	$ (65,868)	$ -	$ -	$ 7,749	$ 68,459	$ 68,459	N/A
DEPARTMENT NON RECURRING TOTAL SOURCES	$ 1,208,338	$ 89,121	$ 1,272,641	$ 1,273,519	$ -	$ (1,272,641)	-100.0%
DEPARTMENT TOTAL SOURCES	$ 1,142,470	$ 89,121	$ 1,272,641	$ 1,281,268	$ 68,459	$ (1,204,182)	-94.6%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 415,787	$ 419,793	$ 429,131	$ 408,331	$ 431,764	$ (2,633)	-0.6%
NON RECURRING NON PROJECT	125,778	534,097	534,097	4,500	529,597	4,500	0.8%
FUND TOTAL USES	$ 541,565	$ 953,890	$ 963,228	$ 412,831	$ 961,361	$ 1,867	0.2%
249 NON DEPARTMENTAL GRANTS							
OPERATING	$ -	$ -	$ -	$ -	$ 68,459	$ (68,459)	N/A
NON RECURRING NON PROJECT	1,104,665	89,121	1,272,641	68,135	-	1,272,641	100.0%
FUND TOTAL USES	$ 1,104,665	$ 89,121	$ 1,272,641	$ 68,135	$ 68,459	$ 1,204,182	94.6%
255 DETENTION OPERATIONS							
OPERATING	$ 359,308	$ 394,478	$ 396,764	$ 396,764	$ 405,930	$ (9,166)	-2.3%
FUND TOTAL USES	$ 359,308	$ 394,478	$ 396,764	$ 396,764	$ 405,930	$ (9,166)	-2.3%
DEPARTMENT OPERATING TOTAL USES	$ 775,095	$ 814,271	$ 825,895	$ 805,095	$ 906,153	$ (80,258)	-9.7%
DEPARTMENT NON RECURRING TOTAL USES	$ 1,230,443	$ 623,218	$ 1,806,738	$ 72,635	$ 529,597	$ 1,277,141	70.7%
DEPARTMENT TOTAL USES	$ 2,005,538	$ 1,437,489	$ 2,632,633	$ 877,730	$ 1,435,750	$ 1,196,883	45.5%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
CRIME PREVENTION							
ADULT CRIME PREVENTION	1.80	-	.00	-	-	-	N/A
JUSTICE SYSTEM PLANNING AND INFORMATION	.75	4.60	4.60	4.60	4.80	.20	4.3%
JUVENILE CRIME PREVENTION	1.30	-	.00	-	-	-	N/A
PROGRAM TOTAL	3.85	4.60	4.60	4.60	4.80	.20	4.3%
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	3.40	2.65	2.40	2.40	2.20	(.20)	(8.3%)
OPERATIONS SUPPORT	-	-	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	3.40	2.65	3.40	3.40	3.20	(.20)	(5.9%)
INNOVATION							
INNOVATION	.75	.75	.00	-	-	-	N/A
PROGRAM TOTAL	.75	.75	-	-	-	-	N/A
DEPARTMENT TOTAL	8.00	8.00	8.00	8.00	8.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Assistant County Manager	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%
Grant-Contract Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	-	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%
Program Manager - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Project Manager	3.00	1.00	-	-	-	-	N/A
Research Director	-	-	1.00	1.00	1.00	-	0.0%
Department Total	**8.00**	**8.00**	**8.00**	**8.00**	**8.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
249 NON DEPARTMENTAL GRANTS	1.00	1.00	1.00	1.00	1.00	-	0.0%
255 DETENTION OPERATIONS	4.00	4.00	4.00	4.00	4.00	-	0.0%
Department Total	**8.00**	**8.00**	**8.00**	**8.00**	**8.00**	**-**	**0.0%**

General Adjustments

Personnel: FY 2016 personnel expenditures increased due to the annualization of County performance pay and market study adjustments in FY 2015.

Base Adjustments:

General Fund (100) Operating

- Decrease Regular Benefits by $608 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by $143 for the impact of the changes in risk management charges.
- Increase Regular Benefits by $3,384 for the impact of the changes in health and dental premium rates.

General Fund (100) Non Recurring Non Project

- Carry forward of $529,597 not spent in FY 2015 for activities related to Justice System Planning and Information.

Grant Fund (249) Operating

- Increase grant revenues and expenditures by $68,459 for the estimated grant award. These dollars are a recurring grant and have been moved to the operating budget.

Detention Fund (255) Operating

- Decrease Regular Benefits by $299 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by $152 for the impact of the changes in risk management charges.
- Increase Regular Benefits by $3,384 for the impact of the changes in health and dental premium rates.

Programs and Activities

Justice System Planning and Information

The purpose of the Justice System Planning and Information program 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of report survey respondents who are satisfied or very satisfied with the reports.	87.2%	85.0%	85.0%	85.5%	0.5%	0.6%
Percent of submitted grant applications awarded.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Justice System Planning and Information

Justice System Planning and Information Activity

The purpose of the Justice Systems Planning and Information 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of report survey respondents who are satisfied or very satisfied with the reports.	87.2%	85.0%	85.0%	85.5%	0.5%	0.6%
Result	Percent of submitted grant applications awarded.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of regularly scheduled reports produced.	17	19	19	19	-	0.0%
Output	Grant revenue dollars awarded.	N/A	200,000	1,214,957	68,549	(131,451)	-65.7%
Output	Number of criminal justice data request responses	N/A	N/A	N/A	76	N/A	N/A
Output	Number of agendas and minutes documents produced	N/A	N/A	N/A	6	N/A	N/A
Output	Number of presentations delivered to MC Justice	N/A	N/A	N/A	4	N/A	N/A
Output	Number of presentations delivered to Smart Justice Council	N/A	N/A	N/A	6	N/A	N/A
Output	Number of program evaluations completed	N/A	N/A	N/A	4	N/A	N/A
Demand	Number of regularly scheduled reports requested	17	19	19	19	-	0.0%
Demand	Number of criminal justice data requests	N/A	N/A	N/A	76	N/A	N/A
Demand	Number of program evaluations requested	N/A	N/A	N/A	4	N/A	N/A
Expenditure Ratio	Expenditure per regularly scheduled report produced.	$ 2,937.88	$ 113,175.11	$ 22,629.26	$ 51,783.89	$ 61,391.21	54.2%
Revenue							
	249 - NON DEPARTMENTAL GRANTS	$ -	$ 1,272,641	$ 1,214,957	$ 68,459	$ (1,204,182)	-94.6%
	TOTAL SOURCES	$ -	$ 1,272,641	$ 1,214,957	$ 68,459	$ (1,204,182)	-94.6%
Expenditure							
	100 - GENERAL	$ -	$ 534,097	$ -	$ 529,597	$ 4,500	0.8%
	249 - NON DEPARTMENTAL GRANTS	-	1,248,520	58,085	62,923	1,185,597	95.0%
	255 - DETENTION OPERATIONS	49,944	367,710	371,871	391,374	(23,664)	-6.4%
	TOTAL USES	$ 49,944	$ 2,150,327	$ 429,956	$ 983,894	$ 1,166,433	54.2%

Activity Narrative: The Department made significant changes to the FY 2016 Strategic Business Plan including consolidating two programs and activities into the Justice System Planning and Information program and activity. Historical comparison is not available as many activity measures are new in FY 2016.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 419,793**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 9,338**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*9,338*	*-*
FY 2015 Revised Budget			**$ 429,131**	**$ -**
FY 2016 Baseline Budget			**$ 429,131**	**$ -**
Adjustments:				
Employee Retirement and Benefits			**$ (608)**	**$ -**
Retirement Contributions			*(608)*	*-*
Base Adjustments			**$ (143)**	**$ -**
Internal Service Charges			*(143)*	*-*
Decrease Risk Management Charges		*$ (143)*		
FY 2016 Tentative Budget			**$ 428,380**	**$ -**
Percent Change from Baseline Amount			*-0.2%*	
Adjustments:				
Employee Retirement and Benefits			**$ 3,384**	**$ -**
Employee Health/Dental Premiums			*3,384*	*-*
FY 2016 Adopted Budget			**$ 431,764**	**$ -**
Percent Change from Baseline Amount			*0.6%*	

	Expenditures	Revenue
NON-RECURRING		
FY 2015 Adopted Budget	**$ 534,097**	**$ -**
FY 2015 Revised Budget	**$ 534,097**	**$ -**
Adjustments:		
Non Recurring	**$ (534,097)**	**$ -**
Non Recurring Carry Forward	*(534,097)*	*-*
FY 2016 Baseline Budget	**$ -**	**$ -**
Adjustments:		
Non Recurring	**$ 529,597**	**$ -**
Non Recurring Carry Forward	*529,597*	*-*
FY 2016 Adopted Budget	**$ 529,597**	**$ -**

Non Departmental Grant Fund (249)

	Expenditures	Revenue
OPERATING		
FY 2015 Adopted Budget	**$ -**	**$ -**
FY 2015 Revised Budget	**$ -**	**$ -**
FY 2016 Baseline Budget	**$ -**	**$ -**
Adjustments:		
Employee Retirement and Benefits	**$ (58)**	**$ -**
Retirement Contributions	*(58)*	*-*
Base Adjustments	**$ 58**	**$ -**
Other Base Adjustments	*58*	*-*
Grants	**$ 68,459**	**$ 68,459**
Grant Reconciliation	*68,459*	*68,459*
FY 2016 Adopted Budget	**$ 68,459**	**$ 68,459**

Detention Fund (255)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 394,478**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 2,286**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*2,286*	*-*
FY 2015 Revised Budget			**$ 396,764**	**$ -**
Adjustments:				
Employee Salary Adjustments			**$ 6,233**	**$ -**
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*6,233*	*-*
FY 2016 Baseline Budget			**$ 402,997**	**$ -**
Adjustments:				
Employee Retirement and Benefits			**$ (299)**	**$ -**
Retirement Contributions			*(299)*	*-*
Base Adjustments			**$ (152)**	**$ -**
Internal Service Charges			*(152)*	*-*
Decrease Risk Management Charges		*$ (152)*		
FY 2016 Tentative Budget			**$ 402,546**	**$ -**
Percent Change from Baseline Amount			*-0.1%*	
Adjustments:				
Employee Retirement and Benefits			**$ 3,384**	**$ -**
Employee Health/Dental Premiums			*3,384*	*-*
FY 2016 Adopted Budget			**$ 405,930**	**$ -**
Percent Change from Baseline Amount			*0.7%*	

Assistant County Manager - Department 960

Analysis by Christine Jasinski, Management and Budget Analyst

Summary

Mission

The mission of the Assistant County Manager - 960 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 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
GGDM - GREEN GOVT DATA MANAGEMENT	$ 1,694	$ -	$ -	$ -	$ -	$ -	N/A
GGIE - INTERNAL GREEN GOVT ECO EDUC	(1,129)	-	-	-	-	-	N/A
GGPE - PUBLIC GREEN GOVT ECO EDUC	(565)	-	-	-	-	-	N/A
ODIR - EXECUTIVE MANAGEMENT	$ -	$ -	$ -	$ (11,065)	$ -	$ -	N/A
SPPT - OPERATIONS SUPPORT	-	-	-	10,856	-	-	N/A
99AS - INDIRECT SUPPORT	$ -	$ -	$ -	$ (209)	$ -	$ -	N/A
INFR - INFRASTRUCTURE	$ -	$ -	$ -	$ (103)	$ -	$ -	N/A
RISK - RISK PREMIUMS	-	-	-	312	-	-	N/A
99GV - GENERAL OVERHEAD	$ -	$ -	$ -	$ 209	$ -	$ -	N/A
TOTAL PROGRAMS	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**N/A**

Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 216,143	$ 211,161	$ 223,249	$ 224,171	$ 228,960	$ (5,711)	-2.6%
0710 - OVERTIME	2,632	2,400	2,400	1,657	2,400	-	0.0%
0750 - FRINGE BENEFITS	56,948	56,378	58,435	55,595	62,537	(4,102)	-7.0%
0790 - OTHER PERSONNEL SERVICES	-	-	-	10,856	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(275,723)	(269,939)	(284,084)	(291,261)	(293,897)	9,813	3.5%
SUBTOTAL	$ -	$ -	$ -	$ 1,018	$ -	$ -	N/A
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 531	$ 2,400	$ 2,400	$ 300	$ 2,385	$ 15	0.6%
0805 - SUPPLIES-ALLOCATION OUT	(408)	(2,400)	(2,400)	(1,642)	(2,385)	(15)	-0.6%
SUBTOTAL	$ 123	$ -	$ -	$ (1,342)	$ -	$ -	N/A
SERVICES							
0812 - OTHER SERVICES	$ -	$ -	$ -	$ 100	$ -	$ -	N/A
0820 - RENT & OPERATING LEASES	-	600	600	-	600	-	0.0%
0839 - INTERNAL SERVICE CHARGES	-	1,841	1,841	1,112	7,087	(5,246)	-285.0%
0841 - TRAVEL	864	600	600	347	600	-	0.0%
0842 - EDUCATION AND TRAINING	10	-	-	-	-	-	N/A
0843 - POSTAGE/FREIGHT/SHIPPING	-	300	300	-	300	-	0.0%
0872 - SERVICES-ALLOCATION OUT	(1,107)	(3,341)	(3,341)	(1,235)	(8,587)	5,246	157.0%
0873 - SERVICES-ALLOCATION IN	110	-	-	-	-	-	N/A
SUBTOTAL	$ (123)	$ -	$ -	$ 324	$ -	$ -	N/A

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
572 ANIMAL CONTROL LICENSE SHELTER							
OPERATING	-	-	-	-	-	-	N/A
FUND TOTAL USES	$ -	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT OPERATING TOTAL USES	$ -	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT NON RECURRING TOTAL USES	$ -	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT TOTAL USES	$ -	$ -	$ -	$ -	$ -	$ -	N/A

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
GREEN GOVERNMENT							
GREEN GOVT DATA MANAGEMENT	.25	-	.00	-	-	-	N/A
INTERNAL GREEN GOVT ECO EDUC	.50	-	.00	-	-	-	N/A
PUBLIC GREEN GOVT ECO EDUC	.25	-	.00	-	-	-	N/A
PROGRAM TOTAL	1.00	-	-	-	-	-	N/A
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	2.00	2.00	2.00	2.00	2.00	-	0.0%
DEPARTMENT TOTAL	3.00	2.00	2.00	2.00	2.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Assistant County Manager	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%
Program Manager - County	1.00	-	-	-	-	-	N/A
Department Total	**3.00**	**2.00**	**2.00**	**2.00**	**2.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	1.00	-	-	-	-	-	N/A
572 ANIMAL CONTROL LICENSE SHELTER	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	**3.00**	**2.00**	**2.00**	**2.00**	**2.00**	**-**	**0.0%**

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay plan and market study adjustments made in FY 2015.

Base Adjustments:

Fund (572) Operating

- Decrease Regular Benefits by $128 for the impact of changes in retirement contribution rates.
- Increase Internal Services Charges by $15 for the impact of the changes in risk management.

Appropriated Budget Reconciliations

Animal Control License/Shelter Fund (572)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ -**	**$ -**
FY 2015 Revised Budget		**$ -**	**$ -**
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ (128)**	**$ -**
Retirement Contributions		*(128)*	-
Base Adjustments		**$ 128**	**$ -**
Other Base Adjustments		*113*	-
Internal Service Charges		*15*	-
Increase Risk Management Charges	*$ 15*		
FY 2016 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 $299,589.

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 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
ODIR - EXECUTIVE MANAGEMENT	$ 334,512	$ 250,091	$ 255,422	$ 225,982	$ 257,510	$ (2,088)	-0.8%
99AS - INDIRECT SUPPORT	$ 334,512	$ 250,091	$ 255,422	$ 225,982	$ 257,510	$ (2,088)	-0.8%
INFR - INFRASTRUCTURE	$ -	$ 1,427	$ 1,427	$ 594	$ 1,458	$ (31)	-2.2%
ISFC - INTERNAL SERVICE FUND CHARGES	576	-	-	-	-	-	N/A
MPOS - ELECTED OR STATUTORY OFFICIALS	-	109,805	109,805	111,917	110,955	(1,150)	-1.0%
RISK - RISK PREMIUMS	-	650	650	646	795	(145)	-22.3%
99GV - GENERAL OVERHEAD	$ 576	$ 111,882	$ 111,882	$ 113,157	$ 113,208	$ (1,326)	-1.2%
TOTAL PROGRAMS	**$ 335,088**	**$ 361,973**	**$ 367,304**	**$ 339,139**	**$ 370,718**	**$ (3,414)**	**-0.9%**

Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 261,629	$ 258,512	$ 251,245	$ 231,664	$ 252,144	$ (899)	-0.4%
0750 - FRINGE BENEFITS	83,889	85,903	84,499	77,864	87,981	(3,482)	-4.1%
0790 - OTHER PERSONNEL SERVICES	-	-	14,002	14,002	-	14,002	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(13,645)	-	-	-	-	-	N/A
SUBTOTAL	$ 331,873	$ 344,415	$ 349,746	$ 323,530	$ 340,125	$ 9,621	2.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 78	$ 1,903	$ 1,903	$ 584	$ 4,000	$ (2,097)	-110.2%
SUBTOTAL	$ 78	$ 1,903	$ 1,903	$ 584	$ 4,000	$ (2,097)	-110.2%
SERVICES							
0812 - OTHER SERVICES	$ 287	$ 1,000	$ 1,000	$ 228	$ 3,238	$ (2,238)	-223.8%
0839 - INTERNAL SERVICE CHARGES	2,365	2,655	2,655	2,382	3,355	(700)	-26.4%
0841 - TRAVEL	93	6,000	6,000	6,265	10,000	(4,000)	-66.7%
0842 - EDUCATION AND TRAINING	390	6,000	6,000	6,150	10,000	(4,000)	-66.7%
0843 - POSTAGE/FREIGHT/SHIPPING	2	-	-	-	-	-	N/A
SUBTOTAL	$ 3,137	$ 15,655	$ 15,655	$ 15,025	$ 26,593	$ (10,938)	-69.9%
ALL EXPENDITURES	$ 335,088	$ 361,973	$ 367,304	$ 339,139	$ 370,718	$ (3,414)	-0.9%
TOTAL USES	$ 335,088	$ 361,973	$ 367,304	$ 339,139	$ 370,718	$ (3,414)	-0.9%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 335,088	$ 361,973	$ 367,304	$ 339,139	$ 370,718	$ (3,414)	-0.9%
FUND TOTAL USES	$ 335,088	$ 361,973	$ 367,304	$ 339,139	$ 370,718	$ (3,414)	-0.9%
DEPARTMENT OPERATING TOTAL USES	$ 335,088	$ 361,973	$ 367,304	$ 339,139	$ 370,718	$ (3,414)	-0.9%
DEPARTMENT TOTAL USES	$ 335,088	$ 361,973	$ 367,304	$ 339,139	$ 370,718	$ (3,414)	-0.9%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	-	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	-	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	3.00	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	3.00	2.00	2.00	2.00	2.00	-	0.0%
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 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 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 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

Base Adjustments:

General Fund (100) Operating

- Decrease Regular Benefits by $151 for the impact of the changes in retirement contribution rates.
- Increase Regular Benefits by $3,384 for the impact of the changes in health and dental premium rates.
- Increase Internal Service Charges by $181 for the impact of the changes in risk management charges.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 361,973**	**$ -**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ 5,331**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*	*5,331*	*-*
FY 2015 Revised Budget		**$ 367,304**	**$ -**
FY 2016 Baseline Budget Baseline		**$ 367,304**	**$ -**
Adjustments:			
Employee Retirement and Benefits		**$ (151)**	**$ -**
Retirement Contributions		*(151)*	*-*
Base Adjustments		**$ 181**	**$ -**
Internal Service Charges		*181*	*-*
FY 2016 Tentative Budget		**$ 367,334**	**$ -**
Percent Change from Baseline Amount		*0.0%*	
Adjustments:			
Employee Retirement and Benefits		**$ 3,384**	**$ -**
Employee Health/Dental Premiums		*3,384*	*-*
FY 2016 Adopted Budget		**$ 370,718**	**$ -**
Percent Change from Baseline Amount		*0.9%*	

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 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
ODIR - EXECUTIVE MANAGEMENT	$ 361,628	$ 249,995	$ 255,326	$ 228,920	$ 257,381	$ (2,055)	-0.8%
99AS - INDIRECT SUPPORT	$ 361,628	$ 249,995	$ 255,326	$ 228,920	$ 257,381	$ (2,055)	-0.8%
INFR - INFRASTRUCTURE	$ -	$ 1,523	$ 1,523	$ 634	$ 1,587	$ (64)	-4.2%
ISFC - INTERNAL SERVICE FUND CHARGES	612	-	-	-	-	-	N/A
MPOS - ELECTED OR STATUTORY OFFICIALS	-	109,805	109,805	112,040	110,955	(1,150)	-1.0%
RISK - RISK PREMIUMS	-	650	650	646	795	(145)	-22.3%
99GV - GENERAL OVERHEAD	$ 612	$ 111,978	$ 111,978	$ 113,320	$ 113,337	$ (1,359)	-1.2%
TOTAL PROGRAMS	**$ 362,240**	**$ 361,973**	**$ 367,304**	**$ 342,240**	**$ 370,718**	**$ (3,414)**	**-0.9%**

Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 267,616	$ 269,764	$ 272,043	$ 253,264	$ 275,169	$ (3,126)	-1.1%
0750 - FRINGE BENEFITS	87,869	87,868	88,090	81,858	92,062	(3,972)	-4.5%
0790 - OTHER PERSONNEL SERVICES	-	-	2,830	2,830	-	2,830	100.0%
SUBTOTAL	$ 355,485	$ 357,632	$ 362,963	$ 337,952	$ 367,231	$ (4,268)	-1.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 990	$ 500	$ 500	$ 169	$ -	$ 500	100.0%
SUBTOTAL	$ 990	$ 500	$ 500	$ 169	$ -	$ 500	100.0%
SERVICES							
0812 - OTHER SERVICES	$ 520	$ -	$ -	$ 118	$ -	$ -	N/A
0839 - INTERNAL SERVICE CHARGES	2,029	2,086	2,086	2,032	2,276	(190)	-9.1%
0841 - TRAVEL	2,564	1,605	1,605	1,530	1,211	394	24.5%
0842 - EDUCATION AND TRAINING	545	-	-	300	-	-	N/A
0843 - POSTAGE/FREIGHT/SHIPPING	107	150	150	139	-	150	100.0%
SUBTOTAL	$ 5,765	$ 3,841	$ 3,841	$ 4,119	$ 3,487	$ 354	9.2%
ALL EXPENDITURES	$ 362,240	$ 361,973	$ 367,304	$ 342,240	$ 370,718	$ (3,414)	-0.9%
TOTAL USES	$ 362,240	$ 361,973	$ 367,304	$ 342,240	$ 370,718	$ (3,414)	-0.9%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL OPERATING	$ 362,240	$ 361,973	$ 367,304	$ 342,240	$ 370,718	$ (3,414)	-0.9%
FUND TOTAL USES	$ 362,240	$ 361,973	$ 367,304	$ 342,240	$ 370,718	$ (3,414)	-0.9%
DEPARTMENT OPERATING TOTAL USES	$ 362,240	$ 361,973	$ 367,304	$ 342,240	$ 370,718	$ (3,414)	-0.9%
DEPARTMENT TOTAL USES	$ 362,240	$ 361,973	$ 367,304	$ 342,240	$ 370,718	$ (3,414)	-0.9%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	-	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	-	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	3.00	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	3.00	2.00	2.00	2.00	2.00	-	0.0%
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 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 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 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

Base Adjustments:

General Fund (100) Operating

- Decrease Regular Benefits by $151 for the impact of the changes in retirement contribution rates.
- Increase Regular Benefits by $3,384 for the impact of the changes in health and dental premium rates.
- Increase Internal Service Charges by $181 for the impact of the changes in risk management charges.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 361,973**	**$ -**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ 5,331**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*	*5,331*	*-*
FY 2015 Revised Budget		**$ 367,304**	**$ -**
FY 2016 Baseline Budget Baseline		**$ 367,304**	**$ -**
Adjustments:			
Employee Retirement and Benefits		**$ (151)**	**$ -**
Retirement Contributions		*(151)*	*-*
Base Adjustments		**$ 181**	**$ -**
Internal Service Charges		*181*	*-*
FY 2016 Tentative Budget		**$ 367,334**	**$ -**
Percent Change from Baseline Amount		*0.0%*	
Adjustments:			
Employee Retirement and Benefits		**$ 3,384**	**$ -**
Employee Health/Dental Premiums		*3,384*	*-*
FY 2016 Adopted Budget		**$ 370,718**	**$ -**
Percent Change from Baseline Amount		*0.9%*	

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 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
ODIR - EXECUTIVE MANAGEMENT	$ 340,862	$ 250,187	$ 255,518	$ 234,290	$ 257,573	$ (2,055)	-0.8%
99AS - INDIRECT SUPPORT	$ 340,862	$ 250,187	$ 255,518	$ 234,290	$ 257,573	$ (2,055)	-0.8%
INFR - INFRASTRUCTURE	$ -	$ 1,331	$ 1,331	$ 554	$ 1,395	$ (64)	-4.8%
ISFC - INTERNAL SERVICE FUND CHARGES	600	-	-	-	-	-	N/A
MPOS - ELECTED OR STATUTORY OFFICIALS	-	109,805	109,805	112,224	110,955	(1,150)	-1.0%
RISK - RISK PREMIUMS	-	650	650	646	795	(145)	-22.3%
99GV - GENERAL OVERHEAD	$ 600	$ 111,786	$ 111,786	$ 113,424	$ 113,145	$ (1,359)	-1.2%
TOTAL PROGRAMS	**$ 341,462**	**$ 361,973**	**$ 367,304**	**$ 347,714**	**$ 370,718**	**$ (3,414)**	**-0.9%**

Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 247,358	$ 264,952	$ 268,666	$ 251,766	$ 256,942	$ 11,724	4.4%
0750 - FRINGE BENEFITS	84,085	85,802	86,515	84,104	88,689	(2,174)	-2.5%
0790 - OTHER PERSONNEL SERVICES	-	-	904	-	-	904	100.0%
SUBTOTAL	$ 331,443	$ 350,754	$ 356,085	$ 335,870	$ 345,631	$ 10,454	2.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 192	$ 200	$ 200	$ 199	$ 688	$ (488)	-244.0%
SUBTOTAL	$ 192	$ 200	$ 200	$ 199	$ 688	$ (488)	-244.0%
SERVICES							
0812 - OTHER SERVICES	$ 266	$ 500	$ 500	$ 370	$ 700	$ (200)	-40.0%
0839 - INTERNAL SERVICE CHARGES	3,654	3,519	3,519	4,504	3,699	(180)	-5.1%
0841 - TRAVEL	3,975	5,000	5,000	4,904	10,000	(5,000)	-100.0%
0842 - EDUCATION AND TRAINING	1,110	1,000	1,000	1,000	9,500	(8,500)	-850.0%
0843 - POSTAGE/FREIGHT/SHIPPING	822	1,000	1,000	867	500	500	50.0%
SUBTOTAL	$ 9,827	$ 11,019	$ 11,019	$ 11,645	$ 24,399	$ (13,380)	-121.4%
ALL EXPENDITURES	$ 341,462	$ 361,973	$ 367,304	$ 347,714	$ 370,718	$ (3,414)	-0.9%
TOTAL USES	$ 341,462	$ 361,973	$ 367,304	$ 347,714	$ 370,718	$ (3,414)	-0.9%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL OPERATING	$ 341,462	$ 361,973	$ 367,304	$ 347,714	$ 370,718	$ (3,414)	-0.9%
FUND TOTAL USES	$ 341,462	$ 361,973	$ 367,304	$ 347,714	$ 370,718	$ (3,414)	-0.9%
DEPARTMENT OPERATING TOTAL USES	$ 341,462	$ 361,973	$ 367,304	$ 347,714	$ 370,718	$ (3,414)	-0.9%
DEPARTMENT TOTAL USES	$ 341,462	$ 361,973	$ 367,304	$ 347,714	$ 370,718	$ (3,414)	-0.9%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	-	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	-	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	3.00	2.00	2.00	2.00	1.75	(.25)	(12.5%)
PROGRAM TOTAL	3.00	2.00	2.00	2.00	1.75	(.25)	(12.5%)
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	2.75	(.25)	(8.3%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 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	.75	(.25)	(25.0%)
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**3.00**	**3.00**	**3.00**	**3.00**	**2.75**	**(.25)**	**(8.3%)**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	3.00	3.00	3.00	3.00	2.75	(.25)	(8.3%)
Department Total	**3.00**	**3.00**	**3.00**	**3.00**	**2.75**	**(.25)**	**(8.3%)**

General Adjustments

Base Adjustments:

General Fund (100) Operating

- Decrease Regular Benefits by $151 for the impact of the changes in retirement contribution rates.
- Increase Regular Benefits by $3,384 for the impact of the changes in health and dental premium rates.
- Increase Internal Service Charges by $181 for the impact of the changes in risk management charges.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 361,973**	**$ -**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ 5,331**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*	*5,331*	*-*
FY 2015 Revised Budget		**$ 367,304**	**$ -**
FY 2016 Baseline Budget Baseline		**$ 367,304**	**$ -**
Adjustments:			
Employee Retirement and Benefits		**$ (151)**	**$ -**
Retirement Contributions		*(151)*	*-*
Base Adjustments		**$ 181**	**$ -**
Internal Service Charges		*181*	*-*
FY 2016 Tentative Budget		**$ 367,334**	**$ -**
Percent Change from Baseline Amount		*0.0%*	
Adjustments:			
Employee Retirement and Benefits		**$ 3,384**	**$ -**
Employee Health/Dental Premiums		*3,384*	*-*
FY 2016 Adopted Budget		**$ 370,718**	**$ -**
Percent Change from Baseline Amount		*0.9%*	

Board of Supervisors, District 4

Analysis by Angie Flick, Strategic Business Planning Administrator

Summary

Mission

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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 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
ODIR - EXECUTIVE MANAGEMENT	$ 357,862	$ 249,906	$ 255,237	$ 249,764	$ 257,291	$ (2,054)	-0.8%
99AS - INDIRECT SUPPORT	$ 357,862	$ 249,906	$ 255,237	$ 249,764	$ 257,291	$ (2,054)	-0.8%
INFR - INFRASTRUCTURE	$ -	$ 1,612	$ 1,612	$ 670	$ 1,677	$ (65)	-4.0%
ISFC - INTERNAL SERVICE FUND CHARGES	588	-	-	-	-	-	N/A
MPOS - ELECTED OR STATUTORY OFFICIALS	-	109,805	109,805	112,038	110,955	(1,150)	-1.0%
RISK - RISK PREMIUMS	-	650	650	646	795	(145)	-22.3%
99GV - GENERAL OVERHEAD	$ 588	$ 112,067	$ 112,067	$ 113,354	$ 113,427	$ (1,360)	-1.2%
TOTAL PROGRAMS	**$ 358,450**	**$ 361,973**	**$ 367,304**	**$ 363,118**	**$ 370,718**	**$ (3,414)**	**-0.9%**

Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 266,033	$ 264,839	$ 268,402	$ 267,886	$ 268,484	$ (82)	0.0%
0750 - FRINGE BENEFITS	88,259	87,121	87,385	87,086	90,863	(3,478)	-4.0%
0790 - OTHER PERSONNEL SERVICES	-	-	1,782	-	-	1,782	100.0%
SUBTOTAL	$ 354,292	$ 351,960	$ 357,569	$ 354,972	$ 359,347	$ (1,778)	-0.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,550	$ 600	$ 600	$ 2	$ 1,005	$ (405)	-67.5%
SUBTOTAL	$ 1,550	$ 600	$ 600	$ 2	$ 1,005	$ (405)	-67.5%
SERVICES							
0810 - LEGAL SERVICES	$ -	$ -	$ -	$ 352	$ -	$ -	N/A
0812 - OTHER SERVICES	387	1,000	1,000	-	500	500	50.0%
0839 - INTERNAL SERVICE CHARGES	2,134	2,420	2,420	2,250	2,366	54	2.2%
0841 - TRAVEL	(233)	4,000	4,000	3,934	4,000	-	0.0%
0842 - EDUCATION AND TRAINING	300	1,873	1,595	1,600	3,000	(1,405)	-88.1%
0843 - POSTAGE/FREIGHT/SHIPPING	20	120	120	8	500	(380)	-316.7%
SUBTOTAL	$ 2,608	$ 9,413	$ 9,135	$ 8,144	$ 10,366	$ (1,231)	-13.5%
ALL EXPENDITURES	$ 358,450	$ 361,973	$ 367,304	$ 363,118	$ 370,718	$ (3,414)	-0.9%
TOTAL USES	$ 358,450	$ 361,973	$ 367,304	$ 363,118	$ 370,718	$ (3,414)	-0.9%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 358,450	$ 361,973	$ 367,304	$ 363,118	$ 370,718	$ (3,414)	-0.9%
FUND TOTAL USES	$ 358,450	$ 361,973	$ 367,304	$ 363,118	$ 370,718	$ (3,414)	-0.9%
DEPARTMENT OPERATING TOTAL USES	$ 358,450	$ 361,973	$ 367,304	$ 363,118	$ 370,718	$ (3,414)	-0.9%
DEPARTMENT TOTAL USES	$ 358,450	$ 361,973	$ 367,304	$ 363,118	$ 370,718	$ (3,414)	-0.9%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	-	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	-	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	3.00	2.00	2.00	1.88	1.88	(.13)	(6.3%)
PROGRAM TOTAL	3.00	2.00	2.00	1.88	1.88	(.13)	(6.3%)
DEPARTMENT TOTAL	3.00	3.00	3.00	2.88	2.88	(.13)	(4.2%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 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	.88	.88	(.13)	(12.5%)
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**3.00**	**3.00**	**3.00**	**2.88**	**2.88**	**(.13)**	**(4.2%)**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	3.00	3.00	3.00	2.88	2.88	(.13)	(4.2%)
Department Total	**3.00**	**3.00**	**3.00**	**2.88**	**2.88**	**(.13)**	**(4.2%)**

General Adjustments

Base Adjustments:

General Fund (100) Operating

- Decrease Regular Benefits by $151 for the impact of the changes in retirement contribution rates.
- Increase Regular Benefits by $3,384 for the impact of the changes in health and dental premium rates.
- Increase Internal Service Charges by $181 for the impact of the changes in risk management charges.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 361,973**	**$ -**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ 5,331**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*	*5,331*	*-*
FY 2015 Revised Budget		**$ 367,304**	**$ -**
FY 2016 Baseline Budget Baseline		**$ 367,304**	**$ -**
Adjustments:			
Employee Retirement and Benefits		**$ (151)**	**$ -**
Retirement Contributions		*(151)*	*-*
Base Adjustments		**$ 181**	**$ -**
Internal Service Charges		*181*	*-*
FY 2016 Tentative Budget		**$ 367,334**	**$ -**
Percent Change from Baseline Amount		*0.0%*	
Adjustments:			
Employee Retirement and Benefits		**$ 3,384**	**$ -**
Employee Health/Dental Premiums		*3,384*	*-*
FY 2016 Adopted Budget		**$ 370,718**	**$ -**
Percent Change from Baseline Amount		*0.9%*	

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 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
ODIR - EXECUTIVE MANAGEMENT	$ 355,665	$ 249,665	$ 254,996	$ 255,983	$ 256,844	$ (1,848)	-0.7%
99AS - INDIRECT SUPPORT	$ 355,665	$ 249,665	$ 254,996	$ 255,983	$ 256,844	$ (1,848)	-0.7%
INFR - INFRASTRUCTURE	$ -	$ 1,853	$ 1,853	$ 770	$ 2,124	$ (271)	-14.6%
ISFC - INTERNAL SERVICE FUND CHARGES	792	-	-	-	-	-	N/A
MPOS - ELECTED OR STATUTORY OFFICIALS	-	109,805	109,805	109,616	110,955	(1,150)	-1.0%
RISK - RISK PREMIUMS	-	650	650	646	795	(145)	-22.3%
99GV - GENERAL OVERHEAD	$ 792	$ 112,308	$ 112,308	$ 111,032	$ 113,874	$ (1,566)	-1.4%
TOTAL PROGRAMS	**$ 356,457**	**$ 361,973**	**$ 367,304**	**$ 367,015**	**$ 370,718**	**$ (3,414)**	**-0.9%**

Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 235,840	$ 231,786	$ 243,937	$ 253,351	$ 258,573	$ (14,636)	-6.0%
0705 - TEMPORARY PAY	2,547	5,000	5,000	10,272	12,528	(7,528)	-150.6%
0750 - FRINGE BENEFITS	77,667	81,141	83,490	85,997	90,212	(6,722)	-8.1%
0790 - OTHER PERSONNEL SERVICES	10,000	-	-	-	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(18,979)	-	-	-	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	1,537	-	-	-	-	-	N/A
SUBTOTAL	$ 308,612	$ 317,927	$ 332,427	$ 349,620	$ 361,313	$ (28,886)	-8.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 19,451	$ 13,715	$ 12,166	$ 786	$ 1,000	$ 11,166	91.8%
SUBTOTAL	$ 19,451	$ 13,715	$ 12,166	$ 786	$ 1,000	$ 11,166	91.8%
SERVICES							
0810 - LEGAL SERVICES	$ -	$ -	$ -	$ 352	$ -	$ -	N/A
0812 - OTHER SERVICES	2,394	2,000	2,000	999	100	1,900	95.0%
0839 - INTERNAL SERVICE CHARGES	6,412	8,211	8,211	6,663	4,150	4,061	49.5%
0841 - TRAVEL	16,313	13,000	10,000	8,595	2,000	8,000	80.0%
0842 - EDUCATION AND TRAINING	1,770	7,000	2,000	-	2,000	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	137	120	500	-	155	345	69.0%
0873 - SERVICES-ALLOCATION IN	1,368	-	-	-	-	-	N/A
SUBTOTAL	$ 28,394	$ 30,331	$ 22,711	$ 16,609	$ 8,405	$ 14,306	63.0%
ALL EXPENDITURES	$ 356,457	$ 361,973	$ 367,304	$ 367,015	$ 370,718	$ (3,414)	-0.9%
TOTAL USES	$ 356,457	$ 361,973	$ 367,304	$ 367,015	$ 370,718	$ (3,414)	-0.9%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 356,457	$ 361,973	$ 367,304	$ 367,015	$ 370,718	$ (3,414)	-0.9%
FUND TOTAL USES	$ 356,457	$ 361,973	$ 367,304	$ 367,015	$ 370,718	$ (3,414)	-0.9%
DEPARTMENT OPERATING TOTAL USES	$ 356,457	$ 361,973	$ 367,304	$ 367,015	$ 370,718	$ (3,414)	-0.9%
DEPARTMENT TOTAL USES	$ 356,457	$ 361,973	$ 367,304	$ 367,015	$ 370,718	$ (3,414)	-0.9%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
PROGRAM TOTAL	-	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	2.80	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	2.80	2.00	2.00	2.00	2.00	-	0.0%
DEPARTMENT TOTAL	2.80	3.00	3.00	3.00	3.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 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	.80	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	**2.80**	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	2.80	3.00	3.00	3.00	3.00	-	0.0%
Department Total	**2.80**	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.0%**

General Adjustments

Base Adjustments:

General Fund (100) Operating

- Decrease Regular Benefits by $151 for the impact of the changes in retirement contribution rates.
- Increase Regular Benefits by $3,384 for the impact of the changes in health and dental premium rates.
- Increase Internal Service Charges by $181 for the impact of the changes in risk management charges.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 361,973**	**$ -**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ 5,331**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*	*5,331*	*-*
FY 2015 Revised Budget		**$ 367,304**	**$ -**
FY 2016 Baseline Budget Baseline		**$ 367,304**	**$ -**
Adjustments:			
Employee Retirement and Benefits		**$ (151)**	**$ -**
Retirement Contributions		*(151)*	*-*
Base Adjustments		**$ 181**	**$ -**
Internal Service Charges		*181*	*-*
FY 2016 Tentative Budget		**$ 367,334**	**$ -**
Percent Change from Baseline Amount		*0.0%*	
Adjustments:			
Employee Retirement and Benefits		**$ 3,384**	**$ -**
Employee Health/Dental Premiums		*3,384*	*-*
FY 2016 Adopted Budget		**$ 370,718**	**$ -**
Percent Change from Baseline Amount		*0.9%*	

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: Department currently answers 56.25% of calls within 30 seconds.

Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
TELE - CUSTOMER SERVICE TELEPHONE	$ 1,510,738	$ 1,507,404	$ 1,589,886	$ 1,612,419	$ 1,615,992	$ (26,106)	-1.6%
14SC - CALL CENTER	$ 1,510,738	$ 1,507,404	$ 1,589,886	$ 1,612,419	$ 1,615,992	$ (26,106)	-1.6%
POOL - POOLED COSTS	$ -	$ 56,859	$ -	$ -	$ -	$ -	N/A
99AS - INDIRECT SUPPORT	$ -	$ 56,859	$ -	$ -	$ -	$ -	N/A
INFR - INFRASTRUCTURE	$ -	$ 95,174	$ 95,174	$ 39,660	$ 99,246	$ (4,072)	-4.3%
ISFC - INTERNAL SERVICE FUND CHARGES	5,676	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	4,119	4,119	4,116	3,949	170	4.1%
99GV - GENERAL OVERHEAD	$ 5,676	$ 99,293	$ 99,293	$ 43,776	$ 103,195	$ (3,902)	-3.9%
TOTAL PROGRAMS	**$ 1,516,414**	**$ 1,663,556**	**$ 1,689,179**	**$ 1,656,195**	**$ 1,719,187**	**$ (30,008)**	**-1.8%**

Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 921,766	$ 978,609	$ 1,005,770	$ 999,202	$ 1,007,212	$ (1,442)	-0.1%
0705 - TEMPORARY PAY	31,895	33,549	22,239	21,381	81,774	(59,535)	-267.7%
0710 - OVERTIME	446	-	-	1,366	-	-	N/A
0750 - FRINGE BENEFITS	416,942	421,101	430,873	432,283	463,938	(33,065)	-7.7%
0790 - OTHER PERSONNEL SERVICES	-	3,744	3,744	1,560	6,288	(2,544)	-67.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(36)	-	-	-	-	-	N/A
SUBTOTAL	$ 1,371,013	$ 1,437,003	$ 1,462,626	$ 1,455,792	$ 1,559,212	$ (96,586)	-6.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 14,445	$ 14,002	$ 14,002	$ 8,788	$ 12,144	$ 1,858	13.3%
SUBTOTAL	$ 14,445	$ 14,002	$ 14,002	$ 8,788	$ 12,144	$ 1,858	13.3%
SERVICES							
0812 - OTHER SERVICES	$ 29,217	$ 140,641	$ 140,641	$ 77,961	$ 80,640	$ 60,001	42.7%
0820 - RENT & OPERATING LEASES	562	2,328	2,328	1,306	2,328	-	0.0%
0825 - REPAIRS AND MAINTENANCE	456	4,202	4,202	3,788	4,202	-	0.0%
0839 - INTERNAL SERVICE CHARGES	100,601	99,593	99,593	100,329	103,298	(3,705)	-3.7%
0842 - EDUCATION AND TRAINING	90	15,687	15,687	8,092	7,253	8,434	53.8%
0843 - POSTAGE/FREIGHT/SHIPPING	20	100	100	139	110	(10)	-10.0%
0872 - SERVICES-ALLOCATION OUT	-	(50,000)	(50,000)	-	(50,000)	-	0.0%
0873 - SERVICES-ALLOCATION IN	10	-	-	-	-	-	N/A
SUBTOTAL	$ 130,956	$ 212,551	$ 212,551	$ 191,615	$ 147,831	$ 64,720	30.4%
ALL EXPENDITURES	$ 1,516,414	$ 1,663,556	$ 1,689,179	$ 1,656,195	$ 1,719,187	$ (30,008)	-1.8%
TOTAL USES	$ 1,516,414	$ 1,663,556	$ 1,689,179	$ 1,656,195	$ 1,719,187	$ (30,008)	-1.8%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 1,516,414	$ 1,663,556	$ 1,689,179	$ 1,656,195	$ 1,719,187	$ (30,008)	-1.8%
FUND TOTAL USES	$ 1,516,414	$ 1,663,556	$ 1,689,179	$ 1,656,195	$ 1,719,187	$ (30,008)	-1.8%
DEPARTMENT OPERATING TOTAL USES	$ 1,516,414	$ 1,663,556	$ 1,689,179	$ 1,656,195	$ 1,719,187	$ (30,008)	-1.8%
DEPARTMENT TOTAL USES	$ 1,516,414	$ 1,663,556	$ 1,689,179	$ 1,656,195	$ 1,719,187	$ (30,008)	-1.8%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
CALL CENTER							
CUSTOMER SERVICE TELEPHONE	27.00	27.00	27.00	27.00	27.00	-	0.0%
PROGRAM TOTAL	27.00	27.00	27.00	27.00	27.00	-	0.0%
DEPARTMENT TOTAL	27.00	27.00	27.00	27.00	27.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Call Center Representative	18.00	18.00	18.00	18.00	18.00	-	0.0%
Call Center Representative Lead	4.00	4.00	4.00	4.00	4.00	-	0.0%
Call Center Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Director - STAR Call Center	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**27.00**	**27.00**	**27.00**	**27.00**	**27.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	27.00	27.00	27.00	27.00	27.00	-	0.0%
Department Total	**27.00**	**27.00**	**27.00**	**27.00**	**27.00**	**-**	**0.0%**

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2015.

Base Adjustments:

General Fund (100)

- Decrease Regular Benefits by $1,025 for the impact of the changes in retirement contribution rates.
- Increase Regular Benefits by $29,328 for the impact of the changes in health and dental premium rates.
- Increase Other Services by $170 for the impact of the changes in risk management charges.
- Decrease Internal Service Charges by $170 for the impact of the changes in risk management charges.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Percent of calls answered within 30 seconds.	47.6%	50.0%	58.0%	60.0%	10.0%	20.0%

Activities that comprise this program include:

- Customer Service Telephone

Customer Service Telephone Activity

The purpose of the Customer Service Telephone activity is to provide information to residents of Maricopa County so they can make accurate, timely, and informed decisions with a single telephone call.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of calls answered within 30 seconds	47.6%	50.0%	58.0%	60.0%	10.0%	20.0%
Output	Number of calls answered	821,491	942,000	788,358	784,400	(157,600)	-16.7%
Output	Total calls	821,491	942,000	788,358	784,400	(157,600)	-16.7%
Output	Number of calls answered within 30 seconds	411,278	471,000	527,567	470,640	(360)	-0.1%
Demand	Number of calls projected to be offered	960,300	942,000	788,358	784,400	(157,600)	-16.7%
Expenditure Ratio	Average cost of a call answered	$ 1.84	$ 1.69	$ 2.05	$ 2.06	$ (0.37)	-22.1%
Expenditure							
	100 - GENERAL	$ 1,510,738	$ 1,589,886	$ 1,612,419	$ 1,615,992	$ (26,106)	-1.6%
	TOTAL USES	$ 1,510,738	$ 1,589,886	$ 1,612,419	$ 1,615,992	$ (26,106)	-1.6%

Activity Narrative: The Department expects a decrease in call volume. The Treasurer and Assessor related call volume will likely remain high in FY 2016, due to prop 117. The FY 2016 expenditure budget is above FY 2015 Revised due to increased costs associated with fixed benefits, specifically health and dental premium rates.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 1,663,556**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 25,623**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*25,623*	-
FY 2015 Revised Budget			**$ 1,689,179**	**$ -**
Adjustments:				
Employee Salary Adjustments			**$ 1,705**	**$ -**
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*1,705*	-
FY 2016 Baseline Budget			**$ 1,690,884**	**$ -**
Adjustments:				
Employee Retirement and Benefits			**$ (1,025)**	**$ -**
Retirement Contributions			*(1,025)*	-
Other Base Adjustments			*170*	-
Increase Other Services		*$ 170*		
Internal Service Charges			*(170)*	-
Decrease Risk Management Charges		*$ (170)*		
FY 2016 Tentative Budget			**$ 1,689,859**	**$ -**
Percent Change from Baseline Amount			*-0.1%*	
Adjustments:				
Employee Retirement and Benefits			**$ 29,328**	**$ -**
Employee Health/Dental Premiums			*29,328*	-
FY 2016 Adopted Budget			**$ 1,719,187**	**$ -**
Percent Change from Baseline Amount			*1.7%*	

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: The District records have been audited, and the Special District representatives have been contacted regarding adherence to statutory requirements. Training materials are being drafted for newly formed districts, and for the existing districts to utilize as a resource manual. Election timeline calendars have been created and distributed to certain district types (Irrigation Water Delivery Districts, Irrigation and Water Conservation Districts, and Fire Districts).

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: The Board of Supervisors' approved meeting minutes from 2011 to the present are now available and searchable on the website. The prior years' approved minutes are currently being evaluated and/or prepared to enable conversion to electronic formats.

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: The claims/lawsuit service process has been converted to an electronic cabinet, and is available for research and review by Risk Management and the County Attorney's Office resulting in the elimination of paper copies. Access is being expanded to the Medical Examiner, and other County Departments upon request.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
RCRD - RECORDS MANAGEMENT	$ 750	$ -	$ -	$ -	$ -	$ -	N/A
06IS - INFORMATION SERVICES	$ 750	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 750**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**N/A**
USES							
LICP - APPLICATION PROCESSES	$ 33,772	$ 19,952	$ 26,954	$ 24,261	$ 32,345	$ (5,391)	-20.0%
06AP - APPLICATION PROCESSES	$ 33,772	$ 19,952	$ 26,954	$ 24,261	$ 32,345	$ (5,391)	-20.0%
BORD - BOARDS AND COMMISSIONS	$ 9,853	$ 9,979	$ 9,979	$ 6,054	$ 10,126	$ (147)	-1.5%
06BC - BOARDS AND COMMISSIONS	$ 9,853	$ 9,979	$ 9,979	$ 6,054	$ 10,126	$ (147)	-1.5%
RCRD - RECORDS MANAGEMENT	$ 205,307	$ 336,738	$ 277,036	$ 219,735	$ 298,927	$ (21,891)	-7.9%
06IS - INFORMATION SERVICES	$ 205,307	$ 336,738	$ 277,036	$ 219,735	$ 298,927	$ (21,891)	-7.9%
MTNG - MEETING MANAGEMENT	$ 502,662	$ 776,055	$ 817,242	$ 629,917	$ 774,859	$ 42,383	5.2%
06MM - MEETING MANAGEMENT	$ 502,662	$ 776,055	$ 817,242	$ 629,917	$ 774,859	$ 42,383	5.2%
SDIS - SPECIAL DISTRICTS	$ 70,036	$ 78,094	$ 80,088	$ 81,182	$ 80,053	$ 35	0.0%
06SD - SPECIAL DISTRICTS	$ 70,036	$ 78,094	$ 80,088	$ 81,182	$ 80,053	$ 35	0.0%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 33,480	$ 32,321	$ 45,538	$ 43,035	$ 45,669	$ (131)	-0.3%
ODIR - EXECUTIVE MANAGEMENT	169,884	107,982	118,528	115,048	119,005	(477)	-0.4%
SPPT - OPERATIONS SUPPORT	-	419	419	174	-	419	100.0%
99AS - INDIRECT SUPPORT	$ 203,364	$ 140,722	$ 164,485	$ 158,257	$ 164,674	$ (189)	-0.1%
INFR - INFRASTRUCTURE	$ -	$ 6,291	$ 6,291	$ 2,620	$ 6,411	$ (120)	-1.9%
ISFC - INTERNAL SERVICE FUND CHARGES	48,180	-	-	-	-	-	N/A
MPOS - ELECTED OR STATUTORY OFFICIALS	-	55,077	56,311	57,282	55,003	1,308	2.3%
RISK - RISK PREMIUMS	-	24,632	24,632	24,632	2,013	22,619	91.8%
99GV - GENERAL OVERHEAD	$ 48,180	$ 86,000	$ 87,234	$ 84,534	$ 63,427	$ 23,807	27.3%
TOTAL PROGRAMS	**$ 1,073,174**	**$ 1,447,540**	**$ 1,463,018**	**$ 1,203,940**	**$ 1,424,411**	**$ 38,607**	**2.6%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 750	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING SOURCES	$ 750	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL SOURCES	$ 750	$ -	$ -	$ -	$ -	$ -	N/A

Sources and Uses by Category (continued)

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 570,754	$ 644,915	$ 697,618	$ 657,172	$ 727,305	$ (29,687)	-4.3%
0705 - TEMPORARY PAY	12,738	-	-	7,926	-	-	N/A
0710 - OVERTIME	30	-	-	-	-	-	N/A
0750 - FRINGE BENEFITS	206,547	236,106	245,879	234,229	272,575	(26,696)	-10.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(357)	-	-	-	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	357	-	-	-	-	-	N/A
SUBTOTAL	$ 790,069	$ 881,021	$ 943,497	$ 899,327	$ 999,880	$ (56,383)	-6.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 16,061	$ 25,124	$ 25,124	$ 20,943	$ 17,071	$ 8,053	32.1%
0804 - NON-CAPITAL EQUIPMENT	10,540	-	-	-	-	-	N/A
SUBTOTAL	$ 26,601	$ 25,124	$ 25,124	$ 20,943	$ 17,071	$ 8,053	32.1%
SERVICES							
0810 - LEGAL SERVICES	$ 1,261	$ 500	$ 500	$ 570	$ 500	$ -	0.0%
0812 - OTHER SERVICES	183,194	359,823	312,825	238,728	285,687	27,138	8.7%
0820 - RENT & OPERATING LEASES	5,793	5,400	5,400	7,330	5,500	(100)	-1.9%
0825 - REPAIRS AND MAINTENANCE	7,301	5,510	5,510	2,297	9,310	(3,800)	-69.0%
0839 - INTERNAL SERVICE CHARGES	54,806	33,906	33,906	31,666	10,273	23,633	69.7%
0841 - TRAVEL	1,906	1,920	1,920	800	1,920	-	0.0%
0842 - EDUCATION AND TRAINING	625	11,700	11,700	705	11,700	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	1,548	1,520	1,520	1,524	1,520	-	0.0%
0850 - UTILITIES	70	-	-	50	-	-	N/A
SUBTOTAL	$ 256,504	$ 420,279	$ 373,281	$ 283,670	$ 326,410	$ 46,871	12.6%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ 111,116	$ 111,116	$ -	$ 81,050	$ 30,066	27.1%
0940 - INFRASTRUCTURE	-	10,000	10,000	-	-	10,000	100.0%
SUBTOTAL	$ -	$ 121,116	$ 121,116	$ -	$ 81,050	$ 40,066	33.1%
ALL EXPENDITURES	$ 1,073,174	$ 1,447,540	$ 1,463,018	$ 1,203,940	$ 1,424,411	$ 38,607	2.6%
TOTAL USES	$ 1,073,174	$ 1,447,540	$ 1,463,018	$ 1,203,940	$ 1,424,411	$ 38,607	2.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 750	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL SOURCES	$ 750	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT OPERATING TOTAL SOURCES	$ 750	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT TOTAL SOURCES	$ 750	$ -	$ -	$ -	$ -	$ -	N/A

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 1,072,817	$ 1,203,921	$ 1,219,399	$ 1,173,940	$ 1,210,792	$ 8,607	0.7%
NON RECURRING NON PROJECT	357	243,619	243,619	30,000	213,619	30,000	12.3%
FUND TOTAL USES	$ 1,073,174	$ 1,447,540	$ 1,463,018	$ 1,203,940	$ 1,424,411	$ 38,607	2.6%
DEPARTMENT OPERATING TOTAL USES	$ 1,072,817	$ 1,203,921	$ 1,219,399	$ 1,173,940	$ 1,210,792	$ 8,607	0.7%
DEPARTMENT NON RECURRING TOTAL USES	$ 357	$ 243,619	$ 243,619	$ 30,000	$ 213,619	$ 30,000	12.3%
DEPARTMENT TOTAL USES	$ 1,073,174	$ 1,447,540	$ 1,463,018	$ 1,203,940	$ 1,424,411	$ 38,607	2.6%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
APPLICATION PROCESSES							
APPLICATION PROCESSES	.35	.40	.65	.65	.65	-	0.0%
PROGRAM TOTAL	.35	.40	.65	.65	.65	-	0.0%
BOARDS AND COMMISSIONS							
BOARDS AND COMMISSIONS	.15	.20	.20	.20	.20	-	0.0%
PROGRAM TOTAL	.15	.20	.20	.20	.20	-	0.0%
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	-	.35	.35	.35	.35	-	0.0%
PROGRAM TOTAL	-	.35	.35	.35	.35	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	.50	.50	.70	.70	.70	-	0.0%
EXECUTIVE MANAGEMENT	1.25	.90	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	1.75	1.40	1.70	1.70	1.70	-	0.0%
INFORMATION SERVICES							
RECORDS MANAGEMENT	4.40	3.60	2.60	2.60	2.60	-	0.0%
PROGRAM TOTAL	4.40	3.60	2.60	2.60	2.60	-	0.0%
MEETING MANAGEMENT							
MEETING MANAGEMENT	4.50	4.95	6.40	6.40	6.40	-	0.0%
PROGRAM TOTAL	4.50	4.95	6.40	6.40	6.40	-	0.0%
SPECIAL DISTRICTS							
SPECIAL DISTRICTS	.85	1.10	1.10	1.10	1.10	-	0.0%
PROGRAM TOTAL	.85	1.10	1.10	1.10	1.10	-	0.0%
DEPARTMENT TOTAL	12.00	12.00	13.00	13.00	13.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Business Systems Analyst-Sr/Ld	-	-	1.00	1.00	1.00	-	0.0%
Clerk of Board Assistant	-	1.00	1.00	1.00	1.00	-	0.0%
Clerk of Board Specialist	-	1.00	1.00	1.00	1.00	-	0.0%
Clerk of Board Supervisor	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%
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	3.00	5.00	5.00	5.00	5.00	-	0.0%
Office Assistant Specialized	4.00	-	-	-	-	-	N/A
Department Total	**12.00**	**12.00**	**13.00**	**13.00**	**13.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	12.00	12.00	13.00	13.00	13.00	-	0.0%
Department Total	**12.00**	**12.00**	**13.00**	**13.00**	**13.00**	**-**	**0.0%**

General Adjustments

Base Adjustments:

Operating

- Decrease Regular Benefits by $739 for the impact of the changes in retirement contribution rates.
- Increase Regular Benefits by $13,536 for the impact of the changes in health and dental premium rates.
- Decrease Internal Service Charges by $22,619 for the impact of the changes in risk management charges.

Non Recurring Non Project (0001)

- Non Recurring carry forward of $213,619 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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 disproval within sixty days after filing of the applications" for a new license and shall file a certified copy of the order with the director. Off-Track Wagering: A.R.S. § 5-111, In Statutorily designated counties, wagering may be permitted in off-track facilities only after "receiving approval for such use by…the Board of Supervisors, if located in an unincorporated area of the County." Fireworks Permit: A.R.S. §36-1603, Application for a permit shall be made in writing not less than five days prior to the date of the display. Bingo License: A.R.S. §5-404 (I), the local governing body shall upon receipt of the application immediately set a hearing on the application to be held within forty-five days.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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.	114	100	99	104	4	4.0%
Demand	Number of applications received.	114	100	100	104	4	4.0%
Expenditure Ratio	Total Expenditure per application processed.	$ 296.25	$ 269.54	$ 245.06	$ 311.01	$ (41.47)	-15.4%
Expenditure							
	100 - GENERAL	$ 33,772	$ 26,954	$ 24,261	$ 32,345	$ (5,391)	-20.0%
	TOTAL USES	$ 33,772	$ 26,954	$ 24,261	$ 32,345	$ (5,391)	-20.0%

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 2015. The efforts associated with processing of claims against the County are included in this activity. The FY 2016 budget is based on the actual experience of FY 2014.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Percent of Notice of monthly Vacancy Reports sent to Board of Supervisor District Offices by	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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS 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	66	72	12	20.0%
Demand	Number of monthly Notice of Vacancy Reports needed by Board of Supervisor District Offices	60	60	66	72	12	20.0%
Expenditure Ratio	Total Expenditure per Notice of Vacancy Report Sent	$ 164.22	$ 166.32	$ 91.73	$ 140.64	$ 25.68	15.4%
Expenditure							
	100 - GENERAL	$ 9,853	$ 9,979	$ 6,054	$ 10,126	$ (147)	-1.5%
	TOTAL USES	$ 9,853	$ 9,979	$ 6,054	$ 10,126	$ (147)	-1.5%

Activity Narrative: The workload in this area is increasing by one report per month, however the Department expects staff can accommodate this increase and maintain a result of 100% of the demanded reports by the required time. Expenditures are expected to remain relatively flat. The Department experienced staff turnover during FY 2015 which created an expenditure forecast less than budget.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Percent of responses received from the public and/or departments who expressed an opinion	99.6%	100.0%	100.0%	96.9%	(3.1%)	-3.1%
Percent of record and information requests processed within three business days.	96.0%	83.3%	90.2%	92.9%	9.5%	11.4%

Activities that comprise this program include:

- Records Management

Records Management Activity

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

Mandates: A.R.S. §11-221 provides custody and inspection of records that all accounts of the Board of Supervisors should be kept at the office of the Clerk of the Board, and in his care, and shall be open to public inspection. A.R.S. §39-101 clarifies what a permanent public record is as well as the storage and quality of the medium used for preservation.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 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	99.6%	100.0%	100.0%	96.9%	(3.1%)	-3.1%
Result	Percent of record and information requests processed within three business days.	96.0%	83.3%	90.2%	92.9%	9.5%	11.4%
Output	Number of record and information requests processed.	1,190	1,200	1,340	1,400	200	16.7%
Demand	Number of record and information requests received.	1,180	1,200	1,340	1,400	200	16.7%
Expenditure Ratio	Total Expenditure per record and information research request processed.	$ 172.53	$ 230.86	$ 163.98	$ 213.52	$ 17.34	7.5%
Revenue							
	100 - GENERAL	$ 750	$ -	$ -	$ -	$ -	N/A
	TOTAL SOURCES	$ 750	$ -	$ -	$ -	$ -	N/A
Expenditure							
	100 - GENERAL	$ 205,307	$ 277,036	$ 219,735	$ 298,927	$ (21,891)	-7.9%
	TOTAL USES	$ 205,307	$ 277,036	$ 219,735	$ 298,927	$ (21,891)	-7.9%

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 2016. The demand for information continues to increase as residents are becoming accustomed to asking for and receiving governmental information.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Percent of Board of Supervisors' and Countywide Districts' meetings held in	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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 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	205	112	138	182	70	62.5%
Output	Number of Board of Supervisor and Countywide District Agenda Items on a final compiled Agenda.	N/A	1,948	1,953	2,200	252	12.9%
Demand	Number of Board of Supervisors' and Countywide Districts' Agenda items requested.	2,271	2,000	1,979	2,200	200	10.0%
Demand	Number of Board of Supervisors' and Countywide Districts' meetings requested.	212	112	138	185	73	65.2%
Expenditure Ratio	Total activity expenditure per agenda item processed.	N/A	$ 419.53	$ 322.54	$ 352.21	$ 67.32	16.0%
Expenditure							
	100 - GENERAL	$ 502,662	$ 817,242	$ 629,917	$ 774,859	$ 42,383	5.2%
	TOTAL USES	$ 502,662	$ 817,242	$ 629,917	$ 774,859	$ 42,383	5.2%

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 2016. The number of required meetings varies each year based on many factors. The Department is anticipating an increase in the number of meetings compared to 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Percent of requests for information related to administration of Special Districts completed	99.4%	78.9%	93.4%	99.5%	20.6%	26.1%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of requests for information related to administration of Special Districts completed within three business days.	99.4%	78.9%	93.4%	99.5%	20.6%	26.1%
Output	Number of requests for information related to special district administrative services completed	483	380	639	880	500	131.6%
Demand	Number of requests for information related to special districts	483	380	639	880	500	131.6%
Expenditure Ratio	Total Expenditure per information request completed for special district	$ 145.00	$ 210.76	$ 127.05	$ 90.97	$ 119.79	56.8%
Expenditure							
	100 - GENERAL	$ 70,036	$ 80,088	$ 81,182	$ 80,053	$ 35	0.0%
	TOTAL USES	$ 70,036	$ 80,088	$ 81,182	$ 80,053	$ 35	0.0%

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. The FY 2015 Forecast and FY 2016 Recommended reflect an increase in contacts with special districts due to an effort to educate several district types concerning election laws and procedures. As more special districts are educated, the Department expects further increases in contacts.

Appropriated Budget Reconciliation

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 1,203,921**	**$ -**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ 15,478**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*	*15,478*	*-*
FY 2015 Revised Budget		**$ 1,219,399**	**$ -**
Adjustments:			
Employee Salary Adjustments		**$ 1,215**	**$ -**
FY 15 Q2 to Q4 Performance Based Retention Pay Plan		*1,215*	*-*
FY 2016 Baseline Budget Baseline		**$ 1,220,614**	**$ -**
Adjustments:			
Employee Retirement and Benefits		**$ (739)**	**$ -**
Retirement Contributions		*(739)*	*-*
Base Adjustments		**$ (22,619)**	**$ -**
Internal Service Charges		*(22,619)*	*-*
FY 2016 Tentative Budget		**$ 1,197,256**	**$ -**
Percent Change from Baseline Amount		*-1.9%*	
Adjustments:			
Employee Retirement and Benefits		**$ 13,536**	**$ -**
Employee Health/Dental Premiums		*13,536*	*-*
FY 2016 Adopted Budget		**$ 1,210,792**	**$ -**
Percent Change from Baseline Amount		*-0.8%*	
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 243,619**	**$ -**
FY 2015 Revised Budget		**$ 243,619**	**$ -**
Adjustments:			
Non Recurring		**$ (243,619)**	**$ -**
Non Recurring Carry Forward		*(243,619)*	*-*
FY 2016 Baseline Budget Baseline		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 213,619**	**$ -**
Non Recurring Carry Forward		*213,619*	*-*
FY 2016 Adopted Budget		**$ 213,619**	**$ -**

Clerk of the Superior Court

Analysis by Dreamlyn Johnson, Management and Budget Analyst

Summary

Mission

The mission of the Clerk of the Superior Court is to provide progressive and efficient court-related records management and financial services for the justice system, the legal community, and public so they have fair and timely access to accurate court records and services.

Vision

The vision of the Clerk of Superior Court is to be the most technologically advanced organization focused on delivering outstanding customer and employee satisfaction in every aspect of our operations.

Strategic Goals

Safe Communities

By December 31, 2017, 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 December 31, 2017.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
CASE - CASE ESTABLISHMENT	$ 312,483	$ 385,000	$ 385,000	$ 313,255	$ 313,255	$ (71,745)	-18.6%
COUR - MEMORIALIZE COURT PROCEEDINGS	3,078,627	2,761,058	3,034,866	3,122,733	2,961,328	(73,538)	-2.4%
EFDC - EFILED DOCUMENT	2,719,890	2,632,872	2,632,872	2,475,678	2,448,571	(184,301)	-7.0%
SCDC - SCANNED DOCUMENT	1,170,576	1,147,606	1,147,606	1,064,055	1,064,545	(83,061)	-7.2%
16CR - COURT RECORDS	$ 7,281,576	$ 6,926,536	$ 7,200,344	$ 6,975,721	$ 6,787,699	$ (412,645)	-5.7%
COCL - COURT ORDERED RECEIVABLES	$ 7,241,114	$ 7,680,000	$ 7,680,000	$ 6,232,161	$ 6,232,161	$ (1,447,839)	-18.9%
COFR - COURT ORDERED FIN RECORDS	2,238	2,300	2,300	2,101	2,300	-	0.0%
16FS - COURT CLERK FIDUCIARY SERVICES	$ 7,243,352	$ 7,682,300	$ 7,682,300	$ 6,234,262	$ 6,234,461	$ (1,447,839)	-18.8%
PURE - PUBLIC REGISTRATIONS	$ 1,581,203	$ 1,435,000	$ 1,435,000	$ 1,257,051	$ 1,257,051	$ (177,949)	-12.4%
16PR - PUBLIC RECORDS	$ 1,581,203	$ 1,435,000	$ 1,435,000	$ 1,257,051	$ 1,257,051	$ (177,949)	-12.4%
ODIR - EXECUTIVE MANAGEMENT	$ 1,389,660	$ 1,290,776	$ 1,618,803	$ 1,703,590	$ 1,247,654	$ (371,149)	-22.9%
99AS - INDIRECT SUPPORT	$ 1,389,660	$ 1,290,776	$ 1,618,803	$ 1,703,590	$ 1,247,654	$ (371,149)	-22.9%
GGOV - GENERAL GOVERNMENT	$ (30,286)	$ -	$ -	$ (199,984)	$ -	$ -	N/A
99GV - GENERAL OVERHEAD	$ (30,286)	$ -	$ -	$ (199,984)	$ -	$ -	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	$ 169,944	$ 216,000	$ 216,000	$ 155,964	$ 155,964	$ (60,036)	-27.8%
99IT - INFORMATION TECHNOLOGY	$ 169,944	$ 216,000	$ 216,000	$ 155,964	$ 155,964	$ (60,036)	-27.8%
TOTAL PROGRAMS	**$ 17,635,449**	**$ 17,550,612**	**$ 18,152,447**	**$ 16,126,604**	**$ 15,682,829**	**$ (2,469,618)**	**-13.6%**
USES							
APLS - APPELLATE RECORDS	$ 418,431	$ 395,000	$ 389,843	$ 401,148	$ 389,826	$ 17	0.0%
CASE - CASE ESTABLISHMENT	3,641,713	3,570,958	3,599,355	3,710,037	3,678,856	(79,501)	-2.2%
COUR - MEMORIALIZE COURT PROCEEDINGS	12,002,394	12,408,455	13,524,947	12,906,516	13,685,083	(160,136)	-1.2%
DIST - DISTRIBUTION	637,717	740,600	761,981	747,107	767,793	(5,812)	-0.8%
DRPT - DISPOSITION REPORT	317,943	324,933	333,507	309,220	310,766	22,741	6.8%
EFDC - EFILED DOCUMENT	953,953	936,543	1,051,013	975,264	1,082,884	(31,871)	-3.0%
EXCC - EXHIBIT CUSTODY	678,360	668,984	748,087	687,947	696,556	51,531	6.9%
JDOC - JUVENILE SUBSEQUENT DOCUMENT	433,119	600,158	577,656	580,043	636,844	(59,188)	-10.2%
SCDC - SCANNED DOCUMENT	5,364,595	4,727,860	4,722,907	4,339,230	4,470,004	252,903	5.4%
16CR - COURT RECORDS	$ 24,448,225	$ 24,373,491	$ 25,709,296	$ 24,656,512	$ 25,718,612	$ (9,316)	0.0%
CFID - COURT CLERK FIDUCIARY	$ 210,257	$ 211,757	$ 217,296	$ 217,413	$ 216,742	$ 554	0.3%
COCL - COURT ORDERED RECEIVABLES	341,455	821,547	826,038	395,912	363,041	462,997	56.1%
COFR - COURT ORDERED FIN RECORDS	2,234,438	2,298,290	2,353,650	2,171,988	2,360,559	(6,909)	-0.3%
16FS - COURT CLERK FIDUCIARY SERVICES	$ 2,786,150	$ 3,331,594	$ 3,396,984	$ 2,785,313	$ 2,940,342	$ 456,642	13.4%
CDOC - COURT DOCUMENT COPY	$ 1,159,527	$ 1,051,385	$ 1,085,288	$ 1,114,705	$ 1,074,533	$ 10,755	1.0%
CTFD - COURT FILE DELIVERY	479,447	429,582	396,627	343,079	303,457	93,170	23.5%
PURE - PUBLIC REGISTRATIONS	1,094,538	1,046,642	1,047,515	1,051,254	1,172,174	(124,659)	-11.9%
16PR - PUBLIC RECORDS	$ 2,733,512	$ 2,527,609	$ 2,529,430	$ 2,509,038	$ 2,550,164	$ (20,734)	-0.8%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 206,054	$ 178,181	$ 183,225	$ 216,808	$ 247,863	$ (64,638)	-35.3%
HRAC - HUMAN RESOURCES	616,773	582,769	587,431	639,250	671,656	(84,225)	-14.3%
ODIR - EXECUTIVE MANAGEMENT	3,773,279	986,205	1,014,018	1,091,916	1,010,639	3,379	0.3%
POOL - POOLED COSTS	-	390,741	-	-	(203,581)	203,581	N/A
PROC - PROCUREMENT	107,171	123,643	126,618	113,895	106,313	20,305	16.0%
RMGT - RISK MANAGEMENT	-	-	-	116,872	-	-	N/A
SPPT - OPERATIONS SUPPORT	-	2,532,999	2,669,946	2,800,449	2,377,588	292,358	10.9%
99AS - INDIRECT SUPPORT	$ 4,703,277	$ 4,794,538	$ 4,581,238	$ 4,979,190	$ 4,210,478	$ 370,760	8.1%
INFR - INFRASTRUCTURE	$ -	$ 421,516	$ 421,516	$ 422,995	$ 439,550	$ (18,034)	-4.3%
ISFC - INTERNAL SERVICE FUND CHARGES	603,037	-	-	-	-	-	N/A
MPOS - ELECTED OR STATUTORY OFFICIALS	-	117,054	120,805	122,252	120,955	(150)	-0.1%
RISK - RISK PREMIUMS	-	132,741	132,741	132,744	69,561	63,180	47.6%
99GV - GENERAL OVERHEAD	$ 603,037	$ 671,311	$ 675,062	$ 677,991	$ 630,066	$ 44,996	6.7%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 2,654,562	$ 5,405,767	$ 5,630,763	$ 3,122,664	$ 6,256,285	$ (625,522)	-11.1%
DACR - DATA CENTER	499,703	1,156,175	1,160,871	871,534	416,071	744,800	64.2%
TSPT - TECHNOLOGY SUPPORT	608,892	829,370	833,266	684,804	720,678	112,588	13.5%
99IT - INFORMATION TECHNOLOGY	$ 3,763,157	$ 7,391,312	$ 7,624,900	$ 4,679,002	$ 7,393,034	$ 231,866	3.0%
TOTAL PROGRAMS	**$ 39,037,358**	**$ 43,089,855**	**$ 44,516,910**	**$ 40,287,046**	**$ 43,442,696**	**$ 1,074,214**	**2.4%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 547,395	$ 535,000	$ 535,000	$ 550,056	$ 550,056	$ 15,056	2.8%
SUBTOTAL	$ 547,395	$ 535,000	$ 535,000	$ 550,056	$ 550,056	$ 15,056	2.8%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,551,416	$ 1,484,995	$ 1,855,435	$ 1,855,582	$ 1,484,286	$ (371,149)	-20.0%
SUBTOTAL	$ 1,551,416	$ 1,484,995	$ 1,855,435	$ 1,855,582	$ 1,484,286	$ (371,149)	-20.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 738,135	$ 653,756	$ 752,580	$ 752,580	$ 730,002	$ (22,578)	-3.0%
0635 - OTHER CHARGES FOR SERVICES	12,592,347	12,290,961	12,423,532	11,404,352	11,355,054	(1,068,478)	-8.6%
SUBTOTAL	$ 13,330,482	$ 12,944,717	$ 13,176,112	$ 12,156,932	$ 12,085,056	$ (1,091,056)	-8.3%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 2,116,594	$ 2,400,000	$ 2,400,000	$ 1,482,331	$ 1,482,331	$ (917,669)	-38.2%
SUBTOTAL	$ 2,116,594	$ 2,400,000	$ 2,400,000	$ 1,482,331	$ 1,482,331	$ (917,669)	-38.2%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 4,713	$ 5,900	$ 5,900	$ 6,503	$ 5,900	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	84,849	180,000	180,000	75,200	75,200	(104,800)	-58.2%
SUBTOTAL	$ 89,562	$ 185,900	$ 185,900	$ 81,703	$ 81,100	$ (104,800)	-56.4%
ALL REVENUES	$ 17,635,449	$ 17,550,612	$ 18,152,447	$ 16,126,604	$ 15,682,829	$ (2,469,618)	-13.6%
TOTAL SOURCES	$ 17,635,449	$ 17,550,612	$ 18,152,447	$ 16,126,604	$ 15,682,829	$ (2,469,618)	-13.6%

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 23,500,733	$ 25,398,225	$ 26,180,773	$ 24,583,027	$ 25,505,895	$ 674,878	2.6%
0705 - TEMPORARY PAY	240,977	360,303	362,558	285,800	455,644	(93,086)	-25.7%
0710 - OVERTIME	45,542	83,026	83,026	84,942	99,996	(16,970)	-20.4%
0750 - FRINGE BENEFITS	10,124,487	10,734,782	10,904,602	10,434,193	11,216,166	(311,564)	-2.9%
0790 - OTHER PERSONNEL SERVICES	9,067	44,000	44,000	43,957	-	44,000	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(2,346,863)	(1,573,956)	(2,071,066)	(1,711,832)	(2,185,160)	114,094	5.5%
0796 - PERSONNEL SERVICES ALLOC-IN	2,240,964	1,602,957	2,407,800	2,016,870	2,215,160	192,640	8.0%
SUBTOTAL	$ 33,814,907	$ 36,649,337	$ 37,911,693	$ 35,736,957	$ 37,307,701	$ 603,992	1.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 660,886	$ 770,794	$ 763,242	$ 917,400	$ 1,174,027	$ (410,785)	-53.8%
0803 - FUEL	19,050	20,000	20,000	17,954	20,000	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	458,097	94,000	128,648	141,392	12,000	116,648	90.7%
0805 - SUPPLIES-ALLOCATION OUT	-	-	-	-	(1,200)	1,200	N/A
0806 - SUPPLIES-ALLOCATION IN	1,577	-	-	-	1,200	(1,200)	N/A
SUBTOTAL	$ 1,139,610	$ 884,794	$ 911,890	$ 1,076,746	$ 1,206,027	$ (294,137)	-32.3%
SERVICES							
0810 - LEGAL SERVICES	$ 12,182	$ 10,000	$ 10,000	$ 12,607	$ 10,000	$ -	0.0%
0811 - HEALTH CARE SERVICES	487	-	-	97,739	-	-	N/A
0812 - OTHER SERVICES	1,653,582	3,045,846	3,185,965	879,779	2,589,400	596,565	18.7%
0820 - RENT & OPERATING LEASES	235,769	169,920	169,920	155,055	163,000	6,920	4.1%
0825 - REPAIRS AND MAINTENANCE	545,138	472,665	472,665	291,090	361,820	110,845	23.5%
0839 - INTERNAL SERVICE CHARGES	514,661	495,556	495,556	528,297	587,787	(92,231)	-18.6%
0841 - TRAVEL	46,835	55,000	52,484	40,998	55,132	(2,648)	-5.0%
0842 - EDUCATION AND TRAINING	32,074	70,000	70,000	77,466	60,000	10,000	14.3%
0843 - POSTAGE/FREIGHT/SHIPPING	492,474	461,318	461,318	442,626	468,000	(6,682)	-1.4%
0850 - UTILITIES	-	-	-	50	-	-	N/A
0872 - SERVICES-ALLOCATION OUT	(124,791)	-	-	-	(5,000)	5,000	N/A
0873 - SERVICES-ALLOCATION IN	282,381	157,419	157,419	157,201	160,829	(3,410)	-2.2%
SUBTOTAL	$ 3,690,792	$ 4,937,724	$ 5,075,327	$ 2,682,908	$ 4,450,968	$ 624,359	12.3%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 367,168	$ 618,000	$ 618,000	$ 790,435	$ 478,000	$ 140,000	22.7%
0930 - VEHICLES & CONSTRUCTION EQUIP	24,881	-	-	-	-	-	N/A
SUBTOTAL	$ 392,049	$ 618,000	$ 618,000	$ 790,435	$ 478,000	$ 140,000	22.7%
ALL EXPENDITURES	$ 39,037,358	$ 43,089,855	$ 44,516,910	$ 40,287,046	$ 43,442,696	$ 1,074,214	2.4%
TOTAL USES	$ 39,037,358	$ 43,089,855	$ 44,516,910	$ 40,287,046	$ 43,442,696	$ 1,074,214	2.4%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 9,134,908	$ 9,500,000	$ 9,500,000	$ 7,802,467	$ 7,802,467	$ (1,697,533)	-17.9%
FUND TOTAL SOURCES	$ 9,134,908	$ 9,500,000	$ 9,500,000	$ 7,802,467	$ 7,802,467	$ (1,697,533)	-17.9%
216 CLERK OF THE COURT GRANTS							
OPERATING	$ 1,551,416	$ 1,484,995	$ 1,855,435	$ 1,855,435	$ 1,484,286	$ (371,149)	-20.0%
FUND TOTAL SOURCES	$ 1,551,416	$ 1,484,995	$ 1,855,435	$ 1,855,435	$ 1,484,286	$ (371,149)	-20.0%
205 COURT DOCUMENT RETRIEVAL							
OPERATING	$ 1,170,730	$ 1,147,606	$ 1,147,606	$ 1,064,545	$ 1,064,545	$ (83,061)	-7.2%
FUND TOTAL SOURCES	$ 1,170,730	$ 1,147,606	$ 1,147,606	$ 1,064,545	$ 1,064,545	$ (83,061)	-7.2%
208 JUDICIAL ENHANCEMENT							
OPERATING	$ 975,171	$ 960,000	$ 960,000	$ 895,181	$ 899,964	$ (60,036)	-6.3%
FUND TOTAL SOURCES	$ 975,171	$ 960,000	$ 960,000	$ 895,181	$ 899,964	$ (60,036)	-6.3%
218 CLERK OF COURT FILL THE GAP							
OPERATING	$ 1,981,782	$ 1,740,549	$ 1,971,944	$ 1,971,844	$ 1,915,696	$ (56,248)	-2.9%
FUND TOTAL SOURCES	$ 1,981,782	$ 1,740,549	$ 1,971,944	$ 1,971,844	$ 1,915,696	$ (56,248)	-2.9%
270 CHILD SUPPORT ENHANCEMENT							
OPERATING	$ 98,997	$ 82,290	$ 82,290	$ 58,692	$ 65,000	$ (17,290)	-21.0%
FUND TOTAL SOURCES	$ 98,997	$ 82,290	$ 82,290	$ 58,692	$ 65,000	$ (17,290)	-21.0%
273 VICTIM LOCATION							
OPERATING	$ 2,238	$ 2,300	$ 2,300	$ 2,101	$ 2,300	$ -	0.0%
FUND TOTAL SOURCES	$ 2,238	$ 2,300	$ 2,300	$ 2,101	$ 2,300	$ -	0.0%
274 CLERK OF THE COURT EDMS							
OPERATING	$ 2,720,207	$ 2,632,872	$ 2,632,872	$ 2,476,339	$ 2,448,571	$ (184,301)	-7.0%
FUND TOTAL SOURCES	$ 2,720,207	$ 2,632,872	$ 2,632,872	$ 2,476,339	$ 2,448,571	$ (184,301)	-7.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 17,635,449	$ 17,550,612	$ 18,152,447	$ 16,126,604	$ 15,682,829	$ (2,469,618)	-13.6%
DEPARTMENT TOTAL SOURCES	$ 17,635,449	$ 17,550,612	$ 18,152,447	$ 16,126,604	$ 15,682,829	$ (2,469,618)	-13.6%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 29,857,170	$ 31,877,562	$ 32,410,682	$ 31,945,179	$ 33,364,056	$ (953,374)	-2.9%
COSC STAFF EQUIPMENT	-	18,000	18,000	18,000	-	18,000	100.0%
NON RECURRING NON PROJECT	-	413,099	413,099	-	12,000	401,099	97.1%
COSC RFR SYSTEM REPLACEMENT	-	2,395,940	2,395,940	103,540	2,292,400	103,540	4.3%
FUND TOTAL USES	$ 29,857,170	$ 34,704,601	$ 35,237,721	$ 32,066,719	$ 35,668,456	$ (430,735)	-1.2%
216 CLERK OF THE COURT GRANTS							
OPERATING	$ 1,552,673	$ 1,484,995	$ 1,855,435	$ 1,855,435	$ 1,484,286	$ 371,149	20.0%
FUND TOTAL USES	$ 1,552,673	$ 1,484,995	$ 1,855,435	$ 1,855,435	$ 1,484,286	$ 371,149	20.0%
205 COURT DOCUMENT RETRIEVAL							
OPERATING	$ 1,119,297	$ 1,147,606	$ 1,147,606	$ 1,064,545	$ 1,064,545	$ 83,061	7.2%
NON RECURRING NON PROJECT	442,800	-	-	-	85,396	(85,396)	N/A
FUND TOTAL USES	$ 1,562,097	$ 1,147,606	$ 1,147,606	$ 1,064,545	$ 1,149,941	$ (2,335)	-0.2%
208 JUDICIAL ENHANCEMENT							
OPERATING	$ 378,966	$ 632,979	$ 632,979	$ 300,054	$ 700,746	$ (67,767)	-10.7%
NON RECURRING NON PROJECT	239,637	356,980	548,340	216,097	-	548,340	100.0%
FUND TOTAL USES	$ 618,603	$ 989,959	$ 1,181,319	$ 516,151	$ 700,746	$ 480,573	40.7%
218 CLERK OF COURT FILL THE GAP							
OPERATING	$ 1,565,405	$ 2,054,822	$ 1,971,944	$ 1,971,844	$ 1,915,696	$ 56,248	2.9%
NON RECURRING NON PROJECT	693,359	-	415,013	415,013	-	415,013	100.0%
FUND TOTAL USES	$ 2,258,764	$ 2,054,822	$ 2,386,957	$ 2,386,857	$ 1,915,696	$ 471,261	19.7%
273 VICTIM LOCATION							
NON RECURRING NON PROJECT	$ 5,885	$ 75,000	$ 75,000	$ 23,156	$ 75,000	$ -	0.0%
FUND TOTAL USES	$ 5,885	$ 75,000	$ 75,000	$ 23,156	$ 75,000	$ -	0.0%
274 CLERK OF THE COURT EDMS							
OPERATING	$ 2,568,946	$ 2,632,872	$ 2,632,872	$ 2,374,183	$ 2,448,571	$ 184,301	7.0%
NON RECURRING NON PROJECT	613,220	-	-	-	-	-	N/A
FUND TOTAL USES	$ 3,182,166	$ 2,632,872	$ 2,632,872	$ 2,374,183	$ 2,448,571	$ 184,301	7.0%
DEPARTMENT OPERATING TOTAL USES	$ 37,042,457	$ 39,830,836	$ 40,651,518	$ 39,511,240	$ 40,977,900	$ (326,382)	-0.8%
DEPARTMENT NON RECURRING TOTAL USES	$ 1,994,901	$ 3,259,019	$ 3,865,392	$ 775,806	$ 2,464,796	$ 1,400,596	36.2%
DEPARTMENT TOTAL USES	$ 39,037,358	$ 43,089,855	$ 44,516,910	$ 40,287,046	$ 43,442,696	$ 1,074,214	2.4%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
COURT CLERK FIDUCIARY SERVICES							
COURT CLERK FIDUCIARY	3.15	3.15	3.15	3.15	3.15	-	0.0%
COURT ORDERED FIN RECORDS	45.60	47.20	45.60	45.60	46.60	1.00	2.2%
COURT ORDERED RECEIVABLES	4.65	10.15	9.75	4.75	4.75	(5.00)	(51.3%)
PROGRAM TOTAL	53.40	60.50	58.50	53.50	54.50	(4.00)	(6.8%)
COURT RECORDS							
APPELLATE RECORDS	8.00	7.65	7.65	7.65	7.65	-	0.0%
CASE ESTABLISHMENT	72.55	77.25	75.05	75.05	75.05	-	0.0%
DISPOSITION REPORT	8.00	6.70	6.70	6.70	6.70	-	0.0%
DISTRIBUTION	7.15	7.10	7.60	7.60	7.60	-	0.0%
EFILED DOCUMENT	23.30	21.25	22.05	22.05	22.05	-	0.0%
EXHIBIT CUSTODY	15.60	13.00	13.00	13.00	13.00	-	0.0%
JUVENILE SUBSEQUENT DOCUMENT	8.25	12.80	12.75	12.75	12.75	-	0.0%
MEMORIALIZE COURT PROCEEDINGS	239.75	239.25	244.25	244.25	248.25	4.00	1.6%
SCANNED DOCUMENT	94.15	96.60	94.05	94.05	95.05	1.00	1.1%
PROGRAM TOTAL	476.75	481.60	483.10	483.10	488.10	5.00	1.0%
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	-	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	-	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	2.45	2.45	2.45	2.45	2.45	-	0.0%
EXECUTIVE MANAGEMENT	38.75	5.00	5.00	5.00	5.00	-	0.0%
HUMAN RESOURCES	8.00	8.00	9.00	9.00	9.00	-	0.0%
OPERATIONS SUPPORT	-	31.75	28.00	28.00	28.00	-	0.0%
PROCUREMENT	1.55	1.55	1.55	1.55	1.55	-	0.0%
PROGRAM TOTAL	50.75	48.75	46.00	46.00	46.00	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	24.15	24.15	23.55	23.55	22.55	(1.00)	(4.2%)
DATA CENTER	5.50	5.00	5.00	5.00	5.00	-	0.0%
TECHNOLOGY SUPPORT	9.25	9.75	10.75	10.75	10.75	-	0.0%
PROGRAM TOTAL	38.90	38.90	39.30	39.30	38.30	(1.00)	(2.5%)
PUBLIC RECORDS							
COURT DOCUMENT COPY	23.55	21.55	23.50	23.50	22.25	(1.25)	(5.3%)
COURT FILE DELIVERY	10.45	9.10	7.60	7.60	6.60	(1.00)	(13.2%)
PUBLIC REGISTRATIONS	21.20	21.10	22.50	22.50	22.75	.25	1.1%
PROGRAM TOTAL	55.20	51.75	53.60	53.60	51.60	(2.00)	(3.7%)
DEPARTMENT TOTAL	675.00	682.50	681.50	676.50	679.50	(2.00)	(0.3%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO 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	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Staff Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	-	-	1.00	1.00	-	(1.00)	(100.0%)
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	-	-	-	-	-	N/A
Business Systems Analyst	5.00	5.00	4.00	4.00	4.00	-	0.0%
Business Systems Analyst-Sr/Ld	1.00	1.00	-	-	-	-	N/A
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	1.00	-	0.0%
Courtroom Clerk	213.50	218.00	217.00	217.00	219.00	2.00	0.9%
Courtroom Services Supervisor	16.00	16.00	15.00	15.00	15.00	-	0.0%
Data Architect	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	-	0.0%
Database Report Writer Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Clerk of the Court	4.00	3.00	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	1.00	1.00	-	0.0%
Finance Manager - Large	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	6.00	6.00	6.00	1.00	1.00	(5.00)	(83.3%)
General Laborer	9.00	10.00	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 Associate	-	-	1.00	1.00	1.00	-	0.0%
Human Resources Manager	1.00	-	-	-	-	-	N/A
Human Resources Manager - Large	-	1.00	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	1.00	1.00	1.00	1.00	-	0.0%
IT Project Manager	2.00	2.00	1.00	1.00	1.00	-	0.0%
IT Services Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Administrator	7.00	7.00	7.00	7.00	7.00	-	0.0%
Justice System Clerk	286.00	289.00	155.00	153.00	157.00	2.00	1.3%
Justice System Clerk Associate	-	-	114.00	116.00	114.00	-	0.0%
Justice System Clerk Lead	23.00	24.00	30.00	30.00	30.00	-	0.0%
Justice System Clerk Senior	-	-	19.00	19.00	19.00	-	0.0%
Justice System Clerk Supervisor	20.00	20.00	19.00	19.00	20.00	1.00	5.3%
Justice System Manager	10.00	10.00	8.00	8.00	8.00	-	0.0%
Management Analyst	3.00	3.00	2.00	2.00	2.00	-	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	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	3.00	3.00	3.00	3.00	-	0.0%
Quality Assurance Analyst	3.00	3.00	3.00	3.00	2.00	(1.00)	(33.3%)
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	-	0.0%
Special Projects Manager	2.00	2.00	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	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	1.00	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	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**675.00**	**682.50**	**681.50**	**676.50**	**679.50**	**(2.00)**	**(0.3%)**

Staffing by Fund

	DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	549.00	556.50	555.50	550.50	558.50	3.00	0.5%
205	COURT DOCUMENT RETRIEVAL	25.00	25.00	25.00	25.00	25.00	-	0.0%
208	JUDICIAL ENHANCEMENT	2.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
216	CLERK OF THE COURT GRANTS	4.00	4.00	4.00	4.00	-	(4.00)	(100.0%)
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	48.00	48.00	48.00	48.00	48.00	-	0.0%
Department Total		**675.00**	**682.50**	**681.50**	**676.50**	**679.50**	**(2.00)**	**(0.3%)**

Significant Variance Analysis

Reduction of 5.0 FTE contract Credit Analysts due to the elimination of a one-year pilot project to reduce the number of fee deferrals. This project will not be carried forward into FY 2016. 1.0 FTE Quality Assurance Analyst was inactivated in FY 2016. This reduction is offset by an increase of 4.0 FTE for position associated with new Initial Appearance Courts.

General Adjustments

Base Adjustments:

Personnel: FY 2016 personnel expenditures increased due to the annualization of County performance pay and market study adjustments made in FY 2015.

General Fund (100) Operating

- Increase budget by $109,329 for annualization of new positions related to additional Juvenile and Criminal Courts.
- Decrease Regular Benefits by $45,102 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by $63,180 for the impact of the changes in risk management charges.
- Increase Regular Benefits by $554,976 for the impact of the changes in health and dental premium rates.
- Increase Personal Services and related costs by $205,650 for additional staff associated with addition of Initial Appearance Commissioners.
- Increase Personal Services by allocating-in $191,701 from the Fill the Gap Fund (218).
- Decrease Other Charges for Services, Fines & Forfeits, and Miscellaneous Revenue by $1,697,533 based on the FY 2015 Forecast.

General Fund (100) Non Recurring

- Increase non capital equipment by $12,000 for one-time costs for new positions.

General Fund (100) COSC RFR System Replacement

- Budget Personnel, Supplies and Services of $2,292,400 to support the development of a Restitution, Fines and Reimbursement (RFR) System replacement.

Court Document Retrieval Fund (205)

- Decrease Regular Benefits by $932 for the impact of the changes in retirement contribution rates.
- Decrease filing fee revenue by $83,061 based on the FY 2015 Forecast.
- Decrease Personal Services by $82,129 to maintain structural balance.

Court Document Retrieval Fund (205) Non Recurring

- Increase Personal Services by $85,396 to use fund balanced to cover operating costs due to decreased revenues.

Judicial Enhancement Fund (208)

- Decrease Regular Benefits by $132 for the impact of the changes in retirement contribution rates.
- Decrease filing fee revenue by $60,036 based on the FY 2015 Forecast.
- Increase Repairs and Maintenance and Other Services by $67,899 for equipment repairs and software licenses.

Clerk of the Court Grants Fund (216)

- Decrease Revenues and Expenditures by $371,149 due to the FY 2015 grant reconciliation.

Clerk of the Court Fill the Gap Fund (218)

- Decrease Regular Benefits by $1,692 for the impact of the changes in retirement contribution rates.
- Decrease Personal Services by allocating-out $191,701 to the General Fund.
- Increase Personal Services by a net of $137,145 for personnel savings and salary/benefit adjustments.
- Decrease Fill the Gap revenue by $56,248 due to decrease in funding from the State.

Child Support Enhancement Fund (270)

- Decrease Revenue earned from Department of Economic Security IV-D contract incentive payments by $17,290 based on the FY 2015 Forecast.

Victim Location Fund (273) Operating

- Increase Victim Location revenue by $2,300 based on the FY 2015 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)

- Decrease Regular Benefits by $1,914 for the impact of the changes in retirement contribution rates.
- Decrease Personal Services expenditures by $182,387 by increasing salary and benefit savings.
- Decrease filing fee revenue by $184,301 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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%	102.5%	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	98.7%	95.0%	98.2%	103.0%	8.0%	8.4%
Percent of Adult cases established within stated timeframes	99.4%	95.0%	98.4%	99.4%	4.4%	4.6%
Percent of Juvenile cases established within stated timeframes	92.4%	95.0%	96.7%	95.0%	0.0%	0.0%
Percent of Adult minute entries created within three days from date of hearing	97.9%	95.0%	96.0%	97.9%	2.9%	3.1%
Percent of Juvenile minute entries created within three days from date of hearing	86.8%	95.5%	91.1%	89.9%	(5.6%)	-5.9%
Percent of received court created documents that were distributed by the next business day after receiving the documents for distribution	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of received Adult court created documents distributed by the next business day after receipt of the documents for	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of received Juvenile court created documents distributed by the next business day after receipt of the documents for distribution	98.7%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of needed Disposition Reports / Abstracts prepared that are transmitted within established timeframes	100.0%	93.2%	97.7%	100.0%	6.8%	7.3%
Percent of Adult sentencings resulting in a Disposition Report that have the Disposition Report transmitted within 40 days of sentencing	100.0%	92.7%	97.5%	100.0%	7.3%	7.8%
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	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of exhibits received for intake that are available for access within established timeframes	99.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Adult exhibits received for intake that are available for access within one business day of receipt for storage	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Juvenile exhibits received for intake that are available for access within three business days of receipt for storage	99.1%	100.0%	99.9%	100.0%	0.0%	0.0%
Percent of Juvenile subsequent documents docketed within established timeframes	99.5%	95.0%	98.8%	95.0%	0.0%	0.0%
Percent of eFiled documents available to all authorized customers within two business hours	70.4%	95.0%	57.8%	74.4%	(20.6%)	-21.7%
Percent of eFiled documents reviewed within one business hour after being submitted	49.9%	65.7%	43.6%	65.7%	(0.0%)	-0.0%

Program Results (continued)

Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of eFiled documents docketed within one business hour of Acceptance	30.4%	43.4%	17.1%	21.9%	(21.6%)	-49.7%
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 5:00PM two business days after being filed in paper format	42.6%	5.0%	10.5%	11.4%	6.4%	129.1%
Percent of filed paper documents scanned by 5:00PM the business day after being filed	39.4%	4.3%	36.6%	39.7%	35.3%	821.0%
Percent of Scanned documents meeting Quality Control standards	99.9%	96.6%	99.9%	96.8%	0.1%	0.1%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	1,490	1,522	2,643	2,664	1,142	75.0%
Demand	Number of records to be transmitted to an Appellate Court	1,565	1,584	2,820	2,826	1,242	78.4%
Expenditure Ratio	Total activity expenditure per record transmitted to an Appellate Court	$ 280.83	$ 256.14	$ 151.78	$ 146.33	$ 109.81	42.9%
Expenditure							
	100 - GENERAL	$ 418,431	$ 389,843	$ 401,148	$ 389,826	$ 17	0.0%
	TOTAL USES	$ 418,431	$ 389,843	$ 401,148	$ 389,826	$ 17	0.0%

Activity Narrative: The department has begun to count supplements and amendments. This change will increase the number of Juvenile and Adult records transmitted to an Appellate Court.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of new cases established within stated timeframes	98.7%	95.0%	98.2%	103.0%	8.0%	8.4%
Result	Percent of Adult cases established within stated timeframes	99.4%	95.0%	98.4%	99.4%	4.4%	4.6%
Result	Percent of Juvenile cases established within stated timeframes	92.4%	95.0%	96.7%	95.0%	0.0%	0.0%
Output	Number of new cases established	158,303	162,763	152,269	153,806	(8,957)	-5.5%
Demand	Number of new cases to be established	159,203	170,902	154,627	157,437	(13,465)	-7.9%
Expenditure Ratio	Total activity expenditure per new case established	$ 23.00	$ 22.11	$ 24.37	$ 23.92	$ (1.80)	-8.2%
Revenue							
	100 - GENERAL	$ 312,483	$ 385,000	$ 313,255	$ 313,255	$ (71,745)	-18.6%
	TOTAL SOURCES	$ 312,483	$ 385,000	$ 313,255	$ 313,255	$ (71,745)	-18.6%
Expenditure							
	100 - GENERAL	$ 2,797,387	$ 2,783,991	$ 2,965,074	$ 2,816,001	$ (32,010)	-1.1%
	216 - CLERK OF THE COURT GRANTS	323,845	283,260	230,893	344,927	(61,667)	-21.8%
	208 - JUDICIAL ENHANCEMENT	18,000	-	-	-	-	N/A
	218 - CLERK OF COURT FILL THE GAP	401,952	433,326	435,615	432,574	752	0.2%
	274 - CLERK OF THE COURT EDMS	100,529	98,778	78,455	85,354	13,424	13.6%
	TOTAL USES	$ 3,641,713	$ 3,599,355	$ 3,710,037	$ 3,678,856	$ (79,501)	-2.2%

Activity Narrative: The number of new cases is expected to decrease in FY 2015 due to an overall decline in case filings. As a result, revenues are expected to decline in the General Fund.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of needed Disposition Reports / Abstracts prepared that are transmitted within established timeframes	100.0%	93.2%	97.7%	100.0%	6.8%	7.3%
Result	Percent of Adult sentencings resulting in a Disposition Report that have the Disposition Report transmitted within 40 days of sentencing	100.0%	92.7%	97.5%	100.0%	7.3%	7.8%
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	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Disposition Reports / Abstracts transmitted	57,396	58,349	52,937	58,600	251	0.4%
Demand	Number of Disposition Reports / Abstracts to be transmitted	63,434	58,412	58,358	58,641	229	0.4%
Expenditure Ratio	Total activity expenditure per Disposition Report / Abstract transmitted	$ 5.54	$ 5.72	$ 5.84	$ 5.30	$ 0.41	7.2%
Expenditure							
	100 - GENERAL	$ 247,548	$ 184,519	$ 178,645	$ 176,940	$ 7,579	4.1%
	216 - CLERK OF THE COURT GRANTS	1,314	895	1,165	-	895	100.0%
	205 - COURT DOCUMENT RETRIEVAL	25,440	102,871	84,471	96,273	6,598	6.4%
	274 - CLERK OF THE COURT EDMS	43,641	45,222	44,939	37,553	7,669	17.0%
	TOTAL USES	$ 317,943	$ 333,507	$ 309,220	$ 310,766	$ 22,741	6.8%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of received court created documents that were distributed by the next business day after receiving the documents for distribution	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of received Adult court created documents distributed by the next business day after receipt of the documents for	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of received Juvenile court created documents distributed by the next business day after receipt of the documents for distribution	98.7%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of court created documents distributed	640,109	608,004	633,950	644,691	36,687	6.0%
Demand	Number of court created documents received for distribution	640,257	608,004	640,039	644,691	36,687	6.0%
Expenditure Ratio	Total activity expenditure per court created document distributed	$ 1.00	$ 1.25	$ 1.18	$ 1.19	$ 0.06	5.0%
Expenditure							
	100 - GENERAL	$ 623,062	$ 728,873	$ 713,070	$ 748,483	$ (19,610)	-2.7%
	216 - CLERK OF THE COURT GRANTS	14,655	33,108	13,618	-	33,108	100.0%
	274 - CLERK OF THE COURT EDMS	-	-	20,419	19,310	(19,310)	N/A
	TOTAL USES	$ 637,717	$ 761,981	$ 747,107	$ 767,793	$ (5,812)	-0.8%

Activity Narrative: While the use of the Electronic Court Record continues to grow, distribution of court created documents has not decreased as rapidly as anticipated. The significant increase in Juvenile documents distributed is a result of the addition of new courtrooms.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of eFiled documents available to all authorized customers within two business hours	70.4%	95.0%	57.8%	74.4%	(20.6%)	-21.7%
Result	Percent of eFiled documents reviewed within one business hour after being submitted	49.9%	65.7%	43.6%	65.7%	(0.0%)	-0.0%
Result	Percent of eFiled documents docketed within one business hour of Acceptance	30.4%	43.4%	17.1%	21.9%	(21.6%)	-49.7%
Result	Percent of properly linked eFiled documents	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of reviewed eFiled documents	528,893	527,157	586,978	553,510	26,353	5.0%
Output	Number of docketed eFiled documents	42,227	50,269	41,161	47,900	(2,369)	-4.7%
Demand	Number of eFiled documents to be docketed	536,800	61,715	55,896	62,738	1,023	1.7%
Demand	Number of eFiled documents submitted for	528,864	527,157	589,052	596,034	68,877	13.1%
Expenditure Ratio	Total activity expenditure per eFiled document	$ 1.83	$ 2.17	$ 1.74	$ 2.03	$ 0.13	6.2%
Revenue							
	274 - CLERK OF THE COURT EDMS	$ 2,719,890	$ 2,632,872	$ 2,475,678	$ 2,448,571	$ (184,301)	-7.0%
	TOTAL SOURCES	$ 2,719,890	$ 2,632,872	$ 2,475,678	$ 2,448,571	$ (184,301)	-7.0%
Expenditure							
	100 - GENERAL	$ 456,750	$ 379,330	$ 428,178	$ 521,802	$ (142,472)	-37.6%
	216 - CLERK OF THE COURT GRANTS	75,269	182,060	70,227	122,496	59,564	32.7%
	218 - CLERK OF COURT FILL THE GAP	83,762	90,937	91,096	90,404	533	0.6%
	274 - CLERK OF THE COURT EDMS	338,172	398,686	385,763	348,182	50,504	12.7%
	TOTAL USES	$ 953,953	$ 1,051,013	$ 975,264	$ 1,082,884	$ (31,871)	-3.0%

Activity Narrative: A system issue with the eFile system was found and resolved in FY 2015. The percent of eFiled documents available to customers within hours will decrease as a result of fluctuating staffing levels.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of exhibits received for intake that are available for access within established timeframes	99.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Adult exhibits received for intake that are available for access within one business day of receipt for storage	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Juvenile exhibits received for intake that are available for access within three business days of receipt for storage	99.1%	100.0%	99.9%	100.0%	0.0%	0.0%
Output	Number of exhibits processed for intake	111,392	117,616	114,027	117,091	(525)	-0.4%
Output	Number of Adult exhibits processed for intake	93,580	101,497	95,641	100,071	(1,426)	-1.4%
Output	Number of Juvenile exhibits processed for intake	17,822	16,119	18,386	17,020	901	5.6%
Output	Number of Juvenile exhibits processed for release	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of exhibits to be received for intake	110,324	116,616	114,027	117,091	475	0.4%
Demand	Number of Adult exhibits to be processed for release	N/A	N/A	N/A	100,071	N/A	N/A
Demand	Number of Juvenile exhibits to be processed for release	N/A	N/A	N/A	17,020	N/A	N/A
Expenditure Ratio	Total activity expenditure per exhibit processed for intake	$ 6.09	$ 6.36	$ 6.03	$ 5.95	$ 0.41	6.5%
Expenditure							
	100 - GENERAL	$ 590,158	$ 649,415	$ 589,160	$ 598,162	$ 51,253	7.9%
	216 - CLERK OF THE COURT GRANTS	-	-	161	-	-	N/A
	218 - CLERK OF COURT FILL THE GAP	88,202	98,672	98,626	98,394	278	0.3%
	TOTAL USES	$ 678,360	$ 748,087	$ 687,947	$ 696,556	$ 51,531	6.9%

Activity Narrative: The number of Juvenile exhibits processed for intake is forecasted to increase in FY 2015 and FY 2016 as a result of the courtroom additions.

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 to 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Juvenile subsequent documents docketed within established timeframes	99.5%	95.0%	98.8%	95.0%	0.0%	0.0%
Output	Number of Juvenile subsequent documents docketed	244,423	239,554	255,025	263,016	23,462	9.8%
Demand	Number of Juvenile subsequent documents to be docketed	248,937	251,533	260,733	264,067	12,534	5.0%
Expenditure Ratio	Total activity expenditure per Juvenile subsequent document docketed	$ 1.77	$ 2.41	$ 2.27	$ 2.42	$ (0.01)	-0.4%
Expenditure							
	100 - GENERAL	$ 433,119	$ 577,656	$ 580,043	$ 636,844	$ (59,188)	-10.2%
	TOTAL USES	$ 433,119	$ 577,656	$ 580,043	$ 636,844	$ (59,188)	-10.2%

Activity Narrative: In FY 2015, the Clerk's Office allocated more staff to this Activity resulting in an increase in the number of juvenile documents docketed.

Memorialize Court Proceedings Activity

The purpose of the Memorialize 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 records of court proceedings within established timeframes.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Adult minute entries and eFiled Orders created within three days from date of hearing to date of creation	97.9%	95.0%	96.0%	97.9%	2.9%	3.1%
Result	Percent of Juvenile minute entries and eFiled Orders created within three days from date of hearing to date of creation	86.8%	95.5%	91.1%	89.9%	(5.6%)	-5.9%
Output	Number of minute entries and eFiled Orders created	655,552	639,944	645,687	688,330	48,386	7.6%
Output	Number of Adult minute entries and eFiled Orders created	568,537	550,654	554,811	596,964	46,310	8.4%
Output	Number of Juvenile minute entries and eFiled Orders created	87,015	89,290	90,876	91,365	2,075	2.3%
Demand	Number of minute entries and eFiled Orders to be created	655,552	639,944	645,687	688,330	48,386	7.6%
Expenditure Ratio	Total activity expenditure per minute entry and eFiled Order created	$ 18.31	$ 21.13	$ 19.99	$ 19.88	$ 1.25	5.9%
Revenue							
	216 - CLERK OF THE COURT GRANTS	$ 194,219	$ 236,632	$ 352,880	$ 236,632	$ -	0.0%
	208 - JUDICIAL ENHANCEMENT	805,227	744,000	739,217	744,000	-	0.0%
	218 - CLERK OF COURT FILL THE GAP	1,980,184	1,971,944	1,971,944	1,915,696	(56,248)	-2.9%
	270 - CHILD SUPPORT ENHANCEMENT	98,997	82,290	58,692	65,000	(17,290)	-21.0%
	TOTAL SOURCES	$ 3,078,627	$ 3,034,866	$ 3,122,733	$ 2,961,328	$ (73,538)	-2.4%
Expenditure							
	100 - GENERAL	$ 10,247,422	$ 11,519,248	$ 10,971,318	$ 12,463,891	$ (944,643)	-8.2%
	216 - CLERK OF THE COURT GRANTS	415,044	607,958	636,057	341,512	266,446	43.8%
	208 - JUDICIAL ENHANCEMENT	93,843	101,460	-	-	101,460	100.0%
	218 - CLERK OF COURT FILL THE GAP	1,246,085	1,296,281	1,299,141	879,680	416,601	32.1%
	TOTAL USES	$ 12,002,394	$ 13,524,947	$ 12,906,516	$ 13,685,083	$ (160,136)	-1.2%

Activity Narrative: The Clerk's Office has been able to not only keep up with the increasing number of minute entries created, but is improving the timeliness of their creation. The addition of courtrooms has increased the number of minute entries to be created and has been difficult to meet at current staffing levels. The department is working to fill vacancies which will improve efficiency.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of scanned and docketed documents available to all authorized customers by 5:00PM two business days after being filed in paper format	42.6%	5.0%	10.5%	11.4%	6.4%	129.1%
Result	Percent of filed paper documents scanned by 5:00PM the business day after being filed	39.4%	4.3%	36.6%	39.7%	35.3%	821.0%
Result	Percent of scanned documents docketed by 5:00PM the business day after being scanned	56.4%	62.4%	61.0%	62.4%	(0.0%)	-0.0%
Result	Percent of Scanned documents meeting Quality Control standards	99.9%	96.6%	99.9%	96.8%	0.1%	0.1%
Output	Number of documents both scanned and docketed	2,055,350	13,506,706	6,813,447	5,954,273	(7,552,433)	-55.9%
Output	Number of documents scanned	1,395,573	13,453,084	1,387,454	1,533,799	(11,919,285)	-88.6%
Output	Number of scanned documents docketed	1,432,907	1,480,618	1,411,889	1,495,418	14,800	1.0%
Demand	Number of documents to be scanned	1,395,573	12,946,456	1,387,454	1,533,799	(11,412,657)	-88.2%
Demand	Number of Scanned documents to be docketed	1,586,687	1,607,157	1,542,155	1,623,222	16,065	1.0%
Expenditure Ratio	Total activity expenditure per scanned and docketed document	$ 2.61	$ 0.35	$ 0.64	$ 0.75	$ (0.40)	-114.7%
Revenue							
	205 - COURT DOCUMENT RETRIEVAL	$ 1,170,576	$ 1,147,606	$ 1,064,055	$ 1,064,545	$ (83,061)	-7.2%
	TOTAL SOURCES	$ 1,170,576	$ 1,147,606	$ 1,064,055	$ 1,064,545	$ (83,061)	-7.2%
Expenditure							
	100 - GENERAL	$ 2,212,291	$ 2,477,437	$ 2,396,830	$ 2,382,932	$ 94,505	3.8%
	216 - CLERK OF THE COURT GRANTS	290,172	297,627	220,530	239,471	58,156	19.5%
	205 - COURT DOCUMENT RETRIEVAL	914,982	448,899	428,414	514,226	(65,327)	-14.6%
	208 - JUDICIAL ENHANCEMENT	-	10,000	5,000	-	10,000	100.0%
	218 - CLERK OF COURT FILL THE GAP	430,366	467,741	462,379	467,652	89	0.0%
	274 - CLERK OF THE COURT EDMS	1,516,784	1,021,203	826,077	865,723	155,480	15.2%
	TOTAL USES	$ 5,364,595	$ 4,722,907	$ 4,339,230	$ 4,470,004	$ 252,903	5.4%

Activity Narrative: The Scanned Document Activity accounts for the scanning of ongoing court documents. In-house staff began scanning pre-2007 documents in FY 2015 and will continue to do so in FY 2016. FY 2015 Revised numbers reflect the output of the scanning vendor that will no longer be used in FY 2016 leaving all scanning to be done in house.

Court Clerk Fiduciary Services Program

The purpose of the Court Clerk 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	100.3%	99.8%	98.6%	99.9%	0.1%	0.1%
Percent of accurate Billing financial records in a statistical sample of deferral orders	95.9%	95.3%	96.0%	95.5%	0.2%	0.2%
Percent of accurate Trust financial records in a statistical sample of trust orders	99.4%	99.9%	99.9%	100.0%	0.1%	0.1%
Percent of accurate Criminal Obligation financial records in a statistical sample of criminal obligation orders	98.8%	98.9%	98.3%	99.0%	0.1%	0.1%
Percent of Billing financial records available within one business day of receiving the financial order	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Trust financial records available within two business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Support Orders financial records available within established timeframes	100.0%	95.0%	98.8%	100.0%	5.0%	5.3%
Percent of Criminal Obligation financial records available within thirty days from the docketed date	99.9%	95.6%	98.4%	100.0%	4.4%	4.6%
Percent of Juvenile financial records available within 30 days from the filing date	98.9%	95.0%	94.9%	97.8%	2.8%	3.0%
Percent of Support Orders financial record inquiry resolutions completed within two business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Criminal Obligation financial record inquiry resolutions completed within two business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Support Orders financial reports available within established timeframes	100.0%	93.5%	99.9%	100.0%	6.5%	6.9%

Activities that comprise this program include:

- Court Ordered Financial Records
- Court Ordered Receivables
- Court Clerk 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of financial records available within established timeframes	100.3%	99.8%	98.6%	99.9%	0.1%	0.1%
Result	Percent of accurate Billing financial records in a statistical sample of deferral orders	95.9%	95.3%	96.0%	95.5%	0.2%	0.2%
Result	Percent of accurate Trust financial records in a statistical sample of trust orders	99.4%	99.9%	99.9%	100.0%	0.1%	0.1%
Result	Percent of accurate Criminal Obligation financial records in a statistical sample of criminal obligation orders	98.8%	98.9%	98.3%	99.0%	0.1%	0.1%
Result	Percent of Billing financial records available within one business day of receiving the financial order	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Trust financial records available within two business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Support Orders available within established timeframes	100.0%	95.0%	98.8%	100.0%	5.0%	5.3%
Result	Percent of Criminal Obligation financial records available within thirty days from the docketed date	99.9%	95.6%	98.4%	100.0%	4.4%	4.6%
Result	Percent of Juvenile financial records available within 30 days from the filing date	98.9%	95.0%	94.9%	97.8%	2.8%	3.0%
Result	Percent of Support Orders AND financial record inquiry resolutions completed within two business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Criminal Obligation financial record inquiry resolutions completed within two business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Support Orders AND financial reports available within established	100.0%	93.5%	99.9%	100.0%	6.5%	6.9%
Output	Number of financial record orders processed	211,593	199,642	208,310	204,055	4,413	2.2%
Demand	Number of financial record orders to be processed	205,349	208,759	205,841	211,943	3,184	1.5%
Expenditure Ratio	Total activity expenditure per financial record processed	$ 10.56	$ 11.79	$ 10.43	$ 11.57	$ 0.22	1.9%
Revenue							
	273 - VICTIM LOCATION	$ 2,238	$ 2,300	$ 2,101	$ 2,300	$ -	0.0%
	TOTAL SOURCES	$ 2,238	$ 2,300	$ 2,101	$ 2,300	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 1,949,262	$ 2,007,781	$ 1,897,479	$ 1,991,359	$ 16,422	0.8%
	216 - CLERK OF THE COURT GRANTS	279,291	265,206	251,353	294,200	(28,994)	-10.9%
	208 - JUDICIAL ENHANCEMENT	-	5,663	-	-	5,663	100.0%
	273 - VICTIM LOCATION	5,885	75,000	23,156	75,000	-	0.0%
	TOTAL USES	$ 2,234,438	$ 2,353,650	$ 2,171,988	$ 2,360,559	$ (6,909)	-0.3%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 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	50,516	54,003	48,383	52,999	(1,004)	-1.9%
Demand	Number of payments to be posted	50,516	54,003	48,383	52,999	(1,004)	-1.9%
Expenditure Ratio	Total activity expenditure per payment posted	$ 6.76	$ 15.30	$ 8.18	$ 6.85	$ 8.45	55.2%
Revenue							
	100 - GENERAL	$ 7,241,114	$ 7,680,000	$ 6,232,161	$ 6,232,161	$ (1,447,839)	-18.9%
	TOTAL SOURCES	$ 7,241,114	$ 7,680,000	$ 6,232,161	$ 6,232,161	$ (1,447,839)	-18.9%
Expenditure							
	100 - GENERAL	$ 316,552	$ 802,406	$ 371,086	$ 363,041	$ 439,365	54.8%
	216 - CLERK OF THE COURT GRANTS	24,903	23,632	24,826	-	23,632	100.0%
	TOTAL USES	$ 341,455	$ 826,038	$ 395,912	$ 363,041	$ 462,997	56.1%

Activity Narrative: The Fee Deferral Pilot Project was not implemented in FY 2015 and did not result in the anticipated increases in the number of payments posted or revenues. Receivables are a direct result of case filings. As case filings have declined, so have the number of payments posted. This trend is expected to continue into FY 2016.

Court Clerk Fiduciary Activity

The purpose of the Court Clerk 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 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	151,984	120,669	166,083	165,116	44,447	36.8%
Demand	Number of reconciliations to be completed	151,984	120,669	166,083	165,116	44,447	36.8%
Expenditure Ratio	Total activity expenditure per reconciliation completed	$ 1.38	$ 1.80	$ 1.31	$ 1.31	$ 0.49	27.1%
Expenditure							
	100 - GENERAL	$ 210,257	$ 217,296	$ 217,413	$ 216,742	$ 554	0.3%
	TOTAL USES	$ 210,257	$ 217,296	$ 217,413	$ 216,742	$ 554	0.3%

Activity Narrative: An increase in the number of reconciliations completed is due to an increase in transmittals related to a change in legislation adding new service codes.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Percent of page reproductions completed within established timeframes	100.0%	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	100.0%	99.8%	99.9%	100.0%	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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of page reproductions completed within established timeframes	100.0%	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	100.0%	99.8%	99.9%	100.0%	0.2%	0.2%
Output	Number of pages reproduced	1,267,489	1,281,993	1,256,692	1,183,835	(98,158)	-7.7%
Output	Number of Adult pages reproduced	1,160,167	1,153,203	1,180,310	1,137,156	(16,047)	-1.4%
Output	Number of Juvenile pages reproduced	107,322	128,790	76,382	56,679	(72,111)	-56.0%
Demand	Number of pages to be reproduced	1,268,168	1,346,034	1,272,774	1,196,820	(149,214)	-11.1%
Expenditure Ratio	Total activity expenditure per page reproduced	$ 0.91	$ 0.85	$ 0.89	$ 0.91	$ (0.06)	-7.2%
Expenditure							
	100 - GENERAL	$ 837,892	$ 744,335	$ 796,273	$ 699,338	$ 44,997	6.0%
	216 - CLERK OF THE COURT GRANTS	74,168	91,895	72,550	141,600	(49,705)	-54.1%
	205 - COURT DOCUMENT RETRIEVAL	247,467	249,058	245,882	233,595	15,463	6.2%
	TOTAL USES	$ 1,159,527	$ 1,085,288	$ 1,114,705	$ 1,074,533	$ 10,755	1.0%

Activity Narrative: With the implementation of the electronic court records program, the demand for paper copies continues to decline. The downward trend is expected to continue as more records are available electronically.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	39,018	41,886	7,976	6,208	(35,678)	-85.2%
Demand	Number of files requested	39,453	42,196	8,065	6,343	(35,853)	-85.0%
Expenditure Ratio	Total activity expenditure per file delivered	$ 12.29	$ 9.47	$ 43.01	$ 48.88	$ (39.41)	-416.2%
Expenditure							
	100 - GENERAL	$ 231,313	$ 185,901	$ 156,548	$ 127,896	$ 58,005	31.2%
	216 - CLERK OF THE COURT GRANTS	9,864	23,005	7,902	-	23,005	100.0%
	205 - COURT DOCUMENT RETRIEVAL	238,270	187,721	178,629	175,561	12,160	6.5%
	TOTAL USES	$ 479,447	$ 396,627	$ 343,079	$ 303,457	$ 93,170	23.5%

Activity Narrative: Delivery of paper court files has diminished significantly over the last several years due to the transition from maintaining court files in paper format to maintaining and providing the files electronically. The decline in demand will continue as more records are imaged and available electronically.

An expenditure reduction will occur in FY 2016 as staff is assisting in the back scanning of Pre-2002 files in Scanned Document Activity in FY 2015.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	62,533	60,682	65,199	63,686	3,004	5.0%
Demand	Number of applications requested	62,533	60,682	65,199	63,686	3,004	5.0%
Expenditure Ratio	Total activity expenditure per application processed	$ 17.50	$ 17.26	$ 16.12	$ 18.41	$ (1.14)	-6.6%
Revenue							
	100 - GENERAL	$ 1,581,203	$ 1,435,000	$ 1,257,051	$ 1,257,051	$ (177,949)	-12.4%
	TOTAL SOURCES	$ 1,581,203	$ 1,435,000	$ 1,257,051	$ 1,257,051	$ (177,949)	-12.4%
Expenditure							
	100 - GENERAL	$ 872,559	$ 822,196	$ 865,180	$ 1,005,588	$ (183,392)	-22.3%
	216 - CLERK OF THE COURT GRANTS	41,538	46,789	40,595	-	46,789	100.0%
	205 - COURT DOCUMENT RETRIEVAL	125,665	118,391	86,035	116,730	1,661	1.4%
	274 - CLERK OF THE COURT EDMS	54,776	60,139	59,444	49,856	10,283	17.1%
	TOTAL USES	$ 1,094,538	$ 1,047,515	$ 1,051,254	$ 1,172,174	$ (124,659)	-11.9%

Activity Narrative: Tied to the health of the economy, the demand for passports is expected to grow in FY 2016. Expenditures will increase slightly to accommodate the increased volume.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 31,877,562**	**$ 9,500,000**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 573,787**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*573,787*	*-*
Reallocations			**$ (40,667)**	**$ -**
Justice System Clerk Reallocation	*C-16-15-001-M-00*		*(40,667)*	*-*
FY 2015 Revised Budget			**$ 32,410,682**	**$ 9,500,000**
Adjustments:				
Base Adjustments			**$ 109,329**	**$ -**
Other Base Adjustments			*109,329*	*-*
FY 2016 Baseline Budget			**$ 32,520,011**	**$ 9,500,000**
Adjustments:				
Employee Retirement and Benefits			**$ (45,102)**	**$ -**
Retirement Contributions			*(45,102)*	*-*
Base Adjustments			**$ 142,470**	**$ -**
Internal Service Charges			*(63,180)*	*-*
Decrease Risk Management Charges	*$*	*(63,180)*		
Personnel Additions and Related Costs			*205,650*	*-*
Increase for Personnel and Related Costs for Initial Appearance Commissioners	*$*	*205,650*		
Fees and Other Revenues			**$ -**	**$ (1,697,533)**
ProgRevenue Volume Inc/Dec			*-*	*(1,697,533)*
Reallocations			**$ 191,701**	**$ -**
Reallocation Between Funds			*191,701*	*-*
FY 2016 Tentative Budget			**$ 32,809,080**	**$ 7,802,467**
Percent Change from Baseline Amount			*0.9%*	*-17.9%*
Adjustments:				
Employee Retirement and Benefits			**$ 554,976**	**$ -**
Employee Health/Dental Premiums			*554,976*	*-*
FY 2016 Adopted Budget			**$ 33,364,056**	**$ 7,802,467**
Percent Change from Baseline Amount			*2.6%*	*-17.9%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2015 Adopted Budget			**$ 413,099**	**$ -**
FY 2015 Revised Budget			**$ 413,099**	**$ -**
Adjustments:				
Non Recurring			**$ (413,099)**	**$ -**
Non Recurring Carry Forward			*(413,099)*	*-*
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 12,000**	**$ -**
Other Non Recurring			*12,000*	*-*
Non-Capital Equipment for New Positions in Initial Appearance Court	*$*	*12,000*		
FY 2016 Adopted Budget			**$ 12,000**	**$ -**

General Fund (100) (continued)

	Expenditures	Revenue
COSC RFR SYSTEM REPLACEMENT		
FY 2015 Adopted Budget	**$ 2,395,940**	**$ -**
FY 2015 Revised Budget	**$ 2,395,940**	**$ -**
Adjustments:		
Non Recurring	**$ (2,395,940)**	**$ -**
Non Recurring Carry Forward	*(2,395,940)*	*-*
FY 2016 Baseline Budget	**$ -**	**$ -**
Adjustments:		
Non Recurring	**$ 2,292,400**	**$ -**
Non Recurring Carry Forward	*2,292,400*	*-*
FY 2016 Adopted Budget	**$ 2,292,400**	**$ -**

Court Document Retrieval Fund (205)

	Expenditures	Revenue
OPERATING		
FY 2015 Adopted Budget	**$ 1,147,606**	**$ 1,147,606**
FY 2015 Revised Budget	**$ 1,147,606**	**$ 1,147,606**
FY 2016 Baseline Budget	**$ 1,147,606**	**$ 1,147,606**
Adjustments:		
Employee Retirement and Benefits	**$ (932)**	**$ -**
Retirement Contributions	*(932)*	*-*
Fees and Other Revenues	**$ -**	**$ (83,061)**
ProgRevenue Volume Inc/Dec	*-*	*(83,061)*
Structural Balance	**$ (82,129)**	**$ -**
Structural Balance	*(82,129)*	*-*
FY 2016 Adopted Budget	**$ 1,064,545**	**$ 1,064,545**
Percent Change from Baseline Amount	*-7.2%*	*-7.2%*

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ -**	**$ -**
FY 2015 Revised Budget		**$ -**	**$ -**
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 85,396**	**$ -**
Other Non Recurring		*85,396*	*-*
Operating Costs	*$ 86,396*		
FY 2016 Adopted Budget		**$ 85,396**	**$ -**
Percent Change from Baseline Amount			

Court Document Retrieval Fund (205) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 703,695	$ 260,895	$ 260,895	$ 312,340	$ 312,340
Sources:					
Operating	$ 1,170,730	$ 1,147,606	$ 1,147,606	$ 1,064,545	$ 1,064,545
Total Sources:	$ 1,170,730	$ 1,147,606	$ 1,147,606	$ 1,064,545	$ 1,064,545
Uses:					
Operating	$ 1,119,297	$ 1,147,606	$ 1,147,606	$ 1,064,545	$ 1,064,545
Non-Recurring	442,800	-	-	-	85,396
Total Uses:	$ 1,562,097	$ 1,147,606	$ 1,147,606	$ 1,064,545	$ 1,149,941
Structural Balance	$ 51,433	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 12	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 312,340	$ 260,895	$ 260,895	$ 312,340	$ 226,944
Total Ending Spendable Fund Balance	$ 312,340	$ 260,895	$ 260,895	$ 312,340	$ 226,944

Judicial Enhancement Fund (208)

	Expenditures	Revenue
OPERATING		
FY 2015 Adopted Budget	**$ 632,979**	**$ 960,000**
FY 2015 Revised Budget	**$ 632,979**	**$ 960,000**
FY 2016 Baseline Budget	**$ 632,979**	**$ 960,000**
Adjustments:		
Employee Retirement and Benefits	**$ (132)**	**$ -**
Retirement Contributions	*(132)*	-
Fees and Other Revenues	**$ 67,899**	**$ (60,036)**
ProgRevenue Volume Inc/Dec	*67,899*	*(60,036)*
FY 2016 Adopted Budget	**$ 700,746**	**$ 899,964**
Percent Change from Baseline Amount	*10.7%*	*-6.3%*

Judicial Enhancement Fund (208) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 2,616,472	$ 2,973,046	$ 2,973,046	$ 2,973,046	$ 3,253,166
Sources:					
Operating	$ 975,171	$ 960,000	$ 960,000	$ 933,782	$ 960,000
Total Sources:	$ 975,171	$ 960,000	$ 960,000	$ 933,782	$ 960,000
Uses:					
Operating	$ 378,966	$ 632,979	$ 632,979	$ 479,393	$ 960,000
Non-Recurring	239,637	356,980	548,340	174,269	-
Total Uses:	$ 618,603	$ 989,959	$ 1,181,319	$ 653,662	$ 960,000
Structural Balance	$ 356,568	$ (29,959)	$ (221,319)	$ 280,120	$ -
Accounting Adjustments	$ 6	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 2,973,046	$ 2,943,087	$ 2,751,727	$ 3,253,166	$ 3,253,166
Total Ending Spendable Fund Balance	$ 2,973,046	$ 2,943,087	$ 2,751,727	$ 3,253,166	$ 3,253,166

Clerk of the Superior Court Grants Fund (216)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 1,484,995**	**$ 1,484,995**
Adjustments:	Agenda Item:		
Grants		**$ 370,440**	**$ 370,440**
Clerk of Superior Court Grant Reconciliation	*C-16-15-004-G-00*	*370,440*	*370,440*
FY 2015 Revised Budget		**$ 1,855,435**	**$ 1,855,435**
FY 2016 Baseline Budget		**$ 1,855,435**	**$ 1,855,435**
Adjustments:			
Grants		**$ (371,149)**	**$ (371,149)**
Grant Reconciliation		*(371,149)*	*(371,149)*
FY 2016 Adopted Budget		**$ 1,484,286**	**$ 1,484,286**
Percent Change from Baseline Amount		*-20.0%*	*-20.0%*

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

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ (3,723)	$ (3,723)	$ (3,723)	$ (4,981)	$ (4,981)
Sources:					
Operating	$ 1,551,416	$ 1,484,995	$ 1,855,435	$ 1,855,435	$ 1,484,286
Total Sources:	$ 1,551,416	$ 1,484,995	$ 1,855,435	$ 1,855,435	$ 1,484,286
Uses:					
Operating	$ 1,552,673	$ 1,484,995	$ 1,855,435	$ 1,855,435	$ 1,484,286
Total Uses:	$ 1,552,673	$ 1,484,995	$ 1,855,435	$ 1,855,435	$ 1,484,286
Structural Balance	$ (1,257)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	(4,981)	(3,723)	(3,723)	(4,981)	(4,981)
Total Ending Spendable Fund Balance	$ (4,981)	$ (3,723)	$ (3,723)	$ (4,981)	$ (4,981)

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

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 2,054,822**	**$ 1,740,549**
Adjustments:	Agenda Item:		
Mid Year Adjustments		**$ (82,878)**	**$ 231,395**
Fill the Gap Plan	*C-80-15-005-2-00*	*(82,878)*	*231,395*
FY 2015 Revised Budget		**$ 1,971,944**	**$ 1,971,944**
FY 2016 Baseline Budget		**$ 1,971,944**	**$ 1,971,944**
Adjustments:			
Employee Retirement and Benefits		**$ (1,692)**	**$ -**
Retirement Contributions		*(1,692)*	-
Fees and Other Revenues		**$ -**	**$ (56,248)**
ProgRevenue Volume Inc/Dec		-	*(56,248)*
Reallocations		**$ (191,701)**	**$ -**
Reallocation Between Funds		*(191,701)*	-
Structural Balance		**$ 137,145**	**$ -**
Structural Balance		*137,145*	-
FY 2016 Adopted Budget		**$ 1,915,696**	**$ 1,915,696**
Percent Change from Baseline Amount		*-2.9%*	*-2.9%*

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

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 693,359	$ 314,273	$ 314,273	$ 416,384	$ 1,371
Sources:					
Operating	$ 1,981,782	$ 1,740,549	$ 1,971,944	$ 1,971,844	$ 1,915,696
Total Sources:	$ 1,981,782	$ 1,740,549	$ 1,971,944	$ 1,971,844	$ 1,915,696
Uses:					
Operating	$ 1,565,405	$ 2,054,822	$ 1,971,944	$ 1,971,844	$ 1,915,696
Total Uses:	$ 2,258,764	$ 2,054,822	$ 2,386,957	$ 2,386,857	$ 1,915,696
Structural Balance	$ 416,377	$ (314,273)	$ -	$ -	$ -
Accounting Adjustments	$ 7	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	-	-	(100,740)	-	-
Total Ending Spendable Fund Balance	$ 416,384	$ -	$ (100,740)	$ 1,371	$ 1,371

Child Support Enhancement Fund (270)

	Expenditures	Revenue
OPERATING		
FY 2015 Adopted Budget	**$ -**	**$ 82,290**
FY 2015 Revised Budget	**$ -**	**$ 82,290**
FY 2016 Baseline Budget	**$ -**	**$ 82,290**
Adjustments:		
Fees and Other Revenues	**$ -**	**$ (17,290)**
ProgRevenue Volume Inc/Dec	-	*(17,290)*
FY 2016 Adopted Budget	**$ -**	**$ 65,000**
Percent Change from Baseline Amount		*-21.0%*

Child Support Enhancement Fund (270) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 740,645	$ 824,945	$ 824,945	$ 839,642	$ 898,334
Sources:					
Operating	$ 98,997	$ 82,290	$ 82,290	$ 58,692	$ 65,000
Total Sources:	$ 98,997	$ 82,290	$ 82,290	$ 58,692	$ 65,000
Uses:					
Structural Balance	$ 98,997	$ 82,290	$ 82,290	$ 58,692	$ 65,000
Ending Spendable Fund Balance:					
Restricted	$ 839,642	$ 907,235	$ 907,235	$ 898,334	$ 963,334
Total Ending Spendable Fund Balance	$ 839,642	$ 907,235	$ 907,235	$ 898,334	$ 963,334

Victim Location Fund (273)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ -**	**$ 2,300**
FY 2015 Revised Budget		**$ -**	**$ 2,300**
Adjustments:			
Fees and Other Revenues		**$ -**	**$ (2,300)**
ProgRevenue Volume Inc/Dec		*-*	*(2,300)*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Fees and Other Revenues		**$ -**	**$ 2,300**
ProgRevenue Volume Inc/Dec		*-*	*2,300*
FY 2016 Adopted Budget		**$ -**	**$ 2,300**
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 75,000**	**$ -**
FY 2015 Revised Budget		**$ 75,000**	**$ -**
Adjustments:			
Non Recurring		**$ (75,000)**	**$ -**
Non Recurring Carry Forward		*(43,952)*	*-*
Other Non Recurring		*(31,048)*	*-*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 75,000**	**$ -**
Other Non Recurring		*75,000*	*-*
Allocation from County Attorney	*$ 75,000*		
FY 2016 Adopted Budget		**$ 75,000**	**$ -**

Victim Location Fund (273) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 97,400	$ 75,452	$ 75,452	$ 93,755	$ 72,700
Sources:					
Operating	$ 2,238	$ 2,300	$ 2,300	$ 2,101	$ 2,300
Total Sources:	$ 2,238	$ 2,300	$ 2,300	$ 2,101	$ 2,300
Uses:					
Non-Recurring	5,885	75,000	75,000	23,156	75,000
Total Uses:	$ 5,885	$ 75,000	$ 75,000	$ 23,156	$ 75,000
Structural Balance	$ 2,238	$ 2,300	$ 2,300	$ 2,101	$ 2,300
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 93,755	$ 2,752	$ 2,752	$ 72,700	$ -
Total Ending Spendable Fund Balance	$ 93,755	$ 2,752	$ 2,752	$ 72,700	$ -

Electronic Document Management System Fund (274)

	Expenditures	Revenue
OPERATING		
FY 2015 Adopted Budget	**$ 2,632,872**	**$ 2,632,872**
FY 2015 Revised Budget	**$ 2,632,872**	**$ 2,632,872**
FY 2016 Baseline Budget	**$ 2,632,872**	**$ 2,632,872**
Adjustments:		
Employee Retirement and Benefits	**$ (1,914)**	**$ -**
Retirement Contributions	*(1,914)*	-
Fees and Other Revenues	**$ -**	**$ (184,301)**
ProgRevenue Volume Inc/Dec	-	*(184,301)*
Structural Balance	**$ (182,387)**	**$ -**
Structural Balance	*(182,387)*	-
FY 2016 Adopted Budget	**$ 2,448,571**	**$ 2,448,571**
Percent Change from Baseline Amount	*-7.0%*	*-7.0%*

Electronic Document Management System Fund (274) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 841,895	$ 228,675	$ 228,675	$ 379,938	$ 482,094
Sources:					
Operating	$ 2,720,207	$ 2,632,872	$ 2,632,872	$ 2,476,339	$ 2,448,571
Total Sources:	$ 2,720,207	$ 2,632,872	$ 2,632,872	$ 2,476,339	$ 2,448,571
Uses:					
Non-Recurring	613,220	-	-	-	-
Total Uses:	$ 3,182,166	$ 2,632,872	$ 2,632,872	$ 2,374,183	$ 2,448,571
Structural Balance	$ 151,261	$ -	$ -	$ 102,156	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 379,938	$ 228,675	$ 228,675	$ 482,094	$ 482,094
Total Ending Spendable Fund Balance	$ 379,938	$ 228,675	$ 228,675	$ 482,094	$ 482,094

Constables

Analysis by Scott Rothe, Principal Management and Budget Analyst

Summary

Mission

The mission of the Constables is to provide execution of mandated civil and criminal process to citizens of Maricopa County so they can receive timely, cost effective and professional service.

Vision

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

Strategic Goals

Department Specific

By June 2014, the Constables will generate revenue at a level of at least 100% of their operating costs on an annual basis.

Status: This dated goal was not met, with FY 2015 forecasted revenue just 60.3% of forecasted operating expenditures. This goal will be updated during the FY 2017 strategic plan process.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
SERV - SERVICE OF PROCESS	$ 1,686,275	$ 1,515,522	$ 1,571,737	$ 1,819,652	$ 1,798,574	$ 226,837	14.4%
25PS - SERVICE OF PROCESS	$ 1,686,275	$ 1,515,522	$ 1,571,737	$ 1,819,652	$ 1,798,574	$ 226,837	14.4%
TOTAL PROGRAMS	**$ 1,686,275**	**$ 1,515,522**	**$ 1,571,737**	**$ 1,819,652**	**$ 1,798,574**	**$ 226,837**	**14.4%**
USES							
SERV - SERVICE OF PROCESS	$ 2,805,390	$ 2,860,707	$ 2,963,973	$ 2,901,674	$ 3,008,206	$ (44,233)	-1.5%
25PS - SERVICE OF PROCESS	$ 2,805,390	$ 2,860,707	$ 2,963,973	$ 2,901,674	$ 3,008,206	$ (44,233)	-1.5%
INFR - INFRASTRUCTURE	$ -	$ 14,902	$ 14,902	$ 15,007	$ 16,956	$ (2,054)	-13.8%
ISFC - INTERNAL SERVICE FUND CHARGES	23,316	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	41,693	41,693	41,693	51,719	(10,026)	-24.0%
99GV - GENERAL OVERHEAD	$ 23,316	$ 56,595	$ 56,595	$ 56,700	$ 68,675	$ (12,080)	-21.3%
TOTAL PROGRAMS	**$ 2,828,706**	**$ 2,917,302**	**$ 3,020,568**	**$ 2,958,374**	**$ 3,076,881**	**$ (56,313)**	**-1.9%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 47,940	$ -	$ 56,215	$ 23,787	$ -	$ (56,215)	-100.0%
SUBTOTAL	$ 47,940	$ -	$ 56,215	$ 23,787	$ -	$ (56,215)	-100.0%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 1,638,335	$ 1,515,522	$ 1,515,522	$ 1,795,865	$ 1,798,574	$ 283,052	18.7%
SUBTOTAL	$ 1,638,335	$ 1,515,522	$ 1,515,522	$ 1,795,865	$ 1,798,574	$ 283,052	18.7%
ALL REVENUES	$ 1,686,275	$ 1,515,522	$ 1,571,737	$ 1,819,652	$ 1,798,574	$ 226,837	14.4%
TOTAL SOURCES	$ 1,686,275	$ 1,515,522	$ 1,571,737	$ 1,819,652	$ 1,798,574	$ 226,837	14.4%

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,751,890	$ 1,814,605	$ 1,858,526	$ 1,851,747	$ 1,902,394	$ (43,868)	-2.4%
0710 - OVERTIME	209	-	-	-	-	-	N/A
0750 - FRINGE BENEFITS	841,907	842,606	845,736	854,472	916,300	(70,564)	-8.3%
0790 - OTHER PERSONNEL SERVICES	-	-	-	10,000	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	-	-	(35,683)	(29,597)	-	(35,683)	-100.0%
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	35,683	29,597	-	35,683	100.0%
SUBTOTAL	$ 2,594,006	$ 2,657,211	$ 2,704,262	$ 2,716,219	$ 2,818,694	$ (114,432)	-4.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 10,226	$ 23,423	$ 29,171	$ 20,500	$ 22,423	$ 6,748	23.1%
0803 - FUEL	59,455	75,000	75,000	49,000	65,412	9,588	12.8%
0804 - NON-CAPITAL EQUIPMENT	-	3,500	3,500	-	-	3,500	100.0%
SUBTOTAL	$ 69,681	$ 101,923	$ 107,671	$ 69,500	$ 87,835	$ 19,836	18.4%
SERVICES							
0812 - OTHER SERVICES	$ 700	$ 3,000	$ 3,000	$ 1,800	$ 3,000	$ -	0.0%
0825 - REPAIRS AND MAINTENANCE	(735)	354	354	300	354	-	0.0%
0839 - INTERNAL SERVICE CHARGES	117,255	142,282	172,189	136,700	150,878	21,311	12.4%
0841 - TRAVEL	9,595	5,000	5,000	7,500	7,000	(2,000)	-40.0%
0842 - EDUCATION AND TRAINING	12,504	7,412	7,412	8,500	9,000	(1,588)	-21.4%
0843 - POSTAGE/FREIGHT/SHIPPING	19	120	120	60	120	-	0.0%
SUBTOTAL	$ 139,338	$ 158,168	$ 188,075	$ 154,860	$ 170,352	$ 17,723	9.4%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 25,681	$ -	$ 20,560	$ 17,795	$ -	$ 20,560	100.0%
SUBTOTAL	$ 25,681	$ -	$ 20,560	$ 17,795	$ -	$ 20,560	100.0%
ALL EXPENDITURES	$ 2,828,706	$ 2,917,302	$ 3,020,568	$ 2,958,374	$ 3,076,881	$ (56,313)	-1.9%
TOTAL USES	$ 2,828,706	$ 2,917,302	$ 3,020,568	$ 2,958,374	$ 3,076,881	$ (56,313)	-1.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 1,686,275	$ 1,515,522	$ 1,571,737	$ 1,819,652	$ 1,798,574	$ 226,837	14.4%
FUND TOTAL SOURCES	$ 1,686,275	$ 1,515,522	$ 1,571,737	$ 1,819,652	$ 1,798,574	$ 226,837	14.4%
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,686,275	$ 1,515,522	$ 1,571,737	$ 1,819,652	$ 1,798,574	$ 226,837	14.4%
DEPARTMENT TOTAL SOURCES	$ 1,686,275	$ 1,515,522	$ 1,571,737	$ 1,819,652	$ 1,798,574	$ 226,837	14.4%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 2,828,706	$ 2,912,802	$ 2,980,385	$ 2,924,277	$ 3,076,881	$ (96,496)	-3.2%
NON RECURRING NON PROJECT	-	4,500	40,183	34,097	-	40,183	100.0%
FUND TOTAL USES	$ 2,828,706	$ 2,917,302	$ 3,020,568	$ 2,958,374	$ 3,076,881	$ (56,313)	-1.9%
DEPARTMENT OPERATING TOTAL USES	$ 2,828,706	$ 2,912,802	$ 2,980,385	$ 2,924,277	$ 3,076,881	$ (96,496)	-3.2%
DEPARTMENT NON RECURRING TOTAL USES	$ -	$ 4,500	$ 40,183	$ 34,097	$ -	$ 40,183	100.0%
DEPARTMENT TOTAL USES	$ 2,828,706	$ 2,917,302	$ 3,020,568	$ 2,958,374	$ 3,076,881	$ (56,313)	-1.9%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 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 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Deputy Constable	8.00	8.00	8.00	8.00	8.00	-	0.0%
Elected	26.00	26.00	26.00	26.00	26.00	-	0.0%
Office Assistant Specialized	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	**36.00**	**36.00**	**36.00**	**36.00**	**36.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	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%**

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay plan and market study adjustments made in FY 2015, along with a statutory increase in Constable salaries effective on January 1, 2015.

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $64 for the impact of the changes in retirement contribution rates.
- Increase Regular Benefits by $37,224 for the impact of the changes in health and dental premium rates.
- Increase Internal Service Charges by $10,026 for the impact of changes in risk management charges.
- Decrease Supplies and Services expenditures by $10,026, the most significant of which is a reduction of $9,588 for fuel based on the FY 2015 decline in the price of crude oil.
- Decrease Personal Services expenditures by $64 by increasing Benefits Personnel Savings.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of fines collected within 30 days	12.8%	37.5%	30.5%	37.5%	0.0%	0.0%
Percent of warrant service attempts that resulted in defendants paying or being put on a payment plan	6.9%	46.7%	14.9%	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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of fines collected within 30 days	12.8%	37.5%	30.5%	37.5%	0.0%	0.0%
Result	Percent of warrant service attempts that resulted in defendants paying or being put on a payment plan	6.9%	46.7%	14.9%	46.7%	0.0%	0.0%
Output	Number of Writs of Restitution	20,253	17,600	22,616	22,204	4,604	26.2%
Output	Dollars of outstanding fines collected	867,001	412,900	307,668	412,900	-	0.0%
Output	Number of outstanding fines collected	1,421	800	384	800	-	0.0%
Demand	Number of Writs of Restitution required	20,253	17,600	22,616	22,204	4,604	26.2%
Demand	Dollars of outstanding fines to be collected from assigned warrants	544,809	860,000	741,000	741,000	(119,000)	-13.8%
Demand	Number of outstanding fines to be collected	1,226	160,000	360	360	(159,640)	-99.8%
Expenditure Ratio	Expenditure per dollar of fines collected	$ 3.24	$ 7.18	$ 9.43	$ 7.29	$ (0.11)	-1.5%
Revenue							
	100 - GENERAL	$ 1,686,275	$ 1,571,737	$ 1,819,652	$ 1,798,574	$ 226,837	14.4%
	TOTAL SOURCES	$ 1,686,275	$ 1,571,737	$ 1,819,652	$ 1,798,574	$ 226,837	14.4%
Expenditure							
	100 - GENERAL	$ 2,805,390	$ 2,963,973	$ 2,901,674	$ 3,008,206	$ (44,233)	-1.5%
	TOTAL USES	$ 2,805,390	$ 2,963,973	$ 2,901,674	$ 3,008,206	$ (44,233)	-1.5%

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 more likely to evict problem tenants in times when there are more potential tenants to replace them. The FY 2016 revenue and demand are budgeted at or near the FY 2015 Forecast levels. Rising expenditures are mostly due to a statutory increase in Constables' salaries effective on January 1, 2015, and to an increase in fixed benefit rates.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 2,912,802**	**$ 1,515,522**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 11,368**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*10,596*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*772*	*-*
Grants			**$ 56,215**	**$ 56,215**
Constables Ethics Standards and Training Board Grant	*C-25-15-004-G-ZZ*		*29,568*	*29,568*
Constables Ethics Standards and Training Board Grant	*C-25-15-009-G-ZZ*		*26,647*	*26,647*
FY 2015 Revised Budget			**$ 2,980,385**	**$ 1,571,737**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ (772)**	**$ -**
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*(772)*	*-*
Base Adjustments			**$ 116,259**	**$ -**
Constables Salaries and Benefit Adjustment	*C-25-15-005-2-00*		*116,259*	*-*
Grants			**$ (56,215)**	**$ (56,215)**
Constables Ethics Standards and Training Board Grant	*C-25-15-004-G-ZZ*		*(29,568)*	*(29,568)*
Constables Ethics Standards and Training Board Grant	*C-25-15-009-G-ZZ*		*(26,647)*	*(26,647)*
FY 2016 Baseline Budget			**$ 3,039,657**	**$ 1,515,522**
Adjustments:				
Employee Retirement and Benefits			**$ 64**	**$ -**
Retirement Contributions			*64*	*-*
Base Adjustments			**$ (64)**	**$ -**
Other Base Adjustments			*(10,090)*	*-*
Decrease Supplies and Services	*$*	*(10,090)*		
Increase Benefit Personnel Savings		*(64)*		
Internal Service Charges			*10,026*	*-*
Increase Risk Management Charges	*$*	*10,026*		
Fees and Other Revenues			**$ -**	**$ 283,052**
ProgRevenue Volume Inc/Dec			*-*	*283,052*
Increase General Fund Revenue based on the FY 2015 Forecast	*$*	*283,052*		
FY 2016 Tentative Budget			**$ 3,039,657**	**$ 1,798,574**
Percent Change from Baseline Amount			*0.0%*	*18.7%*
Adjustments:				
Employee Retirement and Benefits			**$ 37,224**	**$ -**
Employee Health/Dental Premiums			*37,224*	*-*
FY 2016 Adopted Budget			**$ 3,076,881**	**$ 1,798,574**
Percent Change from Baseline Amount			*1.2%*	*18.7%*

Correctional Health Services

Analysis by Karina Araiza, Management and Budget Analyst

Summary

Mission

The mission of the Correctional Health is to provide cost-effective, medically necessary, evidence-based, integrated health care services, competency evaluations and restoration 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 engagement.

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 February 2015, the Department has a 28% direct patient care vacancy rate. The Department is working with County Human Resources Department to identify areas of opportunity in order to reduce employee turnover and achieve this goal.

Safe Communities

By June, 2016, the at risk SMI offenders recidivism rate will decrease by 1%-5% depending on the ascending risk category as based on data provided by the Smart Justice Committee.

Status: This is a new goal for FY 2016 and data will be available in FY 2017.

Department Specific

By June, 2017, 90% of our patients will be offered the option to receive remaining medications or receive a new prescription upon discharge.

Status: This is a new goal for FY 2016 and data will be available in FY 2017.

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 2015, the Department exceeded their goal at 97% and plan on maintaining their goal via the new Electronic Health Records system.

Department Specific

By June 30, 2016, 80% of patients will receive specialty or hospital care and/or mental health community referrals responded to within the provider-requested timeframe.

Status: The Department implemented the new Electronic Health Record system in FY 2014, and is in the process of developing a component to track this data, which will be available in FY 2017.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
CLSP - CLINICAL SUPPORT	$ 51,441	$ 6,500	$ 6,500	$ 8,241	$ 7,000	$ 500	7.7%
26SS - SUPPORT SERVICES	$ 51,441	$ 6,500	$ 6,500	$ 8,241	$ 7,000	$ 500	7.7%
GGOV - GENERAL GOVERNMENT	$ (12,499)	$ -	$ -	$ -	$ -	$ -	N/A
99GV - GENERAL OVERHEAD	$ (12,499)	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 38,942**	**$ 6,500**	**$ 6,500**	**$ 8,241**	**$ 7,000**	**$ 500**	**7.7%**
USES							
IPMD - INPATIENT MEDICAL	$ 5,717,783	$ 5,909,167	$ 5,985,945	$ 4,722,239	$ 4,516,436	$ 1,469,509	24.5%
IPMH - INPATIENT MENTAL HEALTH	6,957,989	7,009,860	6,709,768	6,923,061	7,039,978	(330,210)	-4.9%
26IP - INPATIENT	$ 12,675,772	$ 12,919,027	$ 12,695,713	$ 11,645,300	$ 11,556,414	$ 1,139,299	9.0%
INHA - INITIAL HEALTH ASSESSMENT	$ 2,286,560	$ 3,374,992	$ 3,748,541	$ 3,547,251	$ 3,256,004	$ 492,537	13.1%
OPTE - OUTPATIENT TREATMENT AND EVAL	32,584,309	29,503,739	32,749,672	34,111,645	35,464,833	(2,715,161)	-8.3%
PBHS - PRE BOOKING HEALTH SCREENING	2,199,868	3,460,329	4,034,443	3,354,020	4,089,698	(55,255)	-1.4%
26OP - OUTPATIENT	$ 37,070,737	$ 36,339,060	$ 40,532,656	$ 41,012,916	$ 42,810,535	$ (2,277,879)	-5.6%
CLSP - CLINICAL SUPPORT	$ 3,337,384	$ 4,303,909	$ 4,528,494	$ 4,575,967	$ 4,629,447	$ (100,953)	-2.2%
26SS - SUPPORT SERVICES	$ 3,337,384	$ 4,303,909	$ 4,528,494	$ 4,575,967	$ 4,629,447	$ (100,953)	-2.2%
CURE - CUSTODY RESTORATION AND EVAL	$ 1,591,909	$ 1,526,275	$ 1,589,786	$ 1,603,707	$ 1,592,981	$ (3,195)	-0.2%
EVAL - ADULT COMPETENCY EVALUATIONS	1,275,368	1,437,797	1,437,620	1,325,883	1,409,100	28,520	2.0%
JVAL - JUVENILE COMPETENCY EVALUATION	224,574	209,712	209,712	279,407	280,603	(70,891)	-33.8%
80RE - RESTORATION TO COMPETENCY	$ 3,091,851	$ 3,173,784	$ 3,237,118	$ 3,208,997	$ 3,282,684	$ (45,566)	-1.4%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 455,787	$ 445,764	$ 454,522	$ 443,520	$ 466,499	$ (11,977)	-2.6%
HRAC - HUMAN RESOURCES	420,043	409,510	428,469	433,955	428,332	137	0.0%
ODIR - EXECUTIVE MANAGEMENT	741,691	492,350	407,911	657,224	715,471	(307,560)	-75.4%
POOL - POOLED COSTS	-	-	-	-	166,661	(166,661)	N/A
PROC - PROCUREMENT	68,438	57,268	59,520	59,751	137,442	(77,922)	-130.9%
RMGT - RISK MANAGEMENT	-	-	93,455	87,651	87,997	5,458	5.8%
SPPT - OPERATIONS SUPPORT	-	22,974	22,974	9,572	-	22,974	100.0%
99AS - INDIRECT SUPPORT	$ 1,685,959	$ 1,427,866	$ 1,466,851	$ 1,691,673	$ 2,002,402	$ (535,551)	-36.5%
INFR - INFRASTRUCTURE	$ -	$ 38,256	$ 38,256	$ 36,879	$ 41,171	$ (2,915)	-7.6%
ISFC - INTERNAL SERVICE FUND CHARGES	2,527,584	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	2,145,901	2,145,901	2,148,641	1,700,388	445,513	20.8%
99GV - GENERAL OVERHEAD	$ 2,527,584	$ 2,184,157	$ 2,184,157	$ 2,185,520	$ 1,741,559	$ 442,598	20.3%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 14,511	$ 1,061,709	$ 1,031,970	$ 895,645	$ 896,783	$ 135,187	13.1%
TSPT - TECHNOLOGY SUPPORT	1	-	-	-	-	-	N/A
99IT - INFORMATION TECHNOLOGY	$ 14,512	$ 1,061,709	$ 1,031,970	$ 895,645	$ 896,783	$ 135,187	13.1%
TOTAL PROGRAMS	**$ 60,403,799**	**$ 61,409,512**	**$ 65,676,959**	**$ 65,216,018**	**$ 66,919,824**	**$ (1,242,865)**	**-1.9%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 29,167	$ -	$ -	$ -	$ -	$ -	N/A
SUBTOTAL	$ 29,167	$ -	$ -	$ -	$ -	$ -	N/A
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 9,774	$ 6,500	$ 6,500	$ 8,241	$ 7,000	$ 500	7.7%
SUBTOTAL	$ 9,774	$ 6,500	$ 6,500	$ 8,241	$ 7,000	$ 500	7.7%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 1	$ -	$ -	$ -	$ -	$ -	N/A
SUBTOTAL	$ 1	$ -	$ -	$ -	$ -	$ -	N/A
ALL REVENUES	$ 38,942	$ 6,500	$ 6,500	$ 8,241	$ 7,000	$ 500	7.7%
TOTAL SOURCES	$ 38,942	$ 6,500	$ 6,500	$ 8,241	$ 7,000	$ 500	7.7%

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 26,609,216	$ 28,639,707	$ 29,377,730	$ 28,243,222	$ 29,283,538	$ 94,192	0.3%
0705 - TEMPORARY PAY	-	-	-	-	46,470	(46,470)	N/A
0710 - OVERTIME	1,026,637	889,380	892,651	1,360,642	1,055,006	(162,355)	-18.2%
0750 - FRINGE BENEFITS	9,109,545	9,562,058	9,870,717	9,502,088	10,600,907	(730,190)	-7.4%
0790 - OTHER PERSONNEL SERVICES	653,351	684,780	684,780	717,945	914,241	(229,461)	-33.5%
0795 - PERSONNEL SERVICES ALLOC-OUT	(678,045)	(401,810)	(409,744)	(310,859)	(309,859)	(99,885)	-24.4%
0796 - PERSONNEL SERVICES ALLOC-IN	1,016,860	710,935	725,522	792,570	1,784,816	(1,059,294)	-146.0%
SUBTOTAL	$ 37,737,564	$ 40,085,050	$ 41,141,656	$ 40,305,608	$ 43,375,119	$ (2,233,463)	-5.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 111,445	$ 91,464	$ 91,464	$ 77,616	$ 54,895	$ 36,569	40.0%
0802 - MEDICAL SUPPLIES	5,624,236	4,886,482	7,844,133	7,364,676	7,476,650	367,483	4.7%
0803 - FUEL	6,386	6,588	6,588	7,909	10,437	(3,849)	-58.4%
0804 - NON-CAPITAL EQUIPMENT	10,656	51,312	51,312	27,991	30,000	21,312	41.5%
SUBTOTAL	$ 5,752,723	$ 5,035,846	$ 7,993,497	$ 7,478,192	$ 7,571,982	$ 421,515	5.3%
SERVICES							
0810 - LEGAL SERVICES	$ 1,372,632	$ 1,464,408	$ 1,464,408	$ 1,437,945	$ 1,441,594	$ 22,814	1.6%
0811 - HEALTH CARE SERVICES	12,666,709	11,574,087	11,827,277	12,824,173	11,848,618	(21,341)	-0.2%
0812 - OTHER SERVICES	124,351	127,524	127,524	96,971	44,669	82,855	65.0%
0820 - RENT & OPERATING LEASES	119,214	910,227	910,227	899,705	937,074	(26,847)	-2.9%
0825 - REPAIRS AND MAINTENANCE	35,611	55,020	55,020	37,898	28,486	26,534	48.2%
0839 - INTERNAL SERVICE CHARGES	2,514,430	2,106,938	2,106,938	2,105,137	1,634,311	472,627	22.4%
0841 - TRAVEL	17,980	17,616	17,616	11,867	13,017	4,599	26.1%
0842 - EDUCATION AND TRAINING	13,919	12,636	12,636	3,814	12,336	300	2.4%
0843 - POSTAGE/FREIGHT/SHIPPING	7,480	5,568	5,568	6,858	7,500	(1,932)	-34.7%
0850 - UTILITIES	16,909	14,592	14,592	7,850	5,118	9,474	64.9%
0873 - SERVICES-ALLOCATION IN	2,855	-	-	-	-	-	N/A
SUBTOTAL	$ 16,892,090	$ 16,288,616	$ 16,541,806	$ 17,432,218	$ 15,972,723	$ 569,083	3.4%
CAPITAL							
0930 - VEHICLES & CONSTRUCTION EQUIP	$ 21,422	$ -	$ -	$ -	$ -	$ -	N/A
SUBTOTAL	$ 21,422	$ -	$ -	$ -	$ -	$ -	N/A
ALL EXPENDITURES	$ 60,403,799	$ 61,409,512	$ 65,676,959	$ 65,216,018	$ 66,919,824	$ (1,242,865)	-1.9%
TOTAL USES	$ 60,403,799	$ 61,409,512	$ 65,676,959	$ 65,216,018	$ 66,919,824	$ (1,242,865)	-1.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
292 CORRECTIONAL HEALTH GRANTS							
OPERATING	$ 29,168	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL SOURCES	$ 29,168	$ -	$ -	$ -	$ -	$ -	N/A
255 DETENTION OPERATIONS							
OPERATING	$ 9,774	$ 6,500	$ 6,500	$ 8,241	$ 7,000	$ 500	7.7%
FUND TOTAL SOURCES	$ 9,774	$ 6,500	$ 6,500	$ 8,241	$ 7,000	$ 500	7.7%
DEPARTMENT OPERATING TOTAL SOURCES	$ 38,942	$ 6,500	$ 6,500	$ 8,241	$ 7,000	$ 500	7.7%
DEPARTMENT TOTAL SOURCES	$ 38,942	$ 6,500	$ 6,500	$ 8,241	$ 7,000	$ 500	7.7%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 3,091,851	$ 3,180,331	$ 3,218,665	$ 3,218,278	$ 3,289,967	$ (71,302)	-2.2%
NON RECURRING NON PROJECT	-	-	25,000	-	-	25,000	100.0%
FUND TOTAL USES	$ 3,091,851	$ 3,180,331	$ 3,243,665	$ 3,218,278	$ 3,289,967	$ (46,302)	-1.4%
292 CORRECTIONAL HEALTH GRANTS							
OPERATING	$ 25,000	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL USES	$ 25,000	$ -	$ -	$ -	$ -	$ -	N/A
255 DETENTION OPERATIONS							
CHS GRAVES JUDGMENT OPERATING	$ -	$ -	$ -	$ -	$ 2,332,585	$ (2,332,585)	N/A
OPERATING	56,980,836	58,229,181	58,926,641	61,630,104	61,297,272	(2,370,631)	-4.0%
CHS GRAVES JUDGMENT NON RECURRING	-	-	581,653	367,636	-	581,653	100.0%
NON RECURRING NON PROJECT	306,112	-	2,925,000	-	-	2,925,000	100.0%
FUND TOTAL USES	$ 57,286,948	$ 58,229,181	$ 62,433,294	$ 61,997,740	$ 63,629,857	$ (1,196,563)	-1.9%
DEPARTMENT OPERATING TOTAL USES	$ 60,097,687	$ 61,409,512	$ 62,145,306	$ 64,848,382	$ 66,919,824	$ (4,774,518)	-7.7%
DEPARTMENT NON RECURRING TOTAL USES	$ 306,112	$ -	$ 3,531,653	$ 367,636	$ -	$ 3,531,653	100.0%
DEPARTMENT TOTAL USES	$ 60,403,799	$ 61,409,512	$ 65,676,959	$ 65,216,018	$ 66,919,824	$ (1,242,865)	-1.9%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	6.90	5.90	6.00	6.00	6.00	-	0.0%
EXECUTIVE MANAGEMENT	3.10	3.10	2.00	2.00	2.00	-	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%
RISK MANAGEMENT	-	-	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	16.00	15.00	15.00	15.00	15.00	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	2.00	5.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	2.00	5.00	4.00	4.00	4.00	-	0.0%
INPATIENT							
INPATIENT MEDICAL	17.98	16.05	16.43	16.43	16.43	-	0.0%
INPATIENT MENTAL HEALTH	58.78	55.85	48.73	49.73	50.73	2.00	4.1%
PROGRAM TOTAL	76.75	71.90	65.15	66.15	67.15	2.00	3.1%
OUTPATIENT							
INITIAL HEALTH ASSESSMENT	33.40	28.90	34.40	34.90	33.40	(1.00)	(2.9%)
OUTPATIENT TREATMENT AND EVAL	269.50	226.50	227.75	224.75	228.75	1.00	0.4%
PRE BOOKING HEALTH SCREENING	9.90	28.00	39.00	39.50	37.00	(2.00)	(5.1%)
PROGRAM TOTAL	312.80	283.40	301.15	299.15	299.15	(2.00)	(0.7%)
RESTORATION TO COMPETENCY							
ADULT COMPETENCY EVALUATIONS	5.00	5.00	5.00	5.00	4.50	(.50)	(10.0%)
CUSTODY RESTORATION AND EVAL	11.00	11.00	11.00	11.00	11.00	-	0.0%
PROGRAM TOTAL	16.00	16.00	16.00	16.00	15.50	(.50)	(3.1%)
SUPPORT SERVICES							
CLINICAL SUPPORT	53.20	72.20	74.20	74.20	74.20	-	0.0%
PROGRAM TOTAL	53.20	72.20	74.20	74.20	74.20	-	0.0%
DEPARTMENT TOTAL	476.75	463.50	475.50	474.50	475.00	(.50)	(0.1%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Accounting Specialist	-	-	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	8.00	9.00	8.00	8.00	8.00	-	0.0%
Business Systems Analyst	-	2.00	1.00	1.00	1.00	-	0.0%
Business Systems Analyst-Sr/Ld	-	-	1.00	1.00	1.00	-	0.0%
CHS Legal Services Manager	-	-	1.00	1.00	1.00	-	0.0%
Correctional Health Legal Liaison	1.00	1.00	-	-	-	-	N/A
Dental Assistant	3.00	3.00	3.00	3.00	3.00	-	0.0%
Dentist	1.50	2.00	2.00	2.00	2.00	-	0.0%
Director - Correctional Health	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
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	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	1.00	-	0.0%
Human Resources Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
IT Project Manager	-	-	1.00	1.00	1.00	-	0.0%
Legal Assistant	-	-	1.00	1.00	1.00	-	0.0%
Legal Support Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Licensed Practical Nurse	66.75	70.50	70.50	69.50	70.50	-	0.0%
Management Analyst	2.00	1.00	1.00	1.00	1.00	-	0.0%
Medical Assistant	68.50	68.25	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%
Medication Admin Coordinator	-	-	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	39.00	40.00	41.00	41.00	41.00	-	0.0%
Mental Health Professional Supervisor	6.00	6.00	6.00	6.00	6.00	-	0.0%
Nurse	100.50	105.75	115.75	115.75	115.75	-	0.0%
Nurse Practitioner	16.00	16.00	6.00	6.00	6.00	-	0.0%
Nurse Practitioner - Psychiatric	4.00	4.00	3.00	3.00	3.00	-	0.0%
Nursing Administrator	2.00	4.00	2.00	2.00	2.00	-	0.0%
Nursing Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Nursing Manager	10.00	8.00	6.00	6.00	6.00	-	0.0%
Office Assistant	69.00	41.00	39.00	39.00	39.00	-	0.0%
Office Assistant Specialized	6.00	7.00	7.00	7.00	7.00	-	0.0%
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Pharmacist	1.00	-	-	-	-	-	N/A
Physical Therapist	-	1.00	1.00	1.00	1.00	-	0.0%
Physician	11.00	10.00	8.00	8.00	8.00	-	0.0%
Physician Assistant	-	-	13.00	13.00	13.00	-	0.0%
Physician Assistant - Psychiatric	-	-	1.00	1.00	1.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst - Senior/Lead	1.00	-	-	-	-	-	N/A
Project Manager	-	2.00	-	-	-	-	N/A
Psychiatrist	12.00	12.50	11.50	11.50	11.50	-	0.0%
Psychologist	10.00	10.00	10.00	10.00	9.50	(.50)	(5.0%)
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	10.00	11.00	17.00	17.00	17.00	-	0.0%
Special Projects Manager	-	-	1.00	1.00	1.00	-	0.0%
Trainer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Training Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Specialist	5.00	5.00	4.00	4.00	4.00	-	0.0%
Warehouse/Inventory Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**476.75**	**463.50**	**475.50**	**474.50**	**475.00**	**(.50)**	**(0.1%)**

Staffing by Fund

DEPARTMENT/FUND		FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	16.00	16.00	16.00	16.00	15.50	(.50)	(3.1%)
255	DETENTION OPERATIONS	460.75	447.50	459.50	458.50	459.50	-	0.0%
Department Total		**476.75**	**463.50**	**475.50**	**474.50**	**475.00**	**(.50)**	**(0.1%)**

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay plans and market study adjustments made in FY 2015.

Base Adjustments:

General Fund (100)

- Decrease in Regular Benefits by $918 for the impact of changes in retirement contribution rates.
- Decrease Internal Service Charges by $392 for the impact of changes in risk management.
- Increase Personnel Savings by $31,085 from .67% in FY 2015 to 2.98%.
- Increase Regular Benefits by $19,176 for the impact of the changes in health and dental premium rates.

Detention Fund (255) Operating

- Decrease Regular Benefits by $30,672 for the impact of changes in retirement contribution rates.
- Decrease Internal Service Charges by $445,121 for the impact of changes in risk management charges.
- Decrease budget by $193,973 to reallocate for position costs from Detention Fund to Graves Operating.
- Increase Regular Benefits by $468,120 for the impact of the changes in health and dental premium rates.

Detention Fund (255) Graves Operating

- Increase budget by $193,973 to reallocate position costs from Detention Fund to Graves Operating.
- Increase Regular Benefits by $10,152 for the impact of the changes in health and dental premium rates.

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: Mandated. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of patients discharged within 16 calendar days	82.3%	81.9%	88.2%	88.2%	6.3%	7.7%
Percent of patients referred to the Mental Health Unit to account for appropriate levels of service	93.2%	93.0%	96.0%	98.8%	5.8%	6.2%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of patients discharged within 16 calendar days	82.3%	81.9%	88.2%	88.2%	6.3%	7.7%
Output	Number of bed days received	18,026	19,296	19,409	19,692	396	2.1%
Demand	Number of patients referred to an inpatient medical setting	1,078	1,140	1,279	1,428	288	25.3%
Expenditure Ratio	Expenditure per bed day received	$ 317.20	$ 310.22	$ 243.30	$ 229.35	$ 80.86	26.1%
Expenditure							
	255 - DETENTION OPERATIONS	$ 5,717,783	$ 5,985,945	$ 4,722,239	$ 4,516,436	$ 1,469,509	24.5%
	TOTAL USES	$ 5,717,783	$ 5,985,945	$ 4,722,239	$ 4,516,436	$ 1,469,509	24.5%

Activity Narrative: The demand for the number of patients referred to an inpatient medical setting is expected to increase in FY 2016. Graves vs. Arpaio mandates additional health services to more patients in a shorter time frame and performed by a qualified provider. Expenditures are expected to decrease in FY 2016 due to a decrease in the usage of registry staff, as the Department is working with County Human Resources on improving the hiring process and retaining qualified employees.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of patients referred to the Mental Health Unit to account for appropriate levels of service	93.2%	93.0%	96.0%	98.8%	5.8%	6.2%
Output	Number of mental health bed days received	38,584	42,204	44,726	47,292	5,088	12.1%
Demand	Number of patients referred to an inpatient mental health setting	3,982	4,008	4,018	4,028	20	0.5%
Demand	Number of patients booked	N/A	N/A	N/A	98,400	N/A	N/A
Expenditure Ratio	Expenditure per mental health patient	N/A	N/A	N/A	$ 1,620.62	N/A	N/A
Expenditure							
	255 - DETENTION OPERATIONS	$ 6,957,989	$ 6,709,768	$ 6,923,061	$ 7,039,978	$ (330,210)	-4.9%
	TOTAL USES	$ 6,957,989	$ 6,709,768	$ 6,923,061	$ 7,039,978	$ (330,210)	-4.9%

Activity Narrative: The demand for the number of patients referred to an inpatient mental health setting has continued to increase due to service reductions by the transition of the State mental health provider from Magellan to Maricopa Mercy Care. 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. As the community continues to solve its issues with the effective management of Severely Mentally Ill (SMI), it is anticipated that the Department will slowly see a decrease in their demand for the number of patients booked in the years to come due to the Justice Systems initiatives to continue to reduce recidivism. The output for the number of mental health bed days received is expected to increase in FY 2016 as a result of Graves vs. Arpaio. Graves vs. Arpaio mandates that all mental health patients stating a clinical problem be triaged face to face within 48 hours by a qualified provider. These additional appointments are expected to lead to an increase in admissions to the Mental Health Unit.

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: Mandated. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of patients triaged within 24 hours	98.3%	97.3%	98.5%	100.0%	2.7%	2.8%
Percent of scheduled appointments kept	86.0%	82.7%	93.7%	97.5%	14.8%	17.9%
Percent of prescriptions written that are given within three days	96.5%	96.9%	97.4%	97.0%	0.1%	0.1%
Percent of initial health assessments completed at central intake vs. the general population post housing determinations to enure timely health assesment completions	99.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of screened inmates booked	100.0%	99.2%	97.9%	100.0%	0.8%	0.8%
Percent of receiving screenings resulting in a health assessment	N/A	N/A	N/A	100.0%	N/A	N/A

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of patients triaged within 24 hours	98.3%	97.3%	98.5%	100.0%	2.7%	2.8%
Result	Percent of scheduled appointments kept	86.0%	82.7%	93.7%	97.5%	14.8%	17.9%
Result	Percent of prescriptions written that are given within three days	96.5%	96.9%	97.4%	97.0%	0.1%	0.1%
Output	Number of health service requests triaged	99,818	100,188	101,327	118,032	17,844	17.8%
Output	Number of health service requests triaged within 24 hours	98,102	97,488	99,771	116,040	18,552	19.0%
Output	Number of appointments kept	442,351	372,864	540,723	569,800	196,936	52.8%
Demand	Number of health service requests	99,818	100,188	101,327	118,032	17,844	17.8%
Demand	Number of scheduled appointments	514,255	450,936	649,797	666,768	215,832	47.9%
Demand	Number of outpatient prescription orders written	300,233	296,016	274,302	274,437	(21,579)	-7.3%
Expenditure Ratio	Expenditure per appointment kept	$ 73.66	$ 87.83	$ 63.09	$ 62.24	$ 25.59	29.1%
Expenditure							
	255 - DETENTION OPERATIONS	$ 32,584,309	$ 32,749,672	$ 34,111,645	$ 35,464,833	$ (2,715,161)	-8.3%
	TOTAL USES	$ 32,584,309	$ 32,749,672	$ 34,111,645	$ 35,464,833	$ (2,715,161)	-8.3%

Activity Narrative: The demand for the number of outpatient prescription orders written is expected to decrease in FY 2016 due to changing prescription orders to 30 days from 15 days and reducing dispensing fees. The demand for the number of scheduled appointments and the output for the number of appointments kept are expected to increase in FY 2016 due to Graves vs. Arpaio mandates. These mandates require patients to be seen within 24 hours after receiving screening if it's identified that the patient has a significant acute or chronic medical condition. Expenditures are increasing due to the increase in pharmaceutical costs over the prior years, primarily in four major categories: HIV, psych, atypical psych and rare specialist drugs.

Detention Fund (255) Operating

- Increase budget by $2,500,000 for the increase in pharmaceutical costs.

Detention Fund (255) Graves Operating

- Increase budget by $999,034 for the increase cost in medical transportation for inmates.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of screened inmates booked	100.0%	99.2%	97.9%	100.0%	0.8%	0.8%
Result	Percent of receiving screenings resulting in a health assessment	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of inmates screened	103,600	108,131	101,066	99,060	(9,071)	-8.4%
Demand	Number of inmates presented at booking sites	104,666	108,131	101,066	99,060	(9,071)	-8.4%
Expenditure Ratio	Expenditure of screenings completed and inmate subsequently booked	$ 21.23	$ 37.61	$ 34.40	$ 41.62	$ (4.01)	-10.7%
Expenditure							
	255 - DETENTION OPERATIONS	$ 2,199,868	$ 4,034,443	$ 3,354,020	$ 4,089,698	$ (55,255)	-1.4%
	TOTAL USES	$ 2,199,868	$ 4,034,443	$ 3,354,020	$ 4,089,698	$ (55,255)	-1.4%

Activity Narrative: The intake process changed in FY 2015 in order to facilitate and improve the intake process to allow law enforcement officers to return to duty to protect and serve in a more timely manner. Based on FY 2015 Forecast, the demand for the number of inmates presented at booking is expected to decrease in FY 2016.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of initial health assessments completed at central intake vs. the general population post housing determinations to enure timely health assesment completions	99.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of initial health assessments completed within 14 days	95,058	102,981	81,140	80,180	(22,801)	-22.1%
Output	Number of initial health assessments required	95,232	102,981	81,140	80,180	(22,801)	-22.1%
Output	Number of initial health assessments completed at central intake	N/A	N/A	N/A	80,180	N/A	N/A
Demand	Number of initial health assessments required	95,232	102,981	81,140	80,180	(22,801)	-22.1%
Expenditure Ratio	Expenditure per initial health assessment completed	$ 24.04	$ 36.40	$ 43.72	$ 40.61	$ (4.21)	-11.6%
Expenditure							
	255 - DETENTION OPERATIONS	$ 2,286,560	$ 3,748,541	$ 3,547,251	$ 3,256,004	$ 492,537	13.1%
	TOTAL USES	$ 2,286,560	$ 3,748,541	$ 3,547,251	$ 3,256,004	$ 492,537	13.1%

Activity Narrative: Initial health assessments are performed on all booked defendants. Based on FY 2015 Forecast, the demand for the number of initial health assessments required is expected to decrease in FY 2016 due to a decrease in bookings in County jails.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of complete medical records provided to external requestors	99.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of filed grievances resolved within CHS/MCSO	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

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: Mandated. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of complete medical records provided to external requestors	99.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of filed grievances resolved within CHS/MCSO	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of external records requested	3,142	3,204	3,222	3,224	20	0.6%
Output	Number of grievances filed	2,572	2,448	2,689	2,888	440	18.0%
Demand	Number of external medical records requested	3,142	3,204	3,222	3,244	40	1.2%
Demand	Number of grievances filed	2,572	2,448	2,689	2,888	440	18.0%
Expenditure Ratio	Expenditure per external medical record provided	$ 1,210.07	$ 1,413.39	$ 1,420.23	$ 1,435.93	$ (22.55)	-1.6%
Revenue							
	292 - CORRECTIONAL HEALTH GRANTS	$ 41,667	$ -	$ -	$ -	$ -	N/A
	255 - DETENTION OPERATIONS	9,774	6,500	8,241	7,000	500	7.7%
	TOTAL SOURCES	$ 51,441	$ 6,500	$ 8,241	$ 7,000	$ 500	7.7%
Expenditure							
	292 - CORRECTIONAL HEALTH GRANTS	$ 25,000	$ -	$ -	$ -	$ -	N/A
	255 - DETENTION OPERATIONS	3,312,384	4,528,494	4,575,967	4,629,447	(100,953)	-2.2%
	TOTAL USES	$ 3,337,384	$ 4,528,494	$ 4,575,967	$ 4,629,447	$ (100,953)	-2.2%

Activity Narrative: The Department expects a faster turnaround time in providing medical records to external requestors with the implementation of the EHR system, which has improved electronic medical record sharing with outside providers. The demand for the number of grievances filed is expected to increase in FY 2016 due to additional copay charges charged to inmates.

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: Mandated. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of inpatient defendants found not restorable within 15 months of the determination of incompetency	32.3%	33.3%	28.5%	34.1%	0.7%	2.2%
Percent of internal Rule 11 evaluations performed within 30 days	21.2%	23.2%	15.2%	23.7%	0.5%	2.3%
Percent of rule 11 juvenile evaluations performed	84.5%	84.8%	87.0%	84.2%	(0.6%)	-0.7%

Activities that comprise this program include:

- Custody Restoration and Evaluation
- Adult Competency Evaluations
- Juvenile Competency Evaluations

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: Mandated. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of inpatient defendants found not restorable within 15 months of the determination of incompetency	32.3%	33.3%	28.5%	34.1%	0.7%	2.2%
Output	Average length of stay for all restoration cases	53	53	53	53	-	0.0%
Output	Number of defendants determined to be Competent (including CIMD, or "Competency is Medication Dependent")	446	369	377	378	9	2.4%
Output	Number of defendants determined to be Incompetent Not Restorable ("IC/NR")	N/A	120	119	124	4	3.3%
Output	Number of defendants evaluated	N/A	420	453	452	32	7.6%
Demand	Total number of restoration cases ordered by the Court into the RTC program	441	445	456	462	17	3.8%
Expenditure Ratio	Expenditure per inmate evaluated	$ 30,036.02	$ 29,995.96	$ 30,313.91	$ 30,056.25	$ (60.28)	-0.2%
Expenditure							
	100 - GENERAL	$ 1,591,909	$ 1,589,786	$ 1,603,707	$ 1,592,981	$ (3,195)	-0.2%
	TOTAL USES	$ 1,591,909	$ 1,589,786	$ 1,603,707	$ 1,592,981	$ (3,195)	-0.2%

Activity Narrative: Expenditures are expected to increase in FY 2016 due to the increase in the cost of medications.

Base Adjustments:

General Fund (100)

- Increase budget by $82,517 for the increase in the cost of medications.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of internal Rule 11 evaluations performed within 30 days	21.2%	23.2%	15.2%	23.7%	0.5%	2.3%
Output	Number of defendants determined to be Incompetent but Restorable ("IC/R")	8	12	62	12	-	0.0%
Output	Number of defendants determined to be Competent (including CIMD, or "Competency is Medication dependent"	580	576	576	580	4	0.7%
Output	Number of defendants determined to be Incompetent Not Restorable ("IC/NR")	N/A	7	8	7	-	0.0%
Demand	Number of Rule 11 competency evaluations ordered	618	620	659	628	8	1.3%
Expenditure Ratio	Expenditure per inmate competency evaluation	$ 2,080.54	$ 2,396.03	$ 2,198.81	$ 2,302.45	$ 93.58	3.9%
Expenditure							
	100 - GENERAL	$ 1,275,368	$ 1,437,620	$ 1,325,883	$ 1,409,100	$ 28,520	2.0%
	TOTAL USES	$ 1,275,368	$ 1,437,620	$ 1,325,883	$ 1,409,100	$ 28,520	2.0%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of rule 11 juvenile evaluations performed	84.5%	84.8%	87.0%	84.2%	(0.6%)	-0.7%
Output	Number of juveniles found competent or incompetent	323	328	332	335	7	2.1%
Output	Number of incompetent juveniles found not restorable	25	25	27	25	-	0.0%
Output	Number of juvenile evaluations completed	323	328	332	335	7	2.1%
Demand	Number of Rule 11 juvenile competency evaluations ordered	343	350	362	358	8	2.3%
Expenditure Ratio	Expenditure per juvenile competency evaluation	$ 695.28	$ 639.37	$ 841.59	$ 837.62	$ (198.26)	-31.0%
Expenditure							
	100 - GENERAL	$ 224,574	$ 209,712	$ 279,407	$ 280,603	$ (70,891)	-33.8%
	TOTAL USES	$ 224,574	$ 209,712	$ 279,407	$ 280,603	$ (70,891)	-33.8%

Activity Narrative: The Department expects the demand for Rule 11 Juvenile Competency Evaluations, which is driven by the Courts, to continue to increase in FY 2016. 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
OPERATING					
FY 2015 Adopted Budget				**$ 3,180,331**	**$ -**
Adjustments:	Agenda Item:				
Employee Salary Adjustments				**$ 38,334**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*			*38,334*	-
FY 2015 Revised Budget				**$ 3,218,665**	**$ -**
Adjustments:					
Employee Salary Adjustments				**$ 2,004**	**$ -**
FY 15 Q2 to Q4 Performance Based Retention Pay Plan				*2,004*	-
FY 2016 Baseline Budget				**$ 3,220,669**	**$ -**
Adjustments:					
Employee Retirement and Benefits				**$ (918)**	**$ -**
Retirement Contributions				*(918)*	-
Base Adjustments				**$ 51,040**	**$ -**
Other Base Adjustments				*82,517*	-
Increase Pharmaceutical Costs		*$*	*82,517*		
Internal Service Charges				*(392)*	-
Decrease Risk Management Charges		*$*	*(392)*		
Personnel Savings				*(31,085)*	-
Increase Personnel Savings from 0.67% to 2.98%		*$*	*(31,085)*		
FY 2016 Tentative Budget				**$ 3,270,791**	**$ -**
Percent Change from Baseline Amount				*1.6%*	
Adjustments:					
Employee Retirement and Benefits				**$ 19,176**	**$ -**
Employee Health/Dental Premiums				*19,176*	-
FY 2016 Adopted Budget				**$ 3,289,967**	**$ -**
Percent Change from Baseline Amount				*2.2%*	

Detention Operations Fund (255)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 58,229,181**	**$ 6,500**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 697,460**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*665,876*	*-*
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*20,598*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*10,986*	*-*
FY 2015 Revised Budget			**$ 58,926,641**	**$ 6,500**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 72,277**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*2,817*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*(10,986)*	*-*
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*80,446*	*-*
Base Adjustments			**$ 2,500,000**	**$ -**
Graves v Arpaio Contingency Dollars	*C-26-15-003-M-00*		*203,279*	*-*
Graves v Arpaio Contingency Dollars II	*C-26-15-004-M-00*		*(203,279)*	*-*
CHS Medication and Staffing	*C-26-15-008-M-00*		*2,500,000*	*-*
FY 2016 Baseline Budget			**$ 61,498,918**	**$ 6,500**
Adjustments:				
Employee Retirement and Benefits			**$ (30,672)**	**$ -**
Retirement Contributions			*(30,672)*	*-*
Base Adjustments			**$ (445,121)**	**$ -**
Internal Service Charges			*(445,121)*	*-*
Decrease Risk Management Charges		*$ (445,121)*		
Fees and Other Revenues			**$ -**	**$ 500**
ProgRevenue Volume Inc/Dec			*-*	*500*
Reallocations			**$ (193,973)**	**$ -**
Reallocation Between Functions			*(193,973)*	*-*
Reallocation to Graves Operating for Position Costs		*$ (193,973)*		
FY 2016 Tentative Budget			**$ 60,829,152**	**$ 7,000**
Percent Change from Baseline Amount			*-1.1%*	*7.7%*
Adjustments:				
Employee Retirement and Benefits			**$ 468,120**	**$ -**
Employee Health/Dental Premiums			*468,120*	*-*
FY 2016 Adopted Budget			**$ 61,297,272**	**$ 7,000**
Percent Change from Baseline Amount			*-0.3%*	*7.7%*

Detention Operations Fund (255) Graves Operating

				Expenditures	Revenue
CHS GRAVES JUDGMENT OPERATING					
FY 2015 Adopted Budget				**$ -**	**$ -**
FY 2015 Revised Budget				**$ -**	**$ -**
Adjustments:	Agenda Item:				
Base Adjustments				**$ 1,129,426**	**$ -**
Graves v Arpaio Contingency Dollars II	*C-26-15-004-M-00*			*1,129,426*	*-*
FY 2016 Baseline Budget				**$ 1,129,426**	**$ -**
Adjustments:					
Base Adjustments				**$ 999,034**	**$ -**
Other Base Adjustments				*999,034*	*-*
Increase Inmate Medical Transport		*$*	*999,034*		
Reallocations				**$ 193,973**	**$ -**
Reallocation Between Functions				*193,973*	*-*
Reallocation from Detention Fund Operating for Position Costs to Graves Operating		*$*	*193,973*		
FY 2016 Tentative Budget				**$ 2,322,433**	**$ -**
Percent Change from Baseline Amount				*105.6%*	
Adjustments:					
Employee Retirement and Benefits				**$ 10,152**	**$ -**
Employee Health/Dental Premiums				*10,152*	*-*
FY 2016 Adopted Budget				**$ 2,332,585**	**$ -**
Percent Change from Baseline Amount				*106.5%*	

County Attorney

Analysis by Idamarie C. Flaherty, 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 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
LAAC - CIVIL SERVICES DIVISION	$ 41,195	$ 31,020	$ 31,020	$ 12,925	$ 55,579	$ 24,559	79.2%
19CL - CIVIL SERVICES DIVISION	$ 41,195	$ 31,020	$ 31,020	$ 12,925	$ 55,579	$ 24,559	79.2%
COUT - COMMUNITY AND VICTIM OUTREACH	$ 2,364,508	$ 3,737,077	$ 3,737,077	$ 3,283,348	$ 4,010,563	$ 273,486	7.3%
19CO - COMMUNITY AND VICTIM OUTREACH	$ 2,364,508	$ 3,737,077	$ 3,737,077	$ 3,283,348	$ 4,010,563	$ 273,486	7.3%
CHAC - CHARGING ACTIVITY	$ 1,555,623	$ 1,555,630	$ 1,555,630	$ 1,539,141	$ 1,527,206	$ (28,424)	-1.8%
GANG - DRUG AND GANG PROSECUTION	-	1,401,425	2,140,800	1,969,600	1,439,860	(700,940)	-32.7%
IVAC - COUNTY ATTORNEY INITIATED INV	32,964	119,404	119,404	79,923	44,404	(75,000)	-62.8%
PROP - PROPERTY CRIME PROSECUTION	-	263,349	263,349	326,293	261,943	(1,406)	-0.5%
PROS - COMMUNITY BASED PROSECUTION	6,164,187	4,242,439	3,503,064	3,422,672	4,179,089	676,025	19.3%
SPCP - SPECIALIZED CRIME PROSECUTION	-	735,461	735,461	228,320	749,345	13,884	1.9%
19PP - PROSECUTION	$ 7,752,774	$ 8,317,708	$ 8,317,708	$ 7,565,949	$ 8,201,847	$ (115,861)	-1.4%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 27,920	$ 28,980	$ 28,980	$ 23,840	$ 28,980	$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	1,582,843	-	-	-	-	-	N/A
99AS - INDIRECT SUPPORT	$ 1,610,763	$ 28,980	$ 28,980	$ 23,840	$ 28,980	$ -	0.0%
GGOV - GENERAL GOVERNMENT	$ 382,286	$ -	$ -	$ 1,297,817	$ -	$ -	N/A
99GV - GENERAL OVERHEAD	$ 382,286	$ -	$ -	$ 1,297,817	$ -	$ -	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	$ 54,000	$ -	$ -	$ -	$ -	$ -	N/A
99IT - INFORMATION TECHNOLOGY	$ 54,000	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 12,205,526**	**$ 12,114,785**	**$ 12,114,785**	**$ 12,183,879**	**$ 12,296,969**	**$ 182,184**	**1.5%**

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
USES							
LAAC - CIVIL SERVICES DIVISION	$ 8,741,217	$ 8,814,881	$ 9,292,008	$ 8,345,299	$ 8,733,161	$ 558,847	6.0%
19CL - CIVIL SERVICES DIVISION	$ 8,741,217	$ 8,814,881	$ 9,292,008	$ 8,345,299	$ 8,733,161	$ 558,847	6.0%
COUT - COMMUNITY AND VICTIM OUTREACH	$ 2,698,604	$ 3,744,111	$ 4,005,381	$ 3,263,886	$ 3,294,328	$ 711,053	17.8%
19CO - COMMUNITY AND VICTIM OUTREACH	$ 2,698,604	$ 3,744,111	$ 4,005,381	$ 3,263,886	$ 3,294,328	$ 711,053	17.8%
JUVI - JUVENILE	$ -	$ 4,186,183	$ 4,115,585	$ 4,050,435	$ 4,108,289	$ 7,296	0.2%
19JU - JUVENILE	$ -	$ 4,186,183	$ 4,115,585	$ 4,050,435	$ 4,108,289	$ 7,296	0.2%
CHAC - CHARGING ACTIVITY	$ 13,820,838	$ 14,018,554	$ 13,552,256	$ 13,311,104	$ 13,429,152	$ 123,104	0.9%
CPTL - CAPITAL PROSECUTION	-	3,301,557	3,203,124	3,207,455	3,320,027	(116,903)	-3.6%
GANG - DRUG AND GANG PROSECUTION	-	4,864,935	4,885,806	4,611,974	5,012,621	(126,815)	-2.6%
IVAC - COUNTY ATTORNEY INITIATED INV	6,494,352	6,193,184	6,193,102	6,656,859	7,072,240	(879,138)	-14.2%
PROP - PROPERTY CRIME PROSECUTION	-	4,400,634	4,601,763	4,657,188	4,778,639	(176,876)	-3.8%
PROS - COMMUNITY BASED PROSECUTION	52,265,867	33,908,517	35,248,593	33,969,243	33,516,929	1,731,664	4.9%
SPCP - SPECIALIZED CRIME PROSECUTION	-	1,715,678	1,486,663	1,283,562	1,176,748	309,915	20.8%
19PP - PROSECUTION	$ 72,581,057	$ 68,403,059	$ 69,171,307	$ 67,697,385	$ 68,306,356	$ 864,951	1.3%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 670,828	$ 773,130	$ 785,744	$ 828,410	$ 624,962	$ 160,782	20.5%
FACI - FACILITIES MANAGEMENT	-	148,415	152,450	157,271	156,694	(4,244)	-2.8%
HRAC - HUMAN RESOURCES	372,927	407,665	400,133	336,987	408,196	(8,063)	-2.0%
ODIR - EXECUTIVE MANAGEMENT	3,552,472	1,284,158	1,298,874	1,178,084	227,611	1,071,263	82.5%
POOL - POOLED COSTS	-	235,992	-	-	450,962	(450,962)	N/A
PROC - PROCUREMENT	61,798	59,930	62,020	62,413	63,973	(1,953)	-3.1%
RECO - RECORDS MANAGEMENT	-	465,302	454,378	391,479	465,564	(11,186)	-2.5%
SPPT - OPERATIONS SUPPORT	-	3,605,188	3,848,361	4,156,344	4,536,236	(687,875)	-17.9%
99AS - INDIRECT SUPPORT	$ 4,658,025	$ 6,979,780	$ 7,001,960	$ 7,110,988	$ 6,934,198	$ 67,762	1.0%
INFR - INFRASTRUCTURE	$ -	$ 570,804	$ 570,804	$ 525,639	$ 631,101	$ (60,297)	-10.6%
ISFC - INTERNAL SERVICE FUND CHARGES	1,464	-	-	-	-	-	N/A
MPOS - ELECTED OR STATUTORY OFFICIALS	-	162,028	167,797	174,040	172,620	(4,823)	-2.9%
RISK - RISK PREMIUMS	-	2,128,978	2,128,978	2,211,543	2,138,441	(9,463)	-0.4%
99GV - GENERAL OVERHEAD	$ 1,464	$ 2,861,810	$ 2,867,579	$ 2,911,222	$ 2,942,162	$ (74,583)	-2.6%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 995,404	$ 998,967	$ 908,892	$ 746,389	$ 936,917	$ (28,025)	-3.1%
DACR - DATA CENTER	1,106,382	1,879,336	1,846,222	1,993,411	1,916,614	(70,392)	-3.8%
TSPT - TECHNOLOGY SUPPORT	1,636,684	562,287	572,061	534,841	588,004	(15,943)	-2.8%
VANS - INFRASTRUCTURE NETWORK SVCS	-	921,558	949,088	955,368	972,231	(23,143)	-2.4%
99IT - INFORMATION TECHNOLOGY	$ 3,738,470	$ 4,362,148	$ 4,276,263	$ 4,230,009	$ 4,413,766	$ (137,503)	-3.2%
TOTAL PROGRAMS	**$ 92,418,837**	**$ 99,351,972**	**$ 100,730,083**	**$ 97,609,224**	**$ 98,732,260**	**$ 1,997,823**	**2.0%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 5,382,356	$ 5,131,945	$ 5,131,945	$ 5,131,945	$ 5,301,002	$ 169,057	3.3%
0620 - OTHER INTERGOVERNMENTAL	1,472,411	1,524,404	1,524,404	1,468,981	1,419,404	(105,000)	-6.9%
SUBTOTAL	$ 6,854,767	$ 6,656,349	$ 6,656,349	$ 6,600,926	$ 6,720,406	$ 64,057	1.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 621,285	$ 621,268	$ 621,268	$ 621,268	$ 608,072	$ (13,196)	-2.1%
0635 - OTHER CHARGES FOR SERVICES	973,557	963,382	963,382	931,059	973,713	10,331	1.1%
SUBTOTAL	$ 1,594,842	$ 1,584,650	$ 1,584,650	$ 1,552,327	$ 1,581,785	$ (2,865)	-0.2%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 3,743,164	$ 3,752,781	$ 3,752,781	$ 3,943,645	$ 3,905,112	$ 152,331	4.1%
SUBTOTAL	$ 3,743,164	$ 3,752,781	$ 3,752,781	$ 3,943,645	$ 3,905,112	$ 152,331	4.1%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ (19,369)	$ 85,317	$ 85,317	$ 45,417	$ 49,670	$ (35,647)	-41.8%
0650 - MISCELLANEOUS REVENUE	32,122	35,688	35,688	41,564	39,996	4,308	12.1%
SUBTOTAL	$ 12,753	$ 121,005	$ 121,005	$ 86,981	$ 89,666	$ (31,339)	-25.9%
ALL REVENUES	$ 12,205,526	$ 12,114,785	$ 12,114,785	$ 12,183,879	$ 12,296,969	$ 182,184	1.5%
TOTAL SOURCES	$ 12,205,526	$ 12,114,785	$ 12,114,785	$ 12,183,879	$ 12,296,969	$ 182,184	1.5%

Sources and Uses by Category (continued)

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 54,356,474	$ 58,580,799	$ 59,593,259	$ 58,024,629	$ 59,932,300	$ (339,041)	-0.6%
0705 - TEMPORARY PAY	16,213	129,287	65,023	36,682	65,025	(2)	0.0%
0710 - OVERTIME	707,985	557,227	597,376	676,956	616,973	(19,597)	-3.3%
0750 - FRINGE BENEFITS	19,129,607	19,921,695	20,380,994	20,085,519	22,211,826	(1,830,832)	-9.0%
0790 - OTHER PERSONNEL SERVICES	687,983	873,969	637,975	752,561	811,100	(173,125)	-27.1%
0795 - PERSONNEL SERVICES ALLOC-OUT	(862,177)	(1,969,298)	(1,468,056)	(1,517,205)	(1,861,201)	393,145	26.8%
0796 - PERSONNEL SERVICES ALLOC-IN	856,295	1,969,298	1,468,056	1,519,954	1,458,346	9,710	0.7%
SUBTOTAL	$ 74,892,380	$ 80,062,977	$ 81,274,627	$ 79,579,096	$ 83,234,369	$ (1,959,742)	-2.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,954,791	$ 2,269,967	$ 2,269,967	$ 2,701,810	$ 1,493,601	$ 776,366	34.2%
0802 - MEDICAL SUPPLIES	1,621	1,000	1,000	4,731	4,000	(3,000)	-300.0%
0803 - FUEL	104,333	87,748	87,748	91,439	110,000	(22,252)	-25.4%
0804 - NON-CAPITAL EQUIPMENT	221,815	629,901	629,901	392,778	465,654	164,247	26.1%
SUBTOTAL	$ 2,282,560	$ 2,988,616	$ 2,988,616	$ 3,190,758	$ 2,073,255	$ 915,361	30.6%
SERVICES							
0810 - LEGAL SERVICES	$ 673,887	$ 804,239	$ 804,239	$ 745,009	$ 859,000	$ (54,761)	-6.8%
0811 - HEALTH CARE SERVICES	3,015,007	3,331,287	3,331,287	3,041,603	3,242,836	88,451	2.7%
0812 - OTHER SERVICES	2,885,309	2,209,187	2,375,648	2,332,872	1,253,716	1,121,932	47.2%
0820 - RENT & OPERATING LEASES	1,877,945	1,735,290	1,735,290	1,698,147	1,903,658	(168,368)	-9.7%
0825 - REPAIRS AND MAINTENANCE	921,910	1,860,900	1,860,900	1,257,444	1,277,421	583,479	31.4%
0830 - INTERGOVERNMENTAL PAYMENTS	408,580	350,250	350,250	321,816	278,141	72,109	20.6%
0839 - INTERNAL SERVICE CHARGES	3,158,080	3,117,531	3,117,531	3,127,410	3,191,705	(74,174)	-2.4%
0841 - TRAVEL	362,075	444,880	444,880	393,072	347,803	97,077	21.8%
0842 - EDUCATION AND TRAINING	174,918	399,904	399,904	433,389	273,684	126,220	31.6%
0843 - POSTAGE/FREIGHT/SHIPPING	207,287	225,210	225,210	194,219	185,000	40,210	17.9%
0845 - SUPPORT AND CARE OF PERSONS	856,543	1,103,005	1,103,005	767,283	406,672	696,333	63.1%
0850 - UTILITIES	198,931	189,216	189,216	188,031	205,000	(15,784)	-8.3%
0873 - SERVICES-ALLOCATION IN	240	480	480	-	-	480	100.0%
SUBTOTAL	$ 14,740,712	$ 15,771,379	$ 15,937,840	$ 14,500,295	$ 13,424,636	$ 2,513,204	15.8%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 503,185	$ 529,000	$ 529,000	$ 306,646	$ -	$ 529,000	100.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	-	-	32,429	-	-	N/A
SUBTOTAL	$ 503,185	$ 529,000	$ 529,000	$ 339,075	$ -	$ 529,000	100.0%
ALL EXPENDITURES	$ 92,418,837	$ 99,351,972	$ 100,730,083	$ 97,609,224	$ 98,732,260	$ 1,997,823	2.0%
TOTAL USES	$ 92,418,837	$ 99,351,972	$ 100,730,083	$ 97,609,224	$ 98,732,260	$ 1,997,823	2.0%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 73,317	$ 60,000	$ 60,000	$ 36,765	$ 84,559	$ 24,559	40.9%
FUND TOTAL SOURCES	$ 73,317	$ 60,000	$ 60,000	$ 36,765	$ 84,559	$ 24,559	40.9%
219 COUNTY ATTORNEY GRANTS							
OPERATING	$ 5,415,639	$ 5,185,349	$ 5,185,349	$ 5,186,703	$ 5,351,226	$ 165,877	3.2%
FUND TOTAL SOURCES	$ 5,415,639	$ 5,185,349	$ 5,185,349	$ 5,186,703	$ 5,351,226	$ 165,877	3.2%
213 COUNTY ATTORNEY RICO							
OPERATING	$ 1,765,284	$ 2,012,040	$ 2,012,040	$ 2,101,385	$ 1,910,940	$ (101,100)	-5.0%
FUND TOTAL SOURCES	$ 1,765,284	$ 2,012,040	$ 2,012,040	$ 2,101,385	$ 1,910,940	$ (101,100)	-5.0%
220 DIVERSION							
OPERATING	$ 1,582,843	$ 1,429,500	$ 1,429,500	$ 1,650,708	$ 1,792,874	$ 363,374	25.4%
FUND TOTAL SOURCES	$ 1,582,843	$ 1,429,500	$ 1,429,500	$ 1,650,708	$ 1,792,874	$ 363,374	25.4%
221 COUNTY ATTORNEY FILL THE GAP							
OPERATING	$ 1,555,623	$ 1,555,630	$ 1,555,630	$ 1,539,141	$ 1,527,206	$ (28,424)	-1.8%
FUND TOTAL SOURCES	$ 1,555,623	$ 1,555,630	$ 1,555,630	$ 1,539,141	$ 1,527,206	$ (28,424)	-1.8%
266 CHECK ENFORCEMENT PROGRAM							
OPERATING	$ 171,005	$ 180,058	$ 180,058	$ 92,742	$ 125,048	$ (55,010)	-30.6%
FUND TOTAL SOURCES	$ 171,005	$ 180,058	$ 180,058	$ 92,742	$ 125,048	$ (55,010)	-30.6%
267 CRIM JUSTICE ENHANCEMENT							
OPERATING	$ 1,445,815	$ 1,477,500	$ 1,477,500	$ 1,420,645	$ 1,377,000	$ (100,500)	-6.8%
FUND TOTAL SOURCES	$ 1,445,815	$ 1,477,500	$ 1,477,500	$ 1,420,645	$ 1,377,000	$ (100,500)	-6.8%
268 VICTIM COMP RESTITUTION							
OPERATING	$ 190,088	$ 200,000	$ 200,000	$ 131,382	$ 111,600	$ (88,400)	-44.2%
FUND TOTAL SOURCES	$ 190,088	$ 200,000	$ 200,000	$ 131,382	$ 111,600	$ (88,400)	-44.2%
269 VICTIM COMPENSATION INTEREST							
OPERATING	$ 5,912	$ 14,708	$ 14,708	$ 24,408	$ 16,516	$ 1,808	12.3%
FUND TOTAL SOURCES	$ 5,912	$ 14,708	$ 14,708	$ 24,408	$ 16,516	$ 1,808	12.3%
DEPARTMENT OPERATING TOTAL SOURCES	$ 12,205,526	$ 12,114,785	$ 12,114,785	$ 12,183,879	$ 12,296,969	$ 182,184	1.5%
DEPARTMENT TOTAL SOURCES	$ 12,205,526	$ 12,114,785	$ 12,114,785	$ 12,183,879	$ 12,296,969	$ 182,184	1.5%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 77,327,077	$ 82,979,918	$ 84,358,029	$ 82,967,887	$ 85,548,461	$ (1,190,432)	-1.4%
NON RECURRING NON PROJECT	643,880	-	-	-	-	-	N/A
MCAO CASE MANAGEMENT SYSTEM	123,040	529,000	529,000	529,000	-	529,000	100.0%
FUND TOTAL USES	$ 78,093,997	$ 83,508,918	$ 84,887,029	$ 83,496,887	$ 85,548,461	$ (661,432)	-0.8%
219 COUNTY ATTORNEY GRANTS							
OPERATING	$ 5,413,915	$ 5,185,349	$ 5,185,349	$ 5,185,349	$ 5,351,226	$ (165,877)	-3.2%
FUND TOTAL USES	$ 5,413,915	$ 5,185,349	$ 5,185,349	$ 5,185,349	$ 5,351,226	$ (165,877)	-3.2%
213 COUNTY ATTORNEY RICO							
OPERATING	$ 1,655,771	$ 2,012,040	$ 2,012,040	$ 1,297,345	$ 1,910,940	$ 101,100	5.0%
NON RECURRING NON PROJECT	68,389	-	-	-	-	-	N/A
MCAO CASE MANAGEMENT SYSTEM	581,250	1,710,000	1,710,000	1,710,000	-	1,710,000	100.0%
FUND TOTAL USES	$ 2,305,410	$ 3,722,040	$ 3,722,040	$ 3,007,345	$ 1,910,940	$ 1,811,100	48.7%
220 DIVERSION							
OPERATING	$ 1,377,451	$ 1,429,500	$ 1,429,500	$ 1,371,780	$ 1,792,874	$ (363,374)	-25.4%
NON RECURRING NON PROJECT	1,068,048	1,268,323	1,268,323	1,200,756	774,662	493,661	38.9%
FUND TOTAL USES	$ 2,445,499	$ 2,697,823	$ 2,697,823	$ 2,572,536	$ 2,567,536	$ 130,287	4.8%
221 COUNTY ATTORNEY FILL THE GAP							
OPERATING	$ 1,734,975	$ 1,555,630	$ 1,555,630	$ 1,481,734	$ 1,527,206	$ 28,424	1.8%
NON RECURRING NON PROJECT	266,727	-	-	-	-	-	N/A
FUND TOTAL USES	$ 2,001,702	$ 1,555,630	$ 1,555,630	$ 1,481,734	$ 1,527,206	$ 28,424	1.8%
266 CHECK ENFORCEMENT PROGRAM							
OPERATING	$ 335,634	$ 180,058	$ 180,058	$ 125,421	$ 125,048	$ 55,010	30.6%
FUND TOTAL USES	$ 335,634	$ 180,058	$ 180,058	$ 125,421	$ 125,048	$ 55,010	30.6%
267 CRIM JUSTICE ENHANCEMENT							
OPERATING	$ 1,411,711	$ 1,477,500	$ 1,477,500	$ 1,420,645	$ 1,377,000	$ 100,500	6.8%
NON RECURRING NON PROJECT	140,221	144,186	144,186	70,879	196,727	(52,541)	-36.4%
FUND TOTAL USES	$ 1,551,932	$ 1,621,686	$ 1,621,686	$ 1,491,524	$ 1,573,727	$ 47,959	3.0%
268 VICTIM COMP RESTITUTION							
OPERATING	$ 2,000	$ 200,000	$ 200,000	$ 198,000	$ 111,600	$ 88,400	44.2%
NON RECURRING NON PROJECT	264,845	501,308	501,308	-	-	501,308	100.0%
FUND TOTAL USES	$ 266,845	$ 701,308	$ 701,308	$ 198,000	$ 111,600	$ 589,708	84.1%
269 VICTIM COMPENSATION INTEREST							
OPERATING	$ 3,903	$ 14,708	$ 14,708	$ 16,333	$ 16,516	$ (1,808)	-12.3%
NON RECURRING NON PROJECT	-	164,452	164,452	34,095	-	164,452	100.0%
FUND TOTAL USES	$ 3,903	$ 179,160	$ 179,160	$ 50,428	$ 16,516	$ 162,644	90.8%
DEPARTMENT OPERATING TOTAL USES	$ 89,262,437	$ 95,034,703	$ 96,412,814	$ 94,064,494	$ 97,760,871	$ (1,348,057)	-1.4%
DEPARTMENT NON RECURRING TOTAL USES	$ 3,156,400	$ 4,317,269	$ 4,317,269	$ 3,544,730	$ 971,389	$ 3,345,880	77.5%
DEPARTMENT TOTAL USES	$ 92,418,837	$ 99,351,972	$ 100,730,083	$ 97,609,224	$ 98,732,260	$ 1,997,823	2.0%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
CIVIL SERVICES DIVISION							
CIVIL SERVICES DIVISION	86.00	86.50	88.00	88.50	88.00	-	0.0%
PROGRAM TOTAL	86.00	86.50	88.00	88.50	88.00	-	0.0%
COMMUNITY AND VICTIM OUTREACH							
COMMUNITY AND VICTIM OUTREACH	15.00	19.00	17.00	17.00	18.00	1.00	5.9%
PROGRAM TOTAL	15.00	19.00	17.00	17.00	18.00	1.00	5.9%
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	-	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	-	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	7.00	8.00	8.00	8.00	8.00	-	0.0%
EXECUTIVE MANAGEMENT	35.00	7.00	7.00	7.00	1.00	(6.00)	(85.7%)
FACILITIES MANAGEMENT	-	2.00	2.00	2.00	2.00	-	0.0%
HUMAN RESOURCES	6.00	6.00	6.00	6.00	6.00	-	0.0%
OPERATIONS SUPPORT	-	39.00	42.00	47.00	46.00	4.00	9.5%
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
RECORDS MANAGEMENT	-	8.00	9.00	9.00	9.00	-	0.0%
PROGRAM TOTAL	49.00	71.00	75.00	80.00	73.00	(2.00)	(2.7%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	10.00	9.00	8.00	8.00	8.00	-	0.0%
DATA CENTER	1.00	2.00	2.00	2.00	2.00	-	0.0%
INFRASTRUCTURE NETWORK SVCS	-	8.00	8.00	8.00	8.00	-	0.0%
TECHNOLOGY SUPPORT	20.00	8.00	8.00	8.00	8.00	-	0.0%
PROGRAM TOTAL	31.00	27.00	26.00	26.00	26.00	-	0.0%
JUVENILE							
JUVENILE	-	44.50	44.00	44.00	44.00	-	0.0%
PROGRAM TOTAL	-	44.50	44.00	44.00	44.00	-	0.0%
PROSECUTION							
CAPITAL PROSECUTION	-	30.00	29.00	29.00	30.00	1.00	3.4%
CHARGING ACTIVITY	167.50	165.50	162.50	162.50	162.00	(.50)	(0.3%)
COMMUNITY BASED PROSECUTION	525.00	302.00	329.00	335.00	339.48	10.48	3.2%
COUNTY ATTORNEY INITIATED INV	62.00	63.00	63.00	63.00	68.00	5.00	7.9%
DRUG AND GANG PROSECUTION	-	61.00	55.00	55.00	59.00	4.00	7.3%
PROPERTY CRIME PROSECUTION	-	54.50	53.00	53.00	58.00	5.00	9.4%
SPECIALIZED CRIME PROSECUTION	-	21.00	15.00	15.00	18.00	3.00	20.0%
PROGRAM TOTAL	754.50	697.00	706.50	712.50	734.48	27.98	4.0%
DEPARTMENT TOTAL	935.50	946.00	957.50	969.00	984.48	26.98	2.8%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 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	1.00	1.00	-	0.0%
Admin/Operations Specialist	3.00	4.00	4.00	4.00	4.00	-	0.0%
Administrative Staff Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Attorney	343.00	345.50	353.00	360.50	359.98	6.98	2.0%
Attorney - Civil Practice Mgr	5.00	5.00	5.00	5.00	5.00	-	0.0%
Attorney - Senior Counsel	13.00	13.00	14.00	14.00	14.00	-	0.0%
Business Systems Analyst	2.00	2.00	2.00	3.00	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	2.00	3.00	1.00	(1.00)	(50.0%)
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%
County Attorney Special Assistant	4.00	4.00	4.00	4.00	4.00	-	0.0%
Data Architect	1.00	1.00	-	-	-	-	N/A
Database Administrator	1.00	1.00	-	-	-	-	N/A
Database Administrator - Senior/Lead	-	-	1.00	1.00	1.00	-	0.0%
Department Facilities Planner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	2.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant - Elected Official	-	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager - 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%
General Laborer	3.00	3.00	4.00	4.00	4.00	-	0.0%
Grant-Contract Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Help Desk Coordinator	4.00	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 Associate	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Manager	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%
Intern	.50	.50	.50	.50	.50	-	0.0%
Investigations Supervisor - MCAO	6.00	6.00	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 - MCAO	48.00	47.00	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	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%
Justice System Clerk	-	-	26.00	26.00	26.00	-	0.0%
Justice System Clerk Associate	-	-	72.00	72.00	78.00	6.00	8.3%
Justice System Clerk Senior	-	-	6.00	6.00	10.00	4.00	66.7%
Legal Assistant	97.00	97.00	98.00	98.00	102.00	4.00	4.1%
Legal Assistant Supv	13.00	13.00	12.00	16.00	12.00	-	0.0%
Legal Management Assistant	5.00	6.00	7.00	7.00	7.00	-	0.0%
Legal Order Server	2.00	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	35.00	35.00	35.00	35.00	-	0.0%
Management Analyst	3.00	3.00	4.00	3.00	5.00	1.00	25.0%
Media Specialist	2.00	2.00	4.00	4.00	4.00	-	0.0%
Network Engineer	-	-	1.00	1.00	1.00	-	0.0%
Network Engineer Senior/Lead	-	-	3.00	3.00	3.00	-	0.0%
Nurse Legal Consultant	1.00	1.00	-	1.00	-	-	N/A
Office Assistant	112.00	116.00	12.00	12.00	12.00	-	0.0%
Office Assistant Specialized	16.00	18.00	18.00	18.00	22.00	4.00	22.2%
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	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	1.00	1.00	-	-	-	-	N/A
Programmer/Analyst - Senior/Lead	3.00	3.00	3.00	2.00	3.00	-	0.0%
Social Worker	47.00	48.00	48.00	48.00	50.00	2.00	4.2%
Social Worker Supervisor	8.00	8.00	8.00	8.00	8.00	-	0.0%
Software Architect	-	-	1.00	1.00	1.00	-	0.0%
Software Sys Engineer - Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
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	1.00	-	0.0%
Systems Administrator	3.00	3.00	2.00	2.00	2.00	-	0.0%
Systems Administrator - Senior/Lead	4.00	4.00	1.00	1.00	1.00	-	0.0%
Technical Support Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trainer	2.00	2.00	2.00	1.00	2.00	-	0.0%
Web Designer/Developer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	**935.50**	**946.00**	**957.50**	**969.00**	**984.48**	**26.98**	**2.8%**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	742.00	804.00	819.50	831.00	849.48	29.98	3.7%
213 COUNTY ATTORNEY RICO	1.00	-	-	-	-	-	N/A
219 COUNTY ATTORNEY GRANTS	86.00	58.00	58.00	58.00	59.00	1.00	1.7%
220 DIVERSION	37.00	35.00	33.00	33.00	29.00	(4.00)	(12.1%)
221 COUNTY ATTORNEY FILL THE GAP	36.50	26.00	25.00	25.00	25.00	-	0.0%
266 CHECK ENFORCEMENT PROGRAM	9.00	3.00	2.00	2.00	2.00	-	0.0%
267 CRIM JUSTICE ENHANCEMENT	24.00	20.00	20.00	20.00	20.00	-	0.0%
Department Total	**935.50**	**946.00**	**957.50**	**969.00**	**984.48**	**26.98**	**2.8%**

Staffing Variance Analysis

General Fund (100) Operating: Staffing increased by 29.98 FTE's from FY 2015 Revised to FY 2016 Recommended, there were 26 new positions as follows:

- One (1) Management Analyst to assume responsibilities of maintaining Commission on Accreditation for Law Enforcement Agencies (CALEA).
- Two (2) Social Workers to address increases in telephone and foot traffic from victims.
- Four (4) Prosecutor positions to maintain current recruitment/hiring strategies.
- Four (4) Justice System Clerks Sr. to process increased restitution requests.
- Four (4) Office Assistants Specialized for Investigative Division to assist in locating victims and/or witnesses.
- Five (5) Legal Assistants to support new prosecutors.
- Six (6) Justice System Clerk Associates to support all above listed positions.

Remaining 3.98 or 4 positions were as follows:

- Increase seven (7) FTE's from the Diversion Fund (220), three (3) Investigators - MCAO, two (2) Legal Support Specialists, and two (2) Legal Assistants.
- Decrease two (2) Justice System Clerk Associates. One (1) to the Diversion Fund (220) and one (1) to the Grant Fund (219).
- Decrease one (1) FTE was inactivated.

MCAO Grants Fund (219) Operating: The MCAO Grants Fund has a net increase one (1) FTE from General Fund (100).

MCAO Diversion Fund (220) Operating: The MCAO Diversion Fund has a net decrease of four (4) FTEs, which is comprised of:

- Decrease eight (8) FTEs from Diversion Fund (220) to General Fund (100), one of which was inactivated.
- Increase three (3) FTEs from Criminal Justice Enhancement Fund (267) to Diversion Fund (220).

- Increase one (1) FTE from General Fund (100) to Diversion Fund (220).

Criminal Justice Enhancement Fund (267) Operating: The Criminal Justice Enhancement Fund has a zero net effect due to an increase through the activation of three (3) FTEs that were previously expired in FY 2015 Revised, and a decrease of three (3) FTEs to the Diversion Fund (220).

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay plan and market study adjustments made in FY 2015.

Base Adjustments:

General Fund (100) Operating

- Increase revenue by $24,559 based on current trends.
- Decrease Regular Benefits by $56,170 for the impact of the changes in retirement contribution rates.
- Increase Regular Benefits by $858,408 for the impact of the changes in health and dental premium rates.
- Increase Internal Service Charges by $9,463 for the impact of the changes in risk management charges.
- Decrease Retirement Benefits by $111,739 for Alternative Contribution Rate for Investigators.
- Decrease Retirement Benefits by $24,083 for Public Safety Retirement System for Investigators.
- Increase expenditures by $2,185,324 for Request Over Baseline.
- Increase salary and benefits savings by $719,019 to better align with FY 2015 vacancy rates.
- Increase Personal Services Allocation in $221,972 for shortfall in Grant Fund.
- Decrease expenditures by $1,193,361 to reallocate nine (9) positions back to the Diversion Fund (220) Non Recurring Non Project budget, two (2) positions back to the Criminal Justice Enhancement Fund (267) Non Recurring Non Project budget and four (4) positions back to the Grant Fund (219).

County Attorney RICO Fund (213) Operating

- Reduce RICO Fund revenue by $ 101,100 based on current revenue trends.
- Reduce RICO Fund expenditures by $ 101,100 to maintain structural balance.

County Attorney Grants Fund (219) Operating

- Increase Grant Fund revenues by $165,877 based on increase in grant sources.
- Decrease Regular Benefits by $3,344 for the impact of the changes in retirement contribution rates.
- Increase expenditures in Education and Training by $3,344 due to decreased retirement contributions.
- Increase Personal Services Allocation out $221,972 for shortfall in Grant Fund.
- Increase expenditures in Personal Services by $221,972 for four (4) positions.
- Increase Grant Fund expenditures by $165, 877 to maintain structural balance.

Diversion Fund (220) Operating

- Increase Diversion Fund revenues by $363,374 based on current trends.
- Decrease Regular Benefits by $1,001 for the impact of the changes in retirement contribution rates.

- Increase expenditures in Other Supplies and Services by $12,761 to absorb changes in personnel and retirement.
- Increase salary and benefits savings by $11,760 to better align with FY 2015 vacancy rates.
- Increase Diversion Fund expenditures by $363,374 to maintain structural balance.

Diversion Fund (220) Non Recurring Non Project

- Increase expenditures in Personal Services by $774,662 for use of fund balance to fund nine (9) positions.

County Attorney Fill the Gap Fund (221) Operating

- Decrease revenues of Fill the Gap Fund by $28,424 based on current trends.
- Decrease Regular Benefits by $1,017 for the impact of the changes in retirement contribution rates.
- Increase expenditures in Personal Services, Other Services, and Supplies by $39,477 to absorb changes in personnel and retirement.
- Increase salary and benefits savings by $38,460 to better align with FY 2015 vacancy rates.
- Decrease expenditures of Fill the Gap Fund by $28,424 to maintain structural balance.

Check Enforcement Program Fund (266) Operating

- Decrease Check Enforcement Fund revenues by $55,010 based on current trends.
- Decrease Regular Benefits by $86 for the impact of the changes in retirement contribution rates.
- Increase expenditures in Services and Supplies by $27,268 to absorb changes in personnel and retirement.
- Increase salary and benefits savings by $27,182 to better align with FY 2015 vacancy rates.
- Decrease Check Enforcement Fund expenditures by $55,010 to maintain structural balance.

Criminal Justice Enhancement Fund (267) Operating

- Decrease Criminal Justice Enhancement Fund revenues by $100,500 based on current trends.
- Decrease Regular Benefits by $990 for the impact of the changes in retirement contribution rates.
- Increase expenditures in Personal Services by $105,238 to absorb changes in personnel and retirement.
- Increase salary and benefits savings by $104,248 to better align with FY 2015 vacancy rates.
- Decrease Criminal Justice Enhancement Fund expenditures by $100,500 to maintain structural balance.

Criminal Justice Enhancement Fund (267) Non Recurring Non Project

- Increase expenditures in Personal Services by $196,727 for use of fund balance to fund two (2) positions.

Victim Compensation and Assistance Fund (268) Operating

- Decrease Victim Compensation and Assistance Fund revenues by $88,400 based on current trends.
- Decrease Victim Compensation and Assistance Fund expenditures by $88,400 to maintain structural balance.

Victim Compensation Restitution Interest Fund (269) Operating

- Increase Victim Compensation Restitution Interest Fund revenues by $1,808 based on current trends.

- Increase Victim Compensation Restitution Interest Fund expenditures by $1,808 to maintain structural balance.

Programs and Activities

The Maricopa County Attorney's Office has a new strategic plan beginning in FY 2015. There is no performance measure data to report at this time.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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 which states 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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
Revenue							
	100 - GENERAL	$ 41,195	$ 31,020	$ 12,925	$ 55,579	$ 24,559	79.2%
	TOTAL SOURCES	$ 41,195	$ 31,020	$ 12,925	$ 55,579	$ 24,559	79.2%
Expenditure							
	100 - GENERAL	$ 8,741,217	$ 9,292,008	$ 8,345,299	$ 8,733,161	$ 558,847	6.0%
	TOTAL USES	$ 8,741,217	$ 9,292,008	$ 8,345,299	$ 8,733,161	$ 558,847	6.0%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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 which states 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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
Revenue							
	219 - COUNTY ATTORNEY GRANTS	$ 1,997,503	$ 1,919,519	$ 1,401,832	$ 1,964,525	$ 45,006	2.3%
	220 - DIVERSION	-	1,429,500	1,650,708	1,792,874	363,374	25.4%
	266 - CHECK ENFORCEMENT PROGRAM	171,005	180,058	92,742	125,048	(55,010)	-30.6%
	268 - VICTIM COMP RESTITUTION	190,088	200,000	131,382	111,600	(88,400)	-44.2%
	269 - VICTIM COMPENSATION INTEREST	5,912	8,000	6,684	16,516	8,516	106.5%
	TOTAL SOURCES	$ 2,364,508	$ 3,737,077	$ 3,283,348	$ 4,010,563	$ 273,486	7.3%
Expenditure							
	100 - GENERAL	$ 169,591	$ 545,675	$ 516,191	$ 581,584	$ (35,909)	-6.6%
	219 - COUNTY ATTORNEY GRANTS	1,922,631	1,893,156	1,920,581	1,968,741	(75,585)	-4.0%
	220 - DIVERSION	-	511,184	452,227	494,216	16,968	3.3%
	266 - CHECK ENFORCEMENT PROGRAM	335,634	180,058	130,171	121,671	58,387	32.4%
	268 - VICTIM COMP RESTITUTION	266,845	701,308	198,000	111,600	589,708	84.1%
	269 - VICTIM COMPENSATION INTEREST	3,903	174,000	46,716	16,516	157,484	90.5%
	TOTAL USES	$ 2,698,604	$ 4,005,381	$ 3,263,886	$ 3,294,328	$ 711,053	17.8%

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.

Program Results

Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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 which states 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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
Expenditure							
	100 - GENERAL	$ -	$ 4,115,585	$ 4,050,435	$ 4,108,289	$ 7,296	0.2%
	TOTAL USES	$ -	$ 4,115,585	$ 4,050,435	$ 4,108,289	$ 7,296	0.2%

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.

Program Results

Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of vehicle theft prosecutions completed within 180 days of arraignment	N/A	N/A	N/A	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 which states 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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
Expenditure							
	100 - GENERAL	$ -	$ 2,854,049	$ 2,947,415	$ 3,073,991	$ (219,942)	-7.7%
	220 - DIVERSION	-	188,937	93,511	82,482	106,455	56.3%
	267 - CRIM JUSTICE ENHANCEMENT	-	160,138	166,529	163,554	(3,416)	-2.1%
	TOTAL USES	$ -	$ 3,203,124	$ 3,207,455	$ 3,320,027	$ (116,903)	-3.6%

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 which states 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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
Revenue							
	219 - COUNTY ATTORNEY GRANTS	$ -	$ 1,401,425	$ 1,218,344	$ 62,860	$ (1,338,565)	-95.5%
	267 - CRIM JUSTICE ENHANCEMENT	-	739,375	751,256	1,377,000	637,625	86.2%
	TOTAL SOURCES	$ -	$ 2,140,800	$ 1,969,600	$ 1,439,860	$ (700,940)	-32.7%
Expenditure							
	100 - GENERAL	$ -	$ 3,613,237	$ 3,405,101	$ 3,271,544	$ 341,693	9.5%
	219 - COUNTY ATTORNEY GRANTS	-	1,229,683	1,183,684	1,741,077	(511,394)	-41.6%
	220 - DIVERSION	-	25,911	14,024	-	25,911	100.0%
	267 - CRIM JUSTICE ENHANCEMENT	-	16,975	9,165	-	16,975	100.0%
	TOTAL USES	$ -	$ 4,885,806	$ 4,611,974	$ 5,012,621	$ (126,815)	-2.6%

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 which states 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	N/A	N/A	N/A	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	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure Ratio	Total expenditure per completed criminal investigation	N/A	N/A	N/A	N/A	N/A	N/A
Revenue							
	100 - GENERAL	$ 4,202	$ -	$ -	$ -	$ -	N/A
	219 - COUNTY ATTORNEY GRANTS	28,762	119,404	79,923	44,404	(75,000)	-62.8%
	TOTAL SOURCES	$ 32,964	$ 119,404	$ 79,923	$ 44,404	$ (75,000)	-62.8%
Expenditure							
	100 - GENERAL	$ 5,297,952	$ 5,415,106	$ 5,756,763	$ 6,538,561	$ (1,123,455)	-20.7%
	219 - COUNTY ATTORNEY GRANTS	134,251	182,777	174,065	165,473	17,304	9.5%
	213 - COUNTY ATTORNEY RICO	68,389	-	-	-	-	N/A
	220 - DIVERSION	796,131	595,219	726,031	368,206	227,013	38.1%
	221 - COUNTY ATTORNEY FILL THE GAP	197,629	-	-	-	-	N/A
	TOTAL USES	$ 6,494,352	$ 6,193,102	$ 6,656,859	$ 7,072,240	$ (879,138)	-14.2%

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 which states 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	N/A	N/A	N/A	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
Revenue							
	221 - COUNTY ATTORNEY FILL THE GAP	$ 1,555,623	$ 1,555,630	$ 1,539,141	$ 1,527,206	$ (28,424)	-1.8%
	TOTAL SOURCES	$ 1,555,623	$ 1,555,630	$ 1,539,141	$ 1,527,206	$ (28,424)	-1.8%
Expenditure							
	100 - GENERAL	$ 11,211,596	$ 11,237,433	$ 11,090,423	$ 11,161,025	$ 76,408	0.7%
	219 - COUNTY ATTORNEY GRANTS	140,910	88,241	53,887	50,418	37,823	42.9%
	220 - DIVERSION	764,660	620,059	656,240	855,768	(235,709)	-38.0%
	221 - COUNTY ATTORNEY FILL THE GAP	1,388,032	1,224,278	1,161,364	1,173,426	50,852	4.2%
	267 - CRIM JUSTICE ENHANCEMENT	315,640	382,245	349,190	188,515	193,730	50.7%
	TOTAL USES	$ 13,820,838	$ 13,552,256	$ 13,311,104	$ 13,429,152	$ 123,104	0.9%

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 which states 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of vehicle theft prosecutions completed within 180 days of arraignment	N/A	N/A	N/A	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	N/A	N/A	N/A	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	N/A	N/A	N/A	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
Revenue							
	219 - COUNTY ATTORNEY GRANTS	$ -	$ 263,349	$ 326,293	$ 261,943	$ (1,406)	-0.5%
	TOTAL SOURCES	$ -	$ 263,349	$ 326,293	$ 261,943	$ (1,406)	-0.5%
Expenditure							
	100 - GENERAL	$ -	$ 4,324,784	$ 4,339,468	$ 4,495,161	$ (170,377)	-3.9%
	219 - COUNTY ATTORNEY GRANTS	-	276,979	317,720	283,478	(6,499)	-2.3%
	TOTAL USES	$ -	$ 4,601,763	$ 4,657,188	$ 4,778,639	$ (176,876)	-3.8%

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 which states 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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
Revenue							
	219 - COUNTY ATTORNEY GRANTS	$ 2,953,088	$ 746,191	$ 634,174	$ 2,268,149	$ 1,521,958	204.0%
	213 - COUNTY ATTORNEY RICO	1,765,284	2,012,040	2,101,385	1,910,940	(101,100)	-5.0%
	267 - CRIM JUSTICE ENHANCEMENT	1,445,815	738,125	669,389	-	(738,125)	-100.0%
	269 - VICTIM COMPENSATION INTEREST	-	6,708	17,724	-	(6,708)	-100.0%
	TOTAL SOURCES	$ 6,164,187	$ 3,503,064	$ 3,422,672	$ 4,179,089	$ 676,025	19.3%
Expenditure							
	100 - GENERAL	$ 44,879,218	$ 28,535,396	$ 28,088,855	$ 28,906,927	$ (371,531)	-1.3%
	219 - COUNTY ATTORNEY GRANTS	3,089,421	1,072,202	1,182,529	885,386	186,816	17.4%
	213 - COUNTY ATTORNEY RICO	2,237,021	3,722,040	3,007,345	1,910,940	1,811,100	48.7%
	220 - DIVERSION	524,817	756,513	630,503	664,491	92,022	12.2%
	221 - COUNTY ATTORNEY FILL THE GAP	416,041	331,352	320,370	310,497	20,855	6.3%
	266 - CHECK ENFORCEMENT PROGRAM	-	-	(4,750)	-	-	N/A
	267 - CRIM JUSTICE ENHANCEMENT	1,119,349	825,930	740,679	838,688	(12,758)	-1.5%
	269 - VICTIM COMPENSATION INTEREST	-	5,160	3,712	-	5,160	100.0%
	TOTAL USES	$ 52,265,867	$ 35,248,593	$ 33,969,243	$ 33,516,929	$ 1,731,664	4.9%

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 which states 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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
Output	Total number of dangerous driver prosecutions	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
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
Revenue							
	219 - COUNTY ATTORNEY GRANTS	$ -	$ 735,461	$ 228,320	$ 749,345	$ 13,884	1.9%
	TOTAL SOURCES	$ -	$ 735,461	$ 228,320	$ 749,345	$ 13,884	1.9%
Expenditure							
	100 - GENERAL	$ -	$ 1,226,209	$ 1,097,200	$ 1,229,580	$ (3,371)	-0.3%
	219 - COUNTY ATTORNEY GRANTS	-	260,454	186,362	(52,832)	313,286	120.3%
	TOTAL USES	$ -	$ 1,486,663	$ 1,283,562	$ 1,176,748	$ 309,915	20.8%

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 82,979,918**	**$ 60,000**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 1,378,111**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*1,364,638*	*-*
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*10,127*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*3,346*	*-*
FY 2015 Revised Budget			**$ 84,358,029**	**$ 60,000**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 19,637**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*1,333*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*(3,346)*	*-*
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*21,650*	*-*
FY 2016 Baseline Budget			**$ 84,377,666**	**$ 60,000**
Adjustments:				
Employee Retirement and Benefits			**$ (56,170)**	**$ -**
Retirement Contributions			*(56,170)*	*-*
Decrease ASRS Retirement Contributions	*$*	*(56,170)*		
Base Adjustments			**$ 9,463**	**$ -**
Internal Service Charges			*9,463*	*-*
Increase Risk Management Charges	*$*	*9,463*		
FY 2016 Revised Baseline Budget			**$ 84,330,959**	**$ 60,000**
Adjustments:				
Employee Retirement and Benefits			**(135,822)**	**-**
Retirement Contributions			*(135,822)*	
Decrease Altermative Contribution Rate for Investigators	*$*	*(111,739)*		
Decrease Public Safety Retirement System for Investigators		*(24,083)*		
Base Adjustments			**1,688,277**	**-**
Request Over or Under Target			*2,185,324*	*-*
Increase Personnel Savings from 4.25% to 5.3%			*(719,019)*	*-*
Allocation-In to General Fund for FTEs Returned to Fund 219			*221,972*	*-*
Fees and Other Revenues			**$ -**	**$ 24,559**
ProgRevenue Volume Inc/Dec			*-*	*24,559*
Reallocations			**(1,193,361)**	**-**
Reallocation Betwseen Funds			*(1,193,361)*	*-*
Fund Shift 9 FTEs to Fund 220	*$*	*(774,662)*		
Fund Shift 2 FTEs to Fund 267		*(196,727)*		
Fund Shift 4 FTEs to Fund 219		*(221,972)*		
FY 2016 Tentative Budget			**$ 84,690,053**	**$ 84,559**
Percent Change from Baseline Amount			*0.37%*	*40.9%*
Adjustments:				
Employee Retirement and Benefits			**$ 858,408**	**$ -**
Employee Health/Dental Premiums			*858,408*	*-*
FY 2016 Adopted Budget			**$ 85,548,461**	**$ 84,559**
Percent Change from Baseline Amount			*1.4%*	*40.9%*

General Fund (100) (continued)

	Expenditures	Revenue
MCAO CASE MANAGEMENT SYSTEM		
FY 2015 Adopted Budget	**$ 529,000**	**$ -**
FY 2015 Revised Budget	**$ 529,000**	**$ -**
Adjustments:		
Information and Communications Technology		
Technology Projects	**$ (529,000)**	**$ -**
Other Technology Projects	*(529,000)*	*-*
FY 2016 Baseline Budget	**$ -**	**$ -**
FY 2016 Adopted Budget	**$ -**	**$ -**

County Attorney RICO Fund (213)

	Expenditures	Revenue
OPERATING		
FY 2015 Adopted Budget	**$ 2,012,040**	**$ 2,012,040**
FY 2015 Revised Budget	**$ 2,012,040**	**$ 2,012,040**
FY 2016 Baseline Budget	**$ 2,012,040**	**$ 2,012,040**
Adjustments:		
Fees and Other Revenues	**$ -**	**$ (101,100)**
ProgRevenue Volume Inc/Dec	*-*	*(101,100)*
Structural Balance	**$ (101,100)**	**$ -**
Structural Balance	*(101,100)*	*-*
FY 2016 Adopted Budget	**$ 1,910,940**	**$ 1,910,940**
Percent Change from Baseline Amount	*-5.0%*	*-5.0%*
	Expenditures	**Revenue**
MCAO CASE MANAGEMENT SYSTEM		
FY 2015 Adopted Budget	**$ 1,710,000**	**$ -**
FY 2015 Revised Budget	**$ 1,710,000**	**$ -**
Adjustments:		
Non Recurring	**$ (1,710,000)**	**$ -**
Non Recurring Carry Forward	*(1,710,000)*	*-*
FY 2016 Baseline Budget	**$ -**	**$ -**
FY 2016 Adopted Budget	**$ -**	**$ -**

County Attorney RICO Fund (213) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 3,970,730	$ 2,639,197	$ 2,639,197	$ 3,430,606	$ 2,524,646
Sources:					
Operating	$ 1,765,284	$ 2,012,040	$ 2,012,040	$ 2,101,385	$ 1,910,940
Total Sources:	$ 1,765,284	$ 2,012,040	$ 2,012,040	$ 2,101,385	$ 1,910,940
Uses:					
Operating	$ 1,655,771	$ 2,012,040	$ 2,012,040	$ 1,297,345	$ 1,910,940
Non-Recurring	649,639	1,710,000	1,710,000	1,710,000	-
Total Uses:	$ 2,305,410	$ 3,722,040	$ 3,722,040	$ 3,007,345	$ 1,910,940
Structural Balance	$ 109,513	$ -	$ -	$ 804,040	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 3,430,606	$ 929,197	$ 929,197	$ 2,524,646	$ 2,524,646
Total Ending Spendable Fund Balance	$ 3,430,606	$ 929,197	$ 929,197	$ 2,524,646	$ 2,524,646

County Attorney Grants Fund (219)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 5,185,349**	**$ 5,185,349**
FY 2015 Revised Budget		**$ 5,185,349**	**$ 5,185,349**
FY 2016 Baseline Budget		**$ 5,185,349**	**$ 5,185,349**
Adjustments:			
Employee Retirement and Benefits		**$ (3,344)**	**$ -**
Retirement Contributions		*(3,344)*	-
Base Adjustments		**$ (218,628)**	**$ -**
Other Base Adjustments		*3,344*	-
Increase Education and Training due to decreased Retirement Contributions	*$ 3,344*		
Allocation-Out to General Fund for FTEs Returned to Fund 219		*(221,972)*	
Reallocations		**221,972**	
Reallocation Between Funds		*221,972*	
Grants		**$ 165,877**	**$ 165,877**
Grant Reconciliation		*165,877*	*165,877*
FY 2016 Adopted Budget		**$ 5,351,226**	**$ 5,351,226**
Percent Change from Baseline Amount		*3.2%*	*3.2%*

County Attorney Grants Fund (219) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ (101,176)	$ 360,411	$ 360,411	$ (99,450)	$ (98,096)
Sources:					
Operating	$ 5,415,639	$ 5,185,349	$ 5,185,349	$ 5,186,703	$ 5,351,226
Total Sources:	$ 5,415,639	$ 5,185,349	$ 5,185,349	$ 5,186,703	$ 5,351,226
Uses:					
Operating	$ 5,413,915	$ 5,185,349	$ 5,185,349	$ 5,185,349	$ 5,351,226
Total Uses:	$ 5,413,915	$ 5,185,349	$ 5,185,349	$ 5,185,349	$ 5,351,226
Structural Balance	$ 1,724	$ -	$ -	$ 1,354	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 360,411	$ 360,411	$ -	$ -
Unassigned	(99,450)	-	-	(98,096)	(98,096)
Total Ending Spendable Fund Balance	$ (99,450)	$ 360,411	$ 360,411	$ (98,096)	$ (98,096)

Diversion Fund (220)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 1,429,500**	**$ 1,429,500**
FY 2015 Revised Budget		**$ 1,429,500**	**$ 1,429,500**
FY 2016 Baseline Budget		**$ 1,429,500**	**$ 1,429,500**
Adjustments:			
Employee Retirement and Benefits		**$ (1,001)**	**$ -**
Retirement Contributions		*(1,001)*	-
Base Adjustments		**$ 1,001**	**$ -**
Other Base Adjustments		*12,761*	-
Increase Other Services to absorb changes in Personnel Savings and Retirement	*$ 12,761*		
Personnel Savings		*(11,760)*	-
Fees and Other Revenues		**$ -**	**$ 363,374**
ProgRevenue Volume Inc/Dec		-	*363,374*
Structural Balance		**$ 363,374**	**$ -**
Structural Balance		*363,374*	-
FY 2016 Adopted Budget		**$ 1,792,874**	**$ 1,792,874**
Percent Change from Baseline Amount		*25.4%*	*25.4%*

Diversion Fund (220) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 1,268,323**	**$ -**
FY 2015 Revised Budget		**$ 1,268,323**	**$ -**
Adjustments:			
Employee Retirement and Benefits		**$ (468)**	**$ -**
Retirement Contributions		*(468)*	-
Base Adjustments		**$ (1,267,855)**	**$ -**
Other Base Adjustments		*(1,267,855)*	-
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 774,662**	**$ -**
Other Non Recurring		*774,662*	-
Nine (9) Diversion FTEs Shifted from General Fund (F100) Operating	*$ 774,662*		
FY 2016 Adopted Budget		**$ 774,662**	**$ -**

Diversion Fund (220) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 2,645,198	$ 1,617,799	$ 1,617,799	$ 1,782,553	$ 860,725
Sources:					
Operating	$ 1,582,843	$ 1,429,500	$ 1,429,500	$ 1,650,708	$ 1,792,874
Total Sources:	$ 1,582,843	$ 1,429,500	$ 1,429,500	$ 1,650,708	$ 1,792,874
Uses:					
Operating	$ 1,377,451	$ 1,429,500	$ 1,429,500	$ 1,371,780	$ 1,792,874
Non-Recurring	1,068,048	1,268,323	1,268,323	1,200,756	774,662
Total Uses:	$ 2,445,499	$ 2,697,823	$ 2,697,823	$ 2,572,536	$ 2,567,536
Structural Balance	$ 205,392	$ -	$ -	$ 278,928	$ -
Accounting Adjustments	$ 11	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,782,553	$ 349,476	$ 349,476	$ 860,725	$ 86,063
Total Ending Spendable Fund Balance	$ 1,782,553	$ 349,476	$ 349,476	$ 860,725	$ 86,063

County Attorney Fill the Gap Fund (221)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 1,555,630**	**$ 1,555,630**
FY 2015 Revised Budget		**$ 1,555,630**	**$ 1,555,630**
FY 2016 Baseline Budget		**$ 1,555,630**	**$ 1,555,630**
Adjustments:			
Employee Retirement and Benefits		**$ (1,017)**	**$ -**
Retirement Contributions		*(1,017)*	-
Base Adjustments		**$ 1,017**	**$ -**
Other Base Adjustments		*39,477*	-
Increase Personal Services to absorb changes in Personnel Savings and Retirement	*$ 39,477*		
Personnel Savings		*(38,460)*	-
Fees and Other Revenues		**$ -**	**$ (28,424)**
ProgRevenue Volume Inc/Dec		-	*(28,424)*
Structural Balance		**$ (28,424)**	**$ -**
Structural Balance		*(28,424)*	-
FY 2016 Adopted Budget		**$ 1,527,206**	**$ 1,527,206**
Percent Change from Baseline Amount		*-1.8%*	*-1.8%*

County Attorney Fill the Gap Fund (221) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 554,717	$ 87,703	$ 87,703	$ 108,636	$ 166,043
Sources:					
Operating	$ 1,555,623	$ 1,555,630	$ 1,555,630	$ 1,539,141	$ 1,527,206
Total Sources:	$ 1,555,623	$ 1,555,630	$ 1,555,630	$ 1,539,141	$ 1,527,206
Uses:					
Operating	$ 1,734,975	$ 1,555,630	$ 1,555,630	$ 1,481,734	$ 1,527,206
Non-Recurring	266,727	-	-	-	-
Total Uses:	$ 2,001,702	$ 1,555,630	$ 1,555,630	$ 1,481,734	$ 1,527,206
Structural Balance	$ (179,352)	$ -	$ -	$ 57,407	$ -
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 108,636	$ 87,703	$ 87,703	$ 166,043	$ 166,043
Total Ending Spendable Fund Balance	$ 108,636	$ 87,703	$ 87,703	$ 166,043	$ 166,043

Check Enforcement Fund (266)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 180,058**	**$ 180,058**
FY 2015 Revised Budget			**$ 180,058**	**$ 180,058**
FY 2016 Baseline Budget			**$ 180,058**	**$ 180,058**
Adjustments:				
Employee Retirement and Benefits			**$ (86)**	**$ -**
Retirement Contributions			*(86)*	-
Base Adjustments			**$ 86**	**$ -**
Other Base Adjustments			*27,268*	-
Increase Supplies and Services to absorb changes in Personnel Savings and Retirement	*$*	*27,268*		
Personnel Savings			*(27,182)*	-
Fees and Other Revenues			**$ -**	**$ (55,010)**
ProgRevenue Volume Inc/Dec			-	*(55,010)*
Structural Balance			**$ (55,010)**	**$ -**
Structural Balance			*(55,010)*	-
FY 2016 Adopted Budget			**$ 125,048**	**$ 125,048**
Percent Change from Baseline Amount			*-30.6%*	*-30.6%*

Check Enforcement Program Fund (266) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 305,794	$ 190,485	$ 190,485	$ 141,165	$ 108,486
Sources:					
Operating	$ 171,005	$ 180,058	$ 180,058	$ 92,742	$ 125,048
Total Sources:	$ 171,005	$ 180,058	$ 180,058	$ 92,742	$ 125,048
Uses:					
Operating	$ 335,634	$ 180,058	$ 180,058	$ 125,421	$ 125,048
Total Uses:	$ 335,634	$ 180,058	$ 180,058	$ 125,421	$ 125,048
Structural Balance	$ (164,629)	$ -	$ -	$ (32,679)	$ -
Ending Spendable Fund Balance:					
Restricted	$ 141,165	$ 190,485	$ 190,485	$ 108,486	$ 108,486
Total Ending Spendable Fund Balance	$ 141,165	$ 190,485	$ 190,485	$ 108,486	$ 108,486

Criminal Justice Enhancement Fund (267)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 1,477,500**	**$ 1,477,500**
FY 2015 Revised Budget			**$ 1,477,500**	**$ 1,477,500**
FY 2016 Baseline Budget			**$ 1,477,500**	**$ 1,477,500**
Adjustments:				
Employee Retirement and Benefits			**$ (990)**	**$ -**
Retirement Contributions			*(990)*	-
Base Adjustments			**$ 990**	**$ -**
Other Base Adjustments			*105,238*	-
Increase Personal Services to absorb changes in Personnel Savings and Retirement	*$*	*105,238*		
Personnel Savings			*(104,248)*	-
Fees and Other Revenues			**$ -**	**$ (100,500)**
ProgRevenue Volume Inc/Dec			*-*	*(100,500)*
Structural Balance			**$ (100,500)**	**$ -**
Structural Balance			*(100,500)*	-
FY 2016 Adopted Budget			**$ 1,377,000**	**$ 1,377,000**
Percent Change from Baseline Amount			*-6.8%*	*-6.8%*

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2015 Adopted Budget			**$ 144,186**	**$ -**
FY 2015 Revised Budget			**$ 144,186**	**$ -**
Adjustments:				
Employee Retirement and Benefits			**$ (54)**	**$ -**
Retirement Contributions			*(54)*	-
Base Adjustments			**$ (144,132)**	**$ -**
Other Base Adjustments			*(144,132)*	-
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 196,727**	**$ -**
Other Non Recurring			*196,727*	-
Two (2) Criminal Justice Enhancement FTEs Shifted from General Fund (F100) Operating	*$*	*196,727*		
FY 2016 Adopted Budget			**$ 196,727**	**$ -**

Criminal Justice Enhancement Fund (267) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 412,744	$ 435,264	$ 435,264	$ 306,626	$ 235,747
Sources:					
Operating	$ 1,445,815	$ 1,477,500	$ 1,477,500	$ 1,420,645	$ 1,377,000
Total Sources:	$ 1,445,815	$ 1,477,500	$ 1,477,500	$ 1,420,645	$ 1,377,000
Uses:					
Operating	$ 1,411,711	$ 1,477,500	$ 1,477,500	$ 1,420,645	$ 1,377,000
Non-Recurring	140,221	144,186	144,186	70,879	196,727
Total Uses:	$ 1,551,932	$ 1,621,686	$ 1,621,686	$ 1,491,524	$ 1,573,727
Structural Balance	$ 34,104	$ -	$ -	$ -	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 306,626	$ 291,078	$ 291,078	$ 235,747	$ 39,020
Total Ending Spendable Fund Balance	$ 306,626	$ 291,078	$ 291,078	$ 235,747	$ 39,020

Victim Compensation and Assistance Fund (268)

	Expenditures	Revenue
OPERATING		
FY 2015 Adopted Budget	**$ 200,000**	**$ 200,000**
FY 2015 Revised Budget	**$ 200,000**	**$ 200,000**
FY 2016 Baseline Budget	**$ 200,000**	**$ 200,000**
Adjustments:		
Fees and Other Revenues	**$ -**	**$ (88,400)**
ProgRevenue Volume Inc/Dec	*-*	*(88,400)*
Structural Balance	**$ (88,400)**	**$ -**
Structural Balance	*(88,400)*	*-*
FY 2016 Adopted Budget	**$ 111,600**	**$ 111,600**
Percent Change from Baseline Amount	*-44.2%*	*-44.2%*

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2015 Adopted Budget	**$ 501,308**	**$ -**
FY 2015 Revised Budget	**$ 501,308**	**$ -**
Adjustments:		
Base Adjustments	**$ (501,308)**	**$ -**
Other Base Adjustments	*(501,308)*	*-*
FY 2016 Baseline Budget	**$ -**	**$ -**
FY 2016 Adopted Budget	**$ -**	**$ -**

Victim Compensation and Assistance Fund (268) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 1,445,859	$ 1,547,504	$ 1,547,504	$ 1,369,101	$ 1,302,483
Sources:					
Operating	$ 190,088	$ 200,000	$ 200,000	$ 131,382	$ 111,600
Total Sources:	$ 190,088	$ 200,000	$ 200,000	$ 131,382	$ 111,600
Uses:					
Operating	$ 2,000	$ 200,000	$ 200,000	$ 198,000	$ 111,600
Non-Recurring	264,845	501,308	501,308	-	-
Total Uses:	$ 266,845	$ 701,308	$ 701,308	$ 198,000	$ 111,600
Structural Balance	$ 188,088	$ -	$ -	$ (66,618)	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,369,101	$ 1,046,196	$ 1,046,196	$ 1,302,483	$ 1,302,483
Total Ending Spendable Fund Balance	$ 1,369,101	$ 1,046,196	$ 1,046,196	$ 1,302,483	$ 1,302,483

Victim Compensation Restitution Interest Fund (269)

	Expenditures	Revenue
OPERATING		
FY 2015 Adopted Budget	**$ 14,708**	**$ 14,708**
FY 2015 Revised Budget	**$ 14,708**	**$ 14,708**
FY 2016 Baseline Budget	**$ 14,708**	**$ 14,708**
Adjustments:		
Fees and Other Revenues	**$ -**	**$ 1,808**
ProgRevenue Volume Inc/Dec	*-*	*1,808*
Structural Balance	**$ 1,808**	**$ -**
Structural Balance	*1,808*	*-*
FY 2016 Adopted Budget	**$ 16,516**	**$ 16,516**
Percent Change from Baseline Amount	*12.3%*	*12.3%*

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2015 Adopted Budget	**$ 164,452**	**$ -**
FY 2015 Revised Budget	**$ 164,452**	**$ -**
Adjustments:		
Base Adjustments	**$ (164,452)**	**$ -**
Other Base Adjustments	*(164,452)*	*-*
FY 2016 Baseline Budget	**$ -**	**$ -**
FY 2016 Adopted Budget	**$ -**	**$ -**

Victim Compensation Restitution Interest Fund (269) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 790,712	$ 795,919	$ 795,919	$ 792,722	$ 766,702
Sources:					
Operating	$ 5,912	$ 14,708	$ 14,708	$ 24,408	$ 16,516
Total Sources:	$ 5,912	$ 14,708	$ 14,708	$ 24,408	$ 16,516
Uses:					
Operating	$ 3,903	$ 14,708	$ 14,708	$ 16,333	$ 16,516
Non-Recurring	-	164,452	164,452	34,095	-
Total Uses:	$ 3,903	$ 179,160	$ 179,160	$ 50,428	$ 16,516
Structural Balance	$ 2,009	$ -	$ -	$ 8,075	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 792,722	$ 631,467	$ 631,467	$ 766,702	$ 766,702
Total Ending Spendable Fund Balance	$ 792,722	$ 631,467	$ 631,467	$ 766,702	$ 766,702

County Manager

Analysis by Cristi Cost, 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

The County Manager's strategic goals are contained in the Maricopa County Strategic Plan FY 2015-2018.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
COMM - COMMUTE OPTIONS	$ 1,185	$ 600	$ 600	$ 710	$ 600	$ -	0.0%
71CT - COMMUTE OPTIONS	$ 1,185	$ 600	$ 600	$ 710	$ 600	$ -	0.0%
GGOV - GENERAL GOVERNMENT	$ 1,405,309	$ 7,000	$ 2,416,818	$ 2,416,818	$ 5,000	$ (2,411,818)	-99.8%
99GV - GENERAL OVERHEAD	$ 1,405,309	$ 7,000	$ 2,416,818	$ 2,416,818	$ 5,000	$ (2,411,818)	-99.8%
TOTAL PROGRAMS	**$ 1,406,494**	**$ 7,600**	**$ 2,417,418**	**$ 2,417,528**	**$ 5,600**	**$ (2,411,818)**	**-99.8%**
USES							
CMSV - COMMUNICATION SERVICES	$ 568,464	$ 614,028	$ 646,081	$ 640,183	$ 671,331	$ (25,250)	-3.9%
GOVR - GOVERNMENT RELATIONS	970,115	992,659	999,958	963,488	1,002,492	(2,534)	-0.3%
20GC - GOVT RELATIONS AND COMM	$ 1,538,579	$ 1,606,687	$ 1,646,039	$ 1,603,671	$ 1,673,823	$ (27,784)	-1.7%
COMM - COMMUTE OPTIONS	$ 50,107	$ 48,085	$ 48,892	$ 44,385	$ 53,425	$ (4,533)	-9.3%
71CT - COMMUTE OPTIONS	$ 50,107	$ 48,085	$ 48,892	$ 44,385	$ 53,425	$ (4,533)	-9.3%
ODIR - EXECUTIVE MANAGEMENT	815,330	473,578	482,095	504,544	477,241	4,854	1.0%
SPPT - OPERATIONS SUPPORT	-	376,218	363,606	388,032	344,165	19,441	5.3%
99AS - INDIRECT SUPPORT	$ 815,330	$ 849,796	$ 845,701	$ 892,576	$ 821,406	$ 24,295	2.9%
GGOV - GENERAL GOVERNMENT	$ 1,404,564	$ 7,000	$ 2,416,818	$ 2,416,818	$ 5,000	$ 2,411,818	99.8%
INFR - INFRASTRUCTURE	-	-	-	-	12,944	(12,944)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	12,876	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	16,128	16,128	16,128	16,321	(193)	-1.2%
99GV - GENERAL OVERHEAD	$ 1,417,440	$ 23,128	$ 2,432,946	$ 2,432,946	$ 34,265	$ 2,398,681	98.6%
TOTAL PROGRAMS	**$ 3,821,456**	**$ 2,527,696**	**$ 4,973,578**	**$ 4,973,578**	**$ 2,582,919**	**$ 2,390,659**	**48.1%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,405,309	$ 7,000	$ 2,416,818	$ 2,416,818	$ 5,000	$ (2,411,818)	-99.8%
SUBTOTAL	$ 1,405,309	$ 7,000	$ 2,416,818	$ 2,416,818	$ 5,000	$ (2,411,818)	-99.8%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 1,185	$ 600	$ 600	$ 710	$ 600	$ -	0.0%
SUBTOTAL	$ 1,185	$ 600	$ 600	$ 710	$ 600	$ -	0.0%
ALL REVENUES	$ 1,406,494	$ 7,600	$ 2,417,418	$ 2,417,528	$ 5,600	$ (2,411,818)	-99.8%
TOTAL SOURCES	$ 1,406,494	$ 7,600	$ 2,417,418	$ 2,417,528	$ 5,600	$ (2,411,818)	-99.8%

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,332,638	$ 1,387,018	$ 1,461,372	$ 1,492,702	$ 1,444,486	$ 16,886	1.2%
0705 - TEMPORARY PAY	-	16,286	4,118	-	-	4,118	100.0%
0710 - OVERTIME	179	-	-	-	-	-	N/A
0750 - FRINGE BENEFITS	393,825	430,620	449,900	430,589	451,900	(2,000)	-0.4%
0790 - OTHER PERSONNEL SERVICES	50	-	-	-	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,229)	-	(47,455)	(14,228)	-	(47,455)	-100.0%
0796 - PERSONNEL SERVICES ALLOC-IN	12,904	-	-	7,162	-	-	N/A
SUBTOTAL	$ 1,738,367	$ 1,833,924	$ 1,867,935	$ 1,916,225	$ 1,896,386	$ (28,451)	-1.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 15,477	$ 22,986	$ 25,039	$ 23,201	$ 19,711	$ 5,328	21.3%
0803 - FUEL	174	480	480	279	480	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	-	5,000	5,000	8,000	-	5,000	100.0%
SUBTOTAL	$ 15,651	$ 28,466	$ 30,519	$ 31,480	$ 20,191	$ 10,328	33.8%
SERVICES							
0812 - OTHER SERVICES	$ 1,973,392	$ 599,044	$ 3,008,862	$ 2,969,899	$ 597,945	$ 2,410,917	80.1%
0820 - RENT & OPERATING LEASES	5,979	4,800	4,800	4,150	5,304	(504)	-10.5%
0825 - REPAIRS AND MAINTENANCE	7,222	6,000	6,000	4,237	6,000	-	0.0%
0839 - INTERNAL SERVICE CHARGES	30,649	33,668	33,668	32,475	36,058	(2,390)	-7.1%
0841 - TRAVEL	5,271	20,000	20,000	13,258	19,000	1,000	5.0%
0842 - EDUCATION AND TRAINING	1,641	675	675	825	1,375	(700)	-103.7%
0843 - POSTAGE/FREIGHT/SHIPPING	309	1,119	1,119	879	660	459	41.0%
0850 - UTILITIES	210	-	-	150	-	-	N/A
0873 - SERVICES-ALLOCATION IN	25,351	-	-	-	-	-	N/A
SUBTOTAL	$ 2,050,024	$ 665,306	$ 3,075,124	$ 3,025,873	$ 666,342	$ 2,408,782	78.3%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 17,414	$ -	$ -	$ -	$ -	$ -	N/A
SUBTOTAL	$ 17,414	$ -	$ -	$ -	$ -	$ -	N/A
ALL EXPENDITURES	$ 3,821,456	$ 2,527,696	$ 4,973,578	$ 4,973,578	$ 2,582,919	$ 2,390,659	48.1%
TOTAL USES	$ 3,821,456	$ 2,527,696	$ 4,973,578	$ 4,973,578	$ 2,582,919	$ 2,390,659	48.1%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 1,185	$ 600	$ 600	$ 710	$ 600	$ -	0.0%
FUND TOTAL SOURCES	$ 1,185	$ 600	$ 600	$ 710	$ 600	$ -	0.0%
249 NON DEPARTMENTAL GRANTS							
NON RECURRING NON PROJECT	$ 1,405,309	$ 7,000	$ 2,416,818	$ 2,416,818	$ 5,000	$ (2,411,818)	-99.8%
FUND TOTAL SOURCES	$ 1,405,309	$ 7,000	$ 2,416,818	$ 2,416,818	$ 5,000	$ (2,411,818)	-99.8%
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,185	$ 600	$ 600	$ 710	$ 600	$ -	0.0%
DEPARTMENT NON RECURRING TOTAL SOURCES	$ 1,405,309	$ 7,000	$ 2,416,818	$ 2,416,818	$ 5,000	$ (2,411,818)	-99.8%
DEPARTMENT TOTAL SOURCES	$ 1,406,494	$ 7,600	$ 2,417,418	$ 2,417,528	$ 5,600	$ (2,411,818)	-99.8%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 2,416,892	$ 2,520,696	$ 2,556,760	$ 2,556,760	$ 2,577,919	$ (21,159)	-0.8%
FUND TOTAL USES	$ 2,416,892	$ 2,520,696	$ 2,556,760	$ 2,556,760	$ 2,577,919	$ (21,159)	-0.8%
249 NON DEPARTMENTAL GRANTS							
NON RECURRING NON PROJECT	$ 1,404,564	$ 7,000	$ 2,416,818	$ 2,416,818	$ 5,000	$ 2,411,818	99.8%
FUND TOTAL USES	$ 1,404,564	$ 7,000	$ 2,416,818	$ 2,416,818	$ 5,000	$ 2,411,818	99.8%
DEPARTMENT OPERATING TOTAL USES	$ 2,416,892	$ 2,520,696	$ 2,556,760	$ 2,556,760	$ 2,577,919	$ (21,159)	-0.8%
DEPARTMENT NON RECURRING TOTAL USES	$ 1,404,564	$ 7,000	$ 2,416,818	$ 2,416,818	$ 5,000	$ 2,411,818	99.8%
DEPARTMENT TOTAL USES	$ 3,821,456	$ 2,527,696	$ 4,973,578	$ 4,973,578	$ 2,582,919	$ 2,390,659	48.1%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
COMMUTE OPTIONS							
COMMUTE OPTIONS	.50	.50	.50	.50	.50	-	0.0%
PROGRAM TOTAL	.50	.50	.50	.50	.50	-	0.0%
GOVT RELATIONS AND COMM							
COMMUNICATION SERVICES	6.00	6.00	7.00	7.00	6.00	(1.00)	(14.3%)
GOVERNMENT RELATIONS	4.00	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	10.00	10.00	11.00	11.00	10.00	(1.00)	(9.1%)
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	7.50	2.00	2.00	2.00	2.00	-	0.0%
OPERATIONS SUPPORT	-	5.50	5.50	5.50	5.50	-	0.0%
PROGRAM TOTAL	7.50	7.50	7.50	7.50	7.50	-	0.0%
DEPARTMENT TOTAL	18.00	18.00	19.00	19.00	18.00	(1.00)	(5.3%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED 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	1.00	(1.00)	(50.0%)
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%
IT Project Manager	-	-	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	3.00	3.00	3.00	3.00	-	0.0%
Office Assistant Specialized	1.00	-	-	-	-	-	N/A
Program Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**18.00**	**18.00**	**19.00**	**19.00**	**18.00**	**(1.00)**	**(5.3%)**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
100 GENERAL	18.00	18.00	19.00	19.00	18.00	(1.00)	(5.3%)
Department Total	**18.00**	**18.00**	**19.00**	**19.00**	**18.00**	**(1.00)**	**(5.3%)**

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay plan and market study adjustments made in FY 2015.

Base Adjustments:

General Fund (100)

- Decrease Regular Benefits by $1,455 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by $193 for the impact of the changes in risk management charges.
- Decrease Other Services by $22,678 due to reduced anticipated needs.
- Increase Regular Benefits by $19,176 for the impact of the changes in health and dental premium rates.
- Reallocate $7,200 in General Supplies to Human Resources from the County Manager's Office for the Employee Service Award function.

- Reallocate $30,819 in Other Services to the County Manager's Office from Research and Reporting for the Citizen Engagement function.

Non Departmental Grant Fund (249)

- All grant revenues received in this fund are passed through to other county departments and local municipalities. In FY 2015, the department received $1.2 million in funds to pass through. It is unknown how much the department will receive year to year. Therefore, the department budgets at $5,000 and will go to the Board of Supervisors for an appropriation adjustment once the amount is determined for FY 2016.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of citizens responding to annual survey who indicate they know about the structure and organization of Maricopa County	N/A	80.0%	0.0%	80.0%	0.0%	0.0%
Percent of state bills tracked whose outcome is favorable to the County	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of citizens responding to annual survey who indicate they know about the structure and organization of Maricopa County	N/A	80.0%	0.0%	80.0%	0.0%	0.0%
Output	Number of video broadcasts produced	995	450	550	600	150	33.3%
Output	Number of print media produced	2,943	3,000	3,000	3,500	500	16.7%
Demand	Number of video broadcasts requested	222	450	550	600	150	33.3%
Demand	Number of print media requested	2,943	3,000	3,000	3,500	500	16.7%
Expenditure Ratio	Expenditure per print media produced	$ 193.16	$ 215.36	$ 213.39	$ 191.81	$ 23.55	10.9%
Expenditure							
	100 - GENERAL	$ 568,464	$ 646,081	$ 640,183	$ 671,331	$ (25,250)	-3.9%
	TOTAL USES	$ 568,464	$ 646,081	$ 640,183	$ 671,331	$ (25,250)	-3.9%

Activity Narrative: In FY 2016 when compared to FY 2015 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. Updated media software and computers were purchased in FY 2015 to assist with the anticipated increase. Data is unavailable for the "Percent of citizens who indicate they know about the structure and organization of Maricopa County" measure as a result of the annual Citizen Satisfaction Survey not being conducted in FY 2014 or FY 2015. Alternative data collection strategies are being developed to continue the reporting for this measure and citizen satisfaction. Additional funding has been reallocated from Research and Reporting to the County Manager's Department for this purpose.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of state bills tracked whose outcome is favorable to the County	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of state legislative bills tracked with positive outcomes	190	500	28	100	(400)	-80.0%
Output	Number of state legislative bills tracked	190	1,600	1,221	1,400	(200)	-12.5%
Demand	Number of state legislative bills with County impacts tracked	190	500	140	190	(310)	-62.0%
Expenditure Ratio	Expenditure per state legislative bill tracked	$ 5,105.87	$ 624.97	$ 789.10	$ 716.07	$ (91.09)	-14.6%
Expenditure							
	100 - GENERAL	$ 970,115	$ 999,958	$ 963,488	$ 1,002,492	$ (2,534)	-0.3%
	TOTAL USES	$ 970,115	$ 999,958	$ 963,488	$ 1,002,492	$ (2,534)	-0.3%

Activity Narrative: The Government Relations team works on tracking all legislative bills with County impacts whose outcomes are either favorable or unfavorable. The number of bills to review varies from year to year. FY 2014 actual output measure "Number of state legislative bills tracked" was not entered correctly and should have been 1331. This would reduce the expenditure ratio for that year to be $728.86 per state legislative bill tracked.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of County employees who use an alternative mode of transportation.	31.4%	56.8%	48.0%	57.0%	0.2%	0.3%

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 percent 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of County employees who use an alternative mode of transportation.	31.4%	56.8%	48.0%	57.0%	0.2%	0.3%
Output	Number of platinum bus passes provided	1,652	8,200	8,295	1,500	(6,700)	-81.7%
Output	Number of vanpool subsidy applications approved	2,685	2,900	1,984	2,500	(400)	-13.8%
Demand	Number of platinum bus passes requested	1,652	8,200	8,295	1,500	(6,700)	-81.7%
Demand	Number of vanpool subsidy applications received	2,685	2,900	1,984	2,500	(400)	-13.8%
Expenditure Ratio	Expenditure per platinum bus pass provided	$ 30.33	$ 5.96	$ 5.35	$ 35.62	$ (29.65)	-497.4%
Revenue							
	100 - GENERAL	$ 1,185	$ 600	$ 710	$ 600	$ -	0.0%
	TOTAL SOURCES	$ 1,185	$ 600	$ 710	$ 600	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 50,107	$ 48,892	$ 44,385	$ 53,425	$ (4,533)	-9.3%
	TOTAL USES	$ 50,107	$ 48,892	$ 44,385	$ 53,425	$ (4,533)	-9.3%

Activity Narrative: Commute Options was responsible for the successful replacement of all existing Platinum Pass cards for existing cardholders in FY 2015. The Department holds monthly contests for alternative mode of transportation participates as an incentive to start using or continue using these services. Commute Options is continually searching for new ways to attract new employees to starting using an alternative mode of transportation.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 2,520,696**	**$ 600**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 36,064**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*36,064*	*-*
FY 2015 Revised Budget			**$ 2,556,760**	**$ 600**
Adjustments:				
Employee Salary Adjustments			**$ 2,304**	**$ -**
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*2,304*	*-*
FY 2016 Baseline Budget			**$ 2,559,064**	**$ 600**
Adjustments:				
Employee Retirement and Benefits			**$ (1,455)**	**$ -**
Retirement Contributions			*(1,455)*	*-*
Base Adjustments			**$ (22,485)**	**$ -**
Other Base Adjustments			*(22,678)*	*-*
Decrease Other Services	*$*	*(22,678)*		
Internal Service Charges			*193*	*-*
Increase Risk Management Charges	*$*	*193*		
Reallocations			**$ 23,619**	**$ -**
Reallocation Between Depts			*23,619*	*-*
Reallocation from Research and Reporting for Citizen Engagement	*$*	*30,819*		
Reallocation to Human Resources for Service Award Recognition		*(7,200)*		
FY 2016 Tentative Budget			**$ 2,558,743**	**$ 600**
Percent Change from Baseline Amount			*0.0%*	*0.0%*
Adjustments:				
Employee Retirement and Benefits			**$ 19,176**	**$ -**
Employee Health/Dental Premiums			*19,176*	*-*
FY 2016 Adopted Budget			**$ 2,577,919**	**$ 600**
Percent Change from Baseline Amount			*0.7%*	*0.0%*

Non Departmental Grant Fund (249)

		Expenditures	Revenue
NON-RECURRING			
FY 2015 Adopted Budget		**$ 7,000**	**$ 7,000**
Adjustments:	Agenda Item:		
Grants		**$ 2,409,818**	**$ 2,409,818**
FY 15 County Manager Grant Reconciliation	*C-20-15-029-G-00*	*2,409,818*	*2,409,818*
FY 2015 Revised Budget		**$ 2,416,818**	**$ 2,416,818**
Adjustments:	Agenda Item:		
Grants		**$ (2,416,818)**	**$ (2,416,818)**
FY 15 County Manager Grant Reconciliation	*C-20-15-029-G-00*	*(2,409,818)*	*(2,409,818)*
Grant Reconciliation		*(7,000)*	*(7,000)*
FY 2016 Baseline Budget Threshold		**$ -**	**$ -**
Adjustments:			
Grants		**$ 5,000**	**$ 5,000**
Grant Reconciliation		*5,000*	*5,000*
FY 2016 Adopted Budget		**$ 5,000**	**$ 5,000**

Deputy County Manager - Department 920

Analysis by Jack L. Patton, Principal Management and Budget Analyst

Summary

Mission

The Mission of the 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 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
PFMG - PERFORMANCE MANAGEMENT	$ 239,213	$ 212,569	$ 219,445	$ 219,231	$ 220,737	$ (1,292)	-0.6%
39PM - PERFORMANCE MANAGEMENT	$ 239,213	$ 212,569	$ 219,445	$ 219,231	$ 220,737	$ (1,292)	-0.6%
POCO - POLICY AND COMPLIANCE	$ 435,778	$ 499,761	$ 513,451	$ 510,460	$ 518,767	$ (5,316)	-1.0%
49PC - POLICY AND COMPLIANCE	$ 435,778	$ 499,761	$ 513,451	$ 510,460	$ 518,767	$ (5,316)	-1.0%
OPAD - OFFICE OF PROGRAM ADVOCACY	$ 118,921	$ 135,557	$ 139,745	$ 139,474	$ 140,762	$ (1,017)	-0.7%
92OP - PROGRAM ADVOCACY	$ 118,921	$ 135,557	$ 139,745	$ 139,474	$ 140,762	$ (1,017)	-0.7%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 74,324	$ 74,479	$ 76,408	$ 74,969	$ 76,710	$ (302)	-0.4%
ODIR - EXECUTIVE MANAGEMENT	409,803	437,654	449,174	424,497	432,482	16,692	3.7%
SPPT - OPERATIONS SUPPORT	-	50,975	50,975	16,314	77,795	(26,820)	-52.6%
99AS - INDIRECT SUPPORT	$ 484,127	$ 563,108	$ 576,557	$ 515,780	$ 586,987	$ (10,430)	-1.8%
INFR - INFRASTRUCTURE	$ -	$ 4,080	$ 4,080	$ 1,700	$ 2,316	$ 1,764	43.2%
ISFC - INTERNAL SERVICE FUND CHARGES	4,320	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	4,746	4,746	3,793	3,701	1,045	22.0%
99GV - GENERAL OVERHEAD	$ 4,320	$ 8,826	$ 8,826	$ 5,493	$ 6,017	$ 2,809	31.8%
TOTAL PROGRAMS	**$ 1,282,359**	**$ 1,419,821**	**$ 1,458,024**	**$ 1,390,438**	**$ 1,473,270**	**$ (15,246)**	**-1.0%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 951,647	$ 1,034,662	$ 1,067,404	$ 1,053,726	$ 1,067,550	$ (146)	0.0%
0710 - OVERTIME	477	-	-	341	2,837	(2,837)	N/A
0750 - FRINGE BENEFITS	278,911	303,065	308,875	298,247	320,660	(11,785)	-3.8%
0790 - OTHER PERSONNEL SERVICES	-	11,820	11,471	4,325	-	11,471	100.0%
SUBTOTAL	$ 1,231,035	$ 1,349,547	$ 1,387,750	$ 1,356,639	$ 1,391,047	$ (3,297)	-0.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 5,105	$ 10,000	$ 10,000	$ 7,650	$ 13,924	$ (3,924)	-39.2%
SUBTOTAL	$ 5,105	$ 10,000	$ 10,000	$ 7,650	$ 13,924	$ (3,924)	-39.2%
SERVICES							
0812 - OTHER SERVICES	$ 88,317	$ 34,277	$ 34,277	$ 8,170	$ 33,244	$ 1,033	3.0%
0820 - RENT & OPERATING LEASES	5,970	6,828	6,828	4,998	7,075	(247)	-3.6%
0825 - REPAIRS AND MAINTENANCE	-	1,050	1,050	440	500	550	52.4%
0839 - INTERNAL SERVICE CHARGES	10,164	7,819	7,819	8,016	5,880	1,939	24.8%
0841 - TRAVEL	7,983	5,000	5,000	2,477	14,400	(9,400)	-188.0%
0842 - EDUCATION AND TRAINING	765	4,800	4,800	1,968	6,000	(1,200)	-25.0%
0843 - POSTAGE/FREIGHT/SHIPPING	2	500	500	50	1,200	(700)	-140.0%
0872 - SERVICES-ALLOCATION OUT	(66,992)	-	-	-	-	-	N/A
0873 - SERVICES-ALLOCATION IN	10	-	-	-	-	-	N/A
SUBTOTAL	$ 46,219	$ 60,274	$ 60,274	$ 26,149	$ 68,299	$ (8,025)	-13.3%
ALL EXPENDITURES	$ 1,282,359	$ 1,419,821	$ 1,458,024	$ 1,390,438	$ 1,473,270	$ (15,246)	-1.0%
TOTAL USES	$ 1,282,359	$ 1,419,821	$ 1,458,024	$ 1,390,438	$ 1,473,270	$ (15,246)	-1.0%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 1,282,359	$ 1,419,821	$ 1,458,024	$ 1,390,438	$ 1,473,270	$ (15,246)	-1.0%
FUND TOTAL USES	$ 1,282,359	$ 1,419,821	$ 1,458,024	$ 1,390,438	$ 1,473,270	$ (15,246)	-1.0%
DEPARTMENT OPERATING TOTAL USES	$ 1,282,359	$ 1,419,821	$ 1,458,024	$ 1,390,438	$ 1,473,270	$ (15,246)	-1.0%
DEPARTMENT TOTAL USES	$ 1,282,359	$ 1,419,821	$ 1,458,024	$ 1,390,438	$ 1,473,270	$ (15,246)	-1.0%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	.30	.30	.30	.30	.30	-	0.0%
EXECUTIVE MANAGEMENT	3.70	3.70	3.70	3.70	3.70	-	0.0%
PROGRAM TOTAL	4.00	4.00	4.00	4.00	4.00	-	0.0%
PERFORMANCE MANAGEMENT							
PERFORMANCE MANAGEMENT	3.00	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	3.00	2.00	2.00	2.00	2.00	-	0.0%
POLICY AND COMPLIANCE							
POLICY AND COMPLIANCE	4.00	5.00	5.00	5.00	5.00	-	0.0%
PROGRAM TOTAL	4.00	5.00	5.00	5.00	5.00	-	0.0%
PROGRAM ADVOCACY							
OFFICE OF PROGRAM ADVOCACY	2.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	2.00	1.00	1.00	1.00	1.00	-	0.0%
DEPARTMENT TOTAL	13.00	12.00	12.00	12.00	12.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Administrator	-	2.00	2.00	2.00	2.00	-	0.0%
Co Pol/Compliance/PrgAdvoc Dir	-	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 County Manager	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%
IT Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	5.00	3.00	3.00	3.00	3.00	-	0.0%
Managing for Results Faciltatr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Policy and Compliance Consultant	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%
Department Total	**13.00**	**12.00**	**12.00**	**12.00**	**12.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	13.00	12.00	12.00	12.00	12.00	-	0.0%
Department Total	**13.00**	**12.00**	**12.00**	**12.00**	**12.00**	**-**	**0.0%**

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay plan and market study adjustments made in FY 2015.

Base Adjustments:

General Fund (100)

- Decrease Regular Benefits by $1,388 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by $596 for the impact of the changes in risk management charges.
- Decrease Other Services by $596 to absorb the increase in risk management charges.
- Increase Regular Benefits by $14,664 for the impact of the change in health and dental premium rates.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Percent of employees who believe that Managing for Results will increase organizational effectiveness.	N/A	70.0%	N/A	N/A	N/A	N/A
Percent of departments rating Managing for Results consultation services as very helpful.	N/A	84.6%	N/A	N/A	N/A	N/A

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of employees who believe that Managing for Results will increase organizational effectiveness.	N/A	70.0%	N/A	N/A	N/A	N/A
Result	Percent of departments rating Managing for Results consultation services as very helpful.	N/A	84.6%	N/A	N/A	N/A	N/A
Output	Number of facilitated department strategic business plans.	N/A	30	24	24	(6)	-20.0%
Output	Number of strategic business plan reviews.	N/A	30	31	31	1	3.3%
Demand	Number of strategic business plan reviews requested.	N/A	30	24	24	(6)	-20.0%
Demand	Number of department strategic business plans to be updated.	N/A	30	24	24	(6)	-20.0%
Expenditure Ratio	Expenditure per updated department strategic business plan.	N/A	$ 7,314.83	$ 9,134.63	$ 9,197.38	$ (1,882.54)	-25.7%
Expenditure							
	100 - GENERAL	$ 239,213	$ 219,445	$ 219,231	$ 220,737	$ (1,292)	-0.6%
	TOTAL USES	$ 239,213	$ 219,445	$ 219,231	$ 220,737	$ (1,292)	-0.6%

Activity Narrative: After the development of the FY 2015 Strategic Business Plan, the Research and Reporting Department, which provided the survey tool and results for this Activity's Result measure, was dissolved. The Department is weighing options for gathering this data.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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.	N/A	37	88	45	8	21.6%
Demand	Number of policy reviews requested.	N/A	37	88	45	8	21.6%
Expenditure Ratio	Expenditure per policy reviewed.	N/A	$ 13,877.05	$ 5,800.68	$ 11,528.16	$ 2,348.90	16.9%
Expenditure							
	100 - GENERAL	$ 435,778	$ 513,451	$ 510,460	$ 518,767	$ (5,316)	-1.0%
	TOTAL USES	$ 435,778	$ 513,451	$ 510,460	$ 518,767	$ (5,316)	-1.0%

Activity Narrative: Policy and Compliance began organizational policy reviews in FY 2013. 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 2016, the number of reviews requested is forecasted to continue at a rate similar to that in FY 2015.

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 which 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of project management class participants who report they are familiar with project management best practices.	N/A	82.0%	90.0%	86.7%	4.7%	5.7%
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	75.0%	25.0%	83.3%	8.3%	11.1%
Percent of OPA-guided projects completed on or under budget.	N/A	75.0%	25.0%	83.3%	8.3%	11.1%
Percent of OPA-guided projects determined to be suitable for their intended purpose after one year in production.	N/A	100.0%	100.0%	80.0%	(20.0%)	-20.0%

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.

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Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of project management class participants who report they are familiar with project management best practices.	N/A	82.0%	90.0%	86.7%	4.7%	5.7%
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	75.0%	25.0%	83.3%	8.3%	11.1%
Result	Percent of OPA-guided projects completed on or under budget.	N/A	75.0%	25.0%	83.3%	8.3%	11.1%
Result	Percent of OPA-guided projects determined to be suitable for their intended purpose after one year in production.	N/A	100.0%	100.0%	80.0%	(20.0%)	-20.0%
Output	Number of employees who participated in project management classes.	N/A	50	80	60	10	20.0%
Output	Number of mentored projects.	N/A	4	12	6	2	50.0%
Output	Number of project management process/methodology consultations.	N/A	13	20	16	3	23.1%
Demand	Number of employees who signed up for project management classes.	N/A	20	80	60	40	200.0%
Demand	Number of requests for project mentoring.	N/A	11	20	15	4	36.4%
Demand	Number of requests for project management process/methodology consultations.	N/A	13	17	16	3	23.1%
Expenditure Ratio	Total activity expenditure per project management class participant.	N/A	$ 2,794.90	$ 1,743.43	$ 2,346.03	$ 448.87	16.1%
Expenditure							
	100 - GENERAL	$ 118,921	$ 139,745	$ 139,474	$ 140,762	$ (1,017)	-0.7%
	TOTAL USES	$ 118,921	$ 139,745	$ 139,474	$ 140,762	$ (1,017)	-0.7%

Activity Narrative: FY 2015 is the second year of Program Advocacy activities. Program Advocacy guided 12 projects in FY 2015 and 12 (100%) of these were completed on time and under budget. Continuing into FY 2016, 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 and additional functionality to the electronic health records management system for Correction Health.

Appropriated Budget Reconciliations

General Fund (100)

				Expenditures	Revenue
OPERATING					
FY 2015 Adopted Budget				**$ 1,419,821**	**$ -**
Adjustments:	Agenda Item:				
Employee Salary Adjustments				**$ 38,203**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*			*34,548*	-
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*			*3,655*	-
FY 2015 Revised Budget				**$ 1,458,024**	**$ -**
Adjustments:	Agenda Item:				
Employee Salary Adjustments				**$ 1,970**	**$ -**
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*			*(3,655)*	-
FY 15 Q2 to Q4 Performance Based Retention Pay Plan				*5,625*	-
FY 2016 Baseline Budget				**$ 1,459,994**	**$ -**
Adjustments:					
Employee Retirement and Benefits				**$ (1,388)**	**$ -**
Retirement Contributions				*(1,388)*	-
Base Adjustments					
Other Base Adjustments				*(596)*	-
Decrease Other Services		*$*	*(596)*		
Internal Service Charges				*596*	-
Increase Risk Management Charges		*$*	*596*		
FY 2016 Tentative Budget				**$ 1,458,606**	**$ -**
Percent Change from Baseline Amount				*-0.1%*	
Adjustments:					
Employee Retirement and Benefits				**$ 14,664**	**$ -**
Employee Health/Dental Premiums				*14,664*	-
FY 2016 Adopted Budget				**$ 1,473,270**	**$ -**
Percent Change from Baseline Amount				*0.9%*	

Deputy County Manager - Department 930

Analysis by Christine Jasinski, Management and Budget Analyst

Summary

Mission

The mission of the Deputy County Manager - 930 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 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
HRAC - HUMAN RESOURCES	$ 1	$ -	$ -	$ -	$ -	$ -	N/A
ODIR - EXECUTIVE MANAGEMENT	2	(2,376)	-	-	-	-	N/A
99AS - INDIRECT SUPPORT	$ 3	$ (2,376)	$ -	$ -	$ -	$ -	N/A
INFR - INFRASTRUCTURE	$ -	$ 2,376	$ -	$ -	$ -	$ -	N/A
99GV - GENERAL OVERHEAD	$ -	$ 2,376	$ -	$ -	$ -	$ -	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	$ (7,198)	$ -	$ -	$ -	$ -	$ -	N/A
GISA - GIS APPLICATION DEV AND SUPP	7,355	-	-	-	-	-	N/A
TSPT - TECHNOLOGY SUPPORT	(158)	-	-	-	-	-	N/A
99IT - INFORMATION TECHNOLOGY	$ (1)	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 2**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**N/A**

Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,319,598	$ 800,499	$ 1,017,501	$ 1,031,667	$ 1,198,712	$ (181,211)	-17.8%
0710 - OVERTIME	1,050	-	-	234	-	-	N/A
0750 - FRINGE BENEFITS	431,473	266,099	318,073	315,155	375,344	(57,271)	-18.0%
0790 - OTHER PERSONNEL SERVICES	3,427	-	-	280,318	1,003	(1,003)	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,730,642)	(1,066,598)	(1,335,574)	(1,627,374)	(1,575,059)	239,485	17.9%
0796 - PERSONNEL SERVICES ALLOC-IN	(25,561)	-	-	-	-	-	N/A
SUBTOTAL	$ (655)	$ -	$ -	$ -	$ -	$ -	N/A
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 4,708	$ 2,000	$ 2,000	$ 1,659	$ 2,500	$ (500)	-25.0%
0803 - FUEL	347	-	-	-	-	-	N/A
0804 - NON-CAPITAL EQUIPMENT	195,315	3,000	3,000	2,510	3,000	-	0.0%
0805 - SUPPLIES-ALLOCATION OUT	(201,598)	(5,000)	(5,000)	(4,169)	(5,500)	500	10.0%
0806 - SUPPLIES-ALLOCATION IN	78	-	-	-	-	-	N/A
SUBTOTAL	$ (1,150)	$ -	$ -	$ -	$ -	$ -	N/A
SERVICES							
0812 - OTHER SERVICES	$ 14,680	$ 1,000	$ 1,000	$ 6,552	$ 1,000	$ -	0.0%
0825 - REPAIRS AND MAINTENANCE	942,475	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	422	4,509	2,133	6,392	45,159	(43,026)	-2017.2%
0841 - TRAVEL	4,420	3,500	3,500	3,395	2,500	1,000	28.6%
0842 - EDUCATION AND TRAINING	26,400	20,006	20,006	9,045	23,006	(3,000)	-15.0%
0843 - POSTAGE/FREIGHT/SHIPPING	-	150	150	67	200	(50)	-33.3%
0872 - SERVICES-ALLOCATION OUT	(1,000,583)	(63,275)	(60,899)	(42,432)	(81,197)	20,298	33.3%
0873 - SERVICES-ALLOCATION IN	13,993	34,110	34,110	16,981	9,332	24,778	72.6%
SUBTOTAL	$ 1,807	$ -	$ -	$ -	$ -	$ -	N/A
0920 - CAPITAL EQUIPMENT	$ 367,979	$ -	$ -	$ -	$ -	$ -	N/A
0955 - CAPITAL-ALLOCATION OUT	(367,979)	-	-	-	-	-	N/A
ALL EXPENDITURES	$ 2	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 2	$ -	$ -	$ -	$ -	$ -	N/A

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
226 PLANNING AND DEVELOPMENT FEES							
OPERATING	$ 2	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL USES	$ 2	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT OPERATING TOTAL USES	$ 2	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT TOTAL USES	$ 2	$ -	$ -	$ -	$ -	$ -	N/A

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
HUMAN RESOURCES	11.00	11.00	10.00	10.00	10.00	-	0.0%
OPERATIONS SUPPORT	-	-	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	13.00	13.00	16.00	16.00	16.00	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	14.00	-	.00	-	-	-	N/A
DATA CENTER	4.00	-	.00	-	-	-	N/A
GIS APPLICATION DEV AND SUPP	2.50	-	.00	-	-	-	N/A
TECHNOLOGY SUPPORT	7.00	-	.00	-	-	-	N/A
PROGRAM TOTAL	27.50	-	-	-	-	-	N/A
DEPARTMENT TOTAL	40.50	13.00	16.00	16.00	16.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Applications Development Mgr	1.00	-	-	-	-	-	N/A
Business Systems Analyst	2.00	-	-	-	-	-	N/A
Business Systems Analyst-Sr/Ld	2.00	-	-	-	-	-	N/A
Database Administrator	1.00	-	-	-	-	-	N/A
Deputy County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
GIS Programmer/Analyst	2.00	-	-	-	-	-	N/A
GIS Technician	.50	-	-	-	-	-	N/A
Help Desk Coordinator	1.00	-	-	-	-	-	N/A
Help Desk Coordinator - Sr/Ld	1.00	-	-	-	-	-	N/A
Human Resources Analyst	3.00	3.00	4.00	4.00	4.00	-	0.0%
Human Resources Associate	3.00	3.00	4.00	4.00	4.00	-	0.0%
Human Resources Manager – RDSA	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	3.00	3.00	1.00	1.00	1.00	-	0.0%
IT Division Manager	1.00	-	-	-	-	-	N/A
IT Program Manager	2.00	-	-	-	-	-	N/A
Office Assistant	1.00	1.00	-	-	-	-	N/A
PC/LAN Technician - Senior/Lead	4.00	-	-	-	-	-	N/A
Programmer/Analyst	1.00	-	-	-	-	-	N/A
Programmer/Analyst - Senior/Lead	5.00	-	-	-	-	-	N/A
RDSA Ombudsman	-	-	3.00	3.00	3.00	-	0.0%
Research Director	-	-	1.00	1.00	1.00	-	0.0%
Special Projects Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems Admin & Analysis Supv	1.00	-	-	-	-	-	N/A
Systems Administrator	1.00	-	-	-	-	-	N/A
Systems Administrator - Senior/Lead	2.00	-	-	-	-	-	N/A
Department Total	**40.50**	**13.00**	**16.00**	**16.00**	**16.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
226 PLANNING AND DEVELOPMENT FEES	40.50	13.00	16.00	16.00	16.00	-	0.0%
Department Total	**40.50**	**13.00**	**16.00**	**16.00**	**16.00**	**-**	**0.0%**

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay plan and market study adjustments made in FY 2015.

Base Adjustments:

Fund (226) Operating

- Decrease Regular Benefits by $1,161 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by $5,172 for the impact of the changes in risk management charges.

Appropriated Budget Reconciliations

Planning and Development Fees Fund (226)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ -**	**$ -**
FY 2015 Revised Budget		**$ -**	**$ -**
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ (1,161)**	**$ -**
Retirement Contributions		*(1,161)*	-
Base Adjustments		**$ 1,161**	**$ -**
Other Base Adjustments		*6,333*	-
Internal Service Charges		*(5,172)*	-
Decrease Risk Mangement Charges	*$ 5,172*		
FY 2016 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 $1,661,916.

Education Service

Analysis by Zachary Wolfe, Senior Management and Budget Analyst

Summary

Mission

The mission of the Education Service Agency is to provide support for innovation and excellence in educational services through alliances to school districts and charter schools throughout Maricopa County so they can ensure that all children and youth will succeed.

Vision

Setting the standards of excellence in educational innovation, economic management and executive leadership with unparalleled competence and levels of service.

Strategic Goals

Fiscal Strength

By June 30, 2016, Maricopa County Education Service Agency (MCESA) 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: MCESA has met this goal by reducing the number of districts in *non-compliance* to zero and those in *marginal compliance* to four as of FY 2014. MCESA implemented two programs in order to make further progress on this goal measure: the School Business Resident program and the Itinerant Business Manager program. The School Business Resident program provides training for qualified individuals to increase their proficiency in school district finance in a school-district setting. This program provides rigorous training and 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 to school district financial staff. These programs have reduced audit findings for participating school districts while strengthening financial management processes and procedures.

In the FY 2016 budget, MCESA will receive an additional Operations Support Analyst which will expand financial system support to school districts, to include reporting services.

Growth and Economic Development

By June 30, 2016, 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: With the Teacher Incentive Fund grant, Rewarding Excellence in Instruction and Leadership, the Next Generation (REIL-TNG), the agency is now into its third 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.

Unfortunately, there is no current information on MCESA's MAP score and determine the effectiveness of the grant expenditures. Data is not expected to be available in FY 2016 for this measure from the *Expect More Arizona* Survey. The department will need to readdress this goal measure in FY 2017.

Department Specific

By June 30, 2016, 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 was expected that a follow-up survey would occur annually, however there has not been a subsequent survey with these data since the initial survey. The department will need to readdress this goal measure in FY 2017.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
ELDR - EXECUTIVE LEADERSHIP	$ 16,515	$ 12,000	$ 12,000	$ 15,485	$ 167,237	$ 155,237	1293.6%
37EL - EXECUTIVE LEADERSHIP	$ 16,515	$ 12,000	$ 12,000	$ 15,485	$ 167,237	$ 155,237	1293.6%
EMGT - ECONOMIC MANAGEMENT	$ 671,780	$ 918,936	$ 1,194,816	$ 987,340	$ 1,692,271	$ 497,455	41.6%
37EM - ECONOMIC MANAGEMENT	$ 671,780	$ 918,936	$ 1,194,816	$ 987,340	$ 1,692,271	$ 497,455	41.6%
EINN - EDUCATIONAL INNOVATION	$ 16,980,973	$ 25,885,158	$ 26,145,185	$ 24,305,177	$ 25,239,002	$ (906,183)	-3.5%
37SC - EDUCATIONAL INNOVATION	$ 16,980,973	$ 25,885,158	$ 26,145,185	$ 24,305,177	$ 25,239,002	$ (906,183)	-3.5%
POOL - POOLED COSTS	$ -	$ -	$ -	$ -	$ 361,200	$ 361,200	N/A
99AS - INDIRECT SUPPORT	$ -	$ -	$ -	$ -	$ 361,200	$ 361,200	N/A
GGOV - GENERAL GOVERNMENT	$ (479,054)	$ -	$ -	$ (459,719)	$ -	$ -	N/A
99GV - GENERAL OVERHEAD	$ (479,054)	$ -	$ -	$ (459,719)	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 17,190,214**	**$ 26,816,094**	**$ 27,352,001**	**$ 24,848,283**	**$ 27,459,710**	**$ 107,709**	**0.4%**
USES							
ELDR - EXECUTIVE LEADERSHIP	$ 956,431	$ 635,671	$ 639,265	$ 746,407	$ 1,365,266	$ (726,001)	-113.6%
37EL - EXECUTIVE LEADERSHIP	$ 956,431	$ 635,671	$ 639,265	$ 746,407	$ 1,365,266	$ (726,001)	-113.6%
EMGT - ECONOMIC MANAGEMENT	$ 5,883,828	$ 2,708,151	$ 3,036,746	$ 3,777,529	$ 3,514,502	$ (477,756)	-15.7%
37EM - ECONOMIC MANAGEMENT	$ 5,883,828	$ 2,708,151	$ 3,036,746	$ 3,777,529	$ 3,514,502	$ (477,756)	-15.7%
EINN - EDUCATIONAL INNOVATION	$ 15,452,388	$ 27,386,571	$ 27,403,134	$ 22,875,098	$ 25,794,544	$ 1,608,590	5.9%
37SC - EDUCATIONAL INNOVATION	$ 15,452,388	$ 27,386,571	$ 27,403,134	$ 22,875,098	$ 25,794,544	$ 1,608,590	5.9%
HRAC - HUMAN RESOURCES	$ 55,939	$ 68,963	$ 70,464	$ 71,489	$ -	$ 70,464	100.0%
ODIR - EXECUTIVE MANAGEMENT	364,078	366,992	373,856	377,117	-	373,856	100.0%
POOL - POOLED COSTS	-	-	-	-	361,200	(361,200)	N/A
99AS - INDIRECT SUPPORT	$ 420,017	$ 435,955	$ 444,320	$ 448,606	$ 361,200	$ 83,120	18.7%
INFR - INFRASTRUCTURE	$ -	$ 41,059	$ 41,059	$ 17,105	$ -	$ 41,059	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	45,564	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	54,285	54,285	54,292	43,364	10,921	20.1%
99GV - GENERAL OVERHEAD	$ 45,564	$ 95,344	$ 95,344	$ 71,397	$ 43,364	$ 51,980	54.5%
TOTAL PROGRAMS	**$ 22,758,228**	**$ 31,261,692**	**$ 31,618,809**	**$ 27,919,037**	**$ 31,078,876**	**$ 539,933**	**1.7%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 15,846,197	$ 25,099,197	$ 25,099,197	$ 22,757,959	$ 25,193,765	$ 94,568	0.4%
0620 - OTHER INTERGOVERNMENTAL	877,009	1,166,949	1,166,949	1,124,125	1,940,826	773,877	66.3%
SUBTOTAL	$ 16,723,206	$ 26,266,146	$ 26,266,146	$ 23,882,084	$ 27,134,591	$ 868,445	3.3%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 465,063	$ 225,936	$ 501,816	$ 366,036	$ 12,000	$ (489,816)	-97.6%
0635 - OTHER CHARGES FOR SERVICES	761	324,012	324,012	339,438	105,000	(219,012)	-67.6%
SUBTOTAL	$ 465,824	$ 549,948	$ 825,828	$ 705,474	$ 117,000	$ (708,828)	-85.8%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 1,184	$ -	$ -	$ 698	$ -	$ -	N/A
SUBTOTAL	$ 1,184	$ -	$ -	$ 698	$ -	$ -	N/A
ALL REVENUES	$ 17,190,214	$ 26,816,094	$ 27,091,974	$ 24,588,256	$ 27,251,591	$ 159,617	0.6%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ -	$ -	$ 260,027	$ 260,027	$ 208,119	$ (51,908)	-20.0%
ALL OTHER FINANCING SOURCES	$ -	$ -	$ 260,027	$ 260,027	$ 208,119	$ (51,908)	-20.0%
TOTAL SOURCES	$ 17,190,214	$ 26,816,094	$ 27,352,001	$ 24,848,283	$ 27,459,710	$ 107,709	0.4%

Sources and Uses by Category (continued)

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 8,300,326	$ 9,827,221	$ 9,956,881	$ 9,239,942	$ 9,846,254	$ 110,627	1.1%
0705 - TEMPORARY PAY	-	142,279	142,279	-	-	142,279	100.0%
0710 - OVERTIME	44,022	23,233	23,233	38,861	9,359	13,874	59.7%
0750 - FRINGE BENEFITS	2,722,451	3,273,908	3,257,973	3,033,926	3,506,899	(248,926)	-7.6%
0790 - OTHER PERSONNEL SERVICES	27,000	-	-	-	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(268,232)	(441,750)	(441,752)	(47,751)	(1,238,374)	796,622	180.3%
0796 - PERSONNEL SERVICES ALLOC-IN	419,999	598,894	598,894	187,518	1,395,278	(796,384)	-133.0%
SUBTOTAL	$ 11,245,566	$ 13,423,785	$ 13,537,508	$ 12,452,496	$ 13,519,416	$ 18,092	0.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,057,330	$ 494,087	$ 494,281	$ 604,516	$ 616,560	$ (122,279)	-24.7%
0802 - MEDICAL SUPPLIES	200	-	-	-	-	-	N/A
0803 - FUEL	5,476	11,830	11,830	8,040	2,100	9,730	82.2%
0804 - NON-CAPITAL EQUIPMENT	79,852	-	-	6,567	25,800	(25,800)	N/A
SUBTOTAL	$ 1,142,858	$ 505,917	$ 506,111	$ 619,123	$ 644,460	$ (138,349)	-27.3%
SERVICES							
0810 - LEGAL SERVICES	$ 2,706	$ -	$ -	$ 183	$ -	$ -	N/A
0812 - OTHER SERVICES	8,551,750	15,772,581	15,972,426	12,957,913	15,819,438	152,988	1.0%
0820 - RENT & OPERATING LEASES	780,312	700,578	700,578	716,704	844,376	(143,798)	-20.5%
0839 - INTERNAL SERVICE CHARGES	136,912	181,123	181,123	132,158	137,586	43,537	24.0%
0841 - TRAVEL	672,818	655,750	655,750	701,091	78,400	577,350	88.0%
0842 - EDUCATION AND TRAINING	75,394	18,458	18,458	41,043	34,000	(15,542)	-84.2%
0843 - POSTAGE/FREIGHT/SHIPPING	6,924	3,500	3,500	5,733	1,200	2,300	65.7%
0850 - UTILITIES	2,377	-	-	2,521	-	-	N/A
0872 - SERVICES-ALLOCATION OUT	(615,611)	(427,855)	(427,855)	(638,860)	(544,403)	116,548	27.2%
0873 - SERVICES-ALLOCATION IN	615,611	427,855	427,855	801,615	544,403	(116,548)	-27.2%
SUBTOTAL	$ 10,229,193	$ 17,331,990	$ 17,531,835	$ 14,720,101	$ 16,915,000	$ 616,835	3.5%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 51,994	$ -	$ -	$ 83,962	$ -	$ -	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	88,617	-	-	-	-	-	N/A
SUBTOTAL	$ 140,611	$ -	$ -	$ 83,962	$ -	$ -	N/A
ALL EXPENDITURES	$ 22,758,228	$ 31,261,692	$ 31,575,454	$ 27,875,682	$ 31,078,876	$ 496,578	1.6%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ -	$ 43,355	$ 43,355	$ -	$ 43,355	100.0%
ALL OTHER FINANCING USES	$ -	$ -	$ 43,355	$ 43,355	$ -	$ 43,355	100.0%
TOTAL USES	$ 22,758,228	$ 31,261,692	$ 31,618,809	$ 27,919,037	$ 31,078,876	$ 539,933	1.7%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 16,776	$ 117,000	$ 117,000	$ 117,000	$ 117,000	$ -	0.0%
FUND TOTAL SOURCES	$ 16,776	$ 117,000	$ 117,000	$ 117,000	$ 117,000	$ -	0.0%
715 SCHOOL GRANTS							
OPERATING	$ 15,846,196	$ 25,224,197	$ 25,224,197	$ 22,757,399	$ 24,960,910	$ (263,287)	-1.0%
NON RECURRING NON PROJECT	-	-	-	-	440,974	440,974	N/A
FUND TOTAL SOURCES	$ 15,846,196	$ 25,224,197	$ 25,224,197	$ 22,757,399	$ 25,401,884	$ 177,687	0.7%
255 DETENTION OPERATIONS							
NON RECURRING NON PROJECT	$ -	$ -	$ 260,027	$ 260,027	$ -	$ (260,027)	-100.0%
FUND TOTAL SOURCES	$ -	$ -	$ 260,027	$ 260,027	$ -	$ (260,027)	-100.0%
669 SMALL SCHOOL SERVICE							
OPERATING	$ 110,483	$ 109,657	$ 109,657	$ 115,425	$ 109,551	$ (106)	-0.1%
FUND TOTAL SOURCES	$ 110,483	$ 109,657	$ 109,657	$ 115,425	$ 109,551	$ (106)	-0.1%
780 SCHOOL TRANSPORTATION							
OPERATING	$ 411,916	$ 600,000	$ 600,000	$ 534,958	$ 600,000	$ -	0.0%
FUND TOTAL SOURCES	$ 411,916	$ 600,000	$ 600,000	$ 534,958	$ 600,000	$ -	0.0%
782 SCHOOL COMMUNICATION							
OPERATING	$ 449,048	$ 432,948	$ 708,828	$ 588,474	$ 665,000	$ (43,828)	-6.2%
FUND TOTAL SOURCES	$ 449,048	$ 432,948	$ 708,828	$ 588,474	$ 665,000	$ (43,828)	-6.2%
795 EDUCATIONAL SUPPLEMENTAL PROG							
OPERATING	$ 355,795	$ 332,292	$ 332,292	$ 475,000	$ 566,275	$ 233,983	70.4%
FUND TOTAL SOURCES	$ 355,795	$ 332,292	$ 332,292	$ 475,000	$ 566,275	$ 233,983	70.4%
DEPARTMENT OPERATING TOTAL SOURCES	$ 17,190,214	$ 26,816,094	$ 27,091,974	$ 24,588,256	$ 27,018,736	$ (73,238)	-0.3%
DEPARTMENT NON RECURRING TOTAL SOURCES	$ -	$ -	$ 260,027	$ 260,027	$ 440,974	$ 180,947	69.6%
DEPARTMENT TOTAL SOURCES	$ 17,190,214	$ 26,816,094	$ 27,352,001	$ 24,848,283	$ 27,459,710	$ 107,709	0.4%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 2,348,684	$ 2,578,452	$ 2,616,334	$ 2,584,875	$ 2,630,770	$ (14,436)	-0.6%
GARNISHMENT SYSTEM UPGRADE	-	-	-	-	280,000	(280,000)	N/A
NON RECURRING NON PROJECT	1,193,763	78,956	78,956	60,689	-	78,956	100.0%
FUND TOTAL USES	$ 3,542,447	$ 2,657,408	$ 2,695,290	$ 2,645,564	$ 2,910,770	$ (215,480)	-8.0%
715 SCHOOL GRANTS							
OPERATING	$ 16,016,057	$ 25,224,197	$ 25,224,197	$ 22,454,918	$ 24,960,910	$ 263,287	1.0%
NON RECURRING NON PROJECT	-	-	-	-	440,974	(440,974)	N/A
FUND TOTAL USES	$ 16,016,057	$ 25,224,197	$ 25,224,197	$ 22,454,918	$ 25,401,884	$ (177,687)	-0.7%
255 DETENTION OPERATIONS							
OPERATING	$ 2,771	$ -	$ -	$ -	$ -	$ -	N/A
NON RECURRING NON PROJECT	1,195,786	1,117,223	1,117,223	1,045,788	-	1,117,223	100.0%
FUND TOTAL USES	$ 1,198,557	$ 1,117,223	$ 1,117,223	$ 1,045,788	$ -	$ 1,117,223	100.0%
669 SMALL SCHOOL SERVICE							
OPERATING	$ 102,597	$ 109,657	$ 109,657	$ 107,470	$ 109,551	$ 106	0.1%
NON RECURRING NON PROJECT	23,585	72,051	115,406	107,898	58,221	57,185	49.6%
FUND TOTAL USES	$ 126,182	$ 181,708	$ 225,063	$ 215,368	$ 167,772	$ 57,291	25.5%
780 SCHOOL TRANSPORTATION							
OPERATING	$ 473,437	$ 600,000	$ 600,000	$ 556,815	$ 600,000	$ -	0.0%
FUND TOTAL USES	$ 473,437	$ 600,000	$ 600,000	$ 556,815	$ 600,000	$ -	0.0%
782 SCHOOL COMMUNICATION							
OPERATING	$ 525,676	$ 432,948	$ 708,828	$ 356,842	$ 665,000	$ 43,828	6.2%
ENCUMBERED IN FUND 782	-	153,953	153,953	153,953	-	153,953	100.0%
NON RECURRING NON PROJECT	-	209,825	209,825	126,302	204,575	5,250	2.5%
FUND TOTAL USES	$ 525,676	$ 796,726	$ 1,072,606	$ 637,097	$ 869,575	$ 203,031	18.9%
795 EDUCATIONAL SUPPLEMENTAL PROG							
OPERATING	$ 277,448	$ 332,292	$ 332,292	$ 223,545	$ 566,275	$ (233,983)	-70.4%
NON RECURRING NON PROJECT	598,424	352,138	352,138	139,942	562,600	(210,462)	-59.8%
FUND TOTAL USES	$ 875,872	$ 684,430	$ 684,430	$ 363,487	$ 1,128,875	$ (444,445)	-64.9%
DEPARTMENT OPERATING TOTAL USES	$ 19,746,670	$ 29,277,546	$ 29,591,308	$ 26,284,465	$ 29,532,506	$ 58,802	0.2%
DEPARTMENT NON RECURRING TOTAL USES	$ 3,011,558	$ 1,984,146	$ 2,027,501	$ 1,634,572	$ 1,546,370	$ 481,131	23.7%
DEPARTMENT TOTAL USES	$ 22,758,228	$ 31,261,692	$ 31,618,809	$ 27,919,037	$ 31,078,876	$ 539,933	1.7%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ECONOMIC MANAGEMENT							
ECONOMIC MANAGEMENT	22.50	21.50	21.75	21.75	20.00	(1.75)	(8.0%)
PROGRAM TOTAL	22.50	21.50	21.75	21.75	20.00	(1.75)	(8.0%)
EDUCATIONAL INNOVATION							
EDUCATIONAL INNOVATION	102.50	121.50	126.75	126.75	112.50	(14.25)	(11.2%)
PROGRAM TOTAL	102.50	121.50	126.75	126.75	112.50	(14.25)	(11.2%)
EXECUTIVE LEADERSHIP							
EXECUTIVE LEADERSHIP	5.00	5.00	5.00	5.00	12.00	7.00	140.0%
PROGRAM TOTAL	5.00	5.00	5.00	5.00	12.00	7.00	140.0%
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	-	(3.00)	(100.0%)
HUMAN RESOURCES	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
PROGRAM TOTAL	4.00	4.00	4.00	4.00	-	(4.00)	(100.0%)
DEPARTMENT TOTAL	134.00	152.00	157.50	157.50	144.50	(13.00)	(8.3%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	-	1.00	1.00	2.00	-	(1.00)	(100.0%)
Accounting Specialist	7.00	5.00	6.00	5.00	6.00	-	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	2.00	2.00	2.00	2.00	2.00	-	0.0%
Community Justice Coordinator	8.00	8.00	8.00	8.00	-	(8.00)	(100.0%)
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 Finance Coordinator	-	-	1.00	1.00	1.00	-	0.0%
Education Service Peer Evaluator	34.00	44.00	44.00	44.00	44.00	-	0.0%
Education Svc Finance Mgr	-	-	1.00	1.00	1.00	-	0.0%
Education Svc Program Coord	10.00	12.00	17.50	17.50	16.50	(1.00)	(5.7%)
Education Svc Program Manager	27.00	32.00	30.00	30.00	28.00	(2.00)	(6.7%)
Educator - Detention	2.00	1.00	1.00	1.00	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant - Elected Official	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	4.00	4.00	3.00	3.00	3.00	-	0.0%
Help Desk Coordinator	1.00	-	-	-	-	-	N/A
Human Resources Associate	-	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	-	-	-	-	-	N/A
Intern	2.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
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	1.00	-	0.0%
Management Assistant	3.00	6.00	6.00	6.00	6.00	-	0.0%
Media Specialist	2.00	3.00	3.00	3.00	3.00	-	0.0%
Network Engineer	-	1.00	1.00	1.00	-	(1.00)	(100.0%)
Office Assistant	2.00	2.00	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	5.00	5.00	6.00	6.00	6.00	-	0.0%
Operations Support Analyst	-	1.00	1.00	1.00	2.00	1.00	100.0%
PC/LAN Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
PC/LAN Technician - Senior/Lead	1.00	1.00	2.00	2.00	2.00	-	0.0%
Program Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst - Senior/Lead	2.00	1.00	1.00	1.00	1.00	-	0.0%
Systems Administrator	1.00	-	1.00	1.00	1.00	-	0.0%
Systems Administrator - Senior/Lead	-	1.00	-	-	-	-	N/A
Telecommunications Tech	-	1.00	-	-	-	-	N/A
Trainer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**134.00**	**152.00**	**157.50**	**157.50**	**144.50**	**(13.00)**	**(8.3%)**

Staffing by Fund

DEPARTMENT/FUND		FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	22.00	27.00	26.00	26.00	24.00	(2.00)	(7.7%)
255	DETENTION OPERATIONS	12.00	12.00	12.00	12.00	-	(12.00)	(100.0%)
669	SMALL SCHOOL SERVICE	1.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
715	SCHOOL GRANTS	81.00	100.00	103.50	103.50	105.50	2.00	1.9%
782	SCHOOL COMMUNICATION	4.00	6.00	7.00	7.00	6.00	(1.00)	(14.3%)
795	EDUCATIONAL SUPPLEMENTAL PROG	14.00	5.00	7.00	7.00	8.00	1.00	14.3%
Department Total		**134.00**	**152.00**	**157.50**	**157.50**	**144.50**	**(13.00)**	**(8.3%)**

Significant Variance Analysis

- At the end of FY 2015, funding for the three-year pilot program Transforming Juveniles through Successful Transition (TJST) ended. This program funded eight Community Justice Coordinators, two Educational Service Program Coordinators, an Education Service Program Manager and a Management Assistant. These twelve staff were funded out of the Detention Fund (255) and assisted post-conviction youth in transitioning back into education services upon release from detention. In FY 2016, these twelve positions are funded on a temporary basis (for 3 months) from MCESA's Grant Fund (715) in order to complete an evaluation of the

effectiveness and impact of the program. Should the program be reauthorized, the positions will be transferred to the Detention Fund (255) for the remaining nine months.

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay plan and market study adjustments made in FY 2015.

Base Adjustments:

General Fund (100) Operating

- Decrease Regular Benefits by $1,393 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by $10,921 for the impact of the changes in risk management charges.
- Increase Regular Benefits by $23,688 for the impact of the changes in health and dental premium rates.

General Fund (100) Non Recurring Non Project

- Increase Other Services by $280,000 for upgrades to the garnishment system.

Small Schools Fund (669) Operating

- Decrease Regular Benefits by $67 for the impact of the changes in retirement contribution rates.
- Decrease revenues and expenditures by $106 for changes in program revenue.

Small Schools Fund (669) Non Recurring Non Project

- Increase expenditures by $58,221 to address the structural imbalance of operating expenditures.

School Grant Fund (715) Operating

- Decrease revenues and expenditures by $263,287 to reflect anticipated grant awards for FY 2016.

School Grant Fund (715) Non Recurring Non Project

- Increase Personal Services by $74,027 for 1.0 FTE, a Marketing and Communications position.
- Increase Personal Services by $366,947 for three months of funding for 12.0 FTEs; providing services to the Transforming Juveniles through Successful Transition (TJST) program.

School Communication Fund (782) Operating

- Increase in revenues and expenditures by $232,052 as a result of additional professional development services being purchased by school districts.

School Communication Fund (782) Non Recurring Non Project

- Increase expenditures by $204,575 to address the structural imbalance of operating expenditures.

Educational Supplemental Programming Fund (795) Operating

- Decrease Regular Benefits by $321 for the impact of the changes in retirement contribution rates.
- Increase in revenues by $233,983 and expenditures by $234,304 as a result of the increase in the indirect-cost rate from school districts.

Educational Supplemental Programming Fund (795) Non Recurring Non Project

- Increase expenditures by $562,500 to address the structural imbalance of operating expenditures.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent change of students with one year's academic growth	N/A	1.0%	1.0%	1.0%	0.0%	0.0%

Activities that comprise this program include:

- Educational Innovation Activity

Educational Innovation Activity

The purpose of the Educational Innovation Program is to provide professional development, research, grant development/management, data analysis, instruction, communication and advocacy to school district employees so they can increase student academic achievement progress and success.

Mandates: A.R.S. §11-511 establishes powers and duties of the Superintendent of Schools; A.R.S. §15-301-§15-308 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 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent change of students with one year's academic growth	N/A	1.0%	1.0%	1.0%	0.0%	0.0%
Output	Number of educational professional development sessions provided	N/A	80	80	400	320	400.0%
Demand	Number of educational professional development sessions requested	N/A	160	160	400	240	150.0%
Expenditure Ratio	Expenditure per educational professional development session provided	N/A	$ 342,539.18	$ 285,938.73	$ 64,486.36	$ 278,052.82	81.2%
Revenue							
	715 - SCHOOL GRANTS	$ 16,325,250	$ 25,224,197	$ 23,217,118	$ 24,789,824	$ (434,373)	-1.7%
	255 - DETENTION OPERATIONS	-	260,027	260,027	-	(260,027)	-100.0%
	669 - SMALL SCHOOL SERVICE	109,657	109,657	115,109	-	(109,657)	-100.0%
	782 - SCHOOL COMMUNICATION	190,271	219,012	237,923	-	(219,012)	-100.0%
	795 - EDUCATIONAL SUPPLEMENTAL PROG	355,795	332,292	475,000	449,178	116,886	35.2%
	TOTAL SOURCES	$ 16,980,973	$ 26,145,185	$ 24,305,177	$ 25,239,002	$ (906,183)	-3.5%
Expenditure							
	100 - GENERAL	$ 129,823	$ 198,824	$ 360,877	$ 24,237	$ 174,587	87.8%
	715 - SCHOOL GRANTS	13,386,354	25,160,090	21,113,269	24,786,442	373,648	1.5%
	255 - DETENTION OPERATIONS	1,198,557	1,117,223	1,045,788	-	1,117,223	100.0%
	669 - SMALL SCHOOL SERVICE	47,574	31,512	25,760	-	31,512	100.0%
	782 - SCHOOL COMMUNICATION	194,384	390,077	142,980	214,574	175,503	45.0%
	795 - EDUCATIONAL SUPPLEMENTAL PROG	495,696	505,408	186,424	769,291	(263,883)	-52.2%
	TOTAL USES	$ 15,452,388	$ 27,403,134	$ 22,875,098	$ 25,794,544	$ 1,608,590	5.9%

Activity Narrative: The FY 2016 budget reflects continued implementation of the REIL and REIL-TNG Grant Programs in the School Grant Fund. These two federal grants represent approximately 85% of Educational Innovation funding. Although the REIL Grant expired in FY 2015, a carryover provision allowed for a one-time use of remaining funding in FY 2016. Two additional revenue sources for this activity include a Federal innovation grant (i3 grant) and a Justice Department grant to reduce recidivism.

Educational professional development services are a component of the Educational Innovation Activity and are associated with the School Communication Fund (782). When the cost per educational development session provided is measured against the School Communication Fund (782), the cost per session significantly decreases to $536 in FY 2016. The department has built a self-sustaining service-delivery model for the School Communication Fund (782) by providing consultation and training services to school districts.

Both the number of educational professional development services requested and provided are expected to increase in FY 2016, as the department's capacity to provide the requested professional development sessions has increased over the past years. These sessions are expected to continue to positively impact students' academic growth. There is currently no measurement data on the impact on academic growth; the *Expect More Arizona* survey which measures students' academic growth has not been conducted since 2009.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of districts in compliance	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of districts that move out of non-compliance	N/A	6.9%	3.4%	3.4%	(3.4%)	-50.0%

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-§15-308 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 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of districts in compliance	N/A	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%	3.4%	(3.4%)	-50.0%
Output	Number of fiscal professional development sessions delivered	N/A	40	40	40	-	0.0%
Demand	Number of requests for fiscal professional development sessions	N/A	47	47	47	-	0.0%
Expenditure Ratio	Expenditure per fiscal professional development sessions provided	N/A	$ 75,918.65	$ 94,438.23	$ 87,862.55	$ (11,943.90)	-15.7%
Revenue							
	100 - GENERAL	$ 261	$ 105,000	$ 101,515	$ 105,000	$ -	0.0%
	715 - SCHOOL GRANTS	-	-	-	95,623	95,623	N/A
	669 - SMALL SCHOOL SERVICE	826	-	316	109,551	109,551	N/A
	780 - SCHOOL TRANSPORTATION	411,916	600,000	534,958	600,000	-	0.0%
	782 - SCHOOL COMMUNICATION	258,777	489,816	350,551	665,000	175,184	35.8%
	795 - EDUCATIONAL SUPPLEMENTAL PROG	-	-	-	117,097	117,097	N/A
	TOTAL SOURCES	$ 671,780	$ 1,194,816	$ 987,340	$ 1,692,271	$ 497,455	41.6%
Expenditure							
	100 - GENERAL	$ 2,106,455	$ 1,331,495	$ 1,050,215	$ 1,797,454	$ (465,959)	-35.0%
	715 - SCHOOL GRANTS	2,608,928	64,107	1,341,499	96,751	(32,644)	-50.9%
	669 - SMALL SCHOOL SERVICE	78,608	193,551	189,608	167,772	25,779	13.3%
	780 - SCHOOL TRANSPORTATION	473,437	600,000	556,815	600,000	-	0.0%
	782 - SCHOOL COMMUNICATION	331,292	682,529	494,117	655,001	27,528	4.0%
	795 - EDUCATIONAL SUPPLEMENTAL PROG	285,108	165,064	145,275	197,524	(32,460)	-19.7%
	TOTAL USES	$ 5,883,828	$ 3,036,746	$ 3,777,529	$ 3,514,502	$ (477,756)	-15.7%

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. Support is provided through the School Business Resident and Itinerant Business

Manager Programs. In FY 2015 and into 2016, the number of requests for professional development are expected to remain stable as the economy slowly improves.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of citizens rating satisfaction as good or better	N/A	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-§15-308 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 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of citizens rating satisfaction as good or better	N/A	73.0%	73.0%	73.0%	0.0%	0.0%
Output	Number of board training sessions provided	N/A	5	5	6	1	20.0%
Demand	Number of board training sessions requested	N/A	5	5	6	1	20.0%
Expenditure Ratio	Expenditure per board training session provided	N/A	$ 127,853.00	$ 149,281.40	$ 227,544.33	$ (99,691.33)	-78.0%
Revenue							
	100 - GENERAL	$ 16,515	$ 12,000	$ 15,485	$ 12,000	$ -	0.0%
	715 - SCHOOL GRANTS	-	-	-	155,237	155,237	N/A
	TOTAL SOURCES	$ 16,515	$ 12,000	$ 15,485	$ 167,237	$ 155,237	1293.6%
Expenditure							
	100 - GENERAL	$ 840,588	$ 625,307	$ 714,469	$ 1,045,715	$ (420,408)	-67.2%
	715 - SCHOOL GRANTS	20,775	-	150	157,491	(157,491)	N/A
	795 - EDUCATIONAL SUPPLEMENTAL PROG	95,068	13,958	31,788	162,060	(148,102)	-1061.1%
	TOTAL USES	$ 956,431	$ 639,265	$ 746,407	$ 1,365,266	$ (726,001)	-113.6%

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 increase primarily in personal services due to seven new positions being added to this activity to strengthen administrative support, communications, research and evaluation and data analysis.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 2,578,452**	**$ 117,000**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 37,882**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*37,185*	*-*
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*697*	*-*
FY 2015 Revised Budget			**$ 2,616,334**	**$ 117,000**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 3,062**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*72*	*-*
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*2,990*	*-*
FY 2016 Baseline Budget			**$ 2,619,396**	**$ 117,000**
Adjustments:				
Employee Retirement and Benefits			**$ (1,393)**	**$ -**
Retirement Contributions			*(1,393)*	*-*
Base Adjustments			**$ (10,921)**	**$ -**
Internal Service Charges			*(10,921)*	*-*
Decrease Risk Management Charges		*$ (10,921)*		
FY 2016 Tentative Budget			**$ 2,607,082**	**$ 117,000**
Percent Change from Baseline Amount			*-0.5%*	*0.0%*
Adjustments:				
Employee Retirement and Benefits			**$ 23,688**	**$ -**
Employee Health/Dental Premiums			*23,688*	*-*
FY 2016 Adopted Budget			**$ 2,630,770**	**$ 117,000**
Percent Change from Baseline Amount			*0.4%*	*0.0%*
			Expenditures	**Revenue**
GARNISHMENT SYSTEM UPGRADE				
FY 2015 Adopted Budget			**$ -**	**$ -**
FY 2015 Revised Budget			**$ -**	**$ -**
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 280,000**	**$ -**
Other Non Recurring			*280,000*	*-*
Garnishment System Upgrade		*$ 280,000*		
FY 2016 Adopted Budget			**$ 280,000**	**$ -**

Small Schools Fund (669)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 109,657**	**$ 109,657**
FY 2015 Revised Budget			**$ 109,657**	**$ 109,657**
FY 2016 Baseline Budget			**$ 109,657**	**$ 109,657**
Adjustments:				
Employee Retirement and Benefits			**$ (67)**	**$ -**
Retirement Contributions			*(67)*	*-*
Base Adjustments			**$ 67**	**$ -**
Other Base Adjustments			*67*	*-*
Fees and Other Revenues			**$ (106)**	**$ (106)**
ProgRevenue Volume Inc/Dec			*(106)*	*(106)*
FY 2016 Adopted Budget			**$ 109,551**	**$ 109,551**
Percent Change from Baseline Amount			*-0.1%*	*-0.1%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2015 Adopted Budget			**$ 72,051**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ 43,355**	**$ -**
Juvenile Transition Pilot Prgm Budget Recon	*C-37-15-004-2-00*		*43,355*	*-*
FY 2015 Revised Budget			**$ 115,406**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ (115,406)**	**$ -**
Juvenile Transition Pilot Prgm Budget Recon	*C-37-15-004-2-00*		*(43,355)*	*-*
Other Non Recurring			*(72,051)*	*-*
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 58,221**	**$ -**
Other Non Recurring			*58,221*	*-*
Use of fund balance to cover operating expenditures		*$ 58,221*		
FY 2016 Adopted Budget			**$ 58,221**	**$ -**

Small Schools Fund (669) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 173,863	$ 184,601	$ 184,601	$ 158,164	$ 58,221
Sources:					
Operating	$ 110,483	$ 109,657	$ 109,657	$ 115,425	$ 109,551
Non-Recurring	-	-	-	-	-
Total Sources:	$ 110,483	$ 109,657	$ 109,657	$ 115,425	$ 109,551
Uses:					
Operating	$ 102,597	$ 109,657	$ 109,657	$ 107,470	$ 109,551
Non-Recurring	23,585	72,051	115,406	107,898	58,221
Total Uses:	$ 126,182	$ 181,708	$ 225,063	$ 215,368	$ 167,772
Structural Balance	$ 7,886	$ -	$ -	$ 7,955	$ -
Ending Spendable Fund Balance:					
Assigned	-	-	-	-	-
Unassigned	-	-	-	-	-
Total Ending Spendable Fund Balance	$ 158,164	$ 112,550	$ 69,195	$ 58,221	$ -

School Grant Fund (715)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 25,224,197**	**$ 25,224,197**
FY 2015 Revised Budget		**$ 25,224,197**	**$ 25,224,197**
FY 2016 Baseline Budget		**$ 25,224,197**	**$ 25,224,197**
Adjustments:			
Grants		**$ (263,287)**	**$ (263,287)**
Grant Reconciliation		*(263,287)*	*(263,287)*
FY 2016 Adopted Budget		**$ 24,960,910**	**$ 24,960,910**
Percent Change from Baseline Amount		*-1.0%*	*-1.0%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ -**	**$ -**
FY 2015 Revised Budget		**$ -**	**$ -**
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Grants		**$ 440,974**	**$ 440,974**
Grant Reconciliation		*440,974*	*440,974*
Marketing and Communications Position	*$ 74,027*		
12 FTE for Transforming Juveniles through Successful Transitions (TJST) - 3 months	*366,947*		
FY 2016 Adopted Budget		**$ 440,974**	**$ 440,974**

School Grant Fund (715) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ (132,628)	$ (132,628)	$ (132,628)	$ (302,481)	$ -
Sources:					
Operating	$ 15,846,196	$ 25,224,197	$ 25,224,197	$ 22,757,399	$ 24,960,910
Non-Recurring	-	-	-	-	440,974
Total Sources:	$ 15,846,196	$ 25,224,197	$ 25,224,197	$ 22,757,399	$ 25,401,884
Uses:					
Operating	$ 16,016,057	$ 25,224,197	$ 25,224,197	$ 22,454,918	$ 24,960,910
Non-Recurring	-	-	-	-	440,974
Total Uses:	$ 16,016,057	$ 25,224,197	$ 25,224,197	$ 22,454,918	$ 25,401,884
Structural Balance	$ (169,861)	$ -	$ -	$ 302,481	$ -
Accounting Adjustments	$ 8	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	(302,481)	(132,628)	(132,628)	-	-
Total Ending Spendable Fund Balance	$ (302,481)	$ (132,628)	$ (132,628)	$ -	$ -

School Transportation Fund (780)

	Expenditures	Revenue
OPERATING		
FY 2015 Adopted Budget	**$ 600,000**	**$ 600,000**
FY 2015 Revised Budget	**$ 600,000**	**$ 600,000**
FY 2016 Baseline Budget	**$ 600,000**	**$ 600,000**
FY 2016 Adopted Budget	**$ 600,000**	**$ 600,000**

School Transportation Fund (780) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 155,585	$ 155,585	$ 155,585	$ 94,065	$ 72,208
Sources:					
Operating	$ 411,916	$ 600,000	$ 600,000	$ 534,958	$ 600,000
Total Sources:	$ 411,916	$ 600,000	$ 600,000	$ 534,958	$ 600,000
Uses:					
Operating	$ 473,437	$ 600,000	$ 600,000	$ 556,815	$ 600,000
Total Uses:	$ 473,437	$ 600,000	$ 600,000	$ 556,815	$ 600,000
Structural Balance	$ (61,521)	$ -	$ -	$ (21,857)	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 94,065	$ 155,585	$ 155,585	$ 72,208	$ 72,208
Total Ending Spendable Fund Balance	$ 94,065	$ 155,585	$ 155,585	$ 72,208	$ 72,208

School Communication Fund (782)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 432,948**	**$ 432,948**
Adjustments:	Agenda Item:			
Intergovernmental Agreements			**$ 275,880**	**$ 275,880**
Roosevelt Elementary IGA for Financial System Services	*C-37-15-005-3-00*		*275,880*	*275,880*
FY 2015 Revised Budget			**$ 708,828**	**$ 708,828**
Adjustments:	Agenda Item:			
Intergovernmental Agreements			**$ (275,880)**	**$ (275,880)**
Roosevelt Elementary IGA for Financial System Services	*C-37-15-005-3-00*		*(275,880)*	*(275,880)*
FY 2016 Baseline Budget			**$ 432,948**	**$ 432,948**
Adjustments:				
Fees and Other Revenues			**$ 232,052**	**$ 232,052**
ProgRevenue Volume Inc/Dec			*232,052*	*232,052*
FY 2016 Adopted Budget			**$ 665,000**	**$ 665,000**
Percent Change from Baseline Amount			*53.6%*	*53.6%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2015 Adopted Budget			**$ 209,825**	**$ -**
FY 2015 Revised Budget			**$ 209,825**	**$ -**
Adjustments:				
Non Recurring			**$ (209,825)**	**$ -**
Other Non Recurring			*(209,825)*	*-*
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 204,575**	**$ -**
Other Non Recurring			*204,575*	*-*
Use of fund balance to cover operating expenditures		*$ 204,575*		
FY 2016 Adopted Budget			**$ 204,575**	**$ -**

School Communication Fund (782) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 329,825	$ 429,825	$ 429,825	$ 253,198	$ 204,575
Sources:					
Operating	$ 449,048	$ 432,948	$ 708,828	$ 588,474	$ 665,000
Total Sources:	$ 449,048	$ 432,948	$ 708,828	$ 588,474	$ 665,000
Uses:					
Operating	$ 525,676	$ 432,948	$ 708,828	$ 356,842	$ 665,000
Non-Recurring	-	363,778	363,778	280,255	204,575
Total Uses:	$ 525,676	$ 796,726	$ 1,072,606	$ 637,097	$ 869,575
Structural Balance	$ (76,628)	$ -	$ -	$ 231,632	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 253,198	$ 66,047	$ 66,047	$ 204,575	$ -
Total Ending Spendable Fund Balance	$ 253,198	$ 66,047	$ 66,047	$ 204,575	$ -

Educational Supplemental Programming Fund (795)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 332,292**	**$ 332,292**
FY 2015 Revised Budget		**$ 332,292**	**$ 332,292**
FY 2016 Baseline Budget		**$ 332,292**	**$ 332,292**
Adjustments:			
Employee Retirement and Benefits		**$ (321)**	**$ -**
Retirement Contributions		*(321)*	*-*
Fees and Other Revenues		**$ 234,304**	**$ 233,983**
ProgRevenue Volume Inc/Dec		*234,304*	*233,983*
FY 2016 Adopted Budget		**$ 566,275**	**$ 566,275**
Percent Change from Baseline Amount		*70.4%*	*70.4%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 352,138**	**$ -**
FY 2015 Revised Budget		**$ 352,138**	**$ -**
Adjustments:			
Non Recurring		**$ (352,138)**	**$ -**
Other Non Recurring		*(352,138)*	*-*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 562,600**	**$ -**
Other Non Recurring		*562,600*	*-*
Use of fund balance to cover operating expenditures	*$ 562,600*		
FY 2016 Adopted Budget		**$ 562,600**	**$ -**

Educational Supplemental Programming Fund (795) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 971,168	$ 352,138	$ 352,138	$ 451,087	$ 562,600
Sources:					
Operating	$ 355,795	$ 332,292	$ 332,292	$ 475,000	$ 566,275
Total Sources:	$ 355,795	$ 332,292	$ 332,292	$ 475,000	$ 566,275
Uses:					
Operating	$ 277,448	$ 332,292	$ 332,292	$ 223,545	$ 566,275
Non-Recurring	598,424	352,138	352,138	139,942	562,600
Total Uses:	$ 875,872	$ 684,430	$ 684,430	$ 363,487	$ 1,128,875
Structural Balance	$ 78,347	$ -	$ -	$ 251,455	$ -
Accounting Adjustments	$ (4)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 451,087	$ -	$ -	$ 562,600	$ -
Total Ending Spendable Fund Balance	$ 451,087	$ -	$ -	$ 562,600	$ -

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.

Regional Services

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, there were 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 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
ELEC - ELECTION PROCESSING	$ 4,967,275	$ 4,619,157	$ 4,619,157	$ 4,367,877	$ 4,691,382	$ 72,225	1.6%
21EL - ELECTIONS PROCESSING	$ 4,967,275	$ 4,619,157	$ 4,619,157	$ 4,367,877	$ 4,691,382	$ 72,225	1.6%
CAND - CANDIDATE FILING CAMPAIGN FIN	$ 8,848	$ 12,001	$ 12,001	$ 15,735	$ 7,002	$ (4,999)	-41.7%
VREG - VOTER REGISTRATION	12,093	204	204	8,810	304	100	49.0%
21PE - PRE ELECTION PROCESSING	$ 20,941	$ 12,205	$ 12,205	$ 24,545	$ 7,306	$ (4,899)	-40.1%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ 2	$ 2	$ -	$ -	$ (2)	-100.0%
99AS - INDIRECT SUPPORT	$ -	$ 2	$ 2	$ -	$ -	$ (2)	-100.0%
GGOV - GENERAL GOVERNMENT	$ 1,432,639	$ -	$ -	$ 636,801	$ -	$ -	N/A
99GV - GENERAL OVERHEAD	$ 1,432,639	$ -	$ -	$ 636,801	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 6,420,855**	**$ 4,631,364**	**$ 4,631,364**	**$ 5,029,223**	**$ 4,698,688**	**$ 67,324**	**1.5%**
USES							
ELEC - ELECTION PROCESSING	$ 10,438,519	$ 17,478,399	$ 17,477,405	$ 14,924,186	$ 9,858,071	$ 7,619,334	43.6%
PELP - POST ELECTION PROCESSING	349,763	1,287,847	1,289,793	678,831	1,315,474	(25,681)	-2.0%
21EL - ELECTIONS PROCESSING	$ 10,788,282	$ 18,766,246	$ 18,767,198	$ 15,603,017	$ 11,173,545	$ 7,593,653	40.5%
CAND - CANDIDATE FILING CAMPAIGN FIN	$ 142,309	$ 147,866	$ 150,733	$ 151,645	$ 150,538	$ 195	0.1%
VREG - VOTER REGISTRATION	931,794	1,642,218	1,693,619	1,158,792	1,200,199	493,420	29.1%
21PE - PRE ELECTION PROCESSING	$ 1,074,103	$ 1,790,084	$ 1,844,352	$ 1,310,437	$ 1,350,737	$ 493,615	26.8%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 304,781	$ 305,775	$ 312,544	$ 314,313	$ 317,214	$ (4,670)	-1.5%
HRAC - HUMAN RESOURCES	55,903	57,288	58,661	59,379	57,202	1,459	2.5%
ODIR - EXECUTIVE MANAGEMENT	688,039	438,421	263,327	316,461	349,087	(85,760)	-32.6%
POOL - POOLED COSTS	-	9,872	-	-	-	-	N/A
SPPT - OPERATIONS SUPPORT	-	380,841	568,904	456,333	476,583	92,321	16.2%
99AS - INDIRECT SUPPORT	$ 1,048,723	$ 1,192,197	$ 1,203,436	$ 1,146,486	$ 1,200,086	$ 3,350	0.3%
INFR - INFRASTRUCTURE	$ -	$ 38,347	$ 38,347	$ 15,975	$ 39,987	$ (1,640)	-4.3%
ISFC - INTERNAL SERVICE FUND CHARGES	60,828	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	49,745	49,745	52,981	53,224	(3,479)	-7.0%
99GV - GENERAL OVERHEAD	$ 60,828	$ 88,092	$ 88,092	$ 68,956	$ 93,211	$ (5,119)	-5.8%
TOTAL PROGRAMS	**$ 12,971,936**	**$ 21,836,619**	**$ 21,903,078**	**$ 18,128,896**	**$ 13,817,579**	**$ 8,085,499**	**36.9%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,818,854	$ 861,153	$ 861,153	$ 861,153	$ 464,778	$ (396,375)	-46.0%
0620 - OTHER INTERGOVERNMENTAL	4,575,887	3,750,002	3,750,002	4,138,010	4,215,002	465,000	12.4%
SUBTOTAL	$ 6,394,741	$ 4,611,155	$ 4,611,155	$ 4,999,163	$ 4,679,780	$ 68,625	1.5%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 4,551	$ 203	$ 203	$ 1,280	$ 402	$ 199	98.0%
SUBTOTAL	$ 4,551	$ 203	$ 203	$ 1,280	$ 402	$ 199	98.0%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 6,330	$ 12,000	$ 12,000	$ 15,420	$ 7,000	$ (5,000)	-41.7%
SUBTOTAL	$ 6,330	$ 12,000	$ 12,000	$ 15,420	$ 7,000	$ (5,000)	-41.7%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 5,173	$ -	$ -	$ 1,314	$ 5,500	$ 5,500	N/A
0650 - MISCELLANEOUS REVENUE	10,060	8,006	8,006	12,046	6,006	(2,000)	-25.0%
SUBTOTAL	$ 15,233	$ 8,006	$ 8,006	$ 13,360	$ 11,506	$ 3,500	43.7%
ALL REVENUES	$ 6,420,855	$ 4,631,364	$ 4,631,364	$ 5,029,223	$ 4,698,688	$ 67,324	1.5%
TOTAL SOURCES	$ 6,420,855	$ 4,631,364	$ 4,631,364	$ 5,029,223	$ 4,698,688	$ 67,324	1.5%

Sources and Uses by Category (continued)

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,320,757	$ 2,339,939	$ 2,373,368	$ 2,387,086	$ 2,433,592	$ (60,224)	-2.5%
0705 - TEMPORARY PAY	146,871	1,373,756	1,396,724	860,466	301,783	1,094,941	78.4%
0710 - OVERTIME	97,493	692,554	692,554	255,982	212,645	479,909	69.3%
0750 - FRINGE BENEFITS	980,897	1,158,997	1,169,059	1,085,506	1,114,084	54,975	4.7%
0790 - OTHER PERSONNEL SERVICES	8,839	3,625	3,625	9,294	3,800	(175)	-4.8%
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	-	67,995	-	-	N/A
SUBTOTAL	$ 3,554,857	$ 5,568,871	$ 5,635,330	$ 4,666,329	$ 4,065,904	$ 1,569,426	27.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 3,519,744	$ 879,940	$ 879,940	$ 580,005	$ 454,345	$ 425,595	48.4%
0803 - FUEL	7,802	21,050	21,050	18,230	12,100	8,950	42.5%
0804 - NON-CAPITAL EQUIPMENT	177,423	-	-	-	-	-	N/A
SUBTOTAL	$ 3,704,969	$ 900,990	$ 900,990	$ 598,235	$ 466,445	$ 434,545	48.2%
SERVICES							
0810 - LEGAL SERVICES	$ 3,606	$ 13,500	$ 13,500	$ 4,130	$ 7,000	$ 6,500	48.1%
0812 - OTHER SERVICES	4,709,461	12,847,264	12,847,264	10,546,398	7,162,384	5,684,880	44.2%
0820 - RENT & OPERATING LEASES	24,545	208,022	208,022	170,641	71,175	136,847	65.8%
0825 - REPAIRS AND MAINTENANCE	266,800	101,988	101,988	3,433	359,590	(257,602)	-252.6%
0839 - INTERNAL SERVICE CHARGES	98,233	82,294	82,294	77,041	99,144	(16,850)	-20.5%
0841 - TRAVEL	31,288	75,100	75,100	59,999	28,625	46,475	61.9%
0842 - EDUCATION AND TRAINING	7,294	31,400	31,400	21,566	24,500	6,900	22.0%
0843 - POSTAGE/FREIGHT/SHIPPING	525,985	1,974,890	1,974,890	1,913,080	1,423,512	551,378	27.9%
0850 - UTILITIES	44,878	32,300	32,300	68,044	59,300	(27,000)	-83.6%
0873 - SERVICES-ALLOCATION IN	20	-	-	-	50,000	(50,000)	N/A
SUBTOTAL	$ 5,712,110	$ 15,366,758	$ 15,366,758	$ 12,864,332	$ 9,285,230	$ 6,081,528	39.6%
ALL EXPENDITURES	$ 12,971,936	$ 21,836,619	$ 21,903,078	$ 18,128,896	$ 13,817,579	$ 8,085,499	36.9%
TOTAL USES	$ 12,971,936	$ 21,836,619	$ 21,903,078	$ 18,128,896	$ 13,817,579	$ 8,085,499	36.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 4,596,828	$ 1,844,910	$ 1,844,910	$ 2,241,455	$ 1,853,410	$ 8,500	0.5%
PRI/GEN ELEC CYCLE SPENDING	-	1,925,301	1,925,301	1,925,301	2,375,000	449,699	23.4%
FUND TOTAL SOURCES	$ 4,596,828	$ 3,770,211	$ 3,770,211	$ 4,166,756	$ 4,228,410	$ 458,199	12.2%
248 ELECTIONS GRANTS							
OPERATING	$ 1,824,027	$ 861,153	$ 861,153	$ 862,467	$ 470,278	$ (390,875)	-45.4%
FUND TOTAL SOURCES	$ 1,824,027	$ 861,153	$ 861,153	$ 862,467	$ 470,278	$ (390,875)	-45.4%
DEPARTMENT OPERATING TOTAL SOURCES	$ 6,420,855	$ 2,706,063	$ 2,706,063	$ 3,103,922	$ 2,323,688	$ (382,375)	-14.1%
DEPARTMENT NON RECURRING TOTAL SOURCES	$ -	$ 1,925,301	$ 1,925,301	$ 1,925,301	$ 2,375,000	$ 449,699	23.4%
DEPARTMENT TOTAL SOURCES	$ 6,420,855	$ 4,631,364	$ 4,631,364	$ 5,029,223	$ 4,698,688	$ 67,324	1.5%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 8,732,908	$ 8,894,320	$ 8,960,779	$ 7,589,678	$ 9,018,145	$ (57,366)	-0.6%
PRI/GEN ELEC CYCLE SPENDING	-	12,081,146	12,081,146	10,404,811	4,329,156	7,751,990	64.2%
NON RECURRING NON PROJECT	2,415,000	-	-	-	-	-	N/A
FUND TOTAL USES	$ 11,147,908	$ 20,975,466	$ 21,041,925	$ 17,994,489	$ 13,347,301	$ 7,694,624	36.6%
248 ELECTIONS GRANTS							
OPERATING	$ 1,824,028	$ 861,153	$ 861,153	$ 134,407	$ 470,278	$ 390,875	45.4%
FUND TOTAL USES	$ 1,824,028	$ 861,153	$ 861,153	$ 134,407	$ 470,278	$ 390,875	45.4%
DEPARTMENT OPERATING TOTAL USES	$ 10,556,936	$ 9,755,473	$ 9,821,932	$ 7,724,085	$ 9,488,423	$ 333,509	3.4%
DEPARTMENT NON RECURRING TOTAL USES	$ 2,415,000	$ 12,081,146	$ 12,081,146	$ 10,404,811	$ 4,329,156	$ 7,751,990	64.2%
DEPARTMENT TOTAL USES	$ 12,971,936	$ 21,836,619	$ 21,903,078	$ 18,128,896	$ 13,817,579	$ 8,085,499	36.9%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ELECTIONS PROCESSING							
ELECTION PROCESSING	20.00	20.00	19.00	19.00	20.00	1.00	5.3%
POST ELECTION PROCESSING	3.00	3.00	3.00	4.00	3.00	-	0.0%
PROGRAM TOTAL	23.00	23.00	22.00	23.00	23.00	1.00	4.5%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	3.00	3.00	3.00	3.00	3.00	-	0.0%
EXECUTIVE MANAGEMENT	8.00	4.00	2.00	2.00	2.00	-	0.0%
HUMAN RESOURCES	1.00	1.00	1.00	1.00	1.00	-	0.0%
OPERATIONS SUPPORT	-	4.00	6.00	6.00	6.00	-	0.0%
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	15.00	15.00	15.00	15.00	15.00	-	0.0%
PROGRAM TOTAL	17.00	17.00	17.00	17.00	17.00	-	0.0%
DEPARTMENT TOTAL	52.00	52.00	51.00	52.00	52.00	1.00	2.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin/Operations Specialist	2.00	2.00	5.00	5.00	5.00	-	0.0%
Administrative Staff Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business Systems Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	-	-	-	-	N/A
Consultant	1.00	1.00	-	-	-	-	N/A
Database Report Writer Analyst	1.00	1.00	2.00	3.00	2.00	-	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	2.00	1.00	100.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Legislative Analyst - County	-	-	1.00	1.00	1.00	-	0.0%
Office Assistant	21.00	21.00	-	-	-	-	N/A
Office Assistant Specialized	8.00	8.00	25.00	25.00	25.00	-	0.0%
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**	**51.00**	**52.00**	**52.00**	**1.00**	**2.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	52.00	52.00	51.00	52.00	52.00	1.00	2.0%
Department Total	**52.00**	**52.00**	**51.00**	**52.00**	**52.00**	**1.00**	**2.0%**

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2015.

Base Adjustments:

General Fund (100) Operating

- Decrease Regular Benefits by $2,509 for the impact of the changes in retirement contribution rates.

- Increase Regular Benefits by $57,528 for the impact of the changes in health and dental premium rates.
- Decrease Internal Service Charges by $2,066 for the impact of changes in risk management charges.

General Fund (100) PRI/GEN Election Cycle Spending

- Carry Forward from FY 2015 to fund Presidential Preference Election $1,676,335.
- Newly funded expenditures of $2,652,821 for General and Primary Elections.

Elections Grants Fund (248) Operating

- Decrease Grant Fund revenues by $390,875 based on decrease in grant sources.
- Decrease Grant Fund expenditures by $390,875 to maintain structural balance.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Fines levied as a percentage of active political committees	6.2%	10.0%	3.6%	7.0%	(3.0%)	-30.0%
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, which states the powers and duties, as well as the functions of the Elections Department.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Fines levied as a percentage of active political committees	6.2%	10.0%	3.6%	7.0%	(3.0%)	-30.0%
Output	Number of candidates trained, precinct committeemen processed and filings processed	833	1,500	7,731	1,000	(500)	-33.3%
Output	Number of candidate filings and active committees	1,313	1,825	8,949	1,500	(325)	-17.8%
Demand	Number of candidates running for office, precinct committeemen processed and filings	833	450	7,810	1,000	550	122.2%
Expenditure Ratio	Cost per candidate trained	$ 170.84	$ 100.49	$ 19.62	$ 150.54	$ (50.05)	-49.8%
Revenue							
	100 - GENERAL	$ 8,848	$ 12,001	$ 15,735	$ 7,002	$ (4,999)	-41.7%
	TOTAL SOURCES	$ 8,848	$ 12,001	$ 15,735	$ 7,002	$ (4,999)	-41.7%
Expenditure							
	100 - GENERAL	$ 142,309	$ 150,733	$ 151,645	$ 150,538	$ 195	0.1%
	TOTAL USES	$ 142,309	$ 150,733	$ 151,645	$ 150,538	$ 195	0.1%

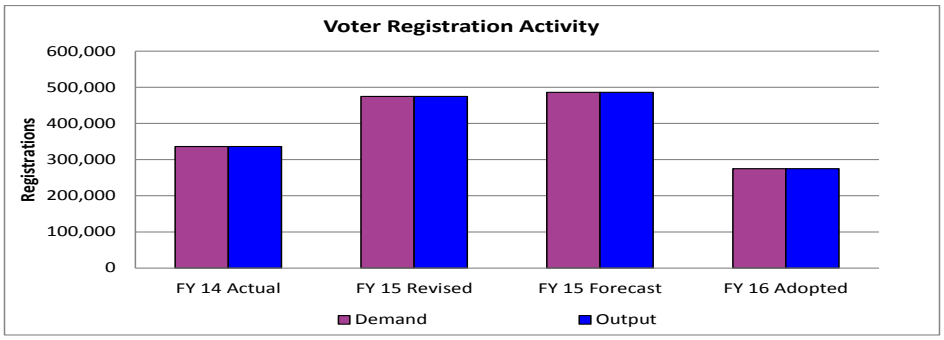
Activity Narrative: The Campaign Finance reporting activity is tied to the Primary and General Elections held in the even numbered years. There is a budgeted decrease in activity for FY 2016 compared to FY 2015 Revised, because FY 2016 elections involve fewer individual candidates that need training. The FY 2016 budgeted revenues and expenditures decrease compared to FY 2015 Revised, corresponding to the decrease in activity. 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, which states the powers and duties, as well as the functions of the Elections Department.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	336,180	475,000	486,129	275,000	(200,000)	-42.1%
Demand	Number of registrations to be processed	336,180	475,000	486,129	275,000	(200,000)	-42.1%
Expenditure Ratio	Cost per registration processed	$ 2.77	$ 3.57	$ 2.38	$ 4.36	$ (0.80)	-22.4%
Revenue							
	100 - GENERAL	$ 12,093	$ 204	$ 8,810	$ 304	$ 100	49.0%
	TOTAL SOURCES	$ 12,093	$ 204	$ 8,810	$ 304	$ 100	49.0%
Expenditure							
	100 - GENERAL	$ 931,794	$ 1,693,619	$ 1,158,792	$ 1,200,199	$ 493,420	29.1%
	TOTAL USES	$ 931,794	$ 1,693,619	$ 1,158,792	$ 1,200,199	$ 493,420	29.1%



Activity Narrative: The Presidential Preference in February of 2016 does not increase the voting public's interest as much as local elections (FY 2015) and the Presidential Election (FY 2017), therefore a drop in registration activity is budgeted for FY 2016. The decrease in FY 2016 budgeted expenditures is primarily personnel services, postage and other services.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Voter Turnout (as percentage of total voters)	18.0%	64.7%	64.7%	71.4%	6.7%	10.4%
Percent of provisional ballots that were valid	88.7%	93.9%	84.4%	83.5%	(10.4%)	-11.1%
Percent of tallies transmitted within timeliness standards	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Elections Processing
- Post-Election Processing

Elections Processing Activity

The purpose of the Elections Processing Activity is to process ballots for voters to ensure the security of the ballot and to provide special processing for ballots not handled by the normal ballot tabulation process.

Mandates: Titles 16 and 19 of the Arizona Revised Statutes, along with the Arizona State Constitution, which states the powers and duties, as well as the functions of the Elections Department.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Voter Turnout (as percentage of total voters)	18.0%	64.7%	64.7%	71.4%	6.7%	10.4%
Output	Number of voters receiving ballots	166,185	1,833,250	2,435,599	1,750,000	(83,250)	-4.5%
Demand	Number of voters requesting ballots	925,089	3,095,000	2,265,213	1,750,000	(1,345,000)	-43.5%
Expenditure Ratio	Cost per voter receiving a ballot	$ 62.81	$ 9.53	$ 6.13	$ 5.63	$ 3.90	40.9%
Revenue							
	100 - GENERAL	$ 4,575,887	$ 3,758,004	$ 4,142,211	$ 4,221,104	$ 463,100	12.3%
	248 - ELECTIONS GRANTS	391,388	861,153	225,666	470,278	(390,875)	-45.4%
	TOTAL SOURCES	$ 4,967,275	$ 4,619,157	$ 4,367,877	$ 4,691,382	$ 72,225	1.6%
Expenditure							
	100 - GENERAL	$ 8,614,491	$ 16,616,252	$ 14,789,779	$ 9,387,793	$ 7,228,459	43.5%
	248 - ELECTIONS GRANTS	1,824,028	861,153	134,407	470,278	390,875	45.4%
	TOTAL USES	$ 10,438,519	$ 17,477,405	$ 14,924,186	$ 9,858,071	$ 7,619,334	43.6%

Activity Narrative: FY 2016 includes a potential Presidential Preference Election in February 2016 as well as jurisdictional elections in August and November of 2015, and March or May of 2016. These costs are driven by several factors: the number of registered voters (estimating 2,000,000); the number and type of elections to be held; the effect of popular programs, such as the permanent early list (estimating 1,300,000). The projections are based on the Presidential Preference actually being held. With the current office of President meeting its term limitation, both major political parties may have a heavily contested race, which could spark increased voter interest. FY 2016 budgeted revenues increased because the number of elections has increased. FY 2016 budgeted expenditures decreased because the composition of the elections changes in FY 2016. FY 2016 elections have less candidates seeking election. Because there are fewer candidates, the number of ballots decreases. The drop in ballots causes decreases in personnel services, supply costs and printing.

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, which states the powers and duties, as well as the functions of the Elections Department.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of provisional ballots that were valid	88.7%	93.9%	84.4%	83.5%	(10.4%)	-11.1%
Result	Percent of tallies transmitted within timeliness standards	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of provisional ballots processed	4,001	70,000	54,785	50,000	(20,000)	-28.6%
Output	Number of election tallies transmitted	166,185	1,833,250	83,035	875,000	(958,250)	-52.3%
Demand	Number of provisional ballots expected to be submitted	4,001	70,000	54,785	50,000	(20,000)	-28.6%
Demand	Number of election tallies required to be transmitted	4,001	1,833,250	83,035	875,000	(958,250)	-52.3%
Expenditure Ratio	Cost per provisional ballot processed	$ 87.42	$ 18.43	$ 12.39	$ 26.31	$ (7.88)	-42.8%
Expenditure Ratio	Cost per election tally transmitted	$ 2.10	$ 0.70	$ 8.18	$ 1.50	$ (0.80)	-113.7%
Expenditure							
	100 - GENERAL	$ 349,763	$ 1,289,793	$ 678,831	$ 1,315,474	$ (25,681)	-2.0%
	TOTAL USES	$ 349,763	$ 1,289,793	$ 678,831	$ 1,315,474	$ (25,681)	-2.0%

Activity Narrative: FY 2016 budgeted expenditures increased due to an increase in the number of elections, specifically in rent and operating leases for polling places.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 8,894,320**	**$ 1,844,910**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 66,459**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*65,279*	*-*
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*1,180*	*-*
FY 2015 Revised Budget			**$ 8,960,779**	**$ 1,844,910**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 4,413**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*209*	*-*
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*4,204*	*-*
FY 2016 Baseline Budget			**$ 8,965,192**	**$ 1,844,910**
Adjustments:				
Employee Retirement and Benefits			**$ (2,509)**	**$ -**
Retirement Contributions			*(2,509)*	*-*
Base Adjustments			**$ (2,066)**	**$ -**
Internal Service Charges			*(2,066)*	*-*
Decrease Risk Management Charges		*$ (2,066)*		
Fees and Other Revenues			**$ -**	**$ 8,500**
ProgRevenue Volume Inc/Dec			*-*	*8,500*
FY 2016 Tentative Budget			**$ 8,960,617**	**$ 1,853,410**
Percent Change from Baseline Amount			*-0.1%*	*0.5%*
Adjustments:				
Employee Retirement and Benefits			**$ 57,528**	**$ -**
Employee Health/Dental Premiums			*57,528*	*-*
FY 2016 Adopted Budget			**$ 9,018,145**	**$ 1,853,410**
Percent Change from Baseline Amount			*0.6%*	*0.5%*
			Expenditures	**Revenue**
PRI/GEN ELEC CYCLE SPENDING				
FY 2015 Adopted Budget			**$ 12,081,146**	**$ 1,925,301**
FY 2015 Revised Budget			**$ 12,081,146**	**$ 1,925,301**
Adjustments:				
Other Mandates			**$ (12,081,146)**	**$ (1,925,301)**
Primary and General Elections			*(12,081,146)*	*(1,925,301)*
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 1,676,335**	**$ -**
Non Recurring Carry Forward			*1,676,335*	*-*
To Fund Presidential Preference Election		*$ 1,676,335*		
Other Mandates			**$ 2,652,821**	**$ 2,375,000**
To Fund Presidential Preference Election			*2,652,821*	*2,375,000*
FY 2016 Adopted Budget			**$ 4,329,156**	**$ 2,375,000**

Elections Grant Fund (248)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 861,153**	**$ 861,153**
FY 2015 Revised Budget		**$ 861,153**	**$ 861,153**
FY 2016 Baseline Budget		**$ 861,153**	**$ 861,153**
Adjustments:			
Grants		**$ (390,875)**	**$ (390,875)**
Help America Vote Grant	*C-21-09-004-G-00*	*(390,875)*	*(390,875)*
FY 2016 Adopted Budget		**$ 470,278**	**$ 470,278**
Percent Change from Baseline Amount		*-45.4%*	*-45.4%*

Elections Grant Fund (248) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ -	$ 961,325	$ 961,325	$ -	$ 728,060
Sources:					
Operating	$ 1,824,027	$ 861,153	$ 861,153	$ 862,467	$ 470,278
Total Sources:	$ 1,824,027	$ 861,153	$ 861,153	$ 862,467	$ 470,278
Uses:					
Operating	$ 1,824,028	$ 861,153	$ 861,153	$ 134,407	$ 470,278
Total Uses:	$ 1,824,028	$ 861,153	$ 861,153	$ 134,407	$ 470,278
Structural Balance	$ (1)	$ -	$ -	$ 728,060	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 961,325	$ 961,325	$ 728,060	$ 728,060
Total Ending Spendable Fund Balance	$ -	$ 961,325	$ 961,325	$ 728,060	$ 728,060

Emergency Management

Analysis by Alice Kirk, Management and Budget Analyst

Summary

Mission

The Mission of Emergency Management is to provide planning, coordination, continuity of government, and community-wide education to the people of Maricopa County so they can live safer and experience minimal loss to property and the environment in the event of a major emergency.

Vision

We will be a 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 June 2016, 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: Emergency Management currently uses several means of communication to notify the public in the event of a disaster which include Emergency Alert System, Reverse 911, Social Media, Amber Alert, and Emergency Management's own NXT software. Using these channels will allow Emergency Management to achieve this strategic goal. Currently, Emergency Management has made 39 notifications to their partners and have achieved 100% success rate by utilizing the channels mentioned above.

Safe Communities

By June 2016 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 2015 the Emergency Operation Center was utilized in three separate real event flooding activations. Various cities and towns including Phoenix, Mesa, Gilbert, Chandler, Goodyear, Peoria, Glendale, Tempe, Cave Creek, and Scottsdale were also involved in these activations. Emergency Management is also participating in a hostile action based exercise which includes the City of Buckeye.

Emergency Management has provided reviews and updates of emergency plans to eight cities and towns and will continue to review municipal emergency plans and reviews while holding emergency exercises for those reviews for 2015.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
PLAN - PLANNING	$ 1,565,553	$ 1,615,805	$ 1,800,027	$ 1,562,853	$ 1,696,323	$ (103,704)	-5.8%
15PR - PREPAREDNESS	$ 1,565,553	$ 1,615,805	$ 1,800,027	$ 1,562,853	$ 1,696,323	$ (103,704)	-5.8%
GGOV - GENERAL GOVERNMENT	$ (106,659)	$ -	$ -	$ 237,174	$ -	$ -	N/A
99GV - GENERAL OVERHEAD	$ (106,659)	$ -	$ -	$ 237,174	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 1,458,894**	**$ 1,615,805**	**$ 1,800,027**	**$ 1,800,027**	**$ 1,696,323**	**$ (103,704)**	**-5.8%**
USES							
PLAN - PLANNING	$ 1,299,004	$ 1,572,991	$ 1,813,537	$ 1,755,334	$ 1,764,690	$ 48,847	2.7%
15PR - PREPAREDNESS	$ 1,299,004	$ 1,572,991	$ 1,813,537	$ 1,755,334	$ 1,764,690	$ 48,847	2.7%
EMER - EMERGENCY OPERATIONS MGMT	$ 82,155	$ 98,836	$ 58,261	$ 84,064	$ 92,487	$ (34,226)	-58.7%
15RR - RESPONSE AND RECOVERY	$ 82,155	$ 98,836	$ 58,261	$ 84,064	$ 92,487	$ (34,226)	-58.7%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ 27,609	$ 18,509	$ 27,609	$ -	$ 18,509	100.0%
POOL - POOLED COSTS	-	-	-	-	28,494	(28,494)	N/A
99AS - INDIRECT SUPPORT	$ -	$ 27,609	$ 18,509	$ 27,609	$ 28,494	$ (9,985)	-53.9%
CSCA - CENTRAL SERVICE COST ALLOC	$ 97,990	$ 103,988	$ 103,988	$ 103,988	$ 107,762	$ (3,774)	-3.6%
INFR - INFRASTRUCTURE	-	66,298	66,298	27,625	69,061	(2,763)	-4.2%
ISFC - INTERNAL SERVICE FUND CHARGES	3,611	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	3,719	3,719	3,726	3,761	(42)	-1.1%
99GV - GENERAL OVERHEAD	$ 101,601	$ 174,005	$ 174,005	$ 135,339	$ 180,584	$ (6,579)	-3.8%
TOTAL PROGRAMS	**$ 1,482,760**	**$ 1,873,441**	**$ 2,064,312**	**$ 2,002,346**	**$ 2,066,255**	**$ (1,943)**	**-0.1%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,256,239	$ 1,414,708	$ 1,588,930	$ 1,587,542	$ 1,477,972	$ (110,958)	-7.0%
SUBTOTAL	$ 1,256,239	$ 1,414,708	$ 1,588,930	$ 1,587,542	$ 1,477,972	$ (110,958)	-7.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 202,433	$ 201,097	$ 211,097	$ 210,766	$ 218,351	$ 7,254	3.4%
SUBTOTAL	$ 202,433	$ 201,097	$ 211,097	$ 210,766	$ 218,351	$ 7,254	3.4%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 222	$ -	$ -	$ 1,719	$ -	$ -	N/A
SUBTOTAL	$ 222	$ -	$ -	$ 1,719	$ -	$ -	N/A
ALL REVENUES	$ 1,458,894	$ 1,615,805	$ 1,800,027	$ 1,800,027	$ 1,696,323	$ (103,704)	-5.8%
TOTAL SOURCES	$ 1,458,894	$ 1,615,805	$ 1,800,027	$ 1,800,027	$ 1,696,323	$ (103,704)	-5.8%

Sources and Uses by Category (continued)

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 680,442	$ 798,173	$ 875,131	$ 796,913	$ 939,321	$ (64,190)	-7.3%
0710 - OVERTIME	2,846	-	-	4,511	4,500	(4,500)	N/A
0750 - FRINGE BENEFITS	238,246	290,156	313,924	284,621	356,060	(42,136)	-13.4%
0790 - OTHER PERSONNEL SERVICES	8,504	37,609	132,731	141,051	15,142	117,589	88.6%
0795 - PERSONNEL SERVICES ALLOC-OUT	(59,151)	(37,517)	(37,517)	(48,158)	(69,602)	32,085	85.5%
0796 - PERSONNEL SERVICES ALLOC-IN	228,707	213,025	213,025	199,283	269,477	(56,452)	-26.5%
SUBTOTAL	$ 1,099,594	$ 1,301,446	$ 1,497,294	$ 1,378,221	$ 1,514,898	$ (17,604)	-1.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 30,209	$ 101,708	$ 78,791	$ 140,219	$ 23,267	$ 55,524	70.5%
0802 - MEDICAL SUPPLIES	278	-	-	-	-	-	N/A
0803 - FUEL	9,395	1,000	1,000	1,417	1,000	-	0.0%
0806 - SUPPLIES-ALLOCATION IN	19,096	14,620	14,620	23,484	25,576	(10,956)	-74.9%
SUBTOTAL	$ 58,978	$ 117,328	$ 94,411	$ 165,120	$ 49,843	$ 44,568	47.2%
SERVICES							
0812 - OTHER SERVICES	$ 8,837	$ 165,521	$ 172,276	$ 183,082	$ 214,892	$ (42,616)	-24.7%
0820 - RENT & OPERATING LEASES	597	3,076	3,076	1,280	4,500	(1,424)	-46.3%
0825 - REPAIRS AND MAINTENANCE	30,784	29,351	29,351	33,214	30,032	(681)	-2.3%
0839 - INTERNAL SERVICE CHARGES	200,371	198,378	198,378	194,488	219,513	(21,135)	-10.7%
0841 - TRAVEL	4,529	23,400	23,400	22,062	18,500	4,900	20.9%
0842 - EDUCATION AND TRAINING	1,720	7,100	7,100	5,300	5,500	1,600	22.5%
0843 - POSTAGE/FREIGHT/SHIPPING	535	704	704	392	500	204	29.0%
0850 - UTILITIES	117	-	-	53	-	-	N/A
0872 - SERVICES-ALLOCATION OUT	-	(8,240)	(8,240)	-	(8,635)	395	4.8%
0873 - SERVICES-ALLOCATION IN	34,893	35,377	35,377	19,134	16,712	18,665	52.8%
SUBTOTAL	$ 282,383	$ 454,667	$ 461,422	$ 459,005	$ 501,514	$ (40,092)	-8.7%
CAPITAL							
0956 - CAPITAL-ALLOCATION IN	41,805	-	-	-	-	-	N/A
SUBTOTAL	$ 41,805	$ -	$ -	$ -	$ -	$ -	N/A
ALL EXPENDITURES	$ 1,482,760	$ 1,873,441	$ 2,053,127	$ 2,002,346	$ 2,066,255	$ (13,128)	-0.6%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ -	$ 11,185	$ -	$ -	$ 11,185	100.0%
ALL OTHER FINANCING USES	$ -	$ -	$ 11,185	$ -	$ -	$ 11,185	100.0%
TOTAL USES	$ 1,482,760	$ 1,873,441	$ 2,064,312	$ 2,002,346	$ 2,066,255	$ (1,943)	-0.1%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
207 PALO VERDE							
OPERATING	$ 666,139	$ 756,264	$ 756,264	$ 756,264	$ 682,808	$ (73,456)	-9.7%
FUND TOTAL SOURCES	$ 666,139	$ 756,264	$ 756,264	$ 756,264	$ 682,808	$ (73,456)	-9.7%
215 EMERGENCY MANAGEMENT							
OPERATING	$ 792,755	$ 839,541	$ 943,763	$ 943,763	$ 963,826	$ 20,063	2.1%
NON RECURRING NON PROJECT	-	20,000	100,000	100,000	49,689	(50,311)	-50.3%
FUND TOTAL SOURCES	$ 792,755	$ 859,541	$ 1,043,763	$ 1,043,763	$ 1,013,515	$ (30,248)	-2.9%
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,458,894	$ 1,595,805	$ 1,700,027	$ 1,700,027	$ 1,646,634	$ (53,393)	-3.1%
DEPARTMENT NON RECURRING TOTAL SOURCES	$ -	$ 20,000	$ 100,000	$ 100,000	$ 49,689	$ (50,311)	-50.3%
DEPARTMENT TOTAL SOURCES	$ 1,458,894	$ 1,615,805	$ 1,800,027	$ 1,800,027	$ 1,696,323	$ (103,704)	-5.8%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 209,146	$ 242,187	$ 248,836	$ 244,097	$ 250,989	$ (2,153)	-0.9%
FUND TOTAL USES	$ 209,146	$ 242,187	$ 248,836	$ 244,097	$ 250,989	$ (2,153)	-0.9%
207 PALO VERDE							
OPERATING	$ 507,626	$ 756,264	$ 756,264	$ 718,451	$ 682,808	$ 73,456	9.7%
NON RECURRING NON PROJECT	33,773	-	-	-	78,031	(78,031)	N/A
FUND TOTAL USES	$ 541,399	$ 756,264	$ 756,264	$ 718,451	$ 760,839	$ (4,575)	-0.6%
215 EMERGENCY MANAGEMENT							
OPERATING	$ 725,916	$ 839,541	$ 943,763	$ 924,614	$ 963,826	$ (20,063)	-2.1%
NON RECURRING NON PROJECT	6,299	35,449	115,449	115,184	90,601	24,848	21.5%
FUND TOTAL USES	$ 732,215	$ 874,990	$ 1,059,212	$ 1,039,798	$ 1,054,427	$ 4,785	0.5%
DEPARTMENT OPERATING TOTAL USES	$ 1,442,688	$ 1,837,992	$ 1,948,863	$ 1,887,162	$ 1,897,623	$ 51,240	2.6%
DEPARTMENT NON RECURRING TOTAL USES	$ 40,072	$ 35,449	$ 115,449	$ 115,184	$ 168,632	$ (53,183)	-46.1%
DEPARTMENT TOTAL USES	$ 1,482,760	$ 1,873,441	$ 2,064,312	$ 2,002,346	$ 2,066,255	$ (1,943)	-0.1%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
PREPAREDNESS PLANNING	14.50	14.50	17.00	16.50	16.50	(.50)	(2.9%)
PROGRAM TOTAL	14.50	14.50	17.00	16.50	16.50	(.50)	(2.9%)
DEPARTMENT TOTAL	14.50	14.50	17.00	16.50	16.50	(.50)	(2.9%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
Administrative Services Mgr	-	-	1.00	1.00	1.00	-	0.0%
Director - Emergency Mgt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Emergency Services Planner	6.50	6.50	7.00	6.50	7.50	.50	7.1%
Emergency Services Planner Senior	-	-	1.00	1.00	1.00	-	0.0%
Emergency Services Planning Supervisor	3.00	3.00	2.00	2.00	2.00	-	0.0%
Finance Support Supervisor	1.00	1.00	-	-	-	-	N/A
Intern	-	-	1.00	1.00	-	(1.00)	(100.0%)
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%
Programmer/Analyst	-	-	1.00	1.00	1.00	-	0.0%
Department Total	**14.50**	**14.50**	**17.00**	**16.50**	**16.50**	**(.50)**	**(2.9%)**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
100 GENERAL	2.00	2.00	2.00	2.00	2.00	-	0.0%
207 PALO VERDE	5.00	5.00	6.00	6.00	6.00	-	0.0%
215 EMERGENCY MANAGEMENT	7.50	7.50	9.00	8.50	8.50	(.50)	(5.6%)
Department Total	**14.50**	**14.50**	**17.00**	**16.50**	**16.50**	**(.50)**	**(2.9%)**

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay plan and market study adjustments made in FY 2015.

Base Adjustments:

General Fund (100) Operating

- Decrease Regular Benefits by $108 for the impact of the changes in retirement contribution rates.
- Increase Regular Benefits by $2,256 for the impact of the changes in health and dental premium rates.
- Increase Internal Service Charges by $5 for the impact of the changes in risk management charges.

Palo Verde Fund (207) Operating

- Decrease Regular Benefits by $340 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by $13 for the impact of the changes in risk management charges.
- Decrease Revenue by $73,456 for reduced incoming grant revenue.

Palo Verde Fund (207) Non Recurring

- Budget supplies allocation in and other services of $78,031 for an audio visual display in building, 4G upgrade to building-run fiber, and IT refresh of laptops and desktops.

Emergency Management Fund (215) Operating

- Decrease Regular Benefits by $486 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by $20 for the impact of the changes in risk management charges.
- Increase Revenue by $124,285 for increased incoming grant revenue.

Emergency Management Fund (215) Non Recurring

- Budget personal services allocation in and other services of $90,601 for fuel reductions projects, firewise community projects, and internal audit of these projects.
- Budget revenue of $49,689 for Bureau of Land Management Grant.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of items evaluated in Palo Verde Nuclear Generating Station (PVNGS) exercise that meet or exceed Federal Emergency Management Agency (FEMA) standards.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
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.	79.5%	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.	72.0%	64.2%	64.2%	69.0%	4.8%	7.5%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of items evaluated in Palo Verde Nuclear Generating Station (PVNGS) exercise that meet or exceed Federal Emergency Management Agency (FEMA) standards.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of cities, towns, tribes, fire districts, and key county departments that have completed a National Incident Management System Compliance Assistance Support Tool (NIMSCAST) that meets federal compliance standards.	79.5%	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.	72.0%	64.2%	64.2%	69.0%	4.8%	7.5%
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).	12	16	19	16	-	0.0%
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	7	7	8	1	14.3%
Demand	Number of city/town exercises requested to be conducted, supported or participated in.	9	24	19	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	5	5	7	2	40.0%
Demand	Total number of plan reviews requested.	109	100	75	100	-	0.0%
Demand	Number of city/town training sessions requested to be conducted and/or supported.	24	20	17	24	4	20.0%
Expenditure Ratio	Total Activity expenditure per exercise or training session.	$ 108,250.33	$ 113,346.06	$ 92,386.00	$ 110,293.13	$ 3,052.94	2.7%
Revenue							
	207 - PALO VERDE	$ 666,139	$ 756,264	$ 756,264	$ 682,808	$ (73,456)	-9.7%
	215 - EMERGENCY MANAGEMENT	899,414	1,043,763	806,589	1,013,515	(30,248)	-2.9%
	TOTAL SOURCES	$ 1,565,553	$ 1,800,027	$ 1,562,853	$ 1,696,323	$ (103,704)	-5.8%
Expenditure							
	100 - GENERAL	$ 149,416	$ 221,438	$ 212,479	$ 216,465	$ 4,973	2.2%
	207 - PALO VERDE	474,372	649,034	605,922	603,213	45,821	7.1%
	215 - EMERGENCY MANAGEMENT	675,216	943,065	936,933	945,012	(1,947)	-0.2%
	TOTAL USES	$ 1,299,004	$ 1,813,537	$ 1,755,334	$ 1,764,690	$ 48,847	2.7%

Activity Narrative: In FY 2016, Emergency Management 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 increase in the number of city and town training sessions requested to be conducted is due to Emergency Management striving to conduct more sessions with cities and towns.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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 Management 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	366	1	0.3%
Output	Number of emergency notifications made within 15 minutes of decision.	41	50	63	30	(20)	-40.0%
Output	Number of emergency notifications made.	41	50	63	30	(20)	-40.0%
Output	Number of county/cities/towns EOC activations.	N/A	3	13	12	9	300.0%
Demand	Number of emergency notifications required.	41	50	63	30	(20)	-40.0%
Expenditure Ratio	Total activity expenditure per notification.	$ 2,003.78	$ 1,165.22	$ 1,334.35	$ 3,082.90	$ (1,917.68)	-164.6%
Expenditure							
	100 - GENERAL	$ 58,493	$ 944	$ 18,024	$ 14,500	$ (13,556)	-1436.0%
	207 - PALO VERDE	23,662	46,767	55,791	74,237	(27,470)	-58.7%
	215 - EMERGENCY MANAGEMENT	-	10,550	10,249	3,750	6,800	64.5%
	TOTAL USES	$ 82,155	$ 58,261	$ 84,064	$ 92,487	$ (34,226)	-58.7%

Activity Narrative: The FY 2016 budget supports the Department in meeting 100% of the demand. For FY 2016, the Department has redefined the notifications that should be made causing a decrease in the number of emergency notifications made. The increase in expenditures is due to additional emergency training exercises for Palo Verde.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 242,187**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 6,649**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*6,649*	*-*
FY 2015 Revised Budget			**$ 248,836**	**$ -**
FY 2016 Baseline Budget			**$ 248,836**	**$ -**
Adjustments:				
Employee Retirement and Benefits			**$ (108)**	**$ -**
Retirement Contributions			*(108)*	*-*
Base Adjustments			**$ 5**	**$ -**
Internal Service Charges			*5*	*-*
Increase Risk Management Charges		*$ 5*		
FY 2016 Tentative Budget			**$ 248,733**	**$ -**
Percent Change from Baseline Amount			*0.0%*	
Adjustments:				
Employee Retirement and Benefits			**$ 2,256**	**$ -**
Employee Health/Dental Premiums			*2,256*	*-*
FY 2016 Adopted Budget			**$ 250,989**	**$ -**
Percent Change from Baseline Amount			*0.9%*	

Palo Verde Fund (207)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 756,264**	**$ 756,264**
FY 2015 Revised Budget			**$ 756,264**	**$ 756,264**
FY 2016 Baseline Budget			**$ 756,264**	**$ 756,264**
Adjustments:				
Employee Retirement and Benefits			**$ (340)**	**$ -**
Retirement Contributions			*(340)*	*-*
Base Adjustments			**$ 13**	**$ -**
Internal Service Charges			*13*	*-*
Increase Risk Management Charges	*$*	*13*		
Grants			**$ (73,129)**	**$ (73,456)**
Grant Reconciliation			*(73,129)*	*(73,456)*
FY 2016 Adopted Budget			**$ 682,808**	**$ 682,808**
Percent Change from Baseline Amount			*-9.7%*	*-9.7%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2015 Adopted Budget			**$ -**	**$ -**
FY 2015 Revised Budget			**$ -**	**$ -**
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Information and Communications Technology				
Other IT Non Recurring			*60,000*	*-*
Audio Visual Display Replacement	*$*	*10,000*		
Building-run Fiber 4G Upgrade		*50,000*		
Non Recurring			**$ 18,031**	**$ -**
Non Recurring Carry Forward			*18,031*	*-*
IT Laptops and Desktop Refresh	*$*	*18,031*		
FY 2016 Adopted Budget			**$ 78,031**	**$ -**

Palo Verde Fund (207) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 497,289	$ 508,121	$ 508,121	$ 622,037	$ 659,850
Sources:					
Operating	$ 666,139	$ 756,264	$ 756,264	$ 756,264	$ 682,808
Total Sources:	$ 666,139	$ 756,264	$ 756,264	$ 756,264	$ 682,808
Uses:					
Operating	$ 507,626	$ 756,264	$ 756,264	$ 718,451	$ 682,808
Non-Recurring	33,773	-	-	-	78,031
Total Uses:	$ 541,399	$ 756,264	$ 756,264	$ 718,451	$ 760,839
Structural Balance	$ 158,513	$ -	$ -	$ 37,813	$ -
Accounting Adjustments	$ 8	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 622,037	$ 508,121	$ 508,121	$ 659,850	$ 581,819
Total Ending Spendable Fund Balance	$ 622,037	$ 508,121	$ 508,121	$ 659,850	$ 581,819

Emergency Management Fund (215)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 839,541**	**$ 839,541**
Adjustments:	Agenda Item:			
Grants			**$ 94,222**	**$ 94,222**
Emergency Mgmt - Performance Grant FY14	*C-15-15-001-G-00*		*94,222*	*94,222*
Intergovernmental Agreements			**$ 10,000**	**$ 10,000**
Maricopa Community College District IGA	*C-15-14-010-3-00*		*10,000*	*10,000*
FY 2015 Revised Budget			**$ 943,763**	**$ 943,763**
Adjustments:	Agenda Item:			
Grants			**$ (94,222)**	**$ (94,222)**
Emergency Mgmt - Performance Grant FY14	*C-15-15-001-G-00*		*(94,222)*	*(94,222)*
Intergovernmental Agreements			**$ (10,000)**	**$ (10,000)**
Maricopa Community College District IGA	*C-15-14-010-3-00*		*(10,000)*	*(10,000)*
FY 2016 Baseline Budget			**$ 839,541**	**$ 839,541**
Adjustments:	Agenda Item:			
Employee Retirement and Benefits			**$ (486)**	**$ -**
Retirement Contributions			*(486)*	*-*
Base Adjustments			**$ 486**	**$ -**
Other Base Adjustments			*466*	*-*
Internal Service Charges			*20*	*-*
Increase Risk Management Charges		*$ 20*		
Grants			**$ 114,285**	**$ 114,285**
Emergency Mgmt - Performance Grant FY14	*C-15-15-001-G-00*		*94,222*	*94,222*
Grant Reconciliation			*20,063*	*20,063*
Intergovernmental Agreements			**$ 10,000**	**$ 10,000**
Maricopa Community College District IGA	*C-15-14-010-3-00*		*10,000*	*10,000*
FY 2016 Adopted Budget			**$ 963,826**	**$ 963,826**
Percent Change from Baseline Amount			*14.8%*	*14.8%*

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2015 Adopted Budget			**$ 35,449**	**$ 20,000**
Adjustments:	Agenda Item:			
Grants			**$ 80,000**	**$ 80,000**
Maricopa County Mitigation Plan	*C-15-14-011-G-00*		*80,000*	*80,000*
FY 2015 Revised Budget			**$ 115,449**	**$ 100,000**
Adjustments:	Agenda Item:			
Base Adjustments			**$ (15,449)**	**$ -**
Other Base Adjustments			*(15,449)*	*-*
Grants			**$ (100,000)**	**$ (100,000)**
Maricopa County Mitigation Plan	*C-15-14-011-G-00*		*(80,000)*	*(80,000)*
Grant Reconciliation			*(20,000)*	*(20,000)*
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Grants			**$ 90,601**	**$ 49,689**
Grant Reconciliation			*90,601*	*49,689*
BLM - Fuel Reduction Projects Grant		*$ 49,689*		
Firewise Community Projects Grant		*39,859*		
Internal Audit on Fuel Reduction and Firewise Community Grants		*1,053*		
FY 2016 Adopted Budget			**$ 90,601**	**$ 49,689**

Emergency Management Fund (215) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ (43,285)	$ (51,513)	$ (51,513)	$ 17,257	$ 21,222
Sources:					
Operating	$ 792,755	$ 839,541	$ 943,763	$ 943,763	$ 963,826
Non-Recurring	-	20,000	100,000	100,000	49,689
Total Sources:	$ 792,755	$ 859,541	$ 1,043,763	$ 1,043,763	$ 1,013,515
Uses:					
Operating	$ 725,916	$ 839,541	$ 943,763	$ 924,614	$ 963,826
Non-Recurring	6,299	35,449	115,449	115,184	90,601
Total Uses:	$ 732,215	$ 874,990	$ 1,059,212	$ 1,039,798	$ 1,054,427
Structural Balance	$ 66,839	$ -	$ -	$ 19,149	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 17,257	$ -	$ -	$ 21,222	$ -
Unassigned	-	(66,962)	(66,962)	-	(19,690)
Total Ending Spendable Fund Balance	$ 17,257	$ (66,962)	$ (66,962)	$ 21,222	$ (19,690)

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, Senior 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 2016, 51% or more of eligible people with HIV/AIDS will enter and remain in medical care, an increase of 10% from FY 2011.

Status: HIV Surveillance data reported in 2014 demonstrates that 73% of Ryan White Part A clients are being retained in care, which exceeds the goal for 2015.

According to FY 2014 data, 73% 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.

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 increased to 76% from 55% in 2013.

Status: In 2014, 73% 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. Ryan White staff have been collaborating with other agencies and contracted providers to educate program participants about the new options

for health coverage while assisting in the enrollment process. The Department expects to meet the target goal of 76% in FY 2016.

Safe Communities

By 2017, 45% of benefit-covered County employees and dependents will complete annual Well Adult and Well Child examinations.

Status: These data are not currently available from the medical benefit vendors. This goal will be reevaluated for FY 2017.

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: These data are not currently available from the medical benefit vendors. This goal will be reevaluated for FY 2017.

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: In FY 2015, rates decreased slightly by 0.9% by increasing medical vendor options at the Preferred Provider Organization (PPO) tier level. Savings were not realized in FY 2016, as total premiums increased by 9.4%. This was necessary as medical and pharmacy benefit plans were paying out more in claims than receiving in revenue. Therefore, Employee Benefits restructured the medical plans and increased all medical plan premiums in FY 2016. Furthermore, the Department adjusted deductibles and out-of-pocket maximums in the High Deductible Health Plan to address the increasing structural deficit for this health plan.

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 maintained constant at 77% in 2014. The Department expects to improve upon this measure in FY 2016 with the new wellness vendor contracted. This vendor provides individualized wellness plans, educational materials and a new interactive approach to wellness.

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 on 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 2014, biometric screening data indicated that 53% of employees met this goal measure, an increase of 3 percentage points from the previous fiscal year. 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. Additionally, a new wellness vendor was contracted at the end of FY 2015 which will provide staff an online portal to manage wellness activities. These shifts in programming are expected to increase participation and results for the wellness program.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
OTHR - EMP VOL INSURANCE BENEFITS	$ 911,880	$ 834,751	$ 834,751	$ 684,511	$ 683,838	$ (150,913)	-18.1%
39EB - EMP BENEFITS AND WELLNESS	$ 911,880	$ 834,751	$ 834,751	$ 684,511	$ 683,838	$ (150,913)	-18.1%
SFBH - EMP BEHAVIORAL HEALTH BENEFITS	$ 1,551,461	$ 1,657,641	$ 1,657,641	$ 1,619,905	$ 1,687,810	$ 30,169	1.8%
SFMD - EMPLOYEE MEDICAL BENEFITS	99,621,478	101,551,206	101,551,206	102,150,094	113,629,367	12,078,161	11.9%
SFRX - EMPLOYEE PHARMACY BENEFITS	14,360,483	14,201,476	14,201,476	13,197,364	17,726,124	3,524,648	24.8%
SIDE - EMPLOYEE DENTAL BENEFITS	9,956,946	9,947,269	9,947,269	9,860,837	9,459,639	(487,630)	-4.9%
VISN - EMPLOYEE VISION BENEFITS	1,699,460	1,706,262	1,706,262	1,735,717	1,735,553	29,291	1.7%
39HB - EMPLOYEE HEALTH BENEFITS	$ 127,189,828	$ 129,063,854	$ 129,063,854	$ 128,563,917	$ 144,238,493	$ 15,174,639	11.8%
EMPA - EMP SHRT TRM COUNS AND REF	$ 391,164	$ 400,320	$ 400,320	$ 406,845	$ 420,963	$ 20,643	5.2%
39HW - EMPLOYEE HEALTH AND WELLNESS	$ 391,164	$ 400,320	$ 400,320	$ 406,845	$ 420,963	$ 20,643	5.2%
CORE - RYAN WHITE PT A CORE MED SVCS	$ 5,472,688	$ 6,262,523	$ 5,964,344	$ 5,257,766	$ 6,180,626	$ 216,282	3.6%
NMSS - RYAN WHITE PT A NON MED SVCS	817,541	883,436	1,213,435	1,249,299	1,608,815	395,380	32.6%
RWPC - RYAN WHITE PLNG COUNCIL SUPP	186,068	177,620	145,800	135,890	145,686	(114)	-0.1%
39RW - RYAN WHITE HIV AIDS PART A	$ 6,476,297	$ 7,323,579	$ 7,323,579	$ 6,642,955	$ 7,935,127	$ 611,548	8.4%
FIBP - EMP LIFE INSURANCE BENEFITS	$ 4,326,389	$ 4,215,197	$ 4,215,197	$ 4,610,904	$ 4,414,528	$ 199,331	4.7%
FSAA - EMP FLEXIBLE SPENDING ACCOUNTS	3,137,123	3,071,271	3,071,271	3,052,046	3,071,271	-	0.0%
STDS - EMP SHORT TERM DISABILITY INS	2,049,925	2,514,304	2,514,304	2,619,021	2,776,741	262,437	10.4%
39VB - VOLUNTARY AND OTHER BENEFITS	$ 9,513,437	$ 9,800,772	$ 9,800,772	$ 10,281,971	$ 10,262,540	$ 461,768	4.7%
ODIR - EXECUTIVE MANAGEMENT	$ 8,001,032	$ 4,477,146	$ 4,477,146	$ 4,562,164	$ 4,562,164	$ 85,018	1.9%
99AS - INDIRECT SUPPORT	$ 8,001,032	$ 4,477,146	$ 4,477,146	$ 4,562,164	$ 4,562,164	$ 85,018	1.9%
TOTAL PROGRAMS	**$ 152,483,638**	**$ 151,900,422**	**$ 151,900,422**	**$ 151,142,363**	**$ 168,103,125**	**$ 16,202,703**	**10.7%**
USES							
BCAS - BENEFITS CUSTOMER ASSISTANCE	$ 484,433	$ 786,701	$ 785,363	$ 697,747	$ 690,903	$ 94,460	12.0%
39BW - BENEFITS AND WELLNESS SUPPORT	$ 484,433	$ 786,701	$ 785,363	$ 697,747	$ 690,903	$ 94,460	12.0%
OTHR - EMP VOL INSURANCE BENEFITS	$ 914,322	$ 834,751	$ 834,751	$ 684,511	$ 683,838	$ 150,913	18.1%
39EB - EMP BENEFITS AND WELLNESS	$ 914,322	$ 834,751	$ 834,751	$ 684,511	$ 683,838	$ 150,913	18.1%
SFBH - EMP BEHAVIORAL HEALTH BENEFITS	$ 1,451,239	$ 1,797,391	$ 1,797,391	$ 1,599,751	$ 1,760,590	$ 36,801	2.0%
SFMD - EMPLOYEE MEDICAL BENEFITS	111,468,935	110,872,497	110,872,497	114,227,353	119,149,984	(8,277,487)	-7.5%
SFRX - EMPLOYEE PHARMACY BENEFITS	16,020,880	15,043,817	15,043,817	18,176,025	18,323,392	(3,279,575)	-21.8%
SIDE - EMPLOYEE DENTAL BENEFITS	9,450,462	9,947,269	9,947,269	9,739,700	9,459,639	487,630	4.9%
VISN - EMPLOYEE VISION BENEFITS	1,333,105	1,706,262	1,706,262	1,388,213	1,735,553	(29,291)	-1.7%
39HB - EMPLOYEE HEALTH BENEFITS	$ 139,724,621	$ 139,367,236	$ 139,367,236	$ 145,131,042	$ 150,429,158	$ (11,061,922)	-7.9%
EMPA - EMP SHRT TRM COUNS AND REF	$ 389,819	$ 400,320	$ 400,320	$ 406,845	$ 420,963	$ (20,643)	-5.2%
ERGO - EMPLOYEE ERGONOMICS	172,251	249,459	234,816	182,007	181,681	53,135	22.6%
FITN - EMPLOYEE FITNESS	372,827	596,722	600,039	583,626	313,751	286,288	47.7%
MSPM - EMP MET SYN PREV MITIGATION	44,429	62,209	63,802	49,547	60,825	2,977	4.7%
PRHT - EMPLOYEE PREVENTIVE HEALTH	421,805	754,207	763,109	220,547	1,573,482	(810,373)	-106.2%
TOCE - EMPLOYEE TOBACCO CESSATION	41,715	59,316	60,147	62,792	43,176	16,971	28.2%
39HW - EMPLOYEE HEALTH AND WELLNESS	$ 1,442,846	$ 2,122,233	$ 2,122,233	$ 1,505,364	$ 2,593,878	$ (471,645)	-22.2%
CORE - RYAN WHITE PT A CORE MED SVCS	$ 5,154,758	$ 6,262,820	$ 5,964,344	$ 5,257,766	$ 6,082,730	$ (118,386)	-2.0%
NMSS - RYAN WHITE PT A NON MED SVCS	878,289	883,436	1,213,435	1,249,299	1,596,407	(382,972)	-31.6%
RWPC - RYAN WHITE PLNG COUNCIL SUPP	230,948	177,323	145,800	135,890	133,273	12,527	8.6%
39RW - RYAN WHITE HIV AIDS PART A	$ 6,263,995	$ 7,323,579	$ 7,323,579	$ 6,642,955	$ 7,812,410	$ (488,831)	-6.7%
FIBP - EMP LIFE INSURANCE BENEFITS	$ 4,329,506	$ 4,215,197	$ 4,215,197	$ 4,610,904	$ 4,414,528	$ (199,331)	-4.7%
FSAA - EMP FLEXIBLE SPENDING ACCOUNTS	3,136,393	3,071,271	3,071,271	3,039,234	3,071,271	-	0.0%
STDS - EMP SHORT TERM DISABILITY INS	2,883,636	2,914,304	2,914,304	2,977,340	2,776,741	137,563	4.7%
39VB - VOLUNTARY AND OTHER BENEFITS	$ 10,349,535	$ 10,200,772	$ 10,200,772	$ 10,627,478	$ 10,262,540	$ (61,768)	-0.6%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 1,744,250	$ 1,809,198	$ 1,817,321	$ 1,781,028	$ 1,738,572	$ 78,749	4.3%
HRAC - HUMAN RESOURCES	16,330	18,318	18,318	18,258	18,257	61	0.3%
ODIR - EXECUTIVE MANAGEMENT	3,818,134	408,297	421,449	418,606	418,984	2,465	0.6%
PROC - PROCUREMENT	25,000	124,103	112,298	56,670	127,772	(15,474)	-13.8%
SPPT - OPERATIONS SUPPORT	-	-	-	30,000	-	-	N/A
99AS - INDIRECT SUPPORT	$ 5,603,714	$ 2,359,916	$ 2,369,386	$ 2,304,562	$ 2,303,585	$ 65,801	2.8%
CSCA - CENTRAL SERVICE COST ALLOC	$ 235,915	$ 243,708	$ 243,708	$ 243,702	$ 362,816	$ (119,108)	-48.9%
INFR - INFRASTRUCTURE	-	13,680	13,680	14,785	19,380	(5,700)	-41.7%
ISFC - INTERNAL SERVICE FUND CHARGES	7,452	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	10,747	10,747	11,210	10,947	(200)	-1.9%
99GV - GENERAL OVERHEAD	$ 243,367	$ 268,135	$ 268,135	$ 269,697	$ 393,143	$ (125,008)	-46.6%
TOTAL PROGRAMS	**$ 165,026,833**	**$ 163,263,323**	**$ 163,271,455**	**$ 167,863,356**	**$ 175,169,455**	**$ (11,898,000)**	**-7.3%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 6,476,297	$ 7,323,579	$ 7,323,579	$ 6,642,955	$ 7,935,127	$ 611,548	8.4%
SUBTOTAL	$ 6,476,297	$ 7,323,579	$ 7,323,579	$ 6,642,955	$ 7,935,127	$ 611,548	8.4%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 1,272,194	$ 1,309,895	$ 1,309,895	$ 1,211,653	$ 1,406,790	$ 96,895	7.4%
0635 - OTHER CHARGES FOR SERVICES	28,582,473	29,496,730	29,496,730	28,318,880	28,249,819	(1,246,911)	-4.2%
0636 - INTERNAL SERVICE CHARGES	112,658,097	113,657,654	113,657,654	114,821,336	130,398,825	16,741,171	14.7%
SUBTOTAL	$ 142,512,764	$ 144,464,279	$ 144,464,279	$ 144,351,869	$ 160,055,434	$ 15,591,155	10.8%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 15,140	$ 112,564	$ 112,564	$ 139,427	$ 112,564	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	3,479,437	-	-	8,112	-	-	N/A
SUBTOTAL	$ 3,494,577	$ 112,564	$ 112,564	$ 147,539	$ 112,564	$ -	0.0%
ALL REVENUES	$ 152,483,638	$ 151,900,422	$ 151,900,422	$ 151,142,363	$ 168,103,125	$ 16,202,703	10.7%
TOTAL SOURCES	$ 152,483,638	$ 151,900,422	$ 151,900,422	$ 151,142,363	$ 168,103,125	$ 16,202,703	10.7%

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,860,697	$ 2,306,984	$ 2,302,010	$ 2,035,415	$ 2,253,522	$ 48,488	2.1%
0705 - TEMPORARY PAY	42,547	26,000	16,755	22,715	10,560	6,195	37.0%
0710 - OVERTIME	5,977	6,000	6,000	4,929	1,200	4,800	80.0%
0750 - FRINGE BENEFITS	641,301	799,516	783,923	706,953	820,430	(36,507)	-4.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(304,976)	(294,789)	(294,789)	(276,721)	(294,180)	(609)	-0.2%
0796 - PERSONNEL SERVICES ALLOC-IN	342,641	327,737	328,574	319,482	316,787	11,787	3.6%
SUBTOTAL	$ 2,588,187	$ 3,171,448	$ 3,142,473	$ 2,812,773	$ 3,108,319	$ 34,154	1.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 83,489	$ 37,703	$ 40,406	$ 71,103	$ 43,016	$ (2,610)	-6.5%
0802 - MEDICAL SUPPLIES	-	46,248	4,198	2,000	-	4,198	100.0%
0803 - FUEL	214	720	720	342	1,000	(280)	-38.9%
0804 - NON-CAPITAL EQUIPMENT	73,638	107,000	106,500	122,345	-	106,500	100.0%
SUBTOTAL	$ 157,341	$ 191,671	$ 151,824	$ 195,790	$ 44,016	$ 107,808	71.0%
SERVICES							
0811 - HEALTH CARE SERVICES	$ 153,378,108	$ 151,311,010	$ 151,398,218	$ 153,177,635	$ 163,918,370	$ (12,520,152)	-8.3%
0812 - OTHER SERVICES	8,410,494	7,800,811	7,755,836	10,886,923	7,603,533	152,303	2.0%
0820 - RENT & OPERATING LEASES	17,392	17,320	17,320	21,724	18,850	(1,530)	-8.8%
0825 - REPAIRS AND MAINTENANCE	46,134	328,240	328,700	269,421	8,400	320,300	97.4%
0839 - INTERNAL SERVICE CHARGES	375,698	385,989	397,209	431,096	404,537	(7,328)	-1.8%
0841 - TRAVEL	14,178	20,220	25,220	24,765	26,340	(1,120)	-4.4%
0842 - EDUCATION AND TRAINING	3,837	13,454	13,454	7,595	26,450	(12,996)	-96.6%
0843 - POSTAGE/FREIGHT/SHIPPING	29,183	8,660	11,660	5,634	10,640	1,020	8.7%
0850 - UTILITIES	76	-	-	-	-	-	N/A
0873 - SERVICES-ALLOCATION IN	70	-	-	-	-	-	N/A
SUBTOTAL	$ 162,275,170	$ 159,885,704	$ 159,947,617	$ 164,824,793	$ 172,017,120	$ (12,069,503)	-7.5%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 6,135	$ 14,500	$ 18,353	$ -	$ -	$ 18,353	100.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	-	-	30,000	-	-	N/A
SUBTOTAL	$ 6,135	$ 14,500	$ 18,353	$ 30,000	$ -	$ 18,353	100.0%
ALL EXPENDITURES	$ 165,026,833	$ 163,263,323	$ 163,260,267	$ 167,863,356	$ 175,169,455	$ (11,909,188)	-7.3%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ -	$ 11,188	$ -	$ -	$ 11,188	100.0%
ALL OTHER FINANCING USES	$ -	$ -	$ 11,188	$ -	$ -	$ 11,188	100.0%
TOTAL USES	$ 165,026,833	$ 163,263,323	$ 163,271,455	$ 167,863,356	$ 175,169,455	$ (11,898,000)	-7.3%

Sources by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
532 PUBLIC HEALTH GRANTS							
OPERATING	$ 6,476,297	$ 7,323,579	$ 7,323,579	$ 6,642,955	$ 7,935,127	$ 611,548	8.4%
FUND TOTAL SOURCES	$ 6,476,297	$ 7,323,579	$ 7,323,579	$ 6,642,955	$ 7,935,127	$ 611,548	8.4%
601 MEDICAL HMO							
BENEFITS HOLIDAY	$ -	$ (4,044,144)	$ (4,044,144)	$ (3,992,837)	$ -	$ 4,044,144	-100.0%
BENEFITS HOLIDAY FY 2016	-	-	-	-	(2,191,027)	(2,191,027)	N/A
OPERATING	49,001,265	50,236,155	50,236,155	49,945,195	52,845,683	2,609,528	5.2%
NON RECURRING NON PROJECT	(3,958,073)	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 45,043,192	$ 46,192,011	$ 46,192,011	$ 45,952,358	$ 50,654,656	$ 4,462,645	9.7%
604 MEDICAL PPO							
BENEFITS HOLIDAY	$ -	$ (3,162,390)	$ (3,162,390)	$ (3,123,486)	$ -	$ 3,162,390	-100.0%
BENEFITS HOLIDAY FY 2016	-	-	-	-	(1,633,850)	(1,633,850)	N/A
OPERATING	38,658,236	39,134,609	39,134,609	37,461,107	39,659,466	524,857	1.3%
NON RECURRING NON PROJECT	(3,263,695)	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 35,394,541	$ 35,972,219	$ 35,972,219	$ 34,337,621	$ 38,025,616	$ 2,053,397	5.7%
606 MEDICAL HDHP W HSA							
BENEFITS HOLIDAY	$ -	$ (1,669,828)	$ (1,669,828)	$ (1,896,536)	$ -	$ 1,669,828	-100.0%
BENEFITS HOLIDAY FY 2016	-	-	-	-	(1,075,868)	(1,075,868)	N/A
OPERATING	20,549,414	21,017,804	21,017,804	23,722,278	26,029,963	5,012,159	23.8%
NON RECURRING NON PROJECT	(1,708,088)	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 18,841,326	$ 19,347,976	$ 19,347,976	$ 21,825,742	$ 24,954,095	$ 5,606,119	29.0%
607 FI DENTAL PPO							
OPERATING	$ 5,171,481	$ 5,481,882	$ 5,481,882	$ 5,109,732	$ 4,702,760	$ (779,122)	-14.2%
FUND TOTAL SOURCES	$ 5,171,481	$ 5,481,882	$ 5,481,882	$ 5,109,732	$ 4,702,760	$ (779,122)	-14.2%
608 COINSURANCE PHARMACY							
BENEFITS HOLIDAY	$ -	$ (1,268,250)	$ (1,268,250)	$ (1,268,250)	$ -	$ 1,268,250	-100.0%
BENEFITS HOLIDAY FY 2016	-	-	-	-	(747,268)	(747,268)	N/A
OPERATING	15,325,781	14,697,568	14,697,568	14,157,973	18,072,572	3,375,004	23.0%
NON RECURRING NON PROJECT	(1,274,926)	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 14,050,855	$ 13,429,318	$ 13,429,318	$ 12,889,723	$ 17,325,304	$ 3,895,986	29.0%
611 60 PERCENT STD							
OPERATING	$ 1,538,773	$ 1,944,571	$ 1,944,571	$ 1,976,958	$ 2,207,008	$ 262,437	13.5%
FUND TOTAL SOURCES	$ 1,538,773	$ 1,944,571	$ 1,944,571	$ 1,976,958	$ 2,207,008	$ 262,437	13.5%
612 50 PERCENT STD							
OPERATING	$ 354,232	$ 408,473	$ 408,473	$ 455,498	$ 408,473	$ -	0.0%
FUND TOTAL SOURCES	$ 354,232	$ 408,473	$ 408,473	$ 455,498	$ 408,473	$ -	0.0%
613 40 PERCENT STD							
OPERATING	$ 156,920	$ 161,260	$ 161,260	$ 186,565	$ 161,260	$ -	0.0%
FUND TOTAL SOURCES	$ 156,920	$ 161,260	$ 161,260	$ 186,565	$ 161,260	$ -	0.0%
614 BEHAVIORAL HEALTH							
BENEFITS HOLIDAY	$ -	$ (139,750)	$ (139,750)	$ (139,750)	$ -	$ 139,750	-100.0%
BENEFITS HOLIDAY FY 2016	-	-	-	-	(72,780)	(72,780)	N/A
OPERATING	1,692,086	1,797,391	1,797,391	1,759,655	1,760,590	(36,801)	-2.0%
NON RECURRING NON PROJECT	(140,625)	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 1,551,461	$ 1,657,641	$ 1,657,641	$ 1,619,905	$ 1,687,810	$ 30,169	1.8%
615 WELLNESS							
OPERATING	$ 1,412,097	$ 1,406,365	$ 1,406,365	$ 1,433,760	$ 1,556,248	$ 149,883	10.7%
FUND TOTAL SOURCES	$ 1,412,097	$ 1,406,365	$ 1,406,365	$ 1,433,760	$ 1,556,248	$ 149,883	10.7%
618 BENEFIT ADMINISTRATION							
OPERATING	$ 3,138,367	$ 3,070,781	$ 3,070,781	$ 3,128,404	$ 3,005,916	$ (64,865)	-2.1%
NON RECURRING NON PROJECT	3,450,568	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 6,588,935	$ 3,070,781	$ 3,070,781	$ 3,128,404	$ 3,005,916	$ (64,865)	-2.1%
619 ONSITE PHARMACY CLINIC							
OPERATING	$ 1,533,384	$ 1,969,148	$ 1,969,148	$ 1,500,000	$ 1,553,810	$ (415,338)	-21.1%
FUND TOTAL SOURCES	$ 1,533,384	$ 1,969,148	$ 1,969,148	$ 1,500,000	$ 1,553,810	$ (415,338)	-21.1%
620 BENEFITS ELIMINATIONS							
OPERATING	$ (1,358,454)	$ (1,157,990)	$ (1,157,990)	$ (1,157,990)	$ (1,157,990)	$ -	0.0%
FUND TOTAL SOURCES	$ (1,358,454)	$ (1,157,990)	$ (1,157,990)	$ (1,157,990)	$ (1,157,990)	$ -	0.0%
621 FLEX SPENDING HEALTH							
OPERATING	$ 2,274,481	$ 2,269,651	$ 2,269,651	$ 2,178,651	$ 2,269,651	$ -	0.0%
FUND TOTAL SOURCES	$ 2,274,481	$ 2,269,651	$ 2,269,651	$ 2,178,651	$ 2,269,651	$ -	0.0%
622 FLEX SPENDING DEP CARE							
OPERATING	$ 862,642	$ 801,620	$ 801,620	$ 873,395	$ 801,620	$ -	0.0%
FUND TOTAL SOURCES	$ 862,642	$ 801,620	$ 801,620	$ 873,395	$ 801,620	$ -	0.0%
623 VISION							
OPERATING	$ 1,699,460	$ 1,706,262	$ 1,706,262	$ 1,735,717	$ 1,735,553	$ 29,291	1.7%
FUND TOTAL SOURCES	$ 1,699,460	$ 1,706,262	$ 1,706,262	$ 1,735,717	$ 1,735,553	$ 29,291	1.7%
625 FI PREPAID DENTAL							
OPERATING	$ 228,007	$ 226,860	$ 226,860	$ 220,203	$ 225,977	$ (883)	-0.4%
FUND TOTAL SOURCES	$ 228,007	$ 226,860	$ 226,860	$ 220,203	$ 225,977	$ (883)	-0.4%
626 FI LIFE AND AD AND D							
OPERATING	$ 402,104	$ 398,661	$ 398,661	$ 418,392	$ 597,992	$ 199,331	50.0%
FUND TOTAL SOURCES	$ 402,104	$ 398,661	$ 398,661	$ 418,392	$ 597,992	$ 199,331	50.0%
627 SUPPLEMENTAL LIFE							
OPERATING	$ 3,561,581	$ 3,471,236	$ 3,471,236	$ 3,808,469	$ 3,471,236	$ -	0.0%
FUND TOTAL SOURCES	$ 3,561,581	$ 3,471,236	$ 3,471,236	$ 3,808,469	$ 3,471,236	$ -	0.0%
628 EMPLOYEE ASSISTANCE							
OPERATING	$ 391,164	$ 400,320	$ 400,320	$ 406,845	$ 420,963	$ 20,643	5.2%
FUND TOTAL SOURCES	$ 391,164	$ 400,320	$ 400,320	$ 406,845	$ 420,963	$ 20,643	5.2%

Sources by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
629 SI DENTAL PPO							
OPERATING	$ 4,557,458	$ 4,238,527	$ 4,238,527	$ 4,530,902	$ 4,530,902	$ 292,375	6.9%
FUND TOTAL SOURCES	$ 4,557,458	$ 4,238,527	$ 4,238,527	$ 4,530,902	$ 4,530,902	$ 292,375	6.9%
630 DEPENDENT LIFE							
OPERATING	$ 362,704	$ 345,300	$ 345,300	$ 384,043	$ 345,300	$ -	0.0%
FUND TOTAL SOURCES	$ 362,704	$ 345,300	$ 345,300	$ 384,043	$ 345,300	$ -	0.0%
631 VOLUNTARY BENEFITS							
OPERATING	$ 911,880	$ 834,751	$ 834,751	$ 684,511	$ 683,838	$ (150,913)	-18.1%
FUND TOTAL SOURCES	$ 911,880	$ 834,751	$ 834,751	$ 684,511	$ 683,838	$ (150,913)	-18.1%
632 CIGNA FOR SENIORS							
OPERATING	$ 477,117	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL SOURCES	$ 477,117	$ -	$ -	$ -	$ -	$ -	N/A
685 BENEFITS TRUST							
OPERATING	$ -	$ -	$ -	$ 4	$ -	$ -	N/A
FUND TOTAL SOURCES	$ -	$ -	$ -	$ 4	$ -	$ -	N/A
DEPARTMENT OPERATING TOTAL SOURCES	$ 159,378,477	$ 151,900,422	$ 151,900,422	$ 151,142,363	$ 168,103,125	$ 16,202,703	10.7%
DEPARTMENT NON RECURRING TOTAL SOURCES	$ (6,894,839)	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT TOTAL SOURCES	$ 152,483,638	$ 151,900,422	$ 151,900,422	$ 151,142,363	$ 168,103,125	$ 16,202,703	10.7%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 246,422	$ 258,539	$ 266,671	$ 263,126	$ 270,537	$ (3,866)	-1.4%
FUND TOTAL USES	$ 246,422	$ 258,539	$ 266,671	$ 263,126	$ 270,537	$ (3,866)	-1.4%
532 PUBLIC HEALTH GRANTS							
OPERATING	$ 6,263,995	$ 7,323,579	$ 7,323,579	$ 6,642,955	$ 7,935,127	$ (611,548)	-8.4%
FUND TOTAL USES	$ 6,263,995	$ 7,323,579	$ 7,323,579	$ 6,642,955	$ 7,935,127	$ (611,548)	-8.4%
601 MEDICAL HMO							
OPERATING	$ 46,023,736	$ 50,236,155	$ 50,236,155	$ 50,095,906	$ 52,845,683	$ (2,609,528)	-5.2%
FUND TOTAL USES	$ 46,023,736	$ 50,236,155	$ 50,236,155	$ 50,095,906	$ 52,845,683	$ (2,609,528)	-5.2%
604 MEDICAL PPO							
OPERATING	$ 41,019,341	$ 39,134,609	$ 39,134,609	$ 38,088,887	$ 39,659,466	$ (524,857)	-1.3%
FUND TOTAL USES	$ 41,019,341	$ 39,134,609	$ 39,134,609	$ 38,088,887	$ 39,659,466	$ (524,857)	-1.3%
606 MEDICAL HDHP W HSA							
OPERATING	$ 23,619,181	$ 21,017,804	$ 21,017,804	$ 25,429,937	$ 26,029,963	$ (5,012,159)	-23.8%
FUND TOTAL USES	$ 23,619,181	$ 21,017,804	$ 21,017,804	$ 25,429,937	$ 26,029,963	$ (5,012,159)	-23.8%
607 FI DENTAL PPO							
OPERATING	$ 5,172,369	$ 5,481,882	$ 5,481,882	$ 5,109,732	$ 4,702,760	$ 779,122	14.2%
FUND TOTAL USES	$ 5,172,369	$ 5,481,882	$ 5,481,882	$ 5,109,732	$ 4,702,760	$ 779,122	14.2%
608 COINSURANCE PHARMACY							
OPERATING	$ 15,744,197	$ 14,697,568	$ 14,697,568	$ 17,876,319	$ 18,072,572	$ (3,375,004)	-23.0%
FUND TOTAL USES	$ 15,744,197	$ 14,697,568	$ 14,697,568	$ 17,876,319	$ 18,072,572	$ (3,375,004)	-23.0%
611 60 PERCENT STD							
OPERATING	$ 2,384,770	$ 2,344,571	$ 2,344,571	$ 2,562,384	$ 2,207,008	$ 137,563	5.9%
NON RECURRING NON PROJECT	(1)	-	-	-	-	-	N/A
FUND TOTAL USES	$ 2,384,769	$ 2,344,571	$ 2,344,571	$ 2,562,384	$ 2,207,008	$ 137,563	5.9%
612 50 PERCENT STD							
OPERATING	$ 370,086	$ 408,473	$ 408,473	$ 262,421	$ 408,473	$ -	0.0%
FUND TOTAL USES	$ 370,086	$ 408,473	$ 408,473	$ 262,421	$ 408,473	$ -	0.0%
613 40 PERCENT STD							
OPERATING	$ 128,781	$ 161,260	$ 161,260	$ 152,535	$ 161,260	$ -	0.0%
FUND TOTAL USES	$ 128,781	$ 161,260	$ 161,260	$ 152,535	$ 161,260	$ -	0.0%
614 BEHAVIORAL HEALTH							
OPERATING	$ 1,451,239	$ 1,797,391	$ 1,797,391	$ 1,599,751	$ 1,760,590	$ 36,801	2.0%
FUND TOTAL USES	$ 1,451,239	$ 1,797,391	$ 1,797,391	$ 1,599,751	$ 1,760,590	$ 36,801	2.0%
615 WELLNESS							
OPERATING	$ 983,506	$ 1,406,365	$ 1,406,365	$ 815,043	$ 1,556,248	$ (149,883)	-10.7%
NON RECURRING NON PROJECT	71,189	320,000	320,000	319,960	625,000	(305,000)	-95.3%
FUND TOTAL USES	$ 1,054,695	$ 1,726,365	$ 1,726,365	$ 1,135,003	$ 2,181,248	$ (454,883)	-26.3%
618 BENEFIT ADMINISTRATION							
OPERATING	$ 2,581,456	$ 3,070,781	$ 3,070,781	$ 2,891,361	$ 3,005,916	$ 64,865	2.1%
NON RECURRING NON PROJECT	3,513,451	100,000	100,000	100,000	-	100,000	100.0%
FUND TOTAL USES	$ 6,094,907	$ 3,170,781	$ 3,170,781	$ 2,991,361	$ 3,005,916	$ 164,865	5.2%
619 ONSITE PHARMACY CLINIC							
OPERATING	$ 1,920,479	$ 1,969,148	$ 1,969,148	$ 2,051,354	$ 2,003,810	$ (34,662)	-1.8%
FUND TOTAL USES	$ 1,920,479	$ 1,969,148	$ 1,969,148	$ 2,051,354	$ 2,003,810	$ (34,662)	-1.8%
620 BENEFITS ELIMINATIONS							
OPERATING	$ (1,358,454)	$ (1,157,990)	$ (1,157,990)	$ (1,157,990)	$ (1,157,990)	$ -	0.0%
FUND TOTAL USES	$ (1,358,454)	$ (1,157,990)	$ (1,157,990)	$ (1,157,990)	$ (1,157,990)	$ -	0.0%
621 FLEX SPENDING HEALTH							
OPERATING	$ 2,274,482	$ 2,269,651	$ 2,269,651	$ 2,163,430	$ 2,269,651	$ -	0.0%
FUND TOTAL USES	$ 2,274,482	$ 2,269,651	$ 2,269,651	$ 2,163,430	$ 2,269,651	$ -	0.0%
622 FLEX SPENDING DEP CARE							
OPERATING	$ 861,911	$ 801,620	$ 801,620	$ 875,804	$ 801,620	$ -	0.0%
FUND TOTAL USES	$ 861,911	$ 801,620	$ 801,620	$ 875,804	$ 801,620	$ -	0.0%
623 VISION							
OPERATING	$ 1,333,105	$ 1,706,262	$ 1,706,262	$ 1,388,213	$ 1,735,553	$ (29,291)	-1.7%
FUND TOTAL USES	$ 1,333,105	$ 1,706,262	$ 1,706,262	$ 1,388,213	$ 1,735,553	$ (29,291)	-1.7%
625 FI PREPAID DENTAL							
OPERATING	$ 227,419	$ 226,860	$ 226,860	$ 220,203	$ 225,977	$ 883	0.4%
FUND TOTAL USES	$ 227,419	$ 226,860	$ 226,860	$ 220,203	$ 225,977	$ 883	0.4%
626 FI LIFE AND AD AND D							
OPERATING	$ 401,038	$ 398,661	$ 398,661	$ 418,392	$ 597,992	$ (199,331)	-50.0%
FUND TOTAL USES	$ 401,038	$ 398,661	$ 398,661	$ 418,392	$ 597,992	$ (199,331)	-50.0%
627 SUPPLEMENTAL LIFE							
OPERATING	$ 3,563,906	$ 3,471,236	$ 3,471,236	$ 3,808,469	$ 3,471,236	$ -	0.0%
FUND TOTAL USES	$ 3,563,906	$ 3,471,236	$ 3,471,236	$ 3,808,469	$ 3,471,236	$ -	0.0%
628 EMPLOYEE ASSISTANCE							
OPERATING	$ 389,819	$ 400,320	$ 400,320	$ 406,845	$ 420,963	$ (20,643)	-5.2%
FUND TOTAL USES	$ 389,819	$ 400,320	$ 400,320	$ 406,845	$ 420,963	$ (20,643)	-5.2%

Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
629 SI DENTAL PPO							
OPERATING	$ 4,050,674	$ 4,238,527	$ 4,238,527	$ 4,409,765	$ 4,530,902	$ (292,375)	-6.9%
FUND TOTAL USES	$ 4,050,674	$ 4,238,527	$ 4,238,527	$ 4,409,765	$ 4,530,902	$ (292,375)	-6.9%
630 DEPENDENT LIFE							
OPERATING	$ 364,562	$ 345,300	$ 345,300	$ 384,043	$ 345,300	$ -	0.0%
FUND TOTAL USES	$ 364,562	$ 345,300	$ 345,300	$ 384,043	$ 345,300	$ -	0.0%
631 VOLUNTARY BENEFITS							
OPERATING	$ 914,322	$ 834,751	$ 834,751	$ 684,511	$ 683,838	$ 150,913	18.1%
FUND TOTAL USES	$ 914,322	$ 834,751	$ 834,751	$ 684,511	$ 683,838	$ 150,913	18.1%
632 CIGNA FOR SENIORS							
OPERATING	$ 509,852	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL USES	$ 509,852	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT OPERATING TOTAL USES	$ 161,442,194	$ 162,843,323	$ 162,851,455	$ 167,443,396	$ 174,544,455	$ (11,693,000)	-7.2%
DEPARTMENT NON RECURRING TOTAL USES	$ 3,584,639	$ 420,000	$ 420,000	$ 419,960	$ 625,000	$ (205,000)	-48.8%
DEPARTMENT TOTAL USES	$ 165,026,833	$ 163,263,323	$ 163,271,455	$ 167,863,356	$ 175,169,455	$ (11,898,000)	-7.3%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
BENEFITS AND WELLNESS SUPPORT							
BENEFITS CUSTOMER ASSISTANCE	6.00	7.00	8.00	7.50	7.50	(.50)	(6.3%)
PROGRAM TOTAL	6.00	7.00	8.00	7.50	7.50	(.50)	(6.3%)
EMPLOYEE HEALTH AND WELLNESS							
EMP MET SYN PREV MITIGATION	.20	.45	.45	.45	.45	-	0.0%
EMPLOYEE ERGONOMICS	3.00	3.00	2.00	2.00	2.00	-	0.0%
EMPLOYEE FITNESS	1.70	1.90	1.90	1.90	1.90	-	0.0%
EMPLOYEE PREVENTIVE HEALTH	1.00	1.50	1.50	1.50	1.50	-	0.0%
EMPLOYEE TOBACCO CESSATION	.10	.15	.15	.15	.15	-	0.0%
PROGRAM TOTAL	6.00	7.00	6.00	6.00	6.00	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	8.00	8.00	8.00	8.00	8.00	-	0.0%
EXECUTIVE MANAGEMENT	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	14.00	14.00	14.00	14.00	14.00	-	0.0%
RYAN WHITE HIV AIDS PART A							
RYAN WHITE PLNG COUNCIL SUPP	1.00	1.00	.00	1.00	1.00	1.00	N/A
RYAN WHITE PT A CORE MED SVCS	10.00	10.00	13.00	11.00	10.00	(3.00)	(23.1%)
PROGRAM TOTAL	11.00	11.00	13.00	12.00	11.00	(2.00)	(15.4%)
DEPARTMENT TOTAL	37.00	39.00	41.00	39.50	38.50	(2.50)	(6.1%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO 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	3.00	3.00	3.00	2.00	(1.00)	(33.3%)
Benefits Specialist - County	-	2.00	3.00	3.00	3.00	-	0.0%
Benefits Vendor Relations Mgr	-	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%
Employee Records Specialist	-	1.00	1.00	.50	.50	(.50)	(50.0%)
Ergonomist - County	3.00	3.00	2.00	2.00	2.00	-	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	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	2.00	2.00	2.00	-	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	1.00	-	0.0%
Health Educator	1.00	2.00	2.00	2.00	2.00	-	0.0%
Health Educator Supervisor	1.00	1.00	-	-	-	-	N/A
Human Resources Analyst	3.00	2.00	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	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%
Nurse	2.00	2.00	1.00	1.00	1.00	-	0.0%
Nurse - Public Health	-	-	-	1.00	-	-	N/A
Office Assistant	1.00	-	-	-	-	-	N/A
Office Assistant Specialized	1.00	-	-	-	-	-	N/A
Operations/Program Manager	2.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Supervisor	1.00	1.00	2.00	1.00	1.00	(1.00)	(50.0%)
Program Coordinator	1.00	1.00	2.00	1.00	2.00	-	0.0%
Trainer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Wellness Manager	-	-	1.00	1.00	1.00	-	0.0%
Department Total	**37.00**	**39.00**	**41.00**	**39.50**	**38.50**	**(2.50)**	**(6.1%)**

Staffing by Fund

DEPARTMENT/FUND		FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
390	**EMPLOYEE BENEFITS AND HEALTH**							
100	GENERAL	4.00	4.00	4.00	4.00	4.00	-	0.0%
532	PUBLIC HEALTH GRANTS	11.00	11.00	13.00	12.00	11.00	(2.00)	(15.4%)
615	WELLNESS	6.00	7.00	6.00	6.00	6.00	-	0.0%
618	BENEFIT ADMINISTRATION	16.00	17.00	18.00	17.50	17.50	(.50)	(2.8%)
	Department Total	**37.00**	**39.00**	**41.00**	**39.50**	**38.50**	**(2.50)**	**(6.1%)**

Significant Variance Analysis

In FY 2016, the Ryan White Program will be restructuring their operations and reducing staff to align with the new funding changes of the Ryan White Grant.

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay plan and market study adjustments made in FY 2015.

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $4,512 for the impact of the changes in health and dental premium rates.
- Decrease Regular Benefits by $326 for the impact of the changes in retirement contribution rates.

- Decrease Internal Service Charges by $535 for the impact of the changes in risk management charges.

Public Health Grant Fund (532)

- Decrease Regular Benefits by $610 for the impact of the changes in retirement contribution rates.
- Decrease Internal Services Charges by $1,078 for the impact of the changes in risk management charges.
- Increase Other Base Adjustments by $1,688 to maintain structural balance of fund.
- Increase revenues and expenditures by $611,548 to reconcile expected grant awards in FY 2016.

Wellness Fund (615) Operating

- Decrease Regular Benefits by $366 for the impact of the changes in retirement contribution rates.
- Decrease Internal Services Charges by $819 for the impact of the changes in risk management charges.
- Increase Other Base Adjustments by $1,185 to retain structural balance of the fund.
- Increase revenues and expenditures by 149,883 for the new wellness vendor contract.

Wellness Fund (615) Non Recurring Non Project

- Increase expenditures by $600,000 for biometric screenings performed by the new wellness vendor.
- Increase expenditures by $25,000 for mini grants to strengthen departmental wellness initiatives.

Benefits Administration Fund (618) Operating

- Decrease Regular Benefits by $1,008 for the impact of the changes in retirement contribution rates.
- Decrease Internal Services Charges by $1,528 for the impact of the changes in risk management charges.
- Increase Other Base Adjustments by $2,536 to retain structural balance of the fund.
- Decrease in revenue and expenditures by $64,865 for the new wellness vendor contract.

Benefits Trust Fund (685)

- Decrease revenue by $5,720,793 for one benefit holiday which reduces the Benefit Trust to a 100% 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 $(450,000) deficit in the Onsite Pharmacy Clinic Fund (619) and one benefit holiday totaling $(5,720,793) in funds 601, 604, 606, 608 and 614. For the Onsite Pharmacy Clinic Fund, new vendor options are being considered for FY 2016. The benefit holiday is planned to reduce the reserve level to 100% 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percentage of customers indicating they were satisfied with the response to their call.	0.0%	N/A	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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of customers indicating they were satisfied with the response to their call.	0.0%	N/A	N/A	N/A	N/A	N/A
Output	Number of responses to customer telephone calls and e-mails.	17,913	14,273	18,370	18,550	4,277	30.0%
Demand	Number of benefits customer service calls and e-mails.	18,583	14,538	18,897	18,550	4,012	27.6%
Expenditure Ratio	Total activity expenditure per customer service call and e-mail response.	$ 27.04	$ 55.02	$ 37.98	$ 37.25	$ 17.78	32.3%
Expenditure							
	618 - BENEFIT ADMINISTRATION	$ 484,433	$ 785,363	$ 697,747	$ 690,903	$ 94,460	12.0%
	TOTAL USES	$ 484,433	$ 785,363	$ 697,747	$ 690,903	$ 94,460	12.0%

Activity Narrative: Employee Benefits Customer Service encountered a 30% increase in calls and emails from what was expected in the FY 2015 budget. The staff within this activity were realigned to address this surge in customer demand. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percentage of employees receiving behavioral health insurance coverage who are satisfied with their benefits.	57.1%	61.0%	61.0%	61.0%	0.0%	0.0%
Percentage of behavioral health claims expense to premium revenue (loss ratio).	97.9%	100.0%	90.2%	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.	85.1%	80.0%	80.0%	80.0%	0.0%	0.0%
Percentage of medical claims expense to premium revenue (loss ratio).	111.1%	100.0%	107.1%	100.0%	0.0%	0.0%
Percentage of employees receiving medical insurance coverage who are satisfied according to the benefits customer satisfaction survey.	89.1%	85.0%	85.0%	85.0%	0.0%	0.0%
Percentage of employees receiving pharmacy insurance coverage who rate their benefits as affordable according to the annual benefit satisfaction survey.	87.1%	86.0%	86.0%	86.0%	0.0%	0.0%
Percentage of pharmacy claims expense to premium revenue (loss ratio).	112.1%	100.0%	133.6%	100.0%	0.0%	0.0%
Percentage of employees receiving pharmacy insurance coverage who are satisfied according to the benefits customer satisfaction survey.	82.1%	83.0%	83.0%	83.0%	0.0%	0.0%
Percentage of employees receiving dental insurance coverage who rate the benefit as affordable according to the annual benefit satisfaction survey.	91.1%	85.0%	85.0%	85.0%	0.0%	0.0%
Percentage of dental claims expense to premium revenue (loss ratio).	93.9%	100.0%	95.4%	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.	86.1%	86.0%	86.0%	86.0%	0.0%	0.0%
Percentage of employees receiving vision insurance coverage who rated their insurance coverage as affordable.	92.1%	92.0%	92.0%	92.0%	0.0%	0.0%
Percentage of vision claims expenses to premium revenue (loss ratio).	79.4%	100.0%	78.0%	100.0%	0.0%	0.0%
Percentage of employees receiving vision insurance coverage who are satisfied according to the benefits customer satisfaction survey.	84.0%	88.1%	88.1%	88.1%	0.0%	0.0%

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: The Patient Protection and Affordable Care Act of 2010 (111-148), §§ 1513 stipulates the shared responsibility of large employers to provide employees the opportunity to enroll in a minimum essential health coverage insurance plan or pay a fine. §§ 1302 of this Act outlines the components of the essential health benefits required of employers who comply with §§ 1513.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of employees receiving behavioral health insurance coverage who are satisfied with their benefits.	57.1%	61.0%	61.0%	61.0%	0.0%	0.0%
Result	Percentage of behavioral health claims expense to premium revenue (loss ratio).	97.9%	100.0%	90.2%	100.0%	0.0%	0.0%
Output	Average number of subscribers (covered employees and retirees) receiving behavioral health insurance coverage.	9,272	9,516	9,391	9,458	(58)	-0.6%
Output	Average number of members receiving behavioral health insurance coverage.	22,031	22,588	21,798	21,951	(637)	-2.8%
Demand	Average number of subscribers (covered employees and retirees) enrolled in behavioral health insurance coverage.	9,522	9,516	9,391	9,458	(58)	-0.6%
Demand	Average number of members enrolled in behavioral health insurance coverage.	22,031	22,588	21,784	21,951	(637)	-2.8%
Expenditure Ratio	Expenditure per subscriber (covered employee or retiree) receiving behavioral health insurance coverage.	$ 157	$ 189	$ 170	$ 186	$ 2.73	1.4%
Expenditure Ratio	Expenditure per member receiving behavioral health insurance coverage.	$ 66	$ 80	$ 73	$ 80	$ (0.63)	-0.8%
Revenue							
	614 - BEHAVIORAL HEALTH	$ 1,551,461	$ 1,657,641	$ 1,619,905	$ 1,687,810	$ 30,169	1.8%
	TOTAL SOURCES	$ 1,551,461	$ 1,657,641	$ 1,619,905	$ 1,687,810	$ 30,169	1.8%
Expenditure							
	614 - BEHAVIORAL HEALTH	$ 1,451,239	$ 1,797,391	$ 1,599,751	$ 1,760,590	$ 36,801	2.0%
	TOTAL USES	$ 1,451,239	$ 1,797,391	$ 1,599,751	$ 1,760,590	$ 36,801	2.0%

Activity Narrative: Both the total number of members and subscribers are expected to decrease in FY 2016 as a result of employees changing medical plan enrollment from the Health Maintenance Organization (HMO) and Preferred Provider Organization (PPO) plans to the Health Savings Account insurance plan, which has its own behavioral health insurance program. In FY 2016, expenditures are budgeted to exceed revenue due to one benefits holiday. In FY 2015, two benefit holidays are the reasons why expenditures outpaced revenue.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of employees receiving dental insurance coverage who rate the benefit as affordable according to the annual benefit satisfaction survey.	91.1%	85.0%	85.0%	85.0%	0.0%	0.0%
Result	Percentage of dental claims expense to premium revenue (loss ratio).	93.9%	100.0%	95.4%	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.	86.1%	86.0%	86.0%	86.0%	0.0%	0.0%
Output	Average number of subscribers (covered employees and retirees) receiving dental insurance coverage.	11,544	11,526	11,666	11,704	178	1.5%
Output	Average number of subscribers (covered employees and retirees) receiving self-insured dental insurance coverage.	5,282	5,266	5,575	5,587	321	6.1%
Output	Average number of members receiving dental insurance coverage.	27,280	27,508	27,875	28,113	605	2.2%
Output	Average number of subscribers (covered employees and retirees) receiving fully insured dental insurance coverage.	6,262	6,260	6,102	6,117	(143)	-2.3%
Output	Average number of subscribers (covered employees and retirees) receiving pre-paid dental insurance coverage.	1,353	1,346	1,351	1,354	8	0.6%
Output	Average number of members receiving fully insured dental insurance coverage.	14,311	14,521	12,852	14,143	(378)	-2.6%
Output	Average number of members receiving self-insured dental insurance coverage.	12,968	12,987	13,872	13,970	983	7.6%
Output	Average number of members receiving pre-paid dental insurance coverage.	2,849	2,873	2,870	2,857	(16)	-0.6%
Demand	Average number of subscribers (covered employees and retirees) enrolled in dental insurance coverage.	11,544	11,526	11,666	11,704	178	1.5%
Demand	Average number of members enrolled in dental insurance coverage.	27,280	27,508	27,875	28,113	605	2.2%
Expenditure Ratio	Expenditure per member who received dental insurance coverage.	$ 346.43	$ 361.61	$ 349.41	$ 336.49	$ 25.13	6.9%
Revenue							
	607 - FI DENTAL PPO	$ 5,171,481	$ 5,481,882	$ 5,109,732	$ 4,702,760	$ (779,122)	-14.2%
	625 - FI PREPAID DENTAL	228,007	226,860	220,203	225,977	(883)	-0.4%
	629 - SI DENTAL PPO	4,557,458	4,238,527	4,530,902	4,530,902	292,375	6.9%
	TOTAL SOURCES	$ 9,956,946	$ 9,947,269	$ 9,860,837	$ 9,459,639	$ (487,630)	-4.9%
Expenditure							
	607 - FI DENTAL PPO	$ 5,172,369	$ 5,481,882	$ 5,109,732	$ 4,702,760	$ 779,122	14.2%
	625 - FI PREPAID DENTAL	227,419	226,860	220,203	225,977	883	0.4%
	629 - SI DENTAL PPO	4,050,674	4,238,527	4,409,765	4,530,902	(292,375)	-6.9%
	TOTAL USES	$ 9,450,462	$ 9,947,269	$ 9,739,700	$ 9,459,639	$ 487,630	4.9%

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 the perception of affordability.

Overall dental plan enrollment continues to increase in FY 2016. During FY 2016, the fully insured Delta Dental plan's premiums are decreasing slightly while the self-insured plans are relatively flat year-over-year.

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: The Patient Protection and Affordable Care Act of 2010 (111-148), §§ 1513 stipulates the shared responsibility of large employers to provide employees the opportunity to enroll in a minimum essential health coverage insurance plan or pay a fine. §§ 1302 of this Act outlines the components of the essential health benefits required of employers who comply with §§ 1513.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of employees receiving medical insurance coverage who consider benefits to be affordable according to the benefits customer satisfaction survey.	85.1%	80.0%	80.0%	80.0%	0.0%	0.0%
Result	Percentage of medical claims expense to premium revenue (loss ratio).	111.1%	100.0%	107.1%	100.0%	0.0%	0.0%
Result	Percentage of employees receiving medical insurance coverage who are satisfied according to the benefits customer satisfaction survey.	89.1%	85.0%	85.0%	85.0%	0.0%	0.0%
Output	Average number of subscribers (covered employees and retirees) receiving high-deductable medical, pharmacy, and behavioral health insurance coverage with a Health Savings Account.	1,880	1,931	2,187	2,206	275	14.2%
Output	Average number of subscribers (covered employees and retirees) receiving medical insurance coverage.	11,423	11,447	11,579	11,664	217	1.9%
Output	Average number of members receiving high-deductable medical, pharmacy, and behavioral health insurance coverage with a health savings account.	4,732	5,144	5,517	5,562	418	8.1%
Output	Average number of members receiving medical insurance coverage.	26,772	27,732	27,317	27,513	(219)	-0.8%
Output	Average number of employees receiving medical insurance coverage.	11,355	11,447	11,492	11,664	217	1.9%
Output	Average number of subscribers (covered employees and retirees) receiving HMO medical insurance coverage.	5,604	5,551	5,528	5,549	(2)	-0.0%
Output	Average number of subscribers (covered employees and retirees) receiving PPO medical insurance coverage.	3,939	3,965	3,864	3,909	(56)	-1.4%
Output	Average number of members receiving HMO medical insurance coverage.	13,071	13,205	13,050	13,125	(80)	-0.6%
Output	Average number of members receiving PPO medical insurance coverage.	8,970	9,383	8,751	8,826	(557)	-5.9%
Demand	Average number of subscribers (covered eligible employees and retirees) enrolled in medical insurance coverage.	11,423	11,447	11,579	11,664	217	1.9%
Demand	Average number of members enrolled in medical insurance coverage.	26,772	27,732	27,335	27,303	(429)	-1.5%
Expenditure Ratio	Expenditure per subscriber (employee or retiree) receiving medical benefit coverage.	$ 9,758	$ 9,686	$ 9,865	$ 10,215	$ (529)	-5.5%
Expenditure Ratio	Expenditure per member receiving medical benefit coverage.	$ 4,164	$ 3,998	$ 4,182	$ 4,331	$ (333)	-8.3%
Revenue							
	601 - MEDICAL HMO	$ 45,043,192	$ 46,192,011	$ 45,952,358	$ 50,654,656	$ 4,462,645	9.7%
	604 - MEDICAL PPO	35,394,541	35,972,219	34,337,621	38,025,616	2,053,397	5.7%
	606 - MEDICAL HDHP W HSA	18,841,326	19,347,976	21,825,742	24,954,095	5,606,119	29.0%
	619 - ONSITE PHARMACY CLINIC	100,178	104,000	61,450	60,000	(44,000)	-42.3%
	620 - BENEFITS ELIMINATIONS	(234,876)	(65,000)	(27,081)	(65,000)	-	0.0%
	632 - CIGNA FOR SENIORS	477,117	-	-	-	-	N/A
	685 - BENEFITS TRUST	-	-	4	-	-	N/A
	TOTAL SOURCES	$ 99,621,478	$101,551,206	$102,150,094	$113,629,367	$ 12,078,161	11.9%
Expenditure							
	100 - GENERAL	$ 11,483	$ 19,020	$ 18,965	$ 19,872	$ (852)	-4.5%
	601 - MEDICAL HMO	46,023,736	50,236,155	50,095,906	52,845,683	(2,609,528)	-5.2%
	604 - MEDICAL PPO	41,019,341	39,134,609	38,088,887	39,659,466	(524,857)	-1.3%
	606 - MEDICAL HDHP W HSA	23,619,181	21,017,804	25,429,937	26,029,963	(5,012,159)	-23.8%
	619 - ONSITE PHARMACY CLINIC	520,218	529,909	620,739	660,000	(130,091)	-24.5%
	620 - BENEFITS ELIMINATIONS	(234,876)	(65,000)	(27,081)	(65,000)	-	0.0%
	632 - CIGNA FOR SENIORS	509,852	-	-	-	-	N/A
	TOTAL USES	$111,468,935	$110,872,497	$114,227,353	$119,149,984	$ (8,277,487)	-7.5%

Activity Narrative: In FY 2016, medical expenditures are expected to increase by 7.5%; primarily a result of increases in large medical claims (claims in excess of $50,000) in FY 2014, where both the

number of large claims and average claim payment increased by 12.7% and 5.8%, respectively. This prompted the increase in premiums for FY 2016. Furthermore, the primary medical plan driving the increase in premiums was the High Deductible plan which had the highest loss ratio in FY 2014 and is demonstrating the highest enrollment growth of the medical plans in FY 2015, more than 16%. In order to mitigate claim liabilities for FY 2016, both the deductibles and out-of-pocket maximums were increased for this insurance plan.

Furthermore, revenue for the medical plans has been significantly reduced over the last couple years through planned benefit holidays in order to reduce the reserve level of the benefits trust to a 100% company action level (CAL). There were two benefits holidays in FY 2015 and one is planned for FY 2016. The combination of one less benefits holiday and an increase in premiums is estimated to generate an additional $12 million in revenue in FY 2016.

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: The Patient Protection and Affordable Care Act of 2010 (111-148), §§ 1513 stipulates the shared responsibility of large employers to provide employees the opportunity to enroll in a minimum essential health coverage insurance plan or pay a fine. §§ 1302 of this Act outlines the components of the essential health benefits required of employers who comply with §§ 1513.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of employees receiving pharmacy insurance coverage who rate their benefits as affordable according to the annual benefit satisfaction survey.	87.1%	86.0%	86.0%	86.0%	0.0%	0.0%
Result	Percentage of pharmacy claims expense to premium revenue (loss ratio).	112.1%	100.0%	133.6%	100.0%	0.0%	0.0%
Result	Percentage of employees receiving pharmacy insurance coverage who are satisfied according to the benefits customer satisfaction survey.	82.1%	83.0%	83.0%	83.0%	0.0%	0.0%
Output	Average number of subscribers (covered employees and retirees) receiving pharmacy insurance coverage.	9,543	9,516	9,404	9,458	(58)	-0.6%
Output	Average number of members receiving pharmacy insurance coverage.	22,170	22,588	21,930	21,951	(637)	-2.8%
Demand	Average number of subscribers (covered employees and retirees) enrolled for pharmacy insurance coverage.	9,545	9,516	9,406	9,458	(58)	-0.6%
Demand	Average number of members enrolled in pharmacy insurance coverage.	22,170	22,588	21,930	21,951	(637)	-2.8%
Expenditure Ratio	Expenditure per subscriber (covered employees and retirees) receiving pharmacy insurance coverage.	$ 1,679	$ 1,581	$ 1,933	$ 1,937	$ (356)	-22.5%
Expenditure Ratio	Expenditure per member receiving pharmacy insurance coverage.	$ 723	$ 666	$ 829	$ 835	$ (169)	-25.3%
Revenue							
	608 - COINSURANCE PHARMACY	$ 14,050,855	$ 13,429,318	$ 12,889,723	$ 17,325,304	$ 3,895,986	29.0%
	619 - ONSITE PHARMACY CLINIC	1,433,206	1,865,148	1,438,550	1,493,810	(371,338)	-19.9%
	620 - BENEFITS ELIMINATIONS	(1,123,578)	(1,092,990)	(1,130,909)	(1,092,990)	-	0.0%
	TOTAL SOURCES	$ 14,360,483	$ 14,201,476	$ 13,197,364	$ 17,726,124	$ 3,524,648	24.8%
Expenditure							
	608 - COINSURANCE PHARMACY	$ 15,744,197	$ 14,697,568	$ 17,876,319	$ 18,072,572	$ (3,375,004)	-23.0%
	619 - ONSITE PHARMACY CLINIC	1,400,261	1,439,239	1,430,615	1,343,810	95,429	6.6%
	620 - BENEFITS ELIMINATIONS	(1,123,578)	(1,092,990)	(1,130,909)	(1,092,990)	-	0.0%
	TOTAL USES	$ 16,020,880	$ 15,043,817	$ 18,176,025	$ 18,323,392	$ (3,279,575)	-21.8%

Activity Narrative: Expenditures for the Coinsurance Pharmacy plan are expected to increase by over $3 million in FY 2016 as a result of growing costs for Hepatitis C drugs (including Sovaldi) and other specialty medications. Enhanced controls on compounded drugs have helped mitigate the increases during the latter half of 2015. This Activity pertains to employees who enroll in the HMO and PPO medical plans with the Coinsurance Pharmacy plan.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of employees receiving vision insurance coverage who rated their insurance coverage as affordable.	92.1%	92.0%	92.0%	92.0%	0.0%	0.0%
Result	Percentage of vision claims expenses to premium revenue (loss ratio).	79.4%	100.0%	78.0%	100.0%	0.0%	0.0%
Result	Percentage of employees receiving vision insurance coverage who are satisfied according to the benefits customer satisfaction survey.	84.0%	88.1%	88.1%	88.1%	0.0%	0.0%
Output	Average number of subscribers (employees plus retirees) receiving vision insurance coverage.	11,192	11,232	11,398	11,408	176	1.6%
Output	Average number of members enrolled in vision insurance coverage.	26,844	26,932	27,360	27,543	611	2.3%
Demand	Average number of subscribers (employees Plus retirees) enrolled for vision insurance coverage.	11,203	11,232	11,398	11,408	176	1.6%
Demand	Average number of members enrolled for vision insurance coverage.	26,863	26,932	28,053	27,543	611	2.3%
Expenditure Ratio	Expenditure per member who received vision insurance coverage.	$ 49.66	$ 63.35	$ 50.74	$ 63.01	$ 0.34	0.5%
Revenue							
	623 - VISION	$ 1,699,460	$ 1,706,262	$ 1,735,717	$ 1,735,553	$ 29,291	1.7%
	TOTAL SOURCES	$ 1,699,460	$ 1,706,262	$ 1,735,717	$ 1,735,553	$ 29,291	1.7%
Expenditure							
	623 - VISION	$ 1,333,105	$ 1,706,262	$ 1,388,213	$ 1,735,553	$ (29,291)	-1.7%
	TOTAL USES	$ 1,333,105	$ 1,706,262	$ 1,388,213	$ 1,735,553	$ (29,291)	-1.7%

Activity Narrative: The number of employees electing vision benefits and the number of family members covered have grown slightly by 1.8% and 1.9% respectively in FY 2015. During this time period, premium costs have remained relatively flat and are nearly 19% below budget. FY 2016 revenue and expenditures are expected to grow equally by 1.7%.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percentage 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	0.0%	0.0%	0.0%	0.0%	N/A
Percentage of employees receiving counseling services who felt the services helped them to resolve or cope with their issues.	57.1%	50.1%	50.1%	50.1%	0.0%	0.0%
Percentage of employees who strongly agree they know more about their health following the screening.	N/A	86.6%	86.6%	86.6%	0.0%	0.0%
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.	31.2%	30.9%	30.9%	31.3%	0.4%	1.3%
Percentage of employees who agree that on-site fitness classes were useful.	100.0%	98.5%	100.0%	100.0%	1.5%	1.5%
Percentage of employees who successfully completed the tobacco smoking cessation program.	30.8%	100.0%	N/A	100.0%	100.0%	0.0%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of departments who received the services who feel that as a result of services, their employees have the tools and workspace to do their jobs safely (with reduced risk related to ergonomics).	N/A	0.0%	0.0%	0.0%	0.0%	N/A
Output	Number of ergonomic evaluations completed.	666	840	822	864	24	2.9%
Demand	Number of ergonomic evaluations requested.	735	840	801	864	24	2.9%
Expenditure Ratio	Expenditure per evaluation completed.	$ 259	$ 280	$ 221	$ 210	$ 69	24.8%
Expenditure							
	615 - WELLNESS	$ 172,251	$ 234,816	$ 182,007	$ 181,681	$ 53,135	22.6%
	TOTAL USES	$ 172,251	$ 234,816	$ 182,007	$ 181,681	$ 53,135	22.6%

Activity Narrative: In FY 2016, demand for ergonomic evaluations is expected to grow slightly. Within this activity, there is an operational shift underway; ergonomic staff are changing their approach from

primarily focusing on individual evaluations to worksite and programmatic evaluations. The Department also decided to reduce the number of staff from three to two in FY 2015 which is the primary reason for the decrease in activity expenditures.

Currently, there are no measurement instruments to indicate the satisfaction and safety benefits of the ergonomics activity.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of employees who agree that on-site fitness classes were useful.	100.0%	98.5%	100.0%	100.0%	1.5%	1.5%
Output	Number of participants in on-site fitness classes.	5,682	7,200	9,494	9,240	2,040	28.3%
Demand	Number of employees who register for on-site fitness classes.	5,682	7,200	9,494	9,240	2,040	28.3%
Expenditure Ratio	Total activity expenditure per on-site fitness class participant.	$ 66	$ 83	$ 61	$ 34	$ 49	59.3%
Expenditure							
	615 - WELLNESS	$ 372,827	$ 600,039	$ 583,626	$ 313,751	$ 286,288	47.7%
	TOTAL USES	$ 372,827	$ 600,039	$ 583,626	$ 313,751	$ 286,288	47.7%

Activity Narrative: In FY 2015, the Department completed a series of equipment and fitness center upgrades throughout the County. These on-site fitness improvements, coupled with the continuation of the partnership with the YMCA which offers reduced membership fees for employees and their families, is expected to increase participation in wellness activities and increase fitness center usage in FY 2016. The metric for the number of participants expected to register for on-site fitness classes counts each individual entering the fitness center and does not currently identify discrete counts of individuals or isolate those individuals participating in fitness classes.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of employees who strongly agree they know more about their health following the screening.	N/A	86.6%	86.6%	86.6%	0.0%	0.0%
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.	31.2%	30.9%	30.9%	31.3%	0.4%	1.3%
Output	Number of employees who participate in biometric screenings .	9,158	10,430	10,430	10,400	(30)	-0.3%
Output	Number of influenza vaccinations administered.	5,244	5,000	4,692	5,000	-	0.0%
Demand	Number of biometric screenings requested.	9,158	10,430	10,430	10,400	(30)	-0.3%
Demand	Number of influenza vaccinations requested.	5,244	5,000	4,692	5,000	-	0.0%
Expenditure Ratio	Total activity expenditure per biometric screening conducted.	$ 46	$ 73	$ 21	$ 151	$ (78)	-106.8%
Expenditure							
	615 - WELLNESS	$ 421,805	$ 763,109	$ 220,547	$ 1,573,482	$ (810,373)	-106.2%
	TOTAL USES	$ 421,805	$ 763,109	$ 220,547	$ 1,573,482	$ (810,373)	-106.2%

Activity Narrative: The Employee Preventive Health Activity for FY 2016 is increasing budgeted expenditures by more than 100% due to the implementation of the new wellness contract with the vendor StayWell who will provide biometric screenings, health assessments, tobacco screenings, incentive administration, wellness coaching and other services. The FY 2016 budget also includes a carryover of $625,000 from FY 2015 due to the delay of the annual biometric screening process from March to August. Funding has been reallocated between the Wellness and Benefits Administration funds to support the ongoing expenditures of the new wellness vendor.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of employees receiving counseling services who felt the services helped them to resolve or cope with their issues.	57.1%	50.1%	50.1%	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
Revenue							
	628 - EMPLOYEE ASSISTANCE	$ 391,164	$ 400,320	$ 406,845	$ 420,963	$ 20,643	5.2%
	TOTAL SOURCES	$ 391,164	$ 400,320	$ 406,845	$ 420,963	$ 20,643	5.2%
Expenditure							
	628 - EMPLOYEE ASSISTANCE	$ 389,819	$ 400,320	$ 406,845	$ 420,963	$ (20,643)	-5.2%
	TOTAL USES	$ 389,819	$ 400,320	$ 406,845	$ 420,963	$ (20,643)	-5.2%

Activity Narrative: In FY 2016, Employee Short Term Counseling and Referral expenditures increased to reflect higher numbers of covered employees and minor premium increases. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of employees who successfully completed the tobacco smoking cessation program.	30.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of employees that completed the tobacco smoking cessation program.	7	20	30	20	-	0.0%
Output	Number of employees who participate in the tobacco smoking cessation program.	26	20	20	20	-	0.0%
Demand	Number of employees who enroll in the tobacco smoking cessation program.	26	20	20	20	-	0.0%
Expenditure Ratio	Total activity expenditure per tobacco smoking cessation program participant .	$ 1,604	$ 3,007	$ 3,140	$ 2,159	$ 849	28.2%
Expenditure							
	615 - WELLNESS	$ 41,715	$ 60,147	$ 62,792	$ 43,176	$ 16,971	28.2%
	TOTAL USES	$ 41,715	$ 60,147	$ 62,792	$ 43,176	$ 16,971	28.2%

Activity Narrative: Beginning FY 2016, tobacco cessation products will be covered under the County's pharmacy benefits. Expenditures in this activity are primarily related to validating that employees are eligible for the non-tobacco use incentive, not the cost of tobacco cessation programs. Alternative tobacco cessation programs are being considered in FY 2016 to provide incremental cessation options.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Planning Council members indicating satisfaction w/ staff administrative duties.	98.0%	95.0%	95.0%	95.0%	0.0%	0.0%
Percent of clients tested with a Viral load below level of detection.	39.0%	28.0%	31.9%	28.0%	0.0%	0.0%
Percent of eligible clients with referral to non-medical support services who receive medical services or non-medical support services.	79.6%	70.0%	69.2%	70.0%	0.0%	0.0%

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 services.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of clients tested with a Viral load below level of detection.	39.0%	28.0%	35.4%	42.0%	14.0%	50.0%
Output	Number of core medical units of service received.	202,396	153,600	128,745	153,600	-	0.0%
Output	Average number of eligible clients receiving core medical services.	1,360	800	1,316	1,350	550	68.8%
Demand	Number of core medical units of service units requested.	202,396	153,600	128,745	153,600	-	0.0%
Demand	Average number of eligible clients requesting core medical services.	7,991	3,000	3,000	3,000	-	0.0%
Expenditure Ratio	Expenditure per unit of core medical services received.	$ 25	$ 39	$ 41	$ 40	$ (0.77)	-2.0%
Expenditure Ratio	Expenditure per eligible client receiving core medical services.	$ 3,791	$ 7,455	$ 3,995	$ 4,506	$ 2,950	39.6%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 5,472,688	$ 5,964,344	$ 5,257,766	$ 6,180,626	$ 216,282	3.6%
	TOTAL SOURCES	$ 5,472,688	$ 5,964,344	$ 5,257,766	$ 6,180,626	$ 216,282	3.6%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 5,154,758	$ 5,964,344	$ 5,257,766	$ 6,082,730	$ (118,386)	-2.0%
	TOTAL USES	$ 5,154,758	$ 5,964,344	$ 5,257,766	$ 6,082,730	$ (118,386)	-2.0%

Activity Narrative: The passage of the Patient Protection and Affordable Care Act (ACA) has significantly altered the proportion of medical expenditures spent on primary medical care, as more program participants are now eligible for insurance programs. This has shifted additional funding to early intervention services and dental care. The increased funding for core medical wrap-around services is expected to positively impact attainment of the result measure by 14 percentage points or 50% in FY 2016. Additionally, as a result of the ACA, it is expected that an additional 550 participants will be provided core medical services in FY 2016.

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 services.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of eligible clients with referral to non-medical support services who receive medical services or non-medical support services.	79.6%	70.0%	66.8%	70.0%	0.0%	0.0%
Output	Number of non-medical support units of service received.	36,147	36,000	39,742	36,000	-	0.0%
Output	Average number of eligible clients with referral to non-medical support services.	32	10	39	10	-	0.0%
Output	Average number of eligible clients receiving non-medical support services.	985	900	1,072	900	-	0.0%
Demand	Number of non-medical support units requested.	36,147	36,000	39,742	36,000	-	0.0%
Demand	Average number of eligible clients requesting non-medical support services.	985	900	1,072	1,150	250	27.8%
Expenditure Ratio	Expenditure per non-medical support unit of service received.	$ 24	$ 34	$ 31	$ 44	$ (11)	-31.6%
Expenditure Ratio	Expenditure per eligible client receiving non-medical support services.	$ 892	$ 1,348	$ 1,166	$ 1,774	$ (426)	-31.6%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 817,541	$ 1,213,435	$ 1,249,299	$ 1,608,815	$ 395,380	32.6%
	TOTAL SOURCES	$ 817,541	$ 1,213,435	$ 1,249,299	$ 1,608,815	$ 395,380	32.6%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 878,289	$ 1,213,435	$ 1,249,299	$ 1,596,407	$ (382,972)	-31.6%
	TOTAL USES	$ 878,289	$ 1,213,435	$ 1,249,299	$ 1,596,407	$ (382,972)	-31.6%

Activity Narrative: In FY 2014, Non-Medical Support Services were reduced as funding was diverted to core medical services. As savings were realized from client enrollment in expanded Medicaid or the federally facilitated marketplace insurance plans, additional funding was appropriated back to non-medical support services in FY 2015, and in FY 2016 there is an increase of funding of over 30%. With additional funding, non-medical support services were expanded to include treatment adherence, psycho-social services, health education, risk reduction and housing assistance. These services are viewed by program staff as vital to reducing the spread of HIV/AIDS and strengthening the immune system and overall health of program participants.

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 services.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Planning Council members indicating satisfaction w/ staff administrative duties.	98.0%	95.0%	95.0%	95.0%	0.0%	0.0%
Output	Number of meetings facilitated.	36	63	34	36	(27)	-42.9%
Demand	Number of meetings scheduled.	36	63	34	36	(27)	-42.9%
Expenditure Ratio	Expendidutres per meeting held.	$ 6,415	$ 2,314	$ 3,997	$ 3,702	$ (1,388)	-60.0%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 186,068	$ 145,800	$ 135,890	$ 145,686	$ (114)	-0.1%
	TOTAL SOURCES	$ 186,068	$ 145,800	$ 135,890	$ 145,686	$ (114)	-0.1%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 230,948	$ 145,800	$ 135,890	$ 133,273	$ 12,527	8.6%
	TOTAL USES	$ 230,948	$ 145,800	$ 135,890	$ 133,273	$ 12,527	8.6%

Activity Narrative: 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percentage of employees receiving child life insurance coverage who are satisfied with the benefit.	59.1%	63.1%	63.1%	63.1%	0.0%	0.0%
Percentage of employees receiving additional life insurance who rated the benefit as affordable.	85.1%	85.0%	85.0%	85.0%	0.0%	0.0%
Percentage of employees receiving accidental death and dismemberment insurance who rated the benefit as affordable.	80.0%	84.0%	84.0%	84.0%	0.0%	0.0%
Percentage of employees receiving spouse life insurance who are satisfied with the benefit.	63.1%	65.0%	65.0%	65.0%	0.0%	0.0%
Percentage of employees satisfied with their health care flexible spending account.	85.8%	90.3%	90.3%	90.3%	0.0%	0.0%
Percentage of employees satisfied with their dependent care flexible spending account.	76.2%	95.8%	95.8%	95.8%	0.0%	0.0%
Percentage of short-term disability claims expense to premium revenue (loss ratio).	138.8%	100.0%	113.7%	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.	83.1%	81.9%	81.9%	81.9%	0.0%	0.0%
Percentage of 60% short-term disability claims expense to premium revenue (loss ratio).	153.8%	100.0%	129.6%	100.0%	0.0%	0.0%
Percentage of 50% short-term disability claims expense to premium revenue (loss ratio).	101.3%	100.0%	57.6%	100.0%	0.0%	0.0%
Percentage of 40% short-term disability claims expense to premium revenue (loss ratio).	76.5%	100.0%	81.8%	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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of employees satisfied with their health care flexible spending account.	85.8%	90.3%	90.3%	90.3%	0.0%	0.0%
Result	Percentage of employees satisfied with their dependent care flexible spending account.	76.2%	95.8%	95.8%	95.8%	0.0%	0.0%
Output	Average number of employees participating in a dependent care flexible spending account.	264	270	287	285	15	5.6%
Output	Average number of employees participating in a health care flexible spending account.	1,876	1,661	1,576	1,816	155	9.3%
Output	Average number of employees participating in a limited use flexible spending account.	227	205	242	242	37	18.0%
Output	Average number of employees participating in a flexible spending account of any type.	2,367	2,136	2,085	2,101	(35)	-1.6%
Demand	Average number of employees enrolled in a dependent care flexible spending account.	264	270	287	285	15	5.6%
Demand	Average number of employees enrolled in a health care flexible spending account.	1,876	1,624	1,576	1,816	192	11.8%
Demand	Average number of employees enrolled in a limited use flexible spending account.	227	242	242	242	-	0.0%
Demand	Average number of employees enrolled in a flexible spending account of any type.	2,367	2,136	2,085	2,101	(35)	-1.6%
Expenditure Ratio	Expenditure per employee participating in a dependent care or health care flexible spending account.	$ 1,325	$ 1,438	$ 1,458	$ 1,462	$ (24)	-1.7%
Revenue							
	621 - FLEX SPENDING HEALTH	$ 2,274,481	$ 2,269,651	$ 2,178,651	$ 2,269,651	$ -	0.0%
	622 - FLEX SPENDING DEP CARE	862,642	801,620	873,395	801,620	-	0.0%
	TOTAL SOURCES	$ 3,137,123	$ 3,071,271	$ 3,052,046	$ 3,071,271	$ -	0.0%
Expenditure							
	621 - FLEX SPENDING HEALTH	$ 2,274,482	$ 2,269,651	$ 2,163,430	$ 2,269,651	$ -	0.0%
	622 - FLEX SPENDING DEP CARE	861,911	801,620	875,804	801,620	-	0.0%
	TOTAL USES	$ 3,136,393	$ 3,071,271	$ 3,039,234	$ 3,071,271	$ -	0.0%

Activity Narrative: In FY 2016, 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 2015 budget.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of employees receiving child life insurance coverage who are satisfied with the benefit.	59.1%	63.1%	63.1%	63.1%	0.0%	0.0%
Result	Percentage of employees receiving additional life insurance who rated the benefit as affordable.	85.1%	85.0%	85.0%	85.0%	0.0%	0.0%
Result	Percentage of employees receiving accidental death and dismemberment insurance who rated the benefit as affordable.	80.0%	84.0%	84.0%	84.0%	0.0%	0.0%
Result	Percentage of employees receiving spouse life insurance who are satisfied with the benefit.	63.1%	65.0%	65.0%	65.0%	0.0%	0.0%
Output	Average number of employees who receive basic life insurance coverage.	12,751	12,652	12,908	12,934	282	2.2%
Output	Average number of employees who receive accidental death and dismemberment insurance coverage.	12,751	12,652	12,908	12,934	282	2.2%
Output	Average number of employees who receive additional life insurance coverage.	8,259	8,296	4,802	8,245	(51)	-0.6%
Output	Average number of employees who receive child life insurance coverage.	3,987	3,965	4,090	4,079	114	2.9%
Output	Average number of employees who receive spouse life insurance coverage.	3,343	3,336	3,364	3,354	18	0.5%
Output	Average number of employees who receive basic life, additional life, accidental death and dismemberment, child life, and spousal life insurance coverage.	12,698	12,652	10,753	12,934	282	2.2%
Demand	Average number of employees enrolled in basic life insurance coverage.	12,751	12,652	12,913	12,934	282	2.2%
Demand	Average number of employees enrolled in accidental death and dismemberment insurance coverage.	12,751	12,652	12,913	12,934	282	2.2%
Demand	Average number of employees enrolled in additional life and accidental death and dismemberment insurance coverage.	8,259	8,296	8,427	8,245	(51)	-0.6%
Demand	Average number of employees enrolled in child life insurance coverage.	4,401	3,965	4,076	4,091	126	3.2%
Demand	Average number of employees enrolled in spouse life insurance coverage.	4,401	3,336	3,344	3,354	18	0.5%
Expenditure Ratio	Expenditure per employee who receives basic life, additional life, accidental death and dismemberment, child life and/or spouse life insurance coverage.	$ 341	$ 333	$ 429	$ 341	$ (8)	-2.4%
Revenue							
	626 - FI LIFE AND AD AND D	$ 402,104	$ 398,661	$ 418,392	$ 597,992	$ 199,331	50.0%
	627 - SUPPLEMENTAL LIFE	3,561,581	3,471,236	3,808,469	3,471,236	-	0.0%
	630 - DEPENDENT LIFE	362,704	345,300	384,043	345,300	-	0.0%
	TOTAL SOURCES	$ 4,326,389	$ 4,215,197	$ 4,610,904	$ 4,414,528	$ 199,331	4.7%
Expenditure							
	626 - FI LIFE AND AD AND D	$ 401,038	$ 398,661	$ 418,392	$ 597,992	$ (199,331)	-50.0%
	627 - SUPPLEMENTAL LIFE	3,563,906	3,471,236	3,808,469	3,471,236	-	0.0%
	630 - DEPENDENT LIFE	364,562	345,300	384,043	345,300	-	0.0%
	TOTAL USES	$ 4,329,506	$ 4,215,197	$ 4,610,904	$ 4,414,528	$ (199,331)	-4.7%

Activity Narrative: In FY 2016, enrollment is expected to slightly increase when compared to FY 2015. Life insurance continues to remain a highly utilized insurance option and satisfaction with the insurance plans are fairly consistent over the last couple years.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of short-term disability claims expense to premium revenue (loss ratio).	138.8%	100.0%	113.7%	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.	83.1%	81.9%	81.9%	81.9%	0.0%	0.0%
Result	Percentage of 60% short-term disability claims expense to premium revenue (loss ratio).	153.8%	100.0%	129.6%	100.0%	0.0%	0.0%
Result	Percentage of 50% short-term disability claims expense to premium revenue (loss ratio).	101.3%	100.0%	57.6%	100.0%	0.0%	0.0%
Result	Percentage of 40% short-term disability claims expense to premium revenue (loss ratio).	76.5%	100.0%	81.8%	100.0%	(0.0%)	-0.0%
Output	Average number of employees receiving short-term disability insurance.	8,380	8,402	8,527	8,549	147	1.7%
Output	Average number of employees receiving 60% short-term disability insurance.	5,382	5,383	5,311	5,309	(74)	-1.4%
Output	Average number of employees receiving 50% short-term disability insurance.	1,842	1,852	1,958	1,963	111	6.0%
Output	Average number of employees receiving 40% short-term disability insurance.	1,156	1,167	1,261	1,256	89	7.6%
Demand	Average number of employees enrolled in short-term disability insurance.	8,380	8,402	8,527	8,549	147	1.7%
Demand	Average number of employees enrolled in 60% short-term disability insurance.	5,382	5,383	5,311	5,309	(74)	-1.4%
Demand	Average number of employees enrolled in 50% short-term disability insurance.	1,842	1,852	1,958	1,963	111	6.0%
Demand	Average number of employees enrolled in 40% short-term disability insurance.	1,156	1,167	1,261	1,256	89	7.6%
Expenditure Ratio	Expenditure per employee who received short-term disability insurance coverage.	$ 344	$ 347	$ 349	$ 325	$ 22	6.4%
Revenue							
	611 - 60 PERCENT STD	$ 1,538,773	$ 1,944,571	$ 1,976,958	$ 2,207,008	$ 262,437	13.5%
	612 - 50 PERCENT STD	354,232	408,473	455,498	408,473	-	0.0%
	613 - 40 PERCENT STD	156,920	161,260	186,565	161,260	-	0.0%
	TOTAL SOURCES	$ 2,049,925	$ 2,514,304	$ 2,619,021	$ 2,776,741	$ 262,437	10.4%
Expenditure							
	611 - 60 PERCENT STD	$ 2,384,769	$ 2,344,571	$ 2,562,384	$ 2,207,008	$ 137,563	5.9%
	612 - 50 PERCENT STD	370,086	408,473	262,421	408,473	-	0.0%
	613 - 40 PERCENT STD	128,781	161,260	152,535	161,260	-	0.0%
	TOTAL USES	$ 2,883,636	$ 2,914,304	$ 2,977,340	$ 2,776,741	$ 137,563	4.7%

Activity Narrative: 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 was undertaken to eliminate the remaining deficit. Notably, more than 60% of employees electing coverage for short-term disability over the last couple years enrolled in the 60% short-term disability plan. The 40% and 50% short-term disability plans both show excess net positive returns in FY 2015.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of employees receiving voluntary insurance coverage who rated the benefit as affordable according to the annual benefit customer satisfaction survey.	49.1%	87.3%	87.3%	87.3%	0.0%	0.0%
Output	Average number of employees receiving group rental insurance coverage.	50	N/A	-	-	N/A	N/A
Output	Average number of employees receiving accident insurance coverage.	278	N/A	-	-	N/A	N/A
Output	Average number of employees receiving critical illness insurance coverage.	87	N/A	-	-	N/A	N/A
Output	Average number of employees receiving term life insurance coverage.	43	N/A	-	-	N/A	N/A
Output	Average number of employees enrolled in whole life insurance coverage.	91	N/A	-	-	N/A	N/A
Output	Average number of employees receiving voluntary insurance coverage.	2,453	1,913	2,032	2,024	111	5.8%
Output	Average number of employees receiving group prepaid legal services.	1,903	1,913	2,032	2,024	111	5.8%
Demand	Average number of employees enrolled in group rental insurance.	50	N/A	-	-	N/A	N/A
Demand	Average number of employees enrolled in accident insurance.	278	N/A	-	-	N/A	N/A
Demand	Average number of employees enrolled in critical illness insurance.	87	N/A	-	-	N/A	N/A
Demand	Average number of employees enrolled in term life insurance.	43	N/A	-	-	N/A	N/A
Demand	Average number of employees enrolled in whole life insurance.	91	N/A	-	-	N/A	N/A
Demand	Average number of employees enrolled in voluntary insurance.	2,453	1,913	509	2,024	111	5.8%
Demand	Average number of employees enrolled in group prepaid legal services.	1,903	1,913	2,032	2,024	111	5.8%
Expenditure Ratio	Expenditure per employee receiving voluntary insurance coverage.	$ 373	$ 436	$ 337	$ 338	$ 98	22.6%
Revenue							
	631 - VOLUNTARY BENEFITS	$ 911,880	$ 834,751	$ 684,511	$ 683,838	$ (150,913)	-18.1%
	TOTAL SOURCES	$ 911,880	$ 834,751	$ 684,511	$ 683,838	$ (150,913)	-18.1%
Expenditure							
	631 - VOLUNTARY BENEFITS	$ 914,322	$ 834,751	$ 684,511	$ 683,838	$ 150,913	18.1%
	TOTAL USES	$ 914,322	$ 834,751	$ 684,511	$ 683,838	$ 150,913	18.1%

Activity Narrative: In FY 2015, the Voluntary Insurance Benefits plan discontinued contracts for accident, critical illness, whole life and term life insurance due to limited participation. The only insurance plan remaining in this activity is group prepaid legal services. The department expects this insurance option to increase by approximately 6% in FY 2016.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 258,539**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 8,132**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*8,132*	*-*
FY 2015 Revised Budget			**$ 266,671**	**$ -**
Adjustments:				
Employee Salary Adjustments			**$ 215**	**$ -**
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*215*	*-*
FY 2016 Baseline Budget			**$ 266,886**	**$ -**
Adjustments:				
Employee Retirement and Benefits			**$ (326)**	**$ -**
Retirement Contributions			*(326)*	*-*
Base Adjustments			**$ (535)**	**$ -**
Internal Service Charges			*(535)*	*-*
Decrease Risk Management Charges	*$*	*(535)*		
FY 2016 Tentative Budget			**$ 266,025**	**$ -**
Percent Change from Baseline Amount			*-0.3%*	
Adjustments:				
Employee Retirement and Benefits			**$ 4,512**	**$ -**
Employee Health/Dental Premiums			*4,512*	*-*
FY 2016 Adopted Budget			**$ 270,537**	**$ -**
Percent Change from Baseline Amount			*1.4%*	

Public Health Grant Fund (532)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 7,323,579**	**$ 7,323,579**
FY 2015 Revised Budget			**$ 7,323,579**	**$ 7,323,579**
FY 2016 Baseline Budget			**$ 7,323,579**	**$ 7,323,579**
Adjustments:				
Employee Retirement and Benefits			**$ (610)**	**$ -**
Retirement Contributions			*(610)*	*-*
Base Adjustments			**$ 610**	**$ -**
Other Base Adjustments			*1,688*	*-*
Internal Service Charges			*(1,078)*	*-*
Decrease Risk Management Charges	*$*	*(1,078)*		
Grants			**$ 611,548**	**$ 611,548**
Grant Reconciliation			*611,548*	*611,548*
FY 2016 Adopted Budget			**$ 7,935,127**	**$ 7,935,127**
Percent Change from Baseline Amount			*8.4%*	*8.4%*

Public Health Grants (532) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ (4,410,159)	$ (4,410,159)	$ (4,410,159)	$ 57,239	$ 57,239
Sources:					
Operating	$ 50,305,320	$ 48,632,521	$ 50,103,737	$ 51,196,030	$ 52,056,352
Total Sources:	$ 50,305,320	$ 48,632,521	$ 50,103,737	$ 51,196,030	$ 52,056,352
Uses:					
Operating	$ 45,837,955	$ 48,632,521	$ 50,103,737	$ 51,196,030	$ 52,056,352
Total Uses:	$ 45,837,955	$ 48,632,521	$ 50,103,737	$ 51,196,030	$ 52,056,352
Structural Balance	$ 4,467,365	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 33	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 57,239	$ -	$ -	$ 57,239	$ 57,239
Unassigned	-	(4,410,159)	(4,410,159)	-	-
Total Ending Spendable Fund Balance	$ 57,239	$ (4,410,159)	$ (4,410,159)	$ 57,239	$ 57,239

Wellness Fund (615)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 1,406,365**	**$ 1,406,365**
FY 2015 Revised Budget		**$ 1,406,365**	**$ 1,406,365**
FY 2016 Baseline Budget		**$ 1,406,365**	**$ 1,406,365**
Adjustments:			
Employee Retirement and Benefits		**$ (366)**	**$ -**
Retirement Contributions		*(366)*	*-*
Base Adjustments		**$ 366**	**$ -**
Other Base Adjustments		*1,185*	*-*
Internal Service Charges		*(819)*	*-*
Decrease Risk Management Charges	*$ (819)*		
Fees and Other Revenues		**$ 149,883**	**$ 149,883**
ProgRevenue Volume Inc/Dec		*149,883*	*149,883*
FY 2016 Adopted Budget		**$ 1,556,248**	**$ 1,556,248**
Percent Change from Baseline Amount		*10.7%*	*10.7%*

Wellness Fund (615) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 320,000**	**$ -**
FY 2015 Revised Budget		**$ 320,000**	**$ -**
Adjustments:			
Non Recurring		**$ (320,000)**	**$ -**
Other Non Recurring		*(320,000)*	*-*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 625,000**	**$ -**
Other Non Recurring		*625,000*	*-*
Biometric Screenings	*$ 600,000*		
Wellness Grants	*25,000*		
FY 2016 Adopted Budget		**$ 625,000**	**$ -**

Benefit Administration Fund (618)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 3,070,781**	**$ 3,070,781**
FY 2015 Revised Budget		**$ 3,070,781**	**$ 3,070,781**
FY 2016 Baseline Budget		**$ 3,070,781**	**$ 3,070,781**
Adjustments:			
Employee Retirement and Benefits		**$ (1,008)**	**$ -**
Retirement Contributions		*(1,008)*	*-*
Base Adjustments		**$ 1,008**	**$ -**
Other Base Adjustments		*2,536*	*-*
Internal Service Charges		*(1,528)*	*-*
Decrease Risk Management Charges	*$ (1,528)*		
Fees and Other Revenues		**$ (64,865)**	**$ (64,865)**
ProgRevenue Volume Inc/Dec		*(64,865)*	*(64,865)*
FY 2016 Adopted Budget		**$ 3,005,916**	**$ 3,005,916**
Percent Change from Baseline Amount		*-2.1%*	*-2.1%*

Benefits Trust Fund (685)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 155,261,205**	**$ 144,576,843**
Adjustments:	Agenda Item:			
Non Recurring			**$ 7,600,000**	**$ -**
Employee Benefits Trust Budget Adjustment	*C-39-15-025-2-00*		*7,600,000*	*-*
FY 2015 Revised Budget			**$ 162,861,205**	**$ 144,576,843**
Adjustments:	Agenda Item:			
Non Recurring			**$ (7,600,000)**	**$ 10,284,362**
Employee Benefits Trust Budget Adjustment	*C-39-15-025-2-00*		*(7,600,000)*	*-*
Other Non Recurring			*-*	*10,284,362*
FY 2016 Baseline Budget			**$ 155,261,205**	**$ 154,861,205**
Adjustments:				
Employee Retirement and Benefits			**$ (1,374)**	**$ -**
Retirement Contributions			*(1,374)*	*-*
Base Adjustments			**$ 1,374**	**$ -**
Other Base Adjustments			*3,721*	*-*
Internal Service Charges			*(2,347)*	*-*
Decrease Risk Management Charges		*$ (2,347)*		
Fees and Other Revenues			**$ 11,077,586**	**$ 11,027,586**
ProgRevenue Volume Inc/Dec			*11,077,586*	*11,027,586*
Non Recurring			**$ -**	**$ (5,720,793)**
Other Non Recurring			*-*	*(5,720,793)*
Benefits Holiday		*$ (5,720,793)*		
FY 2016 Adopted Budget			**$ 166,338,791**	**$ 160,167,998**
Percent Change from Baseline Amount			*7.1%*	*3.4%*

Benefits Trust Fund (685) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 45,418,987	$ 36,572,889	$ 36,572,889	$ 37,893,442	$ 21,435,575
Sources:					
Operating	$ 152,902,180	$ 144,576,843	$ 144,576,843	$ 144,499,408	$ 160,167,998
Non-Recurring	(6,894,839)	-	-	-	-
Total Sources:	$ 146,007,341	$ 144,576,843	$ 144,576,843	$ 144,499,408	$ 160,167,998
Uses:					
Operating	$ 154,931,777	$ 155,261,205	$ 155,261,205	$ 160,537,315	$ 166,338,791
Non-Recurring	3,584,639	420,000	420,000	419,960	625,000
Total Uses:	$ 158,516,416	$ 155,681,205	$ 155,681,205	$ 160,957,275	$ 166,963,791
Structural Balance	$ (2,029,597)	$ (10,684,362)	$ (10,684,362)	$ (16,037,907)	$ (6,170,793)
Accounting Adjustments	$ 4,983,530	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 48,447,550	$ 40,777,456	$ 40,777,456	$ 40,484,329	$ 37,397,106
Unassigned	(10,554,108)	(15,308,929)	(15,308,929)	(19,048,754)	(22,757,324)
Total Ending Spendable Fund Balance	$ 37,893,442	$ 25,468,527	$ 25,468,527	$ 21,435,575	$ 14,639,782

Enterprise Technology

Analysis by Alice Kirk, Management and Budget Analyst

Summary

Mission

The mission of the Office of Enterprise Technology (OET) is to provide proven, innovative, and cost-effective technology solutions to County departments so they can transform their operations to best serve their customers and citizens.

Vision

To be recognized as a first-class technology organization by the customers we serve.

Strategic Goals

Department Specific

By December 2016, OET will improve customer satisfaction ratings as evidenced by an increase in its combined Central Services Customer Satisfaction score to 95%.

Status: OET is evaluating other options for measuring customer satisfaction ratings, which were formerly completed by an internal County department. OET continues to advance its initiative to improve customer service and transparency through the implementation of a new Service Management System. The new system will be implemented to enable effective management of all requests, including incorporating OET's recently developed Service Portfolio and Service Catalog. The Service Catalog will provide customers with details on the services available, including the associated costs. This will provide departments with improved transparency for service costs and an improved experience for requesting services. Lastly, OET's Business Integration Services has worked with County departments throughout FY 2015 to identify their strategic business needs and develop strategic approaches to fulfilling those needs with proven technology solutions. For FY 2016, OET anticipates full implementation of its Service Management System, including its Service Catalog and preliminary cost allocation.

Department Specific

By December 2016, OET will improve employee satisfaction as evidenced by an increase in our employee satisfaction score to 85%.

Status: Employee satisfaction continues to be a cornerstone in OET's strategic plan. OET's "Great People" priority focuses on ensuring commitment to employee satisfaction through investment in our current workplace through a tenant improvement project and deeper investment in professional development. During FY 2015, OET worked in partnership with Facilities Management to complete the design of needed improvements to the Chambers Building, which will provide an improved workplace that promotes collaboration and employee satisfaction. Improvements are planned for completion in the Fall of 2015. Additionally, OET prioritized the commitment of additional dollars within its current budget to ensure additional training for employees, as well as support for important technical certifications.

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: During FY 2015, OET completed the majority of work related to its initial network infrastructure refresh, including the completion of all aspects of construction, layer 1 cabling, network design, network implementation, and user migration to the new network. OET will continue with the planned implementation of remote sites through FY 2016 to ensure those sites have improved network reliability and performance. Lastly, OET is completing the planned implementation of an Optical Network Services (ONS) ring that will provide added reliability and improved bandwidth between all campuses, including the pending data center colocation site at Phoenix IO.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
ENET - ENTERPRISE NETWORK SERVICES	$ 5,636,958	$ 4,821,948	$ 4,821,948	$ 5,098,369	$ 807,191	$ (4,014,757)	-83.3%
OCTR - CUSTOMER RESOURCE	8,127,100	8,720,866	8,720,866	8,642,713	13,130,672	4,409,806	50.6%
RDNW - WIRELESS SYSTEMS	2,981,204	2,952,789	2,952,789	3,011,994	3,117,241	164,452	5.6%
41IF - INFO TECHNOLOGY INFRASTRUCTURE	$ 16,745,262	$ 16,495,603	$ 16,495,603	$ 16,753,076	$ 17,055,104	$ 559,501	3.4%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ 13,800	$ 13,800	$ 7,961	$ -	$ (13,800)	-100.0%
SPPT - OPERATIONS SUPPORT	-	-	-	-	9,000	9,000	N/A
99AS - INDIRECT SUPPORT	$ -	$ 13,800	$ 13,800	$ 7,961	$ 9,000	$ (4,800)	-34.8%
GGOV - GENERAL GOVERNMENT	$ (2,533)	$ 10,000	$ 10,000	$ 10,192	$ 10,000	$ -	0.0%
99GV - GENERAL OVERHEAD	$ (2,533)	$ 10,000	$ 10,000	$ 10,192	$ 10,000	$ -	0.0%
GISA - GIS APPLICATION DEV AND SUPP	$ 413,215	$ 460,300	$ 460,300	$ 461,500	$ 460,300	$ -	0.0%
99IT - INFORMATION TECHNOLOGY	$ 413,215	$ 460,300	$ 460,300	$ 461,500	$ 460,300	$ -	0.0%
TOTAL PROGRAMS	**$ 17,155,944**	**$ 16,979,703**	**$ 16,979,703**	**$ 17,232,729**	**$ 17,534,404**	**$ 554,701**	**3.3%**
USES							
ENET - ENTERPRISE NETWORK SERVICES	$ 17,015,651	$ 30,421,680	$ 32,219,212	$ 27,214,841	$ 31,029,257	$ 1,189,955	3.7%
OCTR - CUSTOMER RESOURCE	10,671,866	10,428,044	11,195,584	10,355,577	11,189,580	6,004	0.1%
RDNW - WIRELESS SYSTEMS	2,270,371	2,449,728	2,477,901	2,287,338	2,532,740	(54,839)	-2.2%
41IF - INFO TECHNOLOGY INFRASTRUCTURE	$ 29,957,888	$ 43,299,452	$ 45,892,697	$ 39,857,756	$ 44,751,577	$ 1,141,120	2.5%
APPD - APP DEVELOPMENT AND SUPP SVCS	$ 2,206,638	$ 2,355,492	$ 2,590,142	$ 2,419,690	$ 7,083,326	$ (4,493,184)	-173.5%
ITCN - IT CONSULTING	884,124	1,065,370	1,075,566	1,234,810	1,448,460	(372,894)	-34.7%
41MG - INFO TECHNOLOGY MANAGEMENT	$ 3,090,762	$ 3,420,862	$ 3,665,708	$ 3,654,500	$ 8,531,786	$ (4,866,078)	-132.7%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 226,933	$ 1,627,764	$ 1,630,483	$ 817,222	$ 583,638	$ 1,046,845	64.2%
HRAC - HUMAN RESOURCES	72,402	132,996	134,741	98,410	138,048	(3,307)	-2.5%
ODIR - EXECUTIVE MANAGEMENT	2,322,527	989,146	1,036,358	1,650,129	783,831	252,527	24.4%
POOL - POOLED COSTS	-	-	-	-	137,664	(137,664)	N/A
SPPT - OPERATIONS SUPPORT	-	1,053,652	1,024,713	819,018	1,946,682	(921,969)	-90.0%
99AS - INDIRECT SUPPORT	$ 2,621,862	$ 3,803,558	$ 3,826,295	$ 3,384,779	$ 3,589,863	$ 236,432	6.2%
CSCA - CENTRAL SERVICE COST ALLOC	$ 582,662	$ 652,589	$ 652,589	$ 652,589	$ 1,027,047	$ (374,458)	-57.4%
INFR - INFRASTRUCTURE	-	180,107	180,107	341,962	187,812	(7,705)	-4.3%
ISFC - INTERNAL SERVICE FUND CHARGES	547,813	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	183,106	183,106	183,120	235,763	(52,657)	-28.8%
99GV - GENERAL OVERHEAD	$ 1,130,475	$ 1,015,802	$ 1,015,802	$ 1,177,671	$ 1,450,622	$ (434,820)	-42.8%
GISA - GIS APPLICATION DEV AND SUPP	$ 940,805	$ 1,036,596	$ 940,176	$ 593,649	$ 997,278	$ (57,102)	-6.1%
99IT - INFORMATION TECHNOLOGY	$ 940,805	$ 1,036,596	$ 940,176	$ 593,649	$ 997,278	$ (57,102)	-6.1%
TOTAL PROGRAMS	**$ 37,741,792**	**$ 52,576,270**	**$ 55,340,678**	**$ 48,668,355**	**$ 59,321,126**	**$ (3,980,448)**	**-7.2%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	$ 413,215	$ 460,300	$ 460,300	$ 461,500	$ 460,300	$ -	0.0%
SUBTOTAL	$ 413,215	$ 460,300	$ 460,300	$ 461,500	$ 460,300	$ -	0.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 90,343	$ 150,000	$ 150,000	$ 115,797	$ 150,000	$ -	0.0%
0636 - INTERNAL SERVICE CHARGES	16,646,800	16,343,603	16,343,603	16,630,950	16,898,304	554,701	3.4%
SUBTOTAL	$ 16,737,143	$ 16,493,603	$ 16,493,603	$ 16,746,747	$ 17,048,304	$ 554,701	3.4%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ (2,533)	$ 10,000	$ 10,000	$ 10,192	$ 10,000	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	8,119	15,800	15,800	14,290	15,800	-	0.0%
SUBTOTAL	$ 5,586	$ 25,800	$ 25,800	$ 24,482	$ 25,800	$ -	0.0%
ALL REVENUES	$ 17,155,944	$ 16,979,703	$ 16,979,703	$ 17,232,729	$ 17,534,404	$ 554,701	3.3%
TOTAL SOURCES	$ 17,155,944	$ 16,979,703	$ 16,979,703	$ 17,232,729	$ 17,534,404	$ 554,701	3.3%

Sources and Uses by Category (continued)

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 10,642,231	$ 14,457,814	$ 14,523,142	$ 13,311,521	$ 15,940,244	$ (1,417,102)	-9.8%
0705 - TEMPORARY PAY	46,210	22,968	33,868	35,095	37,558	(3,690)	-10.9%
0710 - OVERTIME	206,303	98,544	98,544	170,570	98,544	-	0.0%
0750 - FRINGE BENEFITS	3,376,210	4,554,621	4,549,205	4,125,668	5,188,601	(639,396)	-14.1%
0790 - OTHER PERSONNEL SERVICES	65,072	80,706	70,340	100,288	280,818	(210,478)	-299.2%
0795 - PERSONNEL SERVICES ALLOC-OUT	(4,831,828)	(7,819,004)	(7,655,485)	(6,343,567)	(9,186,656)	1,531,171	20.0%
0796 - PERSONNEL SERVICES ALLOC-IN	1,217,090	2,191,994	2,203,875	1,773,056	2,397,300	(193,425)	-8.8%
SUBTOTAL	$ 10,721,288	$ 13,587,643	$ 13,823,489	$ 13,172,631	$ 14,756,409	$ (932,920)	-6.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,670,178	$ 1,500,248	$ 1,500,248	$ 2,022,508	$ 1,676,787	$ (176,539)	-11.8%
0803 - FUEL	35,774	42,376	42,376	35,813	43,176	(800)	-1.9%
0804 - NON-CAPITAL EQUIPMENT	997,037	2,913,200	2,913,200	1,702,057	-	2,913,200	100.0%
0805 - SUPPLIES-ALLOCATION OUT	(111,853)	(388,562)	(388,562)	(392,143)	(986,644)	598,082	153.9%
0806 - SUPPLIES-ALLOCATION IN	24,049	12,678	12,678	27,730	56,329	(43,651)	-344.3%
SUBTOTAL	$ 2,615,185	$ 4,079,940	$ 4,079,940	$ 3,395,965	$ 789,648	$ 3,290,292	80.6%
SERVICES							
0812 - OTHER SERVICES	$ 3,129,148	$ 9,695,899	$ 10,495,899	$ 4,456,874	$ 13,314,801	$ (2,818,902)	-26.9%
0820 - RENT & OPERATING LEASES	853,737	1,219,259	2,995,259	2,284,674	3,989,359	(994,100)	-33.2%
0825 - REPAIRS AND MAINTENANCE	10,898,924	13,709,391	13,695,292	12,689,463	17,982,831	(4,287,539)	-31.3%
0830 - INTERGOVERNMENTAL PAYMENTS	2,794	8,000	8,000	3,865	16,000	(8,000)	-100.0%
0839 - INTERNAL SERVICE CHARGES	1,045,171	1,237,540	1,223,898	1,292,176	1,570,900	(347,002)	-28.4%
0841 - TRAVEL	86,470	11,900	11,900	57,221	28,800	(16,900)	-142.0%
0842 - EDUCATION AND TRAINING	53,951	89,320	89,320	70,648	123,820	(34,500)	-38.6%
0843 - POSTAGE/FREIGHT/SHIPPING	3,316	5,033	5,033	3,163	5,033	-	0.0%
0850 - UTILITIES	7,728,236	7,427,083	7,396,360	7,693,199	8,245,763	(849,403)	-11.5%
0872 - SERVICES-ALLOCATION OUT	(793,810)	(478,312)	(478,312)	(1,166,943)	(2,200,655)	1,722,343	360.1%
0873 - SERVICES-ALLOCATION IN	435,456	196,392	196,392	361,266	698,417	(502,025)	-255.6%
SUBTOTAL	$ 23,443,393	$ 33,121,505	$ 35,639,041	$ 27,745,606	$ 43,775,069	$ (8,136,028)	-22.8%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ -	$ -	$ -	$ 1,952	$ (1,952)	N/A
0920 - CAPITAL EQUIPMENT	951,906	1,705,182	1,699,647	4,313,153	320,043	1,379,604	81.2%
0930 - VEHICLES & CONSTRUCTION EQUIP	10,020	82,000	82,000	41,000	-	82,000	100.0%
0955 - CAPITAL-ALLOCATION OUT	-	-	-	-	(1,952)	1,952	N/A
0956 - CAPITAL-ALLOCATION IN	-	-	-	-	(320,043)	320,043	N/A
SUBTOTAL	$ 961,926	$ 1,787,182	$ 1,781,647	$ 4,354,153	$ -	$ 1,781,647	100.0%
ALL EXPENDITURES	$ 37,741,792	$ 52,576,270	$ 55,324,117	$ 48,668,355	$ 59,321,126	$ (3,997,009)	-7.2%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ -	$ 16,561	$ -	$ -	$ 16,561	100.0%
ALL OTHER FINANCING USES	$ -	$ -	$ 16,561	$ -	$ -	$ 16,561	100.0%
TOTAL USES	$ 37,741,792	$ 52,576,270	$ 55,340,678	$ 48,668,355	$ 59,321,126	$ (3,980,448)	-7.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 413,215	$ 465,100	$ 465,100	$ 465,100	$ 465,100	$ -	0.0%
FUND TOTAL SOURCES	$ 413,215	$ 465,100	$ 465,100	$ 465,100	$ 465,100	$ -	0.0%
681 TECHNOLOGY INFRASTRUCTURE							
OPERATING	$ 16,742,729	$ 16,514,603	$ 16,514,603	$ 16,767,629	$ 17,069,304	$ 554,701	3.4%
FUND TOTAL SOURCES	$ 16,742,729	$ 16,514,603	$ 16,514,603	$ 16,767,629	$ 17,069,304	$ 554,701	3.4%
DEPARTMENT OPERATING TOTAL SOURCES	$ 17,155,944	$ 16,979,703	$ 16,979,703	$ 17,232,729	$ 17,534,404	$ 554,701	3.3%
DEPARTMENT TOTAL SOURCES	$ 17,155,944	$ 16,979,703	$ 16,979,703	$ 17,232,729	$ 17,534,404	$ 554,701	3.3%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
MAJOR MAINTENANCE OPERATING	$ 9,052,384	$ 11,091,264	$ 12,867,264	$ 10,991,162	$ 14,976,798	$ (2,109,534)	-16.4%
OPERATING	9,229,445	10,523,328	10,689,517	9,966,147	11,193,593	(504,076)	-4.7%
ADVANTAGE 2X HOSTING CHARGES	-	-	-	-	1,153,944	(1,153,944)	N/A
CONTENT MANAGEMENT SYSTEM WEB	-	-	-	-	1,250,000	(1,250,000)	N/A
CYBER SECURITY NRNP	-	4,801,092	4,801,092	4,051,682	3,585,000	1,216,092	25.3%
DESKTOP LAPTOP REPLACEMENT	-	-	528,850	-	250,000	278,850	52.7%
DATA CENTER ONE TIME NRNP	-	1,301,182	1,301,182	1,233,681	-	1,301,182	100.0%
VMWARE NON RECURRING	-	-	-	-	1,382,000	(1,382,000)	N/A
CYBER SECURITY MAJOR MAINT	-	-	-	-	185,149	(185,149)	N/A
ENTPRISE DATA CNTR SYSTEMS	2,132,019	5,824,200	5,824,200	3,624,200	4,606,700	1,217,500	20.9%
ENTPRISE DATA NETWORKING	99,001	450,000	450,000	295,800	-	450,000	100.0%
TELEPHONY MAJOR MAINT	-	-	-	-	565,000	(565,000)	N/A
FUND TOTAL USES	$ 20,512,849	$ 33,991,066	$ 36,462,105	$ 30,162,672	$ 39,148,184	$ (2,686,079)	-7.4%
255 DETENTION OPERATIONS							
OPERATING	$ -	$ 1,019,055	$ 1,024,713	$ 819,018	$ 986,484	$ 38,229	3.7%
DESKTOP LAPTOP REPLACEMENT	-	-	271,150	-	15,000	256,150	94.5%
NON RECURRING NON PROJECT	-	-	-	-	150,000	(150,000)	N/A
FUND TOTAL USES	$ -	$ 1,019,055	$ 1,295,863	$ 819,018	$ 1,151,484	$ 144,379	11.1%
681 TECHNOLOGY INFRASTRUCTURE							
OPERATING	$ 16,681,114	$ 16,514,603	$ 16,514,603	$ 16,767,629	$ 17,069,304	$ (554,701)	-3.4%
NON RECURRING NON PROJECT	547,829	1,051,546	1,068,107	919,036	1,952,154	(884,047)	-82.8%
FUND TOTAL USES	$ 17,228,943	$ 17,566,149	$ 17,582,710	$ 17,686,665	$ 19,021,458	$ (1,438,748)	-8.2%
DEPARTMENT OPERATING TOTAL USES	$ 34,962,943	$ 39,148,250	$ 41,096,097	$ 38,543,956	$ 44,226,179	$ (3,130,082)	-7.6%
DEPARTMENT NON RECURRING TOTAL USES	$ 2,778,849	$ 13,428,020	$ 14,244,581	$ 10,124,399	$ 15,094,947	$ (850,366)	-6.0%
DEPARTMENT TOTAL USES	$ 37,741,792	$ 52,576,270	$ 55,340,678	$ 48,668,355	$ 59,321,126	$ (3,980,448)	-7.2%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	6.00	7.00	7.00	7.00	8.00	1.00	14.3%
EXECUTIVE MANAGEMENT	7.00	8.00	8.00	8.00	4.00	(4.00)	(50.0%)
HUMAN RESOURCES	2.00	2.00	2.00	2.00	2.00	-	0.0%
OPERATIONS SUPPORT	-	-	.00	-	2.00	2.00	N/A
PROGRAM TOTAL	15.00	17.00	17.00	17.00	16.00	(1.00)	(5.9%)
INFO TECHNOLOGY INFRASTRUCTURE							
CUSTOMER RESOURCE	39.50	46.00	46.00	46.00	46.00	-	0.0%
ENTERPRISE NETWORK SERVICES	45.50	53.00	52.00	52.00	55.00	3.00	5.8%
WIRELESS SYSTEMS	17.00	18.00	18.00	18.00	19.00	1.00	5.6%
PROGRAM TOTAL	102.00	117.00	116.00	116.00	120.00	4.00	3.4%
INFO TECHNOLOGY MANAGEMENT							
APP DEVELOPMENT AND SUPP SVCS	34.49	37.50	36.00	37.00	37.00	1.00	2.8%
IT CONSULTING	15.50	24.50	24.00	24.50	24.50	.50	2.1%
PROGRAM TOTAL	49.99	62.00	60.00	61.50	61.50	1.50	2.5%
INFORMATION TECHNOLOGY							
GIS APPLICATION DEV AND SUPP	2.00	5.50	18.50	18.50	18.50	-	0.0%
PROGRAM TOTAL	2.00	5.50	18.50	18.50	18.50	-	0.0%
DEPARTMENT TOTAL	168.99	201.50	211.50	213.00	216.00	4.50	2.1%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO 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	N/A
Applications Development Mgr	1.00	3.00	4.00	4.00	6.00	2.00	50.0%
Applications Development Supv	2.00	-	2.00	2.00	-	(2.00)	(100.0%)
Business Systems Analyst	1.00	3.00	3.00	3.00	3.00	-	0.0%
Business Systems Analyst-Sr/Ld	5.00	9.00	10.00	10.00	9.00	(1.00)	(10.0%)
Chief Informatn Security Ofcr	-	-	1.00	-	-	(1.00)	(100.0%)
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	7.49	4.00	6.00	6.00	6.00	-	0.0%
Database Administrator - Senior/Lead	-	3.50	4.00	4.00	4.00	-	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%
Director - Geographic Information Systems	1.00	1.00	1.00	1.00	1.00	-	0.0%
Enterprise Architect	6.00	8.00	8.00	8.00	9.00	1.00	12.5%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager - Large	-	-	1.00	1.00	-	(1.00)	(100.0%)
Finance/Business Analyst	1.00	2.00	2.00	2.00	2.00	-	0.0%
GIS Programmer/Analyst	-	2.00	9.00	9.00	11.00	2.00	22.2%
GIS Programmer/Analyst - Senior/Lead	-	-	2.00	2.00	-	(2.00)	(100.0%)
GIS Technician	-	1.50	1.50	1.50	1.50	-	0.0%
Help Desk Coordinator	5.00	6.00	6.00	6.00	6.00	-	0.0%
Help Desk Coordinator - Sr/Ld	2.00	3.00	2.00	2.00	2.00	-	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	8.50	8.50	8.00	8.50	8.50	.50	6.3%
IT Division Manager	4.00	7.00	6.00	7.00	6.00	-	0.0%
IT PMO Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Program Manager	3.00	4.00	4.00	4.00	4.00	-	0.0%
IT Project Manager	5.00	5.00	3.00	3.00	3.00	-	0.0%
IT Security Analyst	1.00	1.00	1.00	1.00	2.00	1.00	100.0%
IT Security Analyst - Senior/Lead	1.00	3.00	3.00	3.00	4.00	1.00	33.3%
IT Senior Manager	3.00	5.00	5.00	5.00	5.00	-	0.0%
IT Services Supv	4.00	3.00	4.00	4.00	4.00	-	0.0%
Management Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Media Specialist	1.00	-	-	-	-	-	N/A
Network Engineer	2.00	2.00	3.00	3.00	3.00	-	0.0%
Network Engineer Senior/Lead	4.00	5.00	3.00	3.00	3.00	-	0.0%
Office Assistant Specialized	-	-	1.00	1.00	1.00	-	0.0%
Operations Support Analyst	1.00	1.00	-	-	1.00	1.00	N/A
Operations Support Anlst-Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
PC/LAN Technician	7.00	7.00	7.00	7.00	7.00	-	0.0%
PC/LAN Technician - Senior/Lead	5.00	10.00	10.00	10.00	10.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst - Senior/Lead	9.00	14.00	14.00	14.00	14.00	-	0.0%
Quality Assurance Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
Systems Admin & Analysis Mgr	2.00	3.00	3.00	3.00	3.00	-	0.0%
Systems Admin & Analysis Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Systems Administrator	5.00	5.00	6.00	6.00	6.00	-	0.0%
Systems Administrator - Senior/Lead	9.00	10.00	8.00	8.00	8.00	-	0.0%
Telecomm Engineer	6.00	6.00	6.00	6.00	6.00	-	0.0%
Telecomm Engineer - Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
Telecomm Prgrmr/Analyst	2.00	1.00	1.00	1.00	1.00	-	0.0%
Telecomm Prgrmr/Analyst-Sr/Ld	5.00	5.00	5.00	5.00	5.00	-	0.0%
Telecommunications Tech	11.00	11.00	11.00	11.00	11.00	-	0.0%
Telecommunications Tech-Sr/Ld	8.00	8.00	8.00	8.00	8.00	-	0.0%
Trainer	-	-	-	-	1.00	1.00	N/A
Web Designer/Developer	3.00	1.00	-	1.00	1.00	1.00	N/A
Web Designer/Developer - Senior/Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**168.99**	**201.50**	**211.50**	**213.00**	**216.00**	**4.50**	**2.1%**

Staffing by Fund

DEPARTMENT/FUND		FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	113.99	143.50	154.50	156.00	159.00	4.50	2.9%
681	TECHNOLOGY INFRASTRUCTURE	55.00	58.00	57.00	57.00	57.00	-	0.0%
Department Total		**168.99**	**201.50**	**211.50**	**213.00**	**216.00**	**4.50**	**2.1%**

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay plan and market study adjustments made in FY 2015.

Base Adjustments:

General Fund (100) Operating

- Decrease Regular Benefits by $12,343 for the impact of the changes in retirement contribution rates.
- Increase Regular Benefits by $150,024 for the impact of the changes in health and dental premium rates.
- Increase Internal Service Charges by $25,802 for the impact of the changes in risk management charges.
- Increase personnel expenditures by $353,082 for the impact of Cyber Security personnel increases.

General Fund (100) Operating Major Maintenance

- Increase rent and leases by $34,100 for additional Phoenix IO colocated data services.
- Increase repairs and maintenance by $2,205,013 for CGI 3x maintenance and connectivity charges.
- Decrease services by $1,089,579 for Microsoft Enterprise License Agreement.

General Fund (100) Non Recurring

- Budget repairs and maintenance of $1,153,944 for CGI 2x hosting charges.
- Budget other services of $2,935,000 for Cyber Security tools and software services.
- Budget other services of $650,000 of carry forward for Cyber Security eDiscovery.
- Budget other services of $1,250,000 for Content Management System Web Services.
- Budget other services of $1,382,000 for VMWare Software.
- Budget other services of $250,000 for Dell Professional Services.

General Fund (100) Non Recurring Major Maintenance

- Budget repairs and maintenance of $185,149 for Cyber Security tools.
- Budget other services of $2,406,700 for physical server fleet and server enclosures, compellent and NAS SAN storage growth, tape backup growth, and enterprise software and monitoring tools.
- Budget other services of $2,200,000 of carry forward for enterprise data center operational growth.
- Budget repairs and maintenance of $565,000 for Avaya and Altivon call center refresh and County voice mail refresh – AVST.

Detention Fund (255) Operating

- Decrease personal services allocation in by $66,019 for FY 2015 position inactivations and salary and benefit adjustments to positions being allocated in.
- Increase supplies allocation in by $18,300 for supplies for CHS.

- Increase services allocation in by $6,733 for services for CHS.

Detention Fund (255) Non Recurring

- Budget repairs and maintenance of $150,000 for CHS Zone H access controls.
- Budget other services of $15,000 for Dell Professional Services.

Technology Infrastructure Fund (681) Operating

- Decrease Regular Benefits by $3,704 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by $26,855 for the impact of the changes in risk management charges.
- Increase revenue and expenditures by $374,458 for increase to CSCA charges.
- Increase revenue and expenditures by $180,243 for IT Division Manager.

Technology Infrastructure Fund (681) Non Recurring Non Project

- Budget salary and benefits of $174,303 for IT Division Manager.
- Budget personal services allocation in of $210,478 for salary and benefit adjustments for Fund 681.
- Budget supplies allocation in of $25,351 for supplies for Fund 681.
- Budget services allocation in of $495,292 for travel, education and training, repairs and maintenance, utilities, other services, and land lease services for Fund 681.
- Budget utilities of $1,046,730 for additional bandwidth with CenturyLink.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of all completed radio service requests finished within two business days or less.	96.7%	100.0%	96.4%	100.0%	0.0%	0.0%
Percent "uptime" of radio network.	99.8%	99.6%	99.8%	99.6%	0.0%	0.0%
Percent of time external systems (Internet) access is available.	100.0%	98.6%	98.6%	98.6%	0.0%	0.0%
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.	99.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of new service work orders resolved.	72.1%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of help requests resolved during reporting period.	72.5%	77.2%	75.9%	77.2%	0.0%	0.0%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of time external systems (Internet) access is available.	100.0%	98.6%	98.6%	98.6%	0.0%	0.0%
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.	99.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of new service work orders resolved.	72.1%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Total hours representing 100% availability of external systems (Internet) in the reporting period.	4,344	8,568	8,568	8,568	-	0.0%
Output	Total hours representing 100% availability (email) in the reporting period.	8,562	8,448	8,448	8,448	-	0.0%
Output	Total hours representing 100% availability (Smart devices) in the reporting period.	8,562	8,448	8,448	8,448	-	0.0%
Output	Number of new service work order requests received during the reporting period.	952	1,000	1,000	1,000	-	0.0%
Demand	Total hours representing 100% availability of external systems (Internet) in the reporting period.	4,344	8,448	8,448	8,448	-	0.0%
Demand	Total hours representing 100% availability (email) in the reporting period.	8,562	8,448	8,448	8,448	-	0.0%
Demand	Total hours representing 100% availability (Smart devices) in the reporting period.	8,562	8,448	8,448	8,448	-	0.0%
Demand	Number of new service work order requests received.	952	1,000	1,000	1,000	-	0.0%
Expenditure Ratio	Total expenditure per new work order request resolved.	$ 17,873.58	$ 32,219.21	$ 27,214.84	$ 31,029.26	$ 1,189.96	3.7%
Revenue							
	681 - TECHNOLOGY INFRASTRUCTURE	$ 5,636,958	$ 4,821,948	$ 5,098,369	$ 807,191	$ (4,014,757)	-83.3%
	TOTAL SOURCES	$ 5,636,958	$ 4,821,948	$ 5,098,369	$ 807,191	$ (4,014,757)	-83.3%
Expenditure							
	100 - GENERAL	$ 12,440,807	$ 27,300,800	$ 22,243,618	$ 25,009,601	$ 2,291,199	8.4%
	255 - DETENTION OPERATIONS	-	-	-	150,000	(150,000)	N/A
	681 - TECHNOLOGY INFRASTRUCTURE	4,574,844	4,918,412	4,971,223	5,869,656	(951,244)	-19.3%
	TOTAL USES	$ 17,015,651	$ 32,219,212	$ 27,214,841	$ 31,029,257	$ 1,189,955	3.7%

Activity Narrative: The FY 2016 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 decrease in expenditures is due to reductions in non-recurring requests from FY 2015 to FY 2016. While OET transitions to a new Service Management System, all areas within expenditures and revenue are being reviewed. Because of this, there is a decrease in Fund 681 revenue for this Activity as the funding has transitioned from the Enterprise Network Services Activity to the Customer Resource Activity.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of help requests resolved during reporting period.	72.5%	77.2%	75.9%	77.2%	0.0%	0.0%
Output	Number of help requests received during reporting period.	38,585	38,846	44,002	38,846	-	0.0%
Output	Number of help request resolved.	27,992	30,000	33,401	30,000	-	0.0%
Demand	Number of help requests received.	38,585	38,846	44,002	38,846	-	0.0%
Expenditure Ratio	Total expenditure per help resolution resolved.	$ 381.25	$ 373.19	$ 310.04	$ 372.99	$ 0.20	0.1%
Revenue							
	681 - TECHNOLOGY INFRASTRUCTURE	$ 8,127,100	$ 8,720,866	$ 8,642,713	$ 13,130,672	$ 4,409,806	50.6%
	TOTAL SOURCES	$ 8,127,100	$ 8,720,866	$ 8,642,713	$ 13,130,672	$ 4,409,806	50.6%
Expenditure							
	100 - GENERAL	$ 2,669,566	$ 3,251,104	$ 2,389,237	$ 3,586,669	$ (335,565)	-10.3%
	255 - DETENTION OPERATIONS	-	271,150	-	15,000	256,150	94.5%
	681 - TECHNOLOGY INFRASTRUCTURE	8,002,300	7,673,330	7,966,340	7,587,911	85,419	1.1%
	TOTAL USES	$ 10,671,866	$ 11,195,584	$ 10,355,577	$ 11,189,580	$ 6,004	0.1%

Activity Narrative: Services in this Activity include Administration, Customer Resource Center, PC/LAN, and Voice Network Infrastructure. While OET transitions to a new Service Management System, all areas within expenditures and revenue are being reviewed. Because of this, there is an increase in Fund 681 revenue for this Activity as the funding has transitioned from the Enterprise Network Services Activity to the Customer Resource Activity. Fund 100 expenditures have increased due to an increase to Enterprise Telephony Major Maintenance to cover all maintenance costs for the County telephone system.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of all completed radio service requests finished within two business days or less.	96.7%	100.0%	96.4%	100.0%	0.0%	0.0%
Result	Percent "uptime" of radio network.	99.8%	99.6%	99.8%	99.6%	0.0%	0.0%
Output	Number of radio service requests completed.	9,056	8,000	6,977	8,000	-	0.0%
Demand	Number of push-to-talk transmissions attempted.	11,519,749	13,750,000	11,276,210	13,750,000	-	0.0%
Demand	Number of radio service requests requested.	9,056	8,000	6,977	8,000	-	0.0%
Expenditure Ratio	Total expenditure per radio service request completed.	$ 250.70	$ 309.74	$ 327.84	$ 316.59	$ (6.85)	-2.2%
Revenue							
	100 - GENERAL	$ -	$ -	$ -	$ 4,800	$ 4,800	N/A
	681 - TECHNOLOGY INFRASTRUCTURE	2,981,204	2,952,789	3,011,994	3,112,441	159,652	5.4%
	TOTAL SOURCES	$ 2,981,204	$ 2,952,789	$ 3,011,994	$ 3,117,241	$ 164,452	5.6%
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 90,500	$ (90,500)	N/A
	681 - TECHNOLOGY INFRASTRUCTURE	2,270,371	2,477,901	2,287,338	2,442,240	35,661	1.4%
	TOTAL USES	$ 2,270,371	$ 2,477,901	$ 2,287,338	$ 2,532,740	$ (54,839)	-2.2%

Activity Narrative: In FY 2016, OET is continuing to implement the new counting method of number of radio transmissions instead of push-to-talk transmissions. OET has also included their Fund 100 expenditures for this Activity as it was found that these expenditures do in fact fall under this Activity category and should be counted as such.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Production Support service requests resolved.	104.5%	97.6%	51.0%	97.6%	0.0%	0.0%
Percent of Project Development service requests resolved.	84.4%	100.0%	132.8%	100.0%	0.0%	0.0%
Percent of analyses completed.	89.7%	100.0%	100.0%	100.0%	0.0%	0.0%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Production Support service requests resolved.	104.5%	97.6%	51.0%	97.6%	0.0%	0.0%
Result	Percent of Project Development service requests resolved.	84.4%	100.0%	132.8%	100.0%	0.0%	0.0%
Output	Number of Production Support service requests resolved.	3,801	3,500	3,434	3,500	-	0.0%
Output	Number of Project Development service requests resolved.	141	178	134	178	-	0.0%
Demand	Number of Production Support service requests.	3,972	3,415	3,361	3,415	-	0.0%
Demand	Number of Project Development service requests.	141	178	184	178	-	0.0%
Expenditure Ratio	Total expenditure per Production Support requests completed.	$ 555.55	$ 758.46	$ 1,381.10	$ 2,074.18	$ (1,315.72)	-173.5%
Expenditure							
	100 - GENERAL	$ 2,206,638	$ 2,590,142	$ 2,419,690	$ 7,083,326	$ (4,493,184)	-173.5%
	TOTAL USES	$ 2,206,638	$ 2,590,142	$ 2,419,690	$ 7,083,326	$ (4,493,184)	-173.5%

Activity Narrative: Services contained in this activity include General Ledger Application Support, Internet/Intranet Hosting, Other Application Support, and Website Development Services. Expenditures have increased for this Activity due to the addition of the County's new financial system, Advantage 3x, and Content Management Web Services. This Activity is supporting the maintenance and connectivity of this new system as well as hosting of the current Advantage 2x system.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of analyses completed.	89.7%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of initial analysis provided.	242	600	600	600	-	0.0%
Demand	Number of analysis requests initiated.	242	600	600	600	-	0.0%
Expenditure Ratio	Total expenditure per analysis provided.	$ 4,074.30	$ 1,792.61	$ 2,058.02	$ 2,414.10	$ (621.49)	-34.7%
Expenditure							
	100 - GENERAL	$ 884,124	$ 1,075,566	$ 1,234,810	$ 1,184,284	$ (108,718)	-10.1%
	681 - TECHNOLOGY INFRASTRUCTURE	-	-	-	264,176	(264,176)	N/A
	TOTAL USES	$ 884,124	$ 1,075,566	$ 1,234,810	$ 1,448,460	$ (372,894)	-34.7%

Activity Narrative: National organizations which provide valuable support and resources to OET 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.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 10,523,328**	**$ 465,100**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 166,189**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*149,299*	-
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*9,762*	-
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*7,128*	-
FY 2015 Revised Budget			**$ 10,689,517**	**$ 465,100**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 13,313**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*1,301*	-
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*(7,128)*	-
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*19,140*	-
FY 2016 Baseline Budget			**$ 10,702,830**	**$ 465,100**
Adjustments:				
Employee Retirement and Benefits			**$ (12,343)**	**$ -**
Retirement Contributions			*(12,343)*	-
Base Adjustments			**$ 353,082**	**$ -**
Other Base Adjustments			*(25,802)*	-
Decrease Services for Absorption of Risk Management Charges		*$ (25,802)*		
Internal Service Charges			*25,802*	-
Increase Risk Management Charges		*$ 25,802*		
Personnel Additions and Related Costs			*353,082*	-
Cyber Security Personnel		*$ 353,082*		
FY 2016 Tentative Budget			**$ 11,043,569**	**$ 465,100**
Percent Change from Baseline Amount			*3.2%*	*0.0%*
Adjustments:				
Employee Retirement and Benefits			**$ 150,024**	**$ -**
Employee Health/Dental Premiums			*150,024*	-
FY 2016 Adopted Budget			**$ 11,193,593**	**$ 465,100**
Percent Change from Baseline Amount			*4.6%*	*0.0%*

General Fund (100) (continued)

			Expenditures	Revenue
MAJOR MAINTENANCE OPERATING				
FY 2015 Adopted Budget			**$ 11,091,264**	**$ -**
Adjustments:	Agenda Item:			
Major Maintenance Projects			**$ 1,776,000**	**$ -**
Transfer to OET for Collocated Data Services	*C-41-15-006-M-00*		*1,776,000*	*-*
FY 2015 Revised Budget			**$ 12,867,264**	**$ -**
Adjustments:	Agenda Item:			
Technology Projects			**$ 2,205,013**	**$ -**
CGI 3x Maintenance and Connectivity			*2,205,013*	*-*
Major Maintenance Projects			**$ 960,000**	**$ -**
Transfer to OET for Collocated Data Services	*C-41-15-006-M-00*		*960,000*	*-*
FY 2016 Baseline Budget			**$ 16,032,277**	**$ -**
Adjustments:				
Major Maintenance Projects			**$ (1,055,479)**	**$ -**
Major Maintenance Program			*(1,055,479)*	*-*
Phoenix IO Colocated Data Services		*$ 34,100*		
Microsoft Enterprise License Agreement		*(1,089,579)*		
FY 2016 Adopted Budget			**$ 14,976,798**	**$ -**
Percent Change from Baseline Amount			*-6.6%*	

			Expenditures	Revenue
ADVANTAGE 2X HOSTING CHARGES				
FY 2015 Adopted Budget			**$ -**	**$ -**
FY 2015 Revised Budget			**$ -**	**$ -**
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Information and Communications Technology			**$ 1,153,944**	
Other IT Non Recurring			*1,153,944*	*-*
FY 2016 Adopted Budget			**$ 1,153,944**	**$ -**

			Expenditures	Revenue
CONTENT MANAGEMENT SYSTEM WEB				
FY 2015 Adopted Budget			**$ -**	**$ -**
FY 2015 Revised Budget			**$ -**	**$ -**
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Information and Communications Technology			**$ 1,250,000**	
Other IT Non Recurring			*1,250,000*	*-*
FY 2016 Adopted Budget			**$ 1,250,000**	**$ -**

General Fund (100) (continued)

			Expenditures	Revenue
CYBER SECURITY NRNP				
FY 2015 Adopted Budget			**$ 4,801,092**	**$ -**
FY 2015 Revised Budget			**$ 4,801,092**	**$ -**
Adjustments:				
Base Adjustments			**$ (4,801,092)**	**$ -**
Cyber Security			*(4,801,092)*	-
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Information and Communications Technology			**$ 2,935,000**	
Other IT Non Recurring			*2,935,000*	-
Cyber Security - Tools and Software Services		*$ 2,935,000*		
Non Recurring			**$ 650,000**	**$ -**
Non Recurring Carry Forward			*650,000*	-
FY 2016 Adopted Budget			**$ 3,585,000**	**$ -**
			Expenditures	**Revenue**
DESKTOP LAPTOP REPLACEMENT				
FY 2015 Adopted Budget			**$ -**	**$ -**
Adjustments:	Agenda Item:			
Technology Projects			**$ 528,850**	**$ -**
Desktop Replacement and Virtual Desktop Project	*C-41-15-010-M-00*		*278,850*	-
Desktop Replacement and Virtual Desktop Financing	*C-41-15-011-M-00*		*250,000*	-
FY 2015 Revised Budget			**$ 528,850**	**$ -**
Adjustments:	Agenda Item:			
Technology Projects			**$ (528,850)**	**$ -**
Desktop Replacement and Virtual Desktop Project	*C-41-15-010-M-00*		*(278,850)*	-
Desktop Replacement and Virtual Desktop Financing	*C-41-15-011-M-00*		*(250,000)*	-
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Base Adjustments			**$ 250,000**	**$ -**
Other Base Adjustments			*250,000*	-
Dell Professional Services		*$ 250,000*		
FY 2016 Adopted Budget			**$ 250,000**	**$ -**
			Expenditures	**Revenue**
VMWARE NON RECURRING				
FY 2015 Adopted Budget			**$ -**	**$ -**
FY 2015 Revised Budget			**$ -**	**$ -**
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Information and Communications Technology			**$ 1,382,000**	
Other IT Non Recurring			*1,382,000*	-
FY 2016 Adopted Budget			**$ 1,382,000**	**$ -**

General Fund (100) (continued)

		Expenditures	Revenue
CYBER SECURITY MAJOR MAINT			
FY 2015 Adopted Budget		**$ -**	**$ -**
FY 2015 Revised Budget		**$ -**	**$ -**
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Information and Communications Technology		**$ 185,149**	
Other IT Non Recurring		*185,149*	-
Cyber Security Tools	*$ 185,149*		
FY 2016 Adopted Budget		**$ 185,149**	**$ -**

		Expenditures	Revenue
ENTPRISE DATA CNTR SYSTEMS			
FY 2015 Adopted Budget		**$ 5,824,200**	**$ -**
FY 2015 Revised Budget		**$ 5,824,200**	**$ -**
Adjustments:			
Information and Communications Technology		**$ (2,724,200)**	
Other IT Non Recurring		*(2,724,200)*	-
Non Recurring		**$ (3,100,000)**	**$ -**
Non Recurring Carry Forward		*(3,100,000)*	-
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Information and Communications Technology		**$ 4,606,700**	
Other IT Non Recurring		*2,406,700*	-
Non Recurring		**$ 2,200,000**	**$ -**
Non Recurring Carry Forward		*2,200,000*	-
FY 2016 Adopted Budget		**$ 4,606,700**	**$ -**

		Expenditures	Revenue
TELEPHONY MAJOR MAINT			
FY 2015 Adopted Budget		**$ -**	**$ -**
FY 2015 Revised Budget		**$ -**	**$ -**
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Information and Communications Technology		**$ 565,000**	
Other IT Non Recurring		*565,000*	-
FY 2016 Adopted Budget		**$ 565,000**	**$ -**

Detention Fund (255)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 1,019,055**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 5,658**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*5,658*	-
FY 2015 Revised Budget			**$ 1,024,713**	**$ -**
Adjustments:				
Employee Salary Adjustments			**$ 2,757**	**$ -**
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*2,757*	-
FY 2016 Baseline Budget			**$ 1,027,470**	**$ -**
Adjustments:				
Base Adjustments			**$ (40,986)**	**$ -**
Other Base Adjustments			*(40,986)*	-
Decrease Personnel Services Allocation In		*$ (66,019)*		
Increase Supplies		*18,300*		
Increase Services		*6,733*		
FY 2016 Adopted Budget			**$ 986,484**	**$ -**
Percent Change from Baseline Amount			*-4.0%*	

			Expenditures	Revenue
DESKTOP LAPTOP REPLACEMENT				
FY 2015 Adopted Budget			**$ -**	**$ -**
Adjustments:	Agenda Item:			
Technology Projects			**$ 271,150**	**$ -**
Desktop Replacement and Virtual Desktop Project	*C-41-15-010-M-00*		*271,150*	-
FY 2015 Revised Budget			**$ 271,150**	**$ -**
Adjustments:	Agenda Item:			
Technology Projects			**$ (271,150)**	**$ -**
Desktop Replacement and Virtual Desktop Project	*C-41-15-010-M-00*		*(271,150)*	-
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Base Adjustments			**$ 15,000**	**$ -**
Other Base Adjustments			*15,000*	-
Dell Professional Services		*$ 15,000*		
FY 2016 Adopted Budget			**$ 15,000**	**$ -**

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2015 Adopted Budget			**$ -**	**$ -**
FY 2015 Revised Budget			**$ -**	**$ -**
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Information and Communications Technology			**$ 150,000**	
Other IT Non Recurring			*150,000*	-
CHS Zone H Access Controls		*$ 150,000*		
FY 2016 Adopted Budget			**$ 150,000**	**$ -**

Technology Infrastructure Fund (681)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 16,514,603**	**$ 16,514,603**
FY 2015 Revised Budget			**$ 16,514,603**	**$ 16,514,603**
FY 2016 Baseline Budget			**$ 16,514,603**	**$ 16,514,603**
Adjustments:				
Employee Retirement and Benefits			**$ (3,704)**	**$ -**
Retirement Contributions			*(3,704)*	*-*
Base Adjustments			**$ 558,405**	**$ -**
Other Base Adjustments			*531,550*	*-*
CSCA Adjustment	*$*	*374,458*		
IT Division Manager		*180,243*		
Other Base Adjustments		*(23,151)*		
Internal Service Charges			*26,855*	*-*
Decrease Risk Management Charges	*$*	*26,855*		
Fees and Other Revenues			**$ -**	**$ 554,701**
ProgRevenue Volume Inc/Dec			*-*	*554,701*
FY 2016 Adopted Budget			**$ 17,069,304**	**$ 17,069,304**
Percent Change from Baseline Amount			*3.4%*	*3.4%*

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2015 Adopted Budget			**$ 1,051,546**	**$ -**
Adjustments:	Agenda Item:			
Technology Projects			**$ 16,561**	**$ -**
Desktop Replacement and Virtual Desktop Financing	*C-41-15-011-M-00*		*16,561*	*-*
FY 2015 Revised Budget			**$ 1,068,107**	**$ -**
Adjustments:	Agenda Item:			
Technology Projects			**$ (16,561)**	**$ -**
Desktop Replacement and Virtual Desktop Financing	*C-41-15-011-M-00*		*(16,561)*	*-*
Non Recurring			**$ (1,051,546)**	**$ -**
Other Non Recurring			*(1,051,546)*	*-*
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 1,952,154**	**$ -**
Other Non Recurring			*1,952,154*	*-*
IT Division Manager	*$*	*174,303*		
Salary and Benefit Adjustment for Additional 8 Hours		*20,166*		
Salary and Benefit Adjustment for 2.5% Rate Increases		*98,685*		
Benefit Adjustment for Additional Fixed Benefits		*91,627*		
Supplies		*25,351*		
Travel, Education, and Training		*42,000*		
Repairs and Maintenance		*238,849*		
Utilities		*179,691*		
Other Services		*26,752*		
Land Leases		*8,000*		
Additional Bandwidth with CenturyLink		*1,046,730*		
FY 2016 Adopted Budget			**$ 1,952,154**	**$ -**

Technology Infrastructure Fund (681) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 3,404,998	$ 2,892,289	$ 2,892,289	$ 2,918,791	$ 1,999,755
Sources:					
Operating	$ 16,742,729	$ 16,514,603	$ 16,514,603	$ 16,767,629	$ 17,069,304
Total Sources:	$ 16,742,729	$ 16,514,603	$ 16,514,603	$ 16,767,629	$ 17,069,304
Uses:					
Operating	$ 16,681,114	$ 16,514,603	$ 16,514,603	$ 16,767,629	$ 17,069,304
Non-Recurring	547,829	1,051,546	1,068,107	919,036	1,952,154
Total Uses:	$ 17,228,943	$ 17,566,149	$ 17,582,710	$ 17,686,665	$ 19,021,458
Structural Balance	$ 61,615	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 7	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Committed	2,918,791	1,840,743	1,824,182	1,999,755	47,601
Total Ending Spendable Fund Balance	$ 2,918,791	$ 1,840,743	$ 1,824,182	$ 1,999,755	$ 47,601

Environmental Services

Analysis by Carmine L. Davis, Management and Budget Supervisor

Summary

Mission

The mission of the Environmental Services Department is to provide safe food, water, waste disposal and vector borne disease reduction controls to the people of Maricopa County so they may enjoy living in a healthy and safe community.

Vision

As the recognized regional environmental leader, we will develop and foster innovative environmental health protection programs for the safety of our residents and their environment.

Strategic Goals

Department Specific

By June 30, 2015, 75% of customer requests will be processed online to address customer demands.

Status: The Department implemented online services to meet customer demands and to create efficiencies for both internal and external customers. Payment, Submittal of Temporary Applications, Renewal of Permits, Records Search, Administrative Change Requests, Testing for Food Service Workers and Signature Capture and Hand Delivery services are now offered online and 100% of all services the division offers contain an online element for customer use.

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: The Department has moved from RAMP testing to PCR testing. PCR testing is much more sensitive and as a result, there are more positive results than with RAMP testing. The positive findings per fiscal year were 177 positive results in FY 2013 (37% increase) and 119 positive results in FY 2014 (8% decrease).

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
EHPR - ENV HEALTH PLAN REVIEW	$ 1,323,405	$ 1,279,251	$ 1,279,251	$ 1,313,212	$ 1,313,300	$ 34,049	2.7%
FSIA - FOOD NON FOOD INSPECTIONS	12,215,108	12,323,870	12,450,306	12,121,290	11,962,992	(487,314)	-3.9%
FWBI - ENV RELATED ILLNESS INVESTIG	17,365	16,200	16,200	25,815	-	(16,200)	-100.0%
88EH - ENVIRONMENTAL HEALTH SERVICES	$ 13,555,878	$ 13,619,321	$ 13,745,757	$ 13,460,317	$ 13,276,292	$ (469,465)	-3.4%
EHEN - ENV HEALTH ENFORCEMENT	$ 233,274	$ 200,001	$ 200,001	$ 210,446	$ 243,233	$ 43,232	21.6%
NPRC - NONPERMIT RELATED COMPLIANCE	32,643	18,185	18,185	28,820	-	(18,185)	-100.0%
SWPA - STORMWATER CONSTRUCTION	21,875	19,250	19,250	8,020	-	(19,250)	-100.0%
88EP - ENVIRONMENTAL ENFORCEMENT	$ 287,792	$ 237,436	$ 237,436	$ 247,286	$ 243,233	$ 5,797	2.4%
WWCI - WW CONSTRUCTION INSPECTION	$ 2,335,395	$ 516,187	$ -	$ -	$ -	$ -	N/A
WWIA - WW MANAGEMENT INSPECTIONS	1,161,220	3,542,410	3,542,410	3,377,144	3,527,947	(14,463)	-0.4%
WWPR - WW PLAN REVIEW	2,611,797	1,949,927	2,466,114	2,411,704	2,325,950	(140,164)	-5.7%
88WW - WATER AND WASTE MANAGEMENT	$ 6,108,412	$ 6,008,524	$ 6,008,524	$ 5,788,848	$ 5,853,897	$ (154,627)	-2.6%
GGOV - GENERAL GOVERNMENT	$ 5,171	$ 26,000	$ 26,000	$ 32,417	$ 32,000	$ 6,000	23.1%
99GV - GENERAL OVERHEAD	$ 5,171	$ 26,000	$ 26,000	$ 32,417	$ 32,000	$ 6,000	23.1%
TOTAL PROGRAMS	**$ 19,957,253**	**$ 19,891,281**	**$ 20,017,717**	**$ 19,528,868**	**$ 19,405,422**	**$ (612,295)**	**-3.1%**
USES							
EHPR - ENV HEALTH PLAN REVIEW	$ 1,031,736	$ 934,171	$ 890,351	$ 959,090	$ 898,211	$ (7,860)	-0.9%
FSIA - FOOD NON FOOD INSPECTIONS	8,771,466	11,143,066	11,047,466	10,359,520	8,686,874	2,360,592	21.4%
FWBI - ENV RELATED ILLNESS INVESTIG	221,104	266,682	267,097	239,376	207,638	59,459	22.3%
SWCE - STORMWATER PUBLIC EDUCATION	82,176	94,470	128,007	124,032	153,301	(25,294)	-19.8%
88EH - ENVIRONMENTAL HEALTH SERVICES	$ 10,106,482	$ 12,438,389	$ 12,332,921	$ 11,682,018	$ 9,946,024	$ 2,386,897	19.4%
EHEN - ENV HEALTH ENFORCEMENT	$ 469,642	$ 515,443	$ 515,187	$ 499,053	$ 842,869	$ (327,682)	-63.6%
NPRC - NONPERMIT RELATED COMPLIANCE	475,956	595,869	485,893	448,900	-	485,893	100.0%
SWIA - STORMWATER DISCHARGE	337,038	360,911	330,810	332,745	311,959	18,851	5.7%
SWPA - STORMWATER CONSTRUCTION	49,549	51,036	-	15	-	-	N/A
88EP - ENVIRONMENTAL ENFORCEMENT	$ 1,332,185	$ 1,523,259	$ 1,331,890	$ 1,280,713	$ 1,154,828	$ 177,062	13.3%
VECT - VECTOR CTRL PUB ED SURV TRTMNT	$ 2,637,535	$ 3,000,632	$ 3,451,117	$ 3,276,298	$ 3,147,446	$ 303,671	8.8%
88VC - VECTOR CONTROL	$ 2,637,535	$ 3,000,632	$ 3,451,117	$ 3,276,298	$ 3,147,446	$ 303,671	8.8%
WWCI - WW CONSTRUCTION INSPECTION	$ 1,049,855	$ 440,115	$ 453,474	$ 441,574	$ -	$ 453,474	100.0%
WWIA - WW MANAGEMENT INSPECTIONS	726,265	2,027,100	1,997,309	1,907,273	2,081,145	(83,836)	-4.2%
WWPR - WW PLAN REVIEW	1,844,203	1,484,427	1,728,510	1,629,951	2,159,613	(431,103)	-24.9%
88WW - WATER AND WASTE MANAGEMENT	$ 3,620,323	$ 3,951,642	$ 4,179,293	$ 3,978,798	$ 4,240,758	$ (61,465)	-1.5%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 184,272	$ 242,139	$ 179,014	$ 177,342	$ 202,755	$ (23,741)	-13.3%
FACI - FACILITIES MANAGEMENT	-	123,024	123,024	148,358	94,224	28,800	23.4%
HRAC - HUMAN RESOURCES	605,976	155,222	155,222	135,604	-	155,222	100.0%
ODIR - EXECUTIVE MANAGEMENT	1,610,942	271,729	224,404	276,255	218,590	5,814	2.6%
POOL - POOLED COSTS	-	843	-	-	379,332	(379,332)	N/A
PROC - PROCUREMENT	-	51,377	51,377	21,122	-	51,377	100.0%
RECO - RECORDS MANAGEMENT	45,089	56,870	56,727	46,279	58,298	(1,571)	-2.8%
SPPT - OPERATIONS SUPPORT	-	1,590,602	1,741,552	1,625,750	1,639,229	102,323	5.9%
99AS - INDIRECT SUPPORT	$ 2,446,279	$ 2,491,806	$ 2,531,320	$ 2,430,710	$ 2,592,428	$ (61,108)	-2.4%
CSCA - CENTRAL SERVICE COST ALLOC	$ 988,053	$ 885,345	$ 885,345	$ 848,926	$ 1,045,635	$ (160,290)	-18.1%
INFR - INFRASTRUCTURE	-	200,923	200,923	181,543	209,619	(8,696)	-4.3%
ISFC - INTERNAL SERVICE FUND CHARGES	126,907	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	238,731	238,731	222,065	193,427	45,304	19.0%
99GV - GENERAL OVERHEAD	$ 1,114,960	$ 1,324,999	$ 1,324,999	$ 1,252,534	$ 1,448,681	$ (123,682)	-9.3%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 1,401,230	$ 1,723,953	$ 1,723,953	$ 1,426,292	$ 1,493,857	$ 230,096	13.3%
99IT - INFORMATION TECHNOLOGY	$ 1,401,230	$ 1,723,953	$ 1,723,953	$ 1,426,292	$ 1,493,857	$ 230,096	13.3%
TOTAL PROGRAMS	**$ 22,658,994**	**$ 26,454,680**	**$ 26,875,493**	**$ 25,327,363**	**$ 24,024,022**	**$ 2,851,471**	**10.6%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 15,618,725	$ 15,865,080	$ 15,865,080	$ 15,363,937	$ 15,489,739	$ (375,341)	-2.4%
SUBTOTAL	$ 15,618,725	$ 15,865,080	$ 15,865,080	$ 15,363,937	$ 15,489,739	$ (375,341)	-2.4%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 3,974,442	$ 3,780,815	$ 3,780,815	$ 3,734,796	$ 3,639,250	$ (141,565)	-3.7%
SUBTOTAL	$ 3,974,442	$ 3,780,815	$ 3,780,815	$ 3,734,796	$ 3,639,250	$ (141,565)	-3.7%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 265,917	$ 218,186	$ 218,186	$ 239,266	$ 243,233	$ 25,047	11.5%
SUBTOTAL	$ 265,917	$ 218,186	$ 218,186	$ 239,266	$ 243,233	$ 25,047	11.5%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 5,171	$ 26,000	$ 26,000	$ 32,417	$ 32,000	$ 6,000	23.1%
0650 - MISCELLANEOUS REVENUE	27,498	1,200	1,200	65,959	1,200	-	0.0%
SUBTOTAL	$ 32,669	$ 27,200	$ 27,200	$ 98,376	$ 33,200	$ 6,000	22.1%
ALL REVENUES	$ 19,891,753	$ 19,891,281	$ 19,891,281	$ 19,436,375	$ 19,405,422	$ (485,859)	-2.4%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 65,500	$ -	$ 126,436	$ 92,493	$ -	$ (126,436)	-100.0%
ALL OTHER FINANCING SOURCES	$ 65,500	$ -	$ 126,436	$ 92,493	$ -	$ (126,436)	-100.0%
TOTAL SOURCES	$ 19,957,253	$ 19,891,281	$ 20,017,717	$ 19,528,868	$ 19,405,422	$ (612,295)	-3.1%

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 12,129,435	$ 13,002,888	$ 13,104,598	$ 12,506,812	$ 12,682,797	$ 421,801	3.2%
0710 - OVERTIME	155,381	-	-	97,174	-	-	N/A
0750 - FRINGE BENEFITS	4,591,019	4,948,555	4,931,977	4,789,378	5,107,132	(175,155)	-3.6%
0790 - OTHER PERSONNEL SERVICES	9,995	-	-	20,916	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(566,728)	(237,240)	(237,240)	(252,492)	(188,825)	(48,415)	-20.4%
0796 - PERSONNEL SERVICES ALLOC-IN	1,458,697	1,314,702	1,314,702	1,223,747	1,224,559	90,143	6.9%
SUBTOTAL	$ 17,777,799	$ 19,028,905	$ 19,114,037	$ 18,385,535	$ 18,825,663	$ 288,374	1.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 679,602	$ 915,494	$ 884,175	$ 1,127,771	$ 879,464	$ 4,711	0.5%
0803 - FUEL	270,663	288,964	288,964	212,268	268,650	20,314	7.0%
0804 - NON-CAPITAL EQUIPMENT	40,418	543,100	543,100	295,148	47,000	496,100	91.3%
0805 - SUPPLIES-ALLOCATION OUT	(6,151)	(2,172)	(2,172)	(2,172)	(4,253)	2,081	95.8%
0806 - SUPPLIES-ALLOCATION IN	46,470	3,178	3,178	11,882	5,180	(2,002)	-63.0%
SUBTOTAL	$ 1,031,002	$ 1,748,564	$ 1,717,245	$ 1,644,897	$ 1,196,041	$ 521,204	30.4%
SERVICES							
0810 - LEGAL SERVICES	$ -	$ 11,500	$ 11,500	$ 6,710	$ 14,500	$ (3,000)	-26.1%
0812 - OTHER SERVICES	205,882	691,039	1,028,539	889,308	230,335	798,204	77.6%
0820 - RENT & OPERATING LEASES	914,921	871,797	871,797	762,291	836,743	35,054	4.0%
0825 - REPAIRS AND MAINTENANCE	22,959	-	-	-	2,380	(2,380)	N/A
0830 - INTERGOVERNMENTAL PAYMENTS	2,590	-	-	-	500	(500)	N/A
0839 - INTERNAL SERVICE CHARGES	1,693,313	1,884,973	1,884,973	1,771,941	1,772,962	112,011	5.9%
0841 - TRAVEL	85,693	103,107	103,107	92,415	102,354	753	0.7%
0842 - EDUCATION AND TRAINING	60,081	97,965	89,965	83,699	87,023	2,942	3.3%
0843 - POSTAGE/FREIGHT/SHIPPING	68,785	65,212	65,212	73,493	80,596	(15,384)	-23.6%
0850 - UTILITIES	2,323	2,400	2,400	2,790	5,460	(3,060)	-127.5%
0872 - SERVICES-ALLOCATION OUT	(205,615)	(229,358)	(229,358)	(163,554)	(177,146)	(52,212)	-22.8%
0873 - SERVICES-ALLOCATION IN	571,139	821,005	821,005	666,733	455,785	365,220	44.5%
SUBTOTAL	$ 3,422,071	$ 4,319,640	$ 4,649,140	$ 4,185,826	$ 3,411,492	$ 1,237,648	26.6%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ (16)	$ 925,000	$ 925,000	$ 790,000	$ -	$ 925,000	100.0%
0920 - CAPITAL EQUIPMENT	36,801	52,900	90,400	36,733	143,400	(53,000)	-58.6%
0930 - VEHICLES & CONSTRUCTION EQUIP	251,982	135,000	135,000	90,682	138,000	(3,000)	-2.2%
0956 - CAPITAL-ALLOCATION IN	139,355	244,671	244,671	193,690	309,426	(64,755)	-26.5%
SUBTOTAL	$ 428,122	$ 1,357,571	$ 1,395,071	$ 1,111,105	$ 590,826	$ 804,245	57.6%
ALL EXPENDITURES	$ 22,658,994	$ 26,454,680	$ 26,875,493	$ 25,327,363	$ 24,024,022	$ 2,851,471	10.6%
TOTAL USES	$ 22,658,994	$ 26,454,680	$ 26,875,493	$ 25,327,363	$ 24,024,022	$ 2,851,471	10.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 17,093	$ 18,101	$ 18,101	$ 28,781	$ 22,221	$ 4,120	22.8%
FUND TOTAL SOURCES	$ 17,093	$ 18,101	$ 18,101	$ 28,781	$ 22,221	$ 4,120	22.8%
506 ENVIRONMTL SVCS ENV HEALTH							
OPERATING	$ 19,940,160	$ 19,873,180	$ 19,873,180	$ 19,407,594	$ 19,383,201	$ (489,979)	-2.5%
NON RECURRING NON PROJECT	-	-	126,436	92,493	-	(126,436)	-100.0%
FUND TOTAL SOURCES	$ 19,940,160	$ 19,873,180	$ 19,999,616	$ 19,500,087	$ 19,383,201	$ (616,415)	-3.1%
DEPARTMENT OPERATING TOTAL SOURCES	$ 19,957,253	$ 19,891,281	$ 19,891,281	$ 19,436,375	$ 19,405,422	$ (485,859)	-2.4%
DEPARTMENT NON RECURRING TOTAL SOURCES	$ -	$ -	$ 126,436	$ 92,493	$ -	$ (126,436)	-100.0%
DEPARTMENT TOTAL SOURCES	$ 19,957,253	$ 19,891,281	$ 20,017,717	$ 19,528,868	$ 19,405,422	$ (612,295)	-3.1%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 3,871,768	$ 4,184,101	$ 4,229,914	$ 4,061,601	$ 4,026,395	$ 203,519	4.8%
NON RECURRING NON PROJECT	39,262	97,739	472,739	433,489	142,600	330,139	69.8%
FUND TOTAL USES	$ 3,911,030	$ 4,281,840	$ 4,702,653	$ 4,495,090	$ 4,168,995	$ 533,658	11.3%
506 ENVIRONMTL SVCS ENV HEALTH							
OPERATING	$ 18,318,933	$ 19,872,908	$ 19,872,908	$ 18,859,954	$ 19,383,201	$ 489,707	2.5%
NON RECURRING NON PROJECT	429,031	2,299,932	2,299,932	1,972,319	471,826	1,828,106	79.5%
FUND TOTAL USES	$ 18,747,964	$ 22,172,840	$ 22,172,840	$ 20,832,273	$ 19,855,027	$ 2,317,813	10.5%
DEPARTMENT OPERATING TOTAL USES	$ 22,190,701	$ 24,057,009	$ 24,102,822	$ 22,921,555	$ 23,409,596	$ 693,226	2.9%
DEPARTMENT NON RECURRING TOTAL USES	$ 468,293	$ 2,397,671	$ 2,772,671	$ 2,405,808	$ 614,426	$ 2,158,245	77.8%
DEPARTMENT TOTAL USES	$ 22,658,994	$ 26,454,680	$ 26,875,493	$ 25,327,363	$ 24,024,022	$ 2,851,471	10.6%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
BUSINESS SERVICES							
HEALTH CODE PERMITTING	-	13.20	.00	-	-	-	N/A
PROGRAM TOTAL	-	13.20	-	-	-	-	N/A
ENVIRONMENTAL ENFORCEMENT							
ENV HEALTH ENFORCEMENT	6.75	6.75	8.00	5.00	10.00	2.00	25.0%
NONPERMIT RELATED COMPLIANCE	9.25	10.25	1.50	5.00	-	(1.50)	(100.0%)
STORMWATER CONSTRUCTION	.50	.50	.00	-	-	-	N/A
STORMWATER DISCHARGE	6.00	6.00	4.90	4.90	4.80	(.10)	(2.0%)
PROGRAM TOTAL	22.50	23.50	14.40	14.90	14.80	.40	2.8%
ENVIRONMENTAL HEALTH SERVICES							
ENV HEALTH PLAN REVIEW	14.77	13.77	13.02	13.02	13.02	-	0.0%
ENV RELATED ILLNESS INVESTIG	4.00	4.00	3.00	3.00	4.00	1.00	33.3%
FOOD NON FOOD INSPECTIONS	147.23	119.23	146.98	146.98	143.98	(3.00)	(2.0%)
FOOD SERVICE LICENSE	-	9.80	.00	-	-	-	N/A
STORMWATER PUBLIC EDUCATION	1.00	1.00	2.10	2.10	2.20	.10	4.8%
PROGRAM TOTAL	167.00	147.80	165.10	165.10	163.20	(1.90)	(1.2%)
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	5.00	3.00	3.00	3.00	3.00	-	0.0%
EXECUTIVE MANAGEMENT	6.00	3.00	2.00	2.00	2.00	-	0.0%
HUMAN RESOURCES	10.00	-	.00	-	-	-	N/A
OPERATIONS SUPPORT	-	11.00	13.50	13.00	12.00	(1.50)	(11.1%)
PROCUREMENT	-	1.00	1.00	1.00	-	(1.00)	(100.0%)
RECORDS MANAGEMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	22.00	19.00	20.50	20.00	18.00	(2.50)	(12.2%)
VECTOR CONTROL							
VECTOR CTRL PUB ED SURV TRTMNT	36.00	36.00	38.00	38.00	38.00	-	0.0%
PROGRAM TOTAL	36.00	36.00	38.00	38.00	38.00	-	0.0%
WATER AND WASTE MANAGEMENT							
WW CONSTRUCTION INSPECTION	14.09	6.40	6.55	6.65	-	(6.55)	(100.0%)
WW MANAGEMENT INSPECTIONS	10.44	27.87	28.52	28.52	30.48	1.96	6.9%
WW PLAN REVIEW	20.97	16.23	18.93	18.83	23.52	4.59	24.2%
PROGRAM TOTAL	45.50	50.50	54.00	54.00	54.00	-	0.0%
DEPARTMENT TOTAL	293.00	290.00	292.00	292.00	288.00	(4.00)	(1.4%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	6.00	5.00	5.00	5.00	4.00	(1.00)	(20.0%)
Administrative Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	3.00	3.00	3.00	3.00	3.00	-	0.0%
Chemical Applicatns Tech	27.00	27.00	26.00	26.00	27.00	1.00	3.8%
Collector	1.00	1.00	-	-	-	-	N/A
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 Services Supervisor	2.00	1.00	1.00	1.00	1.00	-	0.0%
Development Svcs Technician	19.00	18.00	2.00	2.00	17.00	15.00	750.0%
Development Svcs Technician Sr	-	-	16.00	16.00	-	(16.00)	(100.0%)
Director - Environmental Svcs	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineer	10.00	10.00	10.00	10.00	10.00	-	0.0%
Engineering Associate	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineering Manager	1.00	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	5.00	5.00	5.00	-	0.0%
Environmental Enforcement Specialist - Trainee	-	-	1.00	1.00	1.00	-	0.0%
Environmental Services Division Manger	3.00	3.00	3.00	3.00	3.00	-	0.0%
Environmental Services Operations Supervisor	8.00	7.00	7.00	7.00	7.00	-	0.0%
Environmental Spec Trainee	10.00	15.00	15.00	15.00	15.00	-	0.0%
Environmental Specialist	124.00	123.00	123.00	123.00	123.00	-	0.0%
Environmental Specialist Supervisor	29.00	28.00	28.00	28.00	28.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Field Operations Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Finance Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Laboratory Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Laboratory Technician	-	-	3.00	3.00	2.00	(1.00)	(33.3%)
Management Analyst	5.00	4.00	4.00	4.00	3.00	(1.00)	(25.0%)
Office Assistant	12.00	12.00	13.00	13.00	13.00	-	0.0%
Office Assistant Specialized	11.00	10.00	9.00	9.00	9.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
Special Projects Manager	-	-	1.00	1.00	1.00	-	0.0%
Department Total	**293.00**	**290.00**	**292.00**	**292.00**	**288.00**	**(4.00)**	**(1.4%)**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	45.00	45.00	46.00	46.00	46.00	-	0.0%
506 ENVIRONMTL SVCS ENV HEALTH	248.00	245.00	246.00	246.00	242.00	(4.00)	(1.6%)
Department Total	**293.00**	**290.00**	**292.00**	**292.00**	**288.00**	**(4.00)**	**(1.4%)**

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2015.

Other Base Adjustments:

General Fund (100) Operating

- Increase Revenue by $4,120 for volume increase.
- Decrease Regular Benefits by $1,882 for the impact of the changes in retirement contribution rates.
- Increase Regular Benefits by $42,864 for the impact of the changes in health and dental premium rates.
- Increase Worker's Compensation and Unemployment Risk charges by $21,803.
- Increase Personal Services Allocation by $775 for RDSA OET IT.
- Increase Personnel Savings by $102,282.

- Decrease Internal Service Charges by $895 for the impact of the changes in risk management charges.
- Increase Other Services by $895 for the impact of the changes in risk management charges.
- Decrease CSCA Allocation by $166,779 for shift to the Environmental Services Environmental Health Fund (506).

General Fund (100) Non Recurring Non Project

- FY 2016 Non Recurring Non Project budget of $142,600 includes:
    - $2,600 for a Vector Control Lab Monitor.
    - $7,000 for John W. Hock Slide Spinner and Traps.
    - $5,000 for Droplet Counting Equipment.
    - $75,000 for six (6) Electric Foggers.
    - $53,000 for 7500 Fast PCR Machine.

Environmental Services Environmental Health Fund (506) Operating

- Decrease Revenue by $489,979 for volume decrease.
- Decrease Regular Benefits by $12,287 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by $2,686 for the impact of the changes in risk management charges.
- Increase Personal Services by $2,686 for the impact of the changes in risk management charges.
- Increase Personal Services Allocation by $4,071 in for RDSA OET IT.
- Decrease Other Services Allocation by $3,865 to absorb RDSA OET IT charges.
- Increase Worker's Compensation and Unemployment Risk charges by $65,948.
- Increase CSCA Allocation by $166,779 for shift from the General Fund (100).
- Decrease Internal Service Charges by $14,037 for the impact of the changes in Telecom charges.
- Decrease Services Allocation by $206 for RDSA IT Rent charges.
- Decrease Personnel Savings by $206,403.
- Decrease by $489,707 for Structural Balance.

Environmental Services Environmental Health Fund (506) Non Recurring Non Project

- FY 2016 Non Recurring Non Project budget of $471,826 includes:
    - $138,000 for five (5) Vehicle Replacements.
    - $15,400 for Registers.
    - $309,426 for Developer Tools, AA 7.3 Enhancement Licenses, ESX Server, OS Windows 2003 Upgrade, ARC GIS Server, ARC GIS Desktop, System Tools, Desktop, Laptop, Docking Station and Monitor Replacements.
    - $9,000 for a Q-Matic Kiosk.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of enforcement actions processed within 10 calendar days	94.4%	93.7%	96.5%	98.5%	4.8%	5.1%
Percent of nuisance complaint investigations initiated within 7 calendar days	68.1%	80.1%	50.1%	70.0%	(10.1%)	-12.6%
Percent of nuisance complaint investigations resolved within 60 calendar days	127.5%	122.1%	122.9%	117.2%	(4.8%)	-4.0%
Percent of total urbanized unincorporated area of Maricopa County required to be inspected that received inspections	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of County facilities within the urbanized area receiving required inspections	35.8%	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%

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 which states public nuisances dangerous to public health and A.R.S. §36-136 which states 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of enforcement actions processed within 10 calendar days	94.4%	93.7%	96.5%	98.5%	4.8%	5.1%
Output	Number of enforcement actions processed	1,160	1,286	1,017	1,000	(286)	-22.2%
Demand	Number of enforcement actions requested	1,160	1,286	1,029	1,025	(261)	-20.3%
Expenditure Ratio	Cost per enforcement action processed	$ 404.86	$ 400.61	$ 490.71	$ 842.87	$ (442.26)	-110.4%
Revenue							
	100 - GENERAL	$ -	$ -	$ -	$ 22,221	$ 22,221	N/A
	506 - ENVIRONMTL SVCS ENV HEALTH	233,274	200,001	210,446	221,012	21,011	10.5%
	TOTAL SOURCES	$ 233,274	$ 200,001	$ 210,446	$ 243,233	$ 43,232	21.6%
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 113,957	$ (113,957)	N/A
	506 - ENVIRONMTL SVCS ENV HEALTH	469,642	515,187	499,053	728,912	(213,725)	-41.5%
	TOTAL USES	$ 469,642	$ 515,187	$ 499,053	$ 842,869	$ (327,682)	-63.6%

Activity Narrative: The FY 2016 budget supports the Department in meeting 98.5% of the demand. The FY 2016 output and demand measures are decreasing as a result of less enforcement actions requested and processed. The increase in revenue and expenditures for FY 2016 are due to the shift from the Non-Permit Related Compliance Activity by the Department.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of nuisance complaint investigations initiated within 7 calendar days	68.1%	80.1%	50.1%	70.0%	(10.1%)	-12.6%
Result	Percent of nuisance complaint investigations resolved within 60 calendar days	127.5%	122.1%	122.9%	117.2%	(4.8%)	-4.0%
Output	Number of nuisance complaint investigations initiated	1,238	1,297	1,110	1,190	(107)	-8.2%
Demand	Number of nuisance complaints required to be investigated	1,325	1,314	1,043	1,200	(114)	-8.7%
Expenditure Ratio	Cost per nuisance complaint investigated	$ 359.21	$ 369.78	$ 430.39	$ -	$ 369.78	100.0%
Revenue							
	100 - GENERAL	$ 17,093	$ 18,101	$ 28,781	$ -	$ (18,101)	-100.0%
	506 - ENVIRONMTL SVCS ENV HEALTH	15,550	84	39	-	(84)	-100.0%
	TOTAL SOURCES	$ 32,643	$ 18,185	$ 28,820	$ -	$ (18,185)	-100.0%
Expenditure							
	100 - GENERAL	$ 72,361	$ 90,875	$ 56,956	$ -	$ 90,875	100.0%
	506 - ENVIRONMTL SVCS ENV HEALTH	403,595	395,018	391,944	-	395,018	100.0%
	TOTAL USES	$ 475,956	$ 485,893	$ 448,900	$ -	$ 485,893	100.0%

Activity Narrative: The decrease in revenue and expenditures for FY 2016 are due to the shift to the Enforcement Enhancement Activity by the Department.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 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	9	12	12	15	3	25.0%
Demand	Number of initial plan reviews for construction projects required	9	12	12	15	3	25.0%
Expenditure Ratio	Cost per plan review provided	$ 5,505.44	N/A	$ 1.25	N/A	N/A	N/A
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 21,875	$ 19,250	$ 8,020	$ -	$ (19,250)	-100.0%
	TOTAL SOURCES	$ 21,875	$ 19,250	$ 8,020	$ -	$ (19,250)	-100.0%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 49,549	$ -	$ 15	$ -	$ -	N/A
	TOTAL USES	$ 49,549	$ -	$ 15	$ -	$ -	N/A

Activity Narrative: The decrease in revenue for FY 2016 is due to the shift to the Enforcement Enhancement Activity by the Department.

Stormwater Discharge Activity

The purpose of the Stormwater Discharge Activity is to provide response and investigative services to complainants so they can benefit from timely complaint resolution.

Mandates: The Stormwater Permit from Arizona Department of Environmental Quality mandates this activity.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of total urbanized unincorporated area of Maricopa County required to be inspected that received inspections	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of County facilities within the urbanized area receiving required inspections	35.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of County facility inspections within the urbanized area conducted	167	68	68	72	4	5.9%
Output	Number of square miles of urbanized unincorporated Maricopa County inspected	60	40	40	40	-	0.0%
Demand	Square miles of urbanized unincorporated area in Maricopa County required to be inspected per the ADEQ permit	60	40	40	40	-	0.0%
Demand	Number of County facility inspections within the urbanized area required	167	36	36	72	36	100.0%
Expenditure Ratio	Cost per square miles of urbanized unincorporated Maricopa County inspections	$ 5,637.03	$ 8,270.25	$ 8,318.63	$ 7,798.98	$ 471.28	5.7%
Expenditure							
	100 - GENERAL	$ 337,038	$ 330,810	$ 332,745	$ 311,959	$ 18,851	5.7%
	TOTAL USES	$ 337,038	$ 330,810	$ 332,745	$ 311,959	$ 18,851	5.7%

Activity Narrative: The FY 2016 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 2016 budgeted expenditures are decreasing due to increased efficiencies.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	95	105	105	100	(5)	-4.8%
Demand	Number of public educational sessions requested	95	105	105	100	(5)	-4.8%
Expenditure Ratio	Cost per public educational session	$ 865.01	$ 1,219.11	$ 1,181.26	$ 1,533.01	$ (313.90)	-25.7%
Expenditure							
	100 - GENERAL	$ 82,176	$ 128,007	$ 124,032	$ 153,301	$ (25,294)	-19.8%
	TOTAL USES	$ 82,176	$ 128,007	$ 124,032	$ 153,301	$ (25,294)	-19.8%

Activity Narrative: The FY 2016 budget supports the Department in meeting 100% of the demand for this activity. The FY 2016 expenditures are increasing due to an increase in personal services.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of environmental health plan reviews completed within 30 business days	89.1%	94.4%	98.3%	94.3%	(0.0%)	-0.0%
Percent of comprehensive food inspections completed with no foodborne illness risk factors reported	62.6%	60.8%	63.0%	68.9%	8.1%	13.3%
Percent of required comprehensive inspections completed for all food permits	102.8%	96.7%	95.2%	94.4%	(2.3%)	-2.4%
Percent of all food permits that received the required number of inspections	N/A	98.0%	98.0%	N/A	N/A	N/A
Percent of environmental related illness complaints where contact was attempted within 24 business hours from the time it was received.	99.8%	98.0%	99.3%	100.0%	2.0%	2.1%
Percent of outbreak investigations initiated within 72 business hours of being declared.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Communicable Disease Alert investigations initiated within 72 business hours	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 were 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of environmental health plan reviews completed within 30 business days	89.1%	94.4%	98.3%	94.3%	(0.0%)	-0.0%
Output	Number of inspections conducted	5,817	5,550	6,007	6,250	700	12.6%
Demand	Number of environmental health plan reviews requested	1,585	1,430	1,639	1,709	279	19.5%
Demand	Number of inspection requests received	5,707	5,535	6,167	6,130	595	10.7%
Expenditure Ratio	Expenditures per inspection conducted	$ 177.37	$ 160.42	$ 159.66	$ 143.71	$ 16.71	10.4%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 1,323,405	$ 1,279,251	$ 1,313,212	$ 1,313,300	$ 34,049	2.7%
	TOTAL SOURCES	$ 1,323,405	$ 1,279,251	$ 1,313,212	$ 1,313,300	$ 34,049	2.7%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 1,031,736	$ 890,351	$ 959,090	$ 898,211	$ (7,860)	-0.9%
	TOTAL USES	$ 1,031,736	$ 890,351	$ 959,090	$ 898,211	$ (7,860)	-0.9%

Activity Narrative: The FY 2016 budget supports the Department in meeting 94.3% of the demand. The FY 2016 budgeted revenues and expenditures are expected to increase due to a growth in the output and demand for inspections.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of environmental related illness complaints where contact was attempted within 24 business hours from the time it was received	99.8%	98.0%	99.3%	100.0%	2.0%	2.1%
Result	Percent of outbreak investigations initiated within 72 business hours of being declared.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Communicable Disease Alert investigations initiated within 72 business hours	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of environmental illness complaints received and contact initiated	952	745	769	880	135	18.1%
Output	Number of outbreak investigations initiated	11	15	9	15	-	0.0%
Output	Number of Communicable Disease Alert investigations initiated	29	32	25	30	(2)	-6.3%
Demand	Number of environmental illness complaints received	952	745	769	880	135	18.1%
Demand	Number of Outbreaks Identified	11	15	9	15	-	0.0%
Demand	Number of Communicable Disease Alerts that are issued by Maricopa County Department of Public Health	29	32	25	30	(2)	-6.3%
Expenditure Ratio	Cost per environmental illness complaint response initiated	$ 232.25	$ 358.52	$ 311.28	$ 235.95	$ 122.57	34.2%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 17,365	$ 16,200	$ 25,815	$ -	$ (16,200)	-100.0%
	TOTAL SOURCES	$ 17,365	$ 16,200	$ 25,815	$ -	$ (16,200)	-100.0%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 221,104	$ 267,097	$ 239,376	$ 207,638	$ 59,459	22.3%
	TOTAL USES	$ 221,104	$ 267,097	$ 239,376	$ 207,638	$ 59,459	22.3%

Activity Narrative: The FY 2016 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 2016 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of comprehensive food inspections completed with no foodborne illness risk factors reported	62.6%	60.8%	63.0%	68.9%	8.1%	13.3%
Result	Percent of required comprehensive inspections completed for all food permits	102.8%	96.7%	95.2%	94.4%	(2.3%)	-2.4%
Result	Percent of all food permits that received the required number of inspections	N/A	98.0%	98.0%	N/A	N/A	N/A
Output	Number of comprehensive inspections completed for all food establishments	54,672	51,480	52,703	50,900	(580)	-1.1%
Demand	Number of comprehensive inspections required for all food establishments	53,165	52,264	54,122	54,800	2,536	4.9%
Expenditure Ratio	Expenditure per comprehensive food establishment inspection completed	$ 160.44	$ 214.60	$ 196.56	$ 170.67	$ 43.93	20.5%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 12,215,108	$ 12,450,306	$ 12,121,290	$ 11,962,992	$ (487,314)	-3.9%
	TOTAL SOURCES	$ 12,215,108	$ 12,450,306	$ 12,121,290	$ 11,962,992	$ (487,314)	-3.9%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 8,771,466	$ 11,047,466	$ 10,359,520	$ 8,686,874	$ 2,360,592	21.4%
	TOTAL USES	$ 8,771,466	$ 11,047,466	$ 10,359,520	$ 8,686,874	$ 2,360,592	21.4%

Activity Narrative: The FY 2016 budget supports the Department in meeting 94.4% of all food permits receiving the required number of inspections. FY 2016 budgeted revenues are decreasing due to food service establishments changing their menu items thus putting them in different categories. Therefore, the need for more frequent comprehensive inspections is lessened. FY 2016 budgeted expenditures are decreasing primarily due the completion of one-time budgeted expenditures for the Eastern Regional Office.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Percent change of West Nile virus positive mosquitoes	(29.4%)	91.9%	67.2%	86.7%	(5.2%)	-5.7%
Percent of Field Surveillance Tests completed (RTs)	95.2%	99.8%	100.0%	100.0%	0.2%	0.3%
Percent of Routine Sites treated for mosquito breeding (RSIs)	38.7%	38.2%	39.4%	40.1%	1.9%	4.9%
Percent of initial complaints with an investigation completed within 5 business days	105.6%	94.8%	96.6%	100.0%	5.2%	5.5%

Some measures within the Vector Control Program were 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent change of West Nile virus positive mosquitoes	(29.4%)	91.9%	67.2%	86.7%	(5.2%)	-5.7%
Result	Percent of Field Surveillance Tests completed (RTs)	95.2%	99.8%	100.0%	100.0%	0.2%	0.3%
Result	Percent of Routine Sites treated for mosquito breeding (RSIs)	38.7%	38.2%	39.4%	40.1%	1.9%	4.9%
Result	Percent of initial complaints with an investigation completed within 5 business days	105.6%	94.8%	96.6%	100.0%	5.2%	5.5%
Output	Number of acres treated with adulticide	N/A	195,000	369,451	195,000	-	0.0%
Output	Number of Routine Site Inspections performed for mosquito breeding (RSI)	16,961	17,000	16,848	19,125	2,125	12.5%
Output	Number of complaints investigated	5,794	6,750	15,896	8,200	1,450	21.5%
Output	Total Investigations Performed	51,320	48,000	64,510	53,200	5,200	10.8%
Output	Number of acres treated with larvicide	N/A	165	127	160	(5)	-3.0%
Output	Total number of acres treated with larvicide and adulticide	N/A	237,000	389,998	237,000	-	0.0%
Output	Number of routine sites treated with larvicide	N/A	6,500	6,644	6,425	(75)	-1.2%
Demand	Number of field surveillance traps (RT) that need to be set	27,659	24,000	31,395	26,600	2,600	10.8%
Demand	Number of complaints received	5,855	6,450	15,841	7,500	1,050	16.3%
Expenditure Ratio	Cost per investigation performed	$ 51.39	$ 71.90	$ 50.79	$ 59.16	$ 12.74	17.7%
Expenditure							
	100 - GENERAL	$ 2,637,535	$ 3,451,117	$ 3,276,298	$ 3,147,446	$ 303,671	8.8%
	TOTAL USES	$ 2,637,535	$ 3,451,117	$ 3,276,298	$ 3,147,446	$ 303,671	8.8%

Activity Narrative: The FY 2016 budget supports the Department in meeting 100% 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 preferred methods of control. The FY 2016 budgeted expenditures are decreasing due to additional amounts of mosquito adulticide and larvacide that were purchased during an extensively rainy summer in FY 2015.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of plan review application initial substantive reviews provided within the program's established standard for number of business days	N/A	77.7%	92.1%	100.0%	22.3%	28.6%
Percent of construction inspections provided within the program's established standard for number of business days	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of facilities and vehicles receiving the required number of operating inspections	N/A	104.9%	104.9%	100.0%	(4.9%)	-4.7%
Percent of facilities and vehicle compliance inspections provided	N/A	100.0%	100.0%	100.0%	0.0%	0.0%

The Water and Waste Management Program was condensed in FY 2015. These activities and subsequent measures were 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of construction inspections provided within the program's established standard for number of business days	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Sum of the number of construction inspections provided within each permit type's standard for number of business days	N/A	3,412	3,918	3,825	413	12.1%
Demand	Sum of the number of construction inspections requested	N/A	3,400	3,938	3,925	525	15.4%
Expenditure Ratio	Cost per construction inspection provided	N/A	$ 132.91	$ 112.70	N/A	N/A	N/A
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 2,335,395	$ -	$ -	$ -	$ -	N/A
	TOTAL SOURCES	$ 2,335,395	$ -	$ -	$ -	$ -	N/A
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 1,049,855	$ 453,474	$ 441,574	$ -	$ 453,474	100.0%
	TOTAL USES	$ 1,049,855	$ 453,474	$ 441,574	$ -	$ 453,474	100.0%

Activity Narrative: The FY 2016 budget supports the Department in meeting 100% of the demand for this Activity. The decrease in expenditures for FY 2016 is due to the shift to the Water and Waste Plan Review Activity by the Department.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of facilities and vehicles receiving the required number of operating inspections	N/A	104.9%	104.9%	100.0%	(4.9%)	-4.7%
Result	Percent of facilities and vehicle compliance inspections provided	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Sum of the number of operating inspections required	N/A	29,200	29,200	34,500	5,300	18.2%
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	27,830	27,830	29,500	1,670	6.0%
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	36,704	36,704	36,000	(704)	-1.9%
Expenditure Ratio	Cost per operating inspection provided	N/A	$ 71.77	$ 68.53	$ 70.55	$ 1.22	1.7%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 1,161,220	$ 3,542,410	$ 3,377,144	$ 3,527,947	$ (14,463)	-0.4%
	TOTAL SOURCES	$ 1,161,220	$ 3,542,410	$ 3,377,144	$ 3,527,947	$ (14,463)	-0.4%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 726,265	$ 1,997,309	$ 1,907,273	$ 2,081,145	$ (83,836)	-4.2%
	TOTAL USES	$ 726,265	$ 1,997,309	$ 1,907,273	$ 2,081,145	$ (83,836)	-4.2%

Activity Narrative: The FY 2016 budget supports the Department in meeting 100% of the demand for this Activity. The FY 2016 budgeted expenditures have increased due to more operational inspections.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of plan review application initial substantive reviews provided within the program's established standard for number of business days	N/A	77.7%	98.6%	100.0%	22.3%	28.6%
Output	Sum of the number of initial substantive plan reviews provided	N/A	5,048	3,884	5,200	152	3.0%
Output	Sum of the number of initial substantive plan reviews requested	N/A	6,154	4,235	6,225	71	1.2%
Demand	Sum of the number of initial substantive plan reviews requested	N/A	5,048	3,935	6,225	1,177	23.3%
Expenditure Ratio	Cost per initial substantive plan reviews provided	N/A	$ 342.41	$ 419.66	$ 415.31	$ (72.90)	-21.3%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 2,611,797	$ 2,466,114	$ 2,411,704	$ 2,325,950	$ (140,164)	-5.7%
	TOTAL SOURCES	$ 2,611,797	$ 2,466,114	$ 2,411,704	$ 2,325,950	$ (140,164)	-5.7%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 1,844,203	$ 1,728,510	$ 1,629,951	$ 2,159,613	$ (431,103)	-24.9%
	TOTAL USES	$ 1,844,203	$ 1,728,510	$ 1,629,951	$ 2,159,613	$ (431,103)	-24.9%

Activity Narrative: The FY 2016 budget supports the Department in meeting 100% of the demand for this Activity. The decrease in revenue and increase in expenditures for FY 2016 are due to the shift from the Water and Waste Construction Inspection Activity by the Department.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 4,184,101**	**$ 18,101**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 45,813**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*44,756*	*-*
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*819*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*238*	*-*
FY 2015 Revised Budget			**$ 4,229,914**	**$ 18,101**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 1,982**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*124*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*(238)*	*-*
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*2,096*	*-*
FY 2016 Baseline Budget			**$ 4,231,896**	**$ 18,101**
Adjustments:				
Employee Retirement and Benefits			**$ (1,882)**	**$ -**
Retirement Contributions			*(1,882)*	*-*
Base Adjustments			**$ (246,483)**	**$ -**
Other Base Adjustments			*1,670*	*-*
Increase Other Services	*$*	*895*		
Increase Personal Services Allocation for RDSA OET		*775*		
Internal Service Charges			*(145,871)*	*-*
Decrease Risk Management Charges	*$*	*(895)*		
Decrease for Fee Fund CSCA Charges		*(166,779)*		
Increase Worker's Compensation and Unemployment Charges		*21,803*		
Personnel Savings			*(102,282)*	*-*
Increase from 1.49% to 5.4%	*$*	*(102,282)*		
Fees and Other Revenues			**$ -**	**$ 4,120**
ProgRevenue Volume Inc/Dec			*-*	*4,120*
FY 2016 Tentative Budget			**$ 3,983,531**	**$ 22,221**
Percent Change from Baseline Amount			*-5.9%*	*22.8%*
Adjustments:				
Employee Retirement and Benefits			**$ 42,864**	**$ -**
Employee Health/Dental Premiums			*42,864*	*-*
FY 2016 Adopted Budget			**$ 4,026,395**	**$ 22,221**
Percent Change from Baseline Amount			*-4.9%*	*22.8%*

General Fund (100) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2015 Adopted Budget			**$ 97,739**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ 375,000**	**$ -**
Vector Control Equipment and Supplies	*C-88-15-002-2-00*		*375,000*	-
FY 2015 Revised Budget			**$ 472,739**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ (472,739)**	**$ -**
Vector Control Equipment and Supplies	*C-88-15-002-2-00*		*(375,000)*	-
Other Non Recurring			*(97,739)*	-
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Information and Communications Technology				
Other IT Non Recurring			*2,600*	-
Vector Control Lab Monitor		*$ 2,600*		
Non Recurring			**$ 140,000**	**$ -**
Other Non Recurring			*140,000*	-
John W. Hock Slide Spinner and Traps		*$ 7,000*		
Droplet Counting Equipment		*5,000*		
Electric Foggers (6)		*75,000*		
7500 Fast PCR Machine		*53,000*		
FY 2016 Adopted Budget			**$ 142,600**	**$ -**

Environmental Services Environmental Health Fund (506)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 19,872,908**	**$ 19,873,180**
FY 2015 Revised Budget			**$ 19,872,908**	**$ 19,873,180**
FY 2016 Baseline Budget			**$ 19,872,908**	**$ 19,873,180**
Adjustments:				
Employee Retirement and Benefits			**$ (12,287)**	**$ -**
Retirement Contributions			*(12,287)*	-
Base Adjustments			**$ 12,287**	**$ -**
Other Base Adjustments			*2,892*	-
Increase Personal Services		*$ 2,686*		
Increase Personal Services Allocation for RDSA OET		*4,071*		
Decrease Other Services to Absorb Allocations for RDSA OET		*(3,865)*		
Internal Service Charges			*215,798*	-
Decrease Risk Management Charges		*$ (2,686)*		
Increase Worker's Compensation and Unemployment Charges		*65,948*		
Increase CSCA Charges		*166,779*		
Decrease Telecom Charges		*(14,037)*		
Increase Services Allocation Out for RDSA IT Rent		*(206)*		
Personnel Savings			*(206,403)*	-
Fees and Other Revenues			**$ -**	**$ (489,979)**
ProgRevenue Volume Inc/Dec			*-*	*(489,979)*
Structural Balance			**$ (489,707)**	**$ -**
Structural Balance			*(489,707)*	-
FY 2016 Adopted Budget			**$ 19,383,201**	**$ 19,383,201**
Percent Change from Baseline Amount			*-2.5%*	*-2.5%*

Environmental Services Environmental Health Fund (506) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2015 Adopted Budget			**$ 2,299,932**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ -**	**$ 126,436**
FY 14 Reimburse Environmental Services for Fee Waiver (3)	*C-88-14-015-2-00*		*-*	*36,445*
FY 15 Reimburse Environmental Services for Fee Waiver	*C-88-15-001-2-00*		*-*	*29,638*
FY 15 Reimburse Environmental Services for Fee Waiver (2)	*C-88-15-004-2-00*		*-*	*12,935*
FY 15 Reimburse Environmental Services for Fee Waiver (3)	*C-88-15-006-2-00*		*-*	*13,475*
FY 15 Reimburse Environmental Services for Fee Waiver (4)	*C-88-15-012-2-00*		*-*	*33,943*
FY 2015 Revised Budget			**$ 2,299,932**	**$ 126,436**
Adjustments:	Agenda Item:			
Non Recurring			**$ (2,299,932)**	**$ (126,436)**
FY 14 Reimburse Environmental Services for Fee Waiver (3)	*C-88-14-015-2-00*		*-*	*(36,445)*
FY 15 Reimburse Environmental Services for Fee Waiver	*C-88-15-001-2-00*		*-*	*(29,638)*
FY 15 Reimburse Environmental Services for Fee Waiver (2)	*C-88-15-004-2-00*		*-*	*(12,935)*
FY 15 Reimburse Environmental Services for Fee Waiver (3)	*C-88-15-006-2-00*		*-*	*(13,475)*
FY 15 Reimburse Environmental Services for Fee Waiver (4)	*C-88-15-012-2-00*		*-*	*(33,943)*
Non Recurring Carry Forward			*(1,374,932)*	*-*
Other Non Recurring			*(925,000)*	*-*
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Base Adjustments			**$ 153,400**	**$ -**
Other Base Adjustments			*153,400*	*-*
Vehicle Replacements (5)		*$ 138,000*		
Registers		*15,400*		
Information and Communications Technology				
Other IT Non Recurring			*318,426*	*-*
Developer Tools, AA 7.3 Enhancement Licenses, ESX Server, OS Windows 2003 Upgrade, ARC GIS Server, ARC GIS Desktop, System Tools, Desktop, Laptop, Docking Station and Monitor Replacements		*$ 309,426*		
Q-Matic Kiosk		*9,000*		
FY 2016 Adopted Budget			**$ 471,826**	**$ -**

Environmental Services Environmental Health Fund (506) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 8,242,349	$ 6,719,518	$ 6,719,518	$ 9,434,563	$ 8,102,377
Sources:					
Operating	$ 19,940,160	$ 19,873,180	$ 19,873,180	$ 19,407,594	$ 19,383,201
Non-Recurring	-	-	126,436	92,493	-
Total Sources:	$ 19,940,160	$ 19,873,180	$ 19,999,616	$ 19,500,087	$ 19,383,201
Uses:					
Operating	$ 18,318,933	$ 19,872,908	$ 19,872,908	$ 18,859,954	$ 19,383,201
Non-Recurring	429,031	2,299,932	2,299,932	1,972,319	471,826
Total Uses:	$ 18,747,964	$ 22,172,840	$ 22,172,840	$ 20,832,273	$ 19,855,027
Structural Balance	$ 1,621,227	$ 272	$ 272	$ 547,640	$ -
Accounting Adjustments	$ 18	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Committed	9,434,563	4,419,858	4,546,294	8,102,377	7,630,551
Total Ending Spendable Fund Balance	$ 9,434,563	$ 4,419,858	$ 4,546,294	$ 8,102,377	$ 7,630,551

Equipment Services

Analysis by Alice Kirk, Management and Budget Analyst

Summary

Mission

The mission of the Equipment Services Department is to provide fleet services to departments of Maricopa County so they can have transportation and equipment in support of the community.

Vision

To be the leader in providing unprecedented professional fleet services in an environmentally and fiscally responsible manner.

Strategic Goals

Department Specific

By 2016, reduce the County's fleet carbon footprint from 18,566 metric tons to 17,834 metric tons.

Status: Due to updated calculations from the Environmental Protection Agency (EPA) on the fleet carbon footprint, Equipment Services will no longer be tracking this goal. This update includes a calculation for greenhouse gases that are used in the manufacture of each vehicle which was not included in prior calculations. Equipment Services will be working on a new goal to publish in FY 2017.

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 automotive technology and 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 preventative maintenance schedules, the department will proactively identify and remedy issues that may affect vehicles at a later time, adversely impacting readiness rates.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
FSUP - FLEET SUPPORT SERVICES	$ 18,662,854	$ 15,884,045	$ 15,884,045	$ 18,079,280	$ 15,884,045	$ -	0.0%
PMVR - PREVENTATIVE MAINTENANCE	130,357	873,984	873,984	401,994	873,984	-	0.0%
RENT - RENTAL POOL	35,458	33,372	33,372	41,903	33,372	-	0.0%
74FM - FLEET MANAGEMENT	$ 18,828,669	$ 16,791,401	$ 16,791,401	$ 18,523,177	$ 16,791,401	$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ 54,392	$ 54,392	$ 22,668	$ -	$ (54,392)	-100.0%
SPPT - OPERATIONS SUPPORT	-	-	-	-	54,392	54,392	N/A
99AS - INDIRECT SUPPORT	$ -	$ 54,392	$ 54,392	$ 22,668	$ 54,392	$ -	0.0%
GGOV - GENERAL GOVERNMENT	$ 4,682	$ 8,900	$ 8,900	$ 9,233	$ 8,900	$ -	0.0%
99GV - GENERAL OVERHEAD	$ 4,682	$ 8,900	$ 8,900	$ 9,233	$ 8,900	$ -	0.0%
TOTAL PROGRAMS	**$ 18,833,351**	**$ 16,854,693**	**$ 16,854,693**	**$ 18,555,078**	**$ 16,854,693**	**$ -**	**0.0%**
USES							
FSUP - FLEET SUPPORT SERVICES	$ 16,728,293	$ 15,609,628	$ 15,621,433	$ 17,294,438	$ 15,637,786	$ (16,353)	-0.1%
PMVR - PREVENTATIVE MAINTENANCE	84,112	112,940	65,995	87,064	67,086	(1,091)	-1.7%
RENT - RENTAL POOL	18,553	11,997	12,222	17,145	11,780	442	3.6%
74FM - FLEET MANAGEMENT	$ 16,830,958	$ 15,734,565	$ 15,699,650	$ 17,398,647	$ 15,716,652	$ (17,002)	-0.1%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 122,344	$ 125,647	$ 172,542	$ 165,875	$ 192,584	$ (20,042)	-11.6%
ODIR - EXECUTIVE MANAGEMENT	752,962	160,756	164,647	332,764	152,190	12,457	7.6%
POOL - POOLED COSTS	-	-	-	-	97,438	(97,438)	N/A
PROC - PROCUREMENT	37,031	35,963	73,676	75,823	74,748	(1,072)	-1.5%
SPPT - OPERATIONS SUPPORT	-	843,224	789,640	471,139	807,578	(17,938)	-2.3%
99AS - INDIRECT SUPPORT	$ 912,337	$ 1,165,590	$ 1,200,505	$ 1,045,601	$ 1,324,538	$ (124,033)	-10.3%
CSCA - CENTRAL SERVICE COST ALLOC	$ 521,771	$ 605,390	$ 605,390	$ 605,392	$ 668,596	$ (63,206)	-10.4%
INFR - INFRASTRUCTURE	-	37,846	37,846	18,740	40,220	(2,374)	-6.3%
ISFC - INTERNAL SERVICE FUND CHARGES	168,300	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	168,302	168,302	188,842	72,187	96,115	57.1%
99GV - GENERAL OVERHEAD	$ 690,071	$ 811,538	$ 811,538	$ 812,974	$ 781,003	$ 30,535	3.8%
TOTAL PROGRAMS	**$ 18,433,366**	**$ 17,711,693**	**$ 17,711,693**	**$ 19,257,222**	**$ 17,822,193**	**$ (110,500)**	**-0.6%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 3,222,803	$ 2,809,338	$ 2,809,338	$ 3,273,259	$ 2,809,338	$ -	0.0%
0636 - INTERNAL SERVICE CHARGES	15,558,595	14,012,455	14,012,455	15,202,640	14,012,455	-	0.0%
SUBTOTAL	$ 18,781,398	$ 16,821,793	$ 16,821,793	$ 18,475,899	$ 16,821,793	$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 4,682	$ 8,900	$ 8,900	$ 9,233	$ 8,900	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	47,271	24,000	24,000	69,946	24,000	-	0.0%
SUBTOTAL	$ 51,953	$ 32,900	$ 32,900	$ 79,179	$ 32,900	$ -	0.0%
ALL REVENUES	$ 18,833,351	$ 16,854,693	$ 16,854,693	$ 18,555,078	$ 16,854,693	$ -	0.0%
TOTAL SOURCES	$ 18,833,351	$ 16,854,693	$ 16,854,693	$ 18,555,078	$ 16,854,693	$ -	0.0%

Sources and Uses by Category (continued)

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,380,046	$ 2,350,490	$ 2,411,415	$ 2,427,101	$ 2,486,477	$ (75,062)	-3.1%
0705 - TEMPORARY PAY	-	-	-	15,879	-	-	N/A
0710 - OVERTIME	180,824	180,000	180,000	177,744	180,000	-	0.0%
0750 - FRINGE BENEFITS	1,093,502	1,047,513	1,059,163	1,091,760	1,056,021	3,142	0.3%
0790 - OTHER PERSONNEL SERVICES	2,699	72,526	-	669	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(318)	(1,400)	(1,400)	-	-	(1,400)	-100.0%
0796 - PERSONNEL SERVICES ALLOC-IN	139,594	175,460	175,460	125,837	184,537	(9,077)	-5.2%
SUBTOTAL	$ 3,796,347	$ 3,824,589	$ 3,824,638	$ 3,838,990	$ 3,907,035	$ (82,397)	-2.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 4,299,171	$ 3,416,959	$ 3,416,959	$ 4,236,964	$ 3,485,665	$ (68,706)	-2.0%
0803 - FUEL	8,519,072	7,878,703	7,878,654	8,827,650	7,602,394	276,260	3.5%
0804 - NON-CAPITAL EQUIPMENT	37,629	233,300	216,155	116,330	121,300	94,855	43.9%
0806 - SUPPLIES-ALLOCATION IN	3,228	11,111	11,111	7,142	3,750	7,361	66.2%
SUBTOTAL	$ 12,859,100	$ 11,540,073	$ 11,522,879	$ 13,188,086	$ 11,213,109	$ 309,770	2.7%
SERVICES							
0812 - OTHER SERVICES	$ 108,630	$ 56,620	$ 56,620	$ 86,585	$ 56,620	$ -	0.0%
0820 - RENT & OPERATING LEASES	16,477	38,050	38,050	17,678	40,080	(2,030)	-5.3%
0825 - REPAIRS AND MAINTENANCE	717,882	628,287	628,287	640,798	650,000	(21,713)	-3.5%
0839 - INTERNAL SERVICE CHARGES	653,680	706,253	706,253	731,254	780,073	(73,820)	-10.5%
0841 - TRAVEL	5,072	7,000	7,000	5,445	6,182	818	11.7%
0842 - EDUCATION AND TRAINING	4,687	35,000	35,000	15,671	35,000	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	12,060	15,000	15,000	15,454	15,000	-	0.0%
0850 - UTILITIES	75,585	80,000	80,000	68,379	80,000	-	0.0%
0873 - SERVICES-ALLOCATION IN	5,853	4,821	4,821	7,628	9,594	(4,773)	-99.0%
SUBTOTAL	$ 1,599,926	$ 1,571,031	$ 1,571,031	$ 1,588,892	$ 1,672,549	$ (101,518)	-6.5%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 5,412	$ 536,000	$ 536,000	$ 421,254	$ 1,029,500	$ (493,500)	-92.1%
0930 - VEHICLES & CONSTRUCTION EQUIP	172,581	240,000	240,000	220,000	-	240,000	100.0%
SUBTOTAL	$ 177,993	$ 776,000	$ 776,000	$ 641,254	$ 1,029,500	$ (253,500)	-32.7%
ALL EXPENDITURES	$ 18,433,366	$ 17,711,693	$ 17,694,548	$ 19,257,222	$ 17,822,193	$ (127,645)	-0.7%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ -	$ 17,145	$ -	$ -	$ 17,145	100.0%
ALL OTHER FINANCING USES	$ -	$ -	$ 17,145	$ -	$ -	$ 17,145	100.0%
TOTAL USES	$ 18,433,366	$ 17,711,693	$ 17,711,693	$ 19,257,222	$ 17,822,193	$ (110,500)	-0.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
654 EQUIPMENT SERVICES							
OPERATING	$ 18,833,351	$ 16,854,693	$ 16,854,693	$ 18,555,078	$ 16,854,693	$ -	0.0%
FUND TOTAL SOURCES	$ 18,833,351	$ 16,854,693	$ 16,854,693	$ 18,555,078	$ 16,854,693	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 18,833,351	$ 16,854,693	$ 16,854,693	$ 18,555,078	$ 16,854,693	$ -	0.0%
DEPARTMENT TOTAL SOURCES	$ 18,833,351	$ 16,854,693	$ 16,854,693	$ 18,555,078	$ 16,854,693	$ -	0.0%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
654 EQUIPMENT SERVICES							
OPERATING	$ 18,204,444	$ 16,854,693	$ 16,854,693	$ 18,555,078	$ 16,854,693	$ -	0.0%
NON RECURRING NON PROJECT	228,922	857,000	857,000	702,144	967,500	(110,500)	-12.9%
FUND TOTAL USES	$ 18,433,366	$ 17,711,693	$ 17,711,693	$ 19,257,222	$ 17,822,193	$ (110,500)	-0.6%
DEPARTMENT OPERATING TOTAL USES	$ 18,204,444	$ 16,854,693	$ 16,854,693	$ 18,555,078	$ 16,854,693	$ -	0.0%
DEPARTMENT NON RECURRING TOTAL USES	$ 228,922	$ 857,000	$ 857,000	$ 702,144	$ 967,500	$ (110,500)	-12.9%
DEPARTMENT TOTAL USES	$ 18,433,366	$ 17,711,693	$ 17,711,693	$ 19,257,222	$ 17,822,193	$ (110,500)	-0.6%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
FLEET MANAGEMENT							
FLEET SUPPORT SERVICES	45.15	45.15	44.95	44.95	44.95	-	0.0%
PREVENTATIVE MAINTENANCE	2.00	2.00	1.00	1.00	1.00	-	0.0%
RENTAL POOL	.15	.15	.15	.15	.15	-	0.0%
PROGRAM TOTAL	47.30	47.30	46.10	46.10	46.10	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	2.00	2.00	3.00	3.00	3.00	-	0.0%
EXECUTIVE MANAGEMENT	4.20	1.20	1.20	1.20	1.00	(.20)	(16.7%)
OPERATIONS SUPPORT	-	3.00	2.70	2.70	2.90	.20	7.4%
PROCUREMENT	.50	.50	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	6.70	6.70	7.90	7.90	7.90	-	0.0%
DEPARTMENT TOTAL	54.00	54.00	54.00	54.00	54.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accounting Specialist	1.00	1.00	2.00	2.00	2.00	-	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	-	-	-	-	N/A
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	16.00	16.00	17.00	17.00	17.00	-	0.0%
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	4.00	4.00	3.00	3.00	3.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**54.00**	**54.00**	**54.00**	**54.00**	**54.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
654 EQUIPMENT SERVICES	54.00	54.00	54.00	54.00	54.00	-	0.0%
Department Total	**54.00**	**54.00**	**54.00**	**54.00**	**54.00**	**-**	**0.0%**

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay plan and market study adjustments made in FY 2015.

Base Adjustments:

Equipment Services Fund (654) Operating

- Decrease Regular Benefits by $2,460 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by $131,310 for the impact of the changes in risk management charges.

Equipment Services Fund (654) Non Recurring

- Budget capital equipment of $431,500 for five new Radio Frequency Identification (RFID) for carwashes, seven fuel site cameras, four new fuel tank monitoring systems, one lubrication system for the Durango shop, one shop hoist conversion from manual to electric operation,

three car wash dryers, an upgrade of the Buckeye location unleaded system, new fuel dispensers, and the replacement of two metal brake-bender/shears.

- Budget capital equipment of $536,000 of carry forward for six desktop computers with monitors and ten thin client computers, replacement of the Cave Creek fuel tank, refurbishment of above ground fuel tanks, one heavy duty field truck, one fork lift, and upgrades for fifteen Fuel Master Fuel Management Units.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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%
Percent of preventative maintenance services provided within the scheduled time frame.	82.0%	96.2%	87.8%	96.2%	0.0%	0.0%
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).	97.2%	96.5%	97.7%	96.5%	0.0%	0.0%
Percent of customers satisfied with the timeliness and/or professionalism of the fleet repair/maintenance experience.	N/A	100.0%	116.5%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Fleet Support Services
- Preventative Maintenance
- Rental Pool

Fleet Support Services Activity

The purpose of the Fleet Support Services Activity is to provide fleet support services to County departments so they can conduct County business in a safe and efficient manner.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of fleet available for department use (fleet availability).	97.2%	96.5%	97.7%	96.5%	0.0%	0.0%
Result	Percent of customers satisfied with the timeliness and/or professionalism of the fleet repair/maintenance experience.	N/A	100.0%	116.5%	100.0%	0.0%	0.0%
Output	Number of repair/maintenance services provided.	22,782	25,968	24,700	25,968	-	0.0%
Output	Number of gallons of fuel provided.	2,712,211	2,783,477	2,769,998	2,783,477	-	0.0%
Demand	Number of repair/maintenance services requested.	28,189	27,113	28,814	27,113	-	0.0%
Expenditure Ratio	Expenditure per repair/maintenance service provided.	$ 734.28	$ 601.56	$ 700.18	$ 602.19	$ (0.63)	-0.1%
Revenue							
	654 - EQUIPMENT SERVICES	$ 18,662,854	$ 15,884,045	$ 18,079,280	$ 15,884,045	$ -	0.0%
	TOTAL SOURCES	$ 18,662,854	$ 15,884,045	$ 18,079,280	$ 15,884,045	$ -	0.0%
Expenditure							
	654 - EQUIPMENT SERVICES	$ 16,728,293	$ 15,621,433	$ 17,294,438	$ 15,637,786	$ (16,353)	-0.1%
	TOTAL USES	$ 16,728,293	$ 15,621,433	$ 17,294,438	$ 15,637,786	$ (16,353)	-0.1%

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 increase in expenditures is due to an increase in fixed benefits. The FY 2016 budget includes the replacement of a fuel tank, a field truck, an upgraded unleaded system, a lubrication system, above ground tank refurbishments, and a fork lift, all in the Non Recurring Non Project budget.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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.	82.0%	96.2%	87.8%	96.2%	0.0%	0.0%
Output	Number of preventative maintenance services completed within a scheduled time frame.	4,435	5,586	4,929	5,586	-	0.0%
Output	Number of preventative maintenance services provided.	5,411	5,826	5,614	5,826	-	0.0%
Demand	Number of vehicles due for preventative maintenance services.	8,162	7,900	8,779	7,900	-	0.0%
Expenditure Ratio	Expenditure per preventative maintenance service provided.	$ 15.54	$ 11.33	$ 15.51	$ 11.51	$ (0.19)	-1.7%
Revenue							
	654 - EQUIPMENT SERVICES	$ 130,357	$ 873,984	$ 401,994	$ 873,984	$ -	0.0%
	TOTAL SOURCES	$ 130,357	$ 873,984	$ 401,994	$ 873,984	$ -	0.0%
Expenditure							
	654 - EQUIPMENT SERVICES	$ 84,112	$ 65,995	$ 87,064	$ 67,086	$ (1,091)	-1.7%
	TOTAL USES	$ 84,112	$ 65,995	$ 87,064	$ 67,086	$ (1,091)	-1.7%

Activity Narrative: The FY 2016 budget supports the Department in meeting 96.2% of the preventative maintenance services in the scheduled time frame. 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.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of customers satisfied as evidenced by customer survey rating vehicle safety and cleanliness and rental convenience.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of vehicles rented.	956	840	1,014	840	-	0.0%
Output	Number of vehicle days rented.	921	888	1,173	888	-	0.0%
Demand	Number of vehicle days requested.	946	840	1,022	840	-	0.0%
Demand	Number of requests for vehicles.	1,003	876	1,062	876	-	0.0%
Expenditure Ratio	Expenditure per vehicle rented.	$ 19.42	$ 14.55	$ 16.91	$ 14.02	$ 0.53	3.6%
Revenue							
	654 - EQUIPMENT SERVICES	$ 35,458	$ 33,372	$ 41,903	$ 33,372	$ -	0.0%
	TOTAL SOURCES	$ 35,458	$ 33,372	$ 41,903	$ 33,372	$ -	0.0%
Expenditure							
	654 - EQUIPMENT SERVICES	$ 18,553	$ 12,222	$ 17,145	$ 11,780	$ 442	3.6%
	TOTAL USES	$ 18,553	$ 12,222	$ 17,145	$ 11,780	$ 442	3.6%

Activity Narrative: The FY 2016 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 2016 budget reflects the total operating cost of the Rental Pool activity.

Appropriated Budget Reconciliations

Equipment Services Fund (654)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 16,854,693**	**$ 16,854,693**
FY 2015 Revised Budget		**$ 16,854,693**	**$ 16,854,693**
FY 2016 Baseline Budget		**$ 16,854,693**	**$ 16,854,693**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ (2,460)**	**$ -**
Retirement Contributions		*(2,460)*	-
Base Adjustments		**$ 2,460**	**$ -**
Other Base Adjustments		*133,770*	-
Internal Service Charges		*(131,310)*	-
Decrease Risk Management Charges	*$ (131,310)*		
FY 2016 Adopted Budget		**$ 16,854,693**	**$ 16,854,693**
Percent Change from Baseline Amount		*0.0%*	*0.0%*

Equipment Services Fund (654) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 857,000**	**$ -**
FY 2015 Revised Budget		**$ 857,000**	**$ -**
Adjustments:			
Non Recurring		**$ (857,000)**	**$ -**
Non Recurring Carry Forward		*(309,000)*	-
Other Non Recurring		*(548,000)*	-
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 967,500**	**$ -**
Non Recurring Carry Forward		*536,000*	-
Desktop Computers (6) with Dual Monitors & Thin Clients (10)	*$ 19,000*		
Replace Fuel Tank (Cave Creek)	*200,000*		
Above Ground Tank Refurbishment	*50,000*		
Field Truck	*200,000*		
Fork Lift 6K lbs	*40,000*		
Fuel Master Units (15)	*27,000*		
Other Non Recurring		*431,500*	-
Carwash Radio Frequency Identification (RFID) (5)	*$ 25,000*		
Fuel Site Cameras (7)	*49,000*		
Fuel Storage Tank Monitoring System (4)	*100,000*		
Lubrication System (Durango)	*50,000*		
Shop Hoist Conversion	*5,500*		
Car Wash Dryer (3) (Downtown, Mesa, & Surprise)	*60,000*		
Buckeye Unleaded System Upgrade	*105,000*		
New Fuel Dispensers	*7,000*		
Metal Brake-Bender/Shear (2)	*30,000*		
FY 2016 Adopted Budget		**$ 967,500**	**$ -**

Equipment Services Fund (654) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 2,911,216	$ 3,166,427	$ 3,166,427	$ 3,311,190	$ 2,609,046
Sources:					
Operating	$ 18,833,351	$ 16,854,693	$ 16,854,693	$ 18,555,078	$ 16,854,693
Total Sources:	$ 18,833,351	$ 16,854,693	$ 16,854,693	$ 18,555,078	$ 16,854,693
Uses:					
Operating	$ 18,204,444	$ 16,854,693	$ 16,854,693	$ 18,555,078	$ 16,854,693
Non-Recurring	228,922	857,000	857,000	702,144	967,500
Total Uses:	$ 18,433,366	$ 17,711,693	$ 17,711,693	$ 19,257,222	$ 17,822,193
Structural Balance	$ 628,907	$ -	$ -	$ -	$ -
Accounting Adjustments	$ (11)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Committed	3,311,190	2,309,427	2,309,427	2,609,046	1,641,546
Total Ending Spendable Fund Balance	$ 3,311,190	$ 2,309,427	$ 2,309,427	$ 2,609,046	$ 1,641,546

Facilities Management

Analysis by Alice Kirk, Management and Budget Analyst

Summary

Mission

The Mission of Facilities Management is to provide fiscally responsible facilities and facility-related services to the citizens and employees of Maricopa County so they can enjoy an efficient and safe environment.

Vision

The vision of the Facilities Management Department is to convert capital funds into exceptional facility solutions and provide responsive facility services to every customer, every time, in a collaborative, efficient, and innovative manner while being fiscally prudent.

Strategic Goals

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 has achieved this goal by completing 90% of projects on schedule and within established budget parameters. Facilities Management will be working on a new goal to publish in FY 2017.

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 electronic maintenance management system shows an average completion time of 7.1 hours, which is well within the established goal of 24 hour response time. The goal of 30-day completion for 95% of all emergency work is averaging .89 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 November 2014, 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. There are several significant energy-saving projects that are planned or in progress which will contribute to meeting the goal.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
FACM - FACILITIES CONSTRUCTION MGMT	$ 3,075	$ -	$ -	$ -	$ -	$ -	N/A
FPDS - FAC PLANNING AND ENERGY MGMT	-	-	-	278,021	-	-	N/A
91FD - CAPITAL FACILITIES DEVELOPMENT	$ 3,075	$ -	$ -	$ 278,021	$ -	$ -	N/A
ODIR - EXECUTIVE MANAGEMENT	$ 708,021	$ 25,000	$ 25,000	$ 261,856	$ 24,000	$ (1,000)	-4.0%
RWAY - REAL ESTATE SERVICES	-	-	-	-	191,200	191,200	N/A
99AS - INDIRECT SUPPORT	$ 708,021	$ 25,000	$ 25,000	$ 261,856	$ 215,200	$ 190,200	760.8%
TOTAL PROGRAMS	**$ 711,096**	**$ 25,000**	**$ 25,000**	**$ 539,877**	**$ 215,200**	**$ 190,200**	**760.8%**
USES							
BLDR - BUILDINGS AND GROUNDS	$ 5,775,709	$ 6,420,213	$ 6,426,693	$ 5,758,357	$ 6,265,672	$ 161,021	2.5%
FAMT - FACILITIES MAINTENANCE	14,543,729	14,595,574	14,763,630	13,992,701	15,482,207	(718,577)	-4.9%
70OM - FACILITIES OPERATION AND MAINT	$ 20,319,438	$ 21,015,787	$ 21,190,323	$ 19,751,058	$ 21,747,879	$ (557,556)	-2.6%
FACM - FACILITIES CONSTRUCTION MGMT	$ 21,810,066	$ 35,089,881	$ 35,147,236	$ 25,489,579	$ 23,571,760	$ 11,575,476	32.9%
FPDS - FAC PLANNING AND ENERGY MGMT	21,233,701	21,914,630	21,865,019	21,801,783	23,252,451	(1,387,432)	-6.3%
91FD - CAPITAL FACILITIES DEVELOPMENT	$ 43,043,767	$ 57,004,511	$ 57,012,255	$ 47,291,362	$ 46,824,211	$ 10,188,044	17.9%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 494,709	$ 512,677	$ 472,563	$ 420,026	$ 408,819	$ 63,744	13.5%
ODIR - EXECUTIVE MANAGEMENT	1,941,869	874,570	876,851	811,474	264,873	611,978	69.8%
PROC - PROCUREMENT	87,204	92,435	147,219	121,384	143,802	3,417	2.3%
RMGT - RISK MANAGEMENT	-	5,434	5,434	2,270	-	5,434	100.0%
RWAY - REAL ESTATE SERVICES	-	-	-	-	339,886	(339,886)	N/A
SPPT - OPERATIONS SUPPORT	-	1,547,018	1,552,706	1,086,375	1,441,822	110,884	7.1%
99AS - INDIRECT SUPPORT	$ 2,523,782	$ 3,032,134	$ 3,054,773	$ 2,441,529	$ 2,599,202	$ 455,571	14.9%
INFR - INFRASTRUCTURE	$ -	$ 410,778	$ 410,778	$ 461,237	$ 302,901	$ 107,877	26.3%
ISFC - INTERNAL SERVICE FUND CHARGES	730,928	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	778,924	778,924	778,935	699,898	79,026	10.1%
99GV - GENERAL OVERHEAD	$ 730,928	$ 1,189,702	$ 1,189,702	$ 1,240,172	$ 1,002,799	$ 186,903	15.7%
TSPT - TECHNOLOGY SUPPORT	$ -	$ 13,000	$ 13,000	$ 4,750	$ 530,598	$ (517,598)	-3981.5%
99IT - INFORMATION TECHNOLOGY	$ -	$ 13,000	$ 13,000	$ 4,750	$ 530,598	$ (517,598)	-3981.5%
TOTAL PROGRAMS	**$ 66,617,915**	**$ 82,255,134**	**$ 82,460,053**	**$ 70,728,871**	**$ 72,704,689**	**$ 9,755,364**	**11.8%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 711,096	$ 25,000	$ 25,000	$ 539,877	$ 215,200	$ 190,200	760.8%
SUBTOTAL	$ 711,096	$ 25,000	$ 25,000	$ 539,877	$ 215,200	$ 190,200	760.8%
ALL REVENUES	$ 711,096	$ 25,000	$ 25,000	$ 539,877	$ 215,200	$ 190,200	760.8%
TOTAL SOURCES	$ 711,096	$ 25,000	$ 25,000	$ 539,877	$ 215,200	$ 190,200	760.8%

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 7,675,365	$ 8,743,368	$ 8,953,994	$ 8,514,700	$ 10,424,131	$ (1,470,137)	-16.4%
0710 - OVERTIME	112,833	139,812	139,812	132,889	167,352	(27,540)	-19.7%
0750 - FRINGE BENEFITS	2,803,212	3,217,878	3,267,221	3,101,520	3,975,055	(707,834)	-21.7%
0790 - OTHER PERSONNEL SERVICES	64,906	76,417	76,417	74,136	97,963	(21,546)	-28.2%
0795 - PERSONNEL SERVICES ALLOC-OUT	(2,220,011)	(2,207,832)	(2,220,906)	(2,305,608)	(4,211,514)	1,990,608	89.6%
0796 - PERSONNEL SERVICES ALLOC-IN	2,265,514	2,178,835	2,214,318	2,297,354	2,397,992	(183,674)	-8.3%
SUBTOTAL	$ 10,701,819	$ 12,148,478	$ 12,430,856	$ 11,814,991	$ 12,850,979	$ (420,123)	-3.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,837,435	$ 1,880,993	$ 1,880,993	$ 1,714,247	$ 1,967,106	$ (86,113)	-4.6%
0802 - MEDICAL SUPPLIES	383	-	-	-	-	-	N/A
0803 - FUEL	108,585	111,202	111,202	91,856	114,088	(2,886)	-2.6%
0804 - NON-CAPITAL EQUIPMENT	37,522	-	-	5,771	-	-	N/A
0805 - SUPPLIES-ALLOCATION OUT	-	-	-	-	(40,160)	40,160	N/A
0806 - SUPPLIES-ALLOCATION IN	58,908	552,459	552,459	413,403	298,497	253,962	46.0%
SUBTOTAL	$ 2,042,833	$ 2,544,654	$ 2,544,654	$ 2,225,277	$ 2,339,531	$ 205,123	8.1%
SERVICES							
0810 - LEGAL SERVICES	$ 52,701	$ 100,000	$ 100,000	$ 65,992	$ 58,100	$ 41,900	41.9%
0811 - HEALTH CARE SERVICES	-	1,600	1,600	165	1,600	-	0.0%
0812 - OTHER SERVICES	434,333	350,020	350,020	315,632	240,917	109,103	31.2%
0820 - RENT & OPERATING LEASES	60,950	50,400	50,400	37,077	173,591	(123,191)	-244.4%
0825 - REPAIRS AND MAINTENANCE	29,946,103	43,140,387	43,062,928	32,697,511	32,117,123	10,945,805	25.4%
0839 - INTERNAL SERVICE CHARGES	1,284,444	1,746,002	1,746,002	1,461,447	1,538,985	207,017	11.9%
0841 - TRAVEL	4,746	12,242	12,242	6,245	13,576	(1,334)	-10.9%
0842 - EDUCATION AND TRAINING	17,554	22,640	22,640	11,164	58,792	(36,152)	-159.7%
0843 - POSTAGE/FREIGHT/SHIPPING	548,131	603,081	603,081	519,294	609,601	(6,520)	-1.1%
0850 - UTILITIES	21,210,261	21,492,856	21,492,856	21,548,251	22,834,063	(1,341,207)	-6.2%
0872 - SERVICES-ALLOCATION OUT	-	-	-	-	(146,487)	146,487	N/A
0873 - SERVICES-ALLOCATION IN	223,389	42,774	42,774	25,825	14,318	28,456	66.5%
SUBTOTAL	$ 53,782,612	$ 67,562,002	$ 67,484,543	$ 56,688,603	$ 57,514,179	$ 9,970,364	14.8%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 423	$ -	$ -	$ -	$ -	$ -	N/A
0920 - CAPITAL EQUIPMENT	9,802	-	-	-	-	-	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	32,860	-	-	-	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	47,566	-	-	-	-	-	N/A
SUBTOTAL	$ 90,651	$ -	$ -	$ -	$ -	$ -	N/A
ALL EXPENDITURES	$ 66,617,915	$ 82,255,134	$ 82,460,053	$ 70,728,871	$ 72,704,689	$ 9,755,364	11.8%
TOTAL USES	$ 66,617,915	$ 82,255,134	$ 82,460,053	$ 70,728,871	$ 72,704,689	$ 9,755,364	11.8%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 708,021	$ 25,000	$ 25,000	$ 261,856	$ 215,200	$ 190,200	760.8%
PROBATION REVOCATION RELO	3,075	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 711,096	$ 25,000	$ 25,000	$ 261,856	$ 215,200	$ 190,200	760.8%
255 DETENTION OPERATIONS							
OPERATING	$ -	$ -	$ -	$ 278,021	$ -	$ -	N/A
DEPARTMENT OPERATING TOTAL SOURCES	$ 708,021	$ 25,000	$ 25,000	$ 539,877	$ 215,200	$ 190,200	760.8%
DEPARTMENT TOTAL SOURCES	$ 711,096	$ 25,000	$ 25,000	$ 539,877	$ 215,200	$ 190,200	760.8%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
MAJOR MAINTENANCE OPERATING	$ 7,482,535	$ 8,577,906	$ 8,577,906	$ 8,021,105	$ 7,877,906	$ 700,000	8.2%
OPERATING	31,190,228	33,147,043	33,311,852	31,336,572	34,006,424	(694,572)	-2.1%
NON RECURRING NON PROJECT	397,055	91,830	91,830	84,329	52,804	39,026	42.5%
CENTRAL COURT BLDG	1,367,847	4,897,869	4,897,869	1,125,345	3,772,524	1,125,345	23.0%
SOUTH COURT TOWER	481	117,000	117,000	24,297	-	117,000	100.0%
SECURITY BLDG	461,179	-	-	-	-	-	N/A
LIFE SAFETY PROJECTS	19,515	2,057,080	2,057,080	750,000	-	2,057,080	100.0%
SIMS RELOCATION	597,776	-	-	-	-	-	N/A
WEST COURT BLDG	115,532	375,000	375,000	87,169	-	375,000	100.0%
FUND TOTAL USES	$ 41,632,148	$ 49,263,728	$ 49,428,537	$ 41,428,817	$ 45,709,658	$ 3,718,879	7.5%
255 DETENTION OPERATIONS							
MAJOR MAINTENANCE OPERATING	$ 5,078,083	$ 6,940,763	$ 6,940,763	$ 4,842,789	$ 6,726,998	$ 213,765	3.1%
OPERATING	17,971,535	19,165,486	19,205,596	18,544,375	19,333,033	(127,437)	-0.7%
NON RECURRING NON PROJECT	-	39,511	39,511	36,927	-	39,511	100.0%
DURANGO JAIL INFR IMPROVEMENTS	1,070,922	-	-	-	-	-	N/A
4TH AVE JAIL MAINTENANCE	108,510	2,905,000	2,905,000	2,456,490	435,000	2,470,000	85.0%
LBJ COMPLEX	756,717	3,940,646	3,940,646	3,419,473	500,000	3,440,646	87.3%
FUND TOTAL USES	$ 24,985,767	$ 32,991,406	$ 33,031,516	$ 29,300,054	$ 26,995,031	$ 6,036,485	18.3%
DEPARTMENT OPERATING TOTAL USES	$ 61,722,381	$ 67,831,198	$ 68,036,117	$ 62,744,841	$ 67,944,361	$ 91,756	0.1%
DEPARTMENT NON RECURRING TOTAL USES	$ 4,895,534	$ 14,423,936	$ 14,423,936	$ 7,984,030	$ 4,760,328	$ 9,663,608	67.0%
DEPARTMENT TOTAL USES	$ 66,617,915	$ 82,255,134	$ 82,460,053	$ 70,728,871	$ 72,704,689	$ 9,755,364	11.8%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
CAPITAL FACILITIES DEVELOPMENT							
FAC PLANNING AND ENERGY MGMT	16.50	15.50	13.50	13.50	13.00	(.50)	(3.7%)
FACILITIES CONSTRUCTION MGMT	16.50	17.50	18.50	18.50	19.00	.50	2.7%
PROGRAM TOTAL	33.00	33.00	32.00	32.00	32.00	-	0.0%
FACILITIES OPERATION AND MAINT							
BUILDINGS AND GROUNDS	4.00	4.00	4.00	4.00	4.00	-	0.0%
FACILITIES MAINTENANCE	117.00	120.00	120.00	120.00	120.00	-	0.0%
PROGRAM TOTAL	121.00	124.00	124.00	124.00	124.00	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	7.75	7.75	6.00	6.00	6.00	-	0.0%
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	1.00	(2.00)	(66.7%)
OPERATIONS SUPPORT	-	-	.00	-	2.00	2.00	N/A
PROCUREMENT	1.25	1.25	2.00	2.00	2.00	-	0.0%
REAL ESTATE SERVICES	-	-	.00	-	30.00	30.00	N/A
PROGRAM TOTAL	12.00	12.00	11.00	11.00	41.00	30.00	272.7%
DEPARTMENT TOTAL	166.00	169.00	167.00	167.00	197.00	30.00	18.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Accounting Specialist	3.00	3.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	3.00	3.00	3.00	3.00	4.00	1.00	33.3%
Administrative Staff Supv	-	-	-	-	1.00	1.00	N/A
Business Systems Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business Systems Analyst-Sr/Ld	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	4.00	-	0.0%
Electrician	10.00	11.00	10.00	10.00	10.00	-	0.0%
Electronic Technician	3.00	2.00	2.00	2.00	2.00	-	0.0%
Electronic Technician Senior	8.00	8.00	8.00	8.00	8.00	-	0.0%
Engineering Associate	1.00	2.00	1.00	1.00	2.00	1.00	100.0%
Engineering Specialist	-	-	-	-	3.00	3.00	N/A
Engineering Technician	2.00	2.00	2.00	2.00	8.00	6.00	300.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	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	6.00	8.00	8.00	8.00	8.00	-	0.0%
Facil Contract Service Monitor	5.00	4.00	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	6.00	6.00	6.00	6.00	5.00	(1.00)	(16.7%)
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	2.00	2.00	2.00	-	0.0%
General Laborer	1.00	1.00	-	-	-	-	N/A
Grant-Contract Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
HVAC Technician	14.00	16.00	17.00	17.00	17.00	-	0.0%
HVAC Technician Senior	-	2.00	2.00	2.00	2.00	-	0.0%
Locksmith	-	7.00	7.00	7.00	5.00	(2.00)	(28.6%)
Office Assistant Specialized	1.00	1.00	1.00	1.00	1.00	-	0.0%
Plumber	12.00	12.00	12.00	12.00	12.00	-	0.0%
Procurement Officer - Dept	1.00	1.00	2.00	2.00	2.00	-	0.0%
Program Coordinator	1.00	1.00	2.00	2.00	2.00	-	0.0%
Public Works Chief Appraiser	-	-	-	-	1.00	1.00	N/A
Real Estate Chief Officer	-	-	-	-	1.00	1.00	N/A
Real Estate Manager - County	-	-	-	-	1.00	1.00	N/A
Real Property Specialist	-	-	-	-	12.00	12.00	N/A
Real Property Supervisor	-	-	-	-	3.00	3.00	N/A
Safety Representative	1.00	-	-	-	-	-	N/A
Technical Program Supv	-	-	-	-	1.00	1.00	N/A
Trades Generalist	29.00	28.00	29.00	29.00	29.00	-	0.0%
Trades Specialist	23.00	14.00	8.00	8.00	10.00	2.00	25.0%
Trades Supervisor	8.00	8.00	8.00	8.00	8.00	-	0.0%
Warehouse/Inventory Specialist	2.00	3.00	3.00	3.00	3.00	-	0.0%
Warehouse/Inventory Specialist Lead	-	-	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Supervisor	-	1.00	-	-	-	-	N/A
Department Total	**166.00**	**169.00**	**167.00**	**167.00**	**197.00**	**30.00**	**18.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	136.00	137.00	135.00	135.00	165.00	30.00	22.2%
255 DETENTION OPERATIONS	30.00	32.00	32.00	32.00	32.00	-	0.0%
Department Total	**166.00**	**169.00**	**167.00**	**167.00**	**197.00**	**30.00**	**18.0%**

Staffing Variance Analysis

The variance between FY 2015 Revised and FY 2016 Adopted is due to the reorganization of 30 positions within the Real Estate group.

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay plan and market study adjustments made in FY 2015.

Base Adjustments:

General Fund (100) Operating

- Increase Revenue by $191,200 for Real Estate reorganization.
- Decrease Revenue by $1,000 for food vendor revenue decrease.
- Increase personal services by $339,886 for Real Estate reorganization.
- Increase salary and benefit savings by $416,989 to better align with FY 2015 vacancy rates.
- Decrease Regular Benefits by $7,775 for the impact of the changes in retirement contribution rates.
- Increase Regular Benefits by $139,872 for the impact of the changes in health and dental premium rates.
- Decrease Internal Service Charges by $67,171 for the impact of the changes in risk management charges.
- Decrease annual programs by $587,313 for increase to utilities and contract services.
- Increase utilities by $756,029 for the impact of increased consumption and provider rate increase.
- Increase contract services by $531,284 for the impact of additional square footage and increased costs.

General Fund (100) Operating Major Maintenance

- Decrease major maintenance by $700,000 for the increase to utilities and contract services in the General Fund Operating budget.

General Fund (100) Non Recurring

- Budget supplies allocation in of $52,804 for RDSA IT developer tools, OS Windows 2003 upgrade, Arc GIS Server, Art GIS Desktop, and system tools.

General Fund (100) Non Recurring Major Maintenance

- Budget repairs and maintenance of $3,772,524 of carry forward for the Central Court Building.

Detention Fund (255) Operating

- Decrease Regular Benefits by $1,523 for the impact of the changes in retirement contribution rates.
- Increase Regular Benefits by $33,840 for the impact of the changes in health and dental premium rates.
- Decrease Internal Service Charges by $11,855 for the impact of the changes in risk management charges.
- Decrease annual programs by $388,417 for increase to utilities.
- Increase utilities by $602,182 for the impact of increased consumption and provider rate increase.
- Decrease personal services allocation in by $50,881 for IT RDSA personal services.

- Decrease supplies allocation in by $56,832 for IT RDSA supplies.

Detention Fund (255) Operating Major Maintenance

- Decrease major maintenance by $213,765 for the increase to utilities and contract services in the Detention Fund Operating budget.

Detention Fund (255) Non Recurring Major Maintenance

- Budget repairs and maintenance of $935,000 of carry forward for the Fourth Avenue Jail and Lower Buckeye Jail.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of facilities contract janitorial inspections that received a passing rating for cleanliness (passing = no deductions).	100.0%	100.0%	99.9%	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.	53.0%	42.8%	51.3%	42.8%	0.0%	0.0%
Percent Detention Security System is functional 24/7/365.	95.8%	100.0%	100.0%	100.0%	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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of facilities contract janitorial inspections that received a passing rating for cleanliness (passing = no deductions).	100.0%	100.0%	99.9%	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.	2,868,703	2,850,584	2,850,584	2,850,584	-	0.0%
Demand	Number of square feet of facilities required to be cleaned.	2,868,703	2,850,584	2,850,584	2,850,584	-	0.0%
Expenditure Ratio	Total expenditure per square foot of facilities cleaned.	$ 2.01	$ 2.25	$ 2.02	$ 2.20	$ 0.06	2.5%
Expenditure							
	100 - GENERAL	$ 5,007,536	$ 5,641,461	$ 4,996,002	$ 5,434,816	$ 206,645	3.7%
	255 - DETENTION OPERATIONS	768,173	785,232	762,355	830,856	(45,624)	-5.8%
	TOTAL USES	$ 5,775,709	$ 6,426,693	$ 5,758,357	$ 6,265,672	$ 161,021	2.5%

Activity Narrative: Facilities Management 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. This has caused an overall decrease to the General Fund for FY 2016.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of facilities maintenance performed on a time-based schedule or based on quantified material and equipment condition.	53.0%	42.8%	51.3%	42.8%	0.0%	0.0%
Result	Percent Detention Security System is functional 24/7/365.	95.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of square feet of facilities maintained.	40,270,990	39,414,400	39,893,341	40,070,360	655,960	1.7%
Demand	Number of (factored) square feet required to be maintained.	40,270,990	39,414,400	39,893,341	40,070,360	655,960	1.7%
Expenditure Ratio	Total expenditure per square foot maintained.	$ 0.36	$ 0.37	$ 0.35	$ 0.39	$ (0.01)	-3.2%
Expenditure							
	100 - GENERAL	$ 10,416,021	$ 10,142,395	$ 9,786,988	$ 10,646,102	$ (503,707)	-5.0%
	255 - DETENTION OPERATIONS	4,127,708	4,621,235	4,205,713	4,836,105	(214,870)	-4.6%
	TOTAL USES	$ 14,543,729	$ 14,763,630	$ 13,992,701	$ 15,482,207	$ (718,577)	-4.9%

Activity Narrative: The FY 2016 budget supports Facilities Management in meeting 100% of the demand. The services within this Activity include Operations and Maintenance, Planning Center, and Contract Services. There has been additional square footage added as well as increased costs of supplies and services from vendors for Contract Services which has increased expenditures in the General Fund.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of new, retrofitted, renovated or remodeled facility projects delivered according to the project schedule established with the customer.	91.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of customers satisfied with the usefulness and timeliness of information provided by Facilities Planning & Energy Management.	86.2%	125.0%	125.0%	100.0%	(25.0%)	-20.0%
Percent of County facilities operating within energy efficiency standards (measured by kilowatts per sq foot).	100.0%	32.9%	32.9%	55.2%	22.4%	68.1%
Percent reduction in energy used by County facilities (kilowatt hours).	98.7%	101.2%	101.2%	101.0%	(0.2%)	-0.2%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of customers satisfied with the usefulness and timeliness of information provided by Facilities Planning & Energy Management.	86.2%	125.0%	125.0%	100.0%	(25.0%)	-20.0%
Result	Percent of County facilities operating within energy efficiency standards (measured by kilowatts per sq foot).	100.0%	32.9%	32.9%	55.2%	22.4%	68.1%
Result	Percent reduction in energy used by County facilities (kilowatt hours).	98.7%	101.2%	101.2%	101.0%	(0.2%)	-0.2%
Output	Number of planning services provided.	127	80	80	80	-	0.0%
Demand	Number of planning services requested.	127	84	84	84	-	0.0%
Expenditure Ratio	Expenditure per planning service provided.	$ 167,194.50	$ 273,312.74	$ 272,522.29	$ 290,655.64	$ (17,342.90)	-6.3%
Revenue							
	255 - DETENTION OPERATIONS	$ -	$ -	$ 278,021	$ -	$ -	N/A
	TOTAL SOURCES	$ -	$ -	$ 278,021	$ -	$ -	N/A
Expenditure							
	100 - GENERAL	$ 10,528,325	$ 10,865,019	$ 10,537,905	$ 11,650,269	$ (785,250)	-7.2%
	255 - DETENTION OPERATIONS	10,705,376	11,000,000	11,263,878	11,602,182	(602,182)	-5.5%
	TOTAL USES	$ 21,233,701	$ 21,865,019	$ 21,801,783	$ 23,252,451	$ (1,387,432)	-6.3%

Activity Narrative: The services within this Activity include Planning and Asset Management, Construction Management, and Countywide Utilities. Facilities Management has implemented several significant energy-saving projects which have allowed County facilities to operate at more energy efficient standards as measured by kilowatts per square foot. There has been an increase in utility consumption as well as a utility provider rate hike which has resulted in an increase to expenditures for FY 2016.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of new, retrofitted, renovated or remodeled facility projects delivered according to the project schedule established with the customer.	91.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of new, retrofitted, renovated or remodeled facility projects completed.	178	297	297	225	(72)	-24.2%
Demand	Number of new, retrofitted, renovated or remodeled facility projects requested.	195	330	330	248	(82)	-24.8%
Expenditure Ratio	Total activity expenditure per new, retrofitted, renovated or remodeled facility project completed.	$ 122,528.46	$ 118,340.86	$ 85,823.50	$ 104,763.38	$ 13,577.48	11.5%
Revenue							
	100 - GENERAL	$ 3,075	$ -	$ -	$ -	$ -	N/A
	TOTAL SOURCES	$ 3,075	$ -	$ -	$ -	$ -	N/A
Expenditure							
	100 - GENERAL	$ 12,681,645	$ 19,201,929	$ 12,882,832	$ 14,139,283	$ 5,062,646	26.4%
	255 - DETENTION OPERATIONS	9,128,421	15,945,307	12,606,747	9,432,477	6,512,830	40.8%
	TOTAL USES	$ 21,810,066	$ 35,147,236	$ 25,489,579	$ 23,571,760	$ 11,575,476	32.9%

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 2016 is due to the reduced amount of one-time carry-over major maintenance projects from FY 2015.

Appropriated Budget Reconciliations

General Fund (100)

				Expenditures		Revenue
OPERATING						
FY 2015 Adopted Budget			**$**	**33,147,043**	**$**	**25,000**
Adjustments:	Agenda Item:					
Employee Salary Adjustments			**$**	**164,809**	**$**	**-**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*			*158,924*		*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*			*5,885*		*-*
FY 2015 Revised Budget			**$**	**33,311,852**	**$**	**25,000**
Adjustments:	Agenda Item:					
Employee Salary Adjustments			**$**	**6,749**	**$**	**-**
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*			*(5,885)*		*-*
FY 15 Q2 to Q4 Performance Based Retention Pay Plan				*12,634*		*-*
FY 2016 Baseline Budget			**$**	**33,318,601**	**$**	**25,000**
Adjustments:						
Employee Retirement and Benefits			**$**	**(7,775)**	**$**	**-**
Retirement Contributions				*(7,775)*		*-*
Base Adjustments			**$**	**215,840**	**$**	**-**
Other Base Adjustments				*700,000*		*-*
Decrease Annual Programs	*$*	*(587,313)*				
Increase Countywide Utilities		*756,029*				
Increase Contract Services		*531,284*				
Internal Service Charges				*(67,171)*		*-*
Decrease Risk Management Charges	*$*	*(67,171)*				
Personnel Savings				*(416,989)*		*-*
From 4.06% to 8.00%	*$*	*(416,989)*				
Fees and Other Revenues			**$**	**-**	**$**	**(1,000)**
ProgRevenue Volume Inc/Dec				*-*		*(1,000)*
FY 2016 Tentative Budget			**$**	**33,526,666**	**$**	**24,000**
Percent Change from Baseline Amount				*0.6%*		*-4.0%*
Adjustments:						
Employee Retirement and Benefits			**$**	**139,872**	**$**	**-**
Employee Health/Dental Premiums				*139,872*		*-*
Reallocations			**$**	**339,886**	**$**	**191,200**
Reallocation Between Depts				*339,886*		*191,200*
Real Estate Reorganization to Facilities Management	*$*	*339,886*				
FY 2016 Adopted Budget			**$**	**34,006,424**	**$**	**215,200**
Percent Change from Baseline Amount				*2.1%*		*760.8%*

General Fund (100) (continued)

		Expenditures	Revenue
MAJOR MAINTENANCE OPERATING			
FY 2015 Adopted Budget		**$ 8,577,906**	**$ -**
FY 2015 Revised Budget		**$ 8,577,906**	**$ -**
FY 2016 Baseline Budget		**$ 8,577,906**	**$ -**
Adjustments:			
Major Maintenance Projects		**$ (700,000)**	**$ -**
Major Maintenance Program		*(700,000)*	-
Transfer to General Fund Operating for Countywide Utilities and Contract Services	*$ (700,000)*		
FY 2016 Adopted Budget		**$ 7,877,906**	**$ -**
Percent Change from Baseline Amount		*-8.2%*	

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 91,830**	**$ -**
FY 2015 Revised Budget		**$ 91,830**	**$ -**
Adjustments:			
Non Recurring		**$ (91,830)**	**$ -**
Other Non Recurring		*(91,830)*	-
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Information and Communications Technology		**$ 52,804**	
Other IT Non Recurring		*52,804*	-
RDSA IT - Developer Tools	*$ 5,969*		
RDSA IT - OS Windows 2003 Upgrade	*37,515*		
RDSA IT - Arc GIS Server	*6,000*		
RDSA IT - Arc GIS Desktop	*1,600*		
RDSA IT - System Tools	*1,720*		
FY 2016 Adopted Budget		**$ 52,804**	**$ -**

		Expenditures	Revenue
MAJOR MAINTENANCE NON RECURRING			
FY 2015 Adopted Budget		**$ 7,446,949**	**$ -**
FY 2015 Revised Budget		**$ 7,446,949**	**$ -**
Adjustments:			
Non Recurring		**$ (7,446,949)**	**$ -**
Non Recurring Carry Forward		*(6,534,601)*	-
Other Non Recurring		*(912,348)*	-
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 3,772,524**	**$ -**
Non Recurring Carry Forward		*3,772,524*	-
Central Court Building Elevators	*$ 3,772,524*		
FY 2016 Adopted Budget		**$ 3,772,524**	**$ -**

Detention Fund (255)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 19,165,486**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 40,110**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*40,110*	*-*
FY 2015 Revised Budget			**$ 19,205,596**	**$ -**
Adjustments:				
Employee Salary Adjustments			**$ 923**	**$ -**
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*923*	*-*
FY 2016 Baseline Budget			**$ 19,206,519**	**$ -**
Adjustments:				
Employee Retirement and Benefits			**$ (1,523)**	**$ -**
Retirement Contributions			*(1,523)*	*-*
Base Adjustments			**$ 94,197**	**$ -**
Other Base Adjustments			*106,052*	*-*
Decrease Annual Programs	*$*	*(388,417)*		
Increase Countywide Utilities		*602,182*		
Decrease Personal Services Allocation In for IT RDSA - Personal Services		*(50,881)*		
Decrease Supplies Allocation In for IT RDSA - Supplies		*(56,832)*		
Internal Service Charges			*(11,855)*	*-*
Decrease Risk Management Charges		*(11,855)*		
FY 2016 Tentative Budget			**$ 19,299,193**	**$ -**
Percent Change from Baseline Amount			*0.5%*	
Adjustments:				
Employee Retirement and Benefits			**$ 33,840**	**$ -**
Employee Health/Dental Premiums			*33,840*	*-*
FY 2016 Adopted Budget			**$ 19,333,033**	**$ -**
Percent Change from Baseline Amount			*0.7%*	
			Expenditures	**Revenue**
MAJOR MAINTENANCE OPERATING				
FY 2015 Adopted Budget			**$ 6,940,763**	**$ -**
FY 2015 Revised Budget			**$ 6,940,763**	**$ -**
FY 2016 Baseline Budget			**$ 6,940,763**	**$ -**
Adjustments:				
Major Maintenance Projects			**$ (213,765)**	**$ -**
Major Maintenance Program			*(213,765)*	*-*
Transfer to Detention Fund Operating for Countywide Utilities	*$*	*(213,765)*		
FY 2016 Adopted Budget			**$ 6,726,998**	**$ -**
Percent Change from Baseline Amount			*-3.1%*	

Detention Fund (255) (continued)

		Expenditures	Revenue
MAJOR MAINTENANCE NON RECURRING			
FY 2015 Adopted Budget		**$ 6,845,646**	**$ -**
FY 2015 Revised Budget		**$ 6,845,646**	**$ -**
Adjustments:			
Non Recurring		**$ (6,845,646)**	**$ -**
Non Recurring Carry Forward		*(6,845,646)*	*-*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 935,000**	**$ -**
Non Recurring Carry Forward		*935,000*	*-*
Fourth Avenue Jail - Building Automation	*$ 435,000*		
Lower Buckeye Jail - Building Automation	*500,000*		
FY 2016 Adopted Budget		**$ 935,000**	**$ -**

Finance

Analysis by Cristi Cost, 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, 2019, the County will be in 100% compliance with new reporting standards and regulations.

Status: The Department is 100% in compliance to date. Through continuing professional education, professional guidance circulars, and Auditor General guidance, Finance is prepared to ensure compliance with new reporting standards and guidelines as they develop.

Fiscal Strength and Responsibility

By June 30, 2019, 90% of users will be satisfied with the ease of use including speed of invoice payment processing as related to OnBase Accounts Payable Workflow.

Status: Currently, 96.7% of payments processed were completed within 5 business days. OnBase functionality will continue to be taught in classes offered through County training.

Fiscal Strength and Responsibility

By June 30, 2019, 90% of users will be satisfied with the ease of use with Business Objects.

Status: The Department is on target to achieve this goal. They currently report a 94% of users satisfied with the ease of use with Business Objects. They will continue to meet this goal by providing training classes through County training and as requested.

Fiscal Strength and Responsibility

By June 30, 2019, 90% of users will be satisfied with the ease of use with OnBase Document Retrieval.

Status: Currently, 93% of users report satisfaction with the ease of OnBase Document Retrieval. They will continue to meet this goal by providing training classes through Pathlore and as requested.

Fiscal Strength and Responsibility

By June 30, 2019, collections will maintain system backlogs of less than 10 days and revenues for the fiscal year will be at least 90% of budget.

Status: All collections areas are on target and are expected to meet this goal by 2019.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
CLCT - COLLECTIONS	$ 319,931	$ 235,000	$ 235,000	$ 283,587	$ 285,000	$ 50,000	21.3%
18CL - COLLECTIONS	$ 319,931	$ 235,000	$ 235,000	$ 283,587	$ 285,000	$ 50,000	21.3%
TOTAL PROGRAMS	**$ 319,931**	**$ 235,000**	**$ 235,000**	**$ 283,587**	**$ 285,000**	**$ 50,000**	**21.3%**
USES							
CLCT - COLLECTIONS	$ 329,704	$ 341,139	$ 346,596	$ 325,488	$ 342,439	$ 4,157	1.2%
18CL - COLLECTIONS	$ 329,704	$ 341,139	$ 346,596	$ 325,488	$ 342,439	$ 4,157	1.2%
PYPR - PAYMENT PROCESSING	$ 362,086	$ 498,376	$ 505,778	$ 423,230	$ 505,988	$ (210)	0.0%
18FM - FINANCIAL MANAGEMENT	$ 362,086	$ 498,376	$ 505,778	$ 423,230	$ 505,988	$ (210)	0.0%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 1,626,315	$ 1,702,824	$ 1,736,913	$ 1,812,946	$ 1,769,595	$ (32,682)	-1.9%
ODIR - EXECUTIVE MANAGEMENT	205,737	196,421	200,245	223,484	154,176	46,069	23.0%
SPPT - OPERATIONS SUPPORT	-	-	-	-	48,393	(48,393)	N/A
99AS - INDIRECT SUPPORT	$ 1,832,052	$ 1,899,245	$ 1,937,158	$ 2,036,430	$ 1,972,164	$ (35,006)	-1.8%
INFR - INFRASTRUCTURE	$ -	$ 20,965	$ 20,965	$ 24,768	$ 24,276	$ (3,311)	-15.8%
ISFC - INTERNAL SERVICE FUND CHARGES	51,635	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	12,869	12,869	13,450	10,534	2,335	18.1%
99GV - GENERAL OVERHEAD	$ 51,635	$ 33,834	$ 33,834	$ 38,218	$ 34,810	$ (976)	-2.9%
TOTAL PROGRAMS	**$ 2,575,477**	**$ 2,772,594**	**$ 2,823,366**	**$ 2,823,366**	**$ 2,855,401**	**$ (32,035)**	**-1.1%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 319,931	$ 235,000	$ 235,000	$ 283,587	$ 285,000	$ 50,000	21.3%
SUBTOTAL	$ 319,931	$ 235,000	$ 235,000	$ 283,587	$ 285,000	$ 50,000	21.3%
ALL REVENUES	$ 319,931	$ 235,000	$ 235,000	$ 283,587	$ 285,000	$ 50,000	21.3%
TOTAL SOURCES	$ 319,931	$ 235,000	$ 235,000	$ 283,587	$ 285,000	$ 50,000	21.3%
CATEGORY	**FY 2014 ACTUAL**	**FY 2015 ADOPTED**	**FY 2015 REVISED**	**FY 2015 FORECAST**	**FY 2016 ADOPTED**	**REVISED VS ADOPTED VAR**	**REVISED VS ADOPTED %**
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,748,033	$ 2,224,355	$ 2,525,253	$ 2,117,660	$ 2,275,013	$ 250,240	9.9%
0710 - OVERTIME	-	-	-	28	-	-	N/A
0750 - FRINGE BENEFITS	606,960	767,976	871,515	728,324	821,672	49,843	5.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(31,167)	(496,757)	(852,649)	(540,949)	(494,353)	(358,296)	-42.0%
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	-	249,702	-	-	N/A
SUBTOTAL	$ 2,323,826	$ 2,495,574	$ 2,544,119	$ 2,554,765	$ 2,602,332	$ (58,213)	-2.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 56,325	$ 52,040	$ 52,040	$ 61,262	$ 42,566	$ 9,474	18.2%
SUBTOTAL	$ 56,325	$ 52,040	$ 52,040	$ 61,262	$ 42,566	$ 9,474	18.2%
SERVICES							
0812 - OTHER SERVICES	$ 84,282	$ 102,966	$ 102,966	$ 98,636	$ 92,559	$ 10,407	10.1%
0820 - RENT & OPERATING LEASES	4,416	8,500	8,500	6,204	8,500	-	0.0%
0825 - REPAIRS AND MAINTENANCE	1,933	8,500	8,500	5,815	5,000	3,500	41.2%
0830 - INTERGOVERNMENTAL PAYMENTS	-	6,300	6,300	7,700	8,000	(1,700)	-27.0%
0839 - INTERNAL SERVICE CHARGES	50,398	32,962	32,962	38,368	34,002	(1,040)	-3.2%
0841 - TRAVEL	4,289	4,000	6,227	5,080	3,000	3,227	51.8%
0842 - EDUCATION AND TRAINING	4,579	14,042	14,042	14,035	12,542	1,500	10.7%
0843 - POSTAGE/FREIGHT/SHIPPING	45,419	47,710	47,710	45,507	46,900	810	1.7%
0872 - SERVICES-ALLOCATION OUT	-	-	-	(14,006)	-	-	N/A
0873 - SERVICES-ALLOCATION IN	10	-	-	-	-	-	N/A
SUBTOTAL	$ 195,326	$ 224,980	$ 227,207	$ 207,339	$ 210,503	$ 16,704	7.4%
ALL EXPENDITURES	$ 2,575,477	$ 2,772,594	$ 2,823,366	$ 2,823,366	$ 2,855,401	$ (32,035)	-1.1%
TOTAL USES	$ 2,575,477	$ 2,772,594	$ 2,823,366	$ 2,823,366	$ 2,855,401	$ (32,035)	-1.1%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 319,931	$ 235,000	$ 235,000	$ 283,587	$ 285,000	$ 50,000	21.3%
FUND TOTAL SOURCES	$ 319,931	$ 235,000	$ 235,000	$ 283,587	$ 285,000	$ 50,000	21.3%
DEPARTMENT OPERATING TOTAL SOURCES	$ 319,931	$ 235,000	$ 235,000	$ 283,587	$ 285,000	$ 50,000	21.3%
DEPARTMENT TOTAL SOURCES	$ 319,931	$ 235,000	$ 235,000	$ 283,587	$ 285,000	$ 50,000	21.3%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 2,575,477	$ 2,772,594	$ 2,823,366	$ 2,823,366	$ 2,855,401	$ (32,035)	-1.1%
FUND TOTAL USES	$ 2,575,477	$ 2,772,594	$ 2,823,366	$ 2,823,366	$ 2,855,401	$ (32,035)	-1.1%
DEPARTMENT OPERATING TOTAL USES	$ 2,575,477	$ 2,772,594	$ 2,823,366	$ 2,823,366	$ 2,855,401	$ (32,035)	-1.1%
DEPARTMENT TOTAL USES	$ 2,575,477	$ 2,772,594	$ 2,823,366	$ 2,823,366	$ 2,855,401	$ (32,035)	-1.1%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
COLLECTIONS							
COLLECTIONS	4.00	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	4.00	4.00	4.00	4.00	4.00	-	0.0%
FINANCIAL MANAGEMENT							
PAYMENT PROCESSING	8.00	8.00	8.00	8.00	8.00	-	0.0%
PROGRAM TOTAL	8.00	8.00	8.00	8.00	8.00	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	21.00	25.00	31.00	25.00	25.00	(6.00)	(19.4%)
EXECUTIVE MANAGEMENT	2.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
OPERATIONS SUPPORT	-	-	.00	-	1.00	1.00	N/A
PROGRAM TOTAL	23.00	27.00	33.00	27.00	27.00	(6.00)	(18.2%)
DEPARTMENT TOTAL	35.00	39.00	45.00	39.00	39.00	(6.00)	(13.3%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
Accountant	-	-	2.00	2.00	2.00	-	0.0%
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	1.00	-	0.0%
Business Systems Analyst	-	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%
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%
Finance Manager - County	3.00	2.00	2.00	2.00	2.00	-	0.0%
Finance/Business Analyst - County	13.00	17.00	21.00	15.00	15.00	(6.00)	(28.6%)
Financial Supervisor - County	4.00	4.00	4.00	4.00	4.00	-	0.0%
Office Assistant Specialized	3.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total	**35.00**	**39.00**	**45.00**	**39.00**	**39.00**	**(6.00)**	**(13.3%)**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
100 GENERAL	35.00	39.00	45.00	39.00	39.00	(6.00)	(13.3%)
Department Total	**35.00**	**39.00**	**45.00**	**39.00**	**39.00**	**(6.00)**	**(13.3%)**

Significant Variance Analysis

The Department reduced their staff by 6.0 FTE. These positions were dedicated to Enterprise Resource Planning (ERP) and the cost savings are reflected in the capital project.

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay plan and market study adjustments made in FY 2015.

Base Adjustments:

General Fund (100)

- Decrease Regular Benefits by $1,982 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by $3,331 for the impact of the changes in risk management charges.
- Increase Regular Benefits by $34,968 for the impact of the changes in health and dental premium rates.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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:

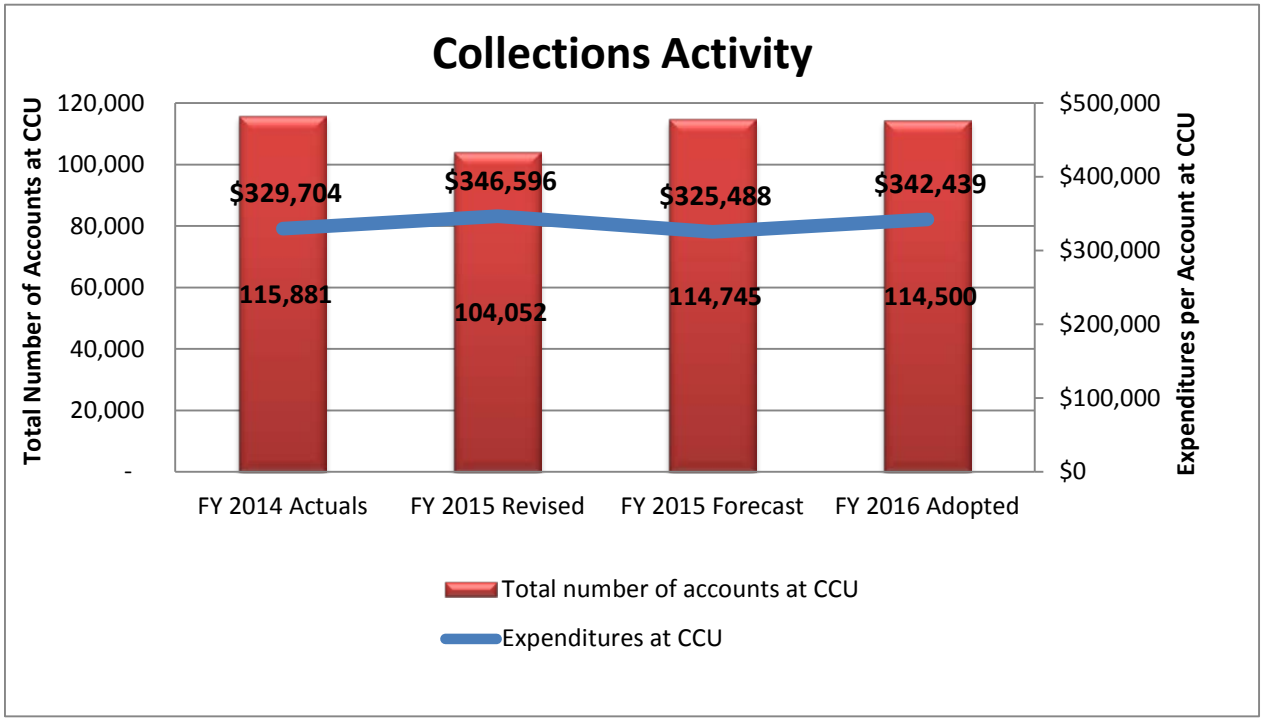
- Collections

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of collectible accounts that are paying	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Total number of collectible accounts internal to County Collections Unit (CCU)	2,519	2,261	2,261	2,261	-	0.0%
Output	Number of accounts sent to Private Collections	13,221	15,447	14,003	14,500	(947)	-6.1%
Output	Total number of accounts at County Collections Unit	115,881	104,052	114,745	114,500	10,448	10.0%
Demand	Number of accounts to County Collections Unit per Fiscal Year	15,953	15,597	14,028	14,500	(1,097)	-7.0%
Expenditure Ratio	Expenditure per collectible accounts internal to County Collections Unit (CCU)	$ 130.91	$ 153.29	$ 143.94	$ 151.45	$ 1.84	1.2%
Revenue							
	100 - GENERAL	$ 319,931	$ 235,000	$ 283,587	$ 285,000	$ 50,000	21.3%
	TOTAL SOURCES	$ 319,931	$ 235,000	$ 283,587	$ 285,000	$ 50,000	21.3%
Expenditure							
	100 - GENERAL	$ 329,704	$ 346,596	$ 325,488	$ 342,439	$ 4,157	1.2%
	TOTAL USES	$ 329,704	$ 346,596	$ 325,488	$ 342,439	$ 4,157	1.2%



Activity Narrative: Due to new laws regarding the placement of liens on motor vehicles, collection revenue fees may be negatively affected. FY 2016 revenues are expected to be less than FY 2014 Actuals and about equal to FY 2015 Forecast amounts.

Financial Management Program

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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%	8.6%	8.2%	8.3%	(0.3%)	-3.7%
Percent of payments processed within 5 business days	99.3%	91.4%	96.7%	97.0%	5.6%	6.1%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of payments that are related to Jail Bonds	8.4%	8.6%	8.2%	8.3%	(0.3%)	-3.7%
Result	Percent of payments processed within 5 business days	99.3%	91.4%	96.7%	97.0%	5.6%	6.1%
Output	Number of general payments processed	87,975	81,338	87,388	87,000	5,662	7.0%
Output	Total number of payments processed	96,082	89,768	94,161	95,000	5,232	5.8%
Demand	Number of payment requests	96,082	85,368	92,660	90,500	5,132	6.0%
Expenditure Ratio	Expenditure per general payment processed	$ 4.12	$ 6.22	$ 4.84	$ 5.82	$ 0.40	6.5%
Expenditure							
	100 - GENERAL	$ 362,086	$ 505,778	$ 423,230	$ 505,988	$ (210)	-0.0%
	TOTAL USES	$ 362,086	$ 505,778	$ 423,230	$ 505,988	$ (210)	-0.0%

Activity Narrative: Even though the total number of processed payments and payment requests have increased, the percentage of payments processed within 5 business days have improved. This improvement is contributed to regularly scheduled training within the department and ongoing training for other departments by the Payment Processing staff.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 2,772,594**	**$ 235,000**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 50,772**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*49,430*	*-*
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*1,342*	*-*
FY 2015 Revised Budget			**$ 2,823,366**	**$ 235,000**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 2,380**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*22*	*-*
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*2,358*	*-*
FY 2016 Baseline Budget			**$ 2,825,746**	**$ 235,000**
Adjustments:				
Employee Retirement and Benefits			**$ (1,982)**	**$ -**
Retirement Contributions			*(1,982)*	*-*
Base Adjustments			**$ (3,331)**	**$ -**
Internal Service Charges			*(3,331)*	*-*
Decrease Risk Management Charges		*$ (3,331)*		
FY 2016 Tentative Budget			**$ 2,820,433**	**$ 235,000**
Percent Change from Baseline Amount			*-0.2%*	*0.0%*
Adjustments:				
Employee Retirement and Benefits			**$ 34,968**	**$ -**
Employee Health/Dental Premiums			*34,968*	*-*
Fees and Other Revenues			**$ -**	**$ 50,000**
ProgRevenue Volume Inc/Dec			*-*	*50,000*
FY 2016 Adopted Budget			**$ 2,855,401**	**$ 285,000**
Percent Change from Baseline Amount			*1.0%*	*21.3%*

Human Resources

Analysis by Cristi Cost, 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: The Employee Satisfaction Survey was not conducted in FY 2014 and FY 2015. Alternative data collection strategies are being developed to continue the reporting for this goal. This goal will be reviewed during the FY 2017 Strategic Business Plan update process.

Government Operations

By 2016, the voluntary turnover rate for full-time employees will be maintained at or below 10%.

Status: In FY 2014, the turnover rate was 8.71% and is forecasted in FY 2015 to reach no higher than 8.8%. This goal will be reviewed during the FY 2017 Strategic Business Plan update process.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
MERT - MERIT SYSTEM RULES COMPLIANCE	$ 15	$ -	$ -	$ 12	$ -	$ -	N/A
31ED - EMPLOYEE AND MANAGEMENT RLT	$ 15	$ -	$ -	$ 12	$ -	$ -	N/A
PAYR - PAYROLL	$ 61,206	$ 41,000	$ 41,000	$ 55,366	$ 41,000	$ -	0.0%
RECD - RECORDS MANAGEMENT	109	14,000	14,000	10,514	14,000	-	0.0%
31PR - PAYROLL AND RECORDS MGMT	$ 61,315	$ 55,000	$ 55,000	$ 65,880	$ 55,000	$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	$ 49	$ -	$ -	$ -	$ -	$ -	N/A
99AS - INDIRECT SUPPORT	$ 49	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 61,379**	**$ 55,000**	**$ 55,000**	**$ 65,892**	**$ 55,000**	**$ -**	**0.0%**
USES							
DVTY - DIVERSITY	$ 68,253	$ 91,520	$ 91,267	$ 87,968	$ 72,880	$ 18,387	20.1%
20DV - DIVERSITY	$ 68,253	$ 91,520	$ 91,267	$ 87,968	$ 72,880	$ 18,387	20.1%
EPMS - EMPLOYEE AND MANAGEMENT RLT	$ 475,757	$ 463,814	$ 474,565	$ 485,335	$ 452,312	$ 22,253	4.7%
MERT - MERIT SYSTEM RULES COMPLIANCE	120,295	112,320	113,937	94,684	133,111	(19,174)	-16.8%
STDV - EMPLOYEE DEVELOPMENT	354,292	640,272	662,497	463,430	597,875	64,622	9.8%
31ED - EMPLOYEE AND MANAGEMENT RLT	$ 950,344	$ 1,216,406	$ 1,250,999	$ 1,043,449	$ 1,183,298	$ 67,701	5.4%
EMPL - EMPLOYMENT SERVICES	$ 541,854	$ 659,818	$ 653,849	$ 575,944	$ 677,975	$ (24,126)	-3.7%
31ES - EMPLOYMENT SERVICES	$ 541,854	$ 659,818	$ 653,849	$ 575,944	$ 677,975	$ (24,126)	-3.7%
PAYR - PAYROLL	$ 649,307	$ 649,793	$ 855,536	$ 852,809	$ 842,332	$ 13,204	1.5%
RECD - RECORDS MANAGEMENT	391,091	574,710	392,060	400,012	422,715	(30,655)	-7.8%
31PR - PAYROLL AND RECORDS MGMT	$ 1,040,398	$ 1,224,503	$ 1,247,596	$ 1,252,821	$ 1,265,047	$ (17,451)	-1.4%
ECOM - EMPLOYEE COMPENSATION	$ 510,942	$ 885,338	$ 896,769	$ 510,523	$ 899,370	$ (2,601)	-0.3%
49EC - EMPLOYEE COMPENSATION	$ 510,942	$ 885,338	$ 896,769	$ 510,523	$ 899,370	$ (2,601)	-0.3%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 55,643	$ 53,805	$ 55,132	$ 57,491	$ 71,763	$ (16,631)	-30.2%
HRAC - HUMAN RESOURCES	16,663	17,426	17,820	18,516	17,994	(174)	-1.0%
ODIR - EXECUTIVE MANAGEMENT	170,897	96,458	98,133	154,116	170,513	(72,380)	-73.8%
POOL - POOLED COSTS	-	744	744	-	-	744	100.0%
PROC - PROCUREMENT	12,322	12,934	13,224	13,770	17,994	(4,770)	-36.1%
SPPT - OPERATIONS SUPPORT	-	-	-	-	14,886	(14,886)	N/A
99AS - INDIRECT SUPPORT	$ 255,525	$ 181,367	$ 185,053	$ 243,893	$ 293,150	$ (108,097)	-58.4%
INFR - INFRASTRUCTURE	$ -	$ 17,663	$ 17,663	$ -	$ 35,817	$ (18,154)	-102.8%
ISFC - INTERNAL SERVICE FUND CHARGES	16,224	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	32,863	32,863	32,856	12,708	20,155	61.3%
99GV - GENERAL OVERHEAD	$ 16,224	$ 50,526	$ 50,526	$ 32,856	$ 48,525	$ 2,001	4.0%
TOTAL PROGRAMS	**$ 3,383,540**	**$ 4,309,478**	**$ 4,376,059**	**$ 3,747,454**	**$ 4,440,245**	**$ (64,186)**	**-1.5%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 47,143	$ 41,000	$ 41,000	$ 55,366	$ 55,000	$ 14,000	34.1%
SUBTOTAL	$ 47,143	$ 41,000	$ 41,000	$ 55,366	$ 55,000	$ 14,000	34.1%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 14,236	$ 14,000	$ 14,000	$ 10,526	$ -	$ (14,000)	-100.0%
SUBTOTAL	$ 14,236	$ 14,000	$ 14,000	$ 10,526	$ -	$ (14,000)	-100.0%
ALL REVENUES	$ 61,379	$ 55,000	$ 55,000	$ 65,892	$ 55,000	$ -	0.0%
TOTAL SOURCES	$ 61,379	$ 55,000	$ 55,000	$ 65,892	$ 55,000	$ -	0.0%

Sources and Uses by Category (continued)

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,296,117	$ 2,350,697	$ 2,404,683	$ 2,421,270	$ 2,382,877	$ 21,806	0.9%
0710 - OVERTIME	92	-	-	378	-	-	N/A
0750 - FRINGE BENEFITS	839,296	889,629	902,224	897,097	919,598	(17,374)	-1.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(3,908)	(3,835)	(3,835)	(4,471)	(3,883)	48	1.3%
SUBTOTAL	$ 3,131,597	$ 3,236,491	$ 3,303,072	$ 3,314,274	$ 3,298,592	$ 4,480	0.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 64,865	$ 25,276	$ 25,276	$ 38,826	$ 45,857	$ (20,581)	-81.4%
0804 - NON-CAPITAL EQUIPMENT	8,858	-	-	3,341	3,150	(3,150)	N/A
SUBTOTAL	$ 73,723	$ 25,276	$ 25,276	$ 42,167	$ 49,007	$ (23,731)	-93.9%
SERVICES							
0810 - LEGAL SERVICES	$ 46,046	$ 38,940	$ 38,940	$ 17,013	$ 36,384	$ 2,556	6.6%
0812 - OTHER SERVICES	46,919	570,769	570,769	284,445	969,041	(398,272)	-69.8%
0820 - RENT & OPERATING LEASES	22,341	398,611	398,611	6,121	19,446	379,165	95.1%
0825 - REPAIRS AND MAINTENANCE	5,598	1,900	1,900	1,758	1,420	480	25.3%
0839 - INTERNAL SERVICE CHARGES	66,255	39,793	39,793	57,093	55,492	(15,699)	-39.5%
0841 - TRAVEL	398	4,049	4,049	3,205	4,402	(353)	-8.7%
0842 - EDUCATION AND TRAINING	12,342	12,400	12,400	12,114	12,525	(125)	-1.0%
0843 - POSTAGE/FREIGHT/SHIPPING	5,501	9,893	9,893	10,259	10,220	(327)	-3.3%
0872 - SERVICES-ALLOCATION OUT	(25,035)	(28,644)	(28,644)	(1,320)	(16,284)	(12,360)	-43.2%
0873 - SERVICES-ALLOCATION IN	(2,145)	-	-	325	-	-	N/A
SUBTOTAL	$ 178,220	$ 1,047,711	$ 1,047,711	$ 391,013	$ 1,092,646	$ (44,935)	-4.3%
ALL EXPENDITURES	$ 3,383,540	$ 4,309,478	$ 4,376,059	$ 3,747,454	$ 4,440,245	$ (64,186)	-1.5%
TOTAL USES	$ 3,383,540	$ 4,309,478	$ 4,376,059	$ 3,747,454	$ 4,440,245	$ (64,186)	-1.5%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 61,379	$ 55,000	$ 55,000	$ 65,892	$ 55,000	$ -	0.0%
FUND TOTAL SOURCES	$ 61,379	$ 55,000	$ 55,000	$ 65,892	$ 55,000	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 61,379	$ 55,000	$ 55,000	$ 65,892	$ 55,000	$ -	0.0%
DEPARTMENT TOTAL SOURCES	$ 61,379	$ 55,000	$ 55,000	$ 65,892	$ 55,000	$ -	0.0%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 3,383,540	$ 3,854,478	$ 3,921,059	$ 3,747,454	$ 3,985,245	$ (64,186)	-1.6%
JOB ANALYSIS CONSULTANT	-	385,000	385,000	-	385,000	-	0.0%
LEARNING MANAGEMENT	-	70,000	70,000	-	70,000	-	0.0%
FUND TOTAL USES	$ 3,383,540	$ 4,309,478	$ 4,376,059	$ 3,747,454	$ 4,440,245	$ (64,186)	-1.5%
DEPARTMENT OPERATING TOTAL USES	$ 3,383,540	$ 3,854,478	$ 3,921,059	$ 3,747,454	$ 3,985,245	$ (64,186)	-1.6%
DEPARTMENT NON RECURRING TOTAL USES	$ -	$ 455,000	$ 455,000	$ -	$ 455,000	$ -	0.0%
DEPARTMENT TOTAL USES	$ 3,383,540	$ 4,309,478	$ 4,376,059	$ 3,747,454	$ 4,440,245	$ (64,186)	-1.5%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
DIVERSITY							
DIVERSITY	.88	.88	.88	.88	.80	(.08)	(9.1%)
PROGRAM TOTAL	.88	.88	.88	.88	.80	(.08)	(9.1%)
EMPLOYEE AND MANAGEMENT RLT							
EMPLOYEE AND MANAGEMENT RLT	5.25	5.25	5.25	5.25	5.00	(.25)	(4.8%)
EMPLOYEE DEVELOPMENT	5.25	5.25	5.25	5.25	4.20	(1.05)	(20.0%)
MERIT SYSTEM RULES COMPLIANCE	1.10	1.10	1.10	1.10	1.30	.20	18.2%
PROGRAM TOTAL	11.60	11.60	11.60	11.60	10.50	(1.10)	(9.5%)
EMPLOYEE COMPENSATION							
EMPLOYEE COMPENSATION	6.00	6.00	6.00	6.00	6.00	-	0.0%
PROGRAM TOTAL	6.00	6.00	6.00	6.00	6.00	-	0.0%
EMPLOYMENT SERVICES							
EMPLOYMENT SERVICES	9.27	9.27	9.27	9.27	9.70	.43	4.6%
PROGRAM TOTAL	9.27	9.27	9.27	9.27	9.70	.43	4.6%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	.80	.80	.80	.80	1.15	.35	43.8%
EXECUTIVE MANAGEMENT	.95	.95	.95	.95	1.25	.30	31.6%
HUMAN RESOURCES	.30	.30	.30	.30	.30	-	0.0%
PROCUREMENT	.20	.20	.20	.20	.30	.10	50.0%
PROGRAM TOTAL	2.25	2.25	2.25	2.25	3.00	.75	33.3%
PAYROLL AND RECORDS MGMT							
PAYROLL	9.50	9.50	9.50	9.50	9.25	(.25)	(2.6%)
RECORDS MANAGEMENT	6.50	6.50	6.50	6.50	6.75	.25	3.8%
PROGRAM TOTAL	16.00	16.00	16.00	16.00	16.00	-	0.0%
DEPARTMENT TOTAL	46.00	46.00	46.00	46.00	46.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	2.00	3.00	3.00	3.00	3.00	-	0.0%
Administrative Services Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Compensation Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Compensation Supervisor	1.00	-	-	-	-	-	N/A
Deputy Director – Human Resources	1.00	1.00	1.00	1.00	1.00	-	0.0%
Employee Records Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Employee Records Supervisor	1.00	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%
Human Resources Associate	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Mngr - County	2.00	3.00	4.00	4.00	4.00	-	0.0%
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	3.00	-	0.0%
Office Assistant	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	6.00	5.00	5.00	5.00	5.00	-	0.0%
Payroll Specialist – County	3.00	3.00	3.00	3.00	3.00	-	0.0%
Payroll Specialist Lead – County	1.00	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%
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%
Department Total	**46.00**	**46.00**	**46.00**	**46.00**	**46.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	46.00	46.00	46.00	46.00	46.00	-	0.0%
Department Total	**46.00**	**46.00**	**46.00**	**46.00**	**46.00**	**-**	**0.0%**

General Adjustments

Personnel: FY 2016 personnel expenditures increased due to the annualization of County performance based retention pay plan and market study adjustments in FY 2015.

Base Adjustments:

General Fund (100) Operating

- Decrease Regular Benefits by $2,487 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by $20,155 for the impact of the changes in risk management charges.
- Increase Regular Benefits by $50,760 for the impact of the changes in health and dental premium rates.
- Reallocate $7,200 in General Supplies to Human Resources from the County Manager's Office for the Employee Service Award function.
- Reallocate $26,000 in Other Services to Human Resources from Research and Reporting for the Employee Engagement function.

Programs and Activities

Diversity Program

The purpose of the Diversity Program is to provide diversity training, education, and information services to all levels of Maricopa County employees so they can work collaboratively, cooperatively and productively in an environment that respects the different cultures, backgrounds, beliefs and abilities of the citizens we serve.

Program Results

Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of employees reporting satisfied or very satisfied with overall workplace diversity.	0.0%	90.0%	N/A	N/A	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	0.0%	58.0%	60.0%	60.0%	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	0.0%	72.0%	75.0%	75.0%	N/A

Activities that comprise this program include:

- Diversity

Diversity Activity

The purpose of the Diversity Activity is to provide diversity training, education and information services to all levels of Maricopa County employees so they can work collaboratively, cooperatively and productively in an environment that respects the different cultures, backgrounds, beliefs and abilities of the citizens we serve.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of employees reporting satisfied or very satisfied with overall workplace diversity.	0.0%	90.0%	N/A	N/A	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	0.0%	58.0%	60.0%	60.0%	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	0.0%	72.0%	75.0%	75.0%	N/A
Output	Number of diversity classes or events provided.	N/A	45	45	44	(1)	-2.2%
Demand	Number of diversity classes requested.	40	40	40	40	-	0.0%
Demand	Number of diversity events requested.	-	5	5	4	(1)	-20.0%
Expenditure Ratio	Expenditure per diversity class/event provided.	$ 3,102.41	$ 2,028.16	$ 1,954.84	$ 1,656.36	$ 371.79	18.3%
Expenditure							
	100 - GENERAL	$ 68,253	$ 91,267	$ 87,968	$ 72,880	$ 18,387	20.1%
	TOTAL USES	$ 68,253	$ 91,267	$ 87,968	$ 72,880	$ 18,387	20.1%

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 in FY 2016. In addition, the Employee Satisfaction Survey was not conducted in FY 2014 and FY 2015. Alternative data collection strategies are being developed to continue the reporting for the result “Percent of employees reporting satisfied or very satisfied with overall workplace diversity” in this activity.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of investigations completed within 30 days.	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of Merit Commission final orders that were not appealed.	46.6%	92.3%	90.5%	83.3%	(9.0%)	-9.7%
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.	72.1%	98.1%	78.5%	98.1%	0.0%	0.0%
Percent of participants who agree they can apply the knowledge, skills, and abilities gained from classes identified as key training programs.	0.0%	98.1%	78.5%	98.1%	0.0%	0.0%

Activities that comprise this program include:

- Employee and Management Relations
- Merit System Rules Compliance
- Employee Development

Employee and Management Relations Activity

The purpose of the Employee and Management Relations Activity is to provide advice, consultations, and investigative services to 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of investigations completed within 30 days.	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of employee/department consultations provided.	N/A	712	399	508	(204)	-28.7%
Output	Number of investigations completed.	15	16	15	16	-	0.0%
Output	Number of investigations completed within 30 days.	N/A	N/A	N/A	16	N/A	N/A
Output	Number of unemployment claim responses provided.	N/A	N/A	N/A	568	N/A	N/A
Demand	Number of employee/department consultations requested.	510	500	346	508	8	1.6%
Demand	Number of complaints received.	61	50	59	16	(34)	-68.0%
Demand	Maricopa County Cares Anonymous Tip Line calls received.	N/A	N/A	N/A	60	N/A	N/A
Demand	Number of unemployment claims responses required.	N/A	N/A	N/A	568	N/A	N/A
Expenditure Ratio	Total activity expenditure per investigation completed.	$ 31,717.13	$ 29,660.31	$ 32,355.67	$ 28,269.50	$ 1,390.81	4.7%
Expenditure							
	100 - GENERAL	$ 475,757	$ 474,565	$ 485,335	$ 452,312	$ 22,253	4.7%
	TOTAL USES	$ 475,757	$ 474,565	$ 485,335	$ 452,312	$ 22,253	4.7%

Activity Narrative: Historical comparison is not available as many activity measures are new in FY 2016 to better track investigations and unemployment claims.

Employee Development Activity

The purpose of the Employee Development Activity is to provide training services, in a collaborative way, to departments and their employees so they can enhance professional growth and support departments' missions.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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.	72.1%	98.1%	130.8%	98.1%	0.0%	0.0%
Result	Percent of participants who agree they can apply the knowledge, skills, and abilities gained from classes identified as key training programs.	0.0%	98.1%	130.8%	98.1%	0.0%	0.0%
Output	Number of participants in Employee Development sponsored trainings.	1,359	6,000	6,587	6,500	500	8.3%
Output	Number of employee development sponsored trainings.	79	400	440	420	20	5.0%
Demand	Number of participant registrations for training classes.	1,359	7,000	8,086	8,000	1,000	14.3%
Expenditure Ratio	Expenditure per participant in Employee Development sponsored trainings.	$ 260.70	$ 110.42	$ 70.36	$ 91.98	$ 18.44	16.7%
Expenditure							
	100 - GENERAL	$ 354,292	$ 662,497	$ 463,430	$ 597,875	$ 64,622	9.8%
	TOTAL USES	$ 354,292	$ 662,497	$ 463,430	$ 597,875	$ 64,622	9.8%

Activity Narrative: A delay in the initial licensing fees and implementation of a Learning Management System caused the forecasted expenditures for FY 2015 to be lower than anticipated. This system is expected to be fully implemented in FY 2016, and this activity should be reassessed during the FY 2017 Strategic Business Plan update process.

Base Adjustments:

General Fund (100) Non Recurring

- Carry forward $70,000 from FY 2015 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, deliver, and/or enforce uniform and equitable personnel actions.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Merit Commission final orders that were not appealed.	46.6%	92.3%	190.0%	83.3%	(9.0%)	-9.7%
Output	Number of appeal hearings scheduled.	49	52	32	38	(14)	-26.9%
Output	Number of scheduled hearings that were withdrawn or dismissed.	12	14	10	12	(2)	-14.3%
Output	Number of appeal hearings conducted.	N/A	26	10	12	(14)	-53.8%
Demand	Number of appeals filed.	26	34	17	20	(14)	-41.2%
Expenditure Ratio	Expenditure per appeal hearing scheduled.	$ 2,455.00	$ 2,191.10	$ 2,958.88	$ 3,502.92	$ (1,311.82)	-59.9%
Revenue							
	100 - GENERAL	$ 15	$ -	$ 12	$ -	$ -	N/A
	TOTAL SOURCES	$ 15	$ -	$ 12	$ -	$ -	N/A
Expenditure							
	100 - GENERAL	$ 120,295	$ 113,937	$ 94,684	$ 133,111	$ (19,174)	-16.8%
	TOTAL USES	$ 120,295	$ 113,937	$ 94,684	$ 133,111	$ (19,174)	-16.8%

Activity Narrative: Merit demands have decreased in FY 2015. This is not abnormal as appeals and hearings fluctuate from year to year. The Department does not expect a large change for FY 2016, and have trended the levels downward, which increases the per appeal expenditure.

Employment Services Program

The purpose of the Employment Services Program is to provide professional recruitment and career advancement consulting services to Maricopa County departments and their employees so they can interview, select and retain a qualified and diverse workforce.

Program Results

Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of customers reporting satisfied or very satisfied with the quality of candidates referred to departments by the Employment Services Division.	N/A	90.0%	90.0%	91.4%	1.4%	1.6%
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%	96.0%	1.0%	1.1%

Activities that comprise this program include:

- Employment Services

Employment Services Activity

The purpose of the Employment Services Activity is to provide professional recruitment and career advancement consulting services to Maricopa County departments and their employees so they can interview, select and retain a qualified and diverse workforce.

Mandates: Discretionary services.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of customers reporting satisfied or very satisfied with the quality of candidates referred to departments by the Employment Services Division.	N/A	90.0%	90.0%	91.4%	1.4%	1.6%
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%	96.0%	1.0%	1.1%
Output	The number of qualified candidates referred to departments.	38,203	32,000	38,795	37,500	5,500	17.2%
Output	The number of recruitment and selection training class participants.	262	120	126	120	-	0.0%
Output	The number of career development training class participants.	N/A	120	104	120	-	0.0%
Demand	The number of job requisitions (for number of vacant positions).	4,545	4,000	5,521	5,000	1,000	25.0%
Demand	The number of applications received for review.	N/A	120,000	136,012	128,000	8,000	6.7%
Expenditure Ratio	Expenditure per qualified candidate referred to departments.	$ 14.18	$ 20.43	$ 14.85	$ 18.08	$ 2.35	11.5%
Expenditure							
	100 - GENERAL	$ 541,854	$ 653,849	$ 575,944	$ 677,975	$ (24,126)	-3.7%
	TOTAL USES	$ 541,854	$ 653,849	$ 575,944	$ 677,975	$ (24,126)	-3.7%

Activity Narrative: The majority of the measures in this activity had no substantial changes. As the economy in the County continues to improve, the number of qualifying applications received for vacant positions will trend upwards.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of records accurately maintained.	98.8%	97.6%	98.5%	100.0%	2.4%	2.4%
Percent of paychecks accurately processed.	99.7%	99.9%	99.9%	100.0%	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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of paychecks accurately processed.	99.7%	99.9%	99.9%	100.0%	0.1%	0.1%
Output	Number of paychecks issued.	354,157	364,969	355,020	370,256	5,287	1.4%
Output	Number of bus cards processed.	1,427	1,445	1,714	1,660	215	14.9%
Demand	Number of paychecks required.	354,157	364,969	355,020	370,256	5,287	1.4%
Expenditure Ratio	Expenditure per paycheck issued.	$ 1.83	$ 2.34	$ 2.40	$ 2.27	$ 0.07	2.9%
Revenue							
	100 - GENERAL	$ 61,206	$ 41,000	$ 55,366	$ 41,000	$ -	0.0%
	TOTAL SOURCES	$ 61,206	$ 41,000	$ 55,366	$ 41,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 649,307	$ 855,536	$ 852,809	$ 842,332	$ 13,204	1.5%
	TOTAL USES	$ 649,307	$ 855,536	$ 852,809	$ 842,332	$ 13,204	1.5%

Activity Narrative: As recruitment and hiring continue to increase, the number of paychecks required and issued will follow.

Records Management Activity

The purpose of the Records Management Activity is to provide a 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of records accurately maintained.	98.8%	97.6%	99.3%	100.0%	2.4%	2.4%
Output	Number of records maintained.	49,691	52,273	50,654	52,273	-	0.0%
Output	Number of job related transactions.	18,211	5,616	30,244	25,000	19,384	345.2%
Output	Number of records maintained and job related transactions.	731	55,492	84,620	77,273	21,781	39.3%
Demand	Number of maintained records required.	12,423	13,068	12,603	13,068	-	0.0%
Expenditure Ratio	Expenditure per record maintained and job related transaction.	$ 535.01	$ 7.07	$ 4.73	$ 5.47	$ 1.59	22.6%
Revenue							
	100 - GENERAL	$ 109	$ 14,000	$ 10,514	$ 14,000	$ -	0.0%
	TOTAL SOURCES	$ 109	$ 14,000	$ 10,514	$ 14,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 391,091	$ 392,060	$ 400,012	$ 422,715	$ (30,655)	-7.8%
	TOTAL USES	$ 391,091	$ 392,060	$ 400,012	$ 422,715	$ (30,655)	-7.8%

Activity Narrative: The number of job related transactions are correlated to the increase in hiring and recruiting. Job related transactions also include promotions, transfers between departments, and the creation of new positions in the departments.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of surveyed employees voluntarily terminating employment with Maricopa County because of pay.	N/A	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	35.0%	35.0%	35.0%	0.0%	0.0%

Activities that comprise this program include:

- Employment Compensation

Employment Compensation Activity

The purpose of the Employee Compensation activity is to provide strategic compensation services to the Board of Supervisors and Maricopa County Departments so they can recruit and retain a qualified workforce, incentivize employees to provide the best possible customer service to the citizens of Maricopa County, and have the tools necessary to comply with state and federal laws pertaining to compensation for employees.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of surveyed employees voluntarily terminating employment with Maricopa County because of pay.	N/A	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	35.0%	35.0%	35.0%	0.0%	0.0%
Output	Number of market range reviews reviewed.	175	50	50	50	-	0.0%
Output	Number of individual salary recommendations (Placement in Range/PIR) prepared.	2,592	2,000	1,646	2,500	500	25.0%
Output	Number of critical recruitment and retention salary adjustments reviewed.	N/A	12,500	11,888	450	(12,050)	-96.4%
Output	Number of market ranges, placements in range, and critical recruitment and retention salary adjustments reviewed.	N/A	13,000	13,000	2,500	(10,500)	-80.8%
Demand	Number of market ranges and placements in range requested.	2,767	2,050	2,050	2,050	-	0.0%
Demand	Number of critical recruitment and retention salary adjustments requested.	N/A	12,500	12,500	450	(12,050)	-96.4%
Expenditure Ratio	Expenditure per number of market range, placements in range, and critical recruitment and retention salary adjustments reviewed.	N/A	$ 68.98	$ 39.27	$ 359.75	$ (290.77)	-421.5%
Expenditure							
	100 - GENERAL	$ 510,942	$ 896,769	$ 510,523	$ 899,370	$ (2,601)	-0.3%
	TOTAL USES	$ 510,942	$ 896,769	$ 510,523	$ 899,370	$ (2,601)	-0.3%

Activity Narrative: The County performance based retention pay plan and market study adjustments in FY 2015 made no real significant change in percent of voluntary terminations because of pay. The Department is currently working with the Board of Supervisors' Chairman's office to reevaluate Employee Compensation strategies for retaining valued employees. The significant decreases in retention salary adjustments reviewed and requested are directly affected by not having a countywide performance based retention pay plan scheduled in FY 2016. The Employee Compensation staff will

not need to review every position in the County to determine the new rates based on performance as they had done in FY 2014 and FY 2015.

Base Adjustments:

General Fund (100)

- Carry forward $385,000 from FY 2015 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
OPERATING				
FY 2015 Adopted Budget			**$ 3,854,478**	**$ 55,000**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 66,581**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*66,581*	*-*
FY 2015 Revised Budget			**$ 3,921,059**	**$ 55,000**
Adjustments:				
Employee Salary Adjustments			**$ 2,868**	**$ -**
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*2,868*	*-*
FY 2016 Baseline Budget			**$ 3,923,927**	**$ 55,000**
Adjustments:				
Employee Retirement and Benefits			**$ (2,487)**	**$ -**
Retirement Contributions			*(2,487)*	*-*
Base Adjustments			**$ (20,155)**	**$ -**
Internal Service Charges			*(20,155)*	*-*
Decrease Risk Management Charges	*$*	*(20,155)*		
Reallocations			**$ 33,200**	**$ -**
Reallocation Between Depts			*33,200*	*-*
Reallocation from County Manager for Service Award Recognition	*$*	*7,200*		
Reallocation from Research and Reporting for Employee Engagement		*26,000*		
FY 2016 Tentative Budget			**$ 3,934,485**	**$ 55,000**
Percent Change from Baseline Amount			*0.3%*	*0.0%*
Adjustments:				
Employee Retirement and Benefits			**$ 50,760**	**$ -**
Employee Health/Dental Premiums			*50,760*	*-*
FY 2016 Adopted Budget			**$ 3,985,245**	**$ 55,000**
Percent Change from Baseline Amount			*1.6%*	*0.0%*

General Fund (100) (continued)

	Expenditures	Revenue
JOB ANALYSIS CONSULTANT		
FY 2015 Adopted Budget	**$ 385,000**	**$ -**
FY 2015 Revised Budget	**$ 385,000**	**$ -**
Adjustments:		
Non Recurring	**$ (385,000)**	**$ -**
Other Non Recurring	*(385,000)*	*-*
FY 2016 Baseline Budget	**$ -**	**$ -**
Adjustments:		
Non Recurring	**$ 385,000**	**$ -**
Non Recurring Carry Forward	*385,000*	*-*
FY 2016 Adopted Budget	**$ 385,000**	**$ -**

	Expenditures	Revenue
LEARNING MANAGEMENT		
FY 2015 Adopted Budget	**$ 70,000**	**$ -**
FY 2015 Revised Budget	**$ 70,000**	**$ -**
Adjustments:		
Non Recurring	**$ (70,000)**	**$ -**
Other Non Recurring	*(70,000)*	*-*
FY 2016 Baseline Budget	**$ -**	**$ -**
Adjustments:		
Non Recurring	**$ 70,000**	**$ -**
Non Recurring Carry Forward	*70,000*	*-*
FY 2016 Adopted Budget	**$ 70,000**	**$ -**

Human Services

Analysis by Dreamlyn Johnson, Management and Budget Analyst

Summary

Mission

The mission of the Human Services Department is to provide early 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 end of FY 2018, 85% of clients will be satisfied or very satisfied with services received as measured by responses in the annual Customer Satisfaction Survey.

Status: This was a new goal for the Department in FY 2015. The Human Services Department (HSD) is implementing a new Customer Satisfaction Survey in FY 2015.

Department Specific

By end of FY 2018, Maricopa County Human Services Department will create greater awareness of services, ensure community involvement, and establish community links as evidenced by an increase in Public and Private partnerships by 50% for the maximum mutual benefit of the organizations and clients.

Status: This was a new goal for the Department in FY 2015. In FY 2015, HSD created the framework for establishing public private partnerships, Partnership Principles, centered on providing efficient and effective client services. New partnerships were established with the cities of Mesa, Tempe, Peoria, and Avondale for youth services in FY 2015. The Department expects to meet the goal by the end of FY 2018.

Department Specific

By end of FY 2018, Maricopa County Human Services Department will provide greater opportunities for low-income individuals and families by increasing a variety of funding sources, including private and in-kind resources, by 10%.

Status: This was a new goal for the Department in FY 2015. In FY 2015, HSD received $4,801,327 in new grant funding to serve vulnerable populations, an increase of 7% from the FY 2015 total Adopted budget. HSD expects to reach the goal of increasing funding by 10% by FY 2018.

Department Specific

By the end of FY 2017, Maricopa County Human Services Department will conduct 6 service delivery assessments (e.g. youth workforce services, adult workforce services, senior services, community action services, and housing assistance) to implement process improvements for greater efficiency.

Status: This was a new goal for the Department in FY 2015. A service delivery assessment in senior services was completed in FY 2015. Recommendations from this assessment are in the process of being implemented, including a revised case assignment process, usage of GIS mapping, scheduling of in-home visits, revision of database forms and a telecommuting process. It is expected that the Department will meet this goal by the end of FY 2017.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
CDBG - COMMUNITY DEV BLOCK GRANT	$ 2,467,293	$ 5,111,624	$ 4,865,575	$ 3,830,472	$ 6,071,996	$ 1,206,421	24.8%
HMAD - HOME INVESTMENT PARTNERSHIPS	3,670,519	11,094,611	12,180,227	13,338,364	13,993,819	1,813,592	14.9%
WTHR - WEATHERIZATION	2,697,045	1,572,083	1,986,114	1,971,331	1,939,790	(46,324)	-2.3%
17CD - COMMUNITY DEVELOPMENT	$ 8,834,857	$ 17,778,318	$ 19,031,916	$ 19,140,167	$ 22,005,605	$ 2,973,689	15.6%
COAA - COMMUNITY ACTION AGENCY	$ 1,184,652	$ 1,562,996	$ 1,752,660	$ 1,529,015	$ 1,765,199	$ 12,539	0.7%
EHSN - EMERGENCY SHELTER NIGHTS	8,289	160,167	210,396	460,981	198,075	(12,321)	-5.9%
FAST - FINANCIAL ASSISTANCE	3,194,040	1,946,977	3,014,664	2,936,599	3,014,664	-	0.0%
SAIL - SR ADULT INDEPENDENT LIVING	1,390,283	1,077,169	1,001,683	1,963,580	1,165,949	164,266	16.4%
22CS - COMMUNITY SERVICES	$ 5,777,264	$ 4,747,309	$ 5,979,403	$ 6,890,175	$ 6,143,887	$ 164,484	2.8%
CDEV - CHILD DEV AND EARLY CHILDHD ED	$ 19,876,112	$ 20,742,777	$ 21,156,882	$ 21,310,252	$ 22,152,448	$ 995,566	4.7%
22ED - CHILD DEV AND EARLY CHILDHD ED	$ 19,876,112	$ 20,742,777	$ 21,156,882	$ 21,310,252	$ 22,152,448	$ 995,566	4.7%
NBHD - NEIGHBORHOOD STABILIZATION	$ 2,154,667	$ -	$ -	$ -	$ -	$ -	N/A
22NS - NEIGHBORHOOD STABILIZATION	$ 2,154,667	$ -	$ -	$ -	$ -	$ -	N/A
SEEK - JOB SEEKER SERVICES	$ 8,192,013	$ 9,786,324	$ 10,066,867	$ 10,412,106	$ 9,783,070	$ (283,797)	-2.8%
YOUT - YOUTH SERVICES	2,803,458	3,851,320	4,277,969	4,102,787	1,466,827	(2,811,142)	-65.7%
22WD - WORKFORCE DEVELOPMENT	$ 10,995,471	$ 13,637,644	$ 14,344,836	$ 14,514,893	$ 11,249,897	$ (3,094,939)	-21.6%
BDFS - BUDGET AND FINANCIAL SERVICES	$ -	$ -	$ 72,954	$ -	$ -	$ (72,954)	-100.0%
ODIR - EXECUTIVE MANAGEMENT	1,680,113	-	-	-	-	-	N/A
SPPT - OPERATIONS SUPPORT	-	3,692,597	3,534,593	2,270,002	3,838,024	303,431	8.6%
99AS - INDIRECT SUPPORT	$ 1,680,113	$ 3,692,597	$ 3,607,547	$ 2,270,002	$ 3,838,024	$ 230,477	6.4%
GGOV - GENERAL GOVERNMENT	$ 1,845,605	$ -	$ -	$ (2,692)	$ -	$ -	N/A
99GV - GENERAL OVERHEAD	$ 1,845,605	$ -	$ -	$ (2,692)	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 51,164,089**	**$ 60,598,645**	**$ 64,120,584**	**$ 64,122,797**	**$ 65,389,861**	**$ 1,269,277**	**2.0%**
USES							
CDBG - COMMUNITY DEV BLOCK GRANT	$ 2,778,331	$ 5,111,624	$ 4,865,575	$ 4,489,750	$ 6,076,508	$ (1,210,933)	-24.9%
HLDS - HOMELESS LOW DEMAND SHELTER	382,500	360,000	360,000	360,000	360,564	(564)	-0.2%
HMAD - HOME INVESTMENT PARTNERSHIPS	3,359,274	11,094,611	12,180,227	12,669,278	13,994,947	(1,814,720)	-14.9%
WTHR - WEATHERIZATION	2,112,372	1,572,083	1,986,114	1,831,281	1,942,046	44,068	2.2%
17CD - COMMUNITY DEVELOPMENT	$ 8,632,477	$ 18,138,318	$ 19,391,916	$ 19,350,309	$ 22,374,065	$ (2,982,149)	-15.4%
CJSA - JUSTICE INVOLVED ADLT CASE MGT	$ 38,513	$ -	$ -	$ -	$ -	$ -	N/A
CJSJ - JUSTICEINVOLVED YOUT CASE MGT	6,499	-	-	-	-	-	N/A
22CJ - HUMAN SERVICES INTEGR CASE MGT	$ 45,012	$ -	$ -	$ -	$ -	$ -	N/A
COAA - COMMUNITY ACTION AGENCY	$ 1,387,148	$ 1,875,164	$ 2,064,828	$ 2,146,457	$ 2,090,903	$ (26,075)	-1.3%
EHSN - EMERGENCY SHELTER NIGHTS	465,928	550,167	600,396	779,826	708,639	(108,243)	-18.0%
FAST - FINANCIAL ASSISTANCE	3,346,077	1,946,977	3,014,664	3,497,443	3,014,664	-	0.0%
SAIL - SR ADULT INDEPENDENT LIVING	2,104,664	2,275,913	2,200,427	2,319,082	2,399,661	(199,234)	-9.1%
22CS - COMMUNITY SERVICES	$ 7,303,817	$ 6,648,221	$ 7,880,315	$ 8,742,808	$ 8,213,867	$ (333,552)	-4.2%
CDEV - CHILD DEV AND EARLY CHILDHD ED	$ 19,933,155	$ 20,742,777	$ 21,156,882	$ 21,167,748	$ 22,406,248	$ (1,249,366)	-5.9%
22ED - CHILD DEV AND EARLY CHILDHD ED	$ 19,933,155	$ 20,742,777	$ 21,156,882	$ 21,167,748	$ 22,406,248	$ (1,249,366)	-5.9%
NBHD - NEIGHBORHOOD STABILIZATION	$ 2,470,246	$ -	$ -	$ -	$ -	$ -	N/A
22NS - NEIGHBORHOOD STABILIZATION	$ 2,470,246	$ -	$ -	$ -	$ -	$ -	N/A
SEEK - JOB SEEKER SERVICES	$ 8,023,090	$ 9,786,324	$ 10,066,867	$ 9,675,787	$ 9,887,974	$ 178,893	1.8%
YOUT - YOUTH SERVICES	2,302,422	3,851,320	4,277,969	3,925,638	1,479,235	2,798,734	65.4%
22WD - WORKFORCE DEVELOPMENT	$ 10,325,512	$ 13,637,644	$ 14,344,836	$ 13,601,425	$ 11,367,209	$ 2,977,627	20.8%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 5	$ -	$ 72,954	$ (650)	$ 6,768	$ 66,186	90.7%
HRAC - HUMAN RESOURCES	(3)	-	-	(45,251)	3,384	(3,384)	N/A
ODIR - EXECUTIVE MANAGEMENT	2,934,053	-	-	85,474	4,512	(4,512)	N/A
POOL - POOLED COSTS	350,960	-	-	319,791	(6,768)	6,768	N/A
SPPT - OPERATIONS SUPPORT	-	3,692,597	3,534,593	3,223,971	3,838,024	(303,431)	-8.6%
99AS - INDIRECT SUPPORT	$ 3,285,015	$ 3,692,597	$ 3,607,547	$ 3,583,335	$ 3,845,920	$ (238,373)	-6.6%
CSCA - CENTRAL SERVICE COST ALLOC	$ -	$ -	$ -	$ 9,916	$ -	$ -	N/A
GGOV - GENERAL GOVERNMENT	-	-	-	6	(443,306)	443,306	N/A
INFR - INFRASTRUCTURE	-	-	-	(11,661)	-	-	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	(3)	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	-	-	17,656	-	-	N/A
99GV - GENERAL OVERHEAD	$ (3)	$ -	$ -	$ 15,917	$ (443,306)	$ 443,306	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	$ 2	$ -	$ -	$ -	$ 1,327	$ (1,327)	N/A
DACR - DATA CENTER	3	-	-	(1)	1,560	(1,560)	N/A
TSPT - TECHNOLOGY SUPPORT	1	-	-	(80,045)	3,883	(3,883)	N/A
99IT - INFORMATION TECHNOLOGY	$ 6	$ -	$ -	$ (80,046)	$ 6,770	$ (6,770)	N/A
TOTAL PROGRAMS	**$ 51,995,237**	**$ 62,859,557**	**$ 66,381,496**	**$ 66,381,496**	**$ 67,770,773**	**$ (1,389,277)**	**-2.1%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 51,155,074	$ 60,598,645	$ 64,120,584	$ 64,123,276	$ 64,764,961	$ 644,377	1.0%
0620 - OTHER INTERGOVERNMENTAL	-	-	-	-	624,900	624,900	N/A
SUBTOTAL	$ 51,155,074	$ 60,598,645	$ 64,120,584	$ 64,123,276	$ 65,389,861	$ 1,269,277	2.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 2	$ -	$ -	$ (2,692)	$ -	$ -	N/A
0650 - MISCELLANEOUS REVENUE	9,013	-	-	2,213	-	-	N/A
SUBTOTAL	$ 9,015	$ -	$ -	$ (479)	$ -	$ -	N/A
ALL REVENUES	$ 51,164,089	$ 60,598,645	$ 64,120,584	$ 64,122,797	$ 65,389,861	$ 1,269,277	2.0%
TOTAL SOURCES	$ 51,164,089	$ 60,598,645	$ 64,120,584	$ 64,122,797	$ 65,389,861	$ 1,269,277	2.0%

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 12,474,250	$ 14,220,874	$ 14,038,503	$ 14,112,638	$ 15,587,523	$ (1,549,020)	-11.0%
0705 - TEMPORARY PAY	3,056	27,758	14,038	277	-	14,038	100.0%
0710 - OVERTIME	41,893	-	2,417	15,176	-	2,417	100.0%
0750 - FRINGE BENEFITS	5,302,531	5,994,601	5,977,453	5,936,763	7,286,629	(1,309,176)	-21.9%
0790 - OTHER PERSONNEL SERVICES	-	25,833	-	10,000	12,154	(12,154)	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(5,539,101)	(4,627,475)	(5,128,881)	(4,184,324)	(4,546,199)	(582,682)	-11.4%
0796 - PERSONNEL SERVICES ALLOC-IN	5,540,993	4,791,297	5,097,696	5,240,355	4,553,569	544,127	10.7%
SUBTOTAL	$ 17,823,622	$ 20,432,888	$ 20,001,226	$ 21,130,885	$ 22,893,676	$ (2,892,450)	-14.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,258,842	$ 973,247	$ 1,064,347	$ 1,153,696	$ 1,006,807	$ 57,540	5.4%
0802 - MEDICAL SUPPLIES	42,190	23,000	19,042	17,522	23,000	(3,958)	-20.8%
0803 - FUEL	18,976	35,750	18,779	18,496	22,550	(3,771)	-20.1%
0804 - NON-CAPITAL EQUIPMENT	933,439	369,289	361,037	253,430	423,925	(62,888)	-17.4%
0805 - SUPPLIES-ALLOCATION OUT	(16,713)	(154,964)	(158,761)	(91,515)	(91,232)	(67,529)	-42.5%
0806 - SUPPLIES-ALLOCATION IN	17,176	154,986	150,288	62,241	91,232	59,056	39.3%
SUBTOTAL	$ 2,253,910	$ 1,401,308	$ 1,454,732	$ 1,413,870	$ 1,476,282	$ (21,550)	-1.5%
SERVICES							
0810 - LEGAL SERVICES	$ 14,202	$ 20,001	$ 20,116	$ 16,104	$ 18,000	$ 2,116	10.5%
0811 - HEALTH CARE SERVICES	48,295	30,000	17,500	14,829	30,750	(13,250)	-75.7%
0812 - OTHER SERVICES	20,308,481	20,581,488	22,839,869	22,742,513	19,494,719	3,345,150	14.6%
0820 - RENT & OPERATING LEASES	1,486,760	1,555,916	1,570,223	1,620,575	1,578,139	(7,916)	-0.5%
0825 - REPAIRS AND MAINTENANCE	274,929	125,800	112,978	125,519	173,684	(60,706)	-53.7%
0830 - INTERGOVERNMENTAL PAYMENTS	6,921,671	15,816,331	17,140,161	17,162,573	19,078,415	(1,938,254)	-11.3%
0839 - INTERNAL SERVICE CHARGES	2,105,294	2,216,057	2,504,717	2,453,122	2,322,893	181,824	7.3%
0841 - TRAVEL	227,569	172,280	204,765	218,716	248,882	(44,117)	-21.5%
0842 - EDUCATION AND TRAINING	96,491	235,371	222,403	192,692	248,282	(25,879)	-11.6%
0843 - POSTAGE/FREIGHT/SHIPPING	8,910	10,750	8,450	8,090	7,051	1,399	16.6%
0845 - SUPPORT AND CARE OF PERSONS	90,333	80,000	74,109	60,118	75,000	(891)	-1.2%
0850 - UTILITIES	113,424	181,740	170,062	147,499	125,000	45,062	26.5%
0872 - SERVICES-ALLOCATION OUT	(2,014,543)	(4,631,246)	(4,762,579)	(4,238,773)	(5,076,363)	313,784	6.6%
0873 - SERVICES-ALLOCATION IN	2,015,063	4,630,873	4,774,741	3,285,129	5,076,363	(301,622)	-6.3%
SUBTOTAL	$ 31,696,879	$ 41,025,361	$ 44,897,515	$ 43,808,706	$ 43,400,815	$ 1,496,700	3.3%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 136,811	$ -	$ 28,023	$ 28,035	$ -	$ 28,023	100.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	43,373	-	-	-	-	-	N/A
0955 - CAPITAL-ALLOCATION OUT	(24,575)	-	-	-	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	24,575	-	-	-	-	-	N/A
SUBTOTAL	$ 180,184	$ -	$ 28,023	$ 28,035	$ -	$ 28,023	100.0%
ALL EXPENDITURES	$ 51,954,595	$ 62,859,557	$ 66,381,496	$ 66,381,496	$ 67,770,773	$ (1,389,277)	-2.1%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 40,642	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 40,642	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 51,995,237	$ 62,859,557	$ 66,381,496	$ 66,381,496	$ 67,770,773	$ (1,389,277)	-2.1%

Sources and Uses by Fund by Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 2,213	$ -	$ -	$ 2,213	$ -	$ -	N/A
FUND TOTAL SOURCES	$ 2,213	$ -	$ -	$ 2,213	$ -	$ -	N/A
217 CDBG HOUSING TRUST							
OPERATING	$ 8,457,652	$ 16,279,189	$ 17,204,787	$ 17,204,787	$ 20,143,632	$ 2,938,845	17.1%
FUND TOTAL SOURCES	$ 8,457,652	$ 16,279,189	$ 17,204,787	$ 17,204,787	$ 20,143,632	$ 2,938,845	17.1%
222 HUMAN SERVICES GRANTS							
OPERATING	$ 42,704,224	$ 44,319,456	$ 46,915,797	$ 46,915,797	$ 45,246,229	$ (1,669,568)	-3.6%
FUND TOTAL SOURCES	$ 42,704,224	$ 44,319,456	$ 46,915,797	$ 46,915,797	$ 45,246,229	$ (1,669,568)	-3.6%
DEPARTMENT OPERATING TOTAL SOURCES	$ 51,164,089	$ 60,598,645	$ 64,120,584	$ 64,122,797	$ 65,389,861	$ 1,269,277	2.0%
DEPARTMENT TOTAL SOURCES	$ 51,164,089	$ 60,598,645	$ 64,120,584	$ 64,122,797	$ 65,389,861	$ 1,269,277	2.0%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 2,081,919	$ 2,260,912	$ 2,260,912	$ 2,260,912	$ 2,260,912	$ -	0.0%
NON RECURRING NON PROJECT	-	-	-	-	120,000	(120,000)	N/A
FUND TOTAL USES	$ 2,081,919	$ 2,260,912	$ 2,260,912	$ 2,260,912	$ 2,380,912	$ (120,000)	-5.3%
217 CDBG HOUSING TRUST							
OPERATING	$ 8,607,851	$ 16,279,189	$ 17,204,787	$ 17,204,787	$ 20,143,632	$ (2,938,845)	-17.1%
FUND TOTAL USES	$ 8,607,851	$ 16,279,189	$ 17,204,787	$ 17,204,787	$ 20,143,632	$ (2,938,845)	-17.1%
222 HUMAN SERVICES GRANTS							
OPERATING	$ 41,260,455	$ 44,319,456	$ 46,915,797	$ 46,915,797	$ 45,246,229	$ 1,669,568	3.6%
FUND TOTAL USES	$ 41,260,455	$ 44,319,456	$ 46,915,797	$ 46,915,797	$ 45,246,229	$ 1,669,568	3.6%
255 DETENTION OPERATIONS							
NON RECURRING NON PROJECT	$ 45,012	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL USES	$ 45,012	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT OPERATING TOTAL USES	$ 51,950,225	$ 62,859,557	$ 66,381,496	$ 66,381,496	$ 67,650,773	$ (1,269,277)	-1.9%
DEPARTMENT NON RECURRING TOTAL USES	$ 45,012	$ -	$ -	$ -	$ 120,000	$ (120,000)	N/A
DEPARTMENT TOTAL USES	$ 51,995,237	$ 62,859,557	$ 66,381,496	$ 66,381,496	$ 67,770,773	$ (1,389,277)	-2.1%

Staffing by Program/Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
CHILD DEV AND EARLY CHILDHD ED							
CHILD DEV AND EARLY CHILDHD ED	224.50	212.00	231.00	221.00	219.50	(11.50)	(5.0%)
PROGRAM TOTAL	224.50	212.00	231.00	221.00	219.50	(11.50)	(5.0%)
COMMUNITY DEVELOPMENT							
COMMUNITY DEV BLOCK GRANT	2.00	4.00	4.00	4.00	4.00	-	0.0%
HOME INVESTMENT PARTNERSHIPS	3.00	1.00	1.00	1.00	1.00	-	0.0%
HOMELESS LOW DEMAND SHELTER	-	-	.00	-	.50	.50	N/A
WEATHERIZATION	3.00	1.25	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	8.00	6.25	7.00	7.00	7.50	.50	7.1%
COMMUNITY SERVICES							
COMMUNITY ACTION AGENCY	6.70	12.50	13.00	15.00	12.00	(1.00)	(7.7%)
EMERGENCY SHELTER NIGHTS	-	-	.00	-	.50	.50	N/A
FINANCIAL ASSISTANCE	2.30	-	.00	-	-	-	N/A
SR ADULT INDEPENDENT LIVING	30.00	28.25	31.00	30.00	31.00	-	0.0%
PROGRAM TOTAL	39.00	40.75	44.00	45.00	43.50	(.50)	(1.1%)
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	6.50	8.00	6.00	6.00	6.00	-	0.0%
EXECUTIVE MANAGEMENT	6.00	4.00	4.00	3.00	4.00	-	0.0%
HUMAN RESOURCES	2.50	3.00	3.00	3.00	3.00	-	0.0%
PROGRAM TOTAL	15.00	15.00	13.00	12.00	13.00	-	0.0%
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	2.44	2.44	2.44	3.44	1.00	41.0%
PROGRAM TOTAL	7.00	5.00	5.00	5.00	6.00	1.00	20.0%
WORKFORCE DEVELOPMENT							
JOB SEEKER SERVICES	63.58	84.00	86.00	83.00	98.00	12.00	14.0%
YOUTH SERVICES	7.42	9.00	13.00	13.00	11.00	(2.00)	(15.4%)
PROGRAM TOTAL	71.00	93.00	99.00	96.00	109.00	10.00	10.1%
DEPARTMENT TOTAL	364.50	372.00	399.00	386.00	398.50	(.50)	(0.1%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	5.00	5.00	5.00	5.00	5.00	-	0.0%
Accounting Specialist	4.00	4.00	4.00	3.00	4.00	-	0.0%
Admin/Operations Specialist	12.00	11.00	12.00	12.00	12.00	-	0.0%
Administrative Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	12.00	11.00	12.00	13.00	11.00	(1.00)	(8.3%)
Administrator	1.00	1.00	1.00	-	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	1.00	-	0.0%
Community Devlpmnt Coordinator	3.00	3.00	4.00	5.00	4.00	-	0.0%
Community Justice Coordinator	-	7.00	-	-	-	-	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%
Education Program Aide	-	-	11.00	5.00	5.50	(5.50)	(50.0%)
Educator	41.00	41.00	38.00	37.00	39.00	1.00	2.6%
Educator Assistant	41.00	22.50	21.00	20.00	21.00	-	0.0%
Educator Bachelor's	39.50	58.50	60.00	59.00	59.00	(1.00)	(1.7%)
Educator Coordinator	39.00	28.00	33.00	33.00	32.00	(1.00)	(3.0%)
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 Support Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	-	-	-	-	N/A
General Laborer	2.00	2.00	-	-	-	-	N/A
Grant/Contract Admin Supervisor	3.00	2.00	1.00	1.00	1.00	-	0.0%
Grant-Contract Administrator	4.00	5.00	5.00	6.00	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	4.00	4.00	5.00	5.00	5.00	-	0.0%
IT Services Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	1.00	2.00	2.00	1.00	2.00	-	0.0%
Management Assistant	1.00	1.00	-	-	-	-	N/A
Nurse - Public Health	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	11.00	12.00	6.00	6.00	7.00	1.00	16.7%
Office Assistant Specialized	38.00	38.00	47.00	47.00	45.00	(2.00)	(4.3%)
Operations/Program Manager	1.00	1.00	1.00	1.00	2.00	1.00	100.0%
Operations/Program Supervisor	2.00	3.00	6.00	7.00	4.00	(2.00)	(33.3%)
PC/LAN Technician	3.00	3.00	3.00	3.00	3.00	-	0.0%
Program Coordinator	7.00	6.00	5.00	4.00	5.00	-	0.0%
Programmer/Analyst	-	-	1.00	1.00	1.00	-	0.0%
Social Worker	28.00	28.00	28.00	27.00	28.00	-	0.0%
Social Worker Supervisor	2.00	2.00	3.00	3.00	3.00	-	0.0%
Special Projects Manager	1.00	1.00	1.00	1.00	2.00	1.00	100.0%
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%
Trades Generalist	-	-	2.00	2.00	2.00	-	0.0%
Workforce Development Coordinator	5.00	5.00	10.00	8.00	12.00	2.00	20.0%
Workforce Development Manager	4.00	4.00	3.00	3.00	3.00	-	0.0%
Workforce Development Spec	23.00	31.00	38.00	37.00	42.00	4.00	10.5%
Workforce Development Specialist Supervisor	2.00	2.00	-	-	-	-	N/A
Workforce Development Supervisor	2.00	5.00	7.00	7.00	7.00	-	0.0%
Workforce Development Trainer	7.00	7.00	9.00	9.00	11.00	2.00	22.2%
Department Total	**364.50**	**372.00**	**399.00**	**386.00**	**398.50**	**(.50)**	**(0.1%)**

Staffing by Fund

DEPARTMENT/FUND		FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	-	-	-	-	1.00	1.00	N/A
217	CDBG HOUSING TRUST	5.00	5.00	5.00	5.00	5.00	-	0.0%
222	HUMAN SERVICES GRANTS	359.50	367.00	394.00	381.00	392.50	(1.50)	(0.4%)
Department Total		**364.50**	**372.00**	**399.00**	**386.00**	**398.50**	**(.50)**	**(0.1%)**

Significant Variance Analysis

1.0 FTE Special Projects Manager is being added to act as a liaison between the County and government agencies and non-profits including Central Arizona Shelter Services (CASS). This position would develop partnerships and resources to benefit the homeless population in Maricopa County. Due to a reduction in grant funding in FY 2016, the department will have an overall reduction of .5 FTEs.

General Adjustments:

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay plan and market study adjustments made in FY 2015.

Base Adjustments:

General Fund (100) Non Recurring

- Increase Personal Services by $84,992 for the addition of 1.0 FTE Special Projects Manager.
- Increase General Supplies by $35,008 for the purchase of supplies for the Special Projects Manager.

CDBG Housing Trust Fund (217)

- Decrease Regular Benefits by $314 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by $13,354 for the decrease in Central Service Cost Allocation charges.
- Increase revenues by $2,938,845 and expenditures by $2,952,513 to reflect an expected increase in grant awards in FY 2016.

Human Services Grant Fund (222) Operating

- Decrease Regular Benefits by $15,469 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by $1,138 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by $130,075 for the increase in Central Service Cost Allocation charges.
- Decrease revenues by $1,669,568 and expenditures by $1,783,036 to reflect an expected decline in grant awards in FY 2016.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of CDBG-funded public infrastructure projects completed	40.0%	46.7%	46.7%	66.7%	20.0%	42.9%
Percent of eligible HOME-funded activities completed	100.0%	100.0%	100.0%	15.6%	(84.4%)	-84.4%
Percent of low-moderate income residents benefitting from completed projects	100.0%	16.3%	16.3%	16.3%	0.0%	0.0%
Percent of low demand shelter nights provided to men only	5.4%	3.9%	3.9%	4.9%	1.1%	27.1%
Percent of homes weatherized meeting air leakage reduction standards	N/A	85.8%	87.5%	80.0%	(5.8%)	-6.8%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of CDBG-funded public infrastructure projects completed	40.0%	46.7%	46.7%	66.7%	20.0%	42.9%
Output	Number of eligible public infrastructure projects completed with CDBG funds	6	7	7	8	1	14.3%
Output	Lineal feet of water/sewer/storm drain pipelines installed and/or lineal ft of street improvements	N/A	8,560	8,560	10,000	1,440	16.8%
Demand	Number of eligible public infrastructure projects funded with CDBG funds	15	9	9	6	(3)	-33.3%
Expenditure Ratio	Expenditure per project completed with CDBG funds	$ 463,055.17	$ 695,082.14	$ 641,392.86	$ 759,563.50	$ (64,481.36)	-9.3%
Revenue							
	217 - CDBG HOUSING TRUST	$ 2,467,293	$ 4,865,575	$ 3,830,472	$ 6,071,996	$ 1,206,421	24.8%
	TOTAL SOURCES	$ 2,467,293	$ 4,865,575	$ 3,830,472	$ 6,071,996	$ 1,206,421	24.8%
Expenditure							
	217 - CDBG HOUSING TRUST	$ 2,778,331	$ 4,865,575	$ 4,489,750	$ 6,076,508	$ (1,210,933)	-24.9%
	TOTAL USES	$ 2,778,331	$ 4,865,575	$ 4,489,750	$ 6,076,508	$ (1,210,933)	-24.9%

Activity Narrative: The dramatic increase in revenue and expenditures in FY 2016 is due to carryover from prior years. These funds are required to be expended by the end of FY 2016. Many projects will be completed in FY 2016 which will increase the result measure for the percent of CDBG-funded projects completed. 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.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of eligible HOME-funded activities completed	100.0%	100.0%	100.0%	15.6%	(84.4%)	-84.4%
Result	Percent of low-moderate income residents benefitting from completed projects	100.0%	16.3%	16.3%	16.3%	0.0%	0.0%
Output	Number of eligible projects completed with HOME funds	13	16	16	9	(7)	-43.8%
Demand	Number of eligible projects funded with HOME funds	13	75	75	60	(15)	-20.0%
Expenditure Ratio	Expenditure per project completed with HOME funds	$ 258,405.69	$ 761,264.19	$ 791,829.88	$ 1,554,994.11	$(793,729.92)	-104.3%
Revenue							
	217 - CDBG HOUSING TRUST	$ 3,670,519	$ 12,180,227	$ 13,338,364	$ 13,993,819	$ 1,813,592	14.9%
	TOTAL SOURCES	$ 3,670,519	$ 12,180,227	$ 13,338,364	$ 13,993,819	$ 1,813,592	14.9%
Expenditure							
	217 - CDBG HOUSING TRUST	$ 3,359,274	$ 12,180,227	$ 12,669,278	$ 13,994,947	$ (1,814,720)	-14.9%
	TOTAL USES	$ 3,359,274	$ 12,180,227	$ 12,669,278	$ 13,994,947	$ (1,814,720)	-14.9%

Activity Narrative: The increase in revenue is due to carryover of prior projects and the funding associated with these projects.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of low demand shelter nights provided to men only	5.4%	3.9%	3.9%	4.9%	1.1%	27.1%
Output	Number of low demand shelter nights provided for men only	69,941	69,991	69,991	106,736	36,745	52.5%
Demand	Number of low demand shelter nights requested for men only	1,298,670	1,298,670	1,298,670	2,160,070	861,400	66.3%
Expenditure Ratio	Expenditures per shelter night provided	$ 5.47	$ 5.14	$ 5.14	$ 3.38	$ 1.76	34.3%
Expenditure							
	100 - GENERAL	$ 382,500	$ 360,000	$ 360,000	$ 360,564	$ (564)	-0.2%
	TOTAL USES	$ 382,500	$ 360,000	$ 360,000	$ 360,564	$ (564)	-0.2%

Activity Narrative: The Men's Overflow Shelter (MOS) only counted men. Though the MOS closed in FY 2015, the MOS parking lot will remain open and will count men and women. This will drastically increase the output and demand measures counting the number of nights provided and requested. Additionally, this activity will be modified to reflect the change in demographic, resulting in the entire County homeless population being included in the demand measure.

With the closure of the MOS, $60,000 in resources has been reapportioned to the Emergency Shelter Nights activity per the CASS contract approved in FY 2015. To relieve the department director, resources for 1.0 FTE Special Projects Manager has been approved as an FY 2016 Non recurring expense to provide a dedicated liaison. The Special Projects Manager will support both the Homeless Low Demand Shelter and Emergency Shelter Nights Activities.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of homes weatherized meeting air leakage reduction standards	N/A	85.8%	87.5%	80.0%	(5.8%)	-6.8%
Output	Number of homes that receive weatherization service	152	120	112	140	20	16.7%
Demand	Number of homes referred for weatherization services via application	168	180	210	300	120	66.7%
Expenditure Ratio	Expenditure per home weatherized	$ 13,897.18	$ 16,550.95	$ 16,350.72	$ 13,871.76	$ 2,679.19	16.2%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 2,697,045	$ 1,986,114	$ 1,971,331	$ 1,939,790	$ (46,324)	-2.3%
	TOTAL SOURCES	$ 2,697,045	$ 1,986,114	$ 1,971,331	$ 1,939,790	$ (46,324)	-2.3%
Expenditure							
	222 - HUMAN SERVICES GRANTS	$ 2,112,372	$ 1,986,114	$ 1,831,281	$ 1,942,046	$ 44,068	2.2%
	TOTAL USES	$ 2,112,372	$ 1,986,114	$ 1,831,281	$ 1,942,046	$ 44,068	2.2%

Activity Narrative: Fewer homes will receive weatherization services as a result of a decrease in funding. Additionally, the cost of weatherization has increased per home.

Community Services Program

The purpose of the 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	95.2%	100.0%	100.0%	4.8%	5.0%
Percent of respondents to MCHSD annual customer satisfaction survey, Community Action Program subcontractor section, who are satisfied or very satisfied with services received	93.8%	79.0%	79.0%	79.6%	0.6%	0.7%
Percent of persons receiving case management services who stay in their homes	0.4%	98.5%	98.5%	97.9%	(0.5%)	-0.5%
Percent of emergency shelter nights provided to both men and women	6.7%	10.2%	10.2%	6.0%	(4.2%)	-41.4%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	95.2%	100.0%	100.0%	4.8%	5.0%
Output	Number of contracts with local Community Action Programs (CAPs) managed	17	8	8	8	-	0.0%
Output	Number of households in Housing Authority of Maricopa County (HAMC) properties that received Family Self-Sufficiency case management services	N/A	21	33	40	19	90.5%
Output	Number of individuals who received goods and materials (clothing/diapers, food boxes, etc.)	N/A	517	783	651	134	25.9%
Output	Number of individuals who received basic needs service referrals	N/A	6,828	5,986	6,239	(589)	-8.6%
Output	Number of individuals who received utility/telephone discount program enrollment services	N/A	8,931	8,065	8,458	(473)	-5.3%
Demand	Number of contracts with local Community Action Programs (CAPs) requested	17	8	8	8	-	0.0%
Demand	Number of eligible households in Housing Authority of Maricopa County (HAMC) properties requesting Family Self-Sufficiency case management services	N/A	109	75	72	(37)	-33.9%
Expenditure Ratio	Expenditure per contract managed	$ 81,596.94	$ 258,103.50	$ 268,307.13	$ 261,362.88	$ (3,259.38)	-1.3%
Expenditure Ratio	Expenditure per HAMC household receiving family self-sufficiency case management services	N/A	$ 98,325.00	$ 65,044.15	$ 52,272.58	$ 46,052.43	46.8%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 1,184,652	$ 1,752,660	$ 1,529,015	$ 1,765,199	$ 12,539	0.7%
	TOTAL SOURCES	$ 1,184,652	$ 1,752,660	$ 1,529,015	$ 1,765,199	$ 12,539	0.7%
Expenditure							
	100 - GENERAL	$ 305,647	$ 312,168	$ 312,168	$ 312,168	$ -	0.0%
	222 - HUMAN SERVICES GRANTS	1,081,501	1,752,660	1,834,289	1,778,735	(26,075)	-1.5%
	TOTAL USES	$ 1,387,148	$ 2,064,828	$ 2,146,457	$ 2,090,903	$ (26,075)	-1.3%

Activity Narrative: Increased partnerships, donations and funding will allow the department to increase case management services and goods to more people. The number of CAP contracts is expected to decrease in FY 2016 as Human Services is providing those services in-house.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of emergency shelter nights provided to both men and women	6.7%	10.2%	10.2%	6.0%	(4.2%)	-41.4%
Output	Number of emergency shelter nights provided to both men and women	143,801	260,062	260,062	144,237	(115,825)	-44.5%
Demand	Number of shelter nights requested by both men and women	2,160,070	2,160,070	2,160,070	2,160,070	-	0.0%
Expenditure Ratio	Expenditure per emergency shelter night provided to both men and women	$ 3.24	$ 2.31	$ 3.00	$ 4.91	$ (2.60)	-112.7%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 8,289	$ 210,396	$ 460,981	$ 198,075	$ (12,321)	-5.9%
	TOTAL SOURCES	$ 8,289	$ 210,396	$ 460,981	$ 198,075	$ (12,321)	-5.9%
Expenditure							
	100 - GENERAL	$ 367,500	$ 390,000	$ 390,000	$ 510,564	$ (120,564)	-30.9%
	222 - HUMAN SERVICES GRANTS	98,428	210,396	389,826	198,075	12,321	5.9%
	TOTAL USES	$ 465,928	$ 600,396	$ 779,826	$ 708,639	$ (108,243)	-18.0%

Activity Narrative: Funds have been reapportioned from the Homeless Low Demand Shelter Nights (HLDS) as the demand for emergency shelter nights is expected to increase as a result of the MOS closure.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of respondents to MCHSD annual customer satisfaction survey, Community Action Program subcontractor section, who are satisfied or very satisfied with services received	93.8%	79.0%	79.0%	79.6%	0.6%	0.7%
Output	Number of low-income households that receive financial assistance	4,783	8,410	7,473	5,349	(3,061)	-36.4%
Demand	Number of low-income individuals and families requesting financial assistance	894	8,410	5,509	7,214	(1,196)	-14.2%
Expenditure Ratio	Expenditure per low-income household receiving financial assistance	$ 699.58	$ 467.68	$ 468.01	$ 563.59	$ (95.91)	-20.5%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 3,194,040	$ 3,014,664	$ 2,936,599	$ 3,014,664	$ -	0.0%
	TOTAL SOURCES	$ 3,194,040	$ 3,014,664	$ 2,936,599	$ 3,014,664	$ -	0.0%
Expenditure							
	222 - HUMAN SERVICES GRANTS	$ 3,346,077	$ 3,014,664	$ 3,497,443	$ 3,014,664	$ -	0.0%
	TOTAL USES	$ 3,346,077	$ 3,014,664	$ 3,497,443	$ 3,014,664	$ -	0.0%

Activity Narrative: Households will receive greater financial assistance in FY 2016. As a result, fewer households will be served and the output measure will decline.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of persons receiving case management services who stay in their homes	0.4%	98.5%	98.5%	97.9%	(0.5%)	-0.5%
Output	Number of people who receive case management services	1,666	3,061	3,061	3,055	(6)	-0.2%
Demand	Number of eligible persons referred to case management by Area Agency on Aging	3,435	4,079	4,079	5,355	1,276	31.3%
Expenditure Ratio	Expenditure per person receiving case management services	$ 1,263.30	$ 718.86	$ 757.62	$ 785.49	$ (66.63)	-9.3%
Revenue							
	100 - GENERAL	$ 2,213	$ -	$ 2,213	$ -	$ -	N/A
	222 - HUMAN SERVICES GRANTS	1,388,070	1,001,683	1,961,367	1,165,949	164,266	16.4%
	TOTAL SOURCES	$ 1,390,283	$ 1,001,683	$ 1,963,580	$ 1,165,949	$ 164,266	16.4%
Expenditure							
	100 - GENERAL	$ 1,026,272	$ 1,198,744	$ 1,198,744	$ 1,198,744	$ -	0.0%
	222 - HUMAN SERVICES GRANTS	1,078,392	1,001,683	1,120,338	1,200,917	(199,234)	-19.9%
	TOTAL USES	$ 2,104,664	$ 2,200,427	$ 2,319,082	$ 2,399,661	$ (199,234)	-9.1%

Activity Narrative: The demand measure is expected to increase as the population continues to age and not all can afford private facilities.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of 4-5 year old children who are considered school ready according to the	58.0%	90.5%	96.7%	89.5%	(1.0%)	-1.1%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 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	58.0%	90.5%	96.7%	89.5%	(1.0%)	-1.1%
Output	Number of 4-5 year old children enrolled in the program completing the assessment	1,532	1,385	1,305	1,400	15	1.1%
Output	Total number of children enrolled in the program	2,897	2,574	2,522	2,768	194	7.5%
Demand	Number of children who have applied for the program	4,266	4,260	4,055	15,000	10,740	252.1%
Expenditure Ratio	Expenditure per child enrolled in the program completing the assessment	$ 13,011.20	$ 15,275.73	$ 16,220.50	$ 16,004.00	$ (728.27)	-4.8%
Expenditure Ratio	Expenditure per child enrolled in the program	$ 6,880.62	$ 8,219.46	$ 8,393.24	$ 8,095.00	$ 124.46	1.5%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 19,876,112	$ 21,156,882	$ 21,310,252	$ 22,152,448	$ 995,566	4.7%
	TOTAL SOURCES	$ 19,876,112	$ 21,156,882	$ 21,310,252	$ 22,152,448	$ 995,566	4.7%
Expenditure							
	222 - HUMAN SERVICES GRANTS	$ 19,933,155	$ 21,156,882	$ 21,167,748	$ 22,406,248	$ (1,249,366)	-5.9%
	TOTAL USES	$ 19,933,155	$ 21,156,882	$ 21,167,748	$ 22,406,248	$ (1,249,366)	-5.9%

Activity Narrative: The department received an increase in Early Head Start grant funding for FY 2015 and 2016. Demand will increase as the program will receive more exposure and will accommodate higher enrollment numbers. The department will offer more full/extended day classes to better suit the needs of the community; however, this will result in fewer children being served.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Percent of customers enrolled in Workforce Innovation and Opportunity Act program that	83.1%	77.8%	79.0%	78.2%	0.5%	0.6%
Percent of youth enrolled in Workforce Innovation and Opportunity Act program receiving case management services who are placed in one or more of the following: post-secondary education, advanced training, employment, and military	64.2%	42.0%	44.3%	48.0%	6.0%	14.3%

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 Workforce Investment Act (WIA) employment and training related services to unemployed and underemployed individuals, including veterans, justice-involved adults and youth, and other vulnerable populations, residing in Maricopa County so they can connect with employers and obtain and retain unsubsidized employment leading to self-sufficiency.

Mandates: Discretionary service.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of customers enrolled in Workforce Innovation and Opportunity Act program that entered employment	83.1%	77.8%	79.0%	78.2%	0.5%	0.6%
Output	Number of customers enrolled in Workforce Innovation and Opportunity Act program	834	1,080	1,080	1,080	-	0.0%
Demand	Number of customers who visit the One Stop Centers requesting Workforce Innovation and Opportunity Act program enrollment	117,645	125,000	125,055	153,469	28,469	22.8%
Expenditure Ratio	Expenditure per customer enrolled in Workforce Innovation and Opportunity Act program	$ 9,620.01	$ 9,321.17	$ 8,959.06	$ 9,155.53	$ 165.64	1.8%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 8,192,013	$ 10,066,867	$ 10,412,106	$ 9,783,070	$ (283,797)	-2.8%
	TOTAL SOURCES	$ 8,192,013	$ 10,066,867	$ 10,412,106	$ 9,783,070	$ (283,797)	-2.8%
Expenditure							
	222 - HUMAN SERVICES GRANTS	$ 8,023,090	$ 10,066,867	$ 9,675,787	$ 9,887,974	$ 178,893	1.8%
	TOTAL USES	$ 8,023,090	$ 10,066,867	$ 9,675,787	$ 9,887,974	$ 178,893	1.8%

Activity Narrative: The output measure of the number of customers enrolled will increase in FY 2016 due to changes in procedure, such as streamlining trainings, allowing the office to operate more efficiently. Also, the department has increased outreach with additional access points and partnerships within the County and local municipalities.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of youth enrolled in Workforce Innovation and Opportunity Act program receiving case management services who are placed in one or more of the following: post-secondary education, advanced training, employment, and military	64.2%	42.0%	44.3%	48.0%	6.0%	14.3%
Output	Number of youth receiving case management services	201	200	192	250	50	25.0%
Demand	Number of youth requesting case management services	2,141	1,400	1,305	2,313	913	65.2%
Expenditure Ratio	Expenditure per youth receiving case management services	$ 11,454.84	$ 21,389.85	$ 20,446.03	$ 5,916.94	$ 15,472.91	72.3%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 2,803,458	$ 4,277,969	$ 4,102,787	$ 1,466,827	$ (2,811,142)	-65.7%
	TOTAL SOURCES	$ 2,803,458	$ 4,277,969	$ 4,102,787	$ 1,466,827	$ (2,811,142)	-65.7%
Expenditure							
	222 - HUMAN SERVICES GRANTS	$ 2,302,422	$ 4,277,969	$ 3,925,638	$ 1,479,235	$ 2,798,734	65.4%
	TOTAL USES	$ 2,302,422	$ 4,277,969	$ 3,925,638	$ 1,479,235	$ 2,798,734	65.4%

Activity Narrative: The department has increased exposure of this service due to a federal reauthorization of grant funds which define exactly what community must be served and how the program must serve them. These revisions are expected to increase the number of youth requesting and receiving services in FY 2016. While the there is a reduction in grant funding, the programmatic portion of the Youth Services Activity funding is intact.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 2,260,912**	**$ -**
FY 2015 Revised Budget		**$ 2,260,912**	**$ -**
FY 2016 Baseline Budget		**$ 2,260,912**	**$ -**
FY 2016 Adopted Budget		**$ 2,260,912**	**$ -**
Percent Change from Baseline Amount		*0.0%*	
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ -**	**$ -**
FY 2015 Revised Budget		**$ -**	**$ -**
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 120,000**	**$ -**
Other Non Recurring		*120,000*	*-*
1.0 FTE Special Projects Manager	*$ 84,992*		
Increase in General Supplies for New Position	*35,008*		
FY 2016 Adopted Budget		**$ 120,000**	**$ -**

CDBG Housing Trust Fund (217)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 16,279,189**	**$ 16,279,189**
Adjustments:	Agenda Item:		
Grants		**$ 925,598**	**$ 925,598**
Human Services Department Grant	*C-22-15-034-2-00*	*925,598*	*925,598*
FY 2015 Revised Budget		**$ 17,204,787**	**$ 17,204,787**
FY 2016 Baseline Budget		**$ 17,204,787**	**$ 17,204,787**
Adjustments:			
Employee Retirement and Benefits		**$ (314)**	**$ -**
Retirement Contributions		*(314)*	*-*
Base Adjustments		**$ (13,354)**	**$ -**
Central Service Cost Allocation		*(13,354)*	*-*
Grants		**$ 2,952,513**	**$ 2,938,845**
Grant Reconciliation		*2,952,513*	*2,938,845*
FY 2016 Adopted Budget		**$ 20,143,632**	**$ 20,143,632**
Percent Change from Baseline Amount		*17.1%*	*17.1%*

CDBG Housing Trust Fund (217) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ (294,294)	$ (294,294)	$ (294,294)	$ (444,493)	$ (444,493)
Sources:					
Operating	$ 8,457,652	$ 16,279,189	$ 17,204,787	$ 17,204,787	$ 20,143,632
Total Sources:	$ 8,457,652	$ 16,279,189	$ 17,204,787	$ 17,204,787	$ 20,143,632
Uses:					
Non-Recurring	-	-	-	-	-
Total Uses:	$ 8,607,851	$ 16,279,189	$ 17,204,787	$ 17,204,787	$ 20,143,632
Structural Balance	$ (150,199)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ -	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ -	$ -
Total Ending Spendable Fund Balance	$ (444,493)	$ (294,294)	$ (294,294)	$ (444,493)	$ (444,493)

Human Services Grant Fund (222)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 44,319,456**	**$ 44,319,456**
Adjustments:	Agenda Item:			
Grants			**$ 2,596,341**	**$ 2,596,341**
Human Services Department Grant	*C-22-15-034-2-00*		*2,596,341*	*2,596,341*
FY 2015 Revised Budget			**$ 46,915,797**	**$ 46,915,797**
FY 2016 Baseline Budget			**$ 46,915,797**	**$ 46,915,797**
Adjustments:				
Employee Retirement and Benefits			**$ (15,469)**	**$ -**
Retirement Contributions			*(15,469)*	-
Base Adjustments			**$ 128,937**	**$ -**
Internal Service Charges			*(1,138)*	-
Decrease Risk Management Charges		*$ (1,138)*		
Central Service Cost Allocation			*130,075*	-
Grants			**$ (1,783,036)**	**$ (1,669,568)**
Grant Reconciliation			*(1,783,036)*	*(1,669,568)*
FY 2016 Adopted Budget			**$ 45,246,229**	**$ 45,246,229**
Percent Change from Baseline Amount			*-3.6%*	*-3.6%*

Human Services Grant Fund (222) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ (1,699,098)	$ (1,889,098)	$ (1,889,098)	$ (255,317)	$ (255,317)
Sources:					
Operating	$ 42,704,224	$ 44,319,456	$ 46,915,797	$ 46,915,797	$ 45,246,229
Total Sources:	$ 42,704,224	$ 44,319,456	$ 46,915,797	$ 46,915,797	$ 45,246,229
Uses:					
Non-Recurring	-	-	-	-	-
Total Uses:	$ 41,260,455	$ 44,319,456	$ 46,915,797	$ 46,915,797	$ 45,246,229
Structural Balance	$ 1,443,769	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 12	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ -	$ -
Total Ending Spendable Fund Balance	$ (255,317)	$ (1,889,098)	$ (1,889,098)	$ (255,317)	$ (255,317)

Integrated Criminal Justice Information System

Analysis by Alice Kirk, Management and 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 2016, 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, the DR system is in place to ensure that the major ICJIS internal application, Justice Web Interface (JWI), is in a fail-over disaster recovery mode. By July 2016, all critical data exchanges will remain protected by the DR infrastructure.

Department Specific

By July 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: ICJIS currently anticipates that this project will be completed for all data exchanges prior to July 2017. This goal is 35% complete.

Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
DTEX - ELECTRONIC DATA EXCAHNGE	$ -	$ 1,587,128	$ 1,608,935	$ 1,569,563	$ 1,674,878	$ (65,943)	-4.1%
42EX - ELECTRONIC DATA EXCAHNGE	$ -	$ 1,587,128	$ 1,608,935	$ 1,569,563	$ 1,674,878	$ (65,943)	-4.1%
SPPT - OPERATIONS SUPPORT	$ -	$ -	$ -	$ -	$ 12,441	$ (12,441)	N/A
99AS - INDIRECT SUPPORT	$ -	$ -	$ -	$ -	$ 12,441	$ (12,441)	N/A
INFR - INFRASTRUCTURE	$ -	$ 38,674	$ 38,674	$ 39,513	$ 40,328	$ (1,654)	-4.3%
ISFC - INTERNAL SERVICE FUND CHARGES	2,868	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	2,752	2,752	2,752	3,340	(588)	-21.4%
99GV - GENERAL OVERHEAD	$ 2,868	$ 41,426	$ 41,426	$ 42,265	$ 43,668	$ (2,242)	-5.4%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 1,479,644	$ -	$ -	$ (102)	$ -	$ -	N/A
99IT - INFORMATION TECHNOLOGY	$ 1,479,644	$ -	$ -	$ (102)	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 1,482,512**	**$ 1,628,554**	**$ 1,650,361**	**$ 1,611,726**	**$ 1,730,987**	**$ (80,626)**	**-4.9%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 694,872	$ 728,931	$ 747,289	$ 755,639	$ 750,208	$ (2,919)	-0.4%
0750 - FRINGE BENEFITS	171,638	188,922	191,815	184,877	198,581	(6,766)	-3.5%
0790 - OTHER PERSONNEL SERVICES	-	-	556	556	1,144	(588)	-105.8%
SUBTOTAL	$ 866,510	$ 917,853	$ 939,660	$ 941,072	$ 949,933	$ (10,273)	-1.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 18,595	$ 5,125	$ 5,125	$ 37,877	$ 5,125	$ -	0.0%
0804 - NON-CAPITAL EQUIPMENT	29,734	14,000	14,000	9,332	10,000	4,000	28.6%
SUBTOTAL	$ 48,329	$ 19,125	$ 19,125	$ 47,209	$ 15,125	$ 4,000	20.9%
SERVICES							
0812 - OTHER SERVICES	$ 305,590	$ 321,425	$ 321,425	$ 314,935	$ 417,513	$ (96,088)	-29.9%
0820 - RENT & OPERATING LEASES	2,757	25,314	25,314	25,635	25,314	-	0.0%
0825 - REPAIRS AND MAINTENANCE	151,830	260,000	260,000	209,577	255,200	4,800	1.8%
0839 - INTERNAL SERVICE CHARGES	54,822	52,632	52,632	51,231	55,822	(3,190)	-6.1%
0841 - TRAVEL	3,585	3,500	3,500	3,074	2,000	1,500	42.9%
0842 - EDUCATION AND TRAINING	8,271	12,000	12,000	5,000	10,000	2,000	16.7%
0843 - POSTAGE/FREIGHT/SHIPPING	11	80	80	38	80	-	0.0%
0873 - SERVICES-ALLOCATION IN	-	-	-	325	-	-	N/A
SUBTOTAL	$ 526,866	$ 674,951	$ 674,951	$ 609,815	$ 765,929	$ (90,978)	-13.5%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 40,807	$ 16,625	$ 16,625	$ 13,630	$ -	$ 16,625	100.0%
SUBTOTAL	$ 40,807	$ 16,625	$ 16,625	$ 13,630	$ -	$ 16,625	100.0%
ALL EXPENDITURES	$ 1,482,512	$ 1,628,554	$ 1,650,361	$ 1,611,726	$ 1,730,987	$ (80,626)	-4.9%
TOTAL USES	$ 1,482,512	$ 1,628,554	$ 1,650,361	$ 1,611,726	$ 1,730,987	$ (80,626)	-4.9%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
255 DETENTION OPERATIONS							
OPERATING	$ 1,462,075	$ 1,628,554	$ 1,650,361	$ 1,611,726	$ 1,656,954	$ (6,593)	-0.4%
NON RECURRING NON PROJECT	20,437	-	-	-	74,033	(74,033)	N/A
FUND TOTAL USES	$ 1,482,512	$ 1,628,554	$ 1,650,361	$ 1,611,726	$ 1,730,987	$ (80,626)	-4.9%
DEPARTMENT OPERATING TOTAL USES	$ 1,462,075	$ 1,628,554	$ 1,650,361	$ 1,611,726	$ 1,656,954	$ (6,593)	-0.4%
DEPARTMENT NON RECURRING TOTAL USES	$ 20,437	$ -	$ -	$ -	$ 74,033	$ (74,033)	N/A
DEPARTMENT TOTAL USES	$ 1,482,512	$ 1,628,554	$ 1,650,361	$ 1,611,726	$ 1,730,987	$ (80,626)	-4.9%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
ELECTRONIC DATA EXCAHNGE							
ELECTRONIC DATA EXCAHNGE	-	6.00	6.00	6.00	6.00	-	0.0%
PROGRAM TOTAL	-	6.00	6.00	6.00	6.00	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	6.00	-	.00	-	-	-	N/A
PROGRAM TOTAL	6.00	-	-	-	-	-	N/A
DEPARTMENT TOTAL	6.00	6.00	6.00	6.00	6.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
Data Architect	2.00	1.00	-	-	-	-	N/A
IT Consultant	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 Program Manager	-	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%
Software Architect	-	-	1.00	1.00	1.00	-	0.0%
Department Total	**6.00**	**6.00**	**6.00**	**6.00**	**6.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
255 DETENTION OPERATIONS	6.00	6.00	6.00	6.00	6.00	-	0.0%
Department Total	**6.00**	**6.00**	**6.00**	**6.00**	**6.00**	**-**	**0.0%**

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay and market study adjustments made in FY 2015.

Base Adjustments:

Detention Fund (255) Operating

- Decrease Regular Benefits by $763 for the impact of the changes in retirement contribution rates.
- Increase Regular Benefits by $6,768 for the impact of the changes in health and dental premium rates.
- Increase Internal Service Charges by $588 for the impact of the changes in risk management charges.

Detention Fund (255) Non Recurring

- Budget other services of $74,033 for IBM Software Settlement.

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 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Percent of Service Request Responses Completed to Requestor Parties' Overall Satisfaction.	N/A	99.0%	98.2%	100.0%	1.0%	1.0%
Percent of the Time Electronic Data Exchanges are Available Online.	N/A	99.5%	100.0%	99.5%	0.0%	0.0%

Activities that comprise this program include:

- Electronic Data Exchange Activity

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Service Request Responses Completed to Requestor Parties' Overall Satisfaction.	N/A	99.0%	98.2%	100.0%	1.0%	1.0%
Result	Percent of the Time Electronic Data Exchanges are Available Online.	N/A	99.5%	100.0%	99.5%	0.0%	0.0%
Output	Number of Service Request Responses Completed.	N/A	100	55	32	(68)	-68.0%
Demand	Number of Service Requests Received.	N/A	100	55	32	(68)	-68.0%
Expenditure Ratio	Total Activity Expenditure per Service Request Response Completed.	N/A	$ 16,089.35	$ 28,537.51	$ 52,339.94	$ (36,250.59)	-225.3%
Expenditure							
	255 - DETENTION OPERATIONS	$ -	$ 1,608,935	$ 1,569,563	$ 1,674,878	$ (65,943)	-4.1%
	TOTAL USES	$ -	$ 1,608,935	$ 1,569,563	$ 1,674,878	$ (65,943)	-4.1%

Activity Narrative: The purpose of the Electronic Data Exchange Activity is to provide reliable online electronic information to law enforcement agencies and criminal justice stakeholders so 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. The department developed ICJIS specific programs and activities during the FY 2015 Strategic Business Plan update process. This was a new activity for the department in FY 2015. Due to the newness of these measures, ICJIS has found that the number of service requests received and completed was originally overestimated. The FY 2016 numbers reflect a more accurate representation of the requests ICJIS is currently receiving and completing.

Appropriated Budget Reconciliations

Detention Fund (255)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 1,628,554**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 21,807**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*21,807*	-
FY 2015 Revised Budget			**$ 1,650,361**	**$ -**
FY 2016 Baseline Budget			**$ 1,650,361**	**$ -**
Adjustments:				
Employee Retirement and Benefits			**$ (763)**	**$ -**
Retirement Contributions			*(763)*	-
Base Adjustments			**$ 588**	**$ -**
Internal Service Charges			*588*	-
Increase Risk Management Charges		*$ 588*		
FY 2016 Tentative Budget			**$ 1,650,186**	**$ -**
Percent Change from Baseline Amount			*0.0%*	
Adjustments:				
Employee Retirement and Benefits			**$ 6,768**	**$ -**
Employee Health/Dental Premiums			*6,768*	-
FY 2016 Adopted Budget			**$ 1,656,954**	**$ -**
Percent Change from Baseline Amount			*0.4%*	

Detention Fund (255) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2015 Adopted Budget			**$ -**	**$ -**
FY 2015 Revised Budget			**$ -**	**$ -**
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Base Adjustments			**$ 74,033**	**$ -**
Other Base Adjustments			*74,033*	-
IBM Software Settlement	*$*	*74,033*		
FY 2016 Adopted Budget			**$ 74,033**	**$ -**

Internal Audit

Analysis by Karina Araiza, Management and Budget Analyst

Summary

Mission

The mission of Internal Audit 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 facilitate positive change throughout the County.

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: Internal Audit received a 100% customer satisfaction rating in FY 2014. The Department is on track to maintain 100% 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: Internal Audit maintained a 100% completion rate in FY 2014. The Department is on track to maintain 100% 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: Internal Audit facilitated the implementation of 95.4% of audit recommendations within three years of being reported. The Department is expected to maintain this level in FY 2015.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
AUDT - AUDIT SERVICES	$ 1,552,550	$ 1,642,683	$ 1,675,742	$ 1,674,816	$ 1,697,641	$ (21,899)	-1.3%
23AS - INTERNAL AUDIT SERVICES	$ 1,552,550	$ 1,642,683	$ 1,675,742	$ 1,674,816	$ 1,697,641	$ (21,899)	-1.3%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 8,919	$ 13,669	$ 13,942	$ 14,098	$ 14,105	$ (163)	-1.2%
HRAC - HUMAN RESOURCES	12,176	6,048	6,210	6,150	6,319	(109)	-1.8%
ODIR - EXECUTIVE MANAGEMENT	122,701	121,904	124,888	125,441	126,277	(1,389)	-1.1%
POOL - POOLED COSTS	-	-	-	-	(4,518)	4,518	N/A
PROC - PROCUREMENT	3,054	601	623	585	635	(12)	-1.9%
99AS - INDIRECT SUPPORT	$ 146,850	$ 142,222	$ 145,663	$ 146,274	$ 142,818	$ 2,845	2.0%
INFR - INFRASTRUCTURE	$ -	$ 9,897	$ 9,897	$ 9,156	$ 10,363	$ (466)	-4.7%
ISFC - INTERNAL SERVICE FUND CHARGES	5,568	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	4,535	4,535	4,539	4,535	-	0.0%
99GV - GENERAL OVERHEAD	$ 5,568	$ 14,432	$ 14,432	$ 13,695	$ 14,898	$ (466)	-3.2%
TOTAL PROGRAMS	**$ 1,704,968**	**$ 1,799,337**	**$ 1,835,837**	**$ 1,834,785**	**$ 1,855,357**	**$ (19,520)**	**-1.1%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,229,345	$ 1,279,459	$ 1,318,255	$ 1,343,487	$ 1,329,035	$ (10,780)	-0.8%
0705 - TEMPORARY PAY	20,447	59,552	50,192	12,380	33,563	16,629	33.1%
0710 - OVERTIME	181	-	-	62	-	-	N/A
0750 - FRINGE BENEFITS	395,310	420,661	427,730	432,403	451,037	(23,307)	-5.4%
0790 - OTHER PERSONNEL SERVICES	-	-	-	10,000	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(20,672)	(20,800)	(20,800)	(20,800)	(20,701)	(99)	-0.5%
SUBTOTAL	$ 1,624,611	$ 1,738,872	$ 1,775,377	$ 1,777,532	$ 1,792,934	$ (17,557)	-1.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 3,783	$ 4,000	$ 4,000	$ 3,576	$ 4,000	$ -	0.0%
0804 - NON-CAPITAL EQUIPMENT	4,663	-	-	-	-	-	N/A
SUBTOTAL	$ 8,446	$ 4,000	$ 4,000	$ 3,576	$ 4,000	$ -	0.0%
SERVICES							
0812 - OTHER SERVICES	$ 15,180	$ 16,956	$ 16,956	$ 20,179	$ 15,684	$ 1,272	7.5%
0820 - RENT & OPERATING LEASES	1,321	1,625	1,620	1,680	1,500	120	7.4%
0825 - REPAIRS AND MAINTENANCE	-	200	200	117	200	-	0.0%
0839 - INTERNAL SERVICE CHARGES	14,639	15,935	15,935	16,034	15,939	(4)	0.0%
0841 - TRAVEL	7,679	5,000	5,000	4,553	5,000	-	0.0%
0842 - EDUCATION AND TRAINING	32,895	16,649	16,649	10,991	20,000	(3,351)	-20.1%
0843 - POSTAGE/FREIGHT/SHIPPING	197	100	100	123	100	-	0.0%
SUBTOTAL	$ 71,911	$ 56,465	$ 56,460	$ 53,677	$ 58,423	$ (1,963)	-3.5%
ALL EXPENDITURES	$ 1,704,968	$ 1,799,337	$ 1,835,837	$ 1,834,785	$ 1,855,357	$ (19,520)	-1.1%
TOTAL USES	$ 1,704,968	$ 1,799,337	$ 1,835,837	$ 1,834,785	$ 1,855,357	$ (19,520)	-1.1%

Sources and Uses by Fund by Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 1,704,968	$ 1,799,337	$ 1,835,837	$ 1,834,785	$ 1,855,357	$ (19,520)	-1.1%
FUND TOTAL USES	$ 1,704,968	$ 1,799,337	$ 1,835,837	$ 1,834,785	$ 1,855,357	$ (19,520)	-1.1%
DEPARTMENT OPERATING TOTAL USES	$ 1,704,968	$ 1,799,337	$ 1,835,837	$ 1,834,785	$ 1,855,357	$ (19,520)	-1.1%
DEPARTMENT TOTAL USES	$ 1,704,968	$ 1,799,337	$ 1,835,837	$ 1,834,785	$ 1,855,357	$ (19,520)	-1.1%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	.10	.15	.15	.15	.15	-	0.0%
EXECUTIVE MANAGEMENT	1.20	1.29	1.29	1.29	1.29	-	0.0%
HUMAN RESOURCES	.20	.10	.10	.10	.10	-	0.0%
PROCUREMENT	.05	.01	.01	.01	.01	-	0.0%
PROGRAM TOTAL	1.55	1.55	1.55	1.55	1.55	-	0.0%
INTERNAL AUDIT SERVICES							
AUDIT SERVICES	17.45	16.45	16.20	16.20	16.20	-	0.0%
PROGRAM TOTAL	17.45	16.45	16.20	16.20	16.20	-	0.0%
DEPARTMENT TOTAL	19.00	18.00	17.75	17.75	17.75	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin/Operations Specialist	1.00	-	-	-	-	-	N/A
Deputy Director	1.00	-	-	-	-	-	N/A
Deputy Director - Intrnl Audit	-	1.00	-	-	-	-	N/A
Director - Internal Audit	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	-	1.00	1.00	1.00	1.00	-	0.0%
Internal Audit Manager	-	-	3.00	3.00	3.00	-	0.0%
Internal Audit Supervisor	3.00	3.00	-	-	-	-	0.0%
Internal Audit Supervisor – Specialized	2.00	2.00	-	-	-	-	0.0%
Internal Auditor	3.50	2.75	2.50	2.50	2.50	-	0.0%
Internal Auditor Senior	5.00	5.00	7.00	7.00	7.00	-	0.0%
Internal Auditor Senior – Specialized	2.50	2.25	3.25	3.25	3.25	-	0.0%
Department Total	**19.00**	**18.00**	**17.75**	**17.75**	**17.75**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	19.00	18.00	17.75	17.75	17.75	-	0.0%
Department Total	**19.00**	**18.00**	**17.75**	**17.75**	**17.75**	**-**	**0.0%**

General Adjustments

Base Adjustments:

General Fund (100)

- Decrease Regular Benefits by $1,252 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by $487 for the impact of the changes in risk management charges.
- Increase Regular Benefits by $18,048 for the impact of the changes in health and dental premium rates.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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 recommendations implemented within three years	95.4%	93.0%	94.7%	95.2%	2.2%	2.4%
Percent of audit reports completed within 180 days after fiscal year-end	N/A	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Audit Services

Audit Services Activity

The purpose of the Audit Services Activity is to provide objective information on the County's system of internal controls to the Board of Supervisors so they can make informed decisions and protect the interests of County citizens.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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 recommendations implemented within three years	95.4%	93.0%	94.7%	95.2%	2.2%	2.4%
Result	Percent of audit reports completed within 180 days after fiscal year-end	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of audit reports completed	20	20	20	20	-	0.0%
Demand	Number of audit reports demanded by the Board of Supervisors (annually survey BOS for audit coverage); expressed as a number	20	20	20	20	-	0.0%
Expenditure Ratio	Total Activity Expenditure per audit report	$ 77,627.50	$ 83,787.10	$ 83,740.80	$ 84,882.05	$ (1,094.95)	-1.3%
Expenditure							
	100 - GENERAL	$ 1,552,550	$ 1,675,742	$ 1,674,816	$ 1,697,641	$ (21,899)	-1.3%
	TOTAL USES	$ 1,552,550	$ 1,675,742	$ 1,674,816	$ 1,697,641	$ (21,899)	-1.3%

Activity Narrative: The Board of Supervisors' audit requests drives the demand for Internal Audit. It is expected that the demand will remain the same in FY 2016 as in FY 2015.

Appropriated Budget Reconciliation

General Fund (100)

			Expenditures	Revenue
FY 2015 Adopted Budget			**$ 1,799,337**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 36,500**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*34,813*	-
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*948*	-
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*739*	-
FY 2015 Revised Budget			**$ 1,835,837**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 3,211**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*144*	-
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*(739)*	-
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*3,806*	-
FY 2016 Baseline Budget Threshold			**$ 1,839,048**	**$ -**
Adjustments:				
Employee Retirement and Benefits			**$ (1,252)**	**$ -**
Retirement Contributions			*(1,252)*	-
Base Adjustments			**$ (487)**	**$ -**
Internal Service Charges			*(487)*	-
Decrease Risk Management Charges		*$ (487)*		
FY 2016 Tentative Budget			**$ 1,837,309**	**$ -**
Percent Change from Threshold Amount			*-0.1%*	
Adjustments:				
Employee Retirement and Benefits			**$ 18,048**	**$ -**
Employee Health/Dental Premiums			*18,048*	-
FY 2016 Adopted Budget			**$ 1,855,357**	**$ -**
Percent Change from Threshold Amount			*0.9%*	

Justice Courts

Analysis by Cole St. Arnold, 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. All 26 Justice Courts are accepting and scanning civil cases, civil small claims cases, and eviction actions into the EDMS. In addition, there is a civil traffic case repository in EDMS that allows subsequent documents to be tied to newly filed traffic violations. Phase Two will begin in FY 2016 which will include electronic processing of criminal traffic and misdemeanor cases.

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: Due to significantly lower case filings in FY 2015, case clearance rates in the Justice Courts were often in excess of 100% (terminations divided by new filings) due in large part to resolution of older cases in anticipation of EDMS. While case terminations are increasing, case processing times remain stable.

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.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
MCAD - MISDEMEANOR CRIM ADJUDICATION	$ 11,085,291	$ 11,091,119	$ 11,091,119	$ 9,570,880	$ 9,729,543	$ (1,361,576)	-12.3%
80CJ - CRIMINAL JUSTICE	$ 11,085,291	$ 11,091,119	$ 11,091,119	$ 9,570,880	$ 9,729,543	$ (1,361,576)	-12.3%
CIVT - CIVIL TRAFFIC	$ 3,061,394	$ 3,125,979	$ 3,125,979	$ 3,290,552	$ 3,249,545	$ 123,566	4.0%
FDET - FORCIBLE DETAINER	-	-	-	4,159	-	-	N/A
SMCV - SMALL CIVIL	8,067,736	7,586,540	7,586,540	7,678,328	7,641,064	54,524	0.7%
80CV - CIVIL AND TAX JUSTICE	$ 11,129,130	$ 10,712,519	$ 10,712,519	$ 10,973,039	$ 10,890,609	$ 178,090	1.7%
GGOV - GENERAL GOVERNMENT	$ 1,552	$ 7,900	$ 7,900	$ 7,598	$ 7,800	$ (100)	-1.3%
99GV - GENERAL OVERHEAD	$ 1,552	$ 7,900	$ 7,900	$ 7,598	$ 7,800	$ (100)	-1.3%
TOTAL PROGRAMS	**$ 22,215,973**	**$ 21,811,538**	**$ 21,811,538**	**$ 20,551,517**	**$ 20,627,952**	**$ (1,183,586)**	**-5.4%**
USES							
CTRF - CRIMINAL TRAFFIC	$ 1,556,318	$ 2,061,198	$ 2,044,905	$ 1,754,566	$ 2,048,150	$ (3,245)	-0.2%
MCAD - MISDEMEANOR CRIM ADJUDICATION	1,918,028	1,691,803	1,836,293	1,977,239	1,878,551	(42,258)	-2.3%
MDUI - MISDEMEANOR DUI	635,024	593,374	595,380	617,815	603,383	(8,003)	-1.3%
80CJ - CRIMINAL JUSTICE	$ 4,109,370	$ 4,346,375	$ 4,476,578	$ 4,349,620	$ 4,530,084	$ (53,506)	-1.2%
CIVT - CIVIL TRAFFIC	$ 8,298,978	$ 8,683,417	$ 8,631,926	$ 8,059,031	$ 8,818,888	$ (186,962)	-2.2%
CVSC - CIVIL SMALL CLAIMS	1,591,923	1,448,842	1,492,479	1,537,224	1,491,582	897	0.1%
FDET - FORCIBLE DETAINER	3,594,652	3,449,634	3,617,452	3,666,975	3,613,421	4,031	0.1%
INJH - INJUNCTIONS AGAINST HARASS	717,293	619,890	639,320	650,988	650,377	(11,057)	-1.7%
ORDP - ORDERS OF PROTECTION	812,660	722,409	730,033	779,456	741,898	(11,865)	-1.6%
SMCV - SMALL CIVIL	2,159,204	1,963,554	1,997,487	1,993,751	2,003,875	(6,388)	-0.3%
80CV - CIVIL AND TAX JUSTICE	$ 17,174,710	$ 16,887,746	$ 17,108,697	$ 16,687,425	$ 17,320,041	$ (211,344)	-1.2%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 823,026	$ 980,662	$ 970,264	$ 900,233	$ 840,848	$ 129,416	13.3%
HRAC - HUMAN RESOURCES	128,600	193,105	224,217	170,590	379,612	(155,395)	-69.3%
ODIR - EXECUTIVE MANAGEMENT	999,918	134,507	368,392	285,547	405,289	(36,897)	-10.0%
POOL - POOLED COSTS	-	98,846	-	-	(25,944)	25,944	N/A
SPPT - OPERATIONS SUPPORT	-	495,354	402,352	429,054	307,235	95,117	23.6%
99AS - INDIRECT SUPPORT	$ 1,951,544	$ 1,902,474	$ 1,965,225	$ 1,785,424	$ 1,907,040	$ 58,185	3.0%
GGOV - GENERAL GOVERNMENT	$ -	$ -	$ 4,245	$ -	$ -	$ 4,245	100.0%
INFR - INFRASTRUCTURE	-	222,876	222,876	216,048	280,224	(57,348)	-25.7%
ISFC - INTERNAL SERVICE FUND CHARGES	74,448	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	75,035	75,035	75,368	72,216	2,819	3.8%
99GV - GENERAL OVERHEAD	$ 74,448	$ 297,911	$ 302,156	$ 291,416	$ 352,440	$ (50,284)	-16.6%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 790,511	$ 1,564,951	$ 1,448,836	$ 1,250,866	$ 1,448,836	$ -	0.0%
99IT - INFORMATION TECHNOLOGY	$ 790,511	$ 1,564,951	$ 1,448,836	$ 1,250,866	$ 1,448,836	$ -	0.0%
TOTAL PROGRAMS	**$ 24,100,583**	**$ 24,999,457**	**$ 25,301,492**	**$ 24,364,751**	**$ 25,558,441**	**$ (256,949)**	**-1.0%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 11,079,960	$ 10,898,500	$ 10,898,500	$ 10,743,020	$ 10,851,324	$ (47,176)	-0.4%
SUBTOTAL	$ 11,079,960	$ 10,898,500	$ 10,898,500	$ 10,743,020	$ 10,851,324	$ (47,176)	-0.4%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 10,380,447	$ 9,955,738	$ 9,955,738	$ 9,030,664	$ 9,022,213	$ (933,525)	-9.4%
SUBTOTAL	$ 10,380,447	$ 9,955,738	$ 9,955,738	$ 9,030,664	$ 9,022,213	$ (933,525)	-9.4%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 1,552	$ 7,900	$ 7,900	$ 7,598	$ 7,800	$ (100)	-1.3%
0650 - MISCELLANEOUS REVENUE	754,014	949,400	949,400	770,235	746,615	(202,785)	-21.4%
SUBTOTAL	$ 755,566	$ 957,300	$ 957,300	$ 777,833	$ 754,415	$ (202,885)	-21.2%
ALL REVENUES	$ 22,215,973	$ 21,811,538	$ 21,811,538	$ 20,551,517	$ 20,627,952	$ (1,183,586)	-5.4%
TOTAL SOURCES	$ 22,215,973	$ 21,811,538	$ 21,811,538	$ 20,551,517	$ 20,627,952	$ (1,183,586)	-5.4%

Sources and Uses by Category (continued)

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 13,479,159	$ 13,492,218	$ 13,885,866	$ 13,788,084	$ 13,891,792	$ (5,926)	0.0%
0705 - TEMPORARY PAY	681,393	945,445	828,861	805,501	777,658	51,203	6.2%
0710 - OVERTIME	42,865	106,481	106,481	68,566	106,481	-	0.0%
0750 - FRINGE BENEFITS	5,902,472	5,903,017	5,955,704	5,864,964	6,314,111	(358,407)	-6.0%
0790 - OTHER PERSONNEL SERVICES	-	114,151	114,149	17,574	114,149	-	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(4,575,935)	(4,732,625)	(4,732,625)	(4,527,899)	(4,837,875)	105,250	2.2%
0796 - PERSONNEL SERVICES ALLOC-IN	5,204,656	5,344,595	5,344,595	5,135,544	5,466,723	(122,128)	-2.3%
SUBTOTAL	$ 20,734,610	$ 21,173,282	$ 21,503,031	$ 21,152,334	$ 21,833,039	$ (330,008)	-1.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 818,228	$ 679,897	$ 648,462	$ 534,684	$ 563,195	$ 85,267	13.1%
0804 - NON-CAPITAL EQUIPMENT	14,014	67,054	59,000	64,304	42,122	16,878	28.6%
SUBTOTAL	$ 832,242	$ 746,951	$ 707,462	$ 598,988	$ 605,317	$ 102,145	14.4%
SERVICES							
0810 - LEGAL SERVICES	$ 11,277	$ 2,012	$ 2,012	$ 1,190	$ 2,012	$ -	0.0%
0811 - HEALTH CARE SERVICES	456	-	-	-	-	-	N/A
0812 - OTHER SERVICES	575,005	762,453	665,336	646,865	1,136,363	(471,027)	-70.8%
0820 - RENT & OPERATING LEASES	1,159,101	1,195,761	1,195,761	1,206,134	1,199,671	(3,910)	-0.3%
0825 - REPAIRS AND MAINTENANCE	142,050	135,108	135,108	205,436	149,724	(14,616)	-10.8%
0839 - INTERNAL SERVICE CHARGES	354,044	318,526	318,526	321,138	374,349	(55,823)	-17.5%
0841 - TRAVEL	46,299	18,506	43,506	58,434	55,108	(11,602)	-26.7%
0842 - EDUCATION AND TRAINING	109,506	19,558	103,450	60,855	87,558	15,892	15.4%
0843 - POSTAGE/FREIGHT/SHIPPING	126,025	115,300	115,300	113,377	115,300	-	0.0%
0873 - SERVICES-ALLOCATION IN	320	-	-	-	-	-	N/A
SUBTOTAL	$ 2,524,083	$ 2,567,224	$ 2,578,999	$ 2,613,429	$ 3,120,085	$ (541,086)	-21.0%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 9,648	$ 512,000	$ 512,000	$ -	$ -	$ 512,000	100.0%
SUBTOTAL	$ 9,648	$ 512,000	$ 512,000	$ -	$ -	$ 512,000	100.0%
ALL EXPENDITURES	$ 24,100,583	$ 24,999,457	$ 25,301,492	$ 24,364,751	$ 25,558,441	$ (256,949)	-1.0%
TOTAL USES	$ 24,100,583	$ 24,999,457	$ 25,301,492	$ 24,364,751	$ 25,558,441	$ (256,949)	-1.0%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 15,062,100	$ 14,538,738	$ 14,538,738	$ 13,516,055	$ 13,511,769	$ (1,026,969)	-7.1%
FUND TOTAL SOURCES	$ 15,062,100	$ 14,538,738	$ 14,538,738	$ 13,516,055	$ 13,511,769	$ (1,026,969)	-7.1%
204 JUSTICE CT JUDICIAL ENHANCEMNT							
OPERATING	$ 756,033	$ 792,000	$ 792,000	$ 734,434	$ 737,183	$ (54,817)	-6.9%
FUND TOTAL SOURCES	$ 756,033	$ 792,000	$ 792,000	$ 734,434	$ 737,183	$ (54,817)	-6.9%
237 JUST COURTS PHOTO ENFORCEMENT							
OPERATING	$ 2,040	$ 1,800	$ 1,800	$ 1,028	$ -	$ (1,800)	-100.0%
FUND TOTAL SOURCES	$ 2,040	$ 1,800	$ 1,800	$ 1,028	$ -	$ (1,800)	-100.0%
245 JUSTICE COURTS SPECIAL REVENUE							
OPERATING	$ 6,395,800	$ 6,479,000	$ 6,479,000	$ 6,300,000	$ 6,379,000	$ (100,000)	-1.5%
FUND TOTAL SOURCES	$ 6,395,800	$ 6,479,000	$ 6,479,000	$ 6,300,000	$ 6,379,000	$ (100,000)	-1.5%
DEPARTMENT OPERATING TOTAL SOURCES	$ 22,215,973	$ 21,811,538	$ 21,811,538	$ 20,551,517	$ 20,627,952	$ (1,183,586)	-5.4%
DEPARTMENT TOTAL SOURCES	$ 22,215,973	$ 21,811,538	$ 21,811,538	$ 20,551,517	$ 20,627,952	$ (1,183,586)	-5.4%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 16,339,966	$ 17,169,657	$ 17,471,692	$ 17,395,956	$ 17,825,008	$ (353,316)	-2.0%
NON RECURRING NON PROJECT	550,000	-	-	-	-	-	N/A
ELEC DOCUMENT MGMNT SYSTEM	-	512,000	512,000	-	512,000	-	0.0%
FUND TOTAL USES	$ 16,889,966	$ 17,681,657	$ 17,983,692	$ 17,395,956	$ 18,337,008	$ (353,316)	-2.0%
204 JUSTICE CT JUDICIAL ENHANCEMNT							
OPERATING	$ 660,594	$ 792,000	$ 792,000	$ 660,730	$ 737,183	$ 54,817	6.9%
FUND TOTAL USES	$ 660,594	$ 792,000	$ 792,000	$ 660,730	$ 737,183	$ 54,817	6.9%
237 JUST COURTS PHOTO ENFORCEMENT							
OPERATING	$ 1,986	$ 1,800	$ 1,800	$ 750	$ -	$ 1,800	100.0%
ELEC DOCUMENT MGMNT SYSTEM	238,236	45,000	45,000	7,315	-	45,000	100.0%
FUND TOTAL USES	$ 240,222	$ 46,800	$ 46,800	$ 8,065	$ -	$ 46,800	100.0%
245 JUSTICE COURTS SPECIAL REVENUE							
OPERATING	$ 6,309,801	$ 6,479,000	$ 6,479,000	$ 6,300,000	$ 6,379,000	$ 100,000	1.5%
NON RECURRING NON PROJECT	-	-	-	-	105,250	(105,250)	N/A
FUND TOTAL USES	$ 6,309,801	$ 6,479,000	$ 6,479,000	$ 6,300,000	$ 6,484,250	$ (5,250)	-0.1%
DEPARTMENT OPERATING TOTAL USES	$ 23,312,347	$ 24,442,457	$ 24,744,492	$ 24,357,436	$ 24,941,191	$ (196,699)	-0.8%
DEPARTMENT NON RECURRING TOTAL USES	$ 788,236	$ 557,000	$ 557,000	$ 7,315	$ 617,250	$ (60,250)	-10.8%
DEPARTMENT TOTAL USES	$ 24,100,583	$ 24,999,457	$ 25,301,492	$ 24,364,751	$ 25,558,441	$ (256,949)	-1.0%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
CIVIL AND TAX JUSTICE							
CIVIL SMALL CLAIMS	27.00	29.00	29.00	29.00	29.00	-	0.0%
CIVIL TRAFFIC	98.53	100.50	99.50	99.50	99.50	-	0.0%
FORCIBLE DETAINER	57.00	56.00	58.00	58.00	58.00	-	0.0%
INJUNCTIONS AGAINST HARASS	13.00	12.00	12.00	12.00	12.00	-	0.0%
ORDERS OF PROTECTION	11.00	11.00	11.00	11.00	11.00	-	0.0%
SMALL CIVIL	36.00	36.00	35.00	35.00	35.00	-	0.0%
PROGRAM TOTAL	242.53	244.50	244.50	244.50	244.50	-	0.0%
CRIMINAL JUSTICE							
CRIMINAL TRAFFIC	27.50	27.50	26.00	26.00	26.00	-	0.0%
MISDEMEANOR CRIM ADJUDICATION	30.00	30.00	33.00	33.00	33.00	-	0.0%
MISDEMEANOR DUI	11.00	11.00	11.00	11.00	11.00	-	0.0%
PROGRAM TOTAL	68.50	68.50	70.00	70.00	70.00	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	10.00	11.00	10.00	10.00	10.00	-	0.0%
EXECUTIVE MANAGEMENT	9.00	2.00	4.00	4.00	4.00	-	0.0%
HUMAN RESOURCES	2.00	3.00	4.00	4.00	4.00	-	0.0%
OPERATIONS SUPPORT	-	7.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	21.00	23.00	22.00	22.00	22.00	-	0.0%
DEPARTMENT TOTAL	332.03	336.00	336.50	336.50	336.50	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin & Operations Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrator	-	-	1.00	1.00	1.00	-	0.0%
Attorney	-	-	1.00	1.00	1.00	-	0.0%
Business Systems Analyst	4.00	3.00	4.00	4.00	4.00	-	0.0%
Business Systems Analyst-Sr/Ld	1.00	-	-	-	-	-	N/A
Deputy Director - Justice Courts	1.00	1.00	-	-	-	-	N/A
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	1.00	-	0.0%
Human Resources Analyst	-	1.00	2.00	2.00	2.00	-	0.0%
Human Resources Associate	1.00	1.00	-	-	-	-	N/A
Human Resources Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Operations Manager	-	1.00	-	-	-	-	N/A
Justice Of The Peace	26.00	26.00	26.00	26.00	26.00	-	0.0%
Justice System Administrator	-	-	1.00	1.00	1.00	-	0.0%
Justice System Clerk	233.03	235.00	121.50	121.50	121.50	-	0.0%
Justice System Clerk Lead	25.00	25.00	25.00	25.00	25.00	-	0.0%
Justice System Clerk Senior	-	-	113.00	113.00	113.00	-	0.0%
Justice System Clerk Supervisor	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	7.00	7.00	6.00	6.00	6.00	-	0.0%
Office Assistant Specialized	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	1.00	1.00	-	-	-	-	N/A
PC/LAN Technician - Senior/Lead	-	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 - Senior/Lead	-	1.00	1.00	1.00	1.00	-	0.0%
Special Projects Manager	-	-	1.00	1.00	1.00	-	0.0%
Department Total	**332.03**	**336.00**	**336.50**	**336.50**	**336.50**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	329.03	333.00	331.50	331.50	332.50	1.00	0.3%
204 JUSTICE CT JUDICIAL ENHANCEMNT	3.00	3.00	5.00	5.00	4.00	(1.00)	(20.0%)
Department Total	**332.03**	**336.00**	**336.50**	**336.50**	**336.50**	**-**	**0.0%**

General Adjustments

Personnel: FY 2016 personnel expenditures increased due to the annualization of County performance pay and market study adjustments in FY 2015.

Base Adjustments:

General Fund (100)

- Decrease Regular Benefits by $10,964 for the impact of the changes in retirement contribution rates.
- Decrease Internal Services Charges by $3,542 for the impact of the changes in risk management charges.
- Decrease Revenue $1,026,969 based on trend analysis.
- Increase Regular Benefits by $354,192 for the impact of the changes in health and dental premium rates.

General Fund (100) Electronic Document Management System

- Budget $512,000 for the carry forward of the Electronic Document Management System.

Justice Courts Judicial Enhancement Fund (204) Operating

- Decrease Regular Benefits by $227 for the impact of the changes in retirement contribution rates.
- Decrease Revenue $54,817 based on trend analysis.
- Decrease Expenditures by $54,590 to maintain structural balance.

Justice Courts Special Revenue Fund (245) Operating

- Decrease court fee revenue by $100,000 based on trend analysis.
- Increase Expenditures by $5,250 for Other Services.
- Decrease Expenditures by $105,250 to utilize Non Recurring Non Project fund balance.

Justice Courts Special Revenue Fund (245) Non Recurring Non Project

- Increase Expenditures by $105,250 to utilize fund balance for Operating costs.

Programs and Activities

Civil Justice and Tax 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of Civil Traffic cases resolved within 180 days.	88.9%	89.9%	93.4%	93.4%	3.5%	3.9%
Percent of Small Claims cases resolved within 180 days.	58.8%	60.0%	59.7%	60.0%	0.0%	0.0%
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.	53.3%	62.0%	59.5%	60.0%	(2.0%)	-3.2%

Activities that comprise this program include:

- Civil Traffic
- Forcible Detainer
- Orders of Protection
- Civil Small Claims
- Injunctions Against Harassment
- Small Civil

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Civil Traffic cases resolved within 180 days.	88.9%	89.9%	95.4%	93.4%	3.5%	3.9%
Output	Number of Civil Traffic cases resolved.	114,690	120,450	98,168	120,450	-	0.0%
Demand	Number of Civil Traffic (CIVT) cases filed.	110,964	120,100	104,207	120,100	-	0.0%
Expenditure Ratio	Cost per Civil Traffic case resolved.	$ 72.36	$ 71.66	$ 82.09	$ 73.22	$ (1.55)	-2.2%
Revenue							
	100 - GENERAL	$ 1,226,814	$ 1,119,276	$ 1,344,544	$ 1,344,542	$ 225,266	20.1%
	237 - JUST COURTS PHOTO ENFORCEMENT	1,119	1,700	961	-	(1,700)	-100.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	1,833,461	2,005,003	1,945,047	1,905,003	(100,000)	-5.0%
	TOTAL SOURCES	$ 3,061,394	$ 3,125,979	$ 3,290,552	$ 3,249,545	$ 123,566	4.0%
Expenditure							
	100 - GENERAL	$ 5,111,802	$ 5,030,960	$ 5,211,653	$ 5,279,638	$ (248,678)	-4.9%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	527,025	460,363	523,201	457,075	3,288	0.7%
	237 - JUST COURTS PHOTO ENFORCEMENT	240,222	46,800	750	-	46,800	100.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	2,419,929	3,093,803	2,323,427	3,082,175	11,628	0.4%
	TOTAL USES	$ 8,298,978	$ 8,631,926	$ 8,059,031	$ 8,818,888	$ (186,962)	-2.2%

Civil Small Claims Activity

The purpose of the Civil Small Claims Activity is to resolve small claims cases in Justice Courts for litigants so that they are afforded timely and just legal resolutions.

Mandates: A.R.S. §22-503 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Small Claims cases resolved within 180 days.	58.8%	60.0%	61.4%	60.0%	0.0%	0.0%
Output	Number of Small Claims cases resolved.	11,373	9,900	10,646	10,500	600	6.1%
Demand	Number of Small Claims (CVSC) cases filed.	10,419	9,900	9,975	9,900	-	0.0%
Expenditure Ratio	Cost per Small Claims case resolved.	$ 139.97	$ 150.76	$ 144.39	$ 142.06	$ 8.70	5.8%
Expenditure							
	100 - GENERAL	$ 1,223,409	$ 1,219,130	$ 1,229,740	$ 1,229,733	$ (10,603)	-0.9%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	5,023	19,298	2,835	7,798	11,500	59.6%
	245 - JUSTICE COURTS SPECIAL REVENUE	363,491	254,051	304,649	254,051	-	0.0%
	TOTAL USES	$ 1,591,923	$ 1,492,479	$ 1,537,224	$ 1,491,582	$ 897	0.1%

Forcible Detainer Activity

The purpose of the Forcible Detainer Activity is to provide forcible detainers 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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.	64,900	64,363	64,785	64,100	(263)	-0.4%
Demand	Number of Forcible Detainer (FDET) cases filed.	64,371	64,340	64,474	64,400	60	0.1%
Expenditure Ratio	Cost per Forcible Detainer case resolved.	$ 55.39	$ 56.20	$ 56.60	$ 56.37	$ (0.17)	-0.3%
Revenue							
	100 - GENERAL	$ -	$ -	$ 4,159	$ -	$ -	N/A
	TOTAL SOURCES	$ -	$ -	$ 4,159	$ -	$ -	N/A
Expenditure							
	100 - GENERAL	$ 2,863,724	$ 3,132,996	$ 3,071,498	$ 3,132,465	$ 531	0.0%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	7,562	11,967	2,866	8,467	3,500	29.2%
	245 - JUSTICE COURTS SPECIAL REVENUE	723,366	472,489	592,611	472,489	-	0.0%
	TOTAL USES	$ 3,594,652	$ 3,617,452	$ 3,666,975	$ 3,613,421	$ 4,031	0.1%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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.	2,435	2,650	2,432	2,500	(150)	-5.7%
Demand	Number of Injunctions Against Harassment (INJH) requested.	2,435	2,650	2,432	2,500	(150)	-5.7%
Expenditure Ratio	Cost per Injunction Against Harassment issued.	$ 294.58	$ 241.25	$ 267.68	$ 260.15	$ (18.90)	-7.8%
Expenditure							
	100 - GENERAL	$ 535,750	$ 533,478	$ 510,301	$ 548,035	$ (14,557)	-2.7%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	1,794	10,629	2,837	7,129	3,500	32.9%
	245 - JUSTICE COURTS SPECIAL REVENUE	179,749	95,213	137,850	95,213	-	0.0%
	TOTAL USES	$ 717,293	$ 639,320	$ 650,988	$ 650,377	$ (11,057)	-1.7%

Activity Narrative: The number of requests for Injunctions Against Harassment are expected to remain relatively stable based on FY 2014 Actuals and FY 2015 Forecast.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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.	3,711	3,800	3,609	3,800	-	0.0%
Demand	Number of Orders of Protection (ORDP) requested.	3,711	3,800	3,609	3,800	-	0.0%
Expenditure Ratio	Cost per Order of Protection issued.	$ 218.99	$ 192.11	$ 215.98	$ 195.24	$ (3.12)	-1.6%
Expenditure							
	100 - GENERAL	$ 631,377	$ 663,096	$ 654,733	$ 679,461	$ (16,365)	-2.5%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	183	11,629	2,666	7,129	4,500	38.7%
	245 - JUSTICE COURTS SPECIAL REVENUE	181,100	55,308	122,057	55,308	-	0.0%
	TOTAL USES	$ 812,660	$ 730,033	$ 779,456	$ 741,898	$ (11,865)	-1.6%

Small Civil 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Small Civil cases resolved within 180 days.	53.3%	62.0%	58.8%	60.0%	(2.0%)	-3.2%
Output	Number of Small Civil cases resolved.	76,049	70,000	59,799	63,000	(7,000)	-10.0%
Demand	Number of Small Civil (SMCV) cases filed.	61,268	66,000	57,152	58,200	(7,800)	-11.8%
Expenditure Ratio	Cost per Small Civil case resolved.	$ 28.39	$ 28.54	$ 33.34	$ 31.81	$ (3.27)	-11.5%
Revenue							
	100 - GENERAL	$ 4,644,026	$ 4,348,472	$ 4,403,121	$ 4,402,996	$ 54,524	1.3%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	520,979	496,471	518,013	496,471	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	2,902,731	2,741,597	2,757,194	2,741,597	-	0.0%
	TOTAL SOURCES	$ 8,067,736	$ 7,586,540	$ 7,678,328	$ 7,641,064	$ 54,524	0.7%
Expenditure							
	100 - GENERAL	$ 1,611,823	$ 1,668,552	$ 1,560,135	$ 1,674,940	$ (6,388)	-0.4%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	3,377	7,967	2,920	7,967	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	544,004	320,968	430,696	320,968	-	0.0%
	TOTAL USES	$ 2,159,204	$ 1,997,487	$ 1,993,751	$ 2,003,875	$ (6,388)	-0.3%

Activity Narrative: The number of cases resolved is decreasing as Justice Courts continues to resolve backlogged cases while experiencing reduced filings.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 RECOMM	REV VS RECOMM VAR	REV VS RECOMM %
Percent of Criminal Traffic cases resolved within 180 days.	68.8%	70.0%	73.1%	100.0%	30.0%	42.9%
Percent of Misdemeanor Criminal cases resolved within 180 days.	41.7%	60.0%	61.1%	61.0%	1.0%	1.7%
Percent of Misdemeanor DUI cases resolved within 180 days.	65.6%	70.0%	66.3%	66.0%	(4.0%)	-5.7%

Activities that comprise this program include:

- Criminal Traffic
- Misdemeanor DUI
- Misdemeanor Criminal Adjudication

Criminal Traffic Activity

The purpose of the Criminal Traffic Adjudication Activity is to resolve criminal traffic cases for defendants and victims so that they are afforded timely and just legal resolutions.

Mandates: This activity supports the overall mandate of the Criminal Justice Program. A.R.S. §22-112 establishes that the Justice Courts are responsible for trying criminal traffic cases, excluding those that involve death or felony traffic charges, which are the responsibility of the Superior Court. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Criminal Traffic cases resolved within 180 days.	68.8%	70.0%	74.7%	75.0%	5.0%	7.1%
Output	Number of Criminal Traffic cases resolved.	39,265	42,000	37,157	42,000	-	0.0%
Demand	Number of Criminal Traffic (CTRF) cases filed.	37,708	41,000	37,779	41,000	-	0.0%
Expenditure Ratio	Cost per Criminal Traffic case resolved.	$ 39.64	$ 48.69	$ 47.22	$ 48.77	$ (0.08)	-0.2%
Expenditure							
	100 - GENERAL	$ 1,012,216	$ 1,204,553	$ 1,080,984	$ 1,215,298	$ (10,745)	-0.9%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	3,220	15,298	3,157	7,798	7,500	49.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	540,882	825,054	670,425	825,054	-	0.0%
	TOTAL USES	$ 1,556,318	$ 2,044,905	$ 1,754,566	$ 2,048,150	$ (3,245)	-0.2%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Misdemeanor Criminal cases resolved within 180 days.	41.7%	60.0%	60.7%	61.0%	1.0%	1.7%
Output	Number of Misdemeanor Criminal cases resolved.	18,846	17,000	14,446	15,800	(1,200)	-7.1%
Demand	Number of Misdemeanor Criminal (MCAD) cases filed.	14,868	17,000	14,368	15,900	(1,100)	-6.5%
Expenditure Ratio	Cost per Misdemeanor Criminal case resolved.	$ 101.77	$ 108.02	$ 136.87	$ 118.90	$ (10.88)	-10.1%
Revenue							
	100 - GENERAL	$ 9,191,260	$ 9,070,990	$ 7,764,231	$ 7,764,231	$ (1,306,759)	-14.4%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	234,383	290,129	211,343	235,312	(54,817)	-18.9%
	245 - JUSTICE COURTS SPECIAL REVENUE	1,659,648	1,730,000	1,595,306	1,730,000	-	0.0%
	TOTAL SOURCES	$ 11,085,291	$ 11,091,119	$ 9,570,880	$ 9,729,543	$ (1,361,576)	-12.3%
Expenditure							
	100 - GENERAL	$ 1,548,247	$ 1,612,769	$ 1,689,878	$ 1,664,527	$ (51,758)	-3.2%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	6,206	18,636	3,365	9,136	9,500	51.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	363,575	204,888	283,996	204,888	-	0.0%
	TOTAL USES	$ 1,918,028	$ 1,836,293	$ 1,977,239	$ 1,878,551	$ (42,258)	-2.3%

Activity Narrative: Cases resolved are decreasing as Justice Courts resolves backlogged cases. Revenue is decreasing as fees and fines are waived.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Misdemeanor DUI cases resolved within 180 days.	65.6%	70.0%	65.3%	70.0%	0.0%	0.0%
Output	Number of Misdemeanor DUI cases resolved.	8,071	7,900	8,072	8,000	100	1.3%
Demand	Number of Misdemeanor DUI cases filed.	8,852	9,300	8,695	9,300	-	0.0%
Expenditure Ratio	Cost per Misdemeanor DUI case resolved.	$ 78.68	$ 75.36	$ 76.54	$ 75.42	$ (0.06)	-0.1%
Expenditure							
	100 - GENERAL	$ 453,071	$ 487,412	$ 476,381	$ 500,915	$ (13,503)	-2.8%
	204 - JUSTICE CT JUDICIAL ENHANCEMNT	1,572	12,629	2,800	7,129	5,500	43.6%
	245 - JUSTICE COURTS SPECIAL REVENUE	180,381	95,339	138,634	95,339	-	0.0%
	TOTAL USES	$ 635,024	$ 595,380	$ 617,815	$ 603,383	$ (8,003)	-1.3%

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 17,169,657**	**$ 14,538,738**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 302,035**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*290,722*	*-*
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*7,068*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*4,245*	*-*
FY 2015 Revised Budget			**$ 17,471,692**	**$ 14,538,738**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 13,630**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*497*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*(4,245)*	*-*
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*17,378*	*-*
FY 2016 Baseline Budget			**$ 17,485,322**	**$ 14,538,738**
Adjustments:				
Employee Retirement and Benefits			**$ (10,964)**	**$ -**
Retirement Contributions			*(10,964)*	*-*
Base Adjustments			**$ (3,542)**	**$ -**
Internal Service Charges			*(3,542)*	*-*
Decrease Risk Management		*$ (3,542)*		
Fees and Other Revenues			**$ -**	**$ (1,026,969)**
ProgRevenue Volume Inc/Dec			*-*	*(1,026,969)*
FY 2016 Tentative Budget			**$ 17,470,816**	**$ 13,511,769**
Percent Change from Baseline Amount			*-0.1%*	*-7.1%*
Adjustments:				
Employee Retirement and Benefits			**$ 354,192**	**$ -**
Employee Health/Dental Premiums			*354,192*	*-*
FY 2016 Adopted Budget			**$ 17,825,008**	**$ 13,511,769**
Percent Change from Baseline Amount			*1.9%*	*-7.1%*
			Expenditures	**Revenue**
ELEC DOCUMENT MGMNT SYSTEM				
FY 2015 Adopted Budget			**$ 512,000**	**$ -**
FY 2015 Revised Budget			**$ 512,000**	**$ -**
Adjustments:				
Technology Projects			**$ (512,000)**	**$ -**
Other Technology Projects			*(512,000)*	*-*
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 512,000**	**$ -**
Non Recurring Carry Forward			*512,000*	*-*
FY 2016 Adopted Budget			**$ 512,000**	**$ -**

Justice Courts Judicial Enhancement Fund (204)

	Expenditures	Revenue
OPERATING		
FY 2015 Adopted Budget	**$ 792,000**	**$ 792,000**
FY 2015 Revised Budget	**$ 792,000**	**$ 792,000**
FY 2016 Baseline Budget	**$ 792,000**	**$ 792,000**
Adjustments:		
Employee Retirement and Benefits	**$ (227)**	**$ -**
Retirement Contributions	*(227)*	-
Fees and Other Revenues	**$ -**	**$ (54,817)**
ProgRevenue Volume Inc/Dec	-	*(54,817)*
Structural Balance	**$ (54,590)**	**$ -**
Structural Balance	*(54,590)*	-
FY 2016 Adopted Budget	**$ 737,183**	**$ 737,183**
Percent Change from Baseline Amount	*-6.9%*	*-6.9%*

Justice Courts Judicial Enhancement Fund (204) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 1,099,652	$ 1,143,258	$ 1,143,258	$ 1,195,094	$ 1,268,798
Sources:					
Operating	$ 756,033	$ 792,000	$ 792,000	$ 734,434	$ 737,183
Total Sources:	$ 756,033	$ 792,000	$ 792,000	$ 734,434	$ 737,183
Uses:					
Operating	$ 660,594	$ 792,000	$ 792,000	$ 660,730	$ 737,183
Total Uses:	$ 660,594	$ 792,000	$ 792,000	$ 660,730	$ 737,183
Structural Balance	$ 95,439	$ -	$ -	$ 73,704	$ -
Accounting Adjustments	$ 3	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,195,094	$ 1,143,258	$ 1,143,258	$ 1,268,798	$ 1,268,798
Total Ending Spendable Fund Balance	$ 1,195,094	$ 1,143,258	$ 1,143,258	$ 1,268,798	$ 1,268,798

Justice Courts Special Revenue Fund (245)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 6,479,000**	**$ 6,479,000**
FY 2015 Revised Budget			**$ 6,479,000**	**$ 6,479,000**
FY 2016 Baseline Budget			**$ 6,479,000**	**$ 6,479,000**
Adjustments:				
Base Adjustments			**$ (100,000)**	**$ -**
Other Base Adjustments			*(100,000)*	*-*
Transfer Operating Expenses to Non Recurring Non Project	*$*	*(105,250)*		
Increase Other Services		*5,250*		
Fees and Other Revenues			**$ -**	**$ (100,000)**
ProgRevenue Volume Inc/Dec			*-*	*(100,000)*
FY 2016 Adopted Budget			**$ 6,379,000**	**$ 6,379,000**
Percent Change from Baseline Amount			*-1.5%*	*-1.5%*

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2015 Adopted Budget			**$ -**	**$ -**
FY 2015 Revised Budget			**$ -**	**$ -**
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 105,250**	**$ -**
Other Non Recurring			*105,250*	*-*
Use of Fund Balance to Cover Operating Costs	*$*	*105,250*		
FY 2016 Adopted Budget			**$ 105,250**	**$ -**

Justice Courts Special Revenue Fund (245) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 583,794	$ 804,698	$ 804,698	$ 669,783	$ 669,783
Sources:					
Operating	$ 6,395,800	$ 6,479,000	$ 6,479,000	$ 6,300,000	$ 6,379,000
Total Sources:	$ 6,395,800	$ 6,479,000	$ 6,479,000	$ 6,300,000	$ 6,379,000
Uses:					
Operating	$ 6,309,801	$ 6,479,000	$ 6,479,000	$ 6,300,000	$ 6,379,000
Non-Recurring	-	-	-	-	105,250
Total Uses:	$ 6,309,801	$ 6,479,000	$ 6,479,000	$ 6,300,000	$ 6,484,250
Structural Balance	$ 85,999	$ -	$ -	$ -	$ -
Accounting Adjustments	$ (10)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 669,783	$ 804,698	$ 804,698	$ 669,783	$ 564,533
Total Ending Spendable Fund Balance	$ 669,783	$ 804,698	$ 804,698	$ 669,783	$ 564,533

Juvenile Probation

Analysis by Cole St. Arnold, 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 and 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: During FY 2014 and FY 2015, the Department engaged in many activities to enhance the use of evidence-based strategies including a review of policies and procedures with an emphasis on Evidence Based Practices philosophy, best practices, and recent Administrative Office of the Courts code changes. Additionally, hiring practices were modified to incorporate Evidence Based Practices in order to better prepare applicants and give them a broader understanding of the Department's vision. The Department continued to work to ensure the fidelity of the Arizona Youth Assessment System (AZYAS) Dispositional Tool and the AZYAS case plan was implemented in FY 2015. This goal will be reviewed during the FY 2017 Strategic Business Plan update process.

Department Specific

By June 2015, the Department will increase overall stakeholder satisfaction with services by 15%.

Status: During FY 2015, the Department continued to be engaged in initiatives including the Juvenile Detention Alternatives Initiative and the Cross-Over Youth Project which contain a focus on engaging and collaborating with stakeholders. In addition, the Treatment Division meets with treatment providers to gather feedback and ensure that the needs of both the providers and the Department are being communicated. The Department does not have a method to establish the baseline for external stakeholder satisfaction. This goal will be reviewed during the FY 2017 Strategic Business Plan update process.

Safe Communities

By June 2015, the Department will reduce overrepresentation of minority youth in secure detention by 10%.

Status: In FY 2015, the Juvenile Detention Alternative Initiative (JDAI) Disproportionate Minority Contact (DMC) Workgroup continued to meet and added

decision points related to admission to detention, overrides into detention, violations of probation and warrants. Additionally, the group gained membership related to the Cross-Over Initiative and added a focus on child welfare. The detention population continues to decline, dropping 8.8% from FY 2013 to FY 2014. A review of relevant data indicates that this reduction in detention population has not had an impact on overrepresentation but this is consistent with the initial experiences of other sites who have implemented JDAI. Increased scrutiny and recommendations from the JDAI DMC Workgroup are expected by the end of FY 2015. This goal will be reviewed during the FY 2017 Strategic Business Plan update process.

Safe Communities

By June 2015, the rate of juvenile recidivism will be at or below 15 per 100 juvenile offenders.

Status: The department continued to focus on working with youth in regards to increasing resiliency and finding alternatives to offending behaviors as part of the statewide rollout of Evidence Based Practices. By the end of FY 2015, the Department will introduce the Kids At Hope model to staff in order to support the focus on evidence based practices and strategies.

The department has adopted an evidence based practice model and multi-systems approach to target medium and high risk youth and dually adjudicated youth. This will direct resources toward the youth most in need of services in order to reduce recidivism and increase the chances of success.

The recidivism rate decreased from 11.9% in FY 2012 to 10.3% in FY 2013. This means that 89.7% of the youth who received a referral in that year were not adjudicated on a subsequent referral within one year of the original referral. The recidivism rate for FY 2014 will not be available until July 2015 in order to allow one whole year for recidivism from the end of the fiscal year. This goal will be reviewed during the FY 2017 Strategic Business Plan update process.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
DVRN - JUVENILE COURT DIVERSION	$ 3,045,024	$ 2,522,453	$ 2,593,784	$ 2,557,036	$ 2,233,021	$ (360,763)	-13.9%
27DV - JUVENILE COURT DIVERSION	$ 3,045,024	$ 2,522,453	$ 2,593,784	$ 2,557,036	$ 2,233,021	$ (360,763)	-13.9%
JCUS - JUV DETENTION CUSTODY AND CTRL	$ 470,497	$ 479,000	$ 480,800	$ 474,800	$ 470,000	$ (10,800)	-2.2%
27JD - JUVENILE DETENTION	$ 470,497	$ 479,000	$ 480,800	$ 474,800	$ 470,000	$ (10,800)	-2.2%
JRPS - JUV RESTITUTION AND PUBLIC SVC	$ 999	$ 9,135	$ 9,135	$ 3,309	$ 3,135	$ (6,000)	-65.7%
JSTD - JUVENILE STANDARD SUPERVISION	524,842	447,485	461,573	473,608	602,072	140,499	30.4%
27JP - COMMUNITY SUPERVISION	$ 525,841	$ 456,620	$ 470,708	$ 476,917	$ 605,207	$ 134,499	28.6%
DRUG - JUVENILE DRUG COURT	$ 27,571	$ -	$ -	$ -	$ -	$ -	N/A
JTMS - JUVENILE TREATMENT MGMT SVCS	554,357	-	-	-	-	-	N/A
JVOH - JUVENILE OUT OF HOME CASE MGMT	-	544,882	702,652	702,652	702,452	(200)	0.0%
27JT - JUVENILE TREATMENT	$ 581,928	$ 544,882	$ 702,652	$ 702,652	$ 702,452	$ (200)	0.0%
JLED - JUVENILE LAW RELATED EDUCATION	$ -	$ 676,039	$ 626,511	$ 626,511	$ 268,681	$ (357,830)	-57.1%
27PR - JUVENILE CRIME PREVENTION	$ -	$ 676,039	$ 626,511	$ 626,511	$ 268,681	$ (357,830)	-57.1%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 73,930	$ 4,750	$ 4,750	$ 6,223	$ 6,550	$ 1,800	37.9%
99AS - INDIRECT SUPPORT	$ 73,930	$ 4,750	$ 4,750	$ 6,223	$ 6,550	$ 1,800	37.9%
GGOV - GENERAL GOVERNMENT	$ 3,911,216	$ 3,305,158	$ 3,305,158	$ 2,415,159	$ 2,428,867	$ (876,291)	-26.5%
99GV - GENERAL OVERHEAD	$ 3,911,216	$ 3,305,158	$ 3,305,158	$ 2,415,159	$ 2,428,867	$ (876,291)	-26.5%
TOTAL PROGRAMS	**$ 8,608,436**	**$ 7,988,902**	**$ 8,184,363**	**$ 7,259,298**	**$ 6,714,778**	**$ (1,469,585)**	**-18.0%**
USES							
DVRN - JUVENILE COURT DIVERSION	$ 2,592,818	$ 2,043,042	$ 2,335,122	$ 2,128,506	$ 2,313,678	$ 21,444	0.9%
JVDD - JUVENILE DRUG DIVERSION	493,604	639,517	651,996	697,363	722,813	(70,817)	-10.9%
TEEN - JUVENILE TEEN COURT	499,935	657,877	690,423	695,918	716,629	(26,206)	-3.8%
27DV - JUVENILE COURT DIVERSION	$ 3,586,357	$ 3,340,436	$ 3,677,541	$ 3,521,787	$ 3,753,120	$ (75,579)	-2.1%
DALT - JUV DETENTION ALTERNATIVES	$ 2,683,482	$ 3,525,901	$ 3,392,521	$ 2,264,092	$ 3,296,693	$ 95,828	2.8%
JCUS - JUV DETENTION CUSTODY AND CTRL	23,313,516	25,195,720	25,619,389	24,855,404	24,208,402	1,410,987	5.5%
JMED - JUV DETENTION MEDICAL CLINIC	2,790,690	2,876,123	2,909,106	2,913,703	2,879,030	30,076	1.0%
JVMH - JUVENILE MENTAL HEALTH	1,099,540	1,147,249	1,129,348	848,154	1,105,802	23,546	2.1%
27JD - JUVENILE DETENTION	$ 29,887,228	$ 32,744,993	$ 33,050,364	$ 30,881,353	$ 31,489,927	$ 1,560,437	4.7%
JIPS - JUVENILE INTENSIVE SUPERVISION	$ 2,097,141	$ 2,196,384	$ 2,275,096	$ 1,922,958	$ 2,240,307	$ 34,789	1.5%
JPDI - JUV PRE DISP INVESTIGATIONS	2,349,703	-	-	-	-	-	N/A
JRPS - JUV RESTITUTION AND PUBLIC SVC	301,833	303,041	312,402	324,208	310,112	2,290	0.7%
JSTD - JUVENILE STANDARD SUPERVISION	7,337,903	11,033,560	11,334,351	10,578,063	10,670,304	664,047	5.9%
27JP - COMMUNITY SUPERVISION	$ 12,086,580	$ 13,532,985	$ 13,921,849	$ 12,825,229	$ 13,220,723	$ 701,126	5.0%
DRUG - JUVENILE DRUG COURT	$ 470,105	$ 663,499	$ 681,463	$ 584,898	$ 551,230	$ 130,233	19.1%
JSCM - JUV SEX OFFENDER CASE MGMT	847,255	925,792	970,814	890,578	1,021,237	(50,423)	-5.2%
JTMS - JUVENILE TREATMENT MGMT SVCS	952,464	100	5,616	(2,280)	-	5,616	100.0%
JVOH - JUVENILE OUT OF HOME CASE MGMT	316,444	992,732	1,244,727	1,013,978	1,086,476	158,251	12.7%
27JT - JUVENILE TREATMENT	$ 2,586,268	$ 2,582,123	$ 2,902,620	$ 2,487,174	$ 2,658,943	$ 243,677	8.4%
JLED - JUVENILE LAW RELATED EDUCATION	$ 620,609	$ 885,110	$ 841,932	$ 578,259	$ 622,496	$ 219,436	26.1%
JVTR - JUVENILE TRUANCY REDUCTION	445,680	525,302	439,653	362,375	388,506	51,147	11.6%
27PR - JUVENILE CRIME PREVENTION	$ 1,066,289	$ 1,410,412	$ 1,281,585	$ 940,634	$ 1,011,002	$ 270,583	21.1%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 1,365,966	$ 1,396,723	$ 1,396,723	$ 1,373,921	$ 1,391,714	$ 5,009	0.4%
HRAC - HUMAN RESOURCES	1,486,410	1,152,971	1,175,255	1,100,868	1,165,319	9,936	0.8%
ODIR - EXECUTIVE MANAGEMENT	1,090,542	172,703	443,053	403,849	537,619	(94,566)	-21.3%
POOL - POOLED COSTS	-	27,927	-	-	(186,128)	186,128	N/A
PROC - PROCUREMENT	106,419	125,480	125,480	101,641	130,362	(4,882)	-3.9%
RMGT - RISK MANAGEMENT	98,116	68,115	68,115	91,384	59,104	9,011	13.2%
SPPT - OPERATIONS SUPPORT	-	1,129,308	1,006,758	2,177,166	1,019,357	(12,599)	-1.3%
99AS - INDIRECT SUPPORT	$ 4,147,453	$ 4,073,227	$ 4,215,384	$ 5,248,829	$ 4,117,347	$ 98,037	2.3%
GGOV - GENERAL GOVERNMENT	$ -	$ -	$ 6,080	$ -	$ -	$ 6,080	100.0%
INFR - INFRASTRUCTURE	-	567,144	567,144	659,070	861,485	(294,341)	-51.9%
ISFC - INTERNAL SERVICE FUND CHARGES	1,366,382	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	723,607	723,607	723,607	592,023	131,584	18.2%
99GV - GENERAL OVERHEAD	$ 1,366,382	$ 1,290,751	$ 1,296,831	$ 1,382,677	$ 1,453,508	$ (156,677)	-12.1%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 1,718,304	$ 1,039,196	$ 1,039,196	$ 1,007,973	$ 1,039,196	$ -	0.0%
TSPT - TECHNOLOGY SUPPORT	196,698	-	-	-	-	-	N/A
99IT - INFORMATION TECHNOLOGY	$ 1,915,002	$ 1,039,196	$ 1,039,196	$ 1,007,973	$ 1,039,196	$ -	0.0%
TOTAL PROGRAMS	**$ 56,641,559**	**$ 60,014,123**	**$ 61,385,370**	**$ 58,295,656**	**$ 58,743,766**	**$ 2,641,604**	**4.3%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 4,707,818	$ 3,615,983	$ 4,310,910	$ 4,355,395	$ 3,810,655	$ (500,255)	-11.6%
0620 - OTHER INTERGOVERNMENTAL	-	549,882	50,416	3,000	3,000	(47,416)	-94.0%
SUBTOTAL	$ 4,707,818	$ 4,165,865	$ 4,361,326	$ 4,358,395	$ 3,813,655	$ (547,671)	-12.6%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 621,434	$ 503,994	$ 503,994	$ 419,934	$ 462,571	$ (41,423)	-8.2%
SUBTOTAL	$ 621,434	$ 503,994	$ 503,994	$ 419,934	$ 462,571	$ (41,423)	-8.2%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 3,251,313	$ 3,293,269	$ 3,293,269	$ 2,464,474	$ 2,415,647	$ (877,622)	-26.6%
SUBTOTAL	$ 3,251,313	$ 3,293,269	$ 3,293,269	$ 2,464,474	$ 2,415,647	$ (877,622)	-26.6%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 1,172	$ 11,889	$ 11,889	$ 11,211	$ 13,220	$ 1,331	11.2%
0650 - MISCELLANEOUS REVENUE	26,699	13,885	13,885	5,284	9,685	(4,200)	-30.2%
SUBTOTAL	$ 27,871	$ 25,774	$ 25,774	$ 16,495	$ 22,905	$ (2,869)	-11.1%
ALL REVENUES	$ 8,608,436	$ 7,988,902	$ 8,184,363	$ 7,259,298	$ 6,714,778	$ (1,469,585)	-18.0%
TOTAL SOURCES	$ 8,608,436	$ 7,988,902	$ 8,184,363	$ 7,259,298	$ 6,714,778	$ (1,469,585)	-18.0%

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 32,115,431	$ 33,966,327	$ 34,980,605	$ 32,628,273	$ 33,242,703	$ 1,737,902	5.0%
0705 - TEMPORARY PAY	226,299	242,212	322,318	285,826	212,139	110,179	34.2%
0710 - OVERTIME	991,572	629,964	629,964	876,908	707,510	(77,546)	-12.3%
0750 - FRINGE BENEFITS	13,064,551	14,479,901	14,800,012	13,374,811	15,432,934	(632,922)	-4.3%
0790 - OTHER PERSONNEL SERVICES	270,894	180,240	180,240	167,075	250,229	(69,989)	-38.8%
0795 - PERSONNEL SERVICES ALLOC-OUT	(6,655,684)	(7,115,436)	(7,115,436)	(7,213,778)	(7,067,120)	(48,316)	-0.7%
0796 - PERSONNEL SERVICES ALLOC-IN	11,687,518	11,592,563	11,592,563	11,375,444	10,703,947	888,616	7.7%
SUBTOTAL	$ 51,700,581	$ 53,975,771	$ 55,390,266	$ 51,494,559	$ 53,482,342	$ 1,907,924	3.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 547,130	$ 640,033	$ 629,940	$ 674,580	$ 1,056,711	$ (426,771)	-67.7%
0802 - MEDICAL SUPPLIES	75,233	85,873	85,873	74,416	85,873	-	0.0%
0803 - FUEL	56,404	58,112	58,112	52,560	58,612	(500)	-0.9%
0804 - NON-CAPITAL EQUIPMENT	345,541	37,545	37,545	249,871	41,501	(3,956)	-10.5%
0805 - SUPPLIES-ALLOCATION OUT	(64,332)	(86,725)	(86,725)	(86,736)	(266,736)	180,011	207.6%
0806 - SUPPLIES-ALLOCATION IN	438,271	459,921	459,921	512,840	280,878	179,043	38.9%
SUBTOTAL	$ 1,398,247	$ 1,194,759	$ 1,184,666	$ 1,477,531	$ 1,256,839	$ (72,173)	-6.1%
SERVICES							
0810 - LEGAL SERVICES	$ 1,350	$ -	$ -	$ 379	$ -	$ -	N/A
0811 - HEALTH CARE SERVICES	967,782	1,346,667	1,301,802	554,417	932,384	369,418	28.4%
0812 - OTHER SERVICES	264,084	1,391,204	1,430,328	1,249,670	818,020	612,308	42.8%
0820 - RENT & OPERATING LEASES	436,194	422,326	394,912	400,462	422,326	(27,414)	-6.9%
0825 - REPAIRS AND MAINTENANCE	150,402	189,300	189,300	110,019	189,300	-	0.0%
0839 - INTERNAL SERVICE CHARGES	953,406	1,009,365	1,009,365	985,219	1,045,751	(36,386)	-3.6%
0841 - TRAVEL	271,711	161,760	161,760	222,311	174,828	(13,068)	-8.1%
0842 - EDUCATION AND TRAINING	90,662	48,000	48,000	39,066	101,016	(53,016)	-110.5%
0843 - POSTAGE/FREIGHT/SHIPPING	29,563	33,950	33,950	29,579	33,950	-	0.0%
0850 - UTILITIES	59,317	3,850	3,850	2,860	3,850	-	0.0%
0872 - SERVICES-ALLOCATION OUT	(380,541)	(390,991)	(390,991)	(465,273)	(390,990)	(1)	0.0%
0873 - SERVICES-ALLOCATION IN	560,888	571,162	571,162	737,641	562,150	9,012	1.6%
SUBTOTAL	$ 3,404,818	$ 4,786,593	$ 4,753,438	$ 3,866,350	$ 3,892,585	$ 860,853	18.1%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ 32,000	$ 32,000	$ -	$ 87,000	$ (55,000)	-171.9%
0930 - VEHICLES & CONSTRUCTION EQUIP	137,913	25,000	25,000	1,457,216	25,000	-	0.0%
SUBTOTAL	$ 137,913	$ 57,000	$ 57,000	$ 1,457,216	$ 112,000	$ (55,000)	-96.5%
ALL EXPENDITURES	$ 56,641,559	$ 60,014,123	$ 61,385,370	$ 58,295,656	$ 58,743,766	$ 2,641,604	4.3%
TOTAL USES	$ 56,641,559	$ 60,014,123	$ 61,385,370	$ 58,295,656	$ 58,743,766	$ 2,641,604	4.3%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 73,930	$ 19,750	$ 19,750	$ 15,223	$ 15,550	$ (4,200)	-21.3%
FUND TOTAL SOURCES	$ 73,930	$ 19,750	$ 19,750	$ 15,223	$ 15,550	$ (4,200)	-21.3%
227 JUVENILE PROBATION GRANTS							
OPERATING	$ 4,708,540	$ 4,160,865	$ 4,356,326	$ 4,356,326	$ 3,811,356	$ (544,970)	-12.5%
FUND TOTAL SOURCES	$ 4,708,540	$ 4,160,865	$ 4,356,326	$ 4,356,326	$ 3,811,356	$ (544,970)	-12.5%
228 JUVENILE PROBATION SPECIAL FEE							
OPERATING	$ 3,586,070	$ 3,546,769	$ 3,546,769	$ 2,669,777	$ 2,669,777	$ (876,992)	-24.7%
FUND TOTAL SOURCES	$ 3,586,070	$ 3,546,769	$ 3,546,769	$ 2,669,777	$ 2,669,777	$ (876,992)	-24.7%
229 JUVENILE RESTITUTION							
OPERATING	$ 1,239	$ 10,000	$ 10,000	$ 3,877	$ 4,000	$ (6,000)	-60.0%
FUND TOTAL SOURCES	$ 1,239	$ 10,000	$ 10,000	$ 3,877	$ 4,000	$ (6,000)	-60.0%
275 JUVENILE PROBATION DIVERSION							
OPERATING	$ 238,657	$ 251,518	$ 251,518	$ 214,095	$ 214,095	$ (37,423)	-14.9%
FUND TOTAL SOURCES	$ 238,657	$ 251,518	$ 251,518	$ 214,095	$ 214,095	$ (37,423)	-14.9%
DEPARTMENT OPERATING TOTAL SOURCES	$ 8,608,436	$ 7,988,902	$ 8,184,363	$ 7,259,298	$ 6,714,778	$ (1,469,585)	-18.0%
DEPARTMENT TOTAL SOURCES	$ 8,608,436	$ 7,988,902	$ 8,184,363	$ 7,259,298	$ 6,714,778	$ (1,469,585)	-18.0%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 16,953,149	$ 17,279,942	$ 17,998,450	$ 16,829,572	$ 17,872,534	$ 125,916	0.7%
FUND TOTAL USES	$ 16,953,149	$ 17,279,942	$ 17,998,450	$ 16,829,572	$ 17,872,534	$ 125,916	0.7%
227 JUVENILE PROBATION GRANTS							
OPERATING	$ 4,098,905	$ 4,160,865	$ 4,356,326	$ 4,356,326	$ 3,811,356	$ 544,970	12.5%
FUND TOTAL USES	$ 4,098,905	$ 4,160,865	$ 4,356,326	$ 4,356,326	$ 3,811,356	$ 544,970	12.5%
228 JUVENILE PROBATION SPECIAL FEE							
OPERATING	$ 3,538,520	$ 3,546,769	$ 3,546,769	$ 3,330,073	$ 2,669,777	$ 876,992	24.7%
NON RECURRING NON PROJECT	-	283,731	283,731	283,731	388,353	(104,622)	-36.9%
FUND TOTAL USES	$ 3,538,520	$ 3,830,500	$ 3,830,500	$ 3,613,804	$ 3,058,130	$ 772,370	20.2%
229 JUVENILE RESTITUTION							
OPERATING	$ 9,071	$ 10,000	$ 10,000	$ 8,495	$ 4,000	$ 6,000	60.0%
FUND TOTAL USES	$ 9,071	$ 10,000	$ 10,000	$ 8,495	$ 4,000	$ 6,000	60.0%
255 DETENTION OPERATIONS							
OPERATING	$ 31,619,797	$ 33,172,371	$ 33,629,649	$ 32,313,102	$ 33,607,736	$ 21,913	0.1%
JUVENILE KITCHEN EQUIP	-	1,225,942	1,225,942	839,854	-	1,225,942	100.0%
JUV DETENTION TECH PROJECTS	92,700	-	-	-	-	-	N/A
FUND TOTAL USES	$ 31,712,497	$ 34,398,313	$ 34,855,591	$ 33,152,956	$ 33,607,736	$ 1,247,855	3.6%
275 JUVENILE PROBATION DIVERSION							
OPERATING	$ 329,417	$ 251,518	$ 251,518	$ 251,518	$ 214,095	$ 37,423	14.9%
NON RECURRING NON PROJECT	-	82,985	82,985	82,985	175,915	(92,930)	-112.0%
FUND TOTAL USES	$ 329,417	$ 334,503	$ 334,503	$ 334,503	$ 390,010	$ (55,507)	-16.6%
DEPARTMENT OPERATING TOTAL USES	$ 56,548,859	$ 58,421,465	$ 59,792,712	$ 57,089,086	$ 58,179,498	$ 1,613,214	2.7%
DEPARTMENT NON RECURRING TOTAL USES	$ 92,700	$ 1,592,658	$ 1,592,658	$ 1,206,570	$ 564,268	$ 1,028,390	64.6%
DEPARTMENT TOTAL USES	$ 56,641,559	$ 60,014,123	$ 61,385,370	$ 58,295,656	$ 58,743,766	$ 2,641,604	4.3%

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Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
COMMUNITY SUPERVISION							
JUV PRE DISP INVESTIGATIONS	41.68	-	.00	-	-	-	N/A
JUV RESTITUTION AND PUBLIC SVC	5.50	6.00	6.00	6.00	6.00	-	0.0%
JUVENILE INTENSIVE SUPERVISION	40.00	38.70	40.70	38.70	38.70	(2.00)	(4.9%)
JUVENILE STANDARD SUPERVISION	96.37	145.84	145.84	144.84	144.84	(1.00)	(0.7%)
PROGRAM TOTAL	183.55	190.54	192.54	189.54	189.54	(3.00)	(1.6%)
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	18.00	4.00	7.00	8.00	8.00	1.00	14.3%
HUMAN RESOURCES	13.25	11.00	10.00	10.00	10.00	-	0.0%
OPERATIONS SUPPORT	-	15.00	14.00	13.00	13.00	(1.00)	(7.1%)
PROGRAM TOTAL	31.25	30.00	31.00	31.00	31.00	-	0.0%
JUVENILE COURT DIVERSION							
JUVENILE COURT DIVERSION	42.58	33.33	33.13	34.13	37.13	4.00	12.1%
JUVENILE DRUG DIVERSION	6.50	8.50	8.50	8.50	8.50	-	0.0%
JUVENILE TEEN COURT	6.50	8.80	8.80	8.80	8.80	-	0.0%
PROGRAM TOTAL	55.58	50.63	50.43	51.43	54.43	4.00	7.9%
JUVENILE CRIME PREVENTION							
JUVENILE LAW RELATED EDUCATION	9.10	10.80	10.80	10.80	10.80	-	0.0%
JUVENILE TRUANCY REDUCTION	5.90	5.60	4.70	4.70	4.70	-	0.0%
PROGRAM TOTAL	15.00	16.40	15.50	15.50	15.50	-	0.0%
JUVENILE DETENTION							
JUV DETENTION ALTERNATIVES	24.00	23.00	20.00	21.00	18.00	(2.00)	(10.0%)
JUV DETENTION CUSTODY AND CTRL	295.43	295.43	294.43	294.43	307.43	13.00	4.4%
JUV DETENTION MEDICAL CLINIC	24.00	25.00	25.00	25.00	25.00	-	0.0%
JUVENILE MENTAL HEALTH	14.00	12.00	11.00	11.00	14.00	3.00	27.3%
PROGRAM TOTAL	357.43	355.43	350.43	351.43	364.43	14.00	4.0%
JUVENILE TREATMENT							
JUV SEX OFFENDER CASE MGMT	15.65	16.63	16.63	16.63	16.63	-	0.0%
JUVENILE DRUG COURT	9.85	11.33	11.33	11.33	11.33	-	0.0%
JUVENILE OUT OF HOME CASE MGMT	7.30	18.14	19.14	20.14	20.14	1.00	5.2%
JUVENILE TREATMENT MGMT SVCS	17.49	-	.10	.10	.10	-	0.0%
PROGRAM TOTAL	50.29	46.10	47.20	48.20	48.20	1.00	2.1%
DEPARTMENT TOTAL	693.10	689.10	687.10	687.10	703.10	16.00	2.3%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accounting Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	4.00	7.00	6.00	6.00	6.00	-	0.0%
Administrative Assistant	3.00	-	-	-	-	-	N/A
Counselor	6.00	6.00	-	-	6.00	6.00	N/A
Deputy Director - Probation	4.00	3.00	3.00	3.00	3.00	-	0.0%
Detention Ofcr Supv -Probation	26.00	27.00	26.00	26.00	26.00	-	0.0%
Detention Officer - Probation	220.10	221.10	220.10	220.10	220.10	-	0.0%
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%
Food Service Worker	-	-	-	-	12.00	12.00	N/A
Food Services Manager	-	-	1.00	1.00	1.00	-	0.0%
Food Services Shift Supervisor	-	-	-	-	2.00	2.00	N/A
General Laborer	19.00	19.00	19.00	19.00	18.00	(1.00)	(5.3%)
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	1.00	-	0.0%
Judicial Clerk Supervisor	1.00	-	-	-	-	-	N/A
Justice System Clerk	34.00	34.00	-	-	-	-	N/A
Justice System Clerk Associate	-	-	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 Supervisor	5.00	6.00	6.00	6.00	6.00	-	0.0%
Management Analyst	4.00	5.00	6.00	6.00	6.00	-	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	1.00	-	0.0%
Mental Health Professional	-	-	6.00	6.00	-	(6.00)	(100.0%)
Mental Health Professional Supervisor	-	-	2.00	2.00	2.00	-	0.0%
Nurse	13.00	14.00	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	2.00	2.00	2.00	-	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	230.00	224.00	223.00	223.00	225.00	2.00	0.9%
Probation Officer Supervisor	38.00	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	3.00	3.00	2.00	2.00	3.00	1.00	50.0%
Social Worker	4.00	2.00	1.00	1.00	2.00	1.00	100.0%
Social Worker Supervisor	1.00	1.00	-	-	1.00	1.00	N/A
Surveillance Officer	45.00	46.00	46.00	46.00	44.00	(2.00)	(4.3%)
Training Officer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	**693.10**	**689.10**	**687.10**	**687.10**	**703.10**	**16.00**	**2.3%**

Staffing by Fund

DEPARTMENT/FUND		FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	267.00	271.00	270.00	270.00	273.00	3.00	1.1%
227	JUVENILE PROBATION GRANTS	60.00	53.00	53.00	53.00	53.00	-	0.0%
255	DETENTION OPERATIONS	362.10	361.10	360.10	360.10	373.10	13.00	3.6%
275	JUVENILE PROBATION DIVERSION	4.00	4.00	4.00	4.00	4.00	-	0.0%
Department Total		**693.10**	**689.10**	**687.10**	**687.10**	**703.10**	**16.00**	**2.3%**

Significant Variance Analysis

In FY 2016, 14.0 additional Full-Time Equivalent (FTE) positions are being created in the Detention Operations Fund (255) for the new Juvenile Kitchen. Juvenile Probation had previously been purchasing kitchen services from the Maricopa County Sheriff's Office. In late FY 2015 positions were deleted in the Mental Health area. These deletions will be made in FY 2016 Revised bringing the total new positions to 14.0 FTE.

General Adjustments

Personnel: FY 2016 personnel expenditures increased due to the annualization of County performance pay and market study adjustments in FY 2015.

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $535,570 for the impact of the changes in retirement contribution rates.
- Decrease Internal Services Charges by $63,874 for the impact of the changes in risk management charges.
- Increase Personnel Savings by $1,644,843 based on prior years' actuals and FY 2015 Forecast. This results in changing the budgeted personnel savings rate from 5.01% in FY 2015 to 12.82% in FY 2016.
- Increase Expenditures by $22,019 for Communication Center costs from Adult Probation.
- Increase Expenditures by $66,000 for Rent Increase.
- Increase Expenditures by $168,906 for the impact in changes to State Risk Management Charges.
- Decrease Expenditures by $120,286 for the change in Overhead costs to Detention Operations Fund (255).
- Decrease Expenditures by $45,339 for Change in Pay Rates.
- Decrease Expenditures by $5,906 for Reduction in Other Personnel.
- Increase Regular benefits by $261,696 for the impact of the changes in health and dental premium rates.

Juvenile Probation Grants Fund (227)

- Increase Regular Benefits by $89,317 for the impact of the changes in retirement contribution rates.
- Decrease revenues by $554,970 to reflect an expected reduction in grant awards for FY 2016.
- Decrease Expenditures by $634,287 to maintain structural balance.

Detention Fund (255) Operating

- Increase Regular Benefits by $542,245 for the impact of the changes in retirement contribution rates.
- Decrease Expenditures by $405,939 for changes in pay rates.
- Decrease Internal Services Charges by $67,710 for the impact of the changes in risk management charges.
- Increase Personnel Savings by $804,525 based on prior years' actuals and FY 2015 Forecast. This results in changing the budgeted personnel savings rate from 6.43% in FY 2015 to 9.28% in FY 2016.
- Reallocate $120,286 from the General Fund (100) to the Detention Fund (255) for the Administrative Cost Distribution.
- Increase Expenditures by $116,556 for Overtime.
- Decrease Expenditures by $118,154 for Temporary Pay.
- Decrease Expenditures by $11,971 for Other Personnel.
- Increase Regular Benefits by $346,296 for the impact of the changes in health and dental premium rates.

Juvenile Probation Diversion Fund (275) Operating

- Decrease Revenues by $37,423 to reflect a decrease in probation diversion fee collection anticipated in FY 2016.
- Decrease Expenditures by $37,423 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Detention Alternative participants who do not receive a subsequent referral for delinquency while participating in a detention alternative.	86.7%	79.6%	82.6%	85.7%	6.2%	7.7%
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.	2.1%	0.8%	3.3%	2.1%	1.3%	154.0%
Percent of detained youth who received Detention Mental Health services without leaving the facility.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Detention Alternative participants who do not receive a subsequent referral for delinquency while participating in a detention alternative.	86.7%	79.6%	82.6%	85.7%	6.2%	7.7%
Output	Number of youth placed on alternatives to detention during the reporting period.	2,086	1,969	2,068	2,228	259	13.2%
Demand	Number of youth requiring alternatives to detention (GPS Units, non-therapeutic alternatives).	2,086	1,969	2,068	2,228	259	13.2%
Expenditure Ratio	Total activity expenditures per youth placed on alternatives to detention.	$ 1,286.42	$ 1,722.97	$ 1,094.82	$ 1,479.66	$ 243.30	14.1%
Expenditure							
	100 - GENERAL	$ 140,901	$ 107,938	$ (24,986)	$ 25,397	$ 82,541	76.5%
	255 - DETENTION OPERATIONS	2,542,581	3,284,583	2,289,078	3,271,296	13,287	0.4%
	TOTAL USES	$ 2,683,482	$ 3,392,521	$ 2,264,092	$ 3,296,693	$ 95,828	2.8%

Activity Narrative: The Department is actively engaged in expanding both the array of alternatives to detention and the capacity of existing programs to respond to targeted needs such as evening reporting centers and domestic violence shelters. This action is in response to needs identified through data analysis in FY 2015. It is anticipated that the Demand and Output of the Juvenile Detention Alternatives Activity will grow in the coming years, leading to a reduction in days of secure care confinement for youth who qualify for an alternative program/placement and a reduction in subsequent referrals for participating youth.

Base Adjustments:

Detention Operations (255)

- Increase Expenditures by $559,015 for Community Based Alternatives to Secure Placement.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Incidents resulting in an injury to detained youth or detention staff.	2.1%	0.8%	3.3%	2.1%	1.3%	154.0%
Output	Number of screened youth detained during the reporting period.	4,884	4,950	4,503	4,884	(66)	-1.3%
Demand	Number of youth screened by the Juvenile Detention Assessment Center (JDAC).	6,718	6,728	6,517	6,718	(10)	-0.1%
Expenditure Ratio	Total activity expenditures per juvenile detainee during the reporting period.	$ 4,773.45	$ 5,175.63	$ 5,519.74	$ 4,956.68	$ 218.96	2.1%
Revenue							
	100 - GENERAL	$ -	$ 15,000	$ 9,000	$ 9,000	$ (6,000)	-40.0%
	227 - JUVENILE PROBATION GRANTS	470,497	465,800	465,800	461,000	(4,800)	-1.0%
	TOTAL SOURCES	$ 470,497	$ 480,800	$ 474,800	$ 470,000	$ (10,800)	-2.2%
Expenditure							
	100 - GENERAL	$ 22,128	$ 21,519	$ 23,378	$ 21,877	$ (358)	-1.7%
	227 - JUVENILE PROBATION GRANTS	561,065	522,341	609,382	375,152	147,189	28.2%
	255 - DETENTION OPERATIONS	22,730,323	25,075,529	24,222,644	23,811,373	1,264,156	5.0%
	TOTAL USES	$ 23,313,516	$ 25,619,389	$ 24,855,404	$ 24,208,402	$ 1,410,987	5.5%

Activity Narrative: While the number of youth in detention has dropped over the past several years, the number of youth waiting for treatment continues to be an issue for the Department. Juvenile Probation proposes to meet the needs of youth awaiting treatment through repurposing vacant units at each facility and bringing Cognitive Pre-Placement Programming to prepare youth for treatment services. It is anticipated that youth participating in pre-placement cognitive programming will be better prepared for treatment programming, resulting in greater success and reduced length of stay in residential placement. Youth awaiting treatment have an average length of stay (ALOS) which exceeds 75 days, bringing the overall ALOS for youth detained to 46 days. Given the decrease in the Department's ability to meet the demand for residential services, due to provider bed-space limitations, it is expected that more of these youth will end up in detention with longer stays. The expected decrease in the Detention population is not as great as has been seen in prior years.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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.	77,519	84,094	83,137	76,642	(7,452)	-8.9%
Demand	Number of Detention Medical Health services requested.	77,519	84,094	83,137	76,642	(7,452)	-8.9%
Expenditure Ratio	Total activity expenditures per Detention Medical service delivered.	$ 36.00	$ 34.59	$ 35.05	$ 37.56	$ (2.97)	-8.6%
Expenditure							
	255 - DETENTION OPERATIONS	$ 2,790,690	$ 2,909,106	$ 2,913,703	$ 2,879,030	$ 30,076	1.0%
	TOTAL USES	$ 2,790,690	$ 2,909,106	$ 2,913,703	$ 2,879,030	$ 30,076	1.0%

Activity Narrative: The number of Medical Health Services delivered has declined proportionately as the detention population has declined. The Department is anticipating a decrease commensurate with the decline in the detention population for FY 2016. As with the Detention Custody and Control Activity, the decline is not as great as might be anticipated due to the number of youth in detention awaiting treatment. These youth that may have an increased need for medication and medication encounters historically make up the majority of Medical Health Services provided by this activity.

Base Adjustments:

Detention Operations (255)

- Increase Expenditures by $50,000 for Electronic Health Record Operating Costs.
- Decrease Expenditures by $369,418 for Health Services.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of detained youth who received Detention Mental Health services without leaving the facility.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Detention Mental Health services provided during the month.	N/A	8,151	5,288	6,080	(2,071)	-25.4%
Demand	Number of Detention Mental Health services requested during the month.	N/A	8,151	5,288	6,080	(2,071)	-25.4%
Expenditure Ratio	Total activity expenditures per Detention Mental Health Service provided.	N/A	$ 138.55	$ 160.39	$ 181.88	$ (43.32)	-31.3%
Expenditure							
	255 - DETENTION OPERATIONS	$ 1,099,540	$ 1,129,348	$ 848,154	$ 1,105,802	$ 23,546	2.1%
	TOTAL USES	$ 1,099,540	$ 1,129,348	$ 848,154	$ 1,105,802	$ 23,546	2.1%

Activity Narrative: Demand for mental health screenings has decreased as the juvenile detention population has decreased.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of juveniles that completed Diversion successfully	76.0%	79.9%	75.8%	78.1%	(1.7%)	-2.2%
Percent of juveniles that completed Diversion successfully and were not referred to court for a subsequent referral.	79.2%	82.5%	80.3%	81.3%	(1.2%)	-1.5%
Percent of juveniles that completed Teen Court successfully	74.7%	79.2%	80.6%	76.6%	(2.6%)	-3.3%
Percent of juveniles that completed Teen Court successfully and were not referred to court for a new referral	87.6%	87.0%	88.2%	89.5%	2.5%	2.9%
Percent of juveniles that completed Drug Diversion successfully in the quarter	78.0%	78.6%	73.8%	75.4%	(3.2%)	-4.0%
Percent of juveniles that completed Drug Diversion successfully and were not referred to court for a delinquent referral.	83.6%	81.6%	85.3%	85.6%	4.0%	4.9%

Activities that comprise this program include:

- Juvenile Court Diversion
- Juvenile Teen Court
- Juvenile Drug Diversion

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of juveniles that completed Diversion successfully	76.0%	79.9%	75.8%	78.1%	(1.7%)	-2.2%
Result	Percent of juveniles that completed Diversion successfully and were not referred to court for a subsequent referral.	79.2%	82.5%	80.3%	81.3%	(1.2%)	-1.5%
Output	Number of new juveniles receiving Diversion Services during time period	6,530	6,286	7,033	7,215	929	14.8%
Demand	Number of new juveniles referred by the County Attorney for Diversion Services during time period	6,530	6,286	7,033	7,215	929	14.8%
Expenditure Ratio	Total activity expenditures per juvenile receiving Diversion Services during time period.	$ 397.06	$ 371.48	$ 302.65	$ 320.68	$ 50.80	13.7%
Revenue							
	227 - JUVENILE PROBATION GRANTS	$ 2,806,737	$ 2,347,790	$ 2,347,790	$ 2,024,450	$ (323,340)	-13.8%
	275 - JUVENILE PROBATION DIVERSION	238,287	245,994	209,246	208,571	(37,423)	-15.2%
	TOTAL SOURCES	$ 3,045,024	$ 2,593,784	$ 2,557,036	$ 2,233,021	$ (360,763)	-13.9%
Expenditure							
	100 - GENERAL	$ 740,512	$ 1,093,942	$ 752,986	$ 896,491	$ 197,451	18.0%
	227 - JUVENILE PROBATION GRANTS	1,700,264	1,076,853	1,211,193	1,215,401	(138,548)	-12.9%
	275 - JUVENILE PROBATION DIVERSION	152,042	164,327	164,327	201,786	(37,459)	-22.8%
	TOTAL USES	$ 2,592,818	$ 2,335,122	$ 2,128,506	$ 2,313,678	$ 21,444	0.9%

Activity Narrative: The Department has seen slight increases in youth eligible for Juvenile Court Diversion even though overall referrals continue to decline. There has been an increased focus on the outcomes of Diversion in part to support the Department's focus on dually-involved youth and success rates are expected to improve slightly as a result. The Department is actively engaged in development of a more structured case plan geared toward risk and need factors identified by the Arizona Youth Assessment System. In addition, a new graduated response matrix is in development and should be implemented in FY 2016.

Base Adjustments:

Juvenile Probation Diversion Fund (275) Non Recurring Non Project

- Increase Expenditures by $175,915 to offset the decrease in operating revenue in Juvenile Probation Diversion Fund (275).

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of juveniles that completed Drug Diversion successfully in the quarter.	78.0%	78.6%	73.8%	75.4%	(3.2%)	-4.0%
Result	Percent of juveniles that completed Drug Diversion successfully and were not referred to court for a delinquent referral.	83.6%	81.6%	85.3%	85.6%	4.0%	4.9%
Output	Number of new juveniles receiving Drug Diversion Services during the month.	1,295	1,555	1,481	1,535	(20)	-1.3%
Demand	Number of eligible juveniles required to participate in Drug Diversion Services during the month.	1,295	1,554	1,481	1,535	(19)	-1.2%
Expenditure Ratio	Total Activity Expenditure (per participant) to provide Drug Diversion services during the reporting period.	$ 381.16	$ 419.29	$ 470.87	$ 470.89	$ (51.60)	-12.3%
Expenditure							
	100 - GENERAL	$ 216,772	$ 243,218	$ 251,329	$ 261,793	$ (18,575)	-7.6%
	227 - JUVENILE PROBATION GRANTS	192,396	326,124	363,380	367,061	(40,937)	-12.6%
	275 - JUVENILE PROBATION DIVERSION	84,436	82,654	82,654	93,959	(11,305)	-13.7%
	TOTAL USES	$ 493,604	$ 651,996	$ 697,363	$ 722,813	$ (70,817)	-10.9%

Activity Narrative: There has been an increased focus on the outcomes of all Early Intervention programs and success rates are expected to improve slightly as a result. The Department has seen slight increases in youth eligible for Diversion even though overall referrals continue to decline. Juvenile Probation does not anticipate any change in the coming year. The Department is actively engaged in development of a more structured case plan geared toward risk and need factors identified by the Arizona Youth Assessment System. In addition, a new graduated response matrix is in development and should be implemented in FY 2016.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of juveniles that completed Teen Court successfully	74.7%	79.2%	80.6%	76.6%	(2.6%)	-3.3%
Result	Percent of juveniles that completed Teen Court successfully and were not referred to court for a new referral	87.6%	87.0%	88.2%	89.5%	2.5%	2.9%
Output	Number of new juveniles receiving Teen Court services during the reporting period.	1,269	1,008	1,059	1,310	302	30.0%
Demand	Number of new juveniles sent to Teen Court Services during the reporting period.	1,269	1,008	1,059	1,280	272	27.0%
Expenditure Ratio	Total activity expenditures (per juvenile) to provide Teen Court Services during time period.	$ 393.96	$ 684.94	$ 657.15	$ 547.05	$ 137.90	20.1%
Expenditure							
	100 - GENERAL	$ 258,004	$ 188,909	$ 196,741	$ 205,482	$ (16,573)	-8.8%
	227 - JUVENILE PROBATION GRANTS	148,992	413,992	411,655	412,370	1,622	0.4%
	275 - JUVENILE PROBATION DIVERSION	92,939	87,522	87,522	98,777	(11,255)	-12.9%
	TOTAL USES	$ 499,935	$ 690,423	$ 695,918	$ 716,629	$ (26,206)	-3.8%

Activity Narrative: The Department has seen slight increases in youth eligible for Diversion. Teen Court remains a positive option for youth and is expected to increase as detention alternatives continue to become more available.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of youth who attended law related education that report an increased awareness of the legal system (survey results).	98.5%	98.5%	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.	92.9%	95.1%	95.1%	98.5%	3.4%	3.6%
Percent of participants in CUTS-lite conferences that do not receive subsequent truancy referrals.	95.9%	97.9%	98.3%	96.8%	(1.1%)	-1.1%

Activities that comprise this program include:

- Juvenile Law Related Education
- Juvenile Truancy Reduction

Juvenile Law Related Education Activity

The purpose of the Juvenile Law Related Education Activity is to provide law related education and educational opportunities to youth attending schools with Safe Schools and/or Teen Court Programs so they can learn about the legal system.

Mandates: Discretionary services.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of youth who attended law related education that report an increased awareness of the legal system (survey results).	98.5%	98.5%	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.	92.9%	95.1%	95.1%	98.5%	3.4%	3.6%
Output	Number of youth participants (volunteers) in Teen Court plus the number of LRE Youth contacts.	43,290	46,458	31,478	32,276	(14,182)	-30.5%
Output	Number of Law Related Education Hours delivered.	1,434	1,608	1,047	1,075	(533)	-33.1%
Demand	Number of youth requesting Teen Court Volunteer training plus the Safe Schools population.	7,333	7,871	4,846	4,532	(3,339)	-42.4%
Demand	Number of Law Related Education Hours requested.	1,434	1,608	1,047	1,075	(533)	-33.1%
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.	$ 14.34	$ 18.12	$ 18.37	$ 19.29	$ (1.16)	-6.4%
Revenue							
	227 - JUVENILE PROBATION GRANTS	$ -	$ 626,511	$ 626,511	$ 268,681	$ (357,830)	-57.1%
	TOTAL SOURCES	$ -	$ 626,511	$ 626,511	$ 268,681	$ (357,830)	-57.1%
Expenditure							
	100 - GENERAL	$ 114,774	$ 458,317	$ 109,423	$ 261,910	$ 196,407	42.9%
	227 - JUVENILE PROBATION GRANTS	505,835	383,615	468,836	360,586	23,029	6.0%
	TOTAL USES	$ 620,609	$ 841,932	$ 578,259	$ 622,496	$ 219,436	26.1%

Activity Narrative: The Department's ability to provide Law Related Education and Training (LRE) decreased in FY 2015 due to the loss of grant funding. It is expected that the ability of the Department to provide LRE hours will not increase in FY 2016 and may decline even as an increase in Teen Court is anticipated.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of participants in CUTS-lite conferences that do not receive subsequent truancy referrals.	95.9%	97.9%	98.3%	96.8%	(1.1%)	-1.1%
Output	Number of participants in JPD Truancy Reduction programs	747	614	712	766	152	24.8%
Demand	Number of new truancy referrals during the reporting period.	863	1,092	1,003	846	(246)	-22.5%
Expenditure Ratio	Total activity expenditures (per juvenile) to provide Truancy Reduction activities during the reporting period.	$ 596.63	$ 716.05	$ 508.95	$ 507.19	$ 208.86	29.2%
Expenditure							
	100 - GENERAL	$ 133,225	$ 250,753	$ 121,452	$ 248,384	$ 2,369	0.9%
	227 - JUVENILE PROBATION GRANTS	312,455	188,900	240,923	140,122	48,778	25.8%
	TOTAL USES	$ 445,680	$ 439,653	$ 362,375	$ 388,506	$ 51,147	11.6%

Activity Narrative: The Department has been promoting Court Unified Truancy Suppression (CUTS) lite interviews for youth at risk of truancy referrals. Experience suggests that this reduces formal truancy citations from being issued. This is reflected in the reduction in new truancy referrals in FY 2016.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of juveniles without a subsequent adjudication (including VOP) during the fiscal year for offenses that occurred while supervised on JIPS.	56.4%	56.2%	56.2%	56.4%	0.2%	0.3%
Percent of juveniles who did not reoffend with a new delinquent referral during the quarter.	72.8%	63.8%	71.3%	76.3%	12.5%	19.6%
Percent of juveniles who did not reoffend with a new delinquent referral within the quarter while supervised under Standard Supervision.	78.1%	73.9%	82.4%	83.8%	9.9%	13.4%
Percent of juveniles without a subsequent adjudication (including VOP) in the fiscal year for offenses that occurred while supervised on Standard supervision.	70.3%	74.4%	74.4%	70.3%	(4.2%)	-5.6%
Percent of youth accepted to JCORPS.	99.6%	99.7%	99.2%	99.4%	(0.2%)	-0.2%
Percent of JCORPS participants who earned restitution or community service hours.	70.1%	70.7%	82.2%	78.1%	7.4%	10.4%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of juveniles without a subsequent adjudication (including VOP) during the fiscal year for offenses that occurred while supervised on JIPS.	56.4%	56.2%	56.2%	56.4%	0.2%	0.3%
Result	Percent of juveniles who did not reoffend with a new delinquent referral during the quarter.	72.8%	63.8%	71.3%	76.3%	12.5%	19.6%
Output	Number of new juveniles supervised on Juvenile Intensive Probation Supervision (JIPS) status as ordered by the Court	370	434	409	377	(57)	-13.1%
Demand	New juveniles added/placed on Juvenile Intensive Probation Supervision (JIPS) status as ordered by the Court	370	434	409	377	(57)	-13.1%
Expenditure Ratio	Total expenditures per juvenile placed on Juvenile Intensive Probation Supervision (JIPS) status	$ 5,667.95	$ 5,242.16	$ 4,701.61	$ 5,942.46	$ (700.30)	-13.4%
Expenditure							
	100 - GENERAL	$ 2,088,484	$ 2,211,573	$ 1,901,186	$ 2,206,666	$ 4,907	0.2%
	227 - JUVENILE PROBATION GRANTS	8,657	63,523	21,772	33,641	29,882	47.0%
	TOTAL USES	$ 2,097,141	$ 2,275,096	$ 1,922,958	$ 2,240,307	$ 34,789	1.5%

Activity Narrative: The Department is actively engaged in development of a more structured case plan geared toward risk and need factors identified by the Arizona Youth Assessment System. In addition, a new graduated response matrix is in development and should be implemented in the next

fiscal year. Both of these are expected to reduce recidivism for youth on intensive supervision. Shifts detected in early FY 2015 have led to the Department anticipating a decrease in youth ordered to Intensive Probation in FY 2016.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of youth accepted to JCORPS.	99.6%	99.7%	99.2%	99.4%	(0.2%)	-0.2%
Result	Percent of JCORPS participants who earned restitution or community service hours.	70.1%	70.7%	82.2%	78.1%	7.4%	10.4%
Output	Number of youth who are accepted to participate in Juvenile Restitution & Public Service (JCORPS).	1,354	1,401	1,440	1,411	10	0.7%
Demand	Number of youth who apply for acceptance to Juvenile Restitution & Public Service (JCORPS).	1,360	1,404	1,451	1,419	15	1.1%
Expenditure Ratio	Total activity expenditures per juvenile that participates in Juvenile Restitution & Public Service opportunities.	$ 318.05	$ 313.03	$ 274.06	$ 280.90	$ 32.13	10.3%
Revenue							
	229 - JUVENILE RESTITUTION	$ 999	$ 9,135	$ 3,309	$ 3,135	$ (6,000)	-65.7%
	TOTAL SOURCES	$ 999	$ 9,135	$ 3,309	$ 3,135	$ (6,000)	-65.7%
Expenditure							
	100 - GENERAL	$ 292,762	$ 302,402	$ 315,713	$ 306,112	$ (3,710)	-1.2%
	229 - JUVENILE RESTITUTION	9,071	10,000	8,495	4,000	6,000	60.0%
	TOTAL USES	$ 301,833	$ 312,402	$ 324,208	$ 310,112	$ 2,290	0.7%

Activity Narrative: Continued process improvements have led to changes in the ways that youth work crews are put together. The Department is anticipating a decrease from Forecast in the number of youth served in FY 2016 due to the changes made to youth work crews.

Base Adjustments:

Juvenile Probation Restitution Fund (229) Operating

- Decrease Revenue by $6,000 due to lower expected collection.
- Decrease Expenditures by $6,000 due to decrease in Operating Revenue.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of juveniles who did not reoffend with a new delinquent referral within the quarter while supervised under Standard Supervision.	78.1%	73.9%	82.4%	83.8%	9.9%	13.4%
Result	Percent of juveniles without a subsequent adjudication (including VOP) in the fiscal year for offenses that occurred while supervised on Standard supervision.	70.3%	74.4%	74.4%	70.3%	(4.2%)	-5.6%
Output	Number of new juveniles supervised on Juvenile Standard Supervision status as ordered by the Court each month.	2,155	2,238	2,268	2,184	(54)	-2.4%
Demand	Number of new juveniles added/placed on Juvenile Standard Supervision status as ordered by the Court each month.	2,155	2,238	2,268	2,184	(54)	-2.4%
Expenditure Ratio	Total activity expenditures per juvenile placed on Juvenile Standard Supervision status.	$ 3,405.06	$ 5,064.50	$ 4,664.05	$ 4,885.67	$ 178.83	3.5%
Revenue							
	227 - JUVENILE PROBATION GRANTS	$ 189,925	$ 213,573	$ 273,168	$ 354,072	$ 140,499	65.8%
	228 - JUVENILE PROBATION SPECIAL FEE	334,917	248,000	200,440	248,000	-	0.0%
	TOTAL SOURCES	$ 524,842	$ 461,573	$ 473,608	$ 602,072	$ 140,499	30.4%
Expenditure							
	100 - GENERAL	$ 4,317,420	$ 6,910,839	$ 6,601,380	$ 7,203,442	$ (292,603)	-4.2%
	227 - JUVENILE PROBATION GRANTS	56,787	593,012	362,879	408,732	184,280	31.1%
	228 - JUVENILE PROBATION SPECIAL FEE	2,963,696	3,830,500	3,613,804	3,058,130	772,370	20.2%
	TOTAL USES	$ 7,337,903	$ 11,334,351	$ 10,578,063	$ 10,670,304	$ 664,047	5.9%

Activity Narrative: The Department is not expecting any increase in the number of new juveniles on Standard Supervision status as a result of fewer youth being referred to the Juvenile Court. Juvenile Probation is actively engaged in development of a more structured case plan geared toward risk and need factors identified by the Arizona Youth Assessment System. In addition, a new graduated response matrix is in development and should be implemented in the next fiscal year. Both of these are expected to reduce recidivism for youth on Standard Supervision.

Base Adjustments:

General Fund(100)

- Reduction in Allocation Out by $488,639 to Juvenile Probation Special Fees Fund (228)

Juvenile Probation Special Fees Fund (228) Operating

- Decrease in Allocation In by $488,639 from General Fund (100)
- Decrease Expenditures by $388,353 to offset the decrease in operating revenue in Juvenile Probation Special Fees Fund (228).

Juvenile Probation Special Fees Fund (228) Non Recurring Non Project

- Use of $388,353 of Fund Balance due to Revenue Shortfall

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of youth who successfully complete Drug Court.	23.5%	24.2%	28.8%	29.1%	4.9%	20.2%
Percent of youth who do not receive a subsequent adjudication (including VOP) while participating in Drug Court during the year.	59.6%	84.9%	84.9%	60.0%	(24.9%)	-29.3%
Percent of juveniles who did not reoffend with a new delinquent referral within the time period.	85.2%	81.3%	84.3%	88.0%	6.7%	8.3%
Percent of youth who do not receive a subsequent adjudication (includes VOP) while supervised by Treatment Supervision Unit (includes aftercare).	88.0%	91.9%	91.9%	91.9%	0.0%	0.0%
Percent of youth who did not reoffend with a new delinquent referral within the quarter.	99.5%	94.5%	96.7%	99.5%	5.0%	5.3%
Percent of youth who do not receive a subsequent adjudication (including VOP) while supervised by the Special Supervision Unit.	79.6%	81.7%	81.7%	79.5%	(2.2%)	-2.7%
Percent of youth who did not reoffend with a new delinquent referral within the quarter.	96.1%	97.0%	96.2%	95.5%	(1.5%)	-1.6%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of youth who successfully complete Drug Court.	23.5%	24.2%	28.8%	29.1%	4.9%	20.2%
Result	Percent of youth who do not receive a subsequent adjudication (including VOP) while participating in Drug Court during the year.	59.6%	84.9%	84.9%	60.0%	(24.9%)	-29.3%
Result	Percent of juveniles who did not reoffend with a new delinquent referral within the time period.	85.2%	81.3%	84.3%	88.0%	6.7%	8.3%
Output	Number of new youth participants in Drug Court.	54	58	67	63	5	8.6%
Demand	Number of youth who are screened to participate in Drug Court.	125	146	171	150	4	2.7%
Expenditure Ratio	Total activity expenditure per youth participant in Drug Court.	$ 8,705.65	$ 11,749.36	$ 8,729.82	$ 8,749.68	$ 2,999.68	25.5%
Revenue							
	227 - JUVENILE PROBATION GRANTS	$ 27,571	$ -	$ -	$ -	$ -	N/A
	TOTAL SOURCES	$ 27,571	$ -	$ -	$ -	$ -	N/A
Expenditure							
	100 - GENERAL	$ 427,864	$ 524,839	$ 466,273	$ 455,137	$ 69,702	13.3%
	227 - JUVENILE PROBATION GRANTS	42,241	156,624	118,625	96,093	60,531	38.6%
	TOTAL USES	$ 470,105	$ 681,463	$ 584,898	$ 551,230	$ 130,233	19.1%

Activity Narrative: The Juvenile Drug Court continues to focus on improving processes and services to the youth. As a result, an improvement in outcomes and an increase in youth served is expected.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of youth who do not receive a subsequent adjudication (includes VOP) while supervised by Treatment Supervision Unit (includes aftercare).	88.0%	91.9%	91.9%	91.9%	0.0%	0.0%
Result	Percent of youth who did not reoffend with a new delinquent referral within the quarter.	99.5%	94.5%	96.7%	99.5%	5.0%	5.3%
Output	Number of new youth in Out of Home therapeutic treatment (and aftercare) supervised by the Treatment Supervision Unit.	726	718	663	743	25	3.5%
Demand	Number of new youth requiring Out of Home therapeutic treatment (and aftercare) supervised by the Treatment Supervision Unit.	726	718	663	743	25	3.5%
Expenditure Ratio	Total activity expenditure per youth requiring Out of Home therapeutic treatment (and aftercare) supervised by the Treatment Supervision Unit.	$ 435.87	$ 1,733.60	$ 1,529.38	$ 1,462.28	$ 271.32	15.7%
Revenue							
	227 - JUVENILE PROBATION GRANTS	$ -	$ 702,652	$ 702,652	$ 702,452	$ (200)	-0.0%
	TOTAL SOURCES	$ -	$ 702,652	$ 702,652	$ 702,452	$ (200)	-0.0%
Expenditure							
	100 - GENERAL	$ 316,444	$ 776,450	$ 613,531	$ 786,668	$ (10,218)	-1.3%
	227 - JUVENILE PROBATION GRANTS	-	468,277	400,447	299,808	168,469	36.0%
	TOTAL USES	$ 316,444	$ 1,244,727	$ 1,013,978	$ 1,086,476	$ 158,251	12.7%

Activity Narrative: The Department experienced a decreased ability to meet the demand for residential services through rate increases in Administrative Office of the Courts managed treatment

contracts. The demand for out of home services has increased. The Department is actively engaged in development of a more structured case plan geared toward risk and need factors identified by the Arizona Youth Assessment System. A new graduated response matrix is in development and should be implemented in the next fiscal year.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of youth who do not receive a subsequent adjudication (including VOP) while supervised by the Special Supervision Unit.	79.6%	81.7%	81.7%	79.5%	(2.2%)	-2.7%
Result	Percent of youth who did not reoffend with a new delinquent referral within the quarter.	96.1%	97.0%	96.2%	95.5%	(1.5%)	-1.6%
Output	Number of new youth adjudicated of a sexual offense and supervised by the Special Supervision Unit (SSU).	100	97	102	106	9	9.3%
Demand	Number of youth adjudicated of a sexual offense.	117	101	99	112	11	10.9%
Expenditure Ratio	Total activity expenditure per youth supervised by the Special Supervision Unit (SSU).	$ 8,472.55	$ 10,008.39	$ 8,731.16	$ 9,634.31	$ 374.08	3.7%
Expenditure							
	100 - GENERAL	$ 724,152	$ 807,749	$ 743,344	$ 859,071	$ (51,322)	-6.4%
	227 - JUVENILE PROBATION GRANTS	123,103	163,065	147,234	162,166	899	0.6%
	TOTAL USES	$ 847,255	$ 970,814	$ 890,578	$ 1,021,237	$ (50,423)	-5.2%

Activity Narrative: The Juvenile Sex Offender Case Management caseloads show a slight increase in the population served. Recidivism is historically low with this group, so little change is expected. The Department is actively engaged in development of a more structured case plan geared toward risk and need factors identified by the Arizona Youth Assessment System. In addition, a new graduated response matrix is in development and should be implemented in the next fiscal year.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 17,279,942**	**$ 19,750**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 718,508**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*717,099*	*-*
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*1,409*	*-*
FY 2015 Revised Budget			**$ 17,998,450**	**$ 19,750**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 1,502**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*178*	*-*
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*1,324*	*-*
FY 2016 Baseline Budget			**$ 17,999,952**	**$ 19,750**
Adjustments:				
Employee Retirement and Benefits			**$ 535,570**	**$ -**
Retirement Contributions			*535,570*	*-*
Base Adjustments			**$ (924,684)**	**$ -**
Other Base Adjustments			*784,033*	*-*
Preplacement Services		*$ 210,000*		
Increase in Rent		*66,000*		
Reduction in Allocation Out to the Juvenile Probation Special Fee		*488,639*		
Increase in Communication Center Cost from Adult Probation		*22,019*		
Increase in State Risk Management Charges		*168,906*		
Change in Overhead Cost to Detention Fund		*(120,286)*		
Change in Pay Rates		*(45,339)*		
Reduction in Other Personnel		*(5,906)*		
Internal Service Charges			*(63,874)*	*-*
Decrease Risk Management Charges		*$ (63,874)*		
Personnel Savings			*(1,644,843)*	*-*
Increase savings rate from FY 2015 Budget of 5.01% to 12.82%				
Fees and Other Revenues			**$ -**	**$ (4,200)**
ProgRevenue Volume Inc/Dec			*-*	*(4,200)*
FY 2016 Tentative Budget			**$ 17,610,838**	**$ 15,550**
Percent Change from Baseline Amount			*-2.2%*	*-21.3%*
Adjustments:				
Employee Retirement and Benefits			**$ 261,696**	**$ -**
Employee Health/Dental Premiums			*261,696*	*-*
FY 2016 Adopted Budget			**$ 17,872,534**	**$ 15,550**
Percent Change from Baseline Amount			*-0.7%*	*-21.3%*

Juvenile Probation Grants Fund (227)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 4,160,865**	**$ 4,160,865**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 195,461**	**$ 195,461**
Juv Prob FY 15 Grant Recon	*C-27-15-004-2-00*	*195,461*	*195,461*
FY 2015 Revised Budget		**$ 4,356,326**	**$ 4,356,326**
FY 2016 Baseline Budget		**$ 4,356,326**	**$ 4,356,326**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 89,317**	**$ -**
Retirement Contributions		*89,317*	*-*
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (634,287)**	**$ (544,970)**
Grant Reconciliation		*(634,287)*	*(544,970)*
FY 2016 Adopted Budget		**$ 3,811,356**	**$ 3,811,356**
Percent Change from Baseline Amount		*-12.5%*	*-12.5%*

Juvenile Probation Grants Fund (227) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ (196,713)	$ (196,713)	$ (196,713)	$ 412,912	$ 412,912
Sources:					
Operating	$ 4,708,540	$ 4,160,865	$ 4,356,326	$ 4,356,326	$ 3,811,356
Total Sources:	$ 4,708,540	$ 4,160,865	$ 4,356,326	$ 4,356,326	$ 3,811,356
Uses:					
Operating	$ 4,098,905	$ 4,160,865	$ 4,356,326	$ 4,356,326	$ 3,811,356
Total Uses:	$ 4,098,905	$ 4,160,865	$ 4,356,326	$ 4,356,326	$ 3,811,356
Structural Balance	$ 609,635	$ -	$ -	$ -	$ -
Accounting Adjustments	$ (10)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 412,912	$ -	$ -	$ 412,912	$ 412,912
Unassigned	-	(196,713)	(196,713)	-	-
Total Ending Spendable Fund Balance	$ 412,912	$ (196,713)	$ (196,713)	$ 412,912	$ 412,912

Juvenile Probation Special Fees Fund (228)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 3,546,769**	**$ 3,546,769**
FY 2015 Revised Budget			**$ 3,546,769**	**$ 3,546,769**
FY 2016 Baseline Budget			**$ 3,546,769**	**$ 3,546,769**
Adjustments:				
Base Adjustments			**$ (488,639)**	**$ -**
Other Base Adjustments			*(488,639)*	*-*
Decrease in Allocation from the General Fund	*$*	*(488,639)*		
Fees and Other Revenues			**$ -**	**$ (876,992)**
ProgRevenue Volume Inc/Dec			*-*	*(876,992)*
Reallocations			**$ (388,353)**	**$ -**
Reallocation Between Functions			*(388,353)*	*-*
Reallocate Expenditures to Non Recurring Non Project to use Fund Balance	*$*	*(388,353)*		
FY 2016 Adopted Budget			**$ 2,669,777**	**$ 2,669,777**
Percent Change from Baseline Amount			*-24.7%*	*-24.7%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2015 Adopted Budget			**$ 283,731**	**$ -**
FY 2015 Revised Budget			**$ 283,731**	**$ -**
Adjustments:				
Non Recurring			**$ (283,731)**	**$ -**
Other Non Recurring			*(283,731)*	*-*
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Reallocations			**$ 388,353**	**$ -**
Reallocation Between Functions			*388,353*	*-*
Use of Fund Balance due to Revenue Shortfall	*$*	*388,353*		
FY 2016 Adopted Budget			**$ 388,353**	**$ -**

Juvenile Probation Special Fees Fund (228) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 1,317,421	$ 1,310,479	$ 1,310,479	$ 1,364,967	$ 420,940
Sources:					
Operating	$ 3,586,070	$ 3,546,769	$ 3,546,769	$ 2,669,777	$ 2,669,777
Total Sources:	$ 3,586,070	$ 3,546,769	$ 3,546,769	$ 2,669,777	$ 2,669,777
Uses:					
Operating	$ 3,538,520	$ 3,546,769	$ 3,546,769	$ 3,330,073	$ 2,669,777
Non-Recurring	-	283,731	283,731	283,731	388,353
Total Uses:	$ 3,538,520	$ 3,830,500	$ 3,830,500	$ 3,613,804	$ 3,058,130
Structural Balance	$ 47,550	$ -	$ -	$ (660,296)	$ -
Accounting Adjustments	$ (4)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,364,967	$ 1,026,748	$ 1,026,748	$ 420,940	$ 32,587
Total Ending Spendable Fund Balance	$ 1,364,967	$ 1,026,748	$ 1,026,748	$ 420,940	$ 32,587

Juvenile Probation Restitution Fund (229)

	Expenditures	Revenue
OPERATING		
FY 2015 Adopted Budget	**$ 10,000**	**$ 10,000**
FY 2015 Revised Budget	**$ 10,000**	**$ 10,000**
FY 2016 Baseline Budget	**$ 10,000**	**$ 10,000**
Adjustments:		
Fees and Other Revenues	**$ -**	**$ (6,000)**
ProgRevenue Volume Inc/Dec	-	*(6,000)*
Structural Balance	**$ (6,000)**	**$ -**
Structural Balance	*(6,000)*	-
FY 2016 Adopted Budget	**$ 4,000**	**$ 4,000**
Percent Change from Baseline Amount	*-60.0%*	*-60.0%*

Juvenile Probation Restitution Fund (229) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 59,073	$ 53,758	$ 53,758	$ 51,241	$ 46,623
Sources:					
Operating	$ 1,239	$ 10,000	$ 10,000	$ 3,877	$ 4,000
Total Sources:	$ 1,239	$ 10,000	$ 10,000	$ 3,877	$ 4,000
Uses:					
Operating	$ 9,071	$ 10,000	$ 10,000	$ 8,495	$ 4,000
Total Uses:	$ 9,071	$ 10,000	$ 10,000	$ 8,495	$ 4,000
Structural Balance	$ (7,832)	$ -	$ -	$ (4,618)	$ -
Ending Spendable Fund Balance:					
Restricted	$ 51,241	$ 53,758	$ 53,758	$ 46,623	$ 46,623
Total Ending Spendable Fund Balance	$ 51,241	$ 53,758	$ 53,758	$ 46,623	$ 46,623

Detention Fund (255)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 33,172,371**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 457,278**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*442,276*	*-*
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*8,922*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*6,080*	*-*
FY 2015 Revised Budget			**$ 33,629,649**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 21,406**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*1,121*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*(6,080)*	*-*
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*26,365*	*-*
FY 2016 Baseline Budget			**$ 33,651,055**	**$ -**
Adjustments:				
Employee Retirement and Benefits			**$ 542,245**	**$ -**
Retirement Contributions			*542,245*	*-*
Base Adjustments			**$ (931,860)**	**$ -**
Other Base Adjustments			*(59,625)*	*-*
Community Based Alternatives to Secure Placement		*$ 559,015*		
Electronic Health Record Operating Costs		*50,000*		
Increase in Overtime		*116,556*		
Changes in Pay Rates		*(405,939)*		
Increase in Allocation from the General Fund		*120,286*		
Decrease in Temporary Pay		*(118,154)*		
Decrease in Health Services		*(369,418)*		
Decrease in Other Personnel		*(11,971)*		
Internal Service Charges			*(67,710)*	*-*
Decrease in Risk Management Charges		*$ (67,710)*		
Personnel Savings			*(804,525)*	*-*
From 6.43% to 9.28%				
FY 2016 Tentative Budget			**$ 33,261,440**	**$ -**
Percent Change from Baseline Amount			*-1.2%*	
Adjustments:				
Employee Retirement and Benefits			**$ 346,296**	**$ -**
Employee Health/Dental Premiums			*346,296*	*-*
FY 2016 Adopted Budget			**$ 33,607,736**	**$ -**
Percent Change from Baseline Amount			*-0.1%*	

Juvenile Probation Diversion Fund (275)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 251,518**	**$ 251,518**
FY 2015 Revised Budget		**$ 251,518**	**$ 251,518**
FY 2016 Baseline Budget		**$ 251,518**	**$ 251,518**
Adjustments:			
Fees and Other Revenues		**$ -**	**$ (37,423)**
ProgRevenue Volume Inc/Dec		*-*	*(37,423)*
Structural Balance		**$ (37,423)**	**$ -**
Structural Balance		*(37,423)*	*-*
Decrease in Operating Expenditures to Use Fund Balance	*$ (37,423)*		
FY 2016 Adopted Budget		**$ 214,095**	**$ 214,095**
Percent Change from Baseline Amount		*-14.9%*	*-14.9%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 82,985**	**$ -**
FY 2015 Revised Budget		**$ 82,985**	**$ -**
Adjustments:			
Non Recurring		**$ (82,985)**	**$ -**
Other Non Recurring		*(82,985)*	*-*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 175,915**	**$ -**
Other Non Recurring		*175,915*	*-*
Use of Fund Balance to Cover Operating Costs	*$ 175,915*		
FY 2016 Adopted Budget		**$ 175,915**	**$ -**

Juvenile Probation Diversion Fund (275) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 787,470	$ 716,850	$ 716,850	$ 696,714	$ 576,306
Sources:					
Operating	$ 238,657	$ 251,518	$ 251,518	$ 214,095	$ 214,095
Total Sources:	$ 238,657	$ 251,518	$ 251,518	$ 214,095	$ 214,095
Uses:					
Operating	$ 329,417	$ 251,518	$ 251,518	$ 251,518	$ 214,095
Non-Recurring	-	82,985	82,985	82,985	175,915
Total Uses:	$ 329,417	$ 334,503	$ 334,503	$ 334,503	$ 390,010
Structural Balance	$ (90,760)	$ -	$ -	$ (37,423)	$ -
Accounting Adjustments	$ 4	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 696,714	$ 633,865	$ 633,865	$ 576,306	$ 400,391
Total Ending Spendable Fund Balance	$ 696,714	$ 633,865	$ 633,865	$ 576,306	$ 400,391

Management and Budget

Analysis by Jack L. Patton, Principal Management and Budget Analyst

Summary

Mission

The mission of the Office of Management and Budget (OMB) is to develop and maintain a sustainable, structurally-balanced budget for the Board of Supervisors and County Manager so that they can achieve the County's mission within available resources.

Vision

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

Strategic Goals

Fiscal Strength 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 2014, the actual mandated state contributions reflected as a percent of the General Fund Operating revenue increased to 21.0% from 20.8% in FY 2013. While operating revenue increased by nearly $9 million in FY 2014, it was offset by an increase in mandated payments to the state of $3 million, primarily due to a $2.2 million increase due to Arnold v. Sarn.

In FY 2015, budgeted mandated state contributions are expected to decrease to 20.1% due to an increase in operating General Fund revenue of $53 million or a 5.0% increase. The County has nearly attained the 20% target goal as a result of increased revenue coupled with meager increases in state contributions of less than one percent in FY 2015.

Although improvement in the economy has assisted the County's ratio for this measure, the 2015 State Legislature adopted additional funding mandates for Arizona Counties. Therefore, in FY 2016, Maricopa County will be required to contribute 25% of the cost to provide services and house youth in a juvenile detention facility. Furthermore, counties are now required to contribute to funding the Department of Revenue in proportion to the amount of tax revenue they receive. These two changes are estimated to result in an additional $10 million in revenue shifts from Maricopa County to the State in FY 2016.

Increased risks for attaining the 20% goal include the State's projected revenue shortfall if they are required to increase K-12 funding, the growing population of adults 65 years and older which increases the eligibility pool for ALTCS, the growth of SVP populations, the rate of medical inflation which is nearly twice the amount of the CPI measure of inflation and the growth of the two new state mandates.

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: Based on the FY 2015 Forecast, it is anticipated that by year-end 89.4% of budgeted operating expenditures will support direct program activities. This would be a slight decrease from the 90.3% in FY 2014, but still above the 88% target threshold. During the FY 2015 budget process, the definitions for the indirect service activities were updated to more clearly define when an indirect services activity should be utilized. This change should increase the accuracy in assessing this goal measure.

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: In FY 2014, 25.4% of actual operating revenue was comprised of non-tax-based revenue. This is forecasted to decrease to 24.8% in FY 2015 as a result of strong growth rates in property, state sales, vehicles license, jail excise and highway user taxes.

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 FY 2014, for the third straight year, Maricopa County's total tax revenue as a percentage of personal income is below the target value of .8%. The ratio of .73% in FY 2014 is due to County personal income growing by 3.8% while tax revenue grew by 2.4%. The slower growth in tax revenues is a result of the decrease in the property tax levy of 3.6% in FY 2014.

In FY 2015, this ratio is expected to maintain below target at .74% and personal income and tax revenue are projected to grow by 5.1% and 6.6%, respectively. This demonstrates the County's continued commitment to setting a property tax rate well below the levy limit. Of the five major revenue sources utilized in this measure, only one, the property tax levy is determined annually by the Board of Supervisors. The other four revenue sources are determined by Arizona State statutes.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
BDMF - BUDGET DEV MON FORECASTING	$ 1,863,334	$ 2,040,356	$ 2,137,155	$ 2,081,959	$ 2,253,611	$ (116,456)	-5.4%
49PB - PLANNING AND BUDGETING	$ 1,863,334	$ 2,040,356	$ 2,137,155	$ 2,081,959	$ 2,253,611	$ (116,456)	-5.4%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 64,955	$ 64,758	$ 38,150	$ 1,242	$ -	$ 38,150	100.0%
ODIR - EXECUTIVE MANAGEMENT	178,757	48,683	8,456	9,684	-	8,456	100.0%
SPPT - OPERATIONS SUPPORT	-	212,687	212,687	179,340	163,203	49,484	23.3%
99AS - INDIRECT SUPPORT	$ 243,712	$ 326,128	$ 259,293	$ 190,266	$ 163,203	$ 96,090	37.1%
INFR - INFRASTRUCTURE	$ -	$ 10,476	$ 10,476	$ 9,127	$ 9,720	$ 756	7.2%
ISFC - INTERNAL SERVICE FUND CHARGES	4,836	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	5,690	5,690	5,688	4,622	1,068	18.8%
99GV - GENERAL OVERHEAD	$ 4,836	$ 16,166	$ 16,166	$ 14,815	$ 14,342	$ 1,824	11.3%
TOTAL PROGRAMS	**$ 2,111,882**	**$ 2,382,650**	**$ 2,412,614**	**$ 2,287,040**	**$ 2,431,156**	**$ (18,542)**	**-0.8%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,258,585	$ 1,306,430	$ 1,320,998	$ 1,359,527	$ 1,371,031	$ (50,033)	-3.8%
0750 - FRINGE BENEFITS	389,254	403,399	410,950	421,649	448,286	(37,336)	-9.1%
0790 - OTHER PERSONNEL SERVICES	-	66,850	175,321	54,263	157,814	17,507	10.0%
0796 - PERSONNEL SERVICES ALLOC-IN	308,524	377,970	277,344	254,824	200,559	76,785	27.7%
SUBTOTAL	$ 1,956,363	$ 2,154,649	$ 2,184,613	$ 2,090,263	$ 2,177,690	$ 6,923	0.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,203	$ 10,280	$ 10,280	$ 5,061	$ 10,290	$ (10)	-0.1%
SUBTOTAL	$ 1,203	$ 10,280	$ 10,280	$ 5,061	$ 10,290	$ (10)	-0.1%
SERVICES							
0812 - OTHER SERVICES	$ 97,376	$ 166,583	$ 166,583	$ 161,229	$ 111,393	$ 55,190	33.1%
0820 - RENT & OPERATING LEASES	7,931	8,004	8,004	9,264	8,000	4	0.0%
0825 - REPAIRS AND MAINTENANCE	-	3,000	3,000	200	3,000	-	0.0%
0839 - INTERNAL SERVICE CHARGES	22,673	32,034	32,034	16,521	32,198	(164)	-0.5%
0841 - TRAVEL	145	500	500	1,120	8,000	(7,500)	-1500.0%
0842 - EDUCATION AND TRAINING	702	7,200	7,200	3,171	3,400	3,800	52.8%
0843 - POSTAGE/FREIGHT/SHIPPING	128	400	400	181	400	-	0.0%
0850 - UTILITIES	-	-	-	30	-	-	N/A
0873 - SERVICES-ALLOCATION IN	25,361	-	-	-	76,785	(76,785)	N/A
SUBTOTAL	$ 154,316	$ 217,721	$ 217,721	$ 191,716	$ 243,176	$ (25,455)	-11.7%
ALL EXPENDITURES	$ 2,111,882	$ 2,382,650	$ 2,412,614	$ 2,287,040	$ 2,431,156	$ (18,542)	-0.8%
TOTAL USES	$ 2,111,882	$ 2,382,650	$ 2,412,614	$ 2,287,040	$ 2,431,156	$ (18,542)	-0.8%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL OPERATING	$ 2,111,882	$ 2,382,650	$ 2,412,614	$ 2,287,040	$ 2,431,156	$ (18,542)	-0.8%
FUND TOTAL USES	$ 2,111,882	$ 2,382,650	$ 2,412,614	$ 2,287,040	$ 2,431,156	$ (18,542)	-0.8%
DEPARTMENT OPERATING TOTAL USES	$ 2,111,882	$ 2,382,650	$ 2,412,614	$ 2,287,040	$ 2,431,156	$ (18,542)	-0.8%
DEPARTMENT TOTAL USES	$ 2,111,882	$ 2,382,650	$ 2,412,614	$ 2,287,040	$ 2,431,156	$ (18,542)	-0.8%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	1.00	1.00	.00	-	-	-	N/A
EXECUTIVE MANAGEMENT	1.30	.30	.00	-	-	-	N/A
PROGRAM TOTAL	2.30	1.30	-	-	-	-	N/A
PLANNING AND BUDGETING							
BUDGET DEV MON FORECASTING	16.70	16.70	19.00	19.00	19.00	-	0.0%
PROGRAM TOTAL	16.70	16.70	19.00	19.00	19.00	-	0.0%
DEPARTMENT TOTAL	19.00	18.00	19.00	19.00	19.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Administrator	1.00	1.00	-	-	-	-	N/A
Budget Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Budget Analyst	11.00	11.00	8.00	8.00	8.00	-	0.0%
Budget Analyst Senior	-	-	3.00	3.00	3.00	-	0.0%
Budget Supervisor	3.00	2.00	3.00	3.00	3.00	-	0.0%
Business Systems Analyst-Sr/Ld	-	-	1.00	1.00	1.00	-	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	1.00	-	0.0%
Department Total	**19.00**	**18.00**	**19.00**	**19.00**	**19.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	19.00	18.00	19.00	19.00	19.00	-	0.0%
Department Total	**19.00**	**18.00**	**19.00**	**19.00**	**19.00**	**-**	**0.0%**

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2015.

Base Adjustments:

General Fund (100)

- Decrease Regular Benefits by $1,819 for the impact of the changes in retirement contribution rates.
- Decrease expenditures by $1,071 for the impact of the changes in risk management charges.
- Increase Regular Benefits by $21,432 for the impact of the change in health and dental premium rates.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Percent of appropriated budgets with expenditures within budget at the end of the fiscal year.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of activities with actual expenditures at the end of the fiscal year within 5% of the mid-year forecast.	46.0%	70.0%	60.0%	70.0%	(0.0%)	-0.1%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of appropriated budgets with expenditures within budget at the end of the fiscal year	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of activities with actual expenditures at the end of the fiscal year within 5% of the mid-year forecast	46.0%	70.0%	60.0%	70.0%	(0.0%)	-0.1%
Output	Number of appropriated budgets monitored and forecasted	338	307	307	312	5	1.6%
Output	Number of budgeted activities monitored and forecasted	636	747	747	816	69	9.2%
Demand	Number of appropriated budgets established by the Board of Supervisors/Board of Directors	314	307	307	312	5	1.6%
Demand	Number of activities to be budgeted	708	747	747	816	69	9.2%
Expenditure Ratio	Expenditure per appropriated budget monitored and forecasted	$ 5,512.82	$ 6,961.42	$ 6,781.63	$ 7,223.11	$ (261.70)	-3.8%
Expenditure Ratio	Expenditure per budgeted activity monitored and forecasted	$ 2,929.77	$ 2,860.98	$ 2,787.09	$ 2,761.78	$ 99.21	3.5%
Expenditure							
	100 - GENERAL	$ 1,863,334	$ 2,137,155	$ 2,081,959	$ 2,253,611	$ (116,456)	-5.4%
	TOTAL USES	$ 1,863,334	$ 2,137,155	$ 2,081,959	$ 2,253,611	$ (116,456)	-5.4%

Activity Narrative: The increase in the Budget Development, Monitoring and Forecast Activity is due to realigning activities to more accurately reflect the services provided by the department.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 2,382,650**	**$ -**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ 29,964**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*	*29,964*	*-*
FY 2015 Revised Budget		**$ 2,412,614**	**$ -**
FY 2016 Baseline Budget		**$ 2,412,614**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ (1,819)**	**$ -**
Retirement Contributions		*(1,819)*	*-*
Base Adjustments		**$ (1,071)**	**$ -**
Internal Service Charges		*(1,071)*	*-*
FY 2016 Tentative Budget		**$ 2,409,724**	**$ -**
Percent Change from Baseline Amount		*-0.1%*	
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 21,432**	**$ -**
Employee Health/Dental Premiums		*21,432*	*-*
FY 2016 Adopted Budget		**$ 2,431,156**	**$ -**
Percent Change from Baseline Amount		*0.8%*	

Medical Examiner

Analysis by Dreamlyn Johnson, Management and Budget Analyst

Summary

Mission

The Mission of the Medical Examiner is to provide professional medicolegal death investigations of individuals dying under statutorily defined circumstances, the results of which are communicated independently to relevant agencies, industries, and members of the public so they can receive accurate, timely, and effective communications that enhance the public's safety and health.

Vision

To be recognized as a trustworthy source of accurate, scientifically based assessments of deaths in our community by having certified practitioners perform industry-standard professional death investigations, in an industry-accredited organization.

Strategic Goals

Government Operations

By June 30, 2018, the Office of the Medical Examiner will replace the current Coroner/Medical Examiner (CME) database software with an updated product.

Status: This is a new goal for FY 2016.

Government Operations

By June 30, 2017, the Office of the Medical Examiner will ensure that 100% of all forensic practitioners in the department have certification and licensure.

Status: This is a new goal for FY 2016.

Government Operations

By June 30, 2018, the Office of the Medical Examiner will issue 90% of Medical Examiner Reports within 90 calendar days.

Status: The Medical Examiner's office is currently completing 40.1% of Medical Examiner Reports within 90 days. Having filled 11 of 12 Medical Examiner positions, the department is actively working to lower the number of backlog cases. The Department anticipates an increase to 65% in FY 2016 and reaching the goal by the target date.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
CREM - CREMATION AUTHORIZATIONS	$ 331,585	$ 320,000	$ 320,000	$ 303,150	$ 320,000	$ -	0.0%
EXAM - DECEDENT MEDICAL EXAMINATION	406,312	40,388	50,388	61,842	71,730	21,342	42.4%
MELB - MEDICAL EXAMINER LAB SERVICES	7,642	-	7,581	14,636	-	(7,581)	-100.0%
29ME - MEDICAL EXAMINERS	$ 745,539	$ 360,388	$ 377,969	$ 379,628	$ 391,730	$ 13,761	3.6%
GGOV - GENERAL GOVERNMENT	$ 1,649	$ -	$ -	$ (7,057)	$ -	$ -	N/A
99GV - GENERAL OVERHEAD	$ 1,649	$ -	$ -	$ (7,057)	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 747,188**	**$ 360,388**	**$ 377,969**	**$ 372,571**	**$ 391,730**	**$ 13,761**	**3.6%**
USES							
CREM - CREMATION AUTHORIZATIONS	$ 257,249	$ 262,136	$ 269,581	$ 273,771	$ 275,987	$ (6,406)	-2.4%
EXAM - DECEDENT MEDICAL EXAMINATION	3,957,020	3,695,494	3,759,689	3,690,740	4,022,291	(262,602)	-7.0%
INVG - DECEDENT MEDICAL INVESTIGATION	1,513,954	1,512,622	1,553,624	1,503,040	1,578,424	(24,800)	-1.6%
MELB - MEDICAL EXAMINER LAB SERVICES	1,290,309	1,213,266	1,223,612	1,228,330	1,242,436	(18,824)	-1.5%
MELS - MEDICAL EXAMINER LEGAL SUPPORT	86,603	74,261	75,117	88,489	75,625	(508)	-0.7%
MEOS - MEDICAL EXAMINER OFFICE SUPP	833,087	841,801	865,800	866,151	885,225	(19,425)	-2.2%
29ME - MEDICAL EXAMINERS	$ 7,938,222	$ 7,599,580	$ 7,747,423	$ 7,650,521	$ 8,079,988	$ (332,565)	-4.3%
HRAC - HUMAN RESOURCES	$ 73,708	$ 76,667	$ 73,392	$ 69,958	$ 72,760	$ 632	0.9%
ODIR - EXECUTIVE MANAGEMENT	382,219	321,984	327,144	374,518	303,463	23,681	7.2%
POOL - POOLED COSTS	-	1,687	-	-	(10,370)	10,370	N/A
PROC - PROCUREMENT	63,783	61,790	63,557	63,547	64,642	(1,085)	-1.7%
SPPT - OPERATIONS SUPPORT	-	17,617	17,617	7,340	40,301	(22,684)	-128.8%
99AS - INDIRECT SUPPORT	$ 519,710	$ 479,745	$ 481,710	$ 515,363	$ 470,796	$ 10,914	2.3%
INFR - INFRASTRUCTURE	$ -	$ 39,971	$ 39,971	$ -	$ 43,730	$ (3,759)	-9.4%
ISFC - INTERNAL SERVICE FUND CHARGES	74,988	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	142,097	142,097	142,094	196,987	(54,890)	-38.6%
99GV - GENERAL OVERHEAD	$ 74,988	$ 182,068	$ 182,068	$ 142,094	$ 240,717	$ (58,649)	-32.2%
TOTAL PROGRAMS	**$ 8,532,920**	**$ 8,261,393**	**$ 8,411,201**	**$ 8,307,978**	**$ 8,791,501**	**$ (380,300)**	**-4.5%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 353,148	$ -	$ 7,581	$ 7,581	$ -	$ (7,581)	-100.0%
SUBTOTAL	$ 353,148	$ -	$ 7,581	$ 7,581	$ -	$ (7,581)	-100.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ -	$ 10,000	$ -	$ 20,000	$ 10,000	100.0%
0635 - OTHER CHARGES FOR SERVICES	394,040	360,388	360,388	364,992	371,730	11,342	3.1%
SUBTOTAL	$ 394,040	$ 360,388	$ 370,388	$ 364,992	$ 391,730	$ 21,342	5.8%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ -	$ -	$ -	$ (2)	$ -	$ -	N/A
SUBTOTAL	$ -	$ -	$ -	$ (2)	$ -	$ -	N/A
ALL REVENUES	$ 747,188	$ 360,388	$ 377,969	$ 372,571	$ 391,730	$ 13,761	3.6%
TOTAL SOURCES	$ 747,188	$ 360,388	$ 377,969	$ 372,571	$ 391,730	$ 13,761	3.6%

Sources and Uses by Category (continued)

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 5,013,736	$ 5,355,465	$ 5,461,678	$ 5,442,530	$ 5,698,036	$ (236,358)	-4.3%
0710 - OVERTIME	131,874	87,046	87,046	130,376	87,046	-	0.0%
0750 - FRINGE BENEFITS	1,738,385	1,838,198	1,849,182	1,764,771	1,981,436	(132,254)	-7.2%
0790 - OTHER PERSONNEL SERVICES	48,807	31,750	56,780	35,766	21,830	34,950	61.6%
0796 - PERSONNEL SERVICES ALLOC-IN	39,828	40,435	40,435	40,435	40,301	134	0.3%
SUBTOTAL	$ 6,972,630	$ 7,352,894	$ 7,495,121	$ 7,413,878	$ 7,828,649	$ (333,528)	-4.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 136,680	$ 80,500	$ 80,500	$ 83,097	$ 80,500	$ -	0.0%
0802 - MEDICAL SUPPLIES	308,631	303,158	303,158	253,839	299,848	3,310	1.1%
0803 - FUEL	33,247	36,000	36,000	31,995	34,000	2,000	5.6%
0804 - NON-CAPITAL EQUIPMENT	76,906	11,500	11,500	11,500	11,000	500	4.3%
SUBTOTAL	$ 555,464	$ 431,158	$ 431,158	$ 380,431	$ 425,348	$ 5,810	1.3%
SERVICES							
0811 - HEALTH CARE SERVICES	$ 51,529	$ 37,500	$ 37,500	$ 40,355	$ 37,000	$ 500	1.3%
0812 - OTHER SERVICES	78,746	84,414	84,414	92,609	84,448	(34)	0.0%
0820 - RENT & OPERATING LEASES	11,346	13,680	13,680	12,741	13,446	234	1.7%
0825 - REPAIRS AND MAINTENANCE	149,707	97,500	97,500	101,477	97,500	-	0.0%
0830 - INTERGOVERNMENTAL PAYMENTS	-	-	-	568	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	141,326	176,770	176,770	181,990	228,633	(51,863)	-29.3%
0841 - TRAVEL	119,738	25,500	28,617	35,750	34,500	(5,883)	-20.6%
0842 - EDUCATION AND TRAINING	8,239	11,000	15,464	16,926	11,000	4,464	28.9%
0843 - POSTAGE/FREIGHT/SHIPPING	8,564	9,200	9,200	10,015	9,200	-	0.0%
0850 - UTILITIES	18,150	21,777	21,777	21,238	21,777	-	0.0%
0873 - SERVICES-ALLOCATION IN	30	-	-	-	-	-	N/A
SUBTOTAL	$ 587,375	$ 477,341	$ 484,922	$ 513,669	$ 537,504	$ (52,582)	-10.8%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 417,451	$ -	$ -	$ -	$ -	$ -	N/A
SUBTOTAL	$ 417,451	$ -	$ -	$ -	$ -	$ -	N/A
ALL EXPENDITURES	$ 8,532,920	$ 8,261,393	$ 8,411,201	$ 8,307,978	$ 8,791,501	$ (380,300)	-4.5%
TOTAL USES	$ 8,532,920	$ 8,261,393	$ 8,411,201	$ 8,307,978	$ 8,791,501	$ (380,300)	-4.5%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 394,040	$ 360,388	$ 370,388	$ 364,992	$ 391,730	$ 21,342	5.8%
FUND TOTAL SOURCES	$ 394,040	$ 360,388	$ 370,388	$ 364,992	$ 391,730	$ 21,342	5.8%
224 MEDICAL EXAMINER GRANTS							
OPERATING	$ 353,148	$ -	$ 7,581	$ 7,579	$ -	$ (7,581)	-100.0%
FUND TOTAL SOURCES	$ 353,148	$ -	$ 7,581	$ 7,579	$ -	$ (7,581)	-100.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 747,188	$ 360,388	$ 377,969	$ 372,571	$ 391,730	$ 13,761	3.6%
DEPARTMENT TOTAL SOURCES	$ 747,188	$ 360,388	$ 377,969	$ 372,571	$ 391,730	$ 13,761	3.6%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 8,023,684	$ 8,261,393	$ 8,403,620	$ 8,300,399	$ 8,573,553	$ (169,933)	-2.0%
NON RECURRING NON PROJECT	156,088	-	-	-	217,948	(217,948)	N/A
FUND TOTAL USES	$ 8,179,772	$ 8,261,393	$ 8,403,620	$ 8,300,399	$ 8,791,501	$ (387,881)	-4.6%
224 MEDICAL EXAMINER GRANTS							
OPERATING	$ 353,148	$ -	$ 7,581	$ 7,579	$ -	$ 7,581	100.0%
FUND TOTAL USES	$ 353,148	$ -	$ 7,581	$ 7,579	$ -	$ 7,581	100.0%
DEPARTMENT OPERATING TOTAL USES	$ 8,376,832	$ 8,261,393	$ 8,411,201	$ 8,307,978	$ 8,573,553	$ (162,352)	-1.9%
DEPARTMENT NON RECURRING TOTAL USES	$ 156,088	$ -	$ -	$ -	$ 217,948	$ (217,948)	N/A
DEPARTMENT TOTAL USES	$ 8,532,920	$ 8,261,393	$ 8,411,201	$ 8,307,978	$ 8,791,501	$ (380,300)	-4.5%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 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	3.73	3.73	3.69	3.73	-	0.0%
DECEDENT MEDICAL EXAMINATION	24.78	25.28	25.28	24.34	26.28	1.00	4.0%
DECEDENT MEDICAL INVESTIGATION	24.70	24.75	23.75	23.75	23.75	-	0.0%
MEDICAL EXAMINER LAB SERVICES	11.95	12.95	12.95	12.95	12.95	-	0.0%
MEDICAL EXAMINER LEGAL SUPPORT	.54	.54	.54	.52	.54	-	0.0%
MEDICAL EXAMINER OFFICE SUPP	16.25	16.25	16.25	16.25	16.25	-	0.0%
PROGRAM TOTAL	82.50	83.50	82.50	81.50	83.50	1.00	1.2%
DEPARTMENT TOTAL	86.50	87.50	86.50	85.50	87.50	1.00	1.2%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin/Operations Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Services Mgr	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%
Administrative Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Medical Examiner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Crime Scene Specialist	23.00	21.00	20.00	20.00	20.00	-	0.0%
Crime Scene Supervisor	3.00	4.00	3.00	3.00	3.00	-	0.0%
Deputy Chief Medical Examiner	-	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%
Forensic Anthropologist	.75	.75	.75	.75	.75	-	0.0%
Forensic Chemist	8.00	7.00	7.00	7.00	7.00	-	0.0%
Forensic Chemist Senior	-	1.00	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	8.50	8.50	8.50	-	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	3.00	3.00	3.00	3.00	-	0.0%
Medical Death Investigations Manager	-	-	1.00	1.00	1.00	-	0.0%
Medical Examiner	11.00	10.00	10.00	9.00	11.00	1.00	10.0%
Office Assistant	3.00	2.50	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	1.50	2.00	2.00	2.00	-	0.0%
Photographer Supervisor	-	1.00	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	1.00	1.00	-	0.0%
Department Total	**86.50**	**87.50**	**86.50**	**85.50**	**87.50**	**1.00**	**1.2%**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	86.50	87.50	86.50	85.50	87.50	1.00	1.2%
Department Total	**86.50**	**87.50**	**86.50**	**85.50**	**87.50**	**1.00**	**1.2%**

General Adjustments

Personnel: FY 2016 personnel expenditures increased due to the annualization of County performance pay and market study adjustments in FY 2015. To reduce the backlog of cases that exists, 1.0 FTE Medical Examiner is added to the department.

Base Adjustments:

General Fund (100)

- Decrease Regular Benefits by $5,635 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by $54,890 for the impact of the changes in risk management charges.
- Increase Regular Benefits by $92,496 for the impact of the changes in health and dental premium rates.

General Fund (100) Non Recurring

- Increase Personal Services by $217,948 for the addition of 1.0 FTE Medical Examiner to assist in reducing the existing backlog of cases.

Programs and Activities

Medical Examiners Program

The purpose of the Medical Examiners Program is to provide professional medicolegal death investigations of individuals dying under statutorily defined circumstances, the results of which are communicated independently to relevant agencies, industries, and members of the public so they can receive accurate, timely, and effective communications that enhance the public's safety and health.

Program Results

Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Percent of cremation authorizations completed within 1 day of receipt.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of cases completed (available for public release) within 45 days	26.8%	40.0%	25.2%	30.0%	(10.0%)	-25.0%
Percent of exams completed within 48 hours of admit (excluding weekends and holidays)	41.6%	40.0%	59.9%	67.0%	27.0%	67.4%
Percent of cases completed (available for public release) within 90 days	46.0%	65.0%	46.6%	65.0%	(0.0%)	-0.0%
Percent of autopsies performed	66.2%	65.0%	70.8%	70.6%	5.6%	8.6%
Percent of cases not admitted (CNA's)	19.2%	20.0%	20.3%	20.1%	0.1%	0.5%
Percent of cases where organ/tissue-donations were authorized	8.1%	8.5%	8.3%	8.4%	(0.1%)	-1.7%
Percent of cases completed (available for public release) within 120 days	67.7%	85.0%	65.8%	75.0%	(10.0%)	-11.8%
Percent of cases completed (available for public release) within 60 days	N/A	N/A	N/A	40.0%	N/A	N/A
Percent of investigative summaries completed by day of exam	2.1%	45.6%	N/A	N/A	N/A	N/A
Percent of declined cases	42.3%	40.0%	44.5%	44.0%	4.0%	9.9%
Percent of scene arrivals within 2 hours of "case ready for removal" notification	58.4%	60.0%	55.0%	60.0%	(0.0%)	-0.0%
Percent of reports transcribed within two weeks of dictation receipt (excluding weekends and holidays)	80.4%	96.0%	97.7%	97.0%	1.0%	1.1%
Percent of decedents released within 1 day of exam (excluding weekends and holidays)	68.3%	68.0%	58.8%	59.6%	(8.5%)	-12.4%
Percent of toxicology tests completed in house of total tests requested (excluding weekends and holidays)	98.4%	98.5%	98.0%	98.1%	(0.4%)	-0.4%
Percent of toxicology reports produced within 45 days of exam (excluding weekends and holidays)	44.0%	50.0%	46.8%	55.0%	5.0%	10.0%
Percent of microscopic slides produced within 7 days of exam (excluding weekends and holidays)	40.0%	100.0%	51.1%	55.0%	(45.0%)	-45.0%
Percent of examined cases requiring microscopic slides to be produced	48.8%	50.0%	47.0%	47.6%	(2.4%)	-4.8%
Percent of toxicology reports produced within 30 days of exam (excluding weekends and holidays)	N/A	N/A	N/A	40.0%	N/A	N/A
Percent of toxicology reports produced within 60 days of exam (excluding weekends and holidays)	N/A	N/A	N/A	75.0%	N/A	N/A
Percent of hours subpoenaed that requires court appearance (excluding weekends and holidays)	64.5%	64.0%	44.6%	43.2%	(20.8%)	-32.5%
Percent of subpoenas supported within 10 days of receipt (excluding weekends and holidays)	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of OME staff time spent providing legal support for criminal cases (excluding weekends and holidays)	96.3%	97.0%	93.1%	51.6%	(45.4%)	-46.8%
Percent of OME staff time spent providing legal support for civil cases (excluding weekends and holidays)	4.0%	3.0%	10.7%	3.7%	0.7%	21.9%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of cremation authorizations completed within 1 day of receipt.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of cremation authorizations completed	22,300	22,000	23,290	22,370	370	1.7%
Demand	Number of cremation authorizations requested	22,300	22,000	23,290	22,370	370	1.7%
Expenditure Ratio	Expenditure per cremation authorization	$ 11.54	$ 12.25	$ 11.75	$ 12.34	$ (0.08)	-0.7%
Revenue							
	100 - GENERAL	$ 331,585	$ 320,000	$ 303,150	$ 320,000	$ -	0.0%
	TOTAL SOURCES	$ 331,585	$ 320,000	$ 303,150	$ 320,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 257,249	$ 269,581	$ 273,771	$ 275,987	$ (6,406)	-2.4%
	TOTAL USES	$ 257,249	$ 269,581	$ 273,771	$ 275,987	$ (6,406)	-2.4%

Activity Narrative: The number of cremation authorizations completed will increase with the increased demand from the public to utilize cremation services in FY 2016 leading to an improved efficiency.

Decedent Medical Examination Activity

The purpose of the Decedent Medical Examination Activity is to provide autopsies, and timely autopsy reports, certifications and expert testimony in legal proceedings to families of decedents and the legal and medical community so they can conduct financial transactions and have closure, investigate and prosecute offenders, and reduce risks to public health and safety.

Mandates: A.R.S. §11-593 Section E. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of cases completed (available for public release) within 45 days	26.8%	40.0%	25.2%	30.0%	(10.0%)	-25.0%
Result	Percent of exams completed within 48 hours of admit (excluding weekends and holidays)	41.6%	40.0%	59.9%	67.0%	27.0%	67.4%
Result	Percent of cases completed (available for public release) within 90 days	46.0%	65.0%	46.6%	65.0%	(0.0%)	-0.0%
Result	Percent of autopsies performed	66.2%	65.0%	70.8%	70.6%	5.6%	8.6%
Result	Percent of cases not admitted (CNA's)	19.2%	20.0%	20.3%	20.1%	0.1%	0.5%
Result	Percent of cases where organ/tissue-donations were authorized	8.1%	8.5%	8.3%	8.4%	(0.1%)	-1.7%
Result	Percent of cases completed (available for public release) within 120 days	67.7%	85.0%	65.8%	75.0%	(10.0%)	-11.8%
Result	Percent of cases completed (available for public release) within 60 days	N/A	N/A	N/A	40.0%	N/A	N/A
Output	Number of examinations completed	3,882	3,950	3,937	3,957	7	0.2%
Output	Number of organ/tissue donation authorizations	389	412	410	417	5	1.2%
Demand	Number of examinations required	3,882	3,950	3,937	3,957	7	0.2%
Expenditure Ratio	Expenditure per exam	$ 1,019.33	$ 951.82	$ 937.45	$ 1,016.50	$ (64.68)	-6.8%
Revenue							
	100 - GENERAL	$ 62,455	$ 50,388	$ 61,842	$ 71,730	$ 21,342	42.4%
	224 - MEDICAL EXAMINER GRANTS	343,857	-	-	-	-	N/A
	TOTAL SOURCES	$ 406,312	$ 50,388	$ 61,842	$ 71,730	$ 21,342	42.4%
Expenditure							
	100 - GENERAL	$ 3,618,609	$ 3,759,689	$ 3,690,740	$ 4,022,291	$ (262,602)	-7.0%
	224 - MEDICAL EXAMINER GRANTS	338,411	-	-	-	-	N/A
	TOTAL USES	$ 3,957,020	$ 3,759,689	$ 3,690,740	$ 4,022,291	$ (262,602)	-7.0%

Activity Narrative: The percent of cases completed within 45 is decreasing as Medical Examiners work through a backlog of cases created over the past few years when vacancies were high. As doctors continue to complete backlogged cases, other result measures will increase as doctors begin work on current cases. A thirteenth Medical Examiner has been added for FY 2016, increasing personnel and the amount of medical supplies purchased and utilized.

While revenues are anticipated to increase when compared to FY 2015 Revised, the department remains conservative, as this revenue is generated by fees based on the non-return of body bags from funeral homes.

Base Adjustments:

- Increase in Other Charges for Services by $11,342 for the increase in fee collection.
- Increase in Intergovernmental Charges for Services by $20,000 for Intergovernmental Agreement with Florida State Attorney's Office.
- Increase in Regular Salary Adjustments by $20,000 for additional personal services expenses resulting from the Intergovernmental Agreement with Florida State Attorney's Office. The agreement will allow a current Maricopa County Medical Examiner to travel to Florida and testify on cases previously worked.

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 which may aid in the determination of the deceased's identity or determination of the cause or manner of death. Upon completion of the findings, the medical examiner or alternate medical examiner, within thirty days, shall deliver the object or article to the law enforcement agency concerned, to the legal representative of the deceased or to the county treasurer.

A.R.S. §11-597 mandates the county medical examiner or alternate medical examiner shall conduct a death investigation to determine whether or not the public interest requires an external examination, autopsy or other special investigation.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of investigative summaries completed by day of exam	2.1%	45.6%	N/A	N/A	N/A	N/A
Result	Percent of declined cases	42.3%	40.0%	44.5%	44.0%	4.0%	9.9%
Result	Percent of scene arrivals within 2 hours of "case ready for removal" notification	58.4%	60.0%	55.0%	60.0%	(0.0%)	-0.0%
Output	Number of investigations completed	8,329	8,300	8,897	8,842	542	6.5%
Demand	Number of investigations required	8,329	8,300	8,836	8,842	542	6.5%
Expenditure Ratio	Expenditure per investigation	$ 181.77	$ 187.18	$ 168.94	$ 178.51	$ 8.67	4.6%
Expenditure							
	100 - GENERAL	$ 1,513,954	$ 1,553,624	$ 1,503,040	$ 1,578,424	$ (24,800)	-1.6%
	TOTAL USES	$ 1,513,954	$ 1,553,624	$ 1,503,040	$ 1,578,424	$ (24,800)	-1.6%

Activity Narrative: The Coroner/Medical Examiner (CME) data software used by the department is several versions behind and can no longer support tracking investigative summaries. Currently, the department is not able to easily measure the percent of investigative summaries being completed by the day of the exam. The department has made the procurement of an updated software system a priority and has added it to its strategic business plan.

In FY 2015, the department experienced retention issues with the investigator position and hopes to have filled all vacancies by the start of FY 2016.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of reports transcribed within two weeks of dictation receipt (excluding weekends and holidays)	80.4%	96.0%	97.7%	97.0%	1.0%	1.1%
Result	Percent of decedents released within 1 day of exam (excluding weekends and holidays)	68.3%	68.0%	58.8%	59.6%	(8.5%)	-12.4%
Output	Number of exam, toxicology and investigative summary reports transcribed	6,149	6,000	8,264	8,461	2,461	41.0%
Demand	Number of reports requested to be transcribed.	6,149	6,000	8,264	8,461	2,461	41.0%
Expenditure Ratio	Expenditure per report transcribed	$ 135.48	$ 144.30	$ 104.81	$ 104.62	$ 39.68	27.5%
Expenditure							
	100 - GENERAL	$ 833,087	$ 865,800	$ 866,151	$ 885,225	$ (19,425)	-2.2%
	TOTAL USES	$ 833,087	$ 865,800	$ 866,151	$ 885,225	$ (19,425)	-2.2%

Activity Narrative: The number of reports requested to be transcribed are increasing as staff completes the backlog of cases that developed as a result of the vacancies in the Medical Examiner position in addition to current and new cases. As doctors work through more cases, more transcription requests are made.

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 laboratory 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of toxicology tests completed in house of total tests requested (excluding weekends and holidays)	98.4%	98.5%	98.0%	98.1%	(0.4%)	-0.4%
Result	Percent of toxicology reports produced within 45 days of exam (excluding weekends and holidays)	44.0%	50.0%	46.8%	55.0%	5.0%	10.0%
Result	Percent of microscopic slides produced within 7 days of exam (excluding weekends and holidays)	40.0%	100.0%	51.1%	55.0%	(45.0%)	-45.0%
Result	Percent of examined cases requiring microscopic slides to be produced	48.8%	50.0%	47.0%	47.6%	(2.4%)	-4.8%
Result	Percent of toxicology reports produced within 30 days of exam (excluding weekends and holidays)	N/A	N/A	N/A	40.0%	N/A	N/A
Result	Percent of toxicology reports produced within 60 days of exam (excluding weekends and holidays)	N/A	N/A	N/A	75.0%	N/A	N/A
Output	Number of toxicology tests produced	64,633	67,000	64,668	69,101	2,101	3.1%
Demand	Number of toxicology tests requested	64,633	67,000	64,668	69,101	2,101	3.1%
Demand	Number of microscopic slides requested	8,204	9,000	7,599	7,645	(1,355)	-15.1%
Expenditure Ratio	Expenditure per test produced	$ 19.96	$ 18.26	$ 18.99	$ 17.98	$ 0.28	1.5%
Revenue							
	224 - MEDICAL EXAMINER GRANTS	$ 7,642	$ 7,581	$ 14,636	$ -	$ (7,581)	-100.0%
	TOTAL SOURCES	$ 7,642	$ 7,581	$ 14,636	$ -	$ (7,581)	-100.0%
Expenditure							
	100 - GENERAL	$ 1,275,572	$ 1,216,031	$ 1,220,751	$ 1,242,436	$ (26,405)	-2.2%
	224 - MEDICAL EXAMINER GRANTS	14,737	7,581	7,579	-	7,581	100.0%
	TOTAL USES	$ 1,290,309	$ 1,223,612	$ 1,228,330	$ 1,242,436	$ (18,824)	-1.5%

Activity Narrative: Changes in processes are allowing the lab to work with greater efficiency and have resulted in an increase in the number of toxicology tests produced within 45 days. Eliminating a screening process has positively impacted the number of tests produced. These changes have also resulted in a decline in the number of microscopic slides produced and requested. The lab now produces multiple slides as a matter of quality assurance instead of standard practice. As processes were implemented, the FY 2016 Adopted Result measure of the percent of microscopic slides produced

within 7 days of exam better reflects the progress. While fewer slides are being produced, the quality of the slides has improved significantly.

Additionally, the percent of examined cases requiring slides is declining as Medical Examiners request delays in the creation of these slides. The department will review these measures in FY 2016 to better capture the new processes in the lab.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of hours subpoenaed that requires court appearance (excluding weekends and holidays)	64.5%	64.0%	44.6%	43.2%	(20.8%)	-32.5%
Result	Percent of subpoenas supported within 10 days of receipt (excluding weekends and holidays)	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of OME staff time spent providing legal support for criminal cases (excluding weekends and holidays)	96.3%	97.0%	93.1%	51.6%	(45.4%)	-46.8%
Result	Percent of OME staff time spent providing legal support for civil cases (excluding weekends and holidays)	4.0%	3.0%	10.7%	3.7%	0.7%	21.9%
Output	Number of subpoenas supported (date and time stamped)	462	480	131	144	(336)	-70.0%
Output	Number of hours spent testifying in court	171	200	154	168	(32)	-16.1%
Demand	Number of subpoenas received (date and time stamped)	462	480	131	144	(336)	-70.0%
Expenditure Ratio	Expenditure per subpoenas supported	$ 187.45	$ 156.49	$ 675.49	$ 525.17	$ (368.68)	-235.6%
Expenditure							
	100 - GENERAL	$ 86,603	$ 75,117	$ 88,489	$ 75,625	$ (508)	-0.7%
	TOTAL USES	$ 86,603	$ 75,117	$ 88,489	$ 75,625	$ (508)	-0.7%

Activity Narrative: A policy change will allow the department to spend less time on legal cases. Improved tracking of cases as well as serving subpoenas directly has made the process more efficient. The department has had to reimburse doctors for expenses incurred while working on out of state cases. These costs caused an expenditure increase in FY 2015 Forecast.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 8,261,393**	**$ 360,388**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 132,227**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*125,077*	*-*
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*1,529*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*5,621*	*-*
Grants, Donations and Intergovernmental Agreements				
Intergovernmental Agreements			**$ 10,000**	**$ 10,000**
Florida State Attorney's Office IGA	*C-29-15-006-3-00*		*10,000*	*10,000*
FY 2015 Revised Budget			**$ 8,403,620**	**$ 370,388**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 18,182**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*232*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*(5,621)*	*-*
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*23,571*	*-*
Intergovernmental Agreements			**$ (10,000)**	**$ (10,000)**
Florida State Attorney's Office IGA	*C-29-15-006-3-00*		*(10,000)*	*(10,000)*
FY 2016 Baseline Budget			**$ 8,411,802**	**$ 360,388**
Adjustments:	Agenda Item:			
Employee Retirement and Benefits			**$ (5,635)**	**$ -**
Retirement Contributions			*(5,635)*	*-*
Base Adjustments			**$ 54,890**	**$ -**
Internal Service Charges			*54,890*	*-*
Increase Risk Management Charges		*$ 54,890*		
Fees and Other Revenues			**$ -**	**$ 11,342**
ProgRevenue Volume Inc/Dec			*-*	*11,342*
Grants, Donations and Intergovernmental Agreements				
Increase in Fee Collection		*$ 11,342*		
Intergovernmental Agreements			**$ 20,000**	**$ 20,000**
Florida State Attorney's Office IGA	*C-29-15-006-3-00*		*20,000*	*20,000*
FY 2016 Tentative Budget			**$ 8,481,057**	**$ 391,730**
Percent Change from Baseline Amount			*0.8%*	*8.7%*
Adjustments:				
Employee Retirement and Benefits			**$ 92,496**	**$ -**
Employee Health/Dental Premiums			*92,496*	*-*
FY 2016 Adopted Budget			**$ 8,573,553**	**$ 391,730**
Percent Change from Baseline Amount			*1.9%*	*8.7%*

General Fund (100) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ -**	**$ -**
FY 2015 Revised Budget		**$ -**	**$ -**
FY 2016 Baseline Budget		**$ -**	**$ -**
FY 2016 Recommended Budget		**$ -**	**$ -**
Percent Change from Baseline Amount			
FY 2016 Tentative Budget		**$ -**	**$ -**
Percent Change from Baseline Amount			
Adjustments:			
Base Adjustments		**$ 217,948**	**$ -**
Personnel Additions and Related Costs		*217,948*	-
Addition of 1.0 FTE Medical Examiner	*$ 217,948*		
FY 2016 Adopted Budget		**$ 217,948**	**$ -**

Parks and Recreation

Analysis by Nicholas Romani, Management and Budget Analyst

Summary

Mission

The Mission of the Parks and Recreation Department is to provide through responsible stewardship, 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 FY 2018, decrease reported unauthorized entry and misuse incidents in Maricopa County parks by 5 percent over FY 2015.

Status: This is a new strategic goal for Parks and Recreation in FY 2016. During FY 2015, the Department has had several significant unauthorized entries, resulting in considerable financial and environmental damage to the San Tan and Estrella Mountain Regional Parks. Other unauthorized entries have been noted in recent years and the Department has budgeted funds in FY 2016 to repair and install border fencing on McDowell Mountain Regional Park and add new iron ranger fee collection stations with added signage at various park locations.

Safe Communities

By FY 2020, decrease unplanned downtime of Maricopa County park facilities and other visitor amenities by 10 percent over FY 2015.

Status: This is a new strategic goal for Parks and Recreation. In FY 2015, the Department has had no less than two park facilities closed at all times due to health and safety challenges resulting in lost revenue and more importantly, a diminished visitor experience. Financial support from the General Fund has been provided in the last two budget cycles to repair, replace and update some park facilities. The Department continues to have restrooms, playgrounds, boat docks, ramadas and similar structures that require major health and safety repairs due to years of deferred maintenance when funding was limited or non-existent.

Department Specific

By the end of FY 2020, increase the number of park users by 10% over FY 2015 to expose more of the regional population to nature and inspire an appreciation for the Sonoran Desert and natural open spaces.

Status: Parks and Recreation is conservatively forecasting an attendance increase in FY 2016 of 3.5%. During the last several years, the Department has demonstrated increased attendance with a three year growth average of 0.8%. However, the growth average for the last two years has reached 8% growth per

year. In FY 2015, the Department is forecasting an increase over FY 2014 of 18.6% through the first six months of the fiscal year. In FY 2016, to continue this upward trend, the Department has set aside funding to upgrade and repair existing facilities and amenities to ensure a positive visitor experience. In addition, the Department intends to utilize marketing strategies such as a redesigned, mobile friendly website, Point-of-Sale/Reservation Systems, increased promotion on social media sites, specialized park programs and partnerships with private and public agencies to heighten customer awareness and meet the ever-changing needs of their customers.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
AREC - RECREATION	$ 7,118,534	$ 7,072,224	$ 7,072,224	$ 7,395,029	$ 7,559,792	$ 487,568	6.9%
INTP - INTERPRETIVE SERVICES	201,435	202,356	202,356	219,555	190,909	(11,447)	-5.7%
30ER - PARK EDUCATION AND RECREATION	$ 7,319,969	$ 7,274,580	$ 7,274,580	$ 7,614,584	$ 7,750,701	$ 476,121	6.5%
GNMT - GENERAL MAINTENANCE	$ 252,101	$ 152,148	$ 152,148	$ 197,822	$ 283,123	$ 130,975	86.1%
MDEV - DEVELOPMENT	9,258	9,620	79,570	74,950	13,990	(65,580)	-82.4%
30SP - PARK SUPPORT	$ 261,359	$ 161,768	$ 231,718	$ 272,772	$ 297,113	$ 65,395	28.2%
ODIR - EXECUTIVE MANAGEMENT	$ 80	$ 125	$ 125	$ 150	$ 75	$ (50)	-40.0%
99AS - INDIRECT SUPPORT	$ 80	$ 125	$ 125	$ 150	$ 75	$ (50)	-40.0%
GGOV - GENERAL GOVERNMENT	$ (6,539)	$ 20,470	$ 20,470	$ 24,585	$ 17,825	$ (2,645)	-12.9%
99GV - GENERAL OVERHEAD	$ (6,539)	$ 20,470	$ 20,470	$ 24,585	$ 17,825	$ (2,645)	-12.9%
TOTAL PROGRAMS	**$ 7,574,869**	**$ 7,456,943**	**$ 7,526,893**	**$ 7,912,091**	**$ 8,065,714**	**$ 538,821**	**7.2%**
USES							
AREC - RECREATION	$ 2,268,567	$ 3,231,884	$ 3,389,764	$ 2,811,836	$ 3,365,618	$ 24,146	0.7%
INTP - INTERPRETIVE SERVICES	648,520	751,598	695,032	694,029	700,322	(5,290)	-0.8%
30ER - PARK EDUCATION AND RECREATION	$ 2,917,087	$ 3,983,482	$ 4,084,796	$ 3,505,865	$ 4,065,940	$ 18,856	0.5%
GNMT - GENERAL MAINTENANCE	$ 3,734,994	$ 3,512,210	$ 3,617,308	$ 3,577,172	$ 3,432,739	$ 184,569	5.1%
MDEV - DEVELOPMENT	2,185,323	2,491,462	2,450,752	2,067,308	2,667,746	(216,994)	-8.9%
30SP - PARK SUPPORT	$ 5,920,317	$ 6,003,672	$ 6,068,060	$ 5,644,480	$ 6,100,485	$ (32,425)	-0.5%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 298,098	$ 287,292	$ 293,972	$ 289,845	$ 302,354	$ (8,382)	-2.9%
FACI - FACILITIES MANAGEMENT	-	16,514	16,514	6,619	-	16,514	100.0%
HRAC - HUMAN RESOURCES	-	11,000	10,286	2,082	(3,238)	13,524	131.5%
ODIR - EXECUTIVE MANAGEMENT	602,409	384,835	281,102	279,002	310,118	(29,016)	-10.3%
POOL - POOLED COSTS	-	-	-	-	181,902	(181,902)	N/A
99AS - INDIRECT SUPPORT	$ 900,507	$ 699,641	$ 601,874	$ 577,548	$ 791,136	$ (189,262)	-31.4%
CSCA - CENTRAL SERVICE COST ALLOC	$ 401,850	$ 526,875	$ 526,875	$ 528,254	$ 571,802	$ (44,927)	-8.5%
GGOV - GENERAL GOVERNMENT	-	31,205	33,220	8,514	304	32,916	99.1%
INFR - INFRASTRUCTURE	-	174,977	174,977	177,782	178,213	(3,236)	-1.8%
ISFC - INTERNAL SERVICE FUND CHARGES	349,437	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	257,312	257,312	258,003	368,012	(110,700)	-43.0%
99GV - GENERAL OVERHEAD	$ 751,287	$ 990,369	$ 992,384	$ 972,553	$ 1,118,331	$ (125,947)	-12.7%
TSPT - TECHNOLOGY SUPPORT	$ 135,634	$ 53,081	$ 53,081	$ 58,195	$ 100,971	$ (47,890)	-90.2%
99IT - INFORMATION TECHNOLOGY	$ 135,634	$ 53,081	$ 53,081	$ 58,195	$ 100,971	$ (47,890)	-90.2%
TOTAL PROGRAMS	**$ 10,624,832**	**$ 11,730,245**	**$ 11,800,195**	**$ 10,758,641**	**$ 12,176,863**	**$ (376,668)**	**-3.2%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ (5)	$ 7,909	$ 77,859	$ 85,162	$ 13,990	$ (63,869)	-82.0%
SUBTOTAL	$ (5)	$ 7,909	$ 77,859	$ 85,162	$ 13,990	$ (63,869)	-82.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 250,660	$ 252,830	$ 252,830	$ 252,577	$ 256,932	$ 4,102	1.6%
0635 - OTHER CHARGES FOR SERVICES	5,036,917	5,106,038	5,106,038	5,396,602	5,456,247	350,209	6.9%
SUBTOTAL	$ 5,287,577	$ 5,358,868	$ 5,358,868	$ 5,649,179	$ 5,713,179	$ 354,311	6.6%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 430	$ 360	$ 360	$ 4,425	$ 170	$ (190)	-52.8%
SUBTOTAL	$ 430	$ 360	$ 360	$ 4,425	$ 170	$ (190)	-52.8%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 3,806	$ 22,328	$ 22,328	$ 19,270	$ 19,065	$ (3,263)	-14.6%
0650 - MISCELLANEOUS REVENUE	2,283,061	2,067,478	2,067,478	2,154,055	2,319,310	251,832	12.2%
SUBTOTAL	$ 2,286,867	$ 2,089,806	$ 2,089,806	$ 2,173,325	$ 2,338,375	$ 248,569	11.9%
ALL REVENUES	$ 7,574,869	$ 7,456,943	$ 7,526,893	$ 7,912,091	$ 8,065,714	$ 538,821	7.2%
TOTAL SOURCES	$ 7,574,869	$ 7,456,943	$ 7,526,893	$ 7,912,091	$ 8,065,714	$ 538,821	7.2%

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 3,322,408	$ 3,460,853	$ 3,528,112	$ 3,435,304	$ 3,611,144	$ (83,032)	-2.4%
0705 - TEMPORARY PAY	39,988	91,111	80,139	56,605	110,352	(30,213)	-37.7%
0710 - OVERTIME	4,854	2,000	2,000	3,496	3,147	(1,147)	-57.4%
0750 - FRINGE BENEFITS	1,391,758	1,493,959	1,499,493	1,448,541	1,690,124	(190,631)	-12.7%
0790 - OTHER PERSONNEL SERVICES	7	125,000	-	90	999	(999)	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(708,115)	(460,563)	(463,553)	(454,100)	(267,790)	(195,763)	-42.2%
0796 - PERSONNEL SERVICES ALLOC-IN	779,578	513,529	540,434	540,301	375,119	165,315	30.6%
SUBTOTAL	$ 4,830,478	$ 5,225,889	$ 5,186,625	$ 5,030,237	$ 5,523,095	$ (336,470)	-6.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 405,234	$ 781,352	$ 774,646	$ 590,241	$ 581,324	$ 193,322	25.0%
0802 - MEDICAL SUPPLIES	-	200	200	-	200	-	0.0%
0803 - FUEL	123,524	132,570	138,870	125,342	152,224	(13,354)	-9.6%
0804 - NON-CAPITAL EQUIPMENT	180,982	137,425	137,425	108,778	160,446	(23,021)	-16.8%
0806 - SUPPLIES-ALLOCATION IN	2,825	276	276	3,533	21,557	(21,281)	-7710.5%
SUBTOTAL	$ 712,565	$ 1,051,823	$ 1,051,417	$ 827,894	$ 915,751	$ 135,666	12.9%
SERVICES							
0811 - HEALTH CARE SERVICES	$ -	$ 10,400	$ 10,400	$ 10,400	$ 5,600	$ 4,800	46.2%
0812 - OTHER SERVICES	413,078	648,977	810,887	497,754	647,622	163,265	20.1%
0820 - RENT & OPERATING LEASES	20,420	16,918	16,918	20,439	28,543	(11,625)	-68.7%
0825 - REPAIRS AND MAINTENANCE	2,160,019	2,335,587	2,269,587	2,160,420	2,433,743	(164,156)	-7.2%
0830 - INTERGOVERNMENTAL PAYMENTS	22,850	98,823	98,823	80,890	25,140	73,683	74.6%
0839 - INTERNAL SERVICE CHARGES	865,954	1,060,187	1,070,284	1,038,378	1,119,620	(49,336)	-4.6%
0841 - TRAVEL	3,146	5,000	5,000	2,375	19,067	(14,067)	-281.3%
0842 - EDUCATION AND TRAINING	3,009	6,793	6,406	7,841	16,043	(9,637)	-150.4%
0843 - POSTAGE/FREIGHT/SHIPPING	3,874	10,055	10,055	10,792	10,959	(904)	-9.0%
0850 - UTILITIES	762,375	727,621	731,621	713,543	770,194	(38,573)	-5.3%
0872 - SERVICES-ALLOCATION OUT	(562,835)	(564,802)	(564,802)	(559,560)	(564,802)	-	0.0%
0873 - SERVICES-ALLOCATION IN	563,972	566,974	566,974	563,103	574,288	(7,314)	-1.3%
SUBTOTAL	$ 4,255,862	$ 4,922,533	$ 5,032,153	$ 4,546,375	$ 5,086,017	$ (53,864)	-1.1%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 644,757	$ 200,000	$ 200,000	$ 132,386	$ 285,000	$ (85,000)	-42.5%
0920 - CAPITAL EQUIPMENT	60,448	30,000	30,000	30,000	7,000	23,000	76.7%
0930 - VEHICLES & CONSTRUCTION EQUIP	117,592	300,000	300,000	191,749	360,000	(60,000)	-20.0%
0956 - CAPITAL-ALLOCATION IN	3,130	-	-	-	-	-	N/A
SUBTOTAL	$ 825,927	$ 530,000	$ 530,000	$ 354,135	$ 652,000	$ (122,000)	-23.0%
ALL EXPENDITURES	$ 10,624,832	$ 11,730,245	$ 11,800,195	$ 10,758,641	$ 12,176,863	$ (376,668)	-3.2%
TOTAL USES	$ 10,624,832	$ 11,730,245	$ 11,800,195	$ 10,758,641	$ 12,176,863	$ (376,668)	-3.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
230 PARKS AND RECREATION GRANTS							
NON RECURRING NON PROJECT	$ 7,123	$ 7,909	$ 77,859	$ 78,039	$ 13,990	$ (63,869)	-82.0%
FUND TOTAL SOURCES	$ -	$ 7,909	$ 77,859	$ 85,162	$ 13,990	$ (63,869)	-82.0%
225 SPUR CROSS RANCH CONSERVATION							
OPERATING	$ 272,710	$ 266,411	$ 266,411	$ 264,431	$ 275,359	$ 8,948	3.4%
FUND TOTAL SOURCES	$ 272,710	$ 266,411	$ 266,411	$ 264,431	$ 275,359	$ 8,948	3.4%
239 PARKS SOUVENIR							
OPERATING	$ 365,129	$ 310,000	$ 310,000	$ 340,393	$ 362,544	$ 52,544	16.9%
FUND TOTAL SOURCES	$ 365,129	$ 310,000	$ 310,000	$ 340,393	$ 362,544	$ 52,544	16.9%
240 LAKE PLEASANT RECREATION SVCS							
OPERATING	$ 2,467,298	$ 2,514,692	$ 2,514,692	$ 2,658,964	$ 2,719,236	$ 204,544	8.1%
FUND TOTAL SOURCES	$ 2,467,298	$ 2,514,692	$ 2,514,692	$ 2,658,964	$ 2,719,236	$ 204,544	8.1%
241 PARKS ENHANCEMENT FUND							
OPERATING	$ 4,541,206	$ 4,349,860	$ 4,349,860	$ 4,584,167	$ 4,671,308	$ 321,448	7.4%
FUND TOTAL SOURCES	$ 4,541,206	$ 4,349,860	$ 4,349,860	$ 4,584,167	$ 4,671,308	$ 321,448	7.4%
243 PARKS DONATIONS							
OPERATING	$ 39,796	$ 23,277	$ 23,277	$ 25,469	$ 23,277	$ -	0.0%
FUND TOTAL SOURCES	$ 39,796	$ 23,277	$ 23,277	$ 25,469	$ 23,277	$ -	0.0%
900 ELIMINATIONS							
OPERATING	$ (111,270)	$ (15,206)	$ (15,206)	$ (46,495)	$ -	$ 15,206	-100.0%
FUND TOTAL SOURCES	$ (111,270)	$ (15,206)	$ (15,206)	$ (46,495)	$ -	$ 15,206	-100.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 7,567,746	$ 7,449,034	$ 7,449,034	$ 7,834,052	$ 8,051,724	$ 602,690	8.1%
DEPARTMENT NON RECURRING TOTAL SOURCES	$ 7,123	$ 7,909	$ 77,859	$ 78,039	$ 13,990	$ (63,869)	-82.0%
DEPARTMENT TOTAL SOURCES	$ 7,574,869	$ 7,456,943	$ 7,526,893	$ 7,912,091	$ 8,065,714	$ 538,821	7.2%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 564,805	$ 564,802	$ 564,802	$ 561,947	$ 564,802	$ -	0.0%
NON RECURRING NON PROJECT	394,347	250,000	250,000	200,000	50,000	200,000	80.0%
PARKS PLAYGROUNDS UPGRADES	868,974	-	-	-	168,000	(168,000)	N/A
PARKS RESTROOMS UPGRADES	866,403	275,000	275,000	275,000	392,000	(117,000)	-42.5%
PARKS WATER UPGRADES	110,791	190,000	190,000	104,470	85,000	105,000	55.3%
FUND TOTAL USES	$ 2,805,320	$ 1,279,802	$ 1,279,802	$ 1,141,417	$ 1,259,802	$ 20,000	1.6%
230 PARKS AND RECREATION GRANTS							
NON RECURRING NON PROJECT	$ -	$ 7,909	$ 77,859	$ 63,564	$ 13,990	$ 63,869	82.0%
FUND TOTAL USES	$ -	$ 7,909	$ 77,859	$ 63,564	$ 13,990	$ 63,869	82.0%
225 SPUR CROSS RANCH CONSERVATION							
OPERATING	$ 237,504	$ 266,411	$ 266,411	$ 257,160	$ 275,359	$ (8,948)	-3.4%
NON RECURRING NON PROJECT	-	25,000	25,000	-	130,250	(105,250)	-421.0%
FUND TOTAL USES	$ 237,504	$ 291,411	$ 291,411	$ 257,160	$ 405,609	$ (114,198)	-39.2%
239 PARKS SOUVENIR							
OPERATING	$ 365,173	$ 310,000	$ 310,000	$ 341,289	$ 362,544	$ (52,544)	-16.9%
FUND TOTAL USES	$ 365,173	$ 310,000	$ 310,000	$ 341,289	$ 362,544	$ (52,544)	-16.9%
240 LAKE PLEASANT RECREATION SVCS							
OPERATING	$ 2,222,554	$ 2,514,692	$ 2,514,692	$ 2,362,702	$ 2,719,236	$ (204,544)	-8.1%
NON RECURRING NON PROJECT	501,311	698,000	698,000	387,246	744,600	(46,600)	-6.7%
PARKS PLAYGROUNDS UPGRADES	-	-	-	-	33,600	(33,600)	N/A
PARKS RESTROOMS UPGRADES	-	-	-	-	336,000	(336,000)	N/A
FUND TOTAL USES	$ 2,723,865	$ 3,212,692	$ 3,212,692	$ 2,749,948	$ 3,833,436	$ (620,744)	-19.3%
241 PARKS ENHANCEMENT FUND							
OPERATING	$ 3,968,158	$ 4,349,860	$ 4,349,860	$ 4,265,628	$ 4,671,308	$ (321,448)	-7.4%
NON RECURRING NON PROJECT	601,482	1,015,000	1,015,000	710,916	689,937	325,063	32.0%
PARKS PLAYGROUNDS UPGRADES	-	530,000	530,000	530,000	-	530,000	100.0%
PARKS RESTROOMS UPGRADES	-	640,000	640,000	640,000	616,000	24,000	3.8%
FUND TOTAL USES	$ 4,569,640	$ 6,534,860	$ 6,534,860	$ 6,146,544	$ 5,977,245	$ 557,615	8.5%
243 PARKS DONATIONS							
OPERATING	$ 19,299	$ 23,277	$ 23,277	$ 19,714	$ 23,277	$ -	0.0%
NON RECURRING NON PROJECT	15,301	85,500	85,500	85,500	300,960	(215,460)	-252.0%
FUND TOTAL USES	$ 34,600	$ 108,777	$ 108,777	$ 105,214	$ 324,237	$ (215,460)	-198.1%
900 ELIMINATIONS							
OPERATING	$ (111,270)	$ (15,206)	$ (15,206)	$ (46,495)	$ -	$ (15,206)	100.0%
FUND TOTAL USES	$ (111,270)	$ (15,206)	$ (15,206)	$ (46,495)	$ -	$ (15,206)	100.0%
DEPARTMENT OPERATING TOTAL USES	$ 7,266,223	$ 8,013,836	$ 8,013,836	$ 7,761,945	$ 8,616,526	$ (602,690)	-7.5%
DEPARTMENT NON RECURRING TOTAL USES	$ 3,358,609	$ 3,716,409	$ 3,786,359	$ 2,996,696	$ 3,560,337	$ 226,022	6.0%
DEPARTMENT TOTAL USES	$ 10,624,832	$ 11,730,245	$ 11,800,195	$ 10,758,641	$ 12,176,863	$ (376,668)	-3.2%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	4.00	4.00	4.00	4.00	4.00	-	0.0%
EXECUTIVE MANAGEMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	6.00	6.00	6.00	6.00	6.00	-	0.0%
PARK EDUCATION AND RECREATION							
INTERPRETIVE SERVICES	11.10	11.10	10.10	10.10	10.10	-	0.0%
RECREATION	28.50	29.00	29.50	28.25	28.25	(1.25)	(4.2%)
PROGRAM TOTAL	39.60	40.10	39.60	38.35	38.35	(1.25)	(3.2%)
PARK SUPPORT							
DEVELOPMENT	17.00	14.50	13.00	13.00	13.00	-	0.0%
GENERAL MAINTENANCE	20.40	20.40	20.40	20.40	20.40	-	0.0%
PROGRAM TOTAL	37.40	34.90	33.40	33.40	33.40	-	0.0%
DEPARTMENT TOTAL	83.00	81.00	79.00	77.75	77.75	(1.25)	(1.6%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO 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	-	-	-	-	N/A
Administrative Supervisor	-	-	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	-	-	-	-	-	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	1.00	-	0.0%
Facilities Project Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Field Operations Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
General Maintenance Worker	22.00	21.00	20.00	20.00	20.00	-	0.0%
GIS Technician	1.00	1.00	-	-	-	-	N/A
Grant-Contract Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Interpretive Ranger	12.00	12.00	11.00	11.00	11.00	-	0.0%
Office Assistant	8.00	8.00	3.00	3.00	3.00	-	0.0%
Office Assistant Specialized	3.00	3.00	9.00	7.75	7.75	(1.25)	(13.9%)
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	-	-	-	-	-	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	3.00	3.00	3.00	3.00	-	0.0%
Trades Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	**83.00**	**81.00**	**79.00**	**77.75**	**77.75**	**(1.25)**	**(1.6%)**

Staffing by Fund

DEPARTMENT/FUND		FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
225	SPUR CROSS RANCH CONSERVATION	1.00	1.00	1.00	1.00	2.00	1.00	100.0%
239	PARKS SOUVENIR	1.00	1.00	1.00	1.00	2.00	1.00	100.0%
240	LAKE PLEASANT RECREATION SVCS	22.00	26.00	25.00	25.00	27.00	2.00	8.0%
241	PARKS ENHANCEMENT FUND	59.00	53.00	52.00	50.75	46.75	(5.25)	(10.1%)
Department Total		**83.00**	**81.00**	**79.00**	**77.75**	**77.75**	**(1.25)**	**(1.6%)**

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay plan and market study adjustments in made in FY 2015.

Base Adjustments:

General Fund (100) Non Recurring Non Project

- The FY 2016 Non Recurring Non Project budget for $50,000 includes carry forward for Boathouse design and construction at Lake Pleasant, water storage tank cleaning, and fire alarm repairs at the Desert Outdoor Center.

General Fund (100) Parks Playgrounds Upgrades

- The FY 2016 budget includes expenditures of $168,000 for playground repairs at Estrella Mountain Park in order to maintain safety standards.

General Fund (100) Parks Restrooms Upgrades

- The FY 2016 budget includes expenditures of $392,000 for a 4-Lane restroom septic upgrade at Lake Pleasant.

General Fund (100) Parks Water Upgrades

- The FY 2016 budget includes expenditures of $85,000 carry forward for San Tan Regional Park water line improvements.

Spur Cross Fund (225) Operating

- Increase revenues by $8,948 for increases in program volume.
- Decrease Regular Benefits $81 for the impact of the changes in retirement contribution rates.
- Increase Internal Services Charges by $2,173 for the impact of the changes in risk management charges.
- Increase expenditures by $6,856 to maintain structural balance.

Spur Cross Fund (225) Non Recurring Non Project

- The FY 2016 Non Recurring Non Project budget for $130,250 includes:
    - $25,000 Carry forward for an emergency repair contingency.
    - $35,000 Replace one (1) vehicle.
    - $56,000 for Design services for utility installation at Spur Cross Ranch.
    - $14,250 for Trail construction maintenance at Spur Cross Ranch.

Parks and Recreation Grants (230) Non Recurring Non Project

- The FY 2016 Non Recurring Non Project budget includes $13,990 in revenue and expenditures as carry forward for the remaining work concerning the State of Arizona's environmental assessment of Vulture Mountain Park.

Parks Souvenir Fund (239) Operating

- Increase revenues by $52,544 for increases in program volume.
- Decrease Regular Benefits $70 for the impact of changes in retirement contribution rates.
- Increase Internal Services Charges by $979 for the impact of the changes in risk management charges.
- Increase expenditures by $51,635 to maintain structural balance.

Lake Pleasant Recreation Services Fund (240) Operating

- Increase revenues by $204,544 for increases in program volume, based on FY 2015 Forecast.
- Decrease Regular Benefits $1,164 for the impact of changes in retirement contribution rates.
- Increase Internal Services Charges by $31,426 for the impact of the changes in risk management charges.
- Decrease Personal Services by $32,016 by increasing Salary and Benefit savings.
- Increase expenditures by $206,298 to maintain structural balance, including $185,276 for the transfer of 2.0 FTE positions from the Parks Enhancement Fund (241), and $21,022 for net adjustments to the Fund.

Lake Pleasant Recreation Services (240) Non Recurring Non Project

- The FY 2016 Non-Recurring Non-Project budget for $744,600 includes:
    - $103,000 Carry forward for emergency repair and maintenance contingency.
    - $160,000 Carry forward for the Visitor Center remodel at Lake Pleasant.
    - $10,400 Carry forward for the Resort Project consultation at Lake Pleasant.
    - $37,354 Carry forward to replace one (1) fleet pickup.
    - $22,000 in new funding for emergency repair and maintenance contingency.
    - $29,600 in new funding for the Resort Project consultation at Lake Pleasant.
    - $75,000 for Floating Restroom AZ Game and Fish Match at Lake Pleasant.
    - $100,000 for Website Maintenance.
    - $56,000 for Pallet Loop Grading
    - $33,600 for Replacement Winches for Boat Ramps at Lake Pleasant.
    - $30,000 for Concessions Audit.
    - $87,646 in new funding for two (2) fleet pickups and one (1) trailer.

Lake Pleasant Recreation Services Fund (240) Parks Playgrounds Upgrades

- The FY 2016 budget includes expenditures of $33,600 for a playground remodel at Lake Pleasant in order to maintain safety standards.

Lake Pleasant Recreation Services Fund (240) Parks Restrooms Upgrades

- The FY 2016 budget includes expenditures of $336,000 for restroom health and safety renovations at Lake Pleasant.

Parks Enhancement Fund (241) Operating

- Increase revenues by $321,448 for increases in program revenue.
- Decrease Regular Benefits by $2,245 for the impact of the changes in retirement contribution rates.
- Decrease Personal Services by $185,276 by transferring 2.0 FTE positions to the Lake Pleasant Recreation Services Fund (240).
- Increase Other Pay and Other Benefits by $139,322 for eight hours of pay, a 2.5% Pay for Performance adjustment, and an increase in fixed benefits.
- Decrease Personal Services by $41,345 by increasing Salary/Benefit Savings.
- Increase Personal Services by $220,087 by decreasing allocations-out to other Parks and Recreation Department funds.
- Increase Personal Services Allocations-In by $1,396 for OET RDSA IT charges.
- Decrease Supplies and Services Allocations-In by $24,937 for OET RDSA IT reduction.
- Increase Internal Services Charges by $76,122 for the impact of the changes in risk management charges.
- Increase Supplies and Services expenditures by $138,324 to maintain structural balance.

Parks Enhancement Fund (241) Non Recurring Non Project

- The FY 2016 Non Recurring Non Project budget for $689,937 includes:
  - $24,937 for Developer Tools, ARC GIS Desktop, System Tools, and Desktops.
  - $50,000 carry forward for emergency repair and maintenance contingency.
  - $34,533 carry forward to replace (1) one fleet pickup.
  - $132,452 carry forward for website maintenance.
  - $100,000 in new funding for emergency repair and maintenance contingency.
  - $165,467 in new funding to replace three (3) fleet pickups and one (1) trailer.
  - $67,548 in new funding for website maintenance.
  - $50,000 for a Planning and Development safety consultation.
  - $65,000 for Cave Creek Campground waterline and septic tank upgrades.

Parks Enhancement Fund (241) Parks Restrooms Upgrades

- The FY 2016 Parks Restroom budget for $616,000 includes:
  - $224,000 Estrella restroom health and safety improvements.
  - $392,000 Usery restroom health and safety improvements.

Parks Donations Fund (243) Non Recurring Non Project

- The FY 2016 Non Recurring Non Project budget for $300,960 includes:
  - $20,000 Water storage tank repairs at Lake Pleasant.
  - $188,160 Boundary fencing at McDowell.
  - $16,800 Usery Tortoise Habitat.
  - $70,000 Trail maintenance and construction.
  - $6,000 Visitor Canter sign at McDowell Mountain Park.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent change in park visitation numbers compared to prior year, same period	21.8%	3.0%	8.4%	3.5%	0.5%	16.7%
Percent change in trail miles over previous year	N/A	N/A	N/A	1.0%	N/A	N/A
Rate of park visitation per residents in Maricopa County	N/A	N/A	N/A	10.1%	N/A	N/A
Percentage of park visitors who attend an interpretive program	6.5%	8.5%	7.5%	6.0%	(2.5%)	-29.2%
Percent change in interpretive programs provided over previous year	(13.7%)	8.9%	2.8%	63.9%	55.0%	614.9%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent change in park visitation numbers compared to prior year, same period	21.8%	3.0%	8.4%	3.5%	0.5%	16.7%
Result	Percent change in trail miles over previous year	N/A	N/A	N/A	1.0%	N/A	N/A
Result	Rate of park visitation per residents in Maricopa County	N/A	N/A	N/A	10.1%	N/A	N/A
Output	Number of regional park visitors	1,421,420	1,307,425	1,387,199	1,616,684	309,259	23.7%
Output	Number of trail miles added during the fiscal year	N/A	N/A	N/A	20	N/A	N/A
Output	Increase or decrease in the number of visitors to park system over previous year	N/A	N/A	N/A	54,670	N/A	N/A
Demand	Number of individuals expected to visit the parks	1,166,996	1,269,344	1,418,619	1,562,015	292,671	23.1%
Expenditure Ratio	Total activity expenditure per regional park visitor for recreation opportunity	$ 1.60	$ 2.59	$ 2.03	$ 2.08	$ 0.51	19.7%
Revenue							
	230 - PARKS AND RECREATION GRANTS	$ 7,123	$ 7,909	$ 7,909	$ -	$ (7,909)	-100.0%
	225 - SPUR CROSS RANCH CONSERVATION	271,584	265,051	263,162	273,916	8,865	3.3%
	239 - PARKS SOUVENIR	365,129	310,000	340,393	362,544	52,544	16.9%
	240 - LAKE PLEASANT RECREATION SVCS	2,298,338	2,313,563	2,444,307	2,530,417	216,854	9.4%
	241 - PARKS ENHANCEMENT FUND	4,284,342	4,184,448	4,373,894	4,375,860	191,412	4.6%
	243 - PARKS DONATIONS	3,288	6,459	11,859	17,055	10,596	164.1%
	900 - ELIMINATIONS	(111,270)	(15,206)	(46,495)	-	15,206	-100.0%
	TOTAL SOURCES	$ 7,118,534	$ 7,072,224	$ 7,395,029	$ 7,559,792	$ 487,568	6.9%
Expenditure							
	100 - GENERAL	$ 136,540	$ 116,824	$ 140,944	$ 114,752	$ 2,072	1.8%
	230 - PARKS AND RECREATION GRANTS	-	7,909	5,273	-	7,909	100.0%
	225 - SPUR CROSS RANCH CONSERVATION	142,383	158,767	150,825	205,528	(46,761)	-29.5%
	239 - PARKS SOUVENIR	358,289	278,922	311,285	263,087	15,835	5.7%
	240 - LAKE PLEASANT RECREATION SVCS	513,341	892,388	647,011	945,857	(53,469)	-6.0%
	241 - PARKS ENHANCEMENT FUND	1,216,014	1,914,879	1,567,118	1,815,552	99,327	5.2%
	243 - PARKS DONATIONS	13,270	35,281	35,875	20,842	14,439	40.9%
	900 - ELIMINATIONS	(111,270)	(15,206)	(46,495)	-	(15,206)	100.0%
	TOTAL USES	$ 2,268,567	$ 3,389,764	$ 2,811,836	$ 3,365,618	$ 24,146	0.7%

Activity Narrative: The revenue increase in the Parks Enhancement Fund is due to the historical trend of exceeding budget targets. Revenue in the Lake Pleasant Recreation Services, Parks Souvenir, Parks Enhancement and Parks Donation Funds is increasing due to a growth in park attendance. The expenditure growth in the Lake Pleasant Recreation Services Fund is driven by higher non-recurring and operating expenditures, increased in order to meet the demand at all Regional Parks. However, the overall reduction in Activity expenditures is largely due to the substantial decrease in Non Recurring expense items in the Parks Enhancement Fund.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of park visitors who attend an interpretive program	6.5%	8.5%	7.5%	6.0%	(2.5%)	-29.2%
Result	Percent change in interpretive programs provided over previous year	(13.7%)	8.9%	2.8%	63.9%	55.0%	614.9%
Output	Number of interpretive programs provided	3,271	3,716	3,514	3,228	(488)	-13.1%
Output	Number of interpretive program participants	92,323	111,007	104,697	97,002	(14,005)	-12.6%
Demand	Number of interpretive programs requested by park users	3,789	3,351	3,374	3,232	(119)	-3.6%
Expenditure Ratio	Total Activity Expenditure per interpretive program participant	$ 7.02	$ 6.26	$ 6.63	$ 7.22	$ (0.96)	-15.3%
Revenue							
	225 - SPUR CROSS RANCH CONSERVATION	$ -	$ 160	$ 80	$ 160	$ -	0.0%
	240 - LAKE PLEASANT RECREATION SVCS	168,225	193,033	208,860	184,022	(9,011)	-4.7%
	241 - PARKS ENHANCEMENT FUND	3,160	2,220	1,860	860	(1,360)	-61.3%
	243 - PARKS DONATIONS	30,050	6,943	8,755	5,867	(1,076)	-15.5%
	TOTAL SOURCES	$ 201,435	$ 202,356	$ 219,555	$ 190,909	$ (11,447)	-5.7%
Expenditure							
	225 - SPUR CROSS RANCH CONSERVATION	$ 28,948	$ 32,308	$ 31,950	$ 31,070	$ 1,238	3.8%
	240 - LAKE PLEASANT RECREATION SVCS	354,737	325,064	328,408	378,267	(53,203)	-16.4%
	241 - PARKS ENHANCEMENT FUND	243,526	267,814	268,044	269,400	(1,586)	-0.6%
	243 - PARKS DONATIONS	21,309	69,846	65,627	21,585	48,261	69.1%
	TOTAL USES	$ 648,520	$ 695,032	$ 694,029	$ 700,322	$ (5,290)	-0.8%

Activity Narrative: The FY 2016 budget supports the Department in meeting all the requested interpretive programs. FY 2016 revenues were decreased slightly to reflect FY 2014 Actuals and FY 2015 Forecast levels. However, the overall cost of the Activity will increase slightly due to higher benefit and retirement expenditures. This cost increase is occurring despite the downward trend in Interpretive Services participants.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of scheduled trail enhancement projects completed during the fiscal year	95.2%	N/A	N/A	100.0%	N/A	N/A
Percent of all major health and safety maintenance projects completed	87.6%	73.1%	75.7%	95.0%	21.9%	29.9%
Percent of scheduled capital improvement projects completed during the fiscal year	N/A	N/A	N/A	100.0%	N/A	N/A
Percent change of unplanned health and safety facility and amenity closures over previous year	N/A	N/A	N/A	N/A	N/A	N/A
Percent of scheduled maintenance and repair assignments completed	95.7%	95.0%	96.0%	97.0%	2.0%	2.1%
Percent of unplanned health and safety maintenance and repair assignments	N/A	N/A	N/A	8.8%	N/A	N/A

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of scheduled trail enhancement projects completed during the fiscal year	95.2%	N/A	N/A	100.0%	N/A	N/A
Result	Percent of all major health and safety maintenance projects completed	87.6%	73.1%	75.7%	95.0%	21.9%	29.9%
Result	Percent of scheduled capital improvement projects completed during the fiscal year	N/A	N/A	N/A	100.0%	N/A	N/A
Result	Percent change of unplanned health and safety facility and amenity closures over previous year	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of scheduled trail enhancement projects completed during the fiscal year	80	N/A	N/A	27	N/A	N/A
Output	Number of major health and safety projects completed	-	1,048	996	342	(706)	-67.4%
Output	Number of unplanned health and safety facility and amenity closures, current year	326	N/A	N/A	21	N/A	N/A
Output	Number of scheduled capital improvement projects completed	20	N/A	N/A	40	N/A	N/A
Output	Number of park visitors, all parks	1,421,420	1,307,425	1,387,199	1,616,684	309,259	23.7%
Demand	Number of scheduled capital improvement projects requested by park users	25	N/A	N/A	40	N/A	N/A
Expenditure Ratio	Total activity expenditure per park visitor for capital improvement, trail design/enhancement, and major health and safety maintenance projects	$ 1.54	$ 1.87	$ 1.49	$ 1.65	$ 0.22	12.0%
Revenue							
	230 - PARKS AND RECREATION GRANTS	$ -	$ 69,950	$ 70,130	$ 13,990	$ (55,960)	-80.0%
	243 - PARKS DONATIONS	9,258	9,620	4,820	-	(9,620)	-100.0%
	TOTAL SOURCES	$ 9,258	$ 79,570	$ 74,950	$ 13,990	$ (65,580)	-82.4%
Expenditure							
	100 - GENERAL	$ 433,110	$ 377,689	$ 234,389	$ 582,532	$ (204,843)	-54.2%
	230 - PARKS AND RECREATION GRANTS	-	69,950	58,291	13,990	55,960	80.0%
	225 - SPUR CROSS RANCH CONSERVATION	6,501	27,500	-	95,275	(67,775)	-246.5%
	240 - LAKE PLEASANT RECREATION SVCS	753,396	701,155	603,682	716,143	(14,988)	-2.1%
	241 - PARKS ENHANCEMENT FUND	992,295	1,270,808	1,167,234	997,996	272,812	21.5%
	243 - PARKS DONATIONS	21	3,650	3,712	261,810	(258,160)	-7072.9%
	TOTAL USES	$ 2,185,323	$ 2,450,752	$ 2,067,308	$ 2,667,746	$ (216,994)	-8.9%

Activity Narrative: The FY 2016 budget supports the Department in maintaining the parks and trails as required. For FY 2016, the Department will be placing a focus on major maintenance projects therefore, creating new measures to capture requests for major maintenance and Capital Improvement projects. With the exception of the Parks Enhancement Fund, expenditures for this Activity are increasing, resulting in total costs fluctuating away from nominal operating levels. This extensive focus on major maintenance projects, along with annual benefit and retirement cost increases, will increase the overall Activity expenditures.

General Maintenance Activity

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of scheduled maintenance and repair assignments completed	95.7%	95.0%	96.0%	97.0%	2.0%	2.1%
Result	Percent of unplanned health and safety maintenance and repair assignments	N/A	N/A	N/A	8.8%	N/A	N/A
Output	Number of scheduled routine maintenance and repair assignments completed	5,333	6,481	6,077	5,040	(1,441)	-22.2%
Output	Number of park visitors	1,421,420	1,307,425	1,388,199	1,616,684	309,259	23.7%
Demand	Number of scheduled routine maintenance and repair assignments requested	5,570	6,257	5,848	5,196	(1,061)	-17.0%
Expenditure Ratio	Total activity expenditure per park visitor for park maintenance and repair activity	$ 2.63	$ 2.77	$ 2.58	$ 2.12	$ 0.64	23.3%
Revenue							
	241 - PARKS ENHANCEMENT FUND	$ 252,101	$ 152,148	$ 197,822	$ 283,123	$ 130,975	86.1%
	TOTAL SOURCES	$ 252,101	$ 152,148	$ 197,822	$ 283,123	$ 130,975	86.1%
Expenditure							
	100 - GENERAL	$ 2,235,670	$ 785,289	$ 766,084	$ 562,518	$ 222,771	28.4%
	225 - SPUR CROSS RANCH CONSERVATION	31,202	37,214	36,319	33,469	3,745	10.1%
	240 - LAKE PLEASANT RECREATION SVCS	735,917	876,899	801,650	1,274,509	(397,610)	-45.3%
	241 - PARKS ENHANCEMENT FUND	732,205	1,917,906	1,973,119	1,542,243	375,663	19.6%
	243 - PARKS DONATIONS	-	-	-	20,000	(20,000)	N/A
	TOTAL USES	$ 3,734,994	$ 3,617,308	$ 3,577,172	$ 3,432,739	$ 184,569	5.1%

Activity Narrative: In FY 2016, the General Maintenance Activity is showing an increase in total expenditures due to the budgeting of several major maintenance programs. The Department is currently on schedule to have all playgrounds remodeled and within safety standards by the end of FY 2016. In addition, all restroom maintenance is currently on schedule to be completed by FY 2017. Periodic variances in this activity are expected going forward as projects are completed and then not necessary for a period of years.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2015 Adopted Budget	**$ 564,802**	**$ -**
FY 2015 Revised Budget	**$ 564,802**	**$ -**
FY 2016 Baseline Budget	**$ 564,802**	**$ -**
FY 2016 Adopted Budget	**$ 564,802**	**$ -**
Percent Change from Baseline Amount	*0.0%*	

General Fund (100) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 250,000**	**$ -**
FY 2015 Revised Budget		**$ 250,000**	**$ -**
Adjustments:			
Non Recurring		**$ (250,000)**	**$ -**
Other Non Recurring		*(250,000)*	*-*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 50,000**	**$ -**
Non Recurring Carry Forward		*50,000*	*-*
Boathouse Design and Construction at Lake Pleasant, Desert Outdoor Center Water Storage Tank Cleaning, Desert Outdoor Center Fire Alarm Repair	*$ 50,000*		
FY 2016 Adopted Budget		**$ 50,000**	**$ -**

		Expenditures	Revenue
PARKS PLAYGROUNDS UPGRADES			
FY 2015 Adopted Budget		**$ -**	**$ -**
FY 2015 Revised Budget		**$ -**	**$ -**
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 168,000**	**$ -**
Other Non Recurring		*168,000*	*-*
Playground Safety Repairs at Estrella Mountain Park	*$ 168,000*		
FY 2016 Adopted Budget		**$ 168,000**	**$ -**

		Expenditures	Revenue
PARKS RESTROOMS UPGRADES			
FY 2015 Adopted Budget		**$ 275,000**	**$ -**
FY 2015 Revised Budget		**$ 275,000**	**$ -**
Adjustments:			
Major Maintenance Projects		**$ (275,000)**	**$ -**
Major Maintenance Program		*(275,000)*	*-*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 392,000**	**$ -**
Other Non Recurring		*392,000*	*-*
4-Lane Restroom Septic Upgrade at Lake Pleasant	*$ 392,000*		
FY 2016 Adopted Budget		**$ 392,000**	**$ -**

General Fund (100) (continued)

		Expenditures	Revenue
PARKS WATER UPGRADES			
FY 2015 Adopted Budget		**$ 190,000**	**$ -**
FY 2015 Revised Budget		**$ 190,000**	**$ -**
Adjustments:			
Non Recurring		**$ (190,000)**	**$ -**
Non Recurring Carry Forward		*(190,000)*	*-*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 85,000**	**$ -**
Non Recurring Carry Forward		*85,000*	*-*
San Tan Regional Park Water Line Improvements	*$ 85,000*		
FY 2016 Adopted Budget		**$ 85,000**	**$ -**

Spur Cross Ranch Conservation Fund (225)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 266,411**	**$ 266,411**
FY 2015 Revised Budget		**$ 266,411**	**$ 266,411**
FY 2016 Baseline Budget		**$ 266,411**	**$ 266,411**
Adjustments:			
Employee Retirement and Benefits		**$ (81)**	**$ -**
Retirement Contributions		*(81)*	*-*
Base Adjustments		**$ 2,173**	**$ -**
Internal Service Charges		*2,173*	*-*
Increase Risk Management Charges	*$ 2,173*		
Fees and Other Revenues		**$ -**	**$ 8,948**
ProgRevenue Volume Inc/Dec		*-*	*8,948*
Structural Balance		**$ 6,856**	**$ -**
Structural Balance		*6,856*	*-*
FY 2016 Adopted Budget		**$ 275,359**	**$ 275,359**
Percent Change from Baseline Amount		*3.4%*	*3.4%*

Spur Cross Ranch Conservation Fund (225) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 25,000**	**$ -**
FY 2015 Revised Budget		**$ 25,000**	**$ -**
Adjustments:			
Non Recurring		**$ (25,000)**	**$ -**
Other Non Recurring		*(25,000)*	-
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 130,250**	**$ -**
Non Recurring Carry Forward		*25,000*	-
Emergency Contingency for Repairs	*$ 25,000*		
Other Non Recurring		*105,250*	-
Replace One (1) Fleet Pick up	*$ 35,000*		
Design Services for Utility Installation at Spur Cross Ranch	*56,000*		
Trail Construction Maintenance at Spur Cross Ranch	*14,250*		
FY 2016 Adopted Budget		**$ 130,250**	**$ -**

Spur Cross Ranch Conservation Fund (225) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 248,676	$ 257,897	$ 257,897	$ 283,882	$ 291,153
Sources:					
Operating	$ 272,710	$ 266,411	$ 266,411	$ 264,431	$ 275,359
Total Sources:	$ 272,710	$ 266,411	$ 266,411	$ 264,431	$ 275,359
Uses:					
Operating	$ 237,504	$ 266,411	$ 266,411	$ 257,160	$ 275,359
Non-Recurring	-	25,000	25,000	-	130,250
Total Uses:	$ 237,504	$ 291,411	$ 291,411	$ 257,160	$ 405,609
Structural Balance	$ 35,206	$ -	$ -	$ 7,271	$ -
Ending Spendable Fund Balance:					
Restricted	$ 283,882	$ 232,897	$ 232,897	$ 291,153	$ 160,903
Total Ending Spendable Fund Balance	$ 283,882	$ 232,897	$ 232,897	$ 291,153	$ 160,903

Parks and Recreation Grant Fund (230)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 7,909**	**$ 7,909**
Adjustments:	Agenda Item:		
Grants		**$ 69,950**	**$ 69,950**
Vulture Mountain Environmental Assessment Grant	*C-30-15-009-G-00*	*69,950*	*69,950*
FY 2015 Revised Budget		**$ 77,859**	**$ 77,859**
Adjustments:	Agenda Item:		
Grants		**$ (77,859)**	**$ (77,859)**
Parks AZ Game and Fish Grant	*C-30-12-042-3-00*	*(7,909)*	*(7,909)*
Vulture Mountain Environmental Assessment Grant	*C-30-15-009-G-00*	*(69,950)*	*(69,950)*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:	Agenda Item:		
Grants		**$ 13,990**	**$ 13,990**
Vulture Mountain Environmental Assessment Grant	*C-30-15-009-G-00*	*13,990*	*13,990*
FY 2016 Adopted Budget		**$ 13,990**	**$ 13,990**

Parks and Recreation Grant Fund (230) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ -	$ -	$ -	$ -	$ 21,598
Sources:					
Non-Recurring	7,123	7,909	77,859	78,039	13,990
Total Sources:	$ -	$ 7,909	$ 77,859	$ 85,162	$ 13,990
Uses:					
Non-Recurring	-	7,909	77,859	63,564	13,990
Total Uses:	$ -	$ 7,909	$ 77,859	$ 63,564	$ 13,990
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ 21,598	$ 21,598
Total Ending Spendable Fund Balance	$ -	$ -	$ -	$ 21,598	$ 21,598

Parks Souvenir Fund (239)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 310,000**	**$ 310,000**
FY 2015 Revised Budget		**$ 310,000**	**$ 310,000**
FY 2016 Baseline Budget		**$ 310,000**	**$ 310,000**
Adjustments:			
Employee Retirement and Benefits		**$ (70)**	**$ -**
Retirement Contributions		*(70)*	*-*
Base Adjustments		**$ 979**	**$ -**
Internal Service Charges		*979*	*-*
Increase Risk Management Charges	*$ 979*		
Fees and Other Revenues		**$ -**	**$ 52,544**
ProgRevenue Volume Inc/Dec		*-*	*52,544*
Structural Balance		**$ 51,635**	**$ -**
Structural Balance		*51,635*	*-*
FY 2016 Adopted Budget		**$ 362,544**	**$ 362,544**
Percent Change from Baseline Amount		*16.9%*	*16.9%*

Parks Souvenir Fund (239) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 25,942	$ 25,942	$ 25,942	$ 25,896	$ 25,000
Sources:					
Operating	$ 365,129	$ 310,000	$ 310,000	$ 340,393	$ 362,544
Total Sources:	$ 365,129	$ 310,000	$ 310,000	$ 340,393	$ 362,544
Uses:					
Operating	$ 365,173	$ 310,000	$ 310,000	$ 341,289	$ 362,544
Total Uses:	$ 365,173	$ 310,000	$ 310,000	$ 341,289	$ 362,544
Structural Balance	$ (44)	$ -	$ -	$ (896)	$ -
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 25,896	$ 25,942	$ 25,942	$ 25,000	$ 25,000
Total Ending Spendable Fund Balance	$ 25,896	$ 25,942	$ 25,942	$ 25,000	$ 25,000

Lake Pleasant Recreation Services Fund (240)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 2,514,692**	**$ 2,514,692**
FY 2015 Revised Budget			**$ 2,514,692**	**$ 2,514,692**
FY 2016 Baseline Budget			**$ 2,514,692**	**$ 2,514,692**
Adjustments:				
Employee Retirement and Benefits			**$ (1,164)**	**$ -**
Retirement Contributions			*(1,164)*	*-*
Base Adjustments			**$ (590)**	**$ -**
Internal Service Charges			*31,426*	*-*
Increase Risk Management Charges	*$*	*31,426*		
Personnel Savings			*(32,016)*	*-*
Decrease Personal Services by Increasing Salary/Benefit Savings	*$*	*(32,016)*		
Fees and Other Revenues			**$ -**	**$ 204,544**
ProgRevenue Volume Inc/Dec			*-*	*204,544*
Increase Revenue Sources Based on FY 2015 Forecast	*$*	*204,544*		
Structural Balance			**$ 206,298**	**$ -**
Structural Balance			*206,298*	*-*
Increase Personal Services per Transfer of 2.0 FTE Positions from Parks Enhancement Fund (241)	*$*	*185,276*		
Net Increase of Other Fund Adjustments		*21,022*		
FY 2016 Adopted Budget			**$ 2,719,236**	**$ 2,719,236**
Percent Change from Baseline Amount			*8.1%*	*8.1%*

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2015 Adopted Budget			**$ 698,000**	**$ -**
FY 2015 Revised Budget			**$ 698,000**	**$ -**
Adjustments:				
Non Recurring			**$ (698,000)**	**$ -**
Other Non Recurring			*(698,000)*	*-*
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 744,600**	**$ -**
Non Recurring Carry Forward			*310,754*	*-*
Emergency Contingency for Repairs and Maintenance	*$*	*103,000*		
Visitor Center Remodel at Lake Pleasant		*160,000*		
Resort Project Consultation at Lake Pleasant		*10,400*		
Replace (1) Fleet Pick up		*37,354*		
Other Non Recurring			*433,846*	*-*
Emergency Contingency for Repairs and Maintenance	*$*	*22,000*		
Resort Project Consultation at Lake Pleasant		*29,600*		
Floating Restroom AZ Game & Fish Match at Lake Pleasant		*75,000*		
Website Maintenance		*100,000*		
Pallet Loop Grading		*56,000*		
Replacement Winches for Boat Ramps at Lake Pleasant		*33,600*		
Concessions Audit		*30,000*		
Replace (2) Fleet Trucks and (1) Trailer		*87,646*		
FY 2016 Adopted Budget			**$ 744,600**	**$ -**

Lake Pleasant Recreation Services Fund (240) (continued)

		Expenditures	Revenue
PARKS PLAYGROUNDS UPGRADES			
FY 2015 Adopted Budget		**$ -**	**$ -**
FY 2015 Revised Budget		**$ -**	**$ -**
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 33,600**	**$ -**
Other Non Recurring		*33,600*	-
Playground Safety Remodel at Lake Pleasant	*$ 33,600*		
FY 2016 Adopted Budget		**$ 33,600**	**$ -**

		Expenditures	Revenue
PARKS RESTROOMS UPGRADES			
FY 2015 Adopted Budget		**$ -**	**$ -**
FY 2015 Revised Budget		**$ -**	**$ -**
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 336,000**	**$ -**
Other Non Recurring		*336,000*	-
Restroom Health and Safety Renovations at Lake Pleasant	*$ 336,000*		
FY 2016 Adopted Budget		**$ 336,000**	**$ -**

Parks Lake Pleasant Fund (240) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 1,652,585	$ 1,402,106	$ 1,402,106	$ 1,396,023	$ 1,305,039
Sources:					
Operating	$ 2,467,298	$ 2,514,692	$ 2,514,692	$ 2,658,964	$ 2,719,236
Total Sources:	$ 2,467,298	$ 2,514,692	$ 2,514,692	$ 2,658,964	$ 2,719,236
Uses:					
Operating	$ 2,222,554	$ 2,514,692	$ 2,514,692	$ 2,362,702	$ 2,719,236
Non-Recurring	501,311	698,000	698,000	387,246	1,114,200
Total Uses:	$ 2,723,865	$ 3,212,692	$ 3,212,692	$ 2,749,948	$ 3,833,436
Structural Balance	$ 244,744	$ -	$ -	$ 296,262	$ -
Accounting Adjustments	$ 5	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,396,023	$ 704,106	$ 704,106	$ 1,305,039	$ 190,839
Total Ending Spendable Fund Balance	$ 1,396,023	$ 704,106	$ 704,106	$ 1,305,039	$ 190,839

Parks Enhancement Fund (241)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 4,349,860**	**$ 4,349,860**
FY 2015 Revised Budget			**$ 4,349,860**	**$ 4,349,860**
FY 2016 Baseline Budget			**$ 4,349,860**	**$ 4,349,860**
Adjustments:				
Employee Retirement and Benefits			**$ (2,245)**	**$ -**
Retirement Contributions			*(2,245)*	*-*
Base Adjustments			**$ 185,369**	**$ -**
Other Base Adjustments			*109,247*	*-*
Decrease Personal Services by transferring 2.0 FTE Positions to Lake Pleasant Recreation Services Fund (240)	*$*	*(185,276)*		
Increase Other Pay and Other Benefits for Eight Hours of Pay, a 2.5% Pay for Performance and an Increase in Fixed Benefits		*139,322*		
Decrease Personal Services by Increasing Salary/Benefit Savings		*(41,345)*		
Increase Personal Services Expenditures by Decreasing Allocations-Out to Other Parks and Recreation Department Funds		*220,087*		
Increase Personal Services Allocations-In for OET RDSA IT		*1,396*		
Decrease Supplies and Services Allocations-In for OET RDSA IT Reduction		*(24,937)*		
Increase General Supplies to Offset OET RDSA IT Reduction				
Internal Service Charges			*76,122*	*-*
Increase Risk Management Charges	*$*	*76,122*		
Fees and Other Revenues			**$ -**	**$ 321,448**
ProgRevenue Volume Inc/Dec			*-*	*321,448*
Structural Balance			**$ 138,324**	**$ -**
Structural Balance			*138,324*	*-*
Increase Supplies and Services due to Increased Revenue	*$*	*138,324*		
FY 2016 Adopted Budget			**$ 4,671,308**	**$ 4,671,308**
Percent Change from Baseline Amount			*7.4%*	*7.4%*

Parks Enhancement Fund (241) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2015 Adopted Budget			**$ 1,015,000**	**$ -**
FY 2015 Revised Budget			**$ 1,015,000**	**$ -**
Adjustments:				
Non Recurring			**$ (1,015,000)**	**$ -**
Other Non Recurring			*(1,015,000)*	*-*
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Information and Communications Technology			**$ 24,937**	
Other IT Non Recurring			*24,937*	*-*
Developer Tools, ARC GIS Desktop, System Tools, and Desktops	*$*	*24,937*		
Non Recurring			**$ 665,000**	**$ -**
Non Recurring Carry Forward			*216,985*	*-*
Emergency Contingency for Major Repairs	*$*	*50,000*		
Replace Fleet Pick up (1)		*34,533*		
Website Maintenance		*132,452*		
Other Non Recurring			*448,015*	*-*
Emergency Contingency for Major Repairs	*$*	*100,000*		
Replace Four (4) Trucks and One (1) Trailer		*165,467*		
Website Maintenance		*67,548*		
Safety Consultation for Planning and Development		*50,000*		
Cave Creek Campground Waterline and Septic Tank Upgrades		*65,000*		
FY 2016 Adopted Budget			**$ 689,937**	**$ -**

			Expenditures	Revenue
PARKS PLAYGROUNDS UPGRADES				
FY 2015 Adopted Budget			**$ 530,000**	**$ -**
FY 2015 Revised Budget			**$ 530,000**	**$ -**
Adjustments:				
Major Maintenance Projects			**$ (530,000)**	**$ -**
Major Maintenance Program			*(530,000)*	*-*
FY 2016 Baseline Budget			**$ -**	**$ -**
FY 2016 Adopted Budget			**$ -**	**$ -**

			Expenditures	Revenue
PARKS RESTROOMS UPGRADES				
FY 2015 Adopted Budget			**$ 640,000**	**$ -**
FY 2015 Revised Budget			**$ 640,000**	**$ -**
Adjustments:				
Major Maintenance Projects			**$ (640,000)**	**$ -**
Major Maintenance Program			*(640,000)*	*-*
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 616,000**	**$ -**
Other Non Recurring			*616,000*	*-*
Estrella Restroom Health and Safety Improvements	*$*	*224,000*		
Usery Restroom Health and Safety Improvements		*392,000*		
FY 2016 Adopted Budget			**$ 616,000**	**$ -**

Parks Enhancement Fund (241) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 3,443,942	$ 3,217,768	$ 3,217,768	$ 3,415,481	$ 1,853,104
Sources:					
Operating	$ 4,541,206	$ 4,349,860	$ 4,349,860	$ 4,584,167	$ 4,671,308
Total Sources:	$ 4,541,206	$ 4,349,860	$ 4,349,860	$ 4,584,167	$ 4,671,308
Uses:					
Operating	$ 3,968,158	$ 4,349,860	$ 4,349,860	$ 4,265,628	$ 4,671,308
Non-Recurring	601,482	2,185,000	2,185,000	1,880,916	1,305,937
Total Uses:	$ 4,569,640	$ 6,534,860	$ 6,534,860	$ 6,146,544	$ 5,977,245
Structural Balance	$ 573,048	$ -	$ -	$ 318,539	$ -
Accounting Adjustments	$ (27)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 3,415,481	$ 1,032,768	$ 1,032,768	$ 1,853,104	$ 547,167
Total Ending Spendable Fund Balance	$ 3,415,481	$ 1,032,768	$ 1,032,768	$ 1,853,104	$ 547,167

Parks Donations Fund (243)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 23,277**	**$ 23,277**
FY 2015 Revised Budget		**$ 23,277**	**$ 23,277**
FY 2016 Baseline Budget		**$ 23,277**	**$ 23,277**
FY 2016 Adopted Budget		**$ 23,277**	**$ 23,277**
Percent Change from Baseline Amount		*0.0%*	*0.0%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 85,500**	**$ -**
FY 2015 Revised Budget		**$ 85,500**	**$ -**
Adjustments:			
Non Recurring		**$ (85,500)**	**$ -**
Other Non Recurring		*(85,500)*	-
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 300,960**	**$ -**
Other Non Recurring		*300,960*	-
Water Storage Tank Repairs	*$ 20,000*		
McDowell Boundary Fencing	*188,160*		
Usery Tortoise Habitat	*16,800*		
Trail Maintenance & Construction	*70,000*		
Visitor Center Sign	*6,000*		
FY 2016 Adopted Budget		**$ 300,960**	**$ -**

Parks Donations Fund (243) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 685,982	$ 694,672	$ 694,672	$ 691,173	$ 611,428
Sources:					
Operating	$ 39,796	$ 23,277	$ 23,277	$ 25,469	$ 23,277
Total Sources:	$ 39,796	$ 23,277	$ 23,277	$ 25,469	$ 23,277
Uses:					
Operating	$ 19,299	$ 23,277	$ 23,277	$ 19,714	$ 23,277
Non-Recurring	15,301	85,500	85,500	85,500	300,960
Total Uses:	$ 34,600	$ 108,777	$ 108,777	$ 105,214	$ 324,237
Structural Balance	$ 20,497	$ -	$ -	$ 5,755	$ -
Accounting Adjustments	$ (5)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 691,173	$ 609,172	$ 609,172	$ 611,428	$ 310,468
Total Ending Spendable Fund Balance	$ 691,173	$ 609,172	$ 609,172	$ 611,428	$ 310,468

Parks Elimination Fund (900)

	Expenditures	Revenue
OPERATING		
FY 2015 Adopted Budget	**$ (15,206)**	**$ (15,206)**
FY 2015 Revised Budget	**$ (15,206)**	**$ (15,206)**
FY 2016 Baseline Budget	**$ (15,206)**	**$ (15,206)**
Adjustments:		
Base Adjustments	**$ 15,206**	**$ 15,206**
Operating Fund Transfers	*15,206*	*15,206*
FY 2016 Adopted Budget	**$ -**	**$ -**
Percent Change from Baseline Amount	*-100.0%*	*-100.0%*

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, 2016, 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 prior to this deadline.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
CODE - CODE ENFORCEMENT	$ 110,431	$ 144,000	$ 144,000	$ 126,140	$ 144,000	$ -	0.0%
CPLG - COMPREHENSIVE PLANNING	92,050	90,000	90,000	66,400	90,000	-	0.0%
CSVC - CUSTOMER SERVICES	98,228	90,600	90,600	89,175	90,600	-	0.0%
PINS - PERMIT INSPECTIONS	3,628,977	3,744,000	3,744,000	3,711,806	3,744,000	-	0.0%
PLCS - PLANNING AND ZONING	491,593	360,000	360,000	379,504	340,000	(20,000)	-5.6%
PREV - PLAN REVIEW	3,515,795	3,576,000	3,576,000	3,417,325	3,576,000	-	0.0%
ZONA - ZONING ADJUDICATION	33,800	-	-	-	-	-	N/A
44SH - ONE STOP SHOP	$ 7,970,874	$ 8,004,600	$ 8,004,600	$ 7,790,350	$ 7,984,600	$ (20,000)	-0.2%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 14,051	$ 550,600	$ 550,600	$ 562,428	$ 25,600	$ (525,000)	-95.4%
ODIR - EXECUTIVE MANAGEMENT	-	-	-	2,000	-	-	N/A
99AS - INDIRECT SUPPORT	$ 14,051	$ 550,600	$ 550,600	$ 564,428	$ 25,600	$ (525,000)	-95.4%
TOTAL PROGRAMS	**$ 7,984,925**	**$ 8,555,200**	**$ 8,555,200**	**$ 8,354,778**	**$ 8,010,200**	**$ (545,000)**	**-6.4%**
USES							
CODE - CODE ENFORCEMENT	$ 432,393	$ 498,123	$ 578,135	$ 584,705	$ 527,930	$ 50,205	8.7%
CPLG - COMPREHENSIVE PLANNING	268,388	336,669	381,872	385,427	403,080	(21,208)	-5.6%
CSVC - CUSTOMER SERVICES	672,903	669,001	666,201	648,529	678,454	(12,253)	-1.8%
PINS - PERMIT INSPECTIONS	1,810,142	2,091,786	2,017,711	2,077,724	1,800,503	217,208	10.8%
PLCS - PLANNING AND ZONING	537,271	633,576	525,848	392,139	439,133	86,715	16.5%
PREV - PLAN REVIEW	2,250,653	2,041,020	1,865,926	1,957,788	1,963,042	(97,116)	-5.2%
ZONA - ZONING ADJUDICATION	142,465	-	-	-	-	-	N/A
44SH - ONE STOP SHOP	$ 6,114,215	$ 6,270,175	$ 6,035,693	$ 6,046,312	$ 5,812,142	$ 223,551	3.7%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 83,772	$ 780,549	$ 787,272	$ 451,430	$ 843,512	$ (56,240)	-7.1%
ODIR - EXECUTIVE MANAGEMENT	2,244,558	501,071	460,222	1,343,542	481,184	(20,962)	-4.6%
POOL - POOLED COSTS	-	-	-	-	101,400	(101,400)	N/A
SPPT - OPERATIONS SUPPORT	-	1,565,246	1,833,854	917,733	1,125,845	708,009	38.6%
99AS - INDIRECT SUPPORT	$ 2,328,330	$ 2,846,866	$ 3,081,348	$ 2,712,705	$ 2,551,941	$ 529,407	17.2%
CSCA - CENTRAL SERVICE COST ALLOC	$ 655,570	$ 621,397	$ 621,397	$ 621,397	$ 508,045	$ 113,352	18.2%
INFR - INFRASTRUCTURE	-	115,073	115,073	47,947	115,168	(95)	-0.1%
ISFC - INTERNAL SERVICE FUND CHARGES	62,724	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	78,707	78,707	78,706	59,727	18,980	24.1%
99GV - GENERAL OVERHEAD	$ 718,294	$ 815,177	$ 815,177	$ 748,050	$ 682,940	$ 132,237	16.2%
TOTAL PROGRAMS	**$ 9,160,839**	**$ 9,932,218**	**$ 9,932,218**	**$ 9,507,067**	**$ 9,047,023**	**$ 885,195**	**8.9%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 3,122,807	$ 3,887,052	$ 3,887,052	$ 3,854,234	$ 3,887,052	$ -	0.0%
SUBTOTAL	$ 3,122,807	$ 3,887,052	$ 3,887,052	$ 3,854,234	$ 3,887,052	$ -	0.0%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 4,805,742	$ 4,098,600	$ 4,098,600	$ 3,920,654	$ 4,078,600	$ (20,000)	-0.5%
SUBTOTAL	$ 4,805,742	$ 4,098,600	$ 4,098,600	$ 3,920,654	$ 4,078,600	$ (20,000)	-0.5%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 21,240	$ 18,948	$ 18,948	$ 17,211	$ 18,948	$ -	0.0%
SUBTOTAL	$ 21,240	$ 18,948	$ 18,948	$ 17,211	$ 18,948	$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 5,010	$ 16,000	$ 16,000	$ 15,538	$ 16,000	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	30,126	9,600	9,600	31,265	9,600	-	0.0%
SUBTOTAL	$ 35,136	$ 25,600	$ 25,600	$ 46,803	$ 25,600	$ -	0.0%
ALL REVENUES	$ 7,984,925	$ 8,030,200	$ 8,030,200	$ 7,838,902	$ 8,010,200	$ (20,000)	-0.2%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ -	$ 525,000	$ 525,000	$ 515,876	$ -	$ (525,000)	-100.0%
ALL OTHER FINANCING SOURCES	$ -	$ 525,000	$ 525,000	$ 515,876	$ -	$ (525,000)	-100.0%
TOTAL SOURCES	$ 7,984,925	$ 8,555,200	$ 8,555,200	$ 8,354,778	$ 8,010,200	$ (545,000)	-6.4%

Sources and Uses by Category (continued)

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 4,473,112	$ 4,799,618	$ 4,915,579	$ 4,550,488	$ 4,712,156	$ 203,423	4.1%
0705 - TEMPORARY PAY	9,693	-	-	-	-	-	N/A
0710 - OVERTIME	11,132	12,000	11,294	10,027	7,480	3,814	33.8%
0750 - FRINGE BENEFITS	1,537,939	1,711,477	1,618,447	1,597,952	1,746,969	(128,522)	-7.9%
0790 - OTHER PERSONNEL SERVICES	10,404	11,900	10,400	4,900	-	10,400	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,032,558)	(1,565,984)	(1,573,740)	(1,339,831)	(1,363,229)	(210,511)	-13.4%
0796 - PERSONNEL SERVICES ALLOC-IN	1,382,467	1,527,177	1,527,177	1,352,168	1,629,134	(101,957)	-6.7%
SUBTOTAL	$ 6,392,189	$ 6,496,188	$ 6,509,157	$ 6,175,704	$ 6,732,510	$ (223,353)	-3.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 35,753	$ 47,187	$ 44,739	$ 31,392	$ 47,060	$ (2,321)	-5.2%
0803 - FUEL	80,241	87,920	87,920	78,925	78,620	9,300	10.6%
0804 - NON-CAPITAL EQUIPMENT	3,065	-	-	16,572	-	-	N/A
0805 - SUPPLIES-ALLOCATION OUT	(1,456)	(11,480)	(11,480)	(10,076)	(5,000)	(6,480)	-56.4%
0806 - SUPPLIES-ALLOCATION IN	36,570	67,236	67,236	89,608	48,868	18,368	27.3%
SUBTOTAL	$ 154,173	$ 190,863	$ 188,415	$ 206,421	$ 169,548	$ 18,867	10.0%
SERVICES							
0810 - LEGAL SERVICES	$ 6,540	$ 12,100	$ 12,100	$ 10,499	$ 7,180	$ 4,920	40.7%
0812 - OTHER SERVICES	661,237	575,970	575,870	513,122	393,459	182,411	31.7%
0820 - RENT & OPERATING LEASES	714,473	741,600	741,600	732,842	612,000	129,600	17.5%
0825 - REPAIRS AND MAINTENANCE	1,058	-	-	7,310	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	920,540	880,314	874,643	871,946	763,272	111,371	12.7%
0841 - TRAVEL	5,968	14,250	12,500	11,528	12,250	250	2.0%
0842 - EDUCATION AND TRAINING	31,322	29,500	26,500	19,139	23,300	3,200	12.1%
0843 - POSTAGE/FREIGHT/SHIPPING	5,564	7,250	7,250	6,042	5,410	1,840	25.4%
0872 - SERVICES-ALLOCATION OUT	(131,978)	(246,338)	(246,338)	(133,359)	(19,536)	(226,802)	-92.1%
0873 - SERVICES-ALLOCATION IN	175,426	255,466	255,466	152,239	241,013	14,453	5.7%
SUBTOTAL	$ 2,390,150	$ 2,270,112	$ 2,259,591	$ 2,191,308	$ 2,038,348	$ 221,243	9.8%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ -	$ -	$ -	$ 15,000	$ (15,000)	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	146,178	390,000	390,000	390,000	81,000	309,000	79.2%
0956 - CAPITAL-ALLOCATION IN	78,149	60,055	60,055	27,758	10,617	49,438	82.3%
SUBTOTAL	$ 224,327	$ 450,055	$ 450,055	$ 417,758	$ 106,617	$ 343,438	76.3%
ALL EXPENDITURES	$ 9,160,839	$ 9,407,218	$ 9,407,218	$ 8,991,191	$ 9,047,023	$ 360,195	3.8%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ 525,000	$ 525,000	$ 515,876	$ -	$ 525,000	100.0%
ALL OTHER FINANCING USES	$ -	$ 525,000	$ 525,000	$ 515,876	$ -	$ 525,000	100.0%
TOTAL USES	$ 9,160,839	$ 9,932,218	$ 9,932,218	$ 9,507,067	$ 9,047,023	$ 885,195	8.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
226 PLANNING AND DEVELOPMENT FEES							
OPERATING	$ 7,976,240	$ 8,030,200	$ 8,030,200	$ 7,838,651	$ 8,010,200	$ (20,000)	-0.2%
NON RECURRING NON PROJECT	8,411	525,000	525,000	515,876	-	(525,000)	-100.0%
FUND TOTAL SOURCES	$ 7,984,651	$ 8,555,200	$ 8,555,200	$ 8,354,527	$ 8,010,200	$ (545,000)	-6.4%
235 DEL WEBB							
OPERATING	$ 274	$ -	$ -	$ 251	$ -	$ -	N/A
FUND TOTAL SOURCES	$ 274	$ -	$ -	$ 251	$ -	$ -	N/A
DEPARTMENT OPERATING TOTAL SOURCES	$ 7,976,514	$ 8,030,200	$ 8,030,200	$ 7,838,902	$ 8,010,200	$ (20,000)	-0.2%
DEPARTMENT NON RECURRING TOTAL SOURCES	$ 8,411	$ 525,000	$ 525,000	$ 515,876	$ -	$ (525,000)	-100.0%
DEPARTMENT TOTAL SOURCES	$ 7,984,925	$ 8,555,200	$ 8,555,200	$ 8,354,778	$ 8,010,200	$ (545,000)	-6.4%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 868,232	$ 868,232	$ 868,232	$ 853,490	$ 868,232	$ -	0.0%
FUND TOTAL USES	$ 868,232	$ 868,232	$ 868,232	$ 853,490	$ 868,232	$ -	0.0%
226 PLANNING AND DEVELOPMENT FEES							
OPERATING	$ 8,025,914	$ 8,001,694	$ 8,001,694	$ 7,589,897	$ 8,001,694	$ -	0.0%
NON RECURRING NON PROJECT	266,693	537,292	537,292	547,804	177,097	360,195	67.0%
FUND TOTAL USES	$ 8,292,607	$ 8,538,986	$ 8,538,986	$ 8,137,701	$ 8,178,791	$ 360,195	4.2%
235 DEL WEBB							
NON RECURRING NON PROJECT	$ -	$ 525,000	$ 525,000	$ 515,876	$ -	$ 525,000	100.0%
FUND TOTAL USES	$ -	$ 525,000	$ 525,000	$ 515,876	$ -	$ 525,000	100.0%
DEPARTMENT OPERATING TOTAL USES	$ 8,894,146	$ 8,869,926	$ 8,869,926	$ 8,443,387	$ 8,869,926	$ -	0.0%
DEPARTMENT NON RECURRING TOTAL USES	$ 266,693	$ 1,062,292	$ 1,062,292	$ 1,063,680	$ 177,097	$ 885,195	83.3%
DEPARTMENT TOTAL USES	$ 9,160,839	$ 9,932,218	$ 9,932,218	$ 9,507,067	$ 9,047,023	$ 885,195	8.9%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	3.00	3.00	3.00	3.00	3.00	-	0.0%
EXECUTIVE MANAGEMENT	5.00	5.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	8.00	8.00	7.00	7.00	7.00	-	0.0%
ONE STOP SHOP							
CODE ENFORCEMENT	6.00	6.00	7.00	8.00	7.00	-	0.0%
COMPREHENSIVE PLANNING	3.10	4.00	5.00	5.00	5.00	-	0.0%
CUSTOMER SERVICES	12.00	12.00	12.00	12.00	12.00	-	0.0%
PERMIT INSPECTIONS	20.00	22.00	20.00	21.00	20.00	-	0.0%
PLAN REVIEW	20.00	26.00	24.00	24.00	24.00	-	0.0%
PLANNING AND ZONING	6.10	7.00	5.00	4.00	5.00	-	0.0%
ZONING ADJUDICATION	1.80	-	.00	-	-	-	N/A
PROGRAM TOTAL	69.00	77.00	73.00	74.00	73.00	-	0.0%
DEPARTMENT TOTAL	77.00	85.00	80.00	81.00	80.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED 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	4.00	4.00	5.00	6.00	5.00	-	0.0%
Deputy Director - Plng & Devel	2.00	2.00	2.00	2.00	2.00	-	0.0%
Development Svcs Technician	2.00	2.00	7.00	7.00	1.00	(6.00)	(85.7%)
Development Svcs Technician Ld	-	-	2.00	2.00	-	(2.00)	(100.0%)
Development Svcs Technician Sr	-	-	6.00	6.00	-	(6.00)	(100.0%)
Director - Plng & Development	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineer	4.00	6.00	6.00	6.00	6.00	-	0.0%
Engineering Associate	2.00	2.00	1.00	1.00	1.00	-	0.0%
Engineering Drainage Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineering Supervisor	-	2.00	2.00	2.00	2.00	-	0.0%
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%
Inspection Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Inspection Supervisor	4.00	4.00	4.00	3.00	4.00	-	0.0%
Inspector	15.00	16.00	15.00	16.00	15.00	-	0.0%
Office Assistant	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	4.00	4.00	5.00	5.00	5.00	-	0.0%
Planner	6.00	6.00	6.00	5.00	6.00	-	0.0%
Planner - Senior	-	-	1.00	1.00	1.00	-	0.0%
Planning Supervisor	4.00	4.00	2.00	2.00	2.00	-	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	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	-	-	-	-	N/A
Title Examiner	13.00	16.00	-	1.00	14.00	14.00	N/A
Department Total	**77.00**	**85.00**	**80.00**	**81.00**	**80.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND		FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
440	**PLANNING AND DEVELOPMENT**							
226	PLANNING AND DEVELOPMENT FEES	77.00	85.00	80.00	81.00	80.00	-	0.0%
	Department Total	**77.00**	**85.00**	**80.00**	**81.00**	**80.00**	**-**	**0.0%**

General Adjustments

Personnel: FY 2016 personnel expenditures increased due to the annualization of County performance pay and market study adjustments made in FY 2015.

Base Adjustments:

Planning and Development Fees Fund (226) Operating

- Decrease Regular Benefits by $4,750 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by $18,980 for the impact of the changes in risk management charges.
- Decrease Program Revenue by $20,000 due to program volume decrease.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Percent of violation complaint inspections provided within 30 days of receipt of complaint.	81.0%	81.8%	87.8%	87.5%	5.7%	6.9%
Percent of Development Master Plans/Comprehensive Plan Amendment cases taken to the Technical Advisory Committee meeting within 60 days of applicaton.	600.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of All Customers Served within 30 minutes.	92.0%	95.0%	79.3%	91.4%	(3.6%)	-3.8%
Percent of Inspections provided the same day as Requested.	98.0%	98.5%	98.0%	98.5%	0.0%	0.0%
Percent of Subdivision/Entitlement Cases reviewed in a Technical Advisory Committee meeting within 60 days of application.	357.7%	183.3%	122.2%	100.0%	(83.3%)	-45.5%
Percent of plan reviews provided through First Plan Review within 20 business days of application.	95.5%	98.0%	95.7%	98.0%	(0.0%)	-0.0%
Number of Variance and Other Board of Adjustment cases recommended to public hearing or approved administratively within 75 days of application.	95.2%	N/A	98.5%	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

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of violation complaint inspections provided within 30 days of receipt of complaint.	81.0%	81.8%	87.8%	87.5%	5.7%	6.9%
Output	Total number of violation complaint inspections provided.	1,164	1,320	1,318	2,400	1,080	81.8%
Demand	Number of Violation Complaints Received.	1,291	1,500	1,518	2,880	1,380	92.0%
Expenditure Ratio	Total expenditure per violation complaint inspection provided.	$ 371.47	$ 437.98	$ 443.63	$ 219.97	$ 218.01	49.8%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 110,431	$ 144,000	$ 126,140	$ 144,000	$ -	0.0%
	TOTAL SOURCES	$ 110,431	$ 144,000	$ 126,140	$ 144,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 344,105	$ 323,966	$ 319,363	$ 329,326	$ (5,360)	-1.7%
	226 - PLANNING AND DEVELOPMENT FEES	88,288	254,169	265,342	198,604	55,565	21.9%
	TOTAL USES	$ 432,393	$ 578,135	$ 584,705	$ 527,930	$ 50,205	8.7%

Activity Narrative: The FY 2016 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 since some complaints are not code violations, but require an inspection. The increase in demand and output results from a procedural change in the permitting application, capturing all inspections conducted by the Code Enforcement staff of which part was in the Zoning and Adjudication Activity that the Department has since removed from the strategic plan. The Inspection count is currently being logged on one inspection record and accounted for individually to more accurately present inspection results. The increase in stated inspections will not necessarily create additional revenue.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Development Master Plans/Comprehensive Plan Amendment cases taken to the Technical Advisory Committee meeting within 60 days of applicaton.	600.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Total Number of Development Master Plans/Comprehensive Plan Admendments taken to the Technical Advisory Committee.	5	24	7	18	(6)	-25.0%
Demand	Number of Development Master Plans/Comprehensive Plan Amendments Received that require a Technical Advisory Committee meeting.	6	24	9	20	(4)	-16.7%
Expenditure Ratio	Total expenditure per plan amendment activity taken to the Technical Advisory Committee.	$ 53,677.60	$ 15,911.33	$ 55,061.00	$ 22,393.33	$ (6,482.00)	-40.7%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 92,050	$ 90,000	$ 66,400	$ 90,000	$ -	0.0%
	TOTAL SOURCES	$ 92,050	$ 90,000	$ 66,400	$ 90,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 281,983	$ 246,548	$ 249,338	$ 266,548	$ (20,000)	-8.1%
	226 - PLANNING AND DEVELOPMENT FEES	(13,595)	135,324	136,089	136,532	(1,208)	-0.9%
	TOTAL USES	$ 268,388	$ 381,872	$ 385,427	$ 403,080	$ (21,208)	-5.6%

Activity Narrative: The FY 2016 budget supports the Department in meeting 100% of demand for plan amendments. Large-scale commercial and residential development in the County is showing little growth and there are large tracts of land committed to master-planned communities that are only recently beginning to see renewed activity following the 'great recession.' The increase in expenditure ratio is attributable to activities related to planning and zoning being absorbed in Comprehensive Planning including in Development Master Plan and Comprehensive Plan Amendments.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of All Customers Served within 30 minutes	92.0%	95.0%	79.3%	91.4%	(3.6%)	-3.8%
Output	Total Number of Customers Served.	9,570	9,500	9,934	9,500	-	0.0%
Demand	Number of Customers Requesting Service at the One Stop Shop Counter.	9,570	9,500	9,934	9,500	-	0.0%
Expenditure Ratio	Total expenditure per customer served.	$ 70.31	$ 70.13	$ 65.28	$ 71.42	$ (1.29)	-1.8%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 98,228	$ 90,600	$ 89,175	$ 90,600	$ -	0.0%
	TOTAL SOURCES	$ 98,228	$ 90,600	$ 89,175	$ 90,600	$ -	0.0%
Expenditure							
	226 - PLANNING AND DEVELOPMENT FEES	$ 672,903	$ 666,201	$ 648,529	$ 678,454	$ (12,253)	-1.8%
	TOTAL USES	$ 672,903	$ 666,201	$ 648,529	$ 678,454	$ (12,253)	-1.8%

Activity Narrative: The FY 2016 budget supports the Department in meeting 100% of the demand. There is an expectation that demand will continue at its current rate into FY 2016. The decline in the result is due to a more complex initial review of the plan submittal process. The Department continues to review processes to better serve customers within 30 minutes or less. Expenditures are slightly increased due to changes in benefits and other personnel costs.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Inspections provided the same day as Requested.	98.0%	98.5%	98.0%	98.5%	0.0%	0.0%
Output	Total Number of Inspections provided.	33,917	34,480	32,742	34,480	-	0.0%
Demand	Number of Inspections Scheduled/Requested.	33,936	34,600	32,774	34,600	-	0.0%
Expenditure Ratio	Total expenditure per inspection provided.	$ 53.37	$ 58.52	$ 63.46	$ 52.22	$ 6.30	10.8%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 3,628,703	$ 3,744,000	$ 3,711,555	$ 3,744,000	$ -	0.0%
	235 - DEL WEBB	274	-	251	-	-	N/A
	TOTAL SOURCES	$ 3,628,977	$ 3,744,000	$ 3,711,806	$ 3,744,000	$ -	0.0%
Expenditure							
	226 - PLANNING AND DEVELOPMENT FEES	$ 1,810,142	$ 2,017,711	$ 2,077,724	$ 1,800,503	$ 217,208	10.8%
	TOTAL USES	$ 1,810,142	$ 2,017,711	$ 2,077,724	$ 1,800,503	$ 217,208	10.8%

Activity Narrative: The FY 2016 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 budgeted expenditures decreased as a result of not needing to replace as many vehicles in FY 2016.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of plan reviews provided through First Plan Review within 20 business days of application.	95.5%	98.0%	95.7%	98.0%	(0.0%)	-0.0%
Output	Total number of Plan Reviews provided.	5,775	5,824	6,099	5,880	56	1.0%
Demand	Number of Plan Reviews Requested.	5,814	5,900	6,206	6,000	100	1.7%
Expenditure Ratio	Total expenditure per plan review provided.	$ 389.72	$ 320.39	$ 321.00	$ 333.85	$ (13.47)	-4.2%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 3,515,795	$ 3,576,000	$ 3,417,325	$ 3,576,000	$ -	0.0%
	TOTAL SOURCES	$ 3,515,795	$ 3,576,000	$ 3,417,325	$ 3,576,000	$ -	0.0%
Expenditure							
	226 - PLANNING AND DEVELOPMENT FEES	$ 2,250,653	$ 1,865,926	$ 1,957,788	$ 1,963,042	$ (97,116)	-5.2%
	TOTAL USES	$ 2,250,653	$ 1,865,926	$ 1,957,788	$ 1,963,042	$ (97,116)	-5.2%

Activity Narrative: The FY 2016 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 impacts the plan review workload. 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 increase in FY 2016 is due to increased cost in personnel.

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. §11-814 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Subdivision/Entitlement Cases reviewed in a Technical Advisory Committee meeting within 60 days of application.	357.7%	183.3%	122.2%	100.0%	(83.3%)	-45.5%
Output	Total Number of Subdivision/Entitlement Cases reviewed in a Technical Advisory Committee meeting.	26	36	18	12	(24)	-66.7%
Demand	Number of Subdivision/Entitlement Cases Received where a Technical Advisory Committee is required.	34	42	22	12	(30)	-71.4%
Expenditure Ratio	Total expenditure per Subdivision/Entitlement case reviewed in a Technical Advisory Committee meeting.	$ 20,664.27	$ 14,606.89	$ 21,785.50	$ 36,594.42	$ (21,987.53)	-150.5%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 491,593	$ 360,000	$ 379,504	$ 340,000	$ (20,000)	-5.6%
	TOTAL SOURCES	$ 491,593	$ 360,000	$ 379,504	$ 340,000	$ (20,000)	-5.6%
Expenditure							
	100 - GENERAL	$ 171,319	$ 273,349	$ 266,119	$ 272,358	$ 991	0.4%
	226 - PLANNING AND DEVELOPMENT FEES	365,952	252,499	126,020	166,775	85,724	34.0%
	TOTAL USES	$ 537,271	$ 525,848	$ 392,139	$ 439,133	$ 86,715	16.5%

Activity Narrative: The overall demand or number of cases processed by the Planning and Zoning Activity from FY 2015 to FY 2016 has decreased significantly. The number of cases processed through a technical advisory committee meeting has decreased and can be attributed to a significant number of applicant requests for process expediting. Planning and Zoning staff have accommodated these requests while maintaining quality results in projects approved and presented to the Board of Supervisors.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
All Functions		
FY 2015 Adopted Budget	**$ 868,232**	**$ -**
FY 2015 Revised Budget	**$ 868,232**	**$ -**
FY 2016 Baseline Budget	**$ 868,232**	**$ -**
FY 2016 Adopted Budget	**$ 868,232**	**$ -**

Planning and Development Fees Fund (226)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 8,001,694**	**$ 8,030,200**
FY 2015 Revised Budget		**$ 8,001,694**	**$ 8,030,200**
FY 2016 Baseline Budget		**$ 8,001,694**	**$ 8,030,200**
Adjustments:			
Employee Retirement and Benefits		**$ (4,750)**	**$ -**
Retirement Contributions		*(4,750)*	*-*
Base Adjustments		**$ 4,750**	**$ -**
Other Base Adjustments		*23,730*	*-*
Internal Service Charges		*(18,980)*	*-*
Decrease Risk Management Charges	*$ (18,980)*		
Fees and Other Revenues		**$ -**	**$ (20,000)**
ProgRevenue Volume Inc/Dec		*-*	*(20,000)*
FY 2016 Adopted Budget		**$ 8,001,694**	**$ 8,010,200**
Percent Change from Baseline Amount		*0.0%*	*-0.2%*
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 537,292**	**$ 525,000**
FY 2015 Revised Budget		**$ 537,292**	**$ 525,000**
Adjustments:			
Base Adjustments		**$ (390,000)**	**$ -**
Vehicle Replacement		*(390,000)*	*-*
Information and Communications Technology			
Other IT Non Recurring		*(147,292)*	*-*
Non Recurring		**$ -**	**$ (525,000)**
Non Recurring Fund Transfer		*-*	*(525,000)*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Information and Communications Technology		**$ 81,097**	
Other IT Non Recurring		*81,097*	*-*
Non Recurring		**$ 96,000**	**$ -**
Non Recurring Carry Forward		*81,000*	*-*
Vehicle Replacements	*$ (81,000)*		
Office Buildout		*15,000*	*-*
FY 2016 Adopted Budget		**$ 177,097**	**$ -**

Planning and Development Fees Fund (226) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 3,580,626	$ 3,660,099	$ 3,660,099	$ 3,272,669	$ 3,489,495
Sources:					
Operating	$ 7,976,240	$ 8,030,200	$ 8,030,200	$ 7,838,651	$ 8,010,200
Non-Recurring	8,411	525,000	525,000	515,876	-
Total Sources:	$ 7,984,651	$ 8,555,200	$ 8,555,200	$ 8,354,527	$ 8,010,200
Uses:					
Operating	$ 8,025,916	$ 8,001,694	$ 8,001,694	$ 7,589,897	$ 8,001,694
Non-Recurring	266,693	537,292	537,292	547,804	177,097
Total Uses:	$ 8,292,609	$ 8,538,986	$ 8,538,986	$ 8,137,701	$ 8,178,791
Structural Balance	$ (49,676)	$ 28,506	$ 28,506	$ 248,754	$ 8,506
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Committed	3,272,669	3,676,313	3,676,313	3,489,495	3,320,904
Total Ending Spendable Fund Balance	$ 3,272,669	$ 3,676,313	$ 3,676,313	$ 3,489,495	$ 3,320,904

Procurement Services

Analysis by Cristi Cost, Management and Budget Analyst

Summary

Mission

The mission of Procurement Services is to provide innovative, cost-effective, and quality services to County agencies through a strategic and systematic approach to procurement so they can get the right product at the right time at the right price.

Vision

Working together to deliver value.

Strategic Goals

Department Specific

By FY 2017, 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. They have reached this goal and will reevaluate during the FY 2017 Strategic Business Plan update process.

Department Specific

By FY 2017, 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: The Department has successfully achieved this goal. They have been working hard to implement identified opportunities for increased efficiencies and hard dollar savings based off a study conducted in FY 2014. The Department will reevaluate this goal during the FY 2017 Strategic Business Plan update process.

Department Specific

By FY 2017, 100% of new contracts for commodities will be written to include acceptable environmental sustainability standards consistent with Board policy.

Status: The Department worked 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. They have reached this goal and will reevaluate during the FY 2017 Strategic Business Plan update process.

Department Specific

By FY 2017, 80% of new construction project contracts will include acceptable environmental sustainability standards consistent with Board policy.

Status: The Department worked with the County Attorney's Office to revise

contract templates to include language consistent with the Environmentally Preferred Purchasing policy (A1514) for construction contracts. They have reached this goal and will reevaluate during the FY 2017 Strategic Business Plan update process.

Department Specific

By FY 2017, 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 has been working with other agencies to fulfill the latest State of Arizona requirements. They have reached this goal and will reevaluate during the FY 2017 Strategic Business Plan update process.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
PCPT - PROCUREMENT SERVICES	$ 737,781	$ 300,000	$ 300,000	$ 397,987	$ 761,000	$ 461,000	153.7%
73BS - PROCUREMENT SERVICES	$ 737,781	$ 300,000	$ 300,000	$ 397,987	$ 761,000	$ 461,000	153.7%
PRNT - PRINTING SERVICES	$ 785,092	$ 845,217	$ 845,217	$ 857,936	$ 845,217	$ -	0.0%
73PR - PRINTING SERVICES PROGRAM	$ 785,092	$ 845,217	$ 845,217	$ 857,936	$ 845,217	$ -	0.0%
TOTAL PROGRAMS	**$ 1,522,873**	**$ 1,145,217**	**$ 1,145,217**	**$ 1,255,923**	**$ 1,606,217**	**$ 461,000**	**40.3%**
USES							
PCPT - PROCUREMENT SERVICES	$ 2,090,853	$ 2,130,813	$ 2,175,938	$ 2,201,290	$ 2,238,612	$ (62,674)	-2.9%
73BS - PROCUREMENT SERVICES	$ 2,090,853	$ 2,130,813	$ 2,175,938	$ 2,201,290	$ 2,238,612	$ (62,674)	-2.9%
PRNT - PRINTING SERVICES	$ 725,170	$ 825,165	$ 825,165	$ 795,526	$ 750,072	$ 75,093	9.1%
73PR - PRINTING SERVICES PROGRAM	$ 725,170	$ 825,165	$ 825,165	$ 795,526	$ 750,072	$ 75,093	9.1%
RMPT - RECORDS MANAGEMENT	$ 46,301	$ 56,359	$ 54,442	$ 46,159	$ 55,252	$ (810)	-1.5%
73RM - RECORDS MANAGEMENT	$ 46,301	$ 56,359	$ 54,442	$ 46,159	$ 55,252	$ (810)	-1.5%
ODIR - EXECUTIVE MANAGEMENT	$ 210,781	$ 179,346	$ 182,790	$ 165,021	$ 183,878	$ (1,088)	-0.6%
POOL - POOLED COSTS	-	893	893	-	893	-	0.0%
SPPT - OPERATIONS SUPPORT	-	42,917	43,865	37,026	4,074	39,791	90.7%
99AS - INDIRECT SUPPORT	$ 210,781	$ 223,156	$ 227,548	$ 202,047	$ 188,845	$ 38,703	17.0%
CSCA - CENTRAL SERVICE COST ALLOC	$ 60,652	$ 63,949	$ 63,949	$ 63,949	$ 69,699	$ (5,750)	-9.0%
INFR - INFRASTRUCTURE	-	21,264	21,264	24,373	22,173	(909)	-4.3%
ISFC - INTERNAL SERVICE FUND CHARGES	34,352	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	8,275	8,275	9,065	8,222	53	0.6%
99GV - GENERAL OVERHEAD	$ 95,004	$ 93,488	$ 93,488	$ 97,387	$ 100,094	$ (6,606)	-7.1%
TOTAL PROGRAMS	**$ 3,168,109**	**$ 3,328,981**	**$ 3,376,581**	**$ 3,342,409**	**$ 3,332,875**	**$ 43,706**	**1.3%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
CHARGES FOR SERVICE							
0636 - INTERNAL SERVICE CHARGES	$ 785,092	$ 845,217	$ 845,217	$ 857,936	$ 845,217	$ -	0.0%
SUBTOTAL	$ 785,092	$ 845,217	$ 845,217	$ 857,936	$ 845,217	$ -	0.0%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 737,781	$ 300,000	$ 300,000	$ 397,987	$ 761,000	$ 461,000	153.7%
SUBTOTAL	$ 737,781	$ 300,000	$ 300,000	$ 397,987	$ 761,000	$ 461,000	153.7%
ALL REVENUES	$ 1,522,873	$ 1,145,217	$ 1,145,217	$ 1,255,923	$ 1,606,217	$ 461,000	40.3%
TOTAL SOURCES	$ 1,522,873	$ 1,145,217	$ 1,145,217	$ 1,255,923	$ 1,606,217	$ 461,000	40.3%

Sources and Uses by Category (continued)

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,950,119	$ 2,005,581	$ 2,195,456	$ 2,101,799	$ 2,192,376	$ 3,080	0.1%
0705 - TEMPORARY PAY	-	136,469	-	-	-	-	N/A
0710 - OVERTIME	733	150	150	249	150	-	0.0%
0750 - FRINGE BENEFITS	693,915	705,139	757,279	722,088	795,184	(37,905)	-5.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(25,000)	(191,276)	(242,346)	(124,332)	(242,204)	(142)	-0.1%
0796 - PERSONNEL SERVICES ALLOC-IN	-	19,367	19,367	64,746	19,367	-	0.0%
SUBTOTAL	$ 2,619,767	$ 2,675,430	$ 2,729,906	$ 2,764,550	$ 2,764,873	$ (34,967)	-1.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 288,948	$ 283,972	$ 283,972	$ 280,128	$ 269,093	$ 14,879	5.2%
0802 - MEDICAL SUPPLIES	(137)	-	-	-	-	-	N/A
0803 - FUEL	287	582	582	221	582	-	0.0%
SUBTOTAL	$ 289,098	$ 284,554	$ 284,554	$ 280,349	$ 269,675	$ 14,879	5.2%
SERVICES							
0812 - OTHER SERVICES	$ 138,835	$ 127,500	$ 125,491	$ 133,616	$ 125,491	$ -	0.0%
0820 - RENT & OPERATING LEASES	1,594	14,900	14,900	5,140	20,900	(6,000)	-40.3%
0825 - REPAIRS AND MAINTENANCE	4,420	23,492	23,492	14,677	17,492	6,000	25.5%
0830 - INTERGOVERNMENTAL PAYMENTS	5	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	96,575	103,397	103,397	96,322	109,603	(6,206)	-6.0%
0841 - TRAVEL	5,193	16,096	12,096	6,453	12,096	-	0.0%
0842 - EDUCATION AND TRAINING	10,633	11,552	10,685	3,104	10,685	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	1,989	2,060	2,060	1,673	2,060	-	0.0%
SUBTOTAL	$ 259,244	$ 298,997	$ 292,121	$ 260,985	$ 298,327	$ (6,206)	-2.1%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ 70,000	$ 61,719	$ 36,525	$ -	$ 61,719	100.0%
SUBTOTAL	$ -	$ 70,000	$ 61,719	$ 36,525	$ -	$ 61,719	100.0%
ALL EXPENDITURES	$ 3,168,109	$ 3,328,981	$ 3,368,300	$ 3,342,409	$ 3,332,875	$ 35,425	1.1%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ -	$ 8,281	$ -	$ -	$ 8,281	100.0%
ALL OTHER FINANCING USES	$ -	$ -	$ 8,281	$ -	$ -	$ 8,281	100.0%
TOTAL USES	$ 3,168,109	$ 3,328,981	$ 3,376,581	$ 3,342,409	$ 3,332,875	$ 43,706	1.3%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 737,781	$ 300,000	$ 300,000	$ 397,987	$ 761,000	$ 461,000	153.7%
FUND TOTAL SOURCES	$ 737,781	$ 300,000	$ 300,000	$ 397,987	$ 761,000	$ 461,000	153.7%
673 REPROGRAPHICS							
OPERATING	$ 785,092	$ 845,217	$ 845,217	$ 857,936	$ 845,217	$ -	0.0%
FUND TOTAL SOURCES	$ 785,092	$ 845,217	$ 845,217	$ 857,936	$ 845,217	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,522,873	$ 1,145,217	$ 1,145,217	$ 1,255,923	$ 1,606,217	$ 461,000	40.3%
DEPARTMENT TOTAL SOURCES	$ 1,522,873	$ 1,145,217	$ 1,145,217	$ 1,255,923	$ 1,606,217	$ 461,000	40.3%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 2,322,160	$ 2,413,764	$ 2,461,364	$ 2,461,364	$ 2,487,658	$ (26,294)	-1.1%
NON RECURRING NON PROJECT	60,127	-	-	-	-	-	N/A
FUND TOTAL USES	$ 2,382,287	$ 2,413,764	$ 2,461,364	$ 2,461,364	$ 2,487,658	$ (26,294)	-1.1%
673 REPROGRAPHICS							
OPERATING	$ 785,822	$ 845,217	$ 845,217	$ 844,520	$ 845,217	$ -	0.0%
NON RECURRING NON PROJECT	-	70,000	70,000	36,525	-	70,000	100.0%
FUND TOTAL USES	$ 785,822	$ 915,217	$ 915,217	$ 881,045	$ 845,217	$ 70,000	7.6%
DEPARTMENT OPERATING TOTAL USES	$ 3,107,982	$ 3,258,981	$ 3,306,581	$ 3,305,884	$ 3,332,875	$ (26,294)	-0.8%
DEPARTMENT NON RECURRING TOTAL USES	$ 60,127	$ 70,000	$ 70,000	$ 36,525	$ -	$ 70,000	100.0%
DEPARTMENT TOTAL USES	$ 3,168,109	$ 3,328,981	$ 3,376,581	$ 3,342,409	$ 3,332,875	$ 43,706	1.3%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
INDIRECT SUPPORT							
EXECUTIVE MANAGEMENT	1.50	1.00	1.00	1.00	1.00	-	0.0%
OPERATIONS SUPPORT	-	.50	.50	.50	-	(.50)	(100.0%)
PROGRAM TOTAL	1.50	1.50	1.50	1.50	1.00	(.50)	(33.3%)
PRINTING SERVICES PROGRAM							
PRINTING SERVICES	9.00	9.00	9.00	9.00	9.00	-	0.0%
PROGRAM TOTAL	9.00	9.00	9.00	9.00	9.00	-	0.0%
PROCUREMENT SERVICES							
PROCUREMENT SERVICES	27.75	25.25	28.25	28.25	28.75	.50	1.8%
PROGRAM TOTAL	27.75	25.25	28.25	28.25	28.75	.50	1.8%
RECORDS MANAGEMENT							
RECORDS MANAGEMENT	.75	.75	.75	.75	.75	-	0.0%
PROGRAM TOTAL	.75	.75	.75	.75	.75	-	0.0%
DEPARTMENT TOTAL	39.00	36.50	39.50	39.50	39.50	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin/Operations Specialist	-	2.00	2.00	2.00	2.00	-	0.0%
Administrative Services Mgr	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%
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%
Grant-Contract Administrator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	4.00	2.00	2.00	2.00	2.00	-	0.0%
Procurement Officer – County	10.50	9.00	11.00	11.00	11.00	-	0.0%
Procurement Officer Lead – County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Procurement Specialist	1.00	1.00	2.00	2.00	2.00	-	0.0%
Procurement Supervisor – County	2.00	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	1.00	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	1.00	-	0.0%
Department Total	**39.00**	**36.50**	**39.50**	**39.50**	**39.50**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	30.00	27.50	30.50	30.50	30.50	-	0.0%
673 REPROGRAPHICS	9.00	9.00	9.00	9.00	9.00	-	0.0%
Department Total	**39.00**	**36.50**	**39.50**	**39.50**	**39.50**	**-**	**0.0%**

General Adjustments

Personnel: FY 2016 personnel expenditures increased due to the annualization of County performance pay and market study adjustments in FY 2015.

Base Adjustments:

General Fund (100)

- Decrease Regular Benefits by $1,760 for the impact of the changes in retirement contribution rates.
- Decrease Internal Services Charges by $42 for the impact of the changes in risk management charges.
- Decrease Salaries and Benefits by $4,105 due to a small increase in salary savings rate.

- Increase Regular Benefits by $29,328 for the impact of the changes in health and dental premium rates.
- Increase Program Revenues by $461,000 to match historical trendline.

Reprographics (673) Operating

- Decrease Regular Benefits by $369 for the impact of the changes in retirement contribution rates.
- Decrease Internal Services Charges by $11 for the impact of the changes in risk management charges.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of respondents indicating "very satisfied" or "satisfied" on the Procurement Customer Satisfaction Survey.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percentage of expenditure for goods/services/construction managed through procurement services.	70.7%	63.5%	63.7%	67.4%	3.9%	6.2%
Percent of new contracts written to include acceptable environmental standards consitent with Board policy.	N/A	98.1%	98.1%	98.7%	0.6%	0.6%
Percent of new construction project contracts which contain acceptable environmental standards consistent with Board policy.	N/A	97.5%	97.5%	100.0%	2.5%	2.6%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of respondents indicating "very satisfied" or "satisfied" on the Procurement Customer Satisfaction Survey.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percentage of expenditure for goods/services/construction managed through procurement services.	70.7%	63.5%	63.7%	67.4%	3.9%	6.2%
Result	Percent of new contracts written to include acceptable environmental standards consitent with Board policy.	N/A	98.1%	98.1%	98.7%	0.6%	0.6%
Result	Percent of new construction project contracts which contain acceptable environmental standards consistent with Board policy.	N/A	97.5%	97.5%	100.0%	2.5%	2.6%
Output	Value of competively sourced Purchase Orders.	258,565,980	398,146,840	350,282,150	380,000,000	(18,146,840)	-4.6%
Output	Number of new contracts with acceptable environmental standards consistent with Board policy.	N/A	70	70	85	15	21.4%
Output	Number of new construction projects meeting acceptable environmental sustainability standards consistent with Board policy.	N/A	70	70	70	-	0.0%
Output	Number of new contracts provided.	N/A	159	159	159	-	0.0%
Demand	Number of new construction project contracts requested.	37	164	137	100	(64)	-39.0%
Demand	Number of new contracts for goods/services requested.	N/A	173	173	130	(43)	-24.9%
Demand	Number of new contracts for construction project requested.	N/A	117	117	100	(17)	-14.5%
Demand	Dollar value of expenditures for goods/services/construction.	365,912,020	471,732,800	459,020,160	465,000,000	(6,732,800)	-1.4%
Expenditure Ratio	Cost per new contract provided.	N/A	$ 13,685.14	$ 13,844.59	$ 14,079.32	$ (394.18)	-2.9%
Revenue							
	100 - GENERAL	$ 737,781	$ 300,000	$ 397,987	$ 761,000	$ 461,000	153.7%
	TOTAL SOURCES	$ 737,781	$ 300,000	$ 397,987	$ 761,000	$ 461,000	153.7%
Expenditure							
	100 - GENERAL	$ 2,090,853	$ 2,175,938	$ 2,201,290	$ 2,238,612	$ (62,674)	-2.9%
	TOTAL USES	$ 2,090,853	$ 2,175,938	$ 2,201,290	$ 2,238,612	$ (62,674)	-2.9%

Activity Narrative: New contracts for construction projects and goods/services are decreasing in FY 2016 due to multiple County departments utilizing one or two contracts rather than having multiple contracts that produce the same outcome for each County department. The Department was successful in developing programs and policies to increase the quality of county-wide procurement in FY 2015. With the development of the “reverse-bidding” process, the Procurement Service staff has ensured that County departments are spending taxpayer money in the most cost-effective way available without cutting services.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of respondents indicating very satisfied or satisfied on the Graphics Services Customer Satisfaction survey.	N/A	91.3%	93.5%	95.7%	4.3%	4.8%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of respondents indicating very satisfied or satisfied on the Graphics Services Customer Satisfaction survey.	N/A	91.3%	93.5%	95.7%	4.3%	4.8%
Output	Number of requests for Print Services completed.	500	2,208	2,165	2,208	-	0.0%
Demand	Number of Print Services requested.	500	2,208	2,165	2,208	-	0.0%
Expenditure Ratio	Cost per Print Services request completed.	$ 1,450.34	$ 373.72	$ 367.45	$ 339.71	$ 34.01	9.1%
Revenue							
	673 - REPROGRAPHICS	$ 785,092	$ 845,217	$ 857,936	$ 845,217	$ -	0.0%
	TOTAL SOURCES	$ 785,092	$ 845,217	$ 857,936	$ 845,217	$ -	0.0%
Expenditure							
	673 - REPROGRAPHICS	$ 725,170	$ 825,165	$ 795,526	$ 750,072	$ 75,093	9.1%
	TOTAL USES	$ 725,170	$ 825,165	$ 795,526	$ 750,072	$ 75,093	9.1%

Activity Narrative: Although the demand has increased from FY 2014 in print services requested and completed, the Print Service staff has increased efficiencies by implementing new procedures and new equipment has been purchased to help with the higher demand, thus keeping the cost per print job lower than originally anticipated in FY 2015. Even though revenues are expected to exceed the original estimates at the beginning of FY 2015, the department requested to keep it flat for FY 2016 as rates in printing services will not be increasing and the demand of services are estimated to be the same as 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percentage of requests for service fulfilled within 7 days.	89.8%	86.2%	78.5%	86.2%	0.0%	0.0%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of requests for service fulfilled within 7 days.	89.8%	86.2%	78.5%	86.2%	0.0%	0.0%
Output	Number of requests for records management services fulfilled within 7 days.	147	178	375	178	-	0.0%
Output	Number of records management services provided.	108	218	470	218	-	0.0%
Demand	Requests for services.	108	218	435	218	-	0.0%
Expenditure Ratio	Cost per records management services provided.	$ 428.71	$ 249.73	$ 98.21	$ 253.45	$ (3.72)	-1.5%
Expenditure							
	100 - GENERAL	$ 46,301	$ 54,442	$ 46,159	$ 55,252	$ (810)	-1.5%
	TOTAL USES	$ 46,301	$ 54,442	$ 46,159	$ 55,252	$ (810)	-1.5%

Activity Narrative: As education to County agencies on records management continues when new State requirements are established, the Department expects that the demand and output will reach the same numbers from FY 2015.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 2,413,764**	**$ 300,000**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 47,600**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*46,003*	*-*
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*803*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*794*	*-*
FY 2015 Revised Budget			**$ 2,461,364**	**$ 300,000**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 2,873**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*16*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*(794)*	*-*
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*3,651*	*-*
FY 2016 Baseline Budget			**$ 2,464,237**	**$ 300,000**
Adjustments:				
Employee Retirement and Benefits			**$ (1,760)**	**$ -**
Retirement Contributions			*(1,760)*	*-*
Base Adjustments			**$ (4,147)**	**$ -**
Internal Service Charges			*(42)*	*-*
Decrease Risk Management Charges	*$*	*(42)*		
Personnel Savings			*(4,105)*	*-*
From 4.07% to 4.17%	*$*	*(4,105)*		
FY 2016 Tentative Budget			**$ 2,458,330**	**$ 300,000**
Percent Change from Baseline Amount			*-0.2%*	*0.0%*
Adjustments:				
Employee Retirement and Benefits			**$ 29,328**	**$ -**
Employee Health/Dental Premiums			*29,328*	*-*
Fees and Other Revenues			**$ -**	**$ 461,000**
ProgRevenue Volume Inc/Dec			*-*	*461,000*
FY 2016 Adopted Budget			**$ 2,487,658**	**$ 761,000**
Percent Change from Baseline Amount			*1.0%*	*153.7%*

Reprographics Fund (673)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 845,217**	**$ 845,217**
FY 2015 Revised Budget		**$ 845,217**	**$ 845,217**
FY 2016 Baseline Budget		**$ 845,217**	**$ 845,217**
Adjustments:			
Employee Retirement and Benefits		**$ (369)**	**$ -**
Retirement Contributions		*(369)*	-
Base Adjustments		**$ (11)**	**$ -**
Internal Service Charges		*(11)*	-
Decrease Risk Management Charges	*$ (11)*		
Structural Balance		**$ 380**	**$ -**
Structural Balance		*380*	-
FY 2016 Adopted Budget		**$ 845,217**	**$ 845,217**
Percent Change from Baseline Amount		*0.0%*	*0.0%*

Reprographics Fund (673) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 223,112	$ 268,883	$ 268,883	$ 222,383	$ 199,274
Sources:					
Operating	$ 785,092	$ 845,217	$ 845,217	$ 857,936	$ 845,217
Total Sources:	$ 785,092	$ 845,217	$ 845,217	$ 857,936	$ 845,217
Uses:					
Operating	$ 785,822	$ 845,217	$ 845,217	$ 844,520	$ 845,217
Non-Recurring	-	70,000	70,000	36,525	-
Total Uses:	$ 785,822	$ 915,217	$ 915,217	$ 881,045	$ 845,217
Structural Balance	$ (730)	$ -	$ -	$ 13,416	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Committed	222,383	198,883	198,883	199,274	199,274
Total Ending Spendable Fund Balance	$ 222,383	$ 198,883	$ 198,883	$ 199,274	$ 199,274

Protective Services

Analysis by Cristi Cost, 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

Safe Communities

By 2017, ensure that fewer than 10% of group involved demonstrations in County buildings on County property disrupt County business.

Status: In FY 2015, 6% of group involved demonstrations disrupted County business. The Department is on target for maintaining the success of exceeding this goal by the end of FY 2016 and will review this goal during the FY 2017 Strategic Business Plan update process.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
SCRT - SECURITY	$ 275,622	$ 235,141	$ 235,141	$ 235,141	$ 235,141	$ -	0.0%
70PS - PROTECTIVE SERVICES	$ 275,622	$ 235,141	$ 235,141	$ 235,141	$ 235,141	$ -	0.0%
TOTAL PROGRAMS	**$ 275,622**	**$ 235,141**	**$ 235,141**	**$ 235,141**	**$ 235,141**	**$ -**	**0.0%**
USES							
PKMT - PARKING MANAGEMENT	$ 113,355	$ 115,872	$ 118,246	$ 115,400	$ 120,419	$ (2,173)	-1.8%
SCRT - SECURITY	3,706,832	3,757,881	3,819,930	3,776,127	4,004,500	(184,570)	-4.8%
70PS - PROTECTIVE SERVICES	$ 3,820,187	$ 3,873,753	$ 3,938,176	$ 3,891,527	$ 4,124,919	$ (186,743)	-4.7%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ 5,013	$ 5,013	$ 5,013	$ -	$ 5,013	100.0%
99AS - INDIRECT SUPPORT	$ -	$ 5,013	$ 5,013	$ 5,013	$ -	$ 5,013	100.0%
INFR - INFRASTRUCTURE	$ -	$ 20,775	$ 20,775	$ 8,658	$ 25,293	$ (4,518)	-21.7%
ISFC - INTERNAL SERVICE FUND CHARGES	11,568	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	10,890	10,890	10,896	39,819	(28,929)	-265.6%
99GV - GENERAL OVERHEAD	$ 11,568	$ 31,665	$ 31,665	$ 19,554	$ 65,112	$ (33,447)	-105.6%
TOTAL PROGRAMS	**$ 3,831,755**	**$ 3,910,431**	**$ 3,974,854**	**$ 3,916,094**	**$ 4,190,031**	**$ (215,177)**	**-5.4%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 275,622	$ 235,141	$ 235,141	$ 235,141	$ 235,141	$ -	0.0%
SUBTOTAL	$ 275,622	$ 235,141	$ 235,141	$ 235,141	$ 235,141	$ -	0.0%
ALL REVENUES	$ 275,622	$ 235,141	$ 235,141	$ 235,141	$ 235,141	$ -	0.0%
TOTAL SOURCES	$ 275,622	$ 235,141	$ 235,141	$ 235,141	$ 235,141	$ -	0.0%

Sources and Uses by Category (continued)

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,426,144	$ 2,479,819	$ 2,525,577	$ 2,444,468	$ 2,446,813	$ 78,764	3.1%
0705 - TEMPORARY PAY	4,269	6,264	6,264	4,691	6,264	-	0.0%
0710 - OVERTIME	166,838	150,500	150,500	188,885	160,500	(10,000)	-6.6%
0750 - FRINGE BENEFITS	1,101,516	1,111,770	1,119,935	1,107,388	1,227,482	(107,547)	-9.6%
0790 - OTHER PERSONNEL SERVICES	38,295	42,759	53,259	39,805	42,759	10,500	19.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(116,695)	(120,942)	(120,942)	(78,944)	(48,942)	(72,000)	-59.5%
0796 - PERSONNEL SERVICES ALLOC-IN	46,869	48,942	48,942	48,938	48,942	-	0.0%
SUBTOTAL	$ 3,667,236	$ 3,719,112	$ 3,783,535	$ 3,755,231	$ 3,883,818	$ (100,283)	-2.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 60,333	$ 30,000	$ 30,000	$ 52,851	$ 38,385	$ (8,385)	-28.0%
0803 - FUEL	20,677	25,000	25,000	22,024	25,000	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	1,463	6,500	6,500	5,741	6,500	-	0.0%
SUBTOTAL	$ 82,473	$ 61,500	$ 61,500	$ 80,616	$ 69,885	$ (8,385)	-13.6%
SERVICES							
0812 - OTHER SERVICES	$ 805	$ 50,600	$ 50,600	$ 11,286	$ 179,600	$ (129,000)	-254.9%
0820 - RENT & OPERATING LEASES	3,000	2,500	2,500	2,000	3,000	(500)	-20.0%
0825 - REPAIRS AND MAINTENANCE	-	1,000	1,000	1,755	6,400	(5,400)	-540.0%
0839 - INTERNAL SERVICE CHARGES	77,986	70,865	70,865	63,209	41,684	29,181	41.2%
0841 - TRAVEL	-	714	714	210	1,000	(286)	-40.1%
0842 - EDUCATION AND TRAINING	10	3,996	3,996	1,675	4,500	(504)	-12.6%
0843 - POSTAGE/FREIGHT/SHIPPING	100	144	144	112	144	-	0.0%
0873 - SERVICES-ALLOCATION IN	145	-	-	-	-	-	N/A
SUBTOTAL	$ 82,046	$ 129,819	$ 129,819	$ 80,247	$ 236,328	$ (106,509)	-82.0%
ALL EXPENDITURES	$ 3,831,755	$ 3,910,431	$ 3,974,854	$ 3,916,094	$ 4,190,031	$ (215,177)	-5.4%
TOTAL USES	$ 3,831,755	$ 3,910,431	$ 3,974,854	$ 3,916,094	$ 4,190,031	$ (215,177)	-5.4%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 275,622	$ 235,141	$ 235,141	$ 235,141	$ 235,141	$ -	0.0%
FUND TOTAL SOURCES	$ 275,622	$ 235,141	$ 235,141	$ 235,141	$ 235,141	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 275,622	$ 235,141	$ 235,141	$ 235,141	$ 235,141	$ -	0.0%
DEPARTMENT TOTAL SOURCES	$ 275,622	$ 235,141	$ 235,141	$ 235,141	$ 235,141	$ -	0.0%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 3,782,813	$ 3,861,489	$ 3,925,912	$ 3,867,156	$ 4,141,089	$ (215,177)	-5.5%
FUND TOTAL USES	$ 3,782,813	$ 3,861,489	$ 3,925,912	$ 3,867,156	$ 4,141,089	$ (215,177)	-5.5%
255 DETENTION OPERATIONS							
OPERATING	$ 48,942	$ 48,942	$ 48,942	$ 48,938	$ 48,942	$ -	0.0%
FUND TOTAL USES	$ 48,942	$ 48,942	$ 48,942	$ 48,938	$ 48,942	$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	$ 3,831,755	$ 3,910,431	$ 3,974,854	$ 3,916,094	$ 4,190,031	$ (215,177)	-5.4%
DEPARTMENT TOTAL USES	$ 3,831,755	$ 3,910,431	$ 3,974,854	$ 3,916,094	$ 4,190,031	$ (215,177)	-5.4%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
PROTECTIVE SERVICES							
PARKING MANAGEMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
SECURITY	72.50	71.50	72.50	71.50	71.50	(1.00)	(1.4%)
PROGRAM TOTAL	74.50	73.50	74.50	73.50	73.50	(1.00)	(1.3%)
DEPARTMENT TOTAL	74.50	73.50	74.50	73.50	73.50	(1.00)	(1.3%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin/Operations Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Director - Protective Services	-	-	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Operations Manager	-	1.00	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	1.00	-	0.0%
Security Division Manager	1.00	1.00	-	-	-	-	N/A
Security Officer	61.50	59.50	59.50	59.50	59.50	-	0.0%
Security Officer Manager	2.00	2.00	3.00	2.00	2.00	(1.00)	(33.3%)
Security Officer Supervisor	4.00	5.00	5.00	5.00	5.00	-	0.0%
Department Total	**74.50**	**73.50**	**74.50**	**73.50**	**73.50**	**(1.00)**	**(1.3%)**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	74.50	73.50	74.50	73.50	73.50	(1.00)	(1.3%)
Department Total	**74.50**	**73.50**	**74.50**	**73.50**	**73.50**	**(1.00)**	**(1.3%)**

General Adjustments

Personnel: FY 2016 personnel expenditures increased due to the annualization of County performance based retention pay plan and market study adjustments in FY 2015.

Base Adjustments:

General Fund (100)

- Decrease Regular Benefits by $2,627 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by $28,929 for the impact of the changes in risk management charges.
- Decrease Internal Service Charges by $5,725 for the impact of the changes in telecom charges.
- Decrease Other Personnel Services by $10,500 due to reduced anticipated need.
- Increase Regular Benefits by $75,576 for the impact of the changes in health and dental premium rates.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of parking spaces utilized in County garages and lots.	100.0%	67.0%	93.0%	93.0%	26.0%	38.8%
Percent of shuttle bus seats utilized.	11.8%	9.5%	10.6%	11.0%	1.5%	15.8%
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	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Parking Management
- Security

Parking Management Activity

The purpose of the Parking Management Activity is to provide parking 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of parking spaces utilized in County garages and lots.	100.0%	67.0%	93.0%	93.0%	26.0%	38.8%
Result	Percent of shuttle bus seats utilized.	11.8%	9.5%	10.6%	11.0%	1.5%	15.8%
Output	Number of vehicles parked in County garages & lots.	838,210	930,408	980,349	980,500	50,092	5.4%
Demand	Number of vehicles requesting to park in County garages & lots.	838,210	930,408	980,349	980,500	50,092	5.4%
Expenditure Ratio	Total expenditures per vehicle parked in County garages and spaces.	$ 0.14	$ 0.13	$ 0.12	$ 0.12	$ 0.01	4.8%
Expenditure							
	100 - GENERAL	$ 113,355	$ 118,246	$ 115,400	$ 120,419	$ (2,173)	-1.8%
	TOTAL USES	$ 113,355	$ 118,246	$ 115,400	$ 120,419	$ (2,173)	-1.8%

Activity Narrative: With the completion of the Maricopa County Sheriff's Office headquarters building, additional permanent parking was created for MCSO employees in existing County garages and lots. This is a permanent increase in volume that will affect all measure types regarding the use and user access requests of the parking garages and lots.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of safety and security issues responded to by Protective Services to secure the County's work and business environment.	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	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of crimes reported on County properties that were responded to by Protective Services.	6,494	5,500	9,775	7,200	1,700	30.9%
Output	Number of ID Badge Actions that were processed by Protective Services Staff.	N/A	35,700	30,362	35,700	-	0.0%
Demand	Number of crime responses needed.	6,494	5,500	9,775	7,200	1,700	30.9%
Demand	Number of ID Badge requests processed.	N/A	30,000	28,937	30,000	-	0.0%
Expenditure Ratio	Total expenditure per crime response by Protective Services.	$ 570.81	$ 694.53	$ 386.30	$ 556.18	$ 138.35	19.9%
Expenditure Ratio	Total number of ID Badge requests.	N/A	$ 107.00	$ 124.37	$ 112.17	$ (5.17)	-4.8%
Revenue							
	100 - GENERAL	$ 275,622	$ 235,141	$ 235,141	$ 235,141	$ -	0.0%
	TOTAL SOURCES	$ 275,622	$ 235,141	$ 235,141	$ 235,141	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 3,657,890	$ 3,770,988	$ 3,727,189	$ 3,955,558	$ (184,570)	-4.9%
	255 - DETENTION OPERATIONS	48,942	48,942	48,938	48,942	-	0.0%
	TOTAL USES	$ 3,706,832	$ 3,819,930	$ 3,776,127	$ 4,004,500	$ (184,570)	-4.8%

Activity Narrative: An increase in crimes reported and responded to has increased between FY 2014 and FY 2015. ID Badge Actions are requested from County departments to re-program certain securities for already existing badged employees. ID badge requests demands are measured by how many new badges are requested. These can vary depending on staffing turnover, Capital Improvement Project Contractor volumes, etc.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 3,861,489**	**$ 235,141**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 64,423**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*61,417*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*3,006*	*-*
FY 2015 Revised Budget			**$ 3,925,912**	**$ 235,141**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 2,024**	**$ -**
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*(3,006)*	*-*
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*5,030*	*-*
Reallocations			**$ 127,500**	**$ -**
Reallocation Between Depts			*127,500*	*-*
Reallocation from Non Departmental for Employee Shuttle Services		*$ 127,500*		
FY 2016 Baseline Budget			**$ 4,055,436**	**$ 235,141**
Adjustments:				
Employee Retirement and Benefits			**$ (2,627)**	**$ -**
Retirement Contributions			*(2,627)*	*-*
Base Adjustments			**$ 12,704**	**$ -**
Other Base Adjustments			*(10,500)*	*-*
Internal Service Charges			*23,204*	*-*
Increase Risk Management Charges		*$ 28,929*		
Decrease Telecom Charges		*(5,725)*		
FY 2016 Tentative Budget			**$ 4,065,513**	**$ 235,141**
Percent Change from Baseline Amount			*0.2%*	*0.0%*
Adjustments:				
Employee Retirement and Benefits			**$ 75,576**	**$ -**
Employee Health/Dental Premiums			*75,576*	*-*
FY 2016 Adopted Budget			**$ 4,141,089**	**$ 235,141**
Percent Change from Baseline Amount			*2.1%*	*0.0%*

Detention Fund (255)

	Expenditures	Revenue
OPERATING		
FY 2015 Adopted Budget	**$ 48,942**	**$ -**
FY 2015 Revised Budget	**$ 48,942**	**$ -**
FY 2016 Baseline Budget	**$ 48,942**	**$ -**
FY 2016 Adopted Budget	**$ 48,942**	**$ -**
Percent Change from Baseline Amount	*0.0%*	

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

Safe Communities

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 83.3% of all capital and capital post-conviction relief cases that do not have representation conflicts will be assigned to staffed offices in FY 2015, increasing to 85.2% in FY 2016. Three cases have been assigned to outside counsel in FY 2015 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.

Safe Communities

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 83% 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 2015, and 81% in FY 2016.

Safe Communities

By July 2019, 25% or more of all 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 (25%). Dependency staff increases in the Offices of the Legal Defender and Legal Advocate in response to the establishment of two additional Dependency Courts in January, 2015 are unlikely to improve on the 25% ratio in FY 2016 as dependency demand growth is anticipated to exceed 20%.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
NCFR - NON CAPITAL FELONY REP	$ 1,153,195	$ 1,122,056	$ 1,122,853	$ 1,133,491	$ 1,108,785	$ (14,068)	-1.3%
52CR - ADULT CRIMINAL REPRESENTATION	$ 1,153,195	$ 1,122,056	$ 1,122,853	$ 1,133,491	$ 1,108,785	$ (14,068)	-1.3%
HRAC - HUMAN RESOURCES	$ 439,208	$ 424,932	$ 424,932	$ 405,242	$ 404,610	$ (20,322)	-4.8%
ODIR - EXECUTIVE MANAGEMENT	56,980	56,961	56,961	38,332	38,332	(18,629)	-32.7%
99AS - INDIRECT SUPPORT	$ 496,188	$ 481,893	$ 481,893	$ 443,574	$ 442,942	$ (38,951)	-8.1%
GGOV - GENERAL GOVERNMENT	$ 1,314	$ -	$ -	$ -	$ -	$ -	N/A
99GV - GENERAL OVERHEAD	$ 1,314	$ -	$ -	$ -	$ -	$ -	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	$ -	$ 268,936	$ 268,936	$ 268,936	$ 131,495	$ (137,441)	-51.1%
99IT - INFORMATION TECHNOLOGY	$ -	$ 268,936	$ 268,936	$ 268,936	$ 131,495	$ (137,441)	-51.1%
TOTAL PROGRAMS	**$ 1,650,697**	**$ 1,872,885**	**$ 1,873,682**	**$ 1,846,001**	**$ 1,683,222**	**$ (190,460)**	**-10.2%**
USES							
AGLR - ADULT GUARDIAN AD LITEM REP	$ 1,467,357	$ 1,807,536	$ 1,807,536	$ 1,941,341	$ 2,194,187	$ (386,651)	-21.4%
MENR - MENTAL HEALTH REPRESENTATION	1,576,682	1,657,955	1,756,897	1,694,537	1,835,443	(78,546)	-4.5%
PROB - PROBATE REPRESENTATION	295,258	223,119	223,119	460,358	515,476	(292,357)	-131.0%
SEVP - SEXUALLY VIOLENT PERSON REP	245,838	277,654	297,806	306,568	393,217	(95,411)	-32.0%
52AC - ADULT CIVIL REPRESENTATION	$ 3,585,135	$ 3,966,264	$ 4,085,358	$ 4,402,804	$ 4,938,323	$ (852,965)	-20.9%
ADAP - APPEAL NC PCR REPRESENTATION	$ 4,930,887	$ 5,066,047	$ 5,272,742	$ 5,310,306	$ 5,788,747	$ (516,005)	-9.8%
CAPP - CAPITAL REPRESENTATION	16,946,225	19,348,189	19,727,473	18,067,781	19,829,929	(102,456)	-0.5%
CPCR - CAPITAL POST CONVICTION RELIEF	5,330,612	4,522,909	4,483,586	6,482,971	7,781,846	(3,298,260)	-73.6%
MISS - MISDEMEANOR REPRESENTATION	529,081	536,476	719,627	727,339	901,572	(181,945)	-25.3%
NCFR - NON CAPITAL FELONY REP	42,827,108	41,543,992	41,763,656	41,941,550	43,706,727	(1,943,071)	-4.7%
VPPR - PROBATION REPRESENTATION	1,913,955	2,790,305	2,700,520	1,923,475	2,205,143	495,377	18.3%
WITR - WITNESS REPRESENTATION	33,483	31,425	31,425	30,959	30,959	466	1.5%
52CR - ADULT CRIMINAL REPRESENTATION	$ 72,511,351	$ 73,839,343	$ 74,699,029	$ 74,484,381	$ 80,244,923	$ (5,545,894)	-7.4%
CDRE - CHILD DEPENDENCY REP	$ 1,026,809	$ 1,485,126	$ 1,485,188	$ 1,489,394	$ 1,885,240	$ (400,052)	-26.9%
JDIR - JUV DEL INCORR REPRESENTATION	2,677,431	2,551,421	2,553,960	2,484,259	2,880,954	(326,994)	-12.8%
JEMR - JUVENILE EMANCIPATION REP	18,450	800	800	3,130	3,130	(2,330)	-291.3%
JGAL - JUVENILE GAL REPRESENTATION	8,537,083	11,304,490	11,354,099	10,287,192	12,856,742	(1,502,643)	-13.2%
JUAP - JUVENILE APPEAL REPRESENTATION	543,147	630,469	711,166	704,663	796,143	(84,977)	-11.9%
JUNR - JUVENILE NOTIFICATION REP	55,500	43,200	43,200	34,435	34,435	8,765	20.3%
JUPR - JUVENILE PROBATION REP	719,456	808,559	808,338	783,673	382,016	426,322	52.7%
PADR - PARENTAL DEPENDENCY REP	10,508,045	13,930,849	13,883,368	13,045,721	15,881,574	(1,998,206)	-14.4%
52JR - JUVENILE REPRESENTATION	$ 24,085,921	$ 30,754,914	$ 30,840,119	$ 28,832,467	$ 34,720,234	$ (3,880,115)	-12.6%
IRSS - INDIGENT REP SUPPORT SVCS	$ 1,088,271	$ 934,908	$ 934,908	$ 1,380,049	$ 1,904,549	$ (969,641)	-103.7%
52SS - INDIGENT REP SUPPORT SVCS	$ 1,088,271	$ 934,908	$ 934,908	$ 1,380,049	$ 1,904,549	$ (969,641)	-103.7%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 606,099	$ 623,745	$ 700,311	$ 694,829	$ 747,362	$ (47,051)	-6.7%
FACI - FACILITIES MANAGEMENT	-	349,541	351,315	421,398	375,204	(23,889)	-6.8%
HRAC - HUMAN RESOURCES	1,195,423	1,503,239	1,519,836	1,397,839	1,589,056	(69,220)	-4.6%
ODIR - EXECUTIVE MANAGEMENT	4,021,813	429,997	547,242	552,861	571,755	(24,513)	-4.5%
POOL - POOLED COSTS	-	109,880	-	-	32,095	(32,095)	N/A
PROC - PROCUREMENT	93,158	-	-	-	-	-	N/A
RECO - RECORDS MANAGEMENT	-	2,433,719	2,541,223	2,537,446	2,598,339	(57,116)	-2.2%
RMGT - RISK MANAGEMENT	14,199	-	-	-	-	-	N/A
SPPT - OPERATIONS SUPPORT	-	2,482,150	2,479,581	2,265,321	2,192,526	287,055	11.6%
99AS - INDIRECT SUPPORT	$ 5,930,692	$ 7,932,271	$ 8,139,508	$ 7,869,694	$ 8,106,337	$ 33,171	0.4%
INFR - INFRASTRUCTURE	$ -	$ 505,024	$ 505,024	$ 505,289	$ 512,648	$ (7,624)	-1.5%
ISFC - INTERNAL SERVICE FUND CHARGES	141,097	-	-	-	-	-	N/A
MPOS - ELECTED OR STATUTORY OFFICIALS	-	981,981	1,005,851	1,014,230	1,119,301	(113,450)	-11.3%
RISK - RISK PREMIUMS	-	258,791	258,791	258,492	400,600	(141,809)	-54.8%
99GV - GENERAL OVERHEAD	$ 141,097	$ 1,745,796	$ 1,769,666	$ 1,778,011	$ 2,032,549	$ (262,883)	-14.9%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 689,961	$ 743,888	$ 755,679	$ 717,969	$ 816,008	$ (60,329)	-8.0%
DACR - DATA CENTER	27,618	-	-	-	-	-	N/A
99IT - INFORMATION TECHNOLOGY	$ 717,579	$ 743,888	$ 755,679	$ 717,969	$ 816,008	$ (60,329)	-8.0%
TOTAL PROGRAMS	**$ 108,060,046**	**$ 119,917,384**	**$ 121,224,267**	**$ 119,465,375**	**$ 132,762,923**	**$ (11,538,656)**	**-9.5%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 657,154	$ 654,524	$ 655,321	$ 626,913	$ 626,913	$ (28,408)	-4.3%
0620 - OTHER INTERGOVERNMENTAL	38,151	-	-	24,475	-	-	N/A
SUBTOTAL	$ 695,305	$ 654,524	$ 655,321	$ 651,388	$ 626,913	$ (28,408)	-4.3%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 942,544	$ 1,211,461	$ 1,211,461	$ 1,178,764	$ 1,041,323	$ (170,138)	-14.0%
SUBTOTAL	$ 942,544	$ 1,211,461	$ 1,211,461	$ 1,178,764	$ 1,041,323	$ (170,138)	-14.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 2,408	$ -	$ -	$ 863	$ -	$ -	N/A
0650 - MISCELLANEOUS REVENUE	10,440	6,900	6,900	14,986	14,986	8,086	117.2%
SUBTOTAL	$ 12,848	$ 6,900	$ 6,900	$ 15,849	$ 14,986	$ 8,086	117.2%
ALL REVENUES	$ 1,650,697	$ 1,872,885	$ 1,873,682	$ 1,846,001	$ 1,683,222	$ (190,460)	-10.2%
TOTAL SOURCES	$ 1,650,697	$ 1,872,885	$ 1,873,682	$ 1,846,001	$ 1,683,222	$ (190,460)	-10.2%

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 47,647,449	$ 50,566,639	$ 51,065,959	$ 50,982,173	$ 53,029,754	$ (1,963,795)	-3.8%
0705 - TEMPORARY PAY	225,646	241,590	275,508	312,135	336,553	(61,045)	-22.2%
0710 - OVERTIME	23,712	-	-	8,905	6,000	(6,000)	N/A
0750 - FRINGE BENEFITS	15,685,743	16,629,712	16,956,350	16,736,448	18,228,010	(1,271,660)	-7.5%
0790 - OTHER PERSONNEL SERVICES	671,399	1,171,182	1,171,182	885,166	1,178,256	(7,074)	-0.6%
0795 - PERSONNEL SERVICES ALLOC-OUT	(350,071)	(878,794)	(226,107)	(212,379)	(239,354)	13,247	5.9%
0796 - PERSONNEL SERVICES ALLOC-IN	339,571	873,844	221,157	191,210	223,753	(2,596)	-1.2%
SUBTOTAL	$ 64,243,449	$ 68,604,173	$ 69,464,049	$ 68,903,658	$ 72,762,972	$ (3,298,923)	-4.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 628,072	$ 1,007,211	$ 1,007,211	$ 925,644	$ 695,501	$ 311,710	30.9%
0803 - FUEL	30,514	35,818	35,818	24,339	27,945	7,873	22.0%
0804 - NON-CAPITAL EQUIPMENT	20,744	65,566	65,566	68,533	30,000	35,566	54.2%
SUBTOTAL	$ 679,330	$ 1,108,595	$ 1,108,595	$ 1,018,516	$ 753,446	$ 355,149	32.0%
SERVICES							
0810 - LEGAL SERVICES	$ 40,129,955	$ 47,138,989	$ 47,678,107	$ 46,833,772	$ 56,049,102	$ (8,370,995)	-17.6%
0812 - OTHER SERVICES	570,628	519,812	429,832	428,746	520,527	(90,695)	-21.1%
0820 - RENT & OPERATING LEASES	815,766	452,082	452,082	488,958	387,312	64,770	14.3%
0825 - REPAIRS AND MAINTENANCE	122,855	204,296	204,296	189,313	247,636	(43,340)	-21.2%
0839 - INTERNAL SERVICE CHARGES	1,034,167	1,053,950	1,053,950	1,003,262	1,193,152	(139,202)	-13.2%
0841 - TRAVEL	182,171	203,205	203,598	186,300	223,280	(19,682)	-9.7%
0842 - EDUCATION AND TRAINING	204,272	482,297	479,773	275,248	421,745	58,028	12.1%
0843 - POSTAGE/FREIGHT/SHIPPING	77,453	87,789	87,789	75,406	77,667	10,122	11.5%
0873 - SERVICES-ALLOCATION IN	-	-	-	-	126,084	(126,084)	N/A
SUBTOTAL	$ 43,137,267	$ 50,142,420	$ 50,589,427	$ 49,481,005	$ 59,246,505	$ (8,657,078)	-17.1%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ 62,196	$ 62,196	$ 62,196	$ -	$ 62,196	100.0%
SUBTOTAL	$ -	$ 62,196	$ 62,196	$ 62,196	$ -	$ 62,196	100.0%
ALL EXPENDITURES	$ 108,060,046	$ 119,917,384	$ 121,224,267	$ 119,465,375	$ 132,762,923	$ (11,538,656)	-9.5%
TOTAL USES	$ 108,060,046	$ 119,917,384	$ 121,224,267	$ 119,465,375	$ 132,762,923	$ (11,538,656)	-9.5%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 95,131	$ 56,961	$ 56,961	$ 62,807	$ 38,332	$ (18,629)	-32.7%
FUND TOTAL SOURCES	$ 95,131	$ 56,961	$ 56,961	$ 62,807	$ 38,332	$ (18,629)	-32.7%
233 PUBLIC DEFENDER GRANTS							
OPERATING	$ 229,776	$ 236,492	$ 237,289	$ 237,289	$ 237,289	$ -	0.0%
FUND TOTAL SOURCES	$ 229,776	$ 236,492	$ 237,289	$ 237,289	$ 237,289	$ -	0.0%
209 PUBLIC DEFENDER TRAINING							
OPERATING	$ 439,208	$ 424,932	$ 424,932	$ 405,242	$ 404,610	$ (20,322)	-4.8%
FUND TOTAL SOURCES	$ 439,208	$ 424,932	$ 424,932	$ 405,242	$ 404,610	$ (20,322)	-4.8%
262 PUBLIC DEFENDER FILL THE GAP							
OPERATING	$ 820,141	$ 819,202	$ 819,202	$ 805,365	$ 805,134	$ (14,068)	-1.7%
NON RECURRING NON PROJECT	-	268,936	268,936	268,936	131,495	(137,441)	-51.1%
FUND TOTAL SOURCES	$ 820,141	$ 1,088,138	$ 1,088,138	$ 1,074,301	$ 936,629	$ (151,509)	-13.9%
263 LEGAL DEFENDER FILL THE GAP							
OPERATING	$ 66,441	$ 66,362	$ 66,362	$ 66,362	$ 66,362	$ -	0.0%
FUND TOTAL SOURCES	$ 66,441	$ 66,362	$ 66,362	$ 66,362	$ 66,362	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,650,697	$ 1,603,949	$ 1,604,746	$ 1,577,065	$ 1,551,727	$ (53,019)	-3.3%
DEPARTMENT NON RECURRING TOTAL SOURCES	$ -	$ 268,936	$ 268,936	$ 268,936	$ 131,495	$ (137,441)	-51.1%
DEPARTMENT TOTAL SOURCES	$ 1,650,697	$ 1,872,885	$ 1,873,682	$ 1,846,001	$ 1,683,222	$ (190,460)	-10.2%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 98,959,621	$ 116,550,253	$ 117,856,339	$ 116,369,514	$ 127,137,237	$ (9,280,898)	-7.9%
NON RECURRING NON PROJECT	7,217,973	1,240,501	1,240,501	1,240,501	3,652,470	(2,411,969)	-194.4%
FUND TOTAL USES	$ 106,177,594	$ 117,790,754	$ 119,096,840	$ 117,610,015	$ 130,789,707	$ (11,692,867)	-9.8%
233 PUBLIC DEFENDER GRANTS							
OPERATING	$ 229,747	$ 236,492	$ 237,289	$ 237,289	$ 237,289	$ -	0.0%
FUND TOTAL USES	$ 229,747	$ 236,492	$ 237,289	$ 237,289	$ 237,289	$ -	0.0%
209 PUBLIC DEFENDER TRAINING							
OPERATING	$ 341,851	$ 424,932	$ 424,932	$ 377,585	$ 404,610	$ 20,322	4.8%
NON RECURRING NON PROJECT	26,945	285,150	285,150	125,988	253,560	31,590	11.1%
FUND TOTAL USES	$ 368,796	$ 710,082	$ 710,082	$ 503,573	$ 658,170	$ 51,912	7.3%
262 PUBLIC DEFENDER FILL THE GAP							
OPERATING	$ 803,320	$ 819,202	$ 819,202	$ 759,005	$ 805,134	$ 14,068	1.7%
PDS CASE MANAGEMENT SYSTEM	414,227	294,492	294,492	289,131	206,261	88,231	30.0%
FUND TOTAL USES	$ 1,217,547	$ 1,113,694	$ 1,113,694	$ 1,048,136	$ 1,011,395	$ 102,299	9.2%
263 LEGAL DEFENDER FILL THE GAP							
OPERATING	$ 66,362	$ 66,362	$ 66,362	$ 66,362	$ 66,362	$ -	0.0%
FUND TOTAL USES	$ 66,362	$ 66,362	$ 66,362	$ 66,362	$ 66,362	$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	$ 100,400,901	$ 118,097,241	$ 119,404,124	$ 117,809,755	$ 128,650,632	$ (9,246,508)	-7.7%
DEPARTMENT NON RECURRING TOTAL USES	$ 7,659,145	$ 1,820,143	$ 1,820,143	$ 1,655,620	$ 4,112,291	$ (2,292,148)	-125.9%
DEPARTMENT TOTAL USES	$ 108,060,046	$ 119,917,384	$ 121,224,267	$ 119,465,375	$ 132,762,923	$ (11,538,656)	-9.5%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADULT CIVIL REPRESENTATION							
MENTAL HEALTH REPRESENTATION	12.65	13.65	14.00	14.00	14.00	-	0.0%
SEXUALLY VIOLENT PERSON REP	1.00	1.50	1.50	1.50	1.90	0.40	26.7%
PROGRAM TOTAL	13.65	15.15	15.50	15.50	15.90	0.40	2.6%
ADULT CRIMINAL REPRESENTATION							
APPEAL NC PCR REPRESENTATION	32.28	32.98	34.98	34.98	35.98	1.00	2.9%
CAPITAL REPRESENTATION	102.50	105.42	109.08	109.41	109.41	0.33	0.3%
CAPITAL POST CONVICTION RELIEF	10.30	10.30	9.64	9.31	9.31	(0.33)	-3.4%
MISDEMEANOR REPRESENTATION	4.00	3.60	6.80	6.80	6.80	-	0.0%
NON CAPITAL FELONY REP	359.82	342.42	343.42	342.42	342.42	(1.00)	-0.3%
PROBATION REPRESENTATION	19.73	16.73	17.73	17.73	17.33	(0.40)	-2.3%
PROGRAM TOTAL	528.63	511.45	521.65	520.65	521.25	(0.40)	-0.1%
JUVENILE REPRESENTATION							
CHILD DEPENDENCY REP	-	3.77	3.77	4.33	4.35	0.58	15.4%
JUV DEL INCORR REPRESENTATION	27.81	19.75	19.75	22.90	23.02	3.27	16.6%
JUVENILE GAL REPRESENTATION	35.60	34.18	44.18	44.18	44.18	-	0.0%
JUVENILE APPEAL REPRESENTATION	0.75	0.75	1.75	2.25	2.25	0.50	28.6%
JUVENILE PROBATION REP	5.19	7.48	7.48	3.52	3.38	(4.10)	-54.8%
PARENTAL DEPENDENCY REP	44.00	55.00	65.00	64.75	64.75	(0.25)	-0.4%
PROGRAM TOTAL	113.35	120.93	141.93	141.93	141.93	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	8.86	9.75	11.75	11.75	11.75	-	0.0%
FACILITIES MANAGEMENT	-	0.20	0.20	0.20	0.20	-	0.0%
HUMAN RESOURCES	13.97	13.15	13.15	13.15	13.15	-	0.0%
EXECUTIVE MANAGEMENT	44.72	4.38	4.38	4.38	4.38	-	0.0%
PROCUREMENT	1.88	-	-	-	-	-	N/A
RECORDS MANAGEMENT	-	48.00	50.00	52.00	50.00	-	0.0%
RISK MANAGEMENT	0.27	-	-	-	-	-	N/A
OPERATIONS SUPPORT	-	38.22	39.22	39.22	39.22	-	0.0%
PROGRAM TOTAL	69.70	113.70	118.70	120.70	118.70	-	0.0%
GENERAL OVERHEAD							
ELECTED AND STATUTRY OFFICIALS	-	5.00	5.00	5.00	5.00	-	0.0%
PROGRAM TOTAL	-	5.00	5.00	5.00	5.00	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	2.80	4.00	4.00	4.00	4.00	-	0.0%
DATA CENTER	1.00	-	-	-	-	-	N/A
PROGRAM TOTAL	3.80	4.00	4.00	4.00	4.00	-	0.0%
DEPARTMENT TOTAL	**729.12**	**770.22**	**806.77**	**807.77**	**806.77**	**-**	**0.0%**

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accounting Specialist	4.00	5.00	6.00	6.00	6.00	-	0.0%
Admin/Operations Specialist	6.00	5.00	6.00	6.00	6.00	-	0.0%
Administrative Manager	1.00	-	-	-	-	-	N/A
Administrative Staff Supv	2.00	1.00	-	-	-	-	N/A
Administrative Supervisor	4.00	5.00	3.00	3.00	3.00	-	0.0%
Administrator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Attorney	350.12	371.22	390.77	390.77	390.77	-	0.0%
Business Systems Analyst	-	1.00	6.00	6.00	6.00	-	0.0%
Database Administrator	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	1.00	-	0.0%
Finance Manager - Large	1.00	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	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Specialist	2.00	1.00	1.00	1.00	1.00	-	0.0%
Investigations Supv - Defense	5.00	5.00	5.00	4.00	5.00	-	0.0%
Investigator - Defense	42.00	42.00	43.00	43.00	43.00	-	0.0%
IT Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Clerk	37.50	44.50	21.50	21.50	21.50	-	0.0%
Justice System Clerk Associate	-	-	18.00	18.00	18.00	-	0.0%
Justice System Clerk Senior	-	-	32.00	34.00	32.00	-	0.0%
Justice System Clerk Supervisor	3.00	5.00	8.00	8.00	8.00	-	0.0%
Legal Assistant	40.00	41.00	42.00	42.00	42.00	-	0.0%
Legal Assistant Supv	3.00	3.00	3.00	3.00	3.00	-	0.0%
Legal Order Server	3.00	2.00	3.00	3.00	3.00	-	0.0%
Legal Services Manager	4.00	4.00	4.00	4.00	4.00	-	0.0%
Legal Support Specialist	71.00	74.00	78.00	78.00	78.00	-	0.0%
Legal Support Supervisor	12.00	12.00	13.00	13.00	13.00	-	0.0%
Management Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
Mitigation Specialist	15.00	15.00	16.00	16.00	16.00	-	0.0%
Mitigation Specialist - Capital	20.00	21.00	21.00	21.00	21.00	-	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%
Office Assistant	38.00	40.00	23.00	23.00	23.00	-	0.0%
Office Assistant Specialized	22.50	21.50	14.50	14.50	14.50	-	0.0%
Operations Support Analyst	-	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	18.00	18.00	18.00	-	0.0%
Social Worker Supervisor	1.00	1.00	2.00	2.00	2.00	-	0.0%
Trainer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	**729.12**	**770.22**	**806.77**	**807.77**	**806.77**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	714.12	758.22	792.77	793.77	792.77	-	0.0%
209 PUBLIC DEFENDER TRAINING	3.00	3.00	3.00	3.00	3.00	-	0.0%
233 PUBLIC DEFENDER GRANTS	3.00	2.00	2.00	2.00	2.00	-	0.0%
262 PUBLIC DEFENDER FILL THE GAP	9.00	7.00	9.00	9.00	9.00	-	0.0%
Department Total	**729.12**	**770.22**	**806.77**	**807.77**	**806.77**	**-**	**0.0%**

Staffing by Department

DEPARTMENT	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
520 PUBLIC DEFENDER	421.48	434.58	445.78	446.78	445.78	-	0.0%
540 LEGAL DEFENDER	114.49	115.49	126.49	126.49	126.49	-	0.0%
550 LEGAL ADVOCATE	93.50	103.50	114.50	114.50	114.50	-	0.0%
560 CONTRACT COUNSEL	28.00	29.00	31.00	31.00	31.00	-	0.0%
570 PUBLIC ADVOCATE	71.65	87.65	89.00	89.00	89.00	-	0.0%
Department Total	**729.12**	**770.22**	**806.77**	**807.77**	**806.77**	**-**	**0.0%**

Significant Variance Analysis

Nearly 36.0 FTE positions were added during FY 2015 in response to increased caseload and rising contract counsel costs. New positions included 12.0 FTE positions for the Public Defender to address workload withdrawals, and 10.0 FTE positions each for the Legal Defender and Legal Advocate offices associated with two new Dependency Courts established in January 2015. 2.0 FTE Conflict Clerks were added for the Public Defender to relieve investigators from the task of researching cases for prior conflict. A Capital-qualified attorney was transferred from the Public Defender to the Legal Advocate, allowing for the establishment of a full capital team and moving the Public Defense System closer to meeting its Strategic Goal of assigning all capital cases to staffed offices.

General Adjustments

Base Adjustments:

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay plan and market study adjustments made in FY 2015.

Public Defense System General Fund (100) Operating

- Decrease General Fund revenue by $18,629 based on the FY 2015 forecast.
- Increase budget by $85,221 to annualize the FY 2015 Performance Based Retention Pay Plan.
- Decrease Regular Benefits by $53,450 for the impact of the changes in retirement contribution rates.
- Increase Regular Benefits by $841,488 for the impact of the changes in health and dental premium rates.
- Increase Internal Service Charges by $141,803 for the impact of the changes in risk management charges.
- Increase Contract Counsel Capital Post-Conviction Relief Activity costs by $455,152 (increase of three net assigned cases).
- Increase Contract Counsel Capital Trial Activity costs by $1,574,568 (increase of eight net assigned cases).
- Increase Contract Counsel Non-Capital Felony Activity costs by $919,483 (2% demand growth).
- Increase Contract Counsel Probation Violation Activity costs by $136,430 (10% demand growth).
- Increase Contract Counsel Indigent Representation Support Services Activity costs by $522,500 (25% demand growth).
- Increase Contract Counsel Child Dependency Activity costs by $327,558 (25% demand growth).
- Increase Contract Counsel Juvenile Guardian ad Litem Activity costs by $1,839,676 (20% demand growth).
- Increase Contract Counsel Parental Dependency Activity costs by $2,122,391 (20% demand growth).
- Increase Contract Counsel Juvenile Delinquency/Incorrigibility Activity costs by $33,279 (2% demand growth).

- Increase Contract Counsel Juvenile Appeal Activity costs by $28,586 (5% demand growth).
- Increase Contract Counsel Adult Guardian ad Litem Activity costs by $252,846 (13% demand growth).
- Increase Contract Counsel Mental Health Activity costs by $86,602 (3% demand growth).
- Increase Contract Counsel Probate Activity costs by $55,118 (12% demand growth).
- Increase Personnel Savings from 2.8% to 3.0%, resulting in an expenditure decrease of $88,353.
- Reallocate General Fund expenditures between the five departments of the Public Defense System, resulting in a net systemwide change of zero. To contain growing contract counsel costs, nearly 36.0 FTE positions were added during FY 2015 to the staffed offices while savings accrued in the Office of Contract Counsel (OCC). The reallocations "true-up" the departmental budgets. FY 2016 Reallocations of budget from OCC include $699,311 to the Public Defender, $916,700 to the Legal Defender, and $995,939 to the Legal Advocate. The budget also includes a reallocation of $18,137 from the Public Advocate to OCC.

Public Defense System General Fund (100) Non Recurring Non Project

- Budget $3,652,470 in Contract Counsel to address a backlog of Capital Post-Conviction Relief cases.

Public Defense System Training Fund (209) Operating

- Decrease Regular Benefits by $144 for the impact of the changes in retirement contribution rates.
- Decrease training expenditures by $20,178 due to a reduction in training revenue.
- Decrease training revenue by $20,322 due to a decline in Time Payment Fee collections.

Public Defense Training Fund (209) Non Recurring Non Project

- Budget expenditures of $253,560 for Continuing Legal Education, including $185,932 for the Public Defender, $58,828 for the Legal Defender, and $8,800 for the Legal Advocate.

Public Defender Grants Fund (233)

- Increase revenue and expenditures by $797 due to a reduction in DEA grant revenues. This federal pass-through grant is the only grant in the fund.
- Decrease Regular Benefits by $175 for the impact of the changes in retirement contribution rates.
- Increase Other Benefits by $175 to maintain structural balance.

Public Defender (520) Fill the Gap Fund (262) Operating

- Decrease revenues by $14,068 due to a decline in the local revenue stream that comes from fines and fees collected by the court.
- Decrease Regular Benefits by $558 for the impact of the changes in retirement contribution rates.
- Decrease Other Pay by $25,189 while still providing for an additional eight hours of pay ($2,153) and for a 2.5% Pay for Performance (PfP) amount of $14,107.
- Increase Other Benefits by $16,859 for costs associated with eight hours of pay, a 2.5% PfP, and an increase in the fixed benefit rate.
- Increase Attorney Loan Repayment expenditures by $15,657.
- Decrease Regular Pay and Benefits by $12,929 to account for net changes in pay rates assigned to newly filled positions.
- Decrease Travel by $404 to maintain structural balance.

- Decrease Personal Services by $7,504 for an increase in Salary and Benefits savings.

Public Defender (520) Fill the Gap Fund (262) Non Recurring Non Project

- Increase revenues in the amount of $131,495 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 $206,261 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Appeal and Non-Capital Trial/Post-Conviction Relief Cases in Which the Outcome is Beneficial to the Client	15.7%	11.1%	29.4%	29.4%	18.3%	164.9%
Percent of Capital Cases with Disposition Less than Capital	88.9%	83.3%	83.3%	85.2%	1.9%	2.3%
Percent of Capital Post-Conviction Relief Cases in Which the Outcome is Other than Affirmed	N/A	N/A	50.0%	16.7%	N/A	N/A
Percent of Misdemeanors with Disposition to Lesser Charges or Fewer Counts	94.2%	88.5%	90.0%	90.0%	1.5%	1.7%
Percent of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Counts	84.8%	88.8%	83.6%	83.6%	(5.2%)	-5.9%
Percent of Non-Capital Complex Felony Cases Resolved Within 270 Days of Arraignment/Assignment (whichever is later)	37.6%	28.3%	32.3%	32.2%	3.9%	13.8%
Percent of Non-Capital Felony Cases Resolved to Conclusion in the Regional Court Centers or Early Disposition Courts	64.0%	66.9%	67.2%	67.1%	0.2%	0.3%
Percent of Non-Complex Felony Cases Resolved Within 180 Days of Arraignment/Assignment (whichever is later)	81.6%	74.3%	81.1%	81.1%	6.8%	9.2%
Percent of Probation Violation Court Representation Cases With Disposition Other than Revocation	N/A	N/A	N/A	40.8%	N/A	N/A
Percent of Witness Representation Cases Closed	121.5%	97.7%	114.3%	114.3%	16.6%	17.0%

Activities that comprise this program include:

- Capital Representation
- Non-Capital Felony Representation
- Misdemeanor Representation
- Probation Representation
- Witness Representation
- Capital Post-Conviction Relief Representation
- Appeal and Non 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Capital Cases with Disposition Less than Capital	88.9%	83.3%	83.3%	85.2%	1.9%	2.3%
Output	Number of Capital Cases Resolved to Conclusion	18	18	24	27	9	50.0%
Output	Average Capital Cases Open Monthly	83.7	88.8	92.6	101.8	13.1	14.7%
Demand	Net Capital Cases Assigned	33	23	31	31	8	34.8%
Expenditure Ratio	Expense per Open Capital Case	$ 202,560.66	$ 222,281.39	$ 195,158.58	$ 194,793.02	$ 27,488.37	12.4%
Expenditure							
	100 - GENERAL	$ 16,946,225	$ 19,727,473	$ 18,067,781	$ 19,829,929	$ (102,456)	-0.5%
	TOTAL USES	$ 16,946,225	$ 19,727,473	$ 18,067,781	$ 19,829,929	$ (102,456)	-0.5%

Activity Narrative: "Capital Cases" are: 1) those in which a Notice of Intent to Seek the Death Penalty has been filed; 2) those in which an Extension of Time to File Notice of Intent to Seek the Death Penalty has been filed; and/or 3) those in which the time to file a Notice of Intent to Seek the Death Penalty has not expired and in which informal information indicates the case is likely to be capital. The Public Defense System has an inventory of 98 capital cases as of March 2015. This is down from 157 cases in November 2008, but up from the low of 78 cases in October 2013. Due to slowing case resolutions, the Public Defense System anticipates the average active case inventory will grow to 101.75 cases in FY 2016.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Capital Post-Conviction Relief Cases in Which the Outcome is Other than Affirmed	N/A	N/A	50.0%	16.7%	N/A	N/A
Output	Number of Capital Post-Conviction Relief Cases in Which Representation is Terminated	2	2	1	6	4	200.0%
Output	Average Capital Post-Conviction Relief Cases Open Monthly	41.1	46.8	47.5	50.5	3.7	7.9%
Output	Number of Capital Post-Conviction Relief Decisions Received	2	2	2	6	4	200.0%
Demand	Net Capital Post-Conviction Relief Cases Assigned	5	10	1	9	(1)	-10.0%
Expenditure Ratio	Expense per Open Capital Post-Conviction Relief Case	$ 129,698.59	$ 95,803.12	$ 136,483.60	$ 154,095.96	$ (58,292.84)	-60.8%
Expenditure							
	100 - GENERAL	$ 5,330,612	$ 4,483,586	$ 6,482,971	$ 7,781,846	$ (3,298,260)	-73.6%
	TOTAL USES	$ 5,330,612	$ 4,483,586	$ 6,482,971	$ 7,781,846	$ (3,298,260)	-73.6%

Activity Narrative: Prior to FY 2011, the State Supreme Court was responsible for assigning defense attorneys to Capital Post-Conviction Relief (PCR) cases, with Maricopa County providing funding for three or four such cases at any given time. Such cases can be open for as long as four to five years before representation is terminated. Because only a small number of attorneys met the qualifications set by the Court to handle such cases, a backlog of cases ensued. In FY 2011, the Court changed the qualifications to include attorneys who were qualified to handle capital trial cases, and ended state funding. By the end of FY 2012, the Maricopa County Public Defense System was immediately responsible for more than 20 open cases, with more to come.

A Capital PCR staff of 7.0 FTE was established in FY 2013 within the Office of the Public Advocate to handle non-backlog (Operating) cases. The FY 2013 Adopted budget included $2,114,710 for Non-Recurring General Fund expenditures via contract counsel to handle backlog cases. Backlog case expenditures totaled $2,055,539 in FY 2014 and are forecast to total $3,637,096 in FY 2015.

The FY 2016 Budget includes $3,652,470 for Non-Recurring backlog case expenditures, and $4,129,376 for Capital PCR Operating expenditures. The Public Defense System projects further backlog-case costs of $2,100,000 in FY 2017 and $350,000 in FY 2018, after which the Operating budget should be sufficient to handle ongoing cases.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Counts	84.8%	88.8%	83.6%	83.6%	(5.2%)	-5.9%
Result	Percent of Non-Capital Complex Felony Cases Resolved Within 270 Days of Arraignment/Assignment (whichever is later)	37.6%	28.3%	32.3%	32.2%	3.9%	13.8%
Result	Percent of Non-Capital Felony Cases Resolved to Conclusion in the Regional Court Centers or Early Disposition Courts	64.0%	66.9%	67.2%	67.1%	0.2%	0.3%
Result	Percent of Non-Complex Felony Cases Resolved Within 180 Days of Arraignment/Assignment (whichever is later)	81.6%	74.3%	81.1%	81.1%	6.8%	9.2%
Output	Number of Non-Capital Felony Cases Resolved to Conclusion	25,978	25,247	26,346	26,890	1,643	6.5%
Demand	Net Non-Capital Felony Cases Assigned	28,146	30,671	27,702	28,256	(2,415)	-7.9%
Expenditure Ratio	Expense per Non-Capital Felony Case Resolved to Conclusion	$ 1,648.59	$ 1,654.20	$ 1,591.95	$ 1,546.81	$ 107.39	6.5%
Revenue							
	100 - GENERAL	$ 38,151	$ -	$ 24,475	$ -	$ -	N/A
	233 - PUBLIC DEFENDER GRANTS	228,462	237,289	237,289	237,289	-	0.0%
	262 - PUBLIC DEFENDER FILL THE GAP	820,141	819,202	805,365	805,134	(14,068)	-1.7%
	263 - LEGAL DEFENDER FILL THE GAP	66,441	66,362	66,362	66,362	-	0.0%
	TOTAL SOURCES	$ 1,153,195	$ 1,122,853	$ 1,133,491	$ 1,108,785	$ (14,068)	-1.3%
Expenditure							
	100 - GENERAL	$ 41,866,224	$ 40,640,803	$ 40,878,894	$ 42,624,455	$ (1,983,652)	-4.9%
	233 - PUBLIC DEFENDER GRANTS	229,747	237,289	237,289	231,251	6,038	2.5%
	262 - PUBLIC DEFENDER FILL THE GAP	664,775	819,202	759,005	784,659	34,543	4.2%
	263 - LEGAL DEFENDER FILL THE GAP	66,362	66,362	66,362	66,362	-	0.0%
	TOTAL USES	$ 42,827,108	$ 41,763,656	$ 41,941,550	$ 43,706,727	$ (1,943,071)	-4.7%

Activity Narrative: The FY 2016 budget supports an increase in demand (net cases assigned) of 2.0% (554 cases) above the FY 2015 Forecast. 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. The percent of cases resolved to conclusion in the Regional Court Centers or Early Disposition Courts declined from 70.6% in FY 2011 to 64.0% in FY 2014, but are showing signs of improving to 67.2% in FY 2015.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Appeal and Non-Capital Trial/Post-Conviction Relief Cases in Which the Outcome is Beneficial to the Client	15.7%	11.1%	29.4%	29.4%	18.3%	164.9%
Output	Number of Appeal and Non-Capital Post-Conviction Relief Cases in Which Representation is Terminated	1,336	1,356	1,138	1,138	(218)	-16.1%
Output	Number of Appeal and Non-Capital Trial/Post-Conviction Relief Decisions Received	536	629	354	354	(275)	-43.7%
Demand	Net Appeal and Non-Capital Post-Conviction Relief Cases Assigned	1,335	1,449	1,244	1,244	(205)	-14.1%
Expenditure Ratio	Expense per Appeal/Non-Capital Post-Conviction Relief Case in Which Representation is Terminated	$ 3,690.78	$ 3,888.45	$ 4,666.35	$ 5,086.77	$ (1,198.32)	-30.8%
Expenditure							
	100 - GENERAL	$ 4,930,887	$ 5,272,742	$ 5,310,306	$ 5,788,747	$ (516,005)	-9.8%
	TOTAL USES	$ 4,930,887	$ 5,272,742	$ 5,310,306	$ 5,788,747	$ (516,005)	-9.8%

Activity Narrative: Following the trend of felony cases, the volume of Appeal and Non-Capital PCR cases is showing a decline (output and demand). An increase in the complexity of cases, along with an increase in workload withdrawals to contract counsel are exhibited in the 9.8% expenditure growth for FY 2016.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Misdemeanors with Disposition to Lesser Charges or Fewer Counts	94.2%	88.5%	90.0%	90.0%	1.5%	1.7%
Output	Number of Misdemeanor Representation Cases Resolved to Conclusion	2,154	1,972	1,648	1,648	(324)	-16.4%
Demand	Net Misdemeanor Cases Assigned	2,443	2,275	2,254	2,254	(21)	-0.9%
Expenditure Ratio	Expense per Misdemeanor Case Resolved to Conclusion	$ 245.63	$ 364.92	$ 441.35	$ 547.07	$ (182.15)	-49.9%
Expenditure							
	100 - GENERAL	$ 529,081	$ 719,627	$ 727,339	$ 901,572	$ (181,945)	-25.3%
	TOTAL USES	$ 529,081	$ 719,627	$ 727,339	$ 901,572	$ (181,945)	-25.3%

Activity Narrative: Following several years when output data nearly mirrored demand, the data reported for the number of cases resolved has declined much more swiftly than the number of cases assigned. This is best exhibited in the expenditure ratio, which nearly doubles between FY 2014 and FY 2016. The Public Defense System will be researching possible under-reporting of output data along with the possible over-allocation of expenditures to this Activity.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Probation Violation Court Representation Cases With Disposition Other than Revocation	N/A	N/A	N/A	40.8%	N/A	N/A
Output	Number of Probation Violation Court Representation Cases Resolved to Conclusion	8,544	10,228	8,962	9,972	(256)	-2.5%
Demand	Net Probation Violation Court Representation Cases Assigned	8,951	15,403	9,752	10,727	(4,676)	-30.4%
Expenditure Ratio	Expense per Probation Violation Court Representation Case Resolved to Conclusion	$ 224.01	$ 264.03	$ 214.63	$ 221.13	$ 42.90	16.2%
Expenditure							
	100 - GENERAL	$ 1,913,955	$ 2,700,520	$ 1,923,475	$ 2,205,143	$ 495,377	18.3%
	TOTAL USES	$ 1,913,955	$ 2,700,520	$ 1,923,475	$ 2,205,143	$ 495,377	18.3%

Activity Narrative: The FY 2016 budget supports an increase in demand (net cases assigned) of 10.0% (975 cases) above the FY 2015 Forecast. Expenditures are increasing above the FY 2015 Forecast due to a greater number of probation violation cases assigned and resolved to conclusion.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Witness Representation Cases Closed	121.5%	97.7%	114.3%	114.3%	16.6%	17.0%
Output	Witness Representation Cases Closed	113	84	112	112	28	33.3%
Demand	Net Witness Representation Cases Assigned	93	86	98	98	12	14.0%
Expenditure Ratio	Expense per Witness Representation Case Closed	$ 296.31	$ 374.11	$ 276.42	$ 276.42	$ 97.69	26.1%
Expenditure							
	100 - GENERAL	$ 33,483	$ 31,425	$ 30,959	$ 30,959	$ 466	1.5%
	TOTAL USES	$ 33,483	$ 31,425	$ 30,959	$ 30,959	$ 466	1.5%

Activity Narrative: Expenditures have remained relatively steady since FY 2014, as have the number of cases assigned and closed.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Child Dependency Matters (1 child & 1 parent) in Which the Court Finds in Conformity with Client Position	N/A	N/A	N/A	64.9%	N/A	N/A
Percent of Juvenile Delinquency and Incorrigibility Cases with Disposition to Lesser Charges or Fewer Counts	78.5%	82.1%	75.1%	75.1%	(7.0%)	-8.5%
Percent of Juvenile Emancipation Cases in Which Emancipation is Granted	85.7%	100.0%	100.0%	100.0%	0.0%	0.0%
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	N/A	N/A	N/A	97.4%	N/A	N/A
Percent of Juvenile Dependency Appeal Cases in Which the Court Adopts the Position Advocated in the Appeal	0.5%	3.6%	1.7%	1.7%	(1.9%)	-52.8%
Percent of Juvenile Delinquency/Incorrigibility Appeal Cases in Which the Outcome is Other Than Affirmed	N/A	16.7%	16.7%	16.7%	0.0%	0.0%
Percent of Juvenile Notification Cases in Which the Court Grants the Petition	N/A	54.6%	50.0%	50.0%	(4.6%)	-8.4%
Percent of Juvenile Probation Cases with Disposition Other Than Sentenced to Arizona Department of Juvenile Corrections	63.5%	61.5%	71.2%	71.2%	9.7%	15.8%
Percent of Parental Dependency Matters (1 child & 1 parent) in Which the Court Does Not Grant the Petition	N/A	N/A	N/A	61.0%	N/A	N/A

Activities that comprise this program include:

- Child Dependency Representation
- Juvenile Delinquency & Incorrigibility Representation
- Juvenile Emancipation Representation
- Juvenile Appeal Representation
- Juvenile Notification Representation
- Juvenile Guardian ad Litem Representation
- Parental Dependency Representation

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/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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Child Dependency Matters (1 child & 1 parent) in Which the Court Finds in Conformity with Client Position	N/A	N/A	N/A	64.9%	N/A	N/A
Output	Number of Child Dependency (1 child & 1 parent) Resolutions	N/A	N/A	1,136	1,407	N/A	N/A
Output	Average Child Dependency Matters (1 child & 1 parent) Open Monthly	N/A	3,503	3,771	4,908	1,405	40.1%
Demand	Net Child Dependency Assignments (1 child & 1 parent)	1,720	1,778	2,126	2,658	880	49.5%
Expenditure Ratio	Expense per Child Dependency Resolution (1 child & 1 parent)	N/A	N/A	$ 1,311.09	$ 1,339.90	N/A	N/A
Expenditure Ratio	Expense per Open Child Dependency Matter (1 child & 1 parent)	N/A	N/A	N/A	$ 384.12	N/A	N/A
Expenditure							
	100 - GENERAL	$ 1,026,809	$ 1,485,188	$ 1,489,394	$ 1,885,240	$ (400,052)	-26.9%
	TOTAL USES	$ 1,026,809	$ 1,485,188	$ 1,489,394	$ 1,885,240	$ (400,052)	-26.9%

Activity Narrative: The continuing expansion of the new Arizona Department of Child Safety is exhibited through the significant increase in the net number of Child Dependency assignments. The FY 2016 budget supports an increase in demand of 25.0% (532 assignments) above the FY 2015 Forecast. A new output measure was created for FY 2015 to better show that Child Dependency cases can continue for many years. The departments' workload is continually increasing as more cases are added than closed, leading to increased expenditures. A new result measure was added for FY 2016 to track the value of such resolutions to the position of the clients.

Juvenile Delinquency and Incorrigibility Representation Activity

The purpose of the Juvenile Delinquency and Incorrigibility Representation Activity is to provide effective legal representation to assigned indigent juveniles charged with incorrigible or delinquent acts so they can be assured that their rights are protected as required by law.

Mandates: This activity supports the overall mandate of the Juvenile Representation Program.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Juvenile Delinquency/Incorrigibility Cases with Disposition to Lesser Charges or Fewer Counts	78.5%	82.1%	75.1%	75.1%	(7.0%)	-8.5%
Output	Number of Juvenile Delinquency/Incorrigibility Cases Resolved to Conclusion	4,500	4,103	4,596	4,678	575	14.0%
Demand	Net Juvenile Delinquency/Incorrigibility Cases Assigned	4,805	4,454	5,234	5,339	885	19.9%
Expenditure Ratio	Expense per Juvenile Delinquency/Incorrigibility Case Resolved to Conclusion	$ 594.98	$ 622.46	$ 540.53	$ 615.85	$ 6.61	1.1%
Expenditure							
	100 - GENERAL	$ 2,677,431	$ 2,553,960	$ 2,484,259	$ 2,880,954	$ (326,994)	-12.8%
	TOTAL USES	$ 2,677,431	$ 2,553,960	$ 2,484,259	$ 2,880,954	$ (326,994)	-12.8%

Activity Narrative: The net number of cases assigned for this Activity decreased from 9,085 in FY 2010 to 4,805 in FY 2014. The decline was expected to continue in FY 2015, but assignments are forecasted to increase by 8.9% over FY 2014. The FY 2016 budget supports an increase in demand of 2.0% (105 cases assigned) above the FY 2015 Forecast. A correction in forecasted expenditures (reallocating expenditures from the Juvenile Probation Activity) will be completed in April.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Juvenile Emancipation Cases in Which Emancipation is Granted	85.7%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Juvenile Emancipation Cases Resolved	7	2	2	2	-	0.0%
Demand	Net Juvenile Emancipation Cases Assigned	14	7	12	12	5	71.4%
Expenditure Ratio	Expense per Juvenile Emancipation Case Resolved	$ 2,635.71	$ 400.00	$ 1,565.00	$ 1,565.00	$ (1,165.00)	-291.3%
Expenditure							
	100 - GENERAL	$ 18,450	$ 800	$ 3,130	$ 3,130	$ (2,330)	-291.3%
	TOTAL USES	$ 18,450	$ 800	$ 3,130	$ 3,130	$ (2,330)	-291.3%

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.

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 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	N/A	N/A	N/A	97.4%	N/A	N/A
Output	Number of Juvenile Guardian ad Litem (1 child & 1 parent) Resolutions	N/A	N/A	N/A	16,670	N/A	N/A
Output	Average Juvenile Guardian ad Litem Matters (1 child & 1 parent) Open Monthly	N/A	28,875	28,829	28,829	(46)	-0.2%
Demand	Net Juvenile Guardian ad Litem Assignments (1 child & 1 parent)	17,229	19,194	17,680	21,216	2,022	10.5%
Expenditure Ratio	Expense per Juvenile Guardian ad Litem Resolution (1 child & 1 parent)	N/A	N/A	N/A	$ 771.25	N/A	N/A
Expenditure Ratio	Expense per Open Juvenile Guardian ad Litem Matter (1 child & 1 parent)	N/A	$ 393.22	$ 356.83	$ 445.97	$ (52.75)	-13.4%
Expenditure							
	100 - GENERAL	$ 8,537,083	$ 11,354,099	$ 10,287,192	$ 12,856,742	$ (1,502,643)	-13.2%
	TOTAL USES	$ 8,537,083	$ 11,354,099	$ 10,287,192	$ 12,856,742	$ (1,502,643)	-13.2%

Activity Narrative: The continuing expansion of the new Arizona Department of Child Safety is exhibited through the significant increase in the net number of Juvenile Guardian ad Litem (GAL) assignments. The FY 2016 budget supports an increase in demand of 20.0% (3,536 assignments) above the FY 2015 Forecast. A new output measure was created for FY 2015 to better show that Juvenile GAL cases can continue for many years. The departments' workload is continually increasing as more cases are added than closed, leading to increased expenditures. A new output and result measure were added for FY 2016 to track resolutions and the value of such resolutions to the position of the GAL.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Juvenile Dependency Appeal Cases in Which the Court Adopts the Position Advocated in the Appeal	0.5%	3.6%	1.7%	1.7%	(1.9%)	-52.8%
Result	Percent of Juvenile Delinquency/Incorrigibility Appeal Cases in Which the Outcome is Other Than Affirmed	N/A	16.7%	16.7%	16.7%	0.0%	0.0%
Output	Number of Juvenile Appeal Cases in Which Representation is Terminated	204	117	122	122	5	4.3%
Demand	Net Juvenile Appeal Cases Assigned	328	356	318	334	(22)	-6.2%
Expenditure Ratio	Expense per Juvenile Appeal Cases in Which Representation is Terminated	$ 2,662.49	$ 6,078.34	$ 5,775.93	$ 6,525.76	$ (447.42)	-7.4%
Expenditure							
	100 - GENERAL	$ 543,147	$ 711,166	$ 704,663	$ 796,143	$ (84,977)	-11.9%
	TOTAL USES	$ 543,147	$ 711,166	$ 704,663	$ 796,143	$ (84,977)	-11.9%

Activity Narrative: Demand (cases assigned) has increased steadily from 228 in FY 2011 to 328 in FY 2014. Although a decline of 10 cases is forecast for FY 2015, the Public Defense System anticipates a 5.0% increase in demand (16 cases) for FY 2016. Regarding output data (cases terminated), sharp increases and decreases have been reported nearly every year since FY 2010. The Public Defense System is struggling with incentivizing outside counsel to report the termination of cases.

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 so they can be assured that their legal rights are protected as required by law.

Mandates: A.R.S. §36-2152 establishes that a pregnant unemancipated minor has a right to court-appointed legal counsel if she is not otherwise represented or waives that right.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Juvenile Notification Cases in Which the Court Grants the Petition	N/A	54.6%	50.0%	50.0%	(4.6%)	-8.4%
Output	Number of Juvenile Notification Cases Resolved to Conclusion	N/A	11	6	6	(5)	-45.5%
Demand	Net Juvenile Notification Cases Assigned	83	46	44	44	(2)	-4.3%
Expenditure Ratio	Expense per Juvenile Notification Case Resolved to Conclusion	N/A	$ 3,927.27	$ 5,739.17	$ 5,739.17	$ (1,811.89)	-46.1%
Expenditure							
	100 - GENERAL	$ 55,500	$ 43,200	$ 34,435	$ 34,435	$ 8,765	20.3%
	TOTAL USES	$ 55,500	$ 43,200	$ 34,435	$ 34,435	$ 8,765	20.3%

Activity Narrative: The relatively small number of cases assigned and resolved can yield substantial year-to-year variances with just a few cases.

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 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Juvenile Probation Cases with Disposition Other Than Sentenced to Arizona Department of Juvenile Corrections	63.5%	61.5%	71.2%	71.2%	9.7%	15.8%
Output	Number of Juvenile Probation Cases Resolved to Conclusion	1,337	1,233	1,216	1,216	(17)	-1.4%
Demand	Net Juvenile Probation Cases Assigned	1,426	1,152	1,236	1,236	84	7.3%
Expenditure Ratio	Expense per Juvenile Probation Cases Resolved to Conclusion	$ 538.11	$ 655.59	$ 644.47	$ 314.16	$ 341.43	52.1%
Expenditure							
	100 - GENERAL	$ 719,456	$ 808,338	$ 783,673	$ 382,016	$ 426,322	52.7%
	TOTAL USES	$ 719,456	$ 808,338	$ 783,673	$ 382,016	$ 426,322	52.7%

Activity Narrative: Output and demand, both of which exceeded 2,000 in FY 2010, are trending downwards. Though FY 2016 budgeted expenditures accurately reflect current workload, the FY 2015 Forecast does not. The Public Defense System is reviewing the FY 2015 data, and will be re-allocating expenditures from Juvenile Probation to the Child Dependency and Juvenile Delinquency/Incorrigibility Activities during the month of April, 2015.

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/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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Parental Dependency Matters (1 child & 1 parent) in Which the Court Does Not Grant the Petition	N/A	N/A	N/A	61.0%	N/A	N/A
Output	Number of Parental Dependency (1 child & 1 parent) Resolutions	N/A	N/A	N/A	10,590	N/A	N/A
Output	Average Parental Dependency Matters (1 child & 1 parent) Open Monthly	N/A	19,685	20,351	36,086	16,401	83.3%
Demand	Net Parental Dependency Assignments (1 child & 1 parent)	15,010	18,569	17,364	20,836	2,267	12.2%
Expenditure Ratio	Expense per Parental Dependency Resolution (1 child & 1 parent)	N/A	N/A	N/A	$ 1,499.68	N/A	N/A
Expenditure Ratio	Expense per Open Parental Dependency Matter (1 child & 1 parent)	N/A	N/A	N/A	$ 440.10	N/A	N/A
Expenditure							
	100 - GENERAL	$ 10,508,045	$ 13,883,368	$ 13,045,721	$ 15,881,574	$ (1,998,206)	-14.4%
	TOTAL USES	$ 10,508,045	$ 13,883,368	$ 13,045,721	$ 15,881,574	$ (1,998,206)	-14.4%

Activity Narrative: The continuing expansion of the new Arizona Department of Child Safety is exhibited through the significant increase in the net number of Parental Dependency assignments. The

FY 2016 budget supports an increase in demand of 20.0% (3,472 assignments) above the FY 2015 Forecast. A new output measure was created for FY 2015 to better show that Parental Dependency cases can continue for many years, in some cases even until the child turns eighteen. The departments' workload is continually increasing as more cases are added than closed, leading to increased expenditures. A new output and result measure were added for FY 2016 to track resolutions and the value of such resolutions to the position of the clients.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Adult Guardian ad Litem Cases in Which Court Rules in Conformity with Position Advocated	N/A	N/A	N/A	99.3%	N/A	N/A
Percent of Mental Health Cases in Which a Determination is Made as to Commitment within 30 Days	99.8%	87.6%	99.6%	98.1%	10.5%	12.0%
Percent of Probate Cases in Which a Determination is made as to Guardianship	56.3%	93.7%	75.9%	75.9%	(17.8%)	-19.0%
Percent of Sexually Violent Person Cases With Dispositions Less Than Total Confinement	N/A	N/A	N/A	20.0%	N/A	N/A

Activities that comprise this program include:

- Adult Guardian ad Litem Representation
- Mental health Representation
- Sexually Violent Person Representation
- Probate 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: A.R.S. §11-584(j) states that 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Adult Guardian ad Litem Cases in Which Court Rules in Conformity with Position Advocated	N/A	N/A	N/A	99.3%	N/A	N/A
Output	Number of Adult Guardian ad Litem Cases Resolved to Conclusion	1,292	1,128	2,086	2,358	1,230	109.0%
Demand	Number of Adult Guardian ad Litem Cases Assigned	1,612	1,996	1,812	2,048	52	2.6%
Expenditure Ratio	Expense per Guardian ad Litem Case Resolved to Conclusion	$ 1,135.73	$ 1,602.43	$ 930.65	$ 930.53	$ 671.90	41.9%
Expenditure							
	100 - GENERAL	$ 1,467,357	$ 1,807,536	$ 1,941,341	$ 2,194,187	$ (386,651)	-21.4%
	TOTAL USES	$ 1,467,357	$ 1,807,536	$ 1,941,341	$ 2,194,187	$ (386,651)	-21.4%

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 increased from 708 in FY 2010 to 1,612 in FY 2014, and is forecasted to increase by 12.4% (200 assignments) in FY 2015. The FY 2016 budget supports an increase in demand of 13.0% (236 cases assigned) above the FY 2015 Forecast.

Mental Health Representation Activity

The purpose of Mental Health Representation Activity is to provide effective legal representation to assigned indigent persons who are at risk of loss of liberty in civil mental health matters so that their rights are protected.

Mandates: A.R.S. §31-502 establishes that any indigent defendant in a mental competency hearing is entitled to court-appointed representation.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Mental Health Cases in Which a Determination is Made as to Commitment within 30 Days	99.8%	87.6%	99.6%	98.1%	10.5%	12.0%
Output	Number of Mental Health Cases in Which a Determination is Made as to Commitment	2,308	6,043	2,346	2,823	(3,220)	-53.3%
Output	Average Mental Health Representation Cases Open Monthly	N/A	N/A	N/A	390	N/A	N/A
Demand	Net Mental Health Cases Assigned	4,222	4,528	4,346	4,476	(52)	-1.1%
Expenditure Ratio	Expense per Mental Health Case in Which a Determination is Made as to Commitment	$ 683.14	$ 290.73	$ 722.31	$ 650.17	$ (359.44)	-123.6%
Expenditure Ratio	Expense per Open Mental Health Representation Case	N/A	N/A	N/A	$ 4,706.26	N/A	N/A
Expenditure							
	100 - GENERAL	$ 1,576,682	$ 1,756,897	$ 1,694,537	$ 1,835,443	$ (78,546)	-4.5%
	TOTAL USES	$ 1,576,682	$ 1,756,897	$ 1,694,537	$ 1,835,443	$ (78,546)	-4.5%

Activity Narrative: Demand increased from 3,578 in FY 2010 to 4,222 in FY 2014, and is forecast to increase by 2.9% (124 assignments) in FY 2015. The FY 2016 budget supports an increase in demand of 3.0% (130 cases assigned) above the FY 2015 Forecast.

Probate Representation Activity

The purpose of the Probate Representation Activity is to provide effective legal representation to assigned indigent adults in probate matters so that their rights are protected.

Mandates: A.R.S. §14-5401 establishes that the court shall appoint legal representation to juveniles and those adults determined to be unable to manage their estates due to physical illness, mental disorders, substance abuse, confinement, etc.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Probate Cases in Which a Determination is Made as to Guardianship	56.3%	93.7%	75.9%	75.9%	(17.8%)	-19.0%
Output	Number of Probate Cases in Which a Determination is Made as to Guardianship	674	1,039	1,008	1,129	90	8.7%
Demand	Net Probate Cases Assigned	1,198	1,109	1,328	1,487	378	34.1%
Expenditure Ratio	Expense per Probate Case in Which a Determination is Made as to Guardianship	$ 438.07	$ 214.74	$ 456.70	$ 456.58	$ (241.83)	-112.6%
Expenditure							
	100 - GENERAL	$ 295,258	$ 223,119	$ 460,358	$ 515,476	$ (292,357)	-131.0%
	TOTAL USES	$ 295,258	$ 223,119	$ 460,358	$ 515,476	$ (292,357)	-131.0%

Activity Narrative: Demand increased by 17.7% (181 assignments) from FY 2013 to FY 2014, and is forecasted to increase by 10.8% (130 assignments) in FY 2015. Due to the length that these cases can be open, sometimes for a person's lifetime, costs continue to accumulate. The FY 2016 budget supports an increase in demand of 12.0% (159 cases assigned) above the FY 2015 Forecast.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Sexually Violent Person Cases With Dispositions Less Than Total Confinement	N/A	N/A	N/A	20.0%	N/A	N/A
Output	Number of Sexually Violent Person Petitions Resolved During the Time Period	9	2	8	10	8	400.0%
Output	Average Sexually Violent Person Cases Open Monthly	N/A	75.3	61.5	71.5	(3.8)	-5.0%
Demand	Net Sexually Violent Person Cases Assigned	14	10	5	7	(3)	-30.0%
Expenditure Ratio	Expense per Sexually Violent Person Case in Which a Determination is Made as to Commitment	N/A	N/A	N/A	$ 39,321.70	N/A	N/A
Expenditure Ratio	Expense per Open Sexually Violent Person Case	N/A	$ 3,954.93	$ 4,984.85	$ 5,499.54	$ (1,544.61)	-39.1%
Expenditure							
	100 - GENERAL	$ 245,838	$ 297,806	$ 306,568	$ 393,217	$ (95,411)	-32.0%
	TOTAL USES	$ 245,838	$ 297,806	$ 306,568	$ 393,217	$ (95,411)	-32.0%

Activity Narrative: A new output measure for FY 2015 shows the average number of cases open in a given month, revealing the long-term nature of these cases. 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 legally required litigation support to 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Percent of Payments Processed Within 30 Days of Receipt	63.6%	97.5%	89.0%	89.0%	(8.5%)	-8.8%

Activities that comprise this program include:

- Support Services

Indigent Representation Support Services Activity

The purpose of the Support Services Activity is to provide legally required litigation support to 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 Public Defense System activities set out above.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Payments Processed Within 30 Days of Receipt	63.6%	97.5%	89.0%	89.0%	(8.5%)	-8.8%
Output	Number of Payments Processed for Privately Represented and Pro Per Cases	660	688	836	1,045	357	51.9%
Demand	Number of Payments Requested on Privately Represented and Pro Per Cases	660	688	836	1,045	357	51.9%
Expenditure Ratio	Expense per Payment for Privately Represented and Pro Per Cases	$ 1,648.90	$ 1,358.88	$ 1,650.78	$ 1,822.53	$ (463.66)	-34.1%
Expenditure							
	100 - GENERAL	$ 1,088,271	$ 934,908	$ 1,380,049	$ 1,904,549	$ (969,641)	-103.7%
	TOTAL USES	$ 1,088,271	$ 934,908	$ 1,380,049	$ 1,904,549	$ (969,641)	-103.7%

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. The demand for this activity has increased from 328 in FY 2010 to 660 in FY 2014, and is forecast to increase to 836 in FY 2015. The FY 2016 budget supports an increase in demand of 25.0% (209 payment requests) above the FY 2015 Forecast.

Appropriated Budget Reconciliations

Public Defense System Summary General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 116,550,253**	**$ 56,961**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 1,306,086**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*1,269,459*	*-*
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*26,936*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*9,691*	*-*
FY 2015 Revised Budget			**$ 117,856,339**	**$ 56,961**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 85,221**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*4,391*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*(9,691)*	*-*
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*90,521*	*-*
FY 2016 Baseline Budget			**$ 117,941,560**	**$ 56,961**
Adjustments:				
Employee Retirement and Benefits			**$ (53,450)**	**$ -**
Retirement Contributions			*(53,450)*	*-*
Base Adjustments			**$ 8,407,639**	**$ -**
Internal Service Charges			*141,803*	*-*
Increase Risk Management Charges	*$*	*141,803*		
Public Defense Caseload Volume			*8,354,189*	*-*
Increase Contract Counsel Expenditures due to Growth in Caseload Volume	*$*	*8,354,189*		
Personnel Savings			*(88,353)*	*-*
Increase Personnel Savings from 2.8% to 3.0%	*$*	*(88,353)*		
Fees and Other Revenues			**$ -**	**$ (18,629)**
ProgRevenue Volume Inc/Dec			*-*	*(18,629)*
FY 2016 Tentative Budget			**$ 126,295,749**	**$ 38,332**
Percent Change from Baseline Amount			*7.1%*	*-32.7%*
Adjustments:				
Employee Retirement and Benefits			**$ 841,488**	**$ -**
Employee Health/Dental Premiums			*841,488*	*-*
FY 2016 Adopted Budget			**$ 127,137,237**	**$ 38,332**
Percent Change from Baseline Amount			*7.8%*	*-32.7%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2015 Adopted Budget			**$ 1,240,501**	**$ -**
FY 2015 Revised Budget			**$ 1,240,501**	**$ -**
Adjustments:				
Non Recurring			**$ (1,240,501)**	**$ -**
Other Non Recurring			*(1,240,501)*	*-*
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 3,652,470**	**$ -**
Other Non Recurring			*3,652,470*	*-*
Capital Post Conviction Relief - Backlog Costs	*$*	*3,652,470*		
FY 2016 Adopted Budget			**$ 3,652,470**	**$ -**

Public Defender (520) General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 38,588,891**	**$ 56,961**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 717,558**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*700,804*	*-*
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*13,350*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*3,404*	*-*
FY 2015 Revised Budget			**$ 39,306,449**	**$ 56,961**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 41,425**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*1,607*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*(3,404)*	*-*
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*43,222*	*-*
FY 2016 Baseline Budget			**$ 39,347,874**	**$ 56,961**
Adjustments:				
Employee Retirement and Benefits			**$ (27,804)**	**$ -**
Retirement Contributions			*(27,804)*	*-*
Base Adjustments			**$ 8,605**	**$ -**
Internal Service Charges			*8,605*	*-*
Increase Risk Management Charges		*$ 8,605*		
Fees and Other Revenues			**$ -**	**$ (18,629)**
ProgRevenue Volume Inc/Dec			*-*	*(18,629)*
Reallocations			**$ 699,311**	**$ -**
Reallocation Between Depts			*699,311*	*-*
Reallocate savings from the Office of Contract Counsel for the cost of adding 12.0 FTE Non-Capital Felony positions in FY 2015		*$ 699,311*		
FY 2016 Tentative Budget			**$ 40,027,986**	**$ 38,332**
Percent Change from Baseline Amount			*1.7%*	*-32.7%*
Adjustments:				
Employee Retirement and Benefits			**$ 462,480**	**$ -**
Employee Health/Dental Premiums			*462,480*	*-*
PUBLIC DEFENDER ACTIVITIES	*Total FY 2016 Adopted Expenditures*			
Appeal and Non-Capital Post Conviction Relief	*$ 3,529,575*			
Capital Trial	*5,444,997*			
Capital Post Conviction Relief	*291,191*			
Misdemeanor	*761,333*			
Non-Capital Felony	*24,136,217*			
Probation Violation	*2,053,041*			
Sexually Violent Person	*36,756*			
Indirect Support and General Overhead	*4,237,356*			
FY 2016 Expenditures by Activity - Total	*$ 40,490,466*			
FY 2016 Adopted Budget			**$ 40,490,466**	**$ 38,332**
Percent Change from Baseline Amount			*2.9%*	*-32.7%*

Legal Defender (540) General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 11,964,389**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 232,090**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*222,431*	-
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*7,086*	-
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*2,573*	-
FY 2015 Revised Budget			**$ 12,196,479**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 5,684**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*1,645*	-
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*(2,573)*	-
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*6,612*	-
FY 2016 Baseline Budget			**$ 12,202,163**	**$ -**
Adjustments:				
Employee Retirement and Benefits			**$ (9,188)**	**$ -**
Retirement Contributions			*(9,188)*	-
Base Adjustments			**$ 16,985**	**$ -**
Internal Service Charges			*105,338*	-
Increase Risk Management Charges		*$ 105,338*		
Personnel Savings			*(88,353)*	-
Increase Salary and Benefit Savings Rate to 2.11%		*$ (88,353)*		
Reallocations			**$ 916,700**	**$ -**
Reallocation Between Depts			*916,700*	-
Reallocate savings from the Office of Contract Counsel for the cost of adding 10.0 FTE Parental Dependency positions in FY 2015		*$ 916,700*		
FY 2016 Tentative Budget			**$ 13,126,660**	**$ -**
Percent Change from Baseline Amount			*7.6%*	
Adjustments:				
Employee Retirement and Benefits			**$ 131,976**	**$ -**
Employee Health/Dental Premiums			*131,976*	-

LEGAL DEFENDER ACTIVITIES	*Total FY 2016 Adopted Expenditures*
Appeal and Non-Capital Post Conviction Relief	*$ 329,390*
Capital Trial	*3,782,501*
Non-Capital Felony	*4,239,582*
Parental Dependency	*3,571,335*
Indirect Support and General Overhead	*1,335,828*
FY 2016 Expenditures by Activity - Total	*$ 13,258,636*

FY 2016 Adopted Budget			**$ 13,258,636**	**$ -**
Percent Change from Baseline Amount			*8.7%*	

Legal Advocate (550) General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 10,743,013**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 170,155**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*165,541*	-
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*2,617*	-
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*1,997*	-
FY 2015 Revised Budget			**$ 10,913,168**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 18,108**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*558*	-
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*(1,997)*	-
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*19,547*	-
FY 2016 Baseline Budget			**$ 10,931,276**	**$ -**
Adjustments:				
Employee Retirement and Benefits			**$ (8,327)**	**$ -**
Retirement Contributions			*(8,327)*	-
Base Adjustments			**$ 19,225**	**$ -**
Internal Service Charges			*19,225*	-
Increase Risk Management Charges		*$ 19,225*		
Reallocations			**$ 995,939**	**$ -**
Reallocation Between Depts			*995,939*	-
Reallocate savings from the Office of Contract Counsel for the cost of adding 10.0 FTE Juvenile Guardian ad Litem positions in FY 2015		*$ 995,939*		
FY 2016 Tentative Budget			**$ 11,938,113**	**$ -**
Percent Change from Baseline Amount			*9.2%*	
Adjustments:				
Employee Retirement and Benefits			**$ 117,312**	**$ -**
Employee Health/Dental Premiums			*117,312*	-
LEGAL ADVOCATE ACTIVITIES	*Total FY 2016 Adopted Expenditures*			
Appeal and Non-Capital Post Conviction Relief	*$ 933,658*			
Capital Trial	*3,159,517*			
Non-Capital Felony	*2,497,125*			
Juvenile Guardian ad Litem	*4,099,552*			
Sexually Violent Person	*356,461*			
Indirect Support and General Overhead	*1,009,112*			
FY 2016 Expenditures by Activity - Total	*$ 12,055,425*			
FY 2016 Adopted Budget			**$ 12,055,425**	**$ -**
Percent Change from Baseline Amount			*10.3%*	

Office of Contract Counsel (560) General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 46,056,428**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 41,065**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*39,947*	*-*
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*589*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*529*	*-*
FY 2015 Revised Budget			**$ 46,097,493**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 1,336**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*155*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*(529)*	*-*
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*1,710*	*-*
FY 2016 Baseline Budget			**$ 46,098,829**	**$ -**
Adjustments:				
Employee Retirement and Benefits			**$ (1,671)**	**$ -**
Retirement Contributions			*(1,671)*	*-*
Base Adjustments			**$ 8,354,234**	**$ -**
Internal Service Charges			*45*	*-*
Increase Risk Management Charges		*$ 45*		
Public Defense Caseload Volume			*8,354,189*	*-*
Increase Capital Post-Conviction Relief by 3 Pending Cases		*$ 455,152*		
Increase Capital Trial by 8 Pending Cases		*1,574,568*		
Increase Non-Capital Felony Demand by 2%		*919,483*		
Increase Probation Violation Demand by 10%		*136,430*		
Increase Indigent Representation Support Services Demand by 25%		*522,500*		
Increase Child Dependency Demand by 25%		*327,558*		
Increase Juvenile Guardian ad Litem Demand by 20%		*1,839,676*		
Increase Parental Dependency Demand by 20%		*2,122,391*		
Increase Juvenile Delinquency and Incorrigibility Demand by 2%		*33,279*		
Increase Juvenile Appeal Demand by 5%		*28,586*		
Increase Adult Guardian ad Litem Demand by 13%		*252,846*		
Increase Mental Health Demand by 3%		*86,602*		
Increase Probate Demand by 12%		*55,118*		
Reallocations			**$ (2,593,813)**	**$ -**
Reallocation Between Depts			*(2,593,813)*	*-*
Reallocate Contract Counsel savings to Public Defender Office which added 12.0 FTE positions in FY 2015 to focus on Non-Capital Felony cases		*$ (699,311)*		
Reallocate Contract Counsel savings to Legal Defender Office which added 10.0 FTE Parental Dependency positions in FY 2015		*(916,700)*		
Reallocate Contract Counsel savings to Legal Advocate Office which added 10.0 FTE Juvenile Guardian ad Litem positions in FY 2015		*(995,939)*		
Reallocate budget savings from Public Advocate Office to Contract Counsel		*18,137*		
FY 2016 Tentative Budget			**$ 51,857,579**	**$ -**
Percent Change from Baseline Amount			*12.5%*	

Office of Contract Counsel (560) General Fund (100) (continued)

			Expenditures	Revenue
OPERATING				
Adjustments:				
Employee Retirement and Benefits			**$ 33,840**	**$ -**
Employee Health/Dental Premiums			*33,840*	-
CONTRACT COUNSEL ACTIVITIES	*Total FY 2016 Adopted Expenditures*			
Appeal and Non-Capital Post Conviction Relief	*$ 996,124*			
Capital Trial	*7,442,914*			
Capital Post Conviction Relief	*2,900,617*			
Misdemeanor	*140,239*			
Non-Capital Felony	*11,751,531*			
Probation Violation	*152,102*			
Witness	*30,959*			
Child Dependency	*1,425,985*			
Juvenile Delinquency and Incorrigibility	*469,397*			
Juvenile Emancipation	*3,130*			
Juvenile Guardian ad Litem	*8,757,190*			
Juvenile Appeal	*561,003*			
Juvenile Notification	*34,435*			
Juvenile Probation	*13,565*			
Parental Dependency	*9,934,231*			
Adult Guardian ad Litem	*2,194,187*			
Mental Health	*90,599*			
Probate	*515,476*			
Indigent Representation Support Services Activity	*1,904,549*			
Indirect Support, IT, and General Overhead	*2,573,186*			
FY 2016 Expenditures by Activity - Total	*$ 51,891,419*			
FY 2016 Adopted Budget			**$ 51,891,419**	**$ -**
Percent Change from Baseline Amount			*12.6%*	
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2015 Adopted Budget			**$ 950,866**	**$ -**
FY 2015 Revised Budget			**$ 950,866**	**$ -**
Adjustments:				
Non Recurring			**$ (950,866)**	**$ -**
Other Non Recurring			*(950,866)*	-
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 3,652,470**	**$ -**
Other Non Recurring			*3,652,470*	-
Capital Post Conviction Relief - Backlog Costs		*$ 3,652,470*		
FY 2016 Adopted Budget			**$ 3,652,470**	**$ -**

Public Advocate (570) General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 9,197,532**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 145,218**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*140,736*	-
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*3,294*	-
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*1,188*	-
FY 2015 Revised Budget			**$ 9,342,750**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 18,668**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*426*	-
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*(1,188)*	-
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*19,430*	-
FY 2016 Baseline Budget			**$ 9,361,418**	**$ -**
Adjustments:				
Employee Retirement and Benefits			**$ (6,460)**	**$ -**
Retirement Contributions			*(6,460)*	-
Base Adjustments			**$ 8,590**	**$ -**
Internal Service Charges			*8,590*	-
Increase Risk Management Charges		*$ 8,590*		
Reallocations			**$ (18,137)**	**$ -**
Reallocation Between Depts			*(18,137)*	-
Reallocate caseload savings to the Office of Contract Counsel		*$ (18,137)*		
FY 2016 Tentative Budget			**$ 9,345,411**	**$ -**
Percent Change from Baseline Amount			*-0.2%*	
Adjustments:				
Employee Retirement and Benefits			**$ 95,880**	**$ -**
Employee Health/Dental Premiums			*95,880*	-
PUBLIC ADVOCATE ACTIVITIES	*Total FY 2016 Adopted Expenditures*			
Capital Post Conviction Relief	*$ 937,568*			
Child Dependency	*459,255*			
Juvenile Appeal	*235,140*			
Juvenile Delinquency and Incorrigibility	*2,411,557*			
Juvenile Probation	*368,451*			
Mental Health	*1,744,844*			
Parental Dependency	*2,376,008*			
Indirect Support and General Overhead	*908,468*			
FY 2016 Expenditures by Activity - Total	*$ 9,441,291*			
FY 2016 Adopted Budget			**$ 9,441,291**	**$ -**
Percent Change from Baseline Amount			*0.9%*	

Public Defense Summary Training Fund (209)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 424,932**	**$ 424,932**
FY 2015 Revised Budget			**$ 424,932**	**$ 424,932**
FY 2016 Baseline Budget			**$ 424,932**	**$ 424,932**
Adjustments:				
Employee Retirement and Benefits			**$ (144)**	**$ -**
Retirement Contributions			*(144)*	-
Base Adjustments			**$ (20,178)**	**$ -**
Other Base Adjustments			*(20,178)*	-
One-Time Training Costs	*$*	*(20,178)*		
Fees and Other Revenues			**$ -**	**$ (20,322)**
ProgRevenue Volume Inc/Dec			*-*	*(20,322)*
FY 2016 Adopted Budget			**$ 404,610**	**$ 404,610**
Percent Change from Baseline Amount			*-4.8%*	*-4.8%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2015 Adopted Budget			**$ 285,150**	**$ -**
FY 2015 Revised Budget			**$ 285,150**	**$ -**
Adjustments:				
Non Recurring			**$ (285,150)**	**$ -**
Other Non Recurring			*(285,150)*	-
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 253,560**	**$ -**
Other Non Recurring			*253,560*	-
One-Time Training Costs	*$*	*253,560*		
FY 2016 Adopted Budget			**$ 253,560**	**$ -**

Public Defender (520) Training Fund (209)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 335,562**	**$ 335,562**
FY 2015 Revised Budget		**$ 335,562**	**$ 335,562**
FY 2016 Baseline Budget		**$ 335,562**	**$ 335,562**
Adjustments:			
Employee Retirement and Benefits		**$ (144)**	**$ -**
Retirement Contributions		*(144)*	*-*
Base Adjustments		**$ (5,220)**	**$ -**
Other Base Adjustments		*(5,220)*	*-*
Decrease training expenditures due to reduction in training revenue	*$ (5,220)*		
Fees and Other Revenues		**$ -**	**$ (5,364)**
ProgRevenue Volume Inc/Dec		*-*	*(5,364)*
FY 2016 Adopted Budget		**$ 330,198**	**$ 330,198**
Percent Change from Baseline Amount		*-1.6%*	*-1.6%*

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 232,303**	**$ -**
FY 2015 Revised Budget		**$ 232,303**	**$ -**
Adjustments:			
Non Recurring		**$ (232,303)**	**$ -**
Other Non Recurring		*(232,303)*	*-*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 185,932**	**$ -**
Other Non Recurring		*185,932*	*-*
One-Time Training Costs	*$ 185,932*		
FY 2016 Adopted Budget		**$ 185,932**	**$ -**

Legal Defender (540) Training Fund (209)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 66,374**	**$ 66,374**
FY 2015 Revised Budget		**$ 66,374**	**$ 66,374**
FY 2016 Baseline Budget		**$ 66,374**	**$ 66,374**
Adjustments:			
Base Adjustments		**$ (9,130)**	**$ -**
Other Base Adjustments		*(9,130)*	*-*
Decrease training expenditures due to reduction in training revenue	*$ (9,130)*		
Fees and Other Revenues		**$ -**	**$ (9,130)**
ProgRevenue Volume Inc/Dec		*-*	*(9,130)*
FY 2016 Adopted Budget		**$ 57,244**	**$ 57,244**
Percent Change from Baseline Amount		*-13.8%*	*-13.8%*

Legal Defender (540) Training Fund (209) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2015 Adopted Budget			**$ 27,574**	**$ -**
FY 2015 Revised Budget			**$ 27,574**	**$ -**
Adjustments:				
Non Recurring			**$ (27,574)**	**$ -**
Other Non Recurring			*(27,574)*	*-*
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 58,828**	**$ -**
Other Non Recurring			*58,828*	*-*
One-Time Training Costs	*$*	*58,828*		
FY 2016 Adopted Budget			**$ 58,828**	**$ -**

Legal Advocate (550) Training Fund (209)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 22,996**	**$ 22,996**
FY 2015 Revised Budget			**$ 22,996**	**$ 22,996**
FY 2016 Baseline Budget			**$ 22,996**	**$ 22,996**
Adjustments:				
Base Adjustments			**$ (5,828)**	**$ -**
Other Base Adjustments			*(5,828)*	*-*
Decrease training expenditures due to a reduction in training revenue	*$*	*(5,828)*		
Fees and Other Revenues			**$ -**	**$ (5,828)**
ProgRevenue Volume Inc/Dec			*-*	*(5,828)*
FY 2016 Adopted Budget			**$ 17,168**	**$ 17,168**
Percent Change from Baseline Amount			*-25.3%*	*-25.3%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2015 Adopted Budget			**$ 25,273**	**$ -**
FY 2015 Revised Budget			**$ 25,273**	**$ -**
Adjustments:				
Non Recurring			**$ (25,273)**	**$ -**
Other Non Recurring			*(25,273)*	*-*
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 8,800**	**$ -**
Other Non Recurring			*8,800*	*-*
One-Time Training Costs	*$*	*8,800*		
FY 2016 Adopted Budget			**$ 8,800**	**$ -**

Public Defense Training Fund (209) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 297,180	$ 323,346	$ 323,346	$ 367,590	$ 269,259
Sources:					
Operating	$ 439,208	$ 424,932	$ 424,932	$ 405,242	$ 404,610
Total Sources:	$ 439,208	$ 424,932	$ 424,932	$ 405,242	$ 404,610
Uses:					
Operating	$ 341,851	$ 424,932	$ 424,932	$ 377,585	$ 404,610
Non-Recurring	26,945	285,150	285,150	125,988	253,560
Total Uses:	$ 368,796	$ 710,082	$ 710,082	$ 503,573	$ 658,170
Structural Balance	$ 97,357	$ -	$ -	$ 27,657	$ -
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 367,590	$ 38,196	$ 38,196	$ 269,259	$ 15,699
Total Ending Spendable Fund Balance	$ 367,590	$ 38,196	$ 38,196	$ 269,259	$ 15,699

Public Defender (520) Grants Fund (233)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 236,492**	**$ 236,492**
Adjustments:	Agenda Item:			
Grants			**$ 797**	**$ 797**
Pub Defender Byrne Grant Adjustment	*C-56-14-010-G-01*		*797*	*797*
FY 2015 Revised Budget			**$ 237,289**	**$ 237,289**
Adjustments:	Agenda Item:			
Grants			**$ (797)**	**$ (797)**
Pub Defender Byrne Grant Adjustment	*C-56-14-010-G-01*		*(797)*	*(797)*
FY 2016 Baseline Budget			**$ 236,492**	**$ 236,492**
Adjustments:				
Employee Retirement and Benefits			**$ (175)**	**$ -**
Retirement Contributions			*(175)*	*-*
Grants			**$ 972**	**$ 797**
Grant Reconciliation			*972*	*797*
Increase Grant revenue and expenditures due to increase in DEA grants		*$ 797*		
Increase Other Benefits to maintain structural balance		*175*		
FY 2016 Adopted Budget			**$ 237,289**	**$ 237,289**
Percent Change from Baseline Amount			*0.3%*	*0.3%*

Public Defense Grants Fund (233) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ (5,038)	$ (5,038)	$ (5,038)	$ (5,010)	$ (5,010)
Sources:					
Operating	$ 229,776	$ 236,492	$ 237,289	$ 237,289	$ 237,289
Total Sources:	$ 229,776	$ 236,492	$ 237,289	$ 237,289	$ 237,289
Uses:					
Operating	$ 229,747	$ 236,492	$ 237,289	$ 237,289	$ 237,289
Total Uses:	$ 229,747	$ 236,492	$ 237,289	$ 237,289	$ 237,289
Structural Balance	$ 29	$ -	$ -	$ -	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	(5,010)	(5,038)	(5,038)	(5,010)	(5,010)
Total Ending Spendable Fund Balance	$ (5,010)	$ (5,038)	$ (5,038)	$ (5,010)	$ (5,010)

Public Defender (520) Fill the Gap Fund (262)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 819,202**	**$ 819,202**
FY 2015 Revised Budget		**$ 819,202**	**$ 819,202**
FY 2016 Baseline Budget		**$ 819,202**	**$ 819,202**
Adjustments:			
Employee Retirement and Benefits		**$ (558)**	**$ -**
Retirement Contributions		*(558)*	-
Base Adjustments		**$ (13,510)**	**$ -**
Other Base Adjustments		*(6,006)*	-
Decrease Other Pay by $25,189 while still providing for eight hours of Pay ($2,153) and for a 2.5% Pay for Performance (PfP) increase ($14,107)	*$ (25,189)*		
Increase Other Benefits associated with eight hours of pay, a 2.5% PfP, and an increase in the fixed benefit rate	*16,859*		
Increase Other Personal Services for Loan Repayment Assistance for the attorneys allocated to the Fill the Gap Fund	*15,657*		
Decrease Regular Pay and Benefits to account for net changes in pay rates assigned to newly filled positions	*(12,929)*		
Decrease Travel to maintain structural balance	*(404)*		
Personnel Savings		*(7,504)*	-
Decrease Personal Services for an increase in Salary and Benefit Savings	*$ (7,504)*		
Fees and Other Revenues		**$ -**	**$ (14,068)**
ProgRevenue Volume Inc/Dec		-	*(14,068)*
FY 2016 Adopted Budget		**$ 805,134**	**$ 805,134**
Percent Change from Baseline Amount		*-1.7%*	*-1.7%*

Public Defender (520) Fill the Gap Fund (262) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ -**	**$ 268,936**
FY 2015 Revised Budget		**$ -**	**$ 268,936**
Adjustments:			
Fees and Other Revenues		**$ -**	**$ (268,936)**
ProgRevenue Volume Inc/Dec		-	*(268,936)*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Fees and Other Revenues		**$ -**	**$ 131,495**
ProgRevenue Volume Inc/Dec		-	*131,495*
FY 2016 Adopted Budget		**$ -**	**$ 131,495**
		Expenditures	**Revenue**
PDS CASE MANAGEMENT SYSTEM			
FY 2015 Adopted Budget		**$ 294,492**	**$ -**
FY 2015 Revised Budget		**$ 294,492**	**$ -**
Adjustments:			
Information and Communications Technology		**$ 294,492**	**$ -**
Other IT Non Recurring		*(294,492)*	-
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Information and Communications Technology		**$ 206,261**	**$ -**
Other IT Non Recurring		*206,261*	-
Public Defense Services Case Management System	*$ 206,261*		
FY 2016 Adopted Budget		**$ 206,261**	**$ -**

Public Defender Fill the Gap Fund (262) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 446,006	$ 26,197	$ 26,197	$ 48,603	$ 74,768
Sources:					
Operating	$ 820,141	$ 819,202	$ 819,202	$ 805,365	$ 805,134
Non-Recurring	-	268,936	268,936	268,936	131,495
Total Sources:	$ 820,141	$ 1,088,138	$ 1,088,138	$ 1,074,301	$ 936,629
Uses:					
Operating	$ 803,320	$ 819,202	$ 819,202	$ 759,005	$ 805,134
Non-Recurring	414,227	294,492	294,492	289,131	206,261
Total Uses:	$ 1,217,547	$ 1,113,694	$ 1,113,694	$ 1,048,136	$ 1,011,395
Structural Balance	$ 16,821	$ -	$ -	$ 46,360	$ -
Accounting Adjustments	$ 3	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 48,603	$ 641	$ 641	$ 74,768	$ 2
Total Ending Spendable Fund Balance	$ 48,603	$ 641	$ 641	$ 74,768	$ 2

Legal Defender (540) Fill the Gap Fund (263)

	Expenditures	Revenue
OPERATING		
FY 2015 Adopted Budget	**$ 66,362**	**$ 66,362**
FY 2015 Revised Budget	**$ 66,362**	**$ 66,362**
FY 2016 Baseline Budget	**$ 66,362**	**$ 66,362**
FY 2016 Adopted Budget	**$ 66,362**	**$ 66,362**
Percent Change from Baseline Amount	*0.0%*	*0.0%*

Legal Defender Fill the Gap Fund (263) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 2,320	$ 2,320	$ 2,320	$ 2,400	$ 2,400
Sources:					
Operating	$ 66,441	$ 66,362	$ 66,362	$ 66,362	$ 66,362
Total Sources:	$ 66,441	$ 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	$ 79	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 2,400	$ 2,320	$ 2,320	$ 2,400	$ 2,400
Total Ending Spendable Fund Balance	$ 2,400	$ 2,320	$ 2,320	$ 2,400	$ 2,400

Public Fiduciary

Analysis by Scott Rothe, Principal Management and Budget Analyst

Summary

Mission

The Mission of the Maricopa County Public Fiduciary is to provide guardianship, conservatorship, decedent services and court-ordered investigations for vulnerable persons so their estates and well-being are protected.

Vision

To be a recognized leader in providing professional, efficient and compassionate fiduciary services.

Strategic Goals

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: Though no historical data existed for this measure before FY 2015, progress is being made with estate administration cases where 96.5% of cases are forecasted to be stabilized or closed within 18 months. It has, however, become apparent that guardianship administration cases cannot realistically be linked to this goal, which may be amended for FY 2017.

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 historical data on this goal. The 68.4% completion rate forecasted for FY 2015 is not expected to rise beyond 72.0% in FY 2016 or future years given an increasing workload. Demand for investigations is anticipated to increase by 21.5% in FY 2016.

Fiscal Strength and Responsibility

By July 2015, the fiscal year average cost per burial will decrease by 10% from FY 2009 actuals in order to meet demand without increasing budget.

Status: The Department met this goal by the end of FY 2012. The new three-year contract with funeral home providers, effective September 1, 2014, will result in further expenditure reductions of 18.5% in FY 2015 and 23.0% in FY 2016 compared to the FY 2015 Revised budget.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
EADM - ESTATE ADMINISTRATION	$ 1,155,842	$ 1,084,565	$ 1,084,565	$ 1,193,500	$ 1,000,000	$ (84,565)	-7.8%
GARD - GUARDIANSHIP ADMINISTRATION	32,658	65,435	65,435	-	-	(65,435)	-100.0%
34FS - FIDUCIARY SERVICES	$ 1,188,500	$ 1,150,000	$ 1,150,000	$ 1,193,500	$ 1,000,000	$ (150,000)	-13.0%
TOTAL PROGRAMS	**$ 1,188,500**	**$ 1,150,000**	**$ 1,150,000**	**$ 1,193,500**	**$ 1,000,000**	**$ (150,000)**	**-13.0%**
USES							
BURY - INDIGENT BURIAL/CREMATION SERV	$ 302,771	$ 351,382	$ 351,736	$ 286,597	$ 273,184	$ 78,552	22.3%
34BS - COUNTY INDIGENT DECEDENT SERV	$ 302,771	$ 351,382	$ 351,736	$ 286,597	$ 273,184	$ 78,552	22.3%
EADM - ESTATE ADMINISTRATION	$ 1,108,521	$ 1,156,573	$ 1,159,638	$ 1,086,973	$ 1,079,555	$ 80,083	6.9%
GARD - GUARDIANSHIP ADMINISTRATION	1,059,760	1,146,234	1,149,290	1,076,996	1,228,981	(79,691)	-6.9%
34FS - FIDUCIARY SERVICES	$ 2,168,281	$ 2,302,807	$ 2,308,928	$ 2,163,969	$ 2,308,536	$ 392	0.0%
BDFS - BUDGET AND FINANCIAL SERVICES	$ (134)	$ 8,109	$ 8,292	$ 9,951	$ 8,756	$ (464)	-5.6%
FACI - FACILITIES MANAGEMENT	-	-	-	39,681	42,133	(42,133)	N/A
HRAC - HUMAN RESOURCES	68,523	34,562	35,044	37,573	37,810	(2,766)	-7.9%
ODIR - EXECUTIVE MANAGEMENT	358,585	(2,514)	-	-	-	-	N/A
SPPT - OPERATIONS SUPPORT	-	223,438	247,624	272,580	322,857	(75,233)	-30.4%
99AS - INDIRECT SUPPORT	$ 426,974	$ 263,595	$ 290,960	$ 359,785	$ 411,556	$ (120,596)	-41.4%
INFR - INFRASTRUCTURE	$ -	$ 22,354	$ 22,354	$ 22,354	$ 23,310	$ (956)	-4.3%
ISFC - INTERNAL SERVICE FUND CHARGES	9,455	-	-	-	-	-	N/A
MPOS - ELECTED OR STATUTORY OFFICIALS	-	153,887	157,851	161,648	157,217	634	0.4%
RISK - RISK PREMIUMS	-	19,161	19,161	16,559	27,545	(8,384)	-43.8%
99GV - GENERAL OVERHEAD	$ 9,455	$ 195,402	$ 199,366	$ 200,561	$ 208,072	$ (8,706)	-4.4%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 45,075	$ -	$ -	$ -	$ -	$ -	N/A
99IT - INFORMATION TECHNOLOGY	$ 45,075	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 2,952,556**	**$ 3,113,186**	**$ 3,150,990**	**$ 3,010,912**	**$ 3,201,348**	**$ (50,358)**	**-1.6%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 1,188,500	$ 1,150,000	$ 1,150,000	$ 1,193,500	$ 1,000,000	$ (150,000)	-13.0%
SUBTOTAL	$ 1,188,500	$ 1,150,000	$ 1,150,000	$ 1,193,500	$ 1,000,000	$ (150,000)	-13.0%
ALL REVENUES	$ 1,188,500	$ 1,150,000	$ 1,150,000	$ 1,193,500	$ 1,000,000	$ (150,000)	-13.0%
TOTAL SOURCES	$ 1,188,500	$ 1,150,000	$ 1,150,000	$ 1,193,500	$ 1,000,000	$ (150,000)	-13.0%
CATEGORY	**FY 2014 ACTUAL**	**FY 2015 ADOPTED**	**FY 2015 REVISED**	**FY 2015 FORECAST**	**FY 2016 ADOPTED**	**REVISED VS ADOPTED VAR**	**REVISED VS ADOPTED %**
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,587,315	$ 1,786,366	$ 1,849,245	$ 1,796,887	$ 1,903,318	$ (54,073)	-2.9%
0705 - TEMPORARY PAY	45,729	-	-	18,145	-	-	N/A
0710 - OVERTIME	10,665	15,223	15,223	21,650	22,697	(7,474)	-49.1%
0750 - FRINGE BENEFITS	658,604	737,284	751,133	727,029	816,586	(65,453)	-8.7%
0790 - OTHER PERSONNEL SERVICES	19,286	20,000	20,000	9,516	9,398	10,602	53.0%
0796 - PERSONNEL SERVICES ALLOC-IN	52,127	4,950	4,950	10,260	15,601	(10,651)	-215.2%
SUBTOTAL	$ 2,373,726	$ 2,563,823	$ 2,640,551	$ 2,583,487	$ 2,767,600	$ (127,049)	-4.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 49,010	$ 18,719	$ 18,719	$ 16,201	$ 18,719	$ -	0.0%
0803 - FUEL	3,940	6,000	6,000	4,199	5,000	1,000	16.7%
0804 - NON-CAPITAL EQUIPMENT	63,765	49,530	10,606	5,303	9,000	1,606	15.1%
SUBTOTAL	$ 116,715	$ 74,249	$ 35,325	$ 25,703	$ 32,719	$ 2,606	7.4%
SERVICES							
0810 - LEGAL SERVICES	$ 2,303	$ 7,000	$ 7,000	$ 2,779	$ 4,334	$ 2,666	38.1%
0812 - OTHER SERVICES	66,490	15,000	15,000	18,959	14,500	500	3.3%
0820 - RENT & OPERATING LEASES	45,346	45,693	45,693	45,150	47,711	(2,018)	-4.4%
0825 - REPAIRS AND MAINTENANCE	13,090	25,000	25,000	19,562	19,570	5,430	21.7%
0839 - INTERNAL SERVICE CHARGES	76,261	78,600	78,600	81,500	90,236	(11,636)	-14.8%
0841 - TRAVEL	31,748	46,964	46,964	26,682	32,000	14,964	31.9%
0842 - EDUCATION AND TRAINING	16,010	15,000	15,000	15,000	15,000	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	16,321	15,500	15,500	15,245	15,500	-	0.0%
0845 - SUPPORT AND CARE OF PERSONS	194,546	226,357	226,357	176,845	162,178	64,179	28.4%
SUBTOTAL	$ 462,115	$ 475,114	$ 475,114	$ 401,722	$ 401,029	$ 74,085	15.6%
ALL EXPENDITURES	$ 2,952,556	$ 3,113,186	$ 3,150,990	$ 3,010,912	$ 3,201,348	$ (50,358)	-1.6%
TOTAL USES	$ 2,952,556	$ 3,113,186	$ 3,150,990	$ 3,010,912	$ 3,201,348	$ (50,358)	-1.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 1,188,500	$ 1,150,000	$ 1,150,000	$ 1,193,500	$ 1,000,000	$ (150,000)	-13.0%
FUND TOTAL SOURCES	$ 1,188,500	$ 1,150,000	$ 1,150,000	$ 1,193,500	$ 1,000,000	$ (150,000)	-13.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,188,500	$ 1,150,000	$ 1,150,000	$ 1,193,500	$ 1,000,000	$ (150,000)	-13.0%
DEPARTMENT TOTAL SOURCES	$ 1,188,500	$ 1,150,000	$ 1,150,000	$ 1,193,500	$ 1,000,000	$ (150,000)	-13.0%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 2,898,921	$ 3,113,186	$ 3,150,990	$ 3,010,912	$ 3,201,348	$ (50,358)	-1.6%
NON RECURRING NON PROJECT	53,635	-	-	-	-	-	N/A
FUND TOTAL USES	$ 2,952,556	$ 3,113,186	$ 3,150,990	$ 3,010,912	$ 3,201,348	$ (50,358)	-1.6%
DEPARTMENT OPERATING TOTAL USES	$ 2,898,921	$ 3,113,186	$ 3,150,990	$ 3,010,912	$ 3,201,348	$ (50,358)	-1.6%
DEPARTMENT NON RECURRING TOTAL USES	$ 53,635	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT TOTAL USES	$ 2,952,556	$ 3,113,186	$ 3,150,990	$ 3,010,912	$ 3,201,348	$ (50,358)	-1.6%

Staffing by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
COUNTY INDIGENT DECEDENT SERV							
INDIGENT BURIAL/CREMATION SERV	3.32	2.30	2.30	2.30	2.00	(.30)	(13.0%)
PROGRAM TOTAL	3.32	2.30	2.30	2.30	2.00	(.30)	(13.0%)
FIDUCIARY SERVICES							
ESTATE ADMINISTRATION	14.28	17.20	18.00	18.00	16.14	(1.86)	(10.3%)
GUARDIANSHIP ADMINISTRATION	22.06	17.20	18.00	18.00	19.06	1.06	5.9%
PROGRAM TOTAL	36.33	34.40	36.00	36.00	35.20	(.80)	(2.2%)
GENERAL OVERHEAD							
ELECTED AND STATUTRY OFFICIALS	-	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	-	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	.05	.15	.15	.15	.15	-	0.0%
EXECUTIVE MANAGEMENT	1.20	-	-	-	-	-	N/A
HUMAN RESOURCES	.40	.35	.35	.35	.35	-	0.0%
OPERATIONS SUPPORT	-	3.60	4.00	4.00	5.10	1.10	27.5%
PROGRAM TOTAL	1.65	4.10	4.50	4.50	5.60	1.10	24.4%
DEPARTMENT TOTAL	**41.30**	**41.80**	**43.80**	**43.80**	**43.80**	**-**	**0.0%**

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 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	1.00	-	0.0%
Fiduciary	24.30	23.80	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	4.00	5.00	5.00	5.00	-	0.0%
Legal Support Specialist	2.00	2.00	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	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	**41.30**	**41.80**	**43.80**	**43.80**	**43.80**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	41.30	41.80	43.80	43.80	43.80	-	0.0%
Department Total	**41.30**	**41.80**	**43.80**	**43.80**	**43.80**	**-**	**0.0%**

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay plan and market study adjustments made in FY 2015. In February,

2015, the department was able to identify annualized savings of $106,569 to add 1.0 FTE Fiduciary and 1.0 FTE Legal Support Specialist to address increasing demand in the Estate Administration Activity and the Guardianship Administration Activity.

Base Adjustments:

General Fund (100)

- Decrease budgeted revenue from $1,150,000 in FY 2015 to $1.0 million in FY 2016. A one-time true-up of fiduciary fee revenue during November, 2014 of approximately $160,000 increased the FY 2015 forecast for revenue to $1,193,500.
- Decrease Regular Benefits by $1,950 for the impact of the changes in retirement contribution rates.
- Increase Regular Benefits by $40,608 for the impact of the changes in health and dental premium rates.
- Increase Internal Services Charges by $8,384 for the impact of the changes in risk management charges.
- Increase Regular Pay Personnel and Benefit Savings by $5,434.
- Decrease Vehicle Fuel by $1,000 based on forecasted expenditures for FY 2015.

Programs and Activities

County Indigent Decedent Services Program

The purpose of the County Indigent Decedent Services Program is to provide cost-effective burials or cremations to qualified indigent decedents so they can receive proper interment/cremation in a timely manner.

Program Results

Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percentage of Determinations for Indigent Burial/Cremation Service Eligibility Completed Within Five Business Days of the Referral Application Submission	N/A	80.4%	95.0%	95.0%	14.6%	18.2%
Percentage of Referral Application Persons Determined to be Eligible for Indigent Burial/Cremation Services	N/A	48.2%	69.9%	69.9%	21.7%	45.0%

Activities that comprise this program include:

- Indigent Burial/Cremation Services

Indigent Burial/Cremation Services Activity

The purpose of the Indigent Burial/Cremation Services Activity is to provide cost-effective burials or cremations to qualified indigent decedents so they can receive proper interment/cremation 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of Determinations for Indigent Burial/Cremation Service Eligibility Completed Within Five Business Days of the Referral Application Submission	N/A	80.4%	95.0%	95.0%	14.6%	18.2%
Result	Percentage of Referral Application Persons Determined to be Eligible for Indigent Burial/Cremation Services	N/A	48.2%	69.9%	69.9%	21.7%	45.0%
Output	Number of Determinations for Eligibility Completed During the Time Period	N/A	726	495	545	(181)	-24.9%
Output	Number of Decedents Determined to be Eligible for Burial/Cremation Services During the Time Period	N/A	350	346	381	31	8.9%
Demand	Number of Indigent Burial/Cremation Referral Applications Received	N/A	656	497	547	(109)	-16.6%
Expenditure Ratio	Expense per Indigent Burial/Cremation Completed	N/A	$ 1,004.96	$ 828.32	$ 717.02	$ 287.94	28.7%
Expenditure							
	100 - GENERAL	$ 302,771	$ 351,736	$ 286,597	$ 273,184	$ 78,552	22.3%
	TOTAL USES	$ 302,771	$ 351,736	$ 286,597	$ 273,184	$ 78,552	22.3%

Activity Narrative: A forecasted decline in demand has led to decreased outputs for FY 2015. More realistic increases in demand and output are anticipated for FY 2016. Reduced demand along with the signing of a new three-year contract with funeral providers in September, 2014, will result in decreased expenditures of 18.5% for FY 2015 and 22.3% for FY 2016 compared to the FY 2015 Revised budget.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percentage of Estate Administration Cases Stabilized or Closed Within 18 Months of Referral	N/A	92.6%	96.5%	82.4%	(10.3%)	-11.1%
Percentage of Wards Whose Cases are Stabilized or Closed Within 18 Months of Referral	N/A	43.6%	27.4%	26.9%	(16.7%)	-38.3%
Percentage of Guardianship Referrals and Investigations in Which an Alternative to Guardianship by the Public Fiduciary was Determined	N/A	58.5%	49.2%	50.2%	(8.3%)	-14.2%
Percentage of Referrals and Investigations Completed Within 90 Days of Referral	N/A	83.0%	68.7%	71.9%	(11.1%)	-13.4%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of Estate Administration Cases Stabilized or Closed Within 18 Months of Referral	N/A	92.6%	96.5%	82.4%	(10.3%)	-11.1%
Output	Number of Estate Administration Cases Stabilized or Closed	N/A	298	170	170	(128)	-43.0%
Output	Average Number of Estate Administration Cases Open/Active Monthly	N/A	324	240	240	(84)	-25.9%
Demand	Number of Conservatorship and Probate Cases Referred for Administration	N/A	277	192	269	(8)	-2.9%
Expenditure Ratio	Expense Per Estate Administration Case Open/Active	N/A	$ 3,579.13	$ 4,529.05	$ 4,498.15	$ (919.02)	-25.7%
Revenue							
	100 - GENERAL	$ 1,155,842	$ 1,084,565	$ 1,193,500	$ 1,000,000	$ (84,565)	-7.8%
	TOTAL SOURCES	$ 1,155,842	$ 1,084,565	$ 1,193,500	$ 1,000,000	$ (84,565)	-7.8%
Expenditure							
	100 - GENERAL	$ 1,108,521	$ 1,159,638	$ 1,086,973	$ 1,079,555	$ 80,083	6.9%
	TOTAL USES	$ 1,108,521	$ 1,159,638	$ 1,086,973	$ 1,079,555	$ 80,083	6.9%

Activity Narrative: Demand for conservatorship and probate services has been less than budgeted in FY 2015. However, probate reform and subsequent mandates enacted in September, 2013, have increased the time it takes to prepare a Conservator's Account Report from two hours to as many as eight hours. Savings from elsewhere in the budget allowed the Public Fiduciary to add 2.0 FTE positions in February, 2015, to address the increased workload experienced in the Estate Administration Activity and the Guardianship Administration Activity. While department staffing has stabilized following FY 2014 market/merit increases, demand growth may reach a point at which increased workload can no longer be absorbed with existing resources. If that does occur, the department will work with Public Defense Services management and the Office of Management and Budget to identify solutions. Revenue is forecasted to peak at $1,193,500 in FY 2015 due to a one-time revenue review and true-up of approximately $160,000. The true-up may result in lower annual revenue for the next fiscal year or so.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of Wards Whose Cases are Stabilized or Closed Within 18 Months of Referral	N/A	43.6%	27.4%	26.9%	(16.7%)	-38.3%
Result	Percentage of Guardianship Referrals and Investigations in Which an Alternative to Guardianship by the Public Fiduciary was Determined	N/A	58.5%	49.2%	50.2%	(8.3%)	-14.2%
Result	Percentage of Referrals and Investigations Completed Within 90 Days of Referral	N/A	83.0%	68.4%	71.9%	(11.1%)	-13.4%
Output	Number of Guardianship Referrals and Investigations Completed	N/A	229	250	281	52	22.7%
Output	Number of Guardianship Administration Cases Stabilized or Closed During The Time Period	N/A	195	226	301	106	54.4%
Output	Average Number of Guardianship Administration Cases Open/Active Monthly	N/A	810	836	856	46	5.7%
Demand	Number of Guardianship Referrals and Investigations Requested	N/A	331	322	402	71	21.5%
Demand	Number of New Wards for Assigned Guardianship Administration	N/A	305	290	356	51	16.7%
Expenditure Ratio	Expense Per Guardianship Administration Case Open/Active	N/A	$ 1,418.88	$ 1,288.27	$ 1,435.73	$ (16.85)	-1.2%
Revenue							
	100 - GENERAL	$ 32,658	$ 65,435	$ -	$ -	$ (65,435)	-100.0%
	TOTAL SOURCES	$ 32,658	$ 65,435	$ -	$ -	$ (65,435)	-100.0%
Expenditure							
	100 - GENERAL	$ 1,059,760	$ 1,149,290	$ 1,076,996	$ 1,228,981	$ (79,691)	-6.9%
	TOTAL USES	$ 1,059,760	$ 1,149,290	$ 1,076,996	$ 1,228,981	$ (79,691)	-6.9%

Activity Narrative: Demand and output for Guardianship services has been increasing. FY 2014 and 2015 retention pay and market adjustment increases have resulted in a decline in average employee turnover from 11.9% in FY 2014 to 6.2% forecasted for FY 2015. However, the department has continued to struggle with an increasing workload, as shown by the decline in results from the FY 2015 Revised budget. The current staff-to-client ratio of between 1:60 and 1:77, compared with a fiduciary standard of 1:25. Savings from elsewhere in the budget allowed the Public Fiduciary to add 2.0 FTE positions in February, 2015, to address Estate Administration Activity and Guardianship Administration Activity workload. If growth reaches a point at which increased demand can no longer be absorbed with existing resources, the department will work with Public Defense Services management and the Office of Management and Budget to identify solutions.

Appropriated Budget Reconciliations

General Fund (100)

				Expenditures		Revenue
OPERATING						
FY 2015 Adopted Budget			**$**	**3,113,186**	**$**	**1,150,000**
Adjustments:	Agenda Item:					
Employee Salary Adjustments			**$**	**37,804**	**$**	**-**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*			*37,269*		*-*
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*			*535*		*-*
FY 2015 Revised Budget			**$**	**3,150,990**	**$**	**1,150,000**
Adjustments:	Agenda Item:					
Employee Salary Adjustments			**$**	**9,750**	**$**	**-**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*			*110*		*-*
FY 15 Q2 to Q4 Performance Based Retention Pay Plan				*9,640*		*-*
FY 2016 Baseline Budget			**$**	**3,160,740**	**$**	**1,150,000**
Adjustments:						
Employee Retirement and Benefits			**$**	**(1,950)**	**$**	**-**
Retirement Contributions				*(1,950)*		*-*
Base Adjustments			**$**	**1,950**	**$**	**-**
Other Base Adjustments				*(6,434)*		*-*
Increase Salary and Benefit Savings	*$*	*(5,434)*				
Decrease Vehicle Fuel		*(1,000)*				
Internal Service Charges				*8,384*		*-*
Increase Risk Management Charges	*$*	*8,384*				
Fees and Other Revenues			**$**	**-**	**$**	**(150,000)**
ProgRevenue Volume Inc/Dec				*-*		*(150,000)*
Decrease General Fund Revenue Due to One-Time True-Up of FY 2015 Revenue	*$*	*(150,000)*				
FY 2016 Tentative Budget			**$**	**3,160,740**	**$**	**1,000,000**
Percent Change from Baseline Amount				*0.0%*		*-13.0%*
Adjustments:						
Employee Retirement and Benefits			**$**	**40,608**	**$**	**-**
Employee Health/Dental Premiums				*40,608*		*-*
FY 2016 Adopted Budget			**$**	**3,201,348**	**$**	**1,000,000**
Percent Change from Baseline Amount				*1.3%*		*-13.0%*

Public Health

Analysis by Dreamlyn Johnson, Management and Budget Analyst

Summary

Mission

The mission of the Department of Public Health is to provide leadership, resources, and services to Maricopa County residents and visitors so they can enjoy protection and promotion of their health.

Vision

A healthy and safe community.

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 2015, the Department finalized the community health assessment that was required for accreditation. This report identifies needs that are filled or needed in the community and will be used as a roadmap to show return on the investment of public health expenditures. This study along with other analysis may be used by county management as a guide to make budget decisions and proper funding mechanisms.

Regional Services

By June 2018, obtain accreditation from the Public Health Accreditation Board.

Status: The Department completed the document review and submission process for public health accreditation in FY 2015. A site visit team was assigned by the Public Health Accreditation Board to review these documents and convene a site visit between April and May 2015. 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 60% completion and full completion is expected by 2018.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
PHPM - PUBLIC HEALTH PHARMACY	$ 21,649	$ 13,000	$ 13,000	$ 44,862	$ 13,000	$ -	0.0%
86CS - CLINIC SUPPORT SERVICES	$ 21,649	$ 13,000	$ 13,000	$ 44,862	$ 13,000	$ -	0.0%
CHCA - COMM HEALTH ASSESSMENT CENTER	$ -	$ -	$ -	$ -	$ 200,000	$ 200,000	N/A
EPIR - EPIDEMIOLOGICAL REPORTING	54,771	8,250	346,626	331,501	356,931	10,305	3.0%
SCII - SINGLE CASE INV INTERVENTIONS	17,000	-	644,297	525,106	392,574	(251,723)	-39.1%
86EG - EPI AND GEN DISEASE SURVEILL	$ 71,771	$ 8,250	$ 990,923	$ 856,607	$ 949,505	$ (41,418)	-4.2%
EMRT - PUB HLTH PREPAREDNESS RESPONSE	$ 3,565,850	$ 2,340,660	$ 1,804,402	$ 1,796,169	$ 1,613,775	$ (190,627)	-10.6%
86EM - PUB HLTH PREPAREDNESS RESPONSE	$ 3,565,850	$ 2,340,660	$ 1,804,402	$ 1,796,169	$ 1,613,775	$ (190,627)	-10.6%
CCHC - CHILD CARE HLTH CONSULTATIONS	$ 729,842	$ 1,058,547	$ 1,062,766	$ 1,012,501	$ 1,058,114	$ (4,652)	-0.4%
DTSL - DENTAL SEALANTS	1,036,533	1,636,039	1,570,442	1,532,926	1,501,780	(68,662)	-4.4%
FHPT - FAMILY HEALTH PARTNERSHIPS	275,537	272,727	272,727	377,227	576,039	303,312	111.2%
HEED - HEALTHY START	1,046,120	1,072,122	929,125	1,719,516	1,768,699	839,574	90.4%
LHZR - LEAD HAZARD REDUCTION	109,184	103,392	60,551	114,426	98,615	38,064	62.9%
NEWB - NEWBORN INTENSIVE CARE	359,943	406,957	406,116	368,530	437,201	31,085	7.7%
NFAM - NURSE-FAMILY PARTNERSHIPS	1,452,345	1,986,063	2,111,482	2,420,805	2,973,219	861,737	40.8%
TNPP - TEEN PREGNANCY PREVENTION	930,033	944,156	1,138,305	1,066,622	990,400	(147,905)	-13.0%
WWHC - WELL WOMAN HEALTHCHECK	418,907	-	-	-	-	-	N/A
86FH - FAMILY HEALTH	$ 6,358,444	$ 7,480,003	$ 7,551,514	$ 8,612,553	$ 9,404,067	$ 1,852,553	24.5%
HCHL - HEALTHCARE FOR THE HOMELESS	$ 2,347,741	$ 2,779,764	$ 2,702,380	$ 2,948,671	$ 2,821,345	$ 118,965	4.4%
86HI - HEALTHCARE FOR HOMELESS	$ 2,347,741	$ 2,779,764	$ 2,702,380	$ 2,948,671	$ 2,821,345	$ 118,965	4.4%
CCSS - CHILD PASSENGER SAFETY	$ 679,702	$ 884,130	$ 953,728	$ 1,000,866	$ 926,939	$ (26,789)	-2.8%
DTIN - DIETETIC INTERNSHIP	89,976	97,776	103,813	124,115	147,291	43,478	41.9%
PHPD - PUBLIC HEALTH POLICY DEVELOP	1,133,719	1,046,027	1,013,549	1,068,446	976,275	(37,274)	-3.7%
SCNT - NUTRITION ED AND OBESITY PREV	2,280,938	2,805,227	3,564,851	2,970,613	2,833,632	(731,219)	-20.5%
WICC - WOMEN INFANTS AND CHILDREN	9,039,481	9,831,854	9,670,996	9,751,286	9,391,615	(279,381)	-2.9%
86HL - PROMOTING HEALTHY LIFESTYLES	$ 13,223,816	$ 14,665,014	$ 15,306,937	$ 14,915,326	$ 14,275,752	$ (1,031,185)	-6.7%
HANS - HANSENS DISEASE TREATMENT	$ 32,960	$ 35,048	$ 23,877	$ 25,958	$ 34,954	$ 11,077	46.4%
HERF - PHYS HEALTH SCREENING REFUGEES	1,509,395	1,237,472	1,239,618	1,503,063	1,348,746	109,128	8.8%
HICT - HIV COUNSELING AND TESTING	754,393	-	-	-	-	-	N/A
HISV - HIV SURVEILLANCE AND INV	82,664	-	-	-	-	-	N/A
STEX - STD EXAMINATIONS AMD TREATMENT	372,426	1,030,433	1,032,464	1,058,539	1,027,185	(5,279)	-0.5%
STSV - STD CASE SURV INVESTIGATION	190,349	424,909	460,443	508,235	438,764	(21,679)	-4.7%
TBIN - TB SURVEILLANCE AMD INVEST	284,980	312,311	292,600	290,742	336,616	44,016	15.0%
TBTE - TB TESTING AMD TREATMENT	601,911	632,837	647,361	650,589	606,609	(40,752)	-6.3%
86ID - INFECTIOUS DISEASE CONTROL	$ 3,829,078	$ 3,673,010	$ 3,696,363	$ 4,037,126	$ 3,792,874	$ 96,511	2.6%
ADIM - ADULT IMMUN FOREIGN TRVL SVCS	$ 221,781	$ 259,874	$ 259,874	$ 188,718	$ -	$ (259,874)	-100.0%
CHIM - CHILDHOOD IMMUNIZATIONS	2,310,774	3,306,342	3,284,765	3,329,895	3,107,497	(177,268)	-5.4%
86IS - IMMUNIZATION SERVICES	$ 2,532,555	$ 3,566,216	$ 3,544,639	$ 3,518,613	$ 3,107,497	$ (437,142)	-12.3%
OPIP - PERFORMANCE IMPROVEMENT	$ 261,302	$ 390,996	$ 209,480	$ 376,665	$ 62,079	$ (147,401)	-70.4%
86PI - PERFORMANCE IMPROVEMENT	$ 261,302	$ 390,996	$ 209,480	$ 376,665	$ 62,079	$ (147,401)	-70.4%
DTIS - RYAN WHITE DENTAL INSURANCE	$ 904,689	$ 892,688	$ 1,406,803	$ 1,320,539	$ 1,358,437	$ (48,366)	-3.4%
86RW - RYAN WHITE PART A SERVICES	$ 904,689	$ 892,688	$ 1,406,803	$ 1,320,539	$ 1,358,437	$ (48,366)	-3.4%
SFAZ - SMOKE FREE ARIZONA INSPECTIONS	$ 550,299	$ 786,620	$ 787,990	$ 784,741	$ 781,051	$ (6,939)	-0.9%
TUPV - TOBACCO USE PREVENTION	2,427,002	1,804,998	2,088,346	2,558,314	2,598,201	509,855	24.4%
TUTR - TOB USE PREV TRNG DENTAL PROS	(4,671)	57,788	77,106	77,705	76,868	(238)	-0.3%
86TP - TOBACCO USE PREVENTION	$ 2,972,630	$ 2,649,406	$ 2,953,442	$ 3,420,760	$ 3,456,120	$ 502,678	17.0%
BDCT - BIRTH AND DEATH CERTIFICATES	$ 3,264,136	$ 3,661,215	$ 3,998,715	$ 4,165,689	$ 4,700,000	$ 701,285	17.5%
86VR - VITAL REGISTRATION	$ 3,264,136	$ 3,661,215	$ 3,998,715	$ 4,165,689	$ 4,700,000	$ 701,285	17.5%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 4,645,711	$ -	$ -	$ -	$ -	$ -	N/A
POOL - POOLED COSTS	-	4,697,966	4,718,306	5,001,560	5,175,073	456,767	9.7%
99AS - INDIRECT SUPPORT	$ 4,645,711	$ 4,697,966	$ 4,718,306	$ 5,001,560	$ 5,175,073	$ 456,767	9.7%
GGOV - GENERAL GOVERNMENT	$ 4,821,353	$ 50,000	$ 50,000	$ 30,585	$ 30,000	$ (20,000)	-40.0%
99GV - GENERAL OVERHEAD	$ 4,821,353	$ 50,000	$ 50,000	$ 30,585	$ 30,000	$ (20,000)	-40.0%
TOTAL PROGRAMS	**$ 48,820,725**	**$ 46,868,188**	**$ 48,946,904**	**$ 51,045,725**	**$ 50,759,524**	**$ 1,812,620**	**3.7%**

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
USES							
BHCC - BEHAV HEALTH CARE CONTINUITY	$ -	$ -	$ -	$ -	$ 89,529	$ (89,529)	N/A
86BH - BEHAV HEALTH CARE CONTINUITY	$ -	$ -	$ -	$ -	$ 89,529	$ (89,529)	N/A
MDRC - MEDICAL RECORDS	$ 240,292	$ 241,361	$ 244,779	$ 224,655	$ 247,718	$ (2,939)	-1.2%
PHLB - PUBLIC HEALTH LABORATORY	664,899	613,828	660,474	521,702	583,972	76,502	11.6%
PHPM - PUBLIC HEALTH PHARMACY	393,467	383,237	397,561	397,495	398,430	(869)	-0.2%
86CS - CLINIC SUPPORT SERVICES	$ 1,298,658	$ 1,238,426	$ 1,302,814	$ 1,143,852	$ 1,230,120	$ 72,694	5.6%
CHCA - COMM HEALTH ASSESSMENT CENTER	$ -	$ -	$ -	$ -	$ 201,128	$ (201,128)	N/A
EPIR - EPIDEMIOLOGICAL REPORTING	1,242,807	1,080,830	1,446,593	1,461,053	1,505,161	(58,568)	-4.0%
SCII - SINGLE CASE INV INTERVENTIONS	1,140,617	1,500,249	2,354,942	2,033,121	2,086,982	267,960	11.4%
86EG - EPI AND GEN DISEASE SURVEILL	$ 2,383,424	$ 2,581,079	$ 3,801,535	$ 3,494,174	$ 3,793,271	$ 8,264	0.2%
EMRT - PUB HLTH PREPAREDNESS RESPONSE	$ 2,581,213	$ 2,340,660	$ 1,804,402	$ 1,796,169	$ 1,631,823	$ 172,579	9.6%
86EM - PUB HLTH PREPAREDNESS RESPONSE	$ 2,581,213	$ 2,340,660	$ 1,804,402	$ 1,796,169	$ 1,631,823	$ 172,579	9.6%
CCHC - CHILD CARE HLTH CONSULTATIONS	$ 948,408	$ 1,058,547	$ 1,062,766	$ 1,012,501	$ 1,070,522	$ (7,756)	-0.7%
DTSL - DENTAL SEALANTS	1,398,126	1,736,405	1,668,597	1,619,298	1,598,683	69,914	4.2%
FHPT - FAMILY HEALTH PARTNERSHIPS	931,500	934,846	932,436	1,054,184	1,272,513	(340,077)	-36.5%
HEED - HEALTHY START	989,666	1,072,122	929,125	1,719,516	1,791,823	(862,698)	-92.9%
LHZR - LEAD HAZARD REDUCTION	119,000	103,392	60,551	114,426	99,743	(39,192)	-64.7%
NEWB - NEWBORN INTENSIVE CARE	378,878	406,957	406,116	368,530	442,841	(36,725)	-9.0%
NFAM - NURSE-FAMILY PARTNERSHIPS	1,809,607	1,986,063	2,111,482	2,420,805	2,995,215	(883,733)	-41.9%
TNPP - TEEN PREGNANCY PREVENTION	920,819	944,156	1,138,305	1,066,622	1,001,680	136,625	12.0%
WWHC - WELL WOMAN HEALTHCHECK	315,832	-	-	-	-	-	N/A
86FH - FAMILY HEALTH	$ 7,811,836	$ 8,242,488	$ 8,309,378	$ 9,375,882	$ 10,273,020	$ (1,963,642)	-23.6%
HCHL - HEALTHCARE FOR THE HOMELESS	$ 2,466,301	$ 2,779,764	$ 2,702,380	$ 2,948,671	$ 2,851,801	$ (149,421)	-5.5%
86HI - HEALTHCARE FOR HOMELESS	$ 2,466,301	$ 2,779,764	$ 2,702,380	$ 2,948,671	$ 2,851,801	$ (149,421)	-5.5%
CCSS - CHILD PASSENGER SAFETY	$ 1,039,102	$ 1,003,594	$ 1,074,717	$ 1,127,772	$ 1,063,659	$ 11,058	1.0%
DTIN - DIETETIC INTERNSHIP	79,665	97,776	103,813	120,508	148,419	(44,606)	-43.0%
PHPD - PUBLIC HEALTH POLICY DEVELOP	1,721,236	1,610,187	1,695,917	1,541,141	1,590,506	105,411	6.2%
SCNT - NUTRITION ED AND OBESITY PREV	2,439,695	3,105,471	3,863,345	3,240,821	3,137,848	725,497	18.8%
WICC - WOMEN INFANTS AND CHILDREN	9,375,856	9,831,854	9,670,996	9,751,286	9,573,223	97,773	1.0%
86HL - PROMOTING HEALTHY LIFESTYLES	$ 14,655,554	$ 15,648,882	$ 16,408,788	$ 15,781,528	$ 15,513,655	$ 895,133	5.5%
HANS - HANSENS DISEASE TREATMENT	$ 58,687	$ 35,048	$ 23,877	$ 25,958	$ 34,954	$ (11,077)	-46.4%
HERF - PHYS HEALTH SCREENING REFUGEES	1,440,808	1,349,280	1,353,632	1,584,915	1,475,054	(121,422)	-9.0%
HICT - HIV COUNSELING AND TESTING	724,787	-	-	-	-	-	N/A
HISV - HIV SURVEILLANCE AND INV	101,236	-	-	-	-	-	N/A
STEX - STD EXAMINATIONS AMD TREATMENT	1,498,374	2,191,796	2,224,141	2,243,860	2,206,026	18,115	0.8%
STSV - STD CASE SURV INVESTIGATION	1,204,949	1,211,240	1,285,851	1,281,373	1,273,261	12,590	1.0%
TBIN - TB SURVEILLANCE AMD INVEST	598,678	637,361	607,938	604,185	675,529	(67,591)	-11.1%
TBTE - TB TESTING AMD TREATMENT	2,109,973	2,046,932	2,076,374	2,260,494	2,053,428	22,946	1.1%
86ID - INFECTIOUS DISEASE CONTROL	$ 7,737,492	$ 7,471,657	$ 7,571,813	$ 8,000,785	$ 7,718,252	$ (146,439)	-1.9%
ADIM - ADULT IMMUN FOREIGN TRVL SVCS	$ 230,849	$ 259,328	$ 259,874	$ 246,923	$ -	$ 259,874	100.0%
CHIM - CHILDHOOD IMMUNIZATIONS	3,318,912	4,219,172	4,205,738	4,058,569	4,035,456	170,282	4.0%
IMED - IMMUNIZATION EDUCATION	67,443	83,533	85,254	83,063	87,797	(2,543)	-3.0%
86IS - IMMUNIZATION SERVICES	$ 3,617,204	$ 4,562,033	$ 4,550,866	$ 4,388,555	$ 4,123,253	$ 427,613	9.4%
OPIP - PERFORMANCE IMPROVEMENT	$ 355,384	$ 390,996	$ 311,504	$ 421,243	$ 162,847	$ 148,657	47.7%
86PI - PERFORMANCE IMPROVEMENT	$ 355,384	$ 390,996	$ 311,504	$ 421,243	$ 162,847	$ 148,657	47.7%
DTIS - RYAN WHITE DENTAL INSURANCE	$ 933,959	$ 892,688	$ 1,406,803	$ 1,320,539	$ 1,359,565	$ 47,238	3.4%
86RW - RYAN WHITE PART A SERVICES	$ 933,959	$ 892,688	$ 1,406,803	$ 1,320,539	$ 1,359,565	$ 47,238	3.4%
SFAZ - SMOKE FREE ARIZONA INSPECTIONS	$ 619,383	$ 786,620	$ 787,990	$ 784,741	$ 793,459	$ (5,469)	-0.7%
TUPV - TOBACCO USE PREVENTION	2,315,906	1,804,998	2,088,346	2,558,314	2,620,761	(532,415)	-25.5%
TUTR - TOB USE PREV TRNG DENTAL PROS	59,680	57,788	77,106	77,705	77,996	(890)	-1.2%
86TP - TOBACCO USE PREVENTION	$ 2,994,969	$ 2,649,406	$ 2,953,442	$ 3,420,760	$ 3,492,216	$ (538,774)	-18.2%
BDCT - BIRTH AND DEATH CERTIFICATES	$ 3,322,046	$ 3,676,259	$ 4,398,715	$ 4,022,418	$ 4,756,400	$ (357,685)	-8.1%
86VR - VITAL REGISTRATION	$ 3,322,046	$ 3,676,259	$ 4,398,715	$ 4,022,418	$ 4,756,400	$ (357,685)	-8.1%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 3,216,042	$ 118,458	$ 87,573	$ 94,069	$ 99,467	$ (11,894)	-13.6%
FACI - FACILITIES MANAGEMENT	-	90,125	66,606	64,979	66,104	502	0.8%
HRAC - HUMAN RESOURCES	84,027	99,178	74,926	66,803	69,677	5,249	7.0%
ODIR - EXECUTIVE MANAGEMENT	280,302	(150,178)	30,414	27,328	32,533	(2,119)	-7.0%
POOL - POOLED COSTS	-	2,834,223	2,854,563	3,178,844	2,487,836	366,727	12.8%
PROC - PROCUREMENT	77,795	81,919	61,726	83,935	70,231	(8,505)	-13.8%
SPPT - OPERATIONS SUPPORT	-	90,243	69,691	92,935	102,929	(33,238)	-47.7%
99AS - INDIRECT SUPPORT	$ 3,658,166	$ 3,163,968	$ 3,245,499	$ 3,608,893	$ 2,928,777	$ 316,722	9.8%
CSCA - CENTRAL SERVICE COST ALLOC	$ 1,541,552	$ 1,856,340	$ 1,856,340	$ 1,856,343	$ 2,111,477	$ (255,137)	-13.7%
GGOV - GENERAL GOVERNMENT	3,368	50,000	50,000	24,334	30,000	20,000	40.0%
INFR - INFRASTRUCTURE	-	133,243	97,902	105,643	105,144	(7,242)	-7.4%
ISFC - INTERNAL SERVICE FUND CHARGES	191,181	-	-	-	-	-	N/A
MPOS - ELECTED OR STATUTORY OFFICIALS	-	244,137	260,217	257,802	261,229	(1,012)	-0.4%
RISK - RISK PREMIUMS	-	84,633	62,185	62,182	44,435	17,750	28.5%
99GV - GENERAL OVERHEAD	$ 1,736,101	$ 2,368,353	$ 2,326,644	$ 2,306,304	$ 2,552,285	$ (225,641)	-9.7%
TSPT - TECHNOLOGY SUPPORT	$ 65,308	$ 225,986	$ 133,018	$ 101,691	$ 126,891	$ 6,127	4.6%
99IT - INFORMATION TECHNOLOGY	$ 65,308	$ 225,986	$ 133,018	$ 101,691	$ 126,891	$ 6,127	4.6%
TOTAL PROGRAMS	**$ 55,617,615**	**$ 58,232,645**	**$ 61,227,601**	**$ 62,131,464**	**$ 62,603,705**	**$ (1,376,104)**	**-2.2%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 43,613,002	$ 40,715,942	$ 42,303,916	$ 44,070,270	$ 43,671,225	$ 1,367,309	3.2%
SUBTOTAL	$ 43,613,002	$ 40,715,942	$ 42,303,916	$ 44,070,270	$ 43,671,225	$ 1,367,309	3.2%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 3,252,272	$ 3,648,707	$ 4,256,207	$ 4,343,189	$ 4,887,492	$ 631,285	14.8%
0638 - PATIENT SERVICES REVENUE	1,878,129	2,250,539	2,226,281	2,490,781	1,990,807	(235,474)	-10.6%
SUBTOTAL	$ 5,130,401	$ 5,899,246	$ 6,482,488	$ 6,833,970	$ 6,878,299	$ 395,811	6.1%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 3,169	$ 50,000	$ 50,000	$ 30,585	$ 30,000	$ (20,000)	-40.0%
0650 - MISCELLANEOUS REVENUE	44,173	173,000	80,500	80,900	150,000	69,500	86.3%
SUBTOTAL	$ 47,342	$ 223,000	$ 130,500	$ 111,485	$ 180,000	$ 49,500	37.9%
ALL REVENUES	$ 48,790,745	$ 46,838,188	$ 48,916,904	$ 51,015,725	$ 50,729,524	$ 1,812,620	3.7%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 29,980	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ -	0.0%
ALL OTHER FINANCING SOURCES	$ 29,980	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ -	0.0%
TOTAL SOURCES	$ 48,820,725	$ 46,868,188	$ 48,946,904	$ 51,045,725	$ 50,759,524	$ 1,812,620	3.7%

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 25,217,464	$ 28,768,116	$ 29,277,866	$ 28,254,487	$ 30,223,142	$ (945,276)	-3.2%
0705 - TEMPORARY PAY	96,319	817,096	782,021	646,480	573,046	208,975	26.7%
0710 - OVERTIME	128,199	59,232	70,722	156,734	71,340	(618)	-0.9%
0750 - FRINGE BENEFITS	9,981,900	11,229,283	11,226,176	10,969,043	12,482,041	(1,255,865)	-11.2%
0790 - OTHER PERSONNEL SERVICES	32,141	41,805	41,805	29,413	26,806	14,999	35.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(8,129,914)	(7,717,936)	(7,869,194)	(8,141,957)	(8,207,916)	338,722	4.3%
0796 - PERSONNEL SERVICES ALLOC-IN	8,609,122	8,532,870	8,721,271	9,033,108	8,937,257	(215,986)	-2.5%
SUBTOTAL	$ 35,935,231	$ 41,730,466	$ 42,250,667	$ 40,947,308	$ 44,105,716	$ (1,855,049)	-4.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,435,478	$ 1,602,377	$ 2,488,185	$ 2,434,690	$ 1,354,332	$ 1,133,853	45.6%
0802 - MEDICAL SUPPLIES	2,857,606	2,764,510	2,798,003	3,004,617	2,438,461	359,542	12.8%
0803 - FUEL	18,289	30,053	28,362	24,036	31,341	(2,979)	-10.5%
0804 - NON-CAPITAL EQUIPMENT	250,844	30,240	128,623	277,154	122,900	5,723	4.4%
0805 - SUPPLIES-ALLOCATION OUT	(2,310,471)	(2,070,580)	(2,060,553)	(2,128,723)	(1,869,956)	(190,597)	-9.2%
0806 - SUPPLIES-ALLOCATION IN	2,231,673	2,013,538	2,012,544	2,193,508	1,879,036	133,508	6.6%
SUBTOTAL	$ 4,483,419	$ 4,370,138	$ 5,395,164	$ 5,805,282	$ 3,956,114	$ 1,439,050	26.7%
SERVICES							
0810 - LEGAL SERVICES	$ 2,352	$ 100	$ 100	$ 1,329	$ 100	$ -	0.0%
0811 - HEALTH CARE SERVICES	2,526,920	1,593,540	1,565,408	1,890,981	1,711,024	(145,616)	-9.3%
0812 - OTHER SERVICES	6,413,206	4,006,222	5,496,010	6,779,371	6,023,553	(527,543)	-9.6%
0820 - RENT & OPERATING LEASES	2,108,001	2,143,576	2,139,446	2,117,261	2,044,501	94,945	4.4%
0825 - REPAIRS AND MAINTENANCE	155,070	276,994	276,994	493,177	387,751	(110,757)	-40.0%
0830 - INTERGOVERNMENTAL PAYMENTS	436	-	-	695	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	2,727,892	2,912,290	2,963,226	2,950,031	3,099,556	(136,330)	-4.6%
0841 - TRAVEL	461,639	475,267	471,555	474,822	437,674	33,881	7.2%
0842 - EDUCATION AND TRAINING	220,842	206,823	228,039	220,756	286,327	(58,288)	-25.6%
0843 - POSTAGE/FREIGHT/SHIPPING	67,896	68,379	66,979	68,977	76,350	(9,371)	-14.0%
0845 - SUPPORT AND CARE OF PERSONS	-	-	-	-	10,000	(10,000)	N/A
0850 - UTILITIES	315,677	344,230	345,750	319,645	328,010	17,740	5.1%
0872 - SERVICES-ALLOCATION OUT	(1,321,965)	(1,220,076)	(1,295,189)	(1,284,021)	(1,296,028)	839	0.1%
0873 - SERVICES-ALLOCATION IN	1,344,748	1,280,546	1,264,302	1,267,820	1,373,572	(109,270)	-8.6%
SUBTOTAL	$ 15,022,714	$ 12,087,891	$ 13,522,620	$ 15,300,844	$ 14,482,390	$ (959,770)	-7.1%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 98,338	$ 14,150	$ 29,150	$ 48,030	$ 10,000	$ 19,150	65.7%
0930 - VEHICLES & CONSTRUCTION EQUIP	47,183	-	-	-	19,485	(19,485)	N/A
SUBTOTAL	$ 145,521	$ 14,150	$ 29,150	$ 48,030	$ 29,485	$ (335)	-1.1%
ALL EXPENDITURES	$ 55,586,885	$ 58,202,645	$ 61,197,601	$ 62,101,464	$ 62,573,705	$ (1,376,104)	-2.2%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 30,730	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ -	0.0%
ALL OTHER FINANCING USES	$ 30,730	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ -	0.0%
TOTAL USES	$ 55,617,615	$ 58,232,645	$ 61,227,601	$ 62,131,464	$ 62,603,705	$ (1,376,104)	-2.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
532 PUBLIC HEALTH GRANTS							
OPERATING	$ 43,829,023	$ 41,308,942	$ 42,780,158	$ 44,553,075	$ 44,121,225	$ 1,341,067	3.1%
FUND TOTAL SOURCES	$ 43,829,023	$ 41,308,942	$ 42,780,158	$ 44,553,075	$ 44,121,225	$ 1,341,067	3.1%
265 PUBLIC HEALTH FEES							
OPERATING	$ 4,991,702	$ 5,559,246	$ 6,166,746	$ 6,492,650	$ 6,638,299	$ 471,553	7.6%
FUND TOTAL SOURCES	$ 4,991,702	$ 5,559,246	$ 6,166,746	$ 6,492,650	$ 6,638,299	$ 471,553	7.6%
DEPARTMENT OPERATING TOTAL SOURCES	$ 48,820,725	$ 46,868,188	$ 48,946,904	$ 51,045,725	$ 50,759,524	$ 1,812,620	3.7%
DEPARTMENT TOTAL SOURCES	$ 48,820,725	$ 46,868,188	$ 48,946,904	$ 51,045,725	$ 50,759,524	$ 1,812,620	3.7%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 11,124,410	$ 11,364,457	$ 11,880,697	$ 11,497,877	$ 11,844,181	$ 36,516	0.3%
FUND TOTAL USES	$ 11,124,410	$ 11,364,457	$ 11,880,697	$ 11,497,877	$ 11,844,181	$ 36,516	0.3%
532 PUBLIC HEALTH GRANTS							
OPERATING	$ 39,573,960	$ 41,308,942	$ 42,780,158	$ 44,553,075	$ 44,121,225	$ (1,341,067)	-3.1%
FUND TOTAL USES	$ 39,573,960	$ 41,308,942	$ 42,780,158	$ 44,553,075	$ 44,121,225	$ (1,341,067)	-3.1%
265 PUBLIC HEALTH FEES							
OPERATING	$ 4,826,391	$ 5,559,246	$ 6,166,746	$ 5,681,452	$ 6,638,299	$ (471,553)	-7.6%
NON RECURRING NON PROJECT	92,854	-	400,000	399,060	-	400,000	100.0%
FUND TOTAL USES	$ 4,919,245	$ 5,559,246	$ 6,566,746	$ 6,080,512	$ 6,638,299	$ (71,553)	-1.1%
DEPARTMENT OPERATING TOTAL USES	$ 55,524,761	$ 58,232,645	$ 60,827,601	$ 61,732,404	$ 62,603,705	$ (1,776,104)	-2.9%
DEPARTMENT NON RECURRING TOTAL USES	$ 92,854	$ -	$ 400,000	$ 399,060	$ -	$ 400,000	100.0%
DEPARTMENT TOTAL USES	$ 55,617,615	$ 58,232,645	$ 61,227,601	$ 62,131,464	$ 62,603,705	$ (1,376,104)	-2.2%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 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	4.50	4.50	4.50	4.50	4.50	-	0.0%
PROGRAM TOTAL	16.75	16.75	16.75	16.75	16.75	-	0.0%
EPI AND GEN DISEASE SURVEILL							
COMM HEALTH ASSESSMENT CENTER	-	-	.00	-	1.00	1.00	N/A
EPIDEMIOLOGICAL REPORTING	6.50	8.50	13.50	13.50	13.50	-	0.0%
SINGLE CASE INV INTERVENTIONS	16.00	16.50	23.50	23.50	23.50	-	0.0%
PROGRAM TOTAL	22.50	25.00	37.00	37.00	38.00	1.00	2.7%
FAMILY HEALTH							
CHILD CARE HLTH CONSULTATIONS	11.80	10.00	10.50	10.50	10.50	-	0.0%
DENTAL SEALANTS	8.35	10.35	10.00	10.00	10.00	-	0.0%
FAMILY HEALTH PARTNERSHIPS	10.75	10.00	9.00	10.00	12.00	3.00	33.3%
HEALTHY START	15.00	17.00	20.50	20.50	20.50	-	0.0%
LEAD HAZARD REDUCTION	1.00	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	11.00	16.00	19.50	19.50	19.50	-	0.0%
TEEN PREGNANCY PREVENTION	8.35	9.25	9.00	9.00	10.00	1.00	11.1%
WELL WOMAN HEALTHCHECK	5.00	-	.00	-	-	-	N/A
PROGRAM TOTAL	75.65	78.00	83.90	84.90	87.90	4.00	4.8%
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	-	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	-	1.00	1.00	1.00	1.00	-	0.0%
HEALTHCARE FOR HOMELESS							
HEALTHCARE FOR THE HOMELESS	27.10	28.10	26.10	26.10	26.10	-	0.0%
PROGRAM TOTAL	27.10	28.10	26.10	26.10	26.10	-	0.0%
IMMUNIZATION SERVICES							
ADULT IMMUN FOREIGN TRVL SVCS	2.00	2.00	2.00	2.00	-	(2.00)	(100.0%)
CHILDHOOD IMMUNIZATIONS	28.00	29.00	29.00	29.00	30.00	1.00	3.4%
IMMUNIZATION EDUCATION	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	31.00	32.00	32.00	32.00	31.00	(1.00)	(3.1%)
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	6.00	6.00	6.00	6.00	6.00	-	0.0%
EXECUTIVE MANAGEMENT	9.00	1.00	1.00	1.00	1.00	-	0.0%
FACILITIES MANAGEMENT	-	2.00	2.00	2.00	2.00	-	0.0%
HUMAN RESOURCES	6.00	6.00	6.00	6.00	6.00	-	0.0%
OPERATIONS SUPPORT	-	4.00	6.00	6.00	7.00	1.00	16.7%
PROCUREMENT	6.00	6.00	6.00	6.00	6.00	-	0.0%
PROGRAM TOTAL	27.00	25.00	27.00	27.00	28.00	1.00	3.7%
INFECTIOUS DISEASE CONTROL							
HIV COUNSELING AND TESTING	10.25	-	.00	-	-	-	N/A
HIV SURVEILLANCE AND INV	2.75	-	.00	-	-	-	N/A
PHYS HEALTH SCREENING REFUGEES	11.50	11.50	11.50	11.50	11.50	-	0.0%
STD CASE SURV INVESTIGATION	20.00	22.75	22.75	22.75	22.75	-	0.0%
STD EXAMINATIONS AMD TREATMENT	14.00	24.25	23.25	23.25	23.25	-	0.0%
TB SURVEILLANCE AMD INVEST	6.50	7.50	7.50	7.50	7.50	-	0.0%
TB TESTING AMD TREATMENT	22.50	22.50	22.50	22.50	22.50	-	0.0%
PROGRAM TOTAL	87.50	88.50	87.50	87.50	87.50	-	0.0%
PERFORMANCE IMPROVEMENT							
PERFORMANCE IMPROVEMENT	3.00	4.00	5.00	5.00	4.00	(1.00)	(20.0%)
PROGRAM TOTAL	3.00	4.00	5.00	5.00	4.00	(1.00)	(20.0%)
PROMOTING HEALTHY LIFESTYLES							
CHILD PASSENGER SAFETY	12.50	15.00	13.00	13.00	14.00	1.00	7.7%
DIETETIC INTERNSHIP	1.00	1.00	1.00	1.00	1.00	-	0.0%
NUTRITION ED AND OBESITY PREV	18.75	19.75	22.75	22.75	22.75	-	0.0%
PUBLIC HEALTH POLICY DEVELOP	15.00	15.00	17.00	17.00	15.00	(2.00)	(11.8%)
WOMEN INFANTS AND CHILDREN	166.55	169.30	160.50	160.50	160.50	-	0.0%
PROGRAM TOTAL	213.80	220.05	214.25	214.25	213.25	(1.00)	(0.5%)
PUB HLTH PREPAREDNESS RESPONSE							
PUB HLTH PREPAREDNESS RESPONSE	25.00	27.00	15.50	15.50	15.50	-	0.0%
PROGRAM TOTAL	25.00	27.00	15.50	15.50	15.50	-	0.0%
RYAN WHITE PART A SERVICES							
RYAN WHITE DENTAL INSURANCE	2.00	2.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	2.00	2.00	1.00	1.00	1.00	-	0.0%
TOBACCO USE PREVENTION							
SMOKE FREE ARIZONA INSPECTIONS	10.00	10.00	11.00	11.00	11.00	-	0.0%
TOB USE PREV TRNG DENTAL PROS	.65	.65	1.00	1.00	1.00	-	0.0%
TOBACCO USE PREVENTION	19.00	19.00	20.00	20.00	20.00	-	0.0%
PROGRAM TOTAL	29.65	29.65	32.00	32.00	32.00	-	0.0%
VITAL REGISTRATION							
BIRTH AND DEATH CERTIFICATES	52.00	48.00	52.00	52.00	51.00	(1.00)	(1.9%)
PROGRAM TOTAL	52.00	48.00	52.00	52.00	51.00	(1.00)	(1.9%)
DEPARTMENT TOTAL	612.95	625.05	631.00	632.00	633.00	2.00	0.3%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	9.00	8.00	10.00	10.00	10.00	-	0.0%
Accounting Specialist	6.00	6.50	6.00	6.00	6.00	-	0.0%
Admin/Operations Specialist	16.00	13.00	13.00	12.00	13.00	-	0.0%
Administrative Manager	2.00	2.00	1.00	1.00	2.00	1.00	100.0%
Administrative Staff Supv	14.00	11.00	10.00	10.00	10.00	-	0.0%
Administrative Supervisor	23.00	23.00	18.00	18.00	17.00	(1.00)	(5.6%)
Communicatn Ofcr/Govt Liaison	4.00	3.00	4.00	4.00	4.00	-	0.0%
Communicatn Officer Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Counselor	1.00	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	25.60	37.35	34.35	34.35	34.35	-	0.0%
Dietitian/Nutritionist Princpl	-	1.00	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	4.00	3.00	3.00	3.00	-	0.0%
Epidemiologist	18.50	15.00	13.00	13.00	14.00	1.00	7.7%
Epidemiologist Principal	1.00	1.00	1.00	1.00	1.00	-	0.0%
Epidemiologist Senior	-	1.00	6.00	6.00	5.00	(1.00)	(16.7%)
Epidemiology Analyst	-	3.00	4.00	4.00	4.00	-	0.0%
Epidemiology Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Epidemiology Supervisor	1.00	3.00	2.00	2.00	2.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager - Large	1.00	1.00	1.00	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	40.35	47.75	44.00	44.00	46.00	2.00	4.5%
Health Educator Supervisor	9.00	10.00	10.00	10.00	12.00	2.00	20.0%
Health Services Aide	109.80	106.80	104.00	104.00	104.00	-	0.0%
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Associate	1.00	1.00	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	31.00	28.00	28.00	28.00	-	0.0%
Infection Control Supervisor	-	-	4.00	4.00	6.00	2.00	50.0%
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	10.00	13.00	11.00	11.00	11.00	-	0.0%
Management Analyst	7.00	11.00	13.00	13.00	13.00	-	0.0%
Media Specialist	3.00	3.00	2.00	2.00	2.00	-	0.0%
Medical Assistant	7.00	8.00	10.00	10.00	10.00	-	0.0%
Medical Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Medical Records Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Nurse - Public Health	49.60	50.80	54.30	54.30	52.30	(2.00)	(3.7%)
Nurse Practitioner	9.00	9.00	-	-	-	-	N/A
Nurse Practitioner - Public Health	-	-	4.00	4.00	5.00	1.00	25.0%
Nursing Administrator	2.00	2.00	-	-	-	-	N/A
Nursing Manager	10.00	11.00	2.00	2.00	2.00	-	0.0%
Nursing Supervisor - Public Health	-	-	11.00	11.00	11.00	-	0.0%
Office Assistant	34.60	33.60	29.60	29.60	28.60	(1.00)	(3.4%)
Office Assistant Specialized	70.25	55.00	25.00	26.00	55.00	30.00	120.0%
Operations/Program Manager	1.00	1.00	2.00	2.00	2.00	-	0.0%
Operations/Program Supervisor	16.00	15.00	15.00	15.00	14.00	(1.00)	(6.7%)
Pharmacist	3.00	2.00	2.00	2.00	2.00	-	0.0%
Pharmacy Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Physician	-	1.00	1.00	1.00	1.00	-	0.0%
Physician Assistant - Public Health	-	-	5.50	5.50	5.50	-	0.0%
Procurement Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Program Coordinator	16.00	15.00	22.00	23.00	22.00	-	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	1.00	-	0.0%
Public Health Program Admin	3.00	3.00	4.00	4.00	4.00	-	0.0%
Radiologic Technologist	1.00	2.00	2.00	2.00	2.00	-	0.0%
Social Worker	11.00	12.00	12.00	12.00	12.00	-	0.0%
Social Worker Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Special Projects Manager	3.00	2.00	3.00	3.00	3.00	-	0.0%
Trades Generalist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trainer	1.00	5.00	5.00	5.00	5.00	-	0.0%
Training Officer	1.00	2.00	3.00	3.00	2.00	(1.00)	(33.3%)
Vital Records Manager	-	-	1.00	1.00	1.00	-	0.0%
Vital Records Managing Supv	-	-	3.00	2.00	2.00	(1.00)	(33.3%)
Vital Records Specialist	-	-	28.00	29.00	-	(28.00)	(100.0%)
Vital Records Supervisor	-	-	3.00	3.00	2.00	(1.00)	(33.3%)
Warehouse/Inventory Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**612.95**	**625.05**	**631.00**	**632.00**	**633.00**	**2.00**	**0.3%**

Staffing by Fund

DEPARTMENT/FUND		FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
100	GENERAL	134.75	137.25	143.25	143.25	145.25	2.00	1.4%
265	PUBLIC HEALTH FEES	63.00	59.00	62.00	62.00	60.00	(2.00)	(3.2%)
532	PUBLIC HEALTH GRANTS	415.20	428.80	425.75	426.75	427.75	2.00	0.5%
Department Total		**612.95**	**625.05**	**631.00**	**632.00**	**633.00**	**2.00**	**0.3%**

Significant Variance Analysis

The Department has increased their staff by a net of 2.0 FTE positions to meet changing needs. In order to remain within the appropriation, a number of position inactivations and creations occurred in the Public Health Fee Fund as the Office of Vital Registration restructured due to the closure of the State Office of Vital Registration.

General Adjustments:

Personnel: FY 2016 personnel expenditures increased due to the annualization of County performance pay and market study adjustments in FY15.

Base Adjustments:

General Fund (100)

- Decrease Regular Benefits by $8,451 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by $125,287 for the impact of the changes in risk management charges.
- Increase Regular Benefits by $145,512 for the impact of the changes in health and dental premium rates.
- Increase Personal Services Allocation in by $43,244 for an increase in Office of Enterprise Technology (OET) support.
- Increase Other Supplies and Services by $10,243 for the net increase to the department.
- Decrease Personnel Savings by $120,907 based on FY 2015 Forecast.

Public Health Fee Fund (265)

- Decrease Regular Benefits by $2,546 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by $12,774 for the increase in Central Service Cost Allocation charges.
- Decrease in Personal Services by $53,972 for the increase in salary and benefit savings.
- Decrease revenues by $317,358 and expenditures by $273,614 to reflect an expected decline in volume for FY 2016.

Public Health Grant Fund (532)

- Decrease Regular Benefits by $19,272 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by $242,363 for the increase in Central Service Cost Allocation charges.
- Increase revenues by $1,346,067 and expenditures by $1,122,976 to reflect an expected increase in grant awards for FY 2016.

Programs and Activities

Behavioral Health Care Continuity Program

The purpose of the Behavioral Health Care Continuity Program is to provide pharmaceutical and other referrals to community members with behavioral health problems who have recently been released from incarceration so they can have timely access to medications and other basic services, and avoid recidivism.

Program Results

Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of community members picking up medications who return to incarceration within 60 days	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of community members not picking up medications who return to incarceration within 60 days	N/A	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Behavioral Health Care Continuity

Behavioral Health Care Continuity Activity

The purpose of the Behavioral Health Care Continuity Activity is to provide pharmaceutical and other referrals to community members with behavioral health problems who have recently been released from incarceration so they can have timely access to medications and other basic services, and avoid recidivism.

Mandates: Discretionary services.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of community members picking up medications who return to incarceration within 60 days	N/A	N/A	N/A	100.0%	N/A	N/A
Result	Percent of community members not picking up medications who return to incarceration within 60 days	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of community members with behavioral health problems who have been released from incarceration within the last month and pick up their medications	N/A	N/A	N/A	8	N/A	N/A
Demand	Number of community members with behavioral health problems who have been released from incarceration within the last month and have medications transferred in to the MCDPH Pharmacy	N/A	N/A	N/A	1,800	N/A	N/A
Expenditure Ratio	Expenditure per individual picking up medications	N/A	N/A	N/A	$ 11,191.13	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 89,529	$ (89,529)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 89,529	$ (89,529)	N/A

Activity Narrative: This is a new activity for FY 2016 as well as a new endeavor for the department. As the department will work to establish a process and system to connect community members with behavioral health problems to their medications, best practices will be established by trial and error. The demand is the entire population released from incarceration that have medications transferred to

the Public Health Pharmacy. The output of community members who pick up their medications is an unknown at this time. The population served will be dependent on the involvement of the individual. While developing this unit, the department will establish processes and systems to grow the population that picks up their medications.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Percent of registrations provided with a wait time of 15 minutes or less	94.5%	93.0%	93.1%	93.0%	0.0%	0.0%
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	91.5%	99.3%	89.1%	88.3%	(11.0%)	-11.0%
Percent savings over wholesale price: PZA 500 mg	55.2%	48.1%	44.1%	39.5%	(8.7%)	-18.0%
Percent savings over wholesale price: Ethambutal 400 mg	65.9%	59.8%	72.5%	83.8%	24.0%	40.2%
Percent savings over wholesale price: Isoniazid 300 mg	60.9%	53.4%	63.8%	50.6%	(2.8%)	-5.3%

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: Mandated. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of registrations provided with a wait time of 15 minutes or less	94.5%	93.0%	93.1%	93.0%	0.0%	0.0%
Output	Number of registrations provided	27,944	27,480	26,027	26,830	(650)	-2.4%
Demand	Anticipated number of registrations requested	27,944	27,480	26,027	26,830	(650)	-2.4%
Expenditure Ratio	Cost per registration	$ 8.60	$ 8.91	$ 8.63	$ 9.23	$ (0.33)	-3.7%
Expenditure							
	100 - GENERAL	$ 240,292	$ 244,779	$ 224,655	$ 247,718	$ (2,939)	-1.2%
	TOTAL USES	$ 240,292	$ 244,779	$ 224,655	$ 247,718	$ (2,939)	-1.2%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent savings over wholesale price: Rifampin 300 mg	91.5%	99.3%	89.1%	88.3%	(11.0%)	-11.0%
Result	Percent savings over wholesale price: PZA 500 mg	55.2%	48.1%	44.1%	39.5%	(8.7%)	-18.0%
Result	Percent savings over wholesale price: Ethambutal 400 mg	65.9%	59.8%	72.5%	83.8%	24.0%	40.2%
Result	Percent savings over wholesale price: Isoniazid 300 mg	60.9%	53.4%	63.8%	50.6%	(2.8%)	-5.3%
Output	Number of prescriptions filled	23,349	23,620	15,437	15,270	(8,350)	-35.4%
Demand	Number of prescriptions requested	23,349	23,620	15,437	15,270	(8,350)	-35.4%
Expenditure Ratio	Cost per presciption filled	$ 16.85	$ 16.83	$ 25.75	$ 26.09	$ (9.26)	-55.0%
Revenue							
	265 - PUBLIC HEALTH FEES	$ 21,649	$ 13,000	$ 44,862	$ 13,000	$ -	0.0%
	TOTAL SOURCES	$ 21,649	$ 13,000	$ 44,862	$ 13,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 383,813	$ 384,561	$ 370,351	$ 385,430	$ (869)	-0.2%
	265 - PUBLIC HEALTH FEES	9,654	13,000	27,144	13,000	-	0.0%
	TOTAL USES	$ 393,467	$ 397,561	$ 397,495	$ 398,430	$ (869)	-0.2%

Activity Narrative: The decline in the result measure is due to a decline in the wholesale price of drugs and therefore the savings between the Public health price and the wholesale price is smaller. Additionally, the department has seen a decline in the number of prescriptions requested through the Public Health Pharmacy since FY 2014.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of syphilis screening results reported within 1 working day	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of lab test results reported	180,305	174,359	174,799	170,398	(3,961)	-2.3%
Demand	Number of lab tests requested	180,305	174,359	174,799	170,398	(3,961)	-2.3%
Expenditure Ratio	Cost per lab test	$ 3.69	$ 3.79	$ 2.98	$ 3.43	$ 0.36	9.5%
Expenditure							
	100 - GENERAL	$ 664,899	$ 660,474	$ 521,702	$ 583,972	$ 76,502	11.6%
	TOTAL USES	$ 664,899	$ 660,474	$ 521,702	$ 583,972	$ 76,502	11.6%

Activity Narrative: Correctional Health no longer routinely tests for Syphilis. As a result, the number of lab test results reported and tests requested is declining.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of disease reports completed within the appropriate time frame	99.1%	93.9%	100.0%	100.0%	6.1%	6.5%
Percent of required reports provided	96.3%	96.9%	96.6%	94.8%	(2.1%)	-2.2%
Percent of communicable disease reports investigated according to guidelines	23.4%	29.4%	22.5%	20.7%	(8.6%)	-29.4%
Percent of reports completed within the appropriate time frame	N/A	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Community Health Assessment Center
- Epidemiological Reporting
- Single Case Investigations & Intervention

Community Health Assessment Center Activity

The purpose of the Community Health Assessment Activity is to provide an annual community health assessment report to partner hospitals and federally qualified health clinics so they can meet their Affordable Care Act requirement to conduct a timely full community health assessment every three years.

Mandates: Discretionary Services.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of reports completed within the appropriate time frame	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of reports provided	N/A	N/A	N/A	4	N/A	N/A
Demand	Number of reports requested	N/A	N/A	N/A	4	N/A	N/A
Expenditure Ratio	Expenditure per report provided	N/A	N/A	N/A	$ 50,282.00	N/A	N/A
Revenue							
	265 - PUBLIC HEALTH FEES	$ -	$ -	$ -	$ 200,000	$ 200,000	N/A
	TOTAL SOURCES	$ -	$ -	$ -	$ 200,000	$ 200,000	N/A
Expenditure							
	265 - PUBLIC HEALTH FEES	$ -	$ -	$ -	$ 201,128	$ (201,128)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 201,128	$ (201,128)	N/A

Activity Narrative: This is a new activity for FY 2016.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of disease reports completed within the appropriate time frame	99.1%	93.9%	100.0%	100.0%	6.1%	6.5%
Result	Percent of required reports provided	96.3%	96.9%	96.6%	94.8%	(2.1%)	-2.2%
Output	Number of reports provided	1,498	1,612	1,749	1,629	17	1.1%
Demand	Anticipated number of reports requested	1,555	1,663	1,810	1,718	55	3.3%
Expenditure Ratio	Cost per report provided	$ 829.64	$ 897.39	$ 835.36	$ 923.98	$ (26.59)	-3.0%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 54,771	$ 346,626	$ 331,501	$ 356,931	$ 10,305	3.0%
	TOTAL SOURCES	$ 54,771	$ 346,626	$ 331,501	$ 356,931	$ 10,305	3.0%
Expenditure							
	100 - GENERAL	$ 1,173,657	$ 1,099,967	$ 1,129,552	$ 1,142,590	$ (42,623)	-3.9%
	532 - PUBLIC HEALTH GRANTS	69,150	346,626	331,501	362,571	(15,945)	-4.6%
	TOTAL USES	$ 1,242,807	$ 1,446,593	$ 1,461,053	$ 1,505,161	$ (58,568)	-4.0%

Activity Narrative: Due to efficiencies implemented within the program, the department anticipates that 100% of disease reports will be completed within the appropriate time frame.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of communicable disease reports investigated according to guidelines	23.4%	29.4%	22.5%	20.7%	(8.6%)	-29.4%
Output	Number of reports investigated according to guidelines	11,512	9,793	11,263	8,500	(1,293)	-13.2%
Demand	Anticipated number of disease reports received for investigation	49,211	33,350	49,976	41,000	7,650	22.9%
Expenditure Ratio	Cost per report investigated according to guidelines	$ 99.08	$ 240.47	$ 180.51	$ 245.53	$ (5.06)	-2.1%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 17,000	$ 374,297	$ 335,106	$ 392,574	$ 18,277	4.9%
	265 - PUBLIC HEALTH FEES	-	270,000	190,000	-	(270,000)	-100.0%
	TOTAL SOURCES	$ 17,000	$ 644,297	$ 525,106	$ 392,574	$ (251,723)	-39.1%
Expenditure							
	100 - GENERAL	$ 1,125,802	$ 1,710,645	$ 1,583,946	$ 1,688,768	$ 21,877	1.3%
	532 - PUBLIC HEALTH GRANTS	14,815	374,297	335,106	398,214	(23,917)	-6.4%
	265 - PUBLIC HEALTH FEES	-	270,000	114,069	-	270,000	100.0%
	TOTAL USES	$ 1,140,617	$ 2,354,942	$ 2,033,121	$ 2,086,982	$ 267,960	11.4%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Percent of coalition members who report that there is progress towards implementation of plan goals.	97.1%	80.0%	94.4%	94.4%	14.4%	18.1%
Percent of women receiving adequate number of prenatal care visits (as per American College of Obstetrics & Gynecology (ACOG) standards)	87.1%	92.3%	82.3%	84.2%	(8.1%)	-8.8%
Percent of infants receiving adequate immunizations (as per American Academy of Pediatrics (AAP) standards)	81.8%	87.3%	86.8%	87.6%	0.2%	0.3%
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	62.2%	55.0%	60.1%	56.9%	1.9%	3.4%
Percent of families who have increased knowledge of lead hazards	86.2%	81.0%	94.4%	85.5%	4.5%	5.6%
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	94.0%	96.8%	67.7%	100.0%	3.2%	3.3%
Percent of children with suspicious developmental screenings referred to early intervention services	99.1%	100.0%	79.1%	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	69.4%	83.0%	82.7%	82.5%	(0.5%)	-0.6%
Percent of child care providers in case management who make progress toward pathway goals	100.0%	83.3%	82.9%	100.0%	16.7%	20.0%
Percent of clients initiating breastfeeding at birth	88.5%	80.0%	85.6%	86.4%	6.4%	8.0%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of child care providers in case management who make progress toward pathway goals	100.0%	83.3%	82.9%	100.0%	16.7%	20.0%
Output	Number of nurse consultation service contacts provided	2,024	1,890	1,987	1,900	10	0.5%
Demand	Anticipated number of nurse consultation service contacts requested	2,024	1,890	1,987	1,900	10	0.5%
Expenditure Ratio	Expenditure per nurse consultation service contact provided	$ 468.58	$ 562.31	$ 509.56	$ 563.43	$ (1.12)	-0.2%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 729,842	$ 1,062,766	$ 1,012,501	$ 1,058,114	$ (4,652)	-0.4%
	TOTAL SOURCES	$ 729,842	$ 1,062,766	$ 1,012,501	$ 1,058,114	$ (4,652)	-0.4%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 948,408	$ 1,062,766	$ 1,012,501	$ 1,070,522	$ (7,756)	-0.7%
	TOTAL USES	$ 948,408	$ 1,062,766	$ 1,012,501	$ 1,070,522	$ (7,756)	-0.7%

Activity Narrative: The FY 2015 Revised result measure was a low estimate that, in hindsight, should have been higher. While there will be an increase in measures when compared to FY 2015 Revised and Forecast, the number of childcare providers in case management will taper off, as First Things First (FTF) is not increasing the number of funded programs. This will limit the number of new programs in this activity.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of children needing sealants who receive them	62.2%	55.0%	60.1%	56.9%	1.9%	3.4%
Output	Number of eligible children receiving sealants	3,892	4,125	3,343	3,471	(654)	-15.9%
Demand	Anticipated number of children eligible to receive sealants	6,257	7,500	5,558	6,101	(1,399)	-18.7%
Expenditure Ratio	Cost per eligible child receiving sealants	$ 359.23	$ 404.51	$ 484.38	$ 460.58	$ (56.07)	-13.9%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 1,036,533	$ 1,570,442	$ 1,532,926	$ 1,501,780	$ (68,662)	-4.4%
	TOTAL SOURCES	$ 1,036,533	$ 1,570,442	$ 1,532,926	$ 1,501,780	$ (68,662)	-4.4%
Expenditure							
	100 - GENERAL	$ 101,633	$ 98,155	$ 86,372	$ 86,751	$ 11,404	11.6%
	532 - PUBLIC HEALTH GRANTS	1,296,493	1,570,442	1,532,926	1,511,932	58,510	3.7%
	TOTAL USES	$ 1,398,126	$ 1,668,597	$ 1,619,298	$ 1,598,683	$ 69,914	4.2%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of coalition members who report that there is progress towards implementation of plan goals.	97.1%	80.0%	94.4%	94.4%	14.4%	18.1%
Output	Number of partnerships developed or retained	73	45	57	74	29	64.4%
Demand	Anticipated number of partnerships to be developed or retained	73	45	57	74	29	64.4%
Expenditure Ratio	Cost per partnership developed	$ 12,760.27	$ 20,720.80	$ 18,494.46	$ 17,196.12	$ 3,524.68	17.0%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 275,537	$ 272,727	$ 377,227	$ 576,039	$ 303,312	111.2%
	TOTAL SOURCES	$ 275,537	$ 272,727	$ 377,227	$ 576,039	$ 303,312	111.2%
Expenditure							
	100 - GENERAL	$ 675,203	$ 659,709	$ 676,957	$ 689,706	$ (29,997)	-4.5%
	532 - PUBLIC HEALTH GRANTS	256,297	272,727	377,227	582,807	(310,080)	-113.7%
	TOTAL USES	$ 931,500	$ 932,436	$ 1,054,184	$ 1,272,513	$ (340,077)	-36.5%

Activity Narrative: The increase in FY 2016 revenue is carry forward from the United Health award. This increase will allow the department to increase the number of partnerships developed or retained.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of women receiving adequate number of prenatal care visits (as per American College of Obstetrics & Gynecology (ACOG) standards)	87.1%	92.3%	82.3%	84.2%	(8.1%)	-8.8%
Result	Percent of infants receiving adequate immunizations (as per American Academy of Pediatrics (AAP) standards)	81.8%	87.3%	86.8%	87.6%	0.2%	0.3%
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	413	400	405	425	25	6.3%
Output	Number of maternal/child health educational sessions received	85	94	79	89	(5)	-5.3%
Demand	Anticipated number of case management services requested	413	400	405	425	25	6.3%
Demand	Anticipated number of community based maternal/child health educational sessions requested	85	94	79	89	(5)	-5.3%
Expenditure Ratio	Cost per case management service received	$ 2,396.29	$ 2,322.81	$ 4,245.72	$ 4,216.05	$ (1,893.24)	-81.5%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 1,046,120	$ 929,125	$ 1,719,516	$ 1,768,699	$ 839,574	90.4%
	TOTAL SOURCES	$ 1,046,120	$ 929,125	$ 1,719,516	$ 1,768,699	$ 839,574	90.4%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 989,666	$ 929,125	$ 1,719,516	$ 1,791,823	$ (862,698)	-92.9%
	TOTAL USES	$ 989,666	$ 929,125	$ 1,719,516	$ 1,791,823	$ (862,698)	-92.9%

Activity Narrative: Healthy Start has focused its recruiting to the medically underserved South Phoenix area. The program anticipates an initial drop in Output as performance measures are highly variable depending on the target area, which can impact numbers based on cultural, environmental and familial variables.

Lead Hazard Reduction Activity

The purpose of the Lead Hazard Reduction Activity is to provide in-home lead testing and educational services to families residing in City of Phoenix Lead Hazard Control Program (LHCP) homes which test positive for lead so they can reduce or eliminate their children's risk for exposure to lead.

Mandates: Discretionary services.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of families who have increased knowledge of lead hazards	86.2%	81.0%	94.4%	85.5%	4.5%	5.6%
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	65	63	54	55	(8)	-12.7%
Demand	Anticipated number of educational home visits	65	63	54	55	(8)	-12.7%
Expenditure Ratio	Cost per educational home visit	$ 1,830.77	$ 961.13	$ 2,119.00	$ 1,813.51	$ (852.38)	-88.7%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 109,184	$ 60,551	$ 114,426	$ 98,615	$ 38,064	62.9%
	TOTAL SOURCES	$ 109,184	$ 60,551	$ 114,426	$ 98,615	$ 38,064	62.9%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 119,000	$ 60,551	$ 114,426	$ 99,743	$ (39,192)	-64.7%
	TOTAL USES	$ 119,000	$ 60,551	$ 114,426	$ 99,743	$ (39,192)	-64.7%

Activity Narrative: Referrals for this activity are generated by the City of Phoenix. This is the final year of the grant funding for this activity; historically, referrals, visits and actions taken decline in the first and final years of a grant.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of new families contacted within 7 days of referral being received	94.0%	96.8%	67.7%	100.0%	3.2%	3.3%
Result	Percent of children with suspicious developmental screenings referred to early intervention services	99.1%	100.0%	79.1%	100.0%	0.0%	0.0%
Output	Number of home visits provided	2,182	2,440	1,560	2,400	(40)	-1.6%
Demand	Number of home visits anticipated	2,182	2,440	1,560	2,400	(40)	-1.6%
Expenditure Ratio	Cost per home visit	$ 173.64	$ 166.44	$ 236.24	$ 184.52	$ (18.08)	-10.9%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 359,943	$ 406,116	$ 368,530	$ 437,201	$ 31,085	7.7%
	TOTAL SOURCES	$ 359,943	$ 406,116	$ 368,530	$ 437,201	$ 31,085	7.7%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 378,878	$ 406,116	$ 368,530	$ 442,841	$ (36,725)	-9.0%
	TOTAL USES	$ 378,878	$ 406,116	$ 368,530	$ 442,841	$ (36,725)	-9.0%

Activity Narrative: A reduction in staffing has affected the FY 2015 Forecast; however, home visits are expected to return to the FY 2014 Actual and FY 2015 Revised levels as the department fills vacant positions.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of clients initiating breastfeeding at birth	88.5%	80.0%	85.6%	86.4%	6.4%	8.0%
Output	Number of home visits received	3,797	3,600	4,544	4,953	1,353	37.6%
Demand	Anticipated number of home visits requested	3,797	3,600	4,544	4,953	1,353	37.6%
Expenditure Ratio	Cost per home visit received	$ 476.59	$ 586.52	$ 532.75	$ 604.73	$ (18.20)	-3.1%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 1,452,345	$ 2,111,482	$ 2,420,805	$ 2,973,219	$ 861,737	40.8%
	TOTAL SOURCES	$ 1,452,345	$ 2,111,482	$ 2,420,805	$ 2,973,219	$ 861,737	40.8%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 1,809,607	$ 2,111,482	$ 2,420,805	$ 2,995,215	$ (883,733)	-41.9%
	TOTAL USES	$ 1,809,607	$ 2,111,482	$ 2,420,805	$ 2,995,215	$ (883,733)	-41.9%

Activity Narrative: The department received an increase in grant awards for the purpose of program expansion. This allowed the department to hire 3.0 FTE nurses to increase contractual services and increase home visits.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of youth who report an increased ability to make healthy decisions as measured by the pre- and post-Youth Development Inventory	69.4%	83.0%	82.7%	82.5%	(0.5%)	-0.6%
Output	Number of youth educated	337	500	300	200	(300)	-60.0%
Demand	Anticipated number of youth to be educated	337	500	300	200	(300)	-60.0%
Expenditure Ratio	Cost per youth educated	$ 2,732.40	$ 2,276.61	$ 3,555.41	$ 5,008.40	$ (2,731.79)	-120.0%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 930,033	$ 1,138,305	$ 1,066,622	$ 990,400	$ (147,905)	-13.0%
	TOTAL SOURCES	$ 930,033	$ 1,138,305	$ 1,066,622	$ 990,400	$ (147,905)	-13.0%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 920,819	$ 1,138,305	$ 1,066,622	$ 1,001,680	$ 136,625	12.0%
	TOTAL USES	$ 920,819	$ 1,138,305	$ 1,066,622	$ 1,001,680	$ 136,625	12.0%

Activity Narrative: The department is on the final year of the federal grant and will be servicing fewer teens as a result of tapering resources. The office is rewriting the grant application to procure additional grants for the program.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Percent of visits made in the clinic	87.3%	86.4%	82.0%	88.9%	2.5%	2.9%

Activities that comprise this program include:

- Healthcare for the Homeless

Healthcare for the Homeless Activity

The purpose of the Healthcare for the Homeless Activity is to provide integrated medical and behavioral health services, in a holistic manner, to homeless individuals in Maricopa County so they can receive primary care in order to achieve an optimal level of health.

Mandates: Discretionary services.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of visits made in the clinic	87.3%	86.4%	82.0%	88.9%	2.5%	2.9%
Output	Number of client contacts	21,147	23,136	19,355	21,600	(1,536)	-6.6%
Demand	Anticipated number of client contacts	31,884	33,280	19,786	24,000	(9,280)	-27.9%
Expenditure Ratio	Cost per client contact	$ 116.63	$ 116.80	$ 152.35	$ 132.03	$ (15.22)	-13.0%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 2,347,741	$ 2,702,380	$ 2,948,671	$ 2,821,345	$ 118,965	4.4%
	TOTAL SOURCES	$ 2,347,741	$ 2,702,380	$ 2,948,671	$ 2,821,345	$ 118,965	4.4%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 2,466,301	$ 2,702,380	$ 2,948,671	$ 2,851,801	$ (149,421)	-5.5%
	TOTAL USES	$ 2,466,301	$ 2,702,380	$ 2,948,671	$ 2,851,801	$ (149,421)	-5.5%

Activity Narrative: High staff vacancies have reduced the number of client contacts. Once vacancies are filled and the staff is able to service more clients, client contacts will increase.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Percent of clients choosing to receive all recommended vaccines for travel	90.1%	91.3%	89.0%	N/A	N/A	N/A
Percent of children 0-2 years old receiving full complement of immunizations	47.4%	50.0%	50.0%	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	61.9%	90.0%	90.0%	90.0%	0.0%	0.0%
Percent of children >5 in schools that are up-to-date with all the immunizations required to attend school	86.2%	95.0%	95.0%	95.0%	0.0%	0.0%

Activities that comprise this program include:

- Adult Immunization & Foreign Travel Services
- Immunization Education
- Childhood Immunizations

Adult Immunization & Foreign Travel Services Activity

The purpose of the Adult Immunization and Foreign Travel Services Activity is to provide recommended immunizations to individuals so they can avoid contracting a variety of preventable diseases.

Mandates: 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of clients choosing to receive all recommended vaccines for travel	90.1%	91.3%	89.0%	N/A	N/A	N/A
Output	Number of immunizations provided	1,979	2,240	1,023	N/A	N/A	N/A
Demand	Number of immunizations anticipated	1,979	2,240	1,023	-	(2,240)	-100.0%
Expenditure Ratio	Cost per immunization provided	$ 116.65	$ 116.02	$ 241.37	N/A	N/A	N/A
Revenue							
	265 - PUBLIC HEALTH FEES	$ 221,781	$ 259,874	$ 188,718	$ -	$ (259,874)	-100.0%
	TOTAL SOURCES	$ 221,781	$ 259,874	$ 188,718	$ -	$ (259,874)	-100.0%
Expenditure							
	265 - PUBLIC HEALTH FEES	$ 230,849	$ 259,874	$ 246,923	$ -	$ 259,874	100.0%
	TOTAL USES	$ 230,849	$ 259,874	$ 246,923	$ -	$ 259,874	100.0%

Activity Narrative: Patients have declined over time as more and more people are receiving their immunizations through private clinics or their own healthcare providers. After years of dwindling clients, the department eliminated this service and activity in FY 2015.

Base Adjustments:

Public Health Fee Fund (265)

- Decrease in revenues and operating expenditures by $259,874 for the removal of the Adult Immunization Activity.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of children 0-2 years old receiving full complement of immunizations	47.4%	50.0%	50.0%	50.0%	0.0%	0.0%
Output	Number of immunizations provided	127,363	130,700	124,396	126,744	(3,956)	-3.0%
Demand	Number of immunizations anticipated	127,363	130,700	124,396	126,744	(3,956)	-3.0%
Expenditure Ratio	Cost per immunization	$ 26.06	$ 32.18	$ 32.63	$ 31.84	$ 0.34	1.1%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 1,299,783	$ 2,107,467	$ 2,075,567	$ 1,930,199	$ (177,268)	-8.4%
	265 - PUBLIC HEALTH FEES	1,010,991	1,177,298	1,254,328	1,177,298	-	0.0%
	TOTAL SOURCES	$ 2,310,774	$ 3,284,765	$ 3,329,895	$ 3,107,497	$ (177,268)	-5.4%
Expenditure							
	100 - GENERAL	$ 934,723	$ 920,973	$ 950,271	$ 904,271	$ 16,702	1.8%
	532 - PUBLIC HEALTH GRANTS	1,539,873	2,107,467	2,075,567	1,950,503	156,964	7.4%
	265 - PUBLIC HEALTH FEES	844,316	1,177,298	1,032,731	1,180,682	(3,384)	-0.3%
	TOTAL USES	$ 3,318,912	$ 4,205,738	$ 4,058,569	$ 4,035,456	$ 170,282	4.0%

Activity Narrative: The department received a late award for PAN flu that will not be renewed in FY 2016. Though the grant award is declining, the department does not expect major changes to these measures as compared to FY 2015 Forecast.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of children aged 2-5 in child care facilities that are up-to-date with all required immunizations	61.9%	90.0%	90.0%	90.0%	0.0%	0.0%
Result	Percent of children >5 in schools that are up-to-date with all the immunizations required to attend school	86.2%	95.0%	95.0%	95.0%	0.0%	0.0%
Output	Number of individuals educated	3,094	2,504	4,060	3,613	1,109	44.3%
Demand	Anticipated number of individuals to be educated	3,094	2,504	4,060	3,613	1,109	44.3%
Expenditure Ratio	Cost per individual educated	$ 21.80	$ 34.05	$ 20.46	$ 24.30	$ 9.75	28.6%
Expenditure							
	100 - GENERAL	$ 67,443	$ 85,254	$ 83,063	$ 87,797	$ (2,543)	-3.0%
	TOTAL USES	$ 67,443	$ 85,254	$ 83,063	$ 87,797	$ (2,543)	-3.0%

Activity Narrative: A highly motivated staff has developed new partnerships in the community and has been asked to provide additional trainings and sessions with new partners increasing the number of individuals educated. The department plans to continue to increase its numbers in FY 2016.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	21.5%	21.4%	21.2%	21.4%	(0.0%)	-0.2%
Percent of clients testing positive who received treatment	97.6%	96.8%	97.8%	97.7%	0.9%	1.0%
Percent of case investigations closed within 7 business days	71.4%	70.8%	73.5%	73.4%	2.7%	3.8%
Percent of clients testing positive for HIV who are referred for care within 30 business days	88.8%	90.8%	86.8%	86.4%	(4.4%)	-4.9%
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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of people confirmed with Hansen's Disease receiving treatment	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of people receiving treatment	47	50	44	44	(6)	-12.0%
Demand	Number of people requesting treatment	47	50	44	44	(6)	-12.0%
Expenditure Ratio	Cost per person treated	$ 1,248.66	$ 477.54	$ 589.95	$ 794.41	$ (316.87)	-66.4%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 32,960	$ 23,877	$ 25,958	$ 34,954	$ 11,077	46.4%
	TOTAL SOURCES	$ 32,960	$ 23,877	$ 25,958	$ 34,954	$ 11,077	46.4%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 58,687	$ 23,877	$ 25,958	$ 34,954	$ (11,077)	-46.4%
	TOTAL USES	$ 58,687	$ 23,877	$ 25,958	$ 34,954	$ (11,077)	-46.4%

Activity Narrative: Globally, the number of Hansen's cases is declining and there are no new reportable cases in Maricopa County. This grant is a five year grant and the department receives a fixed amount of revenue each year. The number of cases in the County has no bearing on revenues received.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	2,442	2,335	2,804	2,771	436	18.7%
Demand	Number of refugees presenting for screening	2,492	2,375	2,857	2,808	433	18.2%
Expenditure Ratio	Cost per refugee screened	$ 590.01	$ 579.71	$ 565.23	$ 532.32	$ 47.40	8.2%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 1,434,775	$ 1,234,618	$ 1,295,055	$ 1,223,746	$ (10,872)	-0.9%
	265 - PUBLIC HEALTH FEES	74,620	5,000	208,008	125,000	120,000	2400.0%
	TOTAL SOURCES	$ 1,509,395	$ 1,239,618	$ 1,503,063	$ 1,348,746	$ 109,128	8.8%
Expenditure							
	100 - GENERAL	$ 112,900	$ 114,014	$ 113,259	$ 115,028	$ (1,014)	-0.9%
	532 - PUBLIC HEALTH GRANTS	1,232,790	1,234,618	1,295,055	1,235,026	(408)	-0.0%
	265 - PUBLIC HEALTH FEES	95,118	5,000	176,601	125,000	(120,000)	-2400.0%
	TOTAL USES	$ 1,440,808	$ 1,353,632	$ 1,584,915	$ 1,475,054	$ (121,422)	-9.0%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of clients who test positive for a STD	21.5%	21.4%	21.2%	21.4%	(0.0%)	-0.2%
Result	Percent of clients testing positive who received treatment	97.6%	96.8%	97.8%	97.7%	0.9%	1.0%
Output	Number of STD client visits	22,066	21,061	21,852	21,800	739	3.5%
Demand	Anticipated number of STD client visits	22,085	21,079	21,968	21,902	823	3.9%
Expenditure Ratio	Cost per client visit	$ 67.90	$ 105.60	$ 102.68	$ 101.19	$ 4.41	4.2%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 53,781	$ 732,464	$ 728,433	$ 727,185	$ (5,279)	-0.7%
	265 - PUBLIC HEALTH FEES	318,645	300,000	330,106	300,000	-	0.0%
	TOTAL SOURCES	$ 372,426	$ 1,032,464	$ 1,058,539	$ 1,027,185	$ (5,279)	-0.5%
Expenditure							
	100 - GENERAL	$ 1,164,294	$ 1,191,677	$ 1,211,847	$ 1,162,761	$ 28,916	2.4%
	532 - PUBLIC HEALTH GRANTS	21,747	732,464	728,433	738,753	(6,289)	-0.9%
	265 - PUBLIC HEALTH FEES	312,333	300,000	303,580	304,512	(4,512)	-1.5%
	TOTAL USES	$ 1,498,374	$ 2,224,141	$ 2,243,860	$ 2,206,026	$ 18,115	0.8%

STD Case Surveillance and Investigation Activity

The purpose of the STD Case Surveillance & Investigation Activity is to provide case reviews and follow up to individuals who are positive for 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of case investigations closed within 7 business days	71.4%	70.8%	73.5%	73.4%	2.7%	3.8%
Result	Percent of clients testing positive for HIV who are referred for care within 30 business days	88.8%	90.8%	86.8%	86.4%	(4.4%)	-4.9%
Output	Number of cases investigated	6,503	6,183	6,797	6,629	446	7.2%
Demand	Number of positive STD & HIV case reports received	23,265	23,282	25,000	24,909	1,627	7.0%
Expenditure Ratio	Cost per case investigated	$ 185.29	$ 207.97	$ 188.52	$ 192.07	$ 15.89	7.6%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 190,349	$ 460,443	$ 508,235	$ 438,764	$ (21,679)	-4.7%
	TOTAL SOURCES	$ 190,349	$ 460,443	$ 508,235	$ 438,764	$ (21,679)	-4.7%
Expenditure							
	100 - GENERAL	$ 825,964	$ 825,408	$ 773,138	$ 825,756	$ (348)	-0.0%
	532 - PUBLIC HEALTH GRANTS	378,985	460,443	508,235	447,505	12,938	2.8%
	TOTAL USES	$ 1,204,949	$ 1,285,851	$ 1,281,373	$ 1,273,261	$ 12,590	1.0%

Activity Narrative: The percent of clients referred to care is declining as patients must first be referred to the Ryan White Care Directions program, which has a high workload. The time period from connection to care has increased to two months. This is also causing a lag in the number of cases investigated and reports received.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	91	61	77	60	(1)	-1.6%
Demand	Number of positive cases reported	469	450	442	425	(25)	-5.6%
Expenditure Ratio	Cost per case investigation	$ 6,578.88	$ 9,966.20	$ 7,846.56	$ 11,258.82	$ (1,292.62)	-13.0%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 284,980	$ 292,600	$ 290,742	$ 336,616	$ 44,016	15.0%
	TOTAL SOURCES	$ 284,980	$ 292,600	$ 290,742	$ 336,616	$ 44,016	15.0%
Expenditure							
	100 - GENERAL	$ 298,002	$ 315,338	$ 313,443	$ 335,529	$ (20,191)	-6.4%
	532 - PUBLIC HEALTH GRANTS	300,676	292,600	290,742	340,000	(47,400)	-16.2%
	TOTAL USES	$ 598,678	$ 607,938	$ 604,185	$ 675,529	$ (67,591)	-11.1%

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 2017 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of clients who complete treatment within three months of the treatment goal	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of clinic visits	7,388	7,860	5,488	5,743	(2,117)	-26.9%
Demand	Anticipated number of clinic visits	7,388	7,860	5,488	5,743	(2,117)	-26.9%
Expenditure Ratio	Cost per clinic visit	$ 285.59	$ 264.17	$ 411.90	$ 357.55	$ (93.38)	-35.3%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 543,316	$ 571,994	$ 587,735	$ 531,100	$ (40,894)	-7.1%
	265 - PUBLIC HEALTH FEES	58,595	75,367	62,854	75,509	142	0.2%
	TOTAL SOURCES	$ 601,911	$ 647,361	$ 650,589	$ 606,609	$ (40,752)	-6.3%
Expenditure							
	100 - GENERAL	$ 1,479,355	$ 1,429,013	$ 1,602,030	$ 1,436,667	$ (7,654)	-0.5%
	532 - PUBLIC HEALTH GRANTS	541,927	571,994	587,735	540,124	31,870	5.6%
	265 - PUBLIC HEALTH FEES	88,691	75,367	70,729	76,637	(1,270)	-1.7%
	TOTAL USES	$ 2,109,973	$ 2,076,374	$ 2,260,494	$ 2,053,428	$ 22,946	1.1%

Activity Narrative: The number of clinic visits is declining as a result of a continued downward trend in Tuberculosis cases in Maricopa County.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of programs completing accreditation prerequisites	100.0%	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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of programs completing accreditation prerequisites	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of technical assistance sessions provided	73	10	10	10	-	0.0%
Demand	Anticipated number of technical assistance sessions requested	73	10	10	10	-	0.0%
Expenditure Ratio	Cost per technical assistance session provided	$ 4,868.27	$ 31,150.40	$ 42,124.30	$ 16,284.70	$ 14,865.70	47.7%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 261,302	$ 209,480	$ 376,665	$ 62,079	$ (147,401)	-70.4%
	TOTAL SOURCES	$ 261,302	$ 209,480	$ 376,665	$ 62,079	$ (147,401)	-70.4%
Expenditure							
	100 - GENERAL	$ -	$ 102,024	$ 44,578	$ 97,384	$ 4,640	4.5%
	532 - PUBLIC HEALTH GRANTS	355,384	209,480	376,665	65,463	144,017	68.7%
	TOTAL USES	$ 355,384	$ 311,504	$ 421,243	$ 162,847	$ 148,657	47.7%

Activity Narrative: Revenues in FY 2016 will drastically decline as the ADHS block grant awarded in FY 2015 was a one-year grant that will not be available in FY 2016.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Percent of food drafts redeemed	83.5%	84.0%	83.5%	76.4%	(7.6%)	-9.1%
Percent of people who indicate they always use a car seat to protect their child(ren) from injury	96.1%	94.6%	94.6%	94.6%	0.0%	0.0%
Percent of customers satisfied with consultation services	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of dietetic interns who successfully complete the internship	100.0%	88.9%	88.9%	81.8%	(7.1%)	-8.0%
Percent of classroom students eating more fruits & vegetables post nutrition education session	N/A	75.0%	75.2%	75.2%	0.2%	0.3%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of people who indicate they always use a car seat to protect their child(ren) from injury	96.1%	94.6%	94.6%	94.6%	0.0%	0.0%
Output	Number of people educated	3,344	2,600	3,661	3,408	808	31.1%
Demand	Anticipated number of people to be educated	3,344	2,600	3,661	3,408	808	31.1%
Expenditure Ratio	Cost per person educated	$ 310.74	$ 413.35	$ 308.05	$ 312.11	$ 101.25	24.5%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 679,702	$ 953,728	$ 1,000,866	$ 926,939	$ (26,789)	-2.8%
	TOTAL SOURCES	$ 679,702	$ 953,728	$ 1,000,866	$ 926,939	$ (26,789)	-2.8%
Expenditure							
	100 - GENERAL	$ 116,054	$ 120,989	$ 126,906	$ 122,056	$ (1,067)	-0.9%
	532 - PUBLIC HEALTH GRANTS	923,048	953,728	1,000,866	941,603	12,125	1.3%
	TOTAL USES	$ 1,039,102	$ 1,074,717	$ 1,127,772	$ 1,063,659	$ 11,058	1.0%

Activity Narrative: Though grant revenue is declining, the department will leverage community partners to continue its presence in the community and increase the number of people educated. The department will also work diligently to procure new grant awards in FY 2016.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of dietetic interns who successfully complete the internship	100.0%	88.9%	88.9%	81.8%	(7.1%)	-8.0%
Output	Number of dietetic graduates matched to participate	9	9	9	11	2	22.2%
Demand	Number of dietetic graduates who apply for selection	107	90	90	90	-	0.0%
Expenditure Ratio	Cost per dietetic graduate matched to participate	$ 8,851.67	$ 11,534.78	$ 13,389.78	$ 13,492.64	$ (1,957.86)	-17.0%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 71,860	$ 86,321	$ 106,615	$ 129,799	$ 43,478	50.4%
	265 - PUBLIC HEALTH FEES	18,116	17,492	17,500	17,492	-	0.0%
	TOTAL SOURCES	$ 89,976	$ 103,813	$ 124,115	$ 147,291	$ 43,478	41.9%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 69,838	$ 86,321	$ 106,615	$ 130,927	$ (44,606)	-51.7%
	265 - PUBLIC HEALTH FEES	9,827	17,492	13,893	17,492	-	0.0%
	TOTAL USES	$ 79,665	$ 103,813	$ 120,508	$ 148,419	$ (44,606)	-43.0%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of classroom students eating more fruits & vegetables post nutrition education session	N/A	75.0%	75.2%	75.2%	0.2%	0.3%
Output	Number of nutrition education interventions provided	240,159	122,000	189,642	102,896	72,396	237.4%
Demand	Anticipated number of nutrition education interventions requested	240,159	122,000	189,642	102,896	72,396	237.4%
Expenditure Ratio	Cost per nutrition education intervention	$ 10.16	$ 31.67	$ 17.09	$ 30.50	$ 96.17	75.9%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 2,280,938	$ 3,564,851	$ 2,970,613	$ 2,833,632	$ (731,219)	-20.5%
	TOTAL SOURCES	$ 2,280,938	$ 3,564,851	$ 2,970,613	$ 2,833,632	$ (731,219)	-20.5%
Expenditure							
	100 - GENERAL	$ 279,128	$ 298,494	$ 270,208	$ 282,784	$ 15,710	5.3%
	532 - PUBLIC HEALTH GRANTS	2,160,567	3,564,851	2,970,613	2,855,064	709,787	19.9%
	TOTAL USES	$ 2,439,695	$ 3,863,345	$ 3,240,821	$ 3,137,848	$ 725,497	18.8%

Activity Narrative: This activity will be reviewed in the FY 2017 Strategic Business Plan update. The department has received an increase in grant funding as well as additional subcontractors and must re-evaluate performance measures.

Public Health Policy Development Activity

The purpose of the Public Health Policy Development Activity is to provide 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of customers satisfied with consultation services	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of policy guidance consultations completed	N/A	N/A	N/A	12	N/A	N/A
Demand	Number of policy guidance consultations requested	N/A	N/A	N/A	12	N/A	N/A
Expenditure Ratio	Expenditure per policy guidance consultation	N/A	N/A	N/A	$ 132,542.17	N/A	N/A
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 1,133,719	$ 1,013,549	$ 1,068,446	$ 976,275	$ (37,274)	-3.7%
	TOTAL SOURCES	$ 1,133,719	$ 1,013,549	$ 1,068,446	$ 976,275	$ (37,274)	-3.7%
Expenditure							
	100 - GENERAL	$ 652,121	$ 682,368	$ 472,695	$ 604,079	$ 78,289	11.5%
	532 - PUBLIC HEALTH GRANTS	1,069,115	1,013,549	1,068,446	986,427	27,122	2.7%
	TOTAL USES	$ 1,721,236	$ 1,695,917	$ 1,541,141	$ 1,590,506	$ 105,411	6.2%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of food drafts redeemed	83.5%	84.0%	83.5%	76.4%	(7.6%)	-9.1%
Output	Number of client encounters	778,501	804,857	757,895	771,769	(33,088)	-4.1%
Demand	Anticipated number of client encounters	778,501	804,857	757,895	771,769	(33,088)	-4.1%
Expenditure Ratio	Cost per client encounter	$ 12.04	$ 12.02	$ 12.87	$ 12.40	$ (0.39)	-3.2%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 9,039,481	$ 9,670,996	$ 9,751,286	$ 9,391,615	$ (279,381)	-2.9%
	TOTAL SOURCES	$ 9,039,481	$ 9,670,996	$ 9,751,286	$ 9,391,615	$ (279,381)	-2.9%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 9,375,856	$ 9,670,996	$ 9,751,286	$ 9,573,223	$ 97,773	1.0%
	TOTAL USES	$ 9,375,856	$ 9,670,996	$ 9,751,286	$ 9,573,223	$ 97,773	1.0%

Activity Narrative: The anticipated number of client encounters has 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 2016.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of those trained who indicate understanding of their roles and responsibilities in a public health emergency	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of exercise evaluations rated as good or excellent	91.8%	94.1%	96.2%	95.0%	0.9%	1.0%

Activities that comprise this program include:

- Public Health Preparedness and Response

Public Health Preparedness and Response Activity

The purpose of the Public Health Preparedness and Response Activity is to provide preparedness plans, training, and exercises to Maricopa County residents and community partners so they can successfully respond to a public health emergency.

Mandates: Essential service in lieu of mandate.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of those trained who indicate understanding of their roles and responsibilities in a public health emergency	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of exercise evaluations rated as good or excellent	91.8%	94.1%	96.2%	95.0%	0.9%	1.0%
Output	Number of people trained	2,474	1,760	2,088	2,621	861	48.9%
Demand	Number of people requiring training	2,474	1,760	2,088	2,621	861	48.9%
Expenditure Ratio	Cost per person trained	$ 1,043.34	$ 1,025.23	$ 860.23	$ 622.60	$ 402.63	39.3%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 3,565,850	$ 1,804,402	$ 1,796,169	$ 1,613,775	$ (190,627)	-10.6%
	TOTAL SOURCES	$ 3,565,850	$ 1,804,402	$ 1,796,169	$ 1,613,775	$ (190,627)	-10.6%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 2,581,213	$ 1,804,402	$ 1,796,169	$ 1,631,823	$ 172,579	9.6%
	TOTAL USES	$ 2,581,213	$ 1,804,402	$ 1,796,169	$ 1,631,823	$ 172,579	9.6%

Activity Narrative: The number of individuals being trained can vary, as one person has the capability to train 10-100 people depending on the particular training. The number of people trained does not directly tie-in to the department's overall funding.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of clients enrolled for the entire plan year who had an initial or periodic exam in the plan year	83.9%	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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of clients enrolled for the entire plan year who had an initial or periodic exam in the plan year	83.9%	73.0%	73.0%	73.0%	0.0%	0.0%
Output	Number of Ryan White clients receiving dental insurance	602	620	712	847	227	36.6%
Demand	Anticipated number of applicants for Ryan White Dental Insurance	602	620	712	847	227	36.6%
Expenditure Ratio	Cost per client receiving dental insurance	$ 1,551.43	$ 2,269.04	$ 1,854.69	$ 1,605.15	$ 663.88	29.3%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 904,689	$ 1,406,803	$ 1,320,539	$ 1,358,437	$ (48,366)	-3.4%
	TOTAL SOURCES	$ 904,689	$ 1,406,803	$ 1,320,539	$ 1,358,437	$ (48,366)	-3.4%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 933,959	$ 1,406,803	$ 1,320,539	$ 1,359,565	$ 47,238	3.4%
	TOTAL USES	$ 933,959	$ 1,406,803	$ 1,320,539	$ 1,359,565	$ 47,238	3.4%

Activity Narrative: Due to the increase in ACA grant funds, the department is able to increase the number of clients benefitting from the program when compared to FY 2015 Revised.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Rate of tobacco use among adults in Maricopa County	16.9%	13.0%	16.9%	16.9%	3.9%	30.2%
Percent of trained dental practices referring tobacco-using patients to community services	36.4%	66.7%	42.5%	47.2%	(19.4%)	-29.2%
Percent of inspected facilities in compliance	66.7%	61.0%	69.7%	63.9%	2.9%	4.8%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Rate of tobacco use among adults in Maricopa County	16.9%	13.0%	16.9%	16.9%	3.9%	30.2%
Output	Number of college students educated	51,141	30,000	40,473	39,810	9,810	32.7%
Demand	Anticipated number of college students to be educated	51,141	30,000	40,473	39,810	9,810	32.7%
Expenditure Ratio	Cost per college student educated	$ 45.28	$ 69.61	$ 63.21	$ 65.83	$ 3.78	5.4%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 2,427,002	$ 2,088,346	$ 2,558,314	$ 2,598,201	$ 509,855	24.4%
	TOTAL SOURCES	$ 2,427,002	$ 2,088,346	$ 2,558,314	$ 2,598,201	$ 509,855	24.4%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 2,315,906	$ 2,088,346	$ 2,558,314	$ 2,620,761	$ (532,415)	-25.5%
	TOTAL USES	$ 2,315,906	$ 2,088,346	$ 2,558,314	$ 2,620,761	$ (532,415)	-25.5%

Tobacco Use Prevention Training for Dental Professionals Activity

The purpose of the Tobacco Use Prevention Training for Dental Practices Activity is to provide training services to dental practices so they can properly refer tobacco-using patients to community services.

Mandates: Discretionary services.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of trained dental practices referring tobacco-using patients to community services	36.4%	66.7%	42.5%	47.2%	(19.4%)	-29.2%
Output	Number of dental practices trained	22	33	40	40	7	21.2%
Demand	Number of dental practices requesting training	22	33	40	40	7	21.2%
Expenditure Ratio	Cost per dental practice trained	$ 2,712.73	$ 2,336.55	$ 1,942.63	$ 1,949.90	$ 386.65	16.5%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ (4,671)	$ 77,106	$ 77,705	$ 76,868	$ (238)	-0.3%
	TOTAL SOURCES	$ (4,671)	$ 77,106	$ 77,705	$ 76,868	$ (238)	-0.3%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 59,680	$ 77,106	$ 77,705	$ 77,996	$ (890)	-1.2%
	TOTAL USES	$ 59,680	$ 77,106	$ 77,705	$ 77,996	$ (890)	-1.2%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of inspected facilities in compliance	66.7%	61.0%	69.7%	63.9%	2.9%	4.8%
Output	Number of inspections completed	1,112	1,295	1,145	1,217	(78)	-6.0%
Demand	Number of inspections needed	1,112	1,295	1,145	1,217	(78)	-6.0%
Expenditure Ratio	Cost per inspection	$ 557.00	$ 608.49	$ 685.36	$ 651.98	$ (43.49)	-7.1%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 550,299	$ 787,990	$ 784,741	$ 781,051	$ (6,939)	-0.9%
	TOTAL SOURCES	$ 550,299	$ 787,990	$ 784,741	$ 781,051	$ (6,939)	-0.9%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 619,383	$ 787,990	$ 784,741	$ 793,459	$ (5,469)	-0.7%
	TOTAL USES	$ 619,383	$ 787,990	$ 784,741	$ 793,459	$ (5,469)	-0.7%

Vital Registration Program

The purpose of the Vital Registration Program is to provide copies of birth and death certificates on request to individuals who are entitled to have them so that they can conduct their personal business in a timely manner.

Program Results

Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Percent of birth and death certificate copies provided within two working days	66.5%	67.0%	60.4%	63.3%	(3.8%)	-5.6%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of birth and death certificate copies provided within two working days	66.5%	67.0%	60.4%	63.3%	(3.8%)	-5.6%
Output	Number of certified copies of birth and death certificates provided	257,152	260,000	281,616	311,334	51,334	19.7%
Demand	Number of certified copies of birth and death certificates requested	257,152	260,000	281,616	311,334	51,334	19.7%
Expenditure Ratio	Cost per birth and/or death certificate provided	$ 12.92	$ 16.92	$ 14.28	$ 15.28	$ 1.64	9.7%
Revenue							
	265 - PUBLIC HEALTH FEES	$ 3,264,136	$ 3,998,715	$ 4,165,689	$ 4,700,000	$ 701,285	17.5%
	TOTAL SOURCES	$ 3,264,136	$ 3,998,715	$ 4,165,689	$ 4,700,000	$ 701,285	17.5%
Expenditure							
	265 - PUBLIC HEALTH FEES	$ 3,322,046	$ 4,398,715	$ 4,022,418	$ 4,756,400	$ (357,685)	-8.1%
	TOTAL USES	$ 3,322,046	$ 4,398,715	$ 4,022,418	$ 4,756,400	$ (357,685)	-8.1%

Activity Narrative: The department anticipates an increase in the Demand and Output as well as a revenue increase with the closure of the State of Arizona Office of Vital Registration in FY 2015. Additional staff has been hired to address this need.

Appropriated Budget Reconciliations

General Fund (100)

				Expenditures	Revenue
OPERATING					
FY 2015 Adopted Budget				**$ 11,364,457**	**$ -**
Adjustments:	Agenda Item:				
Employee Salary Adjustments				**$ 240,355**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*			*188,189*	-
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*			*7,400*	-
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*			*44,766*	-
Mid Year Adjustments				**$ 275,885**	**$ -**
Public Health Staff Increase	*C-86-15-017-M-00*			*275,885*	-
FY 2015 Revised Budget				**$ 11,880,697**	**$ -**
Adjustments:	Agenda Item:				
Employee Salary Adjustments				**$ 19,130**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*			*1,058*	-
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*			*(44,766)*	-
Epidemiology Market Adjustment				*39,972*	-
FY 15 Q2 to Q4 Performance Based Retention Pay Plan				*22,866*	-
FY 2016 Baseline Budget				**$ 11,899,827**	**$ -**
Adjustments:					
Employee Retirement and Benefits				**$ (8,451)**	**$ -**
Retirement Contributions				*(8,451)*	-
Base Adjustments				**$ (192,707)**	**$ -**
Other Base Adjustments				*53,487*	-
Increase OET Support for Epidemiological Reporting		*$*	*43,244*		
Net Change in Other Supplies and Services			*10,243*		
Internal Service Charges				*(125,287)*	-
Decrease Risk Management Charges		*$*	*(125,287)*		
Personnel Savings				*(120,907)*	-
Increase Personnel Savings from 2.01% to 3.01%		*$*	*(120,907)*		
FY 2016 Tentative Budget				**$ 11,698,669**	**$ -**
Percent Change from Baseline Amount				*-1.7%*	
Adjustments:					
Employee Retirement and Benefits				**$ 145,512**	**$ -**
Employee Health/Dental Premiums				*145,512*	-
FY 2016 Adopted Budget				**$ 11,844,181**	**$ -**
Percent Change from Baseline Amount				*-0.5%*	

Public Health Fee Fund (265)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 5,559,246**	**$ 5,559,246**
Adjustments:	Agenda Item:			
Base Adjustments			**$ 337,500**	**$ 337,500**
Vital Registration Budget Adj	*C-86-15-052-M-00*		*337,500*	*337,500*
Fees and Other Revenues			**$ 270,000**	**$ 270,000**
Community Health Assessment and Business Plan	*C-86-15-023-M-00*		*270,000*	*270,000*
FY 2015 Revised Budget			**$ 6,166,746**	**$ 6,166,746**
Adjustments:	Agenda Item:			
Base Adjustments			**$ 1,048,785**	**$ 1,048,785**
Vital Registration Budget Adj	*C-86-15-052-M-00*		*1,048,785*	*1,048,785*
FY 2016 Baseline Budget			**$ 7,215,531**	**$ 7,215,531**
Adjustments:				
Employee Retirement and Benefits			**$ (2,546)**	**$ -**
Retirement Contributions			*(2,546)*	*-*
Base Adjustments			**$ (301,072)**	**$ (259,874)**
Other Base Adjustments			*(259,874)*	*(259,874)*
Removal of Adult Immunization Activity		*$ (259,874)*		
Central Service Cost Allocation			*12,774*	*-*
Personnel Savings			*(53,972)*	*-*
Increase Personnel Savings from 4.43% to 5.76%		*$ (53,972)*		
Fees and Other Revenues			**$ -**	**$ (317,358)**
ProgRevenue Volume Inc/Dec			*-*	*(317,358)*
Structural Balance			**$ (273,614)**	**$ -**
Structural Balance			*(273,614)*	*-*
FY 2016 Adopted Budget			**$ 6,638,299**	**$ 6,638,299**
Percent Change from Baseline Amount			*-8.0%*	*-8.0%*

Public Health Fee Fund (265) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 5,693,310	$ 5,561,807	$ 5,561,807	$ 5,765,775	$ 6,177,913
Sources:					
Operating	$ 4,991,702	$ 5,559,246	$ 6,166,746	$ 6,492,650	$ 6,638,299
Total Sources:	$ 4,991,702	$ 5,559,246	$ 6,166,746	$ 6,492,650	$ 6,638,299
Uses:					
Operating	$ 4,826,391	$ 5,559,246	$ 6,166,746	$ 5,681,452	$ 6,638,299
Non-Recurring	92,854	-	400,000	399,060	-
Total Uses:	$ 4,919,245	$ 5,559,246	$ 6,566,746	$ 6,080,512	$ 6,638,299
Structural Balance	$ 165,311	$ -	$ -	$ 811,198	$ -
Accounting Adjustments	$ 8	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 5,765,775	$ 5,561,807	$ 5,161,807	$ 6,177,913	$ 6,177,913
Total Ending Spendable Fund Balance	$ 5,765,775	$ 5,561,807	$ 5,161,807	$ 6,177,913	$ 6,177,913

Public Health Grant Fund (532)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 41,308,942**	**$ 41,308,942**
Adjustments:	Agenda Item:		
Donations		**$ 5,000**	**$ 5,000**
Anonymous Donation/Healthcare for the Homeless Clinic 2015	*C-86-15-034-D-00*	*5,000*	*5,000*
Grants		**$ 1,466,216**	**$ 1,466,216**
Public Health Grant Budget Appropriation Adjustment	*C-86-15-027-2-00*	*1,466,216*	*1,466,216*
FY 2015 Revised Budget		**$ 42,780,158**	**$ 42,780,158**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Donations		**$ (5,000)**	**$ (5,000)**
Anonymous Donation/Healthcare for the Homeless Clinic 2015	*C-86-15-034-D-00*	*(5,000)*	*(5,000)*
FY 2016 Baseline Budget		**$ 42,775,158**	**$ 42,775,158**
Adjustments:	Agenda Item:		
Employee Retirement and Benefits		**$ (19,272)**	**$ -**
Retirement Contributions		*(19,272)*	*-*
Base Adjustments		**$ 242,363**	**$ -**
Central Service Cost Allocation		*242,363*	*-*
Grants		**$ 1,122,976**	**$ 1,346,067**
Grant Reconciliation		*1,122,976*	*1,346,067*
FY 2016 Adopted Budget		**$ 44,121,225**	**$ 44,121,225**
Percent Change from Baseline Amount		*3.1%*	*3.1%*

Public Health Grant Fund (532) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ (4,410,159)	$ (4,410,159)	$ (4,410,159)	$ 57,239	$ 57,239
Sources:					
Operating	$ 50,305,320	$ 48,632,521	$ 50,103,737	$ 51,196,030	$ 52,056,352
Total Sources:	$ 50,305,320	$ 48,632,521	$ 50,103,737	$ 51,196,030	$ 52,056,352
Uses:					
Operating	$ 45,837,955	$ 48,632,521	$ 50,103,737	$ 51,196,030	$ 52,056,352
Total Uses:	$ 45,837,955	$ 48,632,521	$ 50,103,737	$ 51,196,030	$ 52,056,352
Structural Balance	$ 4,467,365	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 33	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 57,239	$ -	$ -	$ 57,239	$ 57,239
Unassigned	-	(4,410,159)	(4,410,159)	-	-
Total Ending Spendable Fund Balance	$ 57,239	$ (4,410,159)	$ (4,410,159)	$ 57,239	$ 57,239

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

Department Specific

By December 2016, 80% of total recordings will be done electronically.

Status: In June of 2012, 78.3% of documents received were recorded electronically. With the establishment of Kiosks in outlying areas within Maricopa County this goal should be easily reached.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
DCOP - DOCUMENT OPERATIONS	$ 6,720,222	$ 6,829,599	$ 6,829,599	$ 5,401,313	$ 6,829,600	$ 1	0.0%
MCRO - MICROGRAPHICS	77,190	60,000	60,000	70,509	60,000	-	0.0%
MOUT - MAILOUT	118,753	110,400	110,400	107,774	110,400	-	0.0%
36RP - RECORDER	$ 6,916,165	$ 6,999,999	$ 6,999,999	$ 5,579,596	$ 7,000,000	$ 1	0.0%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ 1	$ 1	$ -	$ -	$ (1)	-100.0%
99AS - INDIRECT SUPPORT	$ -	$ 1	$ 1	$ -	$ -	$ (1)	-100.0%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 3,612,022	$ 4,015,000	$ 4,015,000	$ 3,680,210	$ 3,792,689	$ (222,311)	-5.5%
99IT - INFORMATION TECHNOLOGY	$ 3,612,022	$ 4,015,000	$ 4,015,000	$ 3,680,210	$ 3,792,689	$ (222,311)	-5.5%
TOTAL PROGRAMS	**$ 10,528,187**	**$ 11,015,000**	**$ 11,015,000**	**$ 9,259,806**	**$ 10,792,689**	**$ (222,311)**	**-2.0%**

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
USES							
DCOP - DOCUMENT OPERATIONS	$ 1,000,491	$ 859,331	$ 873,548	$ 801,206	$ 909,716	$ (36,168)	-4.1%
MCRO - MICROGRAPHICS	187,632	293,555	294,326	230,134	293,232	1,094	0.4%
MOUT - MAILOUT	153,142	219,148	221,640	178,876	204,755	16,885	7.6%
36RP - RECORDER	$ 1,341,265	$ 1,372,034	$ 1,389,514	$ 1,210,216	$ 1,407,703	$ (18,189)	-1.3%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 124,411	$ 125,226	$ 128,015	$ 127,601	$ 130,374	$ (2,359)	-1.8%
HRAC - HUMAN RESOURCES	59,864	61,937	63,909	65,998	64,514	(605)	-0.9%
ODIR - EXECUTIVE MANAGEMENT	408,407	186,959	186,641	467,369	170,547	16,094	8.6%
POOL - POOLED COSTS	-	36,639	-	-	67,944	(67,944)	N/A
PROC - PROCUREMENT	72,266	71,709	73,256	73,533	74,440	(1,184)	-1.6%
SPPT - OPERATIONS SUPPORT	-	408,098	412,064	143,508	418,164	(6,100)	-1.5%
99AS - INDIRECT SUPPORT	$ 664,948	$ 890,568	$ 863,885	$ 878,009	$ 925,983	$ (62,098)	-7.2%
INFR - INFRASTRUCTURE	$ -	$ 173,558	$ 173,558	$ 72,315	$ 180,983	$ (7,425)	-4.3%
ISFC - INTERNAL SERVICE FUND CHARGES	39,984	-	-	-	-	-	N/A
MPOS - ELECTED OR STATUTORY OFFICIALS	-	109,400	109,809	112,536	116,377	(6,568)	-6.0%
RISK - RISK PREMIUMS	-	47,575	47,575	47,575	49,156	(1,581)	-3.3%
99GV - GENERAL OVERHEAD	$ 39,984	$ 330,533	$ 330,942	$ 232,426	$ 346,516	$ (15,574)	-4.7%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 3,966,221	$ 4,914,986	$ 4,937,087	$ 3,576,242	$ 4,423,383	$ 513,704	10.4%
TSPT - TECHNOLOGY SUPPORT	509,875	566,771	577,182	554,993	572,994	4,188	0.7%
99IT - INFORMATION TECHNOLOGY	$ 4,476,096	$ 5,481,757	$ 5,514,269	$ 4,131,235	$ 4,996,377	$ 517,892	9.4%
TOTAL PROGRAMS	**$ 6,522,293**	**$ 8,074,892**	**$ 8,098,610**	**$ 6,451,886**	**$ 7,676,579**	**$ 422,031**	**5.2%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 10,151,629	$ 10,673,403	$ 10,673,403	$ 8,917,631	$ 10,454,090	$ (219,313)	-2.1%
SUBTOTAL	$ 10,151,629	$ 10,673,403	$ 10,673,403	$ 8,917,631	$ 10,454,090	$ (219,313)	-2.1%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 4,102	$ -	$ -	$ 6,624	$ 12,000	$ 12,000	N/A
0650 - MISCELLANEOUS REVENUE	372,456	341,597	341,597	335,551	326,599	(14,998)	-4.4%
SUBTOTAL	$ 376,558	$ 341,597	$ 341,597	$ 342,175	$ 338,599	$ (2,998)	-0.9%
ALL REVENUES	$ 10,528,187	$ 11,015,000	$ 11,015,000	$ 9,259,806	$ 10,792,689	$ (222,311)	-2.0%
TOTAL SOURCES	$ 10,528,187	$ 11,015,000	$ 11,015,000	$ 9,259,806	$ 10,792,689	$ (222,311)	-2.0%

Sources and Uses by Category (continued)

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,493,032	$ 2,902,129	$ 2,979,196	$ 2,866,597	$ 3,056,039	$ (76,843)	-2.6%
0710 - OVERTIME	21,759	26,000	26,000	44,675	26,000	-	0.0%
0750 - FRINGE BENEFITS	920,862	1,045,528	1,067,301	1,023,365	1,168,409	(101,108)	-9.5%
0790 - OTHER PERSONNEL SERVICES	3,784	1,140	1,140	5,429	1,140	-	0.0%
0796 - PERSONNEL SERVICES ALLOC-IN	59	-	-	1,690	-	-	N/A
SUBTOTAL	$ 3,439,496	$ 3,974,797	$ 4,073,637	$ 3,941,756	$ 4,251,588	$ (177,951)	-4.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 253,013	$ 797,191	$ 797,191	$ 338,081	$ 980,187	$ (182,996)	-23.0%
0803 - FUEL	-	3,000	3,000	1,670	1,000	2,000	66.7%
0804 - NON-CAPITAL EQUIPMENT	272,376	615,000	615,000	534,348	705,000	(90,000)	-14.6%
0806 - SUPPLIES-ALLOCATION IN	30,641	30,641	30,641	30,648	30,786	(145)	-0.5%
SUBTOTAL	$ 556,030	$ 1,445,832	$ 1,445,832	$ 904,747	$ 1,716,973	$ (271,141)	-18.8%
SERVICES							
0812 - OTHER SERVICES	$ 699,965	$ 557,962	$ 557,962	$ 568,073	$ 311,497	$ 246,465	44.2%
0820 - RENT & OPERATING LEASES	7,067	6,456	6,456	2,690	6,300	156	2.4%
0825 - REPAIRS AND MAINTENANCE	79,044	86,250	86,250	84,407	86,750	(500)	-0.6%
0839 - INTERNAL SERVICE CHARGES	304,600	518,531	518,531	403,342	429,126	89,405	17.2%
0841 - TRAVEL	16,073	25,650	25,650	22,324	20,650	5,000	19.5%
0842 - EDUCATION AND TRAINING	18,706	153,725	78,603	84,937	95,239	(16,636)	-21.2%
0843 - POSTAGE/FREIGHT/SHIPPING	34,072	86,989	86,989	55,088	69,056	17,933	20.6%
0850 - UTILITIES	5,503	3,700	3,700	10,022	5,600	(1,900)	-51.4%
0873 - SERVICES-ALLOCATION IN	-	-	-	-	17,800	(17,800)	N/A
SUBTOTAL	$ 1,165,030	$ 1,439,263	$ 1,364,141	$ 1,230,883	$ 1,042,018	$ 322,123	23.6%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 501,740	$ -	$ -	$ -	$ -	$ -	N/A
0920 - CAPITAL EQUIPMENT	835,121	1,180,000	1,180,000	374,500	666,000	514,000	43.6%
0930 - VEHICLES & CONSTRUCTION EQUIP	24,876	35,000	35,000	-	-	35,000	100.0%
SUBTOTAL	$ 1,361,737	$ 1,215,000	$ 1,215,000	$ 374,500	$ 666,000	$ 549,000	45.2%
ALL EXPENDITURES	$ 6,522,293	$ 8,074,892	$ 8,098,610	$ 6,451,886	$ 7,676,579	$ 422,031	5.2%
TOTAL USES	$ 6,522,293	$ 8,074,892	$ 8,098,610	$ 6,451,886	$ 7,676,579	$ 422,031	5.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 6,916,165	$ 7,000,000	$ 7,000,000	$ 5,579,596	$ 7,000,000	$ -	0.0%
FUND TOTAL SOURCES	$ 6,916,165	$ 7,000,000	$ 7,000,000	$ 5,579,596	$ 7,000,000	$ -	0.0%
236 RECORDERS SURCHARGE							
OPERATING	$ 3,612,022	$ 4,015,000	$ 4,015,000	$ 3,680,210	$ 3,792,689	$ (222,311)	-5.5%
FUND TOTAL SOURCES	$ 3,612,022	$ 4,015,000	$ 4,015,000	$ 3,680,210	$ 3,792,689	$ (222,311)	-5.5%
DEPARTMENT OPERATING TOTAL SOURCES	$ 10,528,187	$ 11,015,000	$ 11,015,000	$ 9,259,806	$ 10,792,689	$ (222,311)	-2.0%
DEPARTMENT TOTAL SOURCES	$ 10,528,187	$ 11,015,000	$ 11,015,000	$ 9,259,806	$ 10,792,689	$ (222,311)	-2.0%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 1,831,582	$ 2,134,232	$ 2,157,950	$ 2,019,372	$ 2,185,621	$ (27,671)	-1.3%
FUND TOTAL USES	$ 1,831,582	$ 2,134,232	$ 2,157,950	$ 2,019,372	$ 2,185,621	$ (27,671)	-1.3%
236 RECORDERS SURCHARGE							
OPERATING	$ 3,178,587	$ 3,792,689	$ 3,792,689	$ 3,300,748	$ 3,792,689	$ -	0.0%
NON RECURRING NON PROJECT	1,512,124	2,147,971	2,147,971	1,131,766	1,698,269	449,702	20.9%
FUND TOTAL USES	$ 4,690,711	$ 5,940,660	$ 5,940,660	$ 4,432,514	$ 5,490,958	$ 449,702	7.6%
DEPARTMENT OPERATING TOTAL USES	$ 5,010,169	$ 5,926,921	$ 5,950,639	$ 5,320,120	$ 5,978,310	$ (27,671)	-0.5%
DEPARTMENT NON RECURRING TOTAL USES	$ 1,512,124	$ 2,147,971	$ 2,147,971	$ 1,131,766	$ 1,698,269	$ 449,702	20.9%
DEPARTMENT TOTAL USES	$ 6,522,293	$ 8,074,892	$ 8,098,610	$ 6,451,886	$ 7,676,579	$ 422,031	5.2%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	-	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	-	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	2.00	2.00	2.00	2.00	2.00	-	0.0%
EXECUTIVE MANAGEMENT	3.00	1.00	1.00	1.00	1.00	-	0.0%
HUMAN RESOURCES	1.00	1.00	1.00	1.00	1.00	-	0.0%
OPERATIONS SUPPORT	-	2.00	2.00	2.00	2.00	-	0.0%
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	7.00	7.00	7.00	7.00	7.00	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	21.00	21.00	22.00	22.00	21.00	(1.00)	(4.5%)
TECHNOLOGY SUPPORT	5.00	5.00	5.00	5.00	5.00	-	0.0%
PROGRAM TOTAL	26.00	26.00	27.00	27.00	26.00	(1.00)	(3.7%)
RECORDER							
DOCUMENT OPERATIONS	24.00	19.00	19.00	19.00	19.00	-	0.0%
MAILOUT	4.00	2.00	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	22.00	22.00	22.00	22.00	-	0.0%
DEPARTMENT TOTAL	62.00	56.00	57.00	57.00	56.00	(1.00)	(1.8%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accounting Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	5.00	3.00	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	3.00	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	3.00	-	0.0%
Business Systems Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Recorder	1.00	1.00	1.00	1.00	1.00	-	0.0%
Data Architect	1.00	1.00	-	-	-	-	N/A
Database Administrator - Senior/Lead	-	-	1.00	1.00	1.00	-	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%
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	16.00	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	2.00	2.00	1.00	(1.00)	(50.0%)
Software Architect	-	-	1.00	1.00	1.00	-	0.0%
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%
Department Total	**62.00**	**56.00**	**57.00**	**57.00**	**56.00**	**(1.00)**	**(1.8%)**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	35.00	29.00	29.00	29.00	29.00	-	0.0%
236 RECORDERS SURCHARGE	27.00	27.00	28.00	28.00	27.00	(1.00)	(3.6%)
Department Total	**62.00**	**56.00**	**57.00**	**57.00**	**56.00**	**(1.00)**	**(1.8%)**

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay plan and market study adjustments made in FY 2015.

Base Adjustments:

General Fund (100) Operating

- Decrease Regular Benefits by $1,116 for the impact of the changes in retirement contribution rates.
- Increase Regular Benefits by $27,072 for the impact of the changes in health and dental premium rates.
- Increase Internal Service Charges by $1,514 for the impact of the changes in risk management charges.

Recorder's Surcharge Fund (236) Operating

- Decrease Regular Benefits by $1,897 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by $67 for the impact of the changes in risk management charges.
- Increase expenditures by $1,830 in Outside Services to absorb changes in benefits and risk.
- Decrease revenues by $222,311 due to continued decrease in document recordings.

Recorder's Surcharge Fund (236) Non Recurring Non Project

- The FY 2015 Non Recurring Non Project Budget for $1,698,269 includes:
  - IT-Hardware $666,000.
  - IT-Refresh Non-capital equipment: printers, laptops, and PC's $705,000.
  - IT-Supplies and Services $327,269.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percentage of customers satisfied with the timeliness in returning documents presented	100.0%	100.0%	100.0%	96.0%	(4.0%)	-4.0%
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 which states 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 which states the numeration of indices; A.R.S. §11-463 which states the manner of keeping indices; A.R.S. §11-464 which states 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 which states 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 which states the Recorder shall file and record the certified copies of judgments affecting real property; A.R.S. §11-468 which states place of recording instruments; A.R.S. §11-469 which states 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 which states 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 which states the manner of recording; A.R.S. §11-472 which states keeping of blotter; A.R.S. §11-473 which states the inspection of records by any person; A.R.S. §11-474 which states certification of copies of documents; A.R.S. §11-475 which states the Recorder’s fees; A.R.S. §11-476 which states the preservation of County records, transcription and certification; A.R.S. §11-477 which states the liability for neglect or misfeasance; A.R.S. §11-478 which states the reproduction and microphotography of records; A.R.S. §11-479 which states the requirements and exceptions for destruction of records; A.R.S. §11-480 which states the requirements for form of instruments; A.R.S. §11-481 which states title and size prerequisites for recording maps and plats, recording fees, and exceptions; A.R.S. §11-482 which states 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 which states definitions for confidentiality for records maintained by County Recorder.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of customers satisfied with the timeliness in returning documents presented for recording	100.0%	100.0%	100.0%	96.0%	(4.0%)	-4.0%
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.	929,901	1,000,000	930,792	1,000,000	-	0.0%
Output	Number of documents recorded digitally	730,135	750,000	717,178	750,000	-	0.0%
Demand	Number of documents presented for recording	929,901	1,000,000	930,792	1,000,000	-	0.0%
Demand	Number of documents presented for digital recording	730,135	750,000	717,178	750,000	-	0.0%
Expenditure Ratio	Expenditure per document recorded	$ 1.08	$ 0.87	$ 0.86	$ 0.91	$ (0.04)	-4.1%
Revenue							
	100 - GENERAL	$ 6,720,222	$ 6,829,599	$ 5,401,313	$ 6,829,600	$ 1	0.0%
	TOTAL SOURCES	$ 6,720,222	$ 6,829,599	$ 5,401,313	$ 6,829,600	$ 1	0.0%
Expenditure							
	100 - GENERAL	$ 1,000,491	$ 873,548	$ 801,206	$ 909,716	$ (36,168)	-4.1%
	TOTAL USES	$ 1,000,491	$ 873,548	$ 801,206	$ 909,716	$ (36,168)	-4.1%

Activity Narrative: There is an increase in the FY 2016 expenditure budget, as compared to FY 2015 Revised, due to an increase in health and dental premium rates.

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 which states 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	139,786	135,000	123,124	125,000	(10,000)	-7.4%
Demand	Number of documents recorded for delivery	139,786	135,000	123,124	125,000	(10,000)	-7.4%
Expenditure Ratio	Expenditure per document prepared for delivery	$ 1.10	$ 1.64	$ 1.45	$ 1.64	$ 0.00	0.2%
Revenue							
	100 - GENERAL	$ 118,753	$ 110,400	$ 107,774	$ 110,400	$ -	0.0%
	TOTAL SOURCES	$ 118,753	$ 110,400	$ 107,774	$ 110,400	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 153,142	$ 221,640	$ 178,876	$ 204,755	$ 16,885	7.6%
	TOTAL USES	$ 153,142	$ 221,640	$ 178,876	$ 204,755	$ 16,885	7.6%

Activity Narrative: The decrease in the FY 2016 Mail Out Activity expenditure budget and the number of documents prepared for delivery, as compared to FY 2015 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. Decrease in expenditure is primarily in postage and freight.

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 which states the reproduction and microphotography of records.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	224,171	270,000	223,680	180,000	(90,000)	-33.3%
Demand	Number of documents presented for scanning	224,171	270,000	223,680	180,000	(90,000)	-33.3%
Expenditure Ratio	Expenditure per document scanned	$ 0.84	$ 1.09	$ 1.03	$ 1.63	$ (0.54)	-49.4%
Revenue							
	100 - GENERAL	$ 77,190	$ 60,000	$ 70,509	$ 60,000	$ -	0.0%
	TOTAL SOURCES	$ 77,190	$ 60,000	$ 70,509	$ 60,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 45,283	$ 48,062	$ 46,913	$ 49,232	$ (1,170)	-2.4%
	236 - RECORDERS SURCHARGE	142,349	246,264	183,221	244,000	2,264	0.9%
	TOTAL USES	$ 187,632	$ 294,326	$ 230,134	$ 293,232	$ 1,094	0.4%

Activity Narrative: The FY 2016 budget decrease in documents scanned compared to FY 2015 Revised reflects the trend of the declining number of documents received into the Recorder's Office. The decrease in FY 2016 expenditures is primarily in Outside Services.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 2,134,232**	**$ 7,000,000**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 23,718**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*23,204*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*514*	*-*
FY 2015 Revised Budget			**$ 2,157,950**	**$ 7,000,000**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 201**	**$ -**
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*(514)*	*-*
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*715*	*-*
FY 2016 Baseline Budget			**$ 2,158,151**	**$ 7,000,000**
Adjustments:				
Employee Retirement and Benefits			**$ (1,116)**	**$ -**
Retirement Contributions			*(1,116)*	*-*
Base Adjustments			**$ 1,514**	**$ -**
Internal Service Charges			*1,514*	*-*
Increase Risk Management Charges		*$ 1,514*		
FY 2016 Tentative Budget			**$ 2,158,549**	**$ 7,000,000**
Percent Change from Baseline Amount			*0.0%*	*0.0%*
Adjustments:				
Employee Retirement and Benefits			**$ 27,072**	**$ -**
Employee Health/Dental Premiums			*27,072*	*-*
FY 2016 Adopted Budget			**$ 2,185,621**	**$ 7,000,000**
Percent Change from Baseline Amount			*1.3%*	*0.0%*

Recorder's Surcharge Fund (236)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 3,792,689**	**$ 4,015,000**
FY 2015 Revised Budget			**$ 3,792,689**	**$ 4,015,000**
FY 2016 Baseline Budget			**$ 3,792,689**	**$ 4,015,000**
Adjustments:				
Employee Retirement and Benefits			**$ (1,897)**	**$ -**
Retirement Contributions			*(1,897)*	*-*
Base Adjustments			**$ 1,897**	**$ -**
Other Base Adjustments			*1,830*	*-*
Increase Outside Services		*$ 1,830*		
Internal Service Charges			*67*	*-*
Increase Risk Management Charges		*$ 67*		
Fees and Other Revenues			**$ -**	**$ (222,311)**
ProgRevenue Volume Inc/Dec			*-*	*(222,311)*
FY 2016 Adopted Budget			**$ 3,792,689**	**$ 3,792,689**
Percent Change from Baseline Amount			*0.0%*	*-5.5%*

Recorder's Surcharge Fund (236) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 2,147,971**	**$ -**
FY 2015 Revised Budget		**$ 2,147,971**	**$ -**
Adjustments:			
Base Adjustments		**$ (35,000)**	**$ -**
Other Base Adjustments		*(35,000)*	-
Information and Communications Technology			
Other IT Non Recurring		*(2,112,971)*	-
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Information and Communications Technology			
Other IT Non Recurring		*1,698,269*	-
IT Non Recurring - Hardware	*$ 666,000*		
IT Non Recurring - Refresh	*705,000*		
IT Non Recurring - Supplies and Services	*327,269*		
FY 2016 Adopted Budget		**$ 1,698,269**	**$ -**

Recorder's Surcharge Fund (236) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 4,584,520	$ 3,611,775	$ 3,611,775	$ 3,505,831	$ 2,753,527
Sources:					
Operating	$ 3,612,022	$ 4,015,000	$ 4,015,000	$ 3,680,210	$ 3,792,689
Total Sources:	$ 3,612,022	$ 4,015,000	$ 4,015,000	$ 3,680,210	$ 3,792,689
Uses:					
Operating	$ 3,178,587	$ 3,792,689	$ 3,792,689	$ 3,300,748	$ 3,792,689
Non-Recurring	1,512,124	2,147,971	2,147,971	1,131,766	1,698,269
Total Uses:	$ 4,690,711	$ 5,940,660	$ 5,940,660	$ 4,432,514	$ 5,490,958
Structural Balance	$ 433,435	$ 222,311	$ 222,311	$ 379,462	$ -
Ending Spendable Fund Balance:					
Restricted	$ 3,505,831	$ 1,686,115	$ 1,686,115	$ 2,753,527	$ 1,055,258
Total Ending Spendable Fund Balance	$ 3,505,831	$ 1,686,115	$ 1,686,115	$ 2,753,527	$ 1,055,258

Risk Management

Analysis by Zachary Wolfe, Senior 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 an 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: The cost of Risk Management as a percentage of County expenditures was 1.63% in FY 2014. This figure is significantly lower than the previous year of 2.60% due to the Maricopa Integrated Health System (MIHS) no longer being covered by Risk Management and a large claim payout for the Risk Management portion of the Gillespie Dam settlement. Additionally, Risk Management modified how they calculate this measure in FY 2014 and removed all internal services charges from the total County expenditures.

This metric is projected to continue below 2.0% in FY 2015 due to limited County expenditure growth and a forecasted decrease in Risk Management expenditures. Moreover, recent efforts by Risk Management to implement cost-saving strategies to mitigate claims and claim settlements are expected to improve attainment of this goal. Two of these strategies are workers compensation services were brought back within the department and Risk Management increased training and education for environmental and safety claims.

Department Specific

The injury incident rate for FY 2012 was 3.37. By 2018, the injury incident rate will be reduced to at least 3.35 based on industry standard calculation.

Status: In FY 2014, the injury incident rate was 4.11, which is significantly higher than the goal measure of 3.35 established in FY 2012. The higher than expected injury incident rate is primarily a result of Risk Management changing their 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 Risk Management to change their data collection practices; they now collect all injury data in order to ensure data validity.

Data through the third quarter of FY 2015 indicate the County has an average injury incident rate of 3.59. This value is expected to increase to 4.11 by year end.

Risk Management continues to monitor injury data monthly to determine how to best allocate additional resources for training, safety management support and monitoring of risk-related activities. These data are also shared with County Departments to increase awareness of issues and empower departments to mitigate injuries.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
ALCI - AUTO LIABILITY	$ 1,152,876	$ 1,128,846	$ 1,128,846	$ 1,128,841	$ 1,413,370	$ 284,524	25.2%
APDA - AUTO PROPERTY DAMAGE	436,597	711,124	711,124	728,470	445,175	(265,949)	-37.4%
GLCI - GENERAL LIABILITY	8,424,775	12,006,385	12,006,385	8,488,971	11,253,172	(753,213)	-6.3%
MMCI - MEDICAL MALPRACTICE	2,418,924	1,986,076	1,986,076	1,986,072	1,483,579	(502,497)	-25.3%
PDCI - PROPERTY DAMAGE	287,774	368,568	368,568	368,769	433,668	65,100	17.7%
PROL - PROFESSIONAL LIABILITY	30,408	112,339	112,339	112,344	64,964	(47,375)	-42.2%
WADM - WORKERS COMPENSATION	5,486,943	5,482,869	5,482,869	5,673,473	6,325,146	842,277	15.4%
75CR - CLAIMS	$ 18,238,297	$ 21,796,207	$ 21,796,207	$ 18,486,940	$ 21,419,074	$ (377,133)	-1.7%
ENLI - ENVIRONMENTAL LIABILITY	$ 1,135,872	$ 973,661	$ 973,661	$ 973,656	$ 1,192,891	$ 219,230	22.5%
ENPD - ENVIRON PROPERY DAMAGE CLAIMS	5,752,825	387,737	387,737	387,732	447,973	60,236	15.5%
75EV - ENVIRONMENTAL MANAGEMENT	$ 6,888,697	$ 1,361,398	$ 1,361,398	$ 1,361,388	$ 1,640,864	$ 279,466	20.5%
UCIP - UNEMPLOYMENT	$ 621,420	$ 531,085	$ 531,085	$ 531,084	$ 628,752	$ 97,667	18.4%
75IN - INSURANCE AND COVERAGE	$ 621,420	$ 531,085	$ 531,085	$ 531,084	$ 628,752	$ 97,667	18.4%
ODIR - EXECUTIVE MANAGEMENT	$ 16,855	$ 400,000	$ 400,000	$ 402,345	$ 400,000	$ -	0.0%
RMGT - RISK MANAGEMENT	4,466,507	1,684,065	1,684,065	-	-	(1,684,065)	-100.0%
99AS - INDIRECT SUPPORT	$ 4,483,362	$ 2,084,065	$ 2,084,065	$ 402,345	$ 400,000	$ (1,684,065)	-80.8%
TOTAL PROGRAMS	**$ 30,231,776**	**$ 25,772,755**	**$ 25,772,755**	**$ 20,781,757**	**$ 24,088,690**	**$ (1,684,065)**	**-6.5%**
USES							
ALCI - AUTO LIABILITY	$ 2,219,968	$ 1,209,474	$ 1,248,446	$ 1,122,892	$ 1,533,012	$ (284,566)	-22.8%
APDA - AUTO PROPERTY DAMAGE	136,952	481,662	512,438	484,758	511,475	963	0.2%
GLCI - GENERAL LIABILITY	(3,892,555)	9,040,029	9,008,565	7,297,632	11,399,618	(2,391,053)	-26.5%
MMCI - MEDICAL MALPRACTICE	(514,591)	2,191,173	2,202,311	1,771,010	1,543,158	659,153	29.9%
PDCI - PROPERTY DAMAGE	2,410,622	302,624	309,744	299,078	436,969	(127,225)	-41.1%
PROL - PROFESSIONAL LIABILITY	65,587	54,309	39,913	79,964	89,279	(49,366)	-123.7%
WADM - WORKERS COMPENSATION	8,989,452	4,917,275	4,918,749	4,810,849	4,968,726	(49,977)	-1.0%
75CR - CLAIMS	$ 9,415,435	$ 18,196,546	$ 18,240,166	$ 15,866,183	$ 20,482,237	$ (2,242,071)	-12.3%
ENLI - ENVIRONMENTAL LIABILITY	$ 265,406	$ 1,210,000	$ 1,210,000	$ 1,070,000	$ 1,210,000	$ -	0.0%
ENPD - ENVIRON PROPERY DAMAGE CLAIMS	390,166	450,000	450,000	450,000	450,000	-	0.0%
ENSS - ENVIRONMENTAL MANAGEMENT SVCS	296,112	294,496	370,116	491,400	532,555	(162,439)	-43.9%
75EV - ENVIRONMENTAL MANAGEMENT	$ 951,684	$ 1,954,496	$ 2,030,116	$ 2,011,400	$ 2,192,555	$ (162,439)	-8.0%
INSC - INSURANCE AND COVERAGE	$ 75,510	$ 5,139,695	$ 5,152,636	$ 5,598,609	$ 6,006,660	$ (854,024)	-16.6%
UCIP - UNEMPLOYMENT	582,483	887,881	887,290	785,636	892,952	(5,662)	-0.6%
75IN - INSURANCE AND COVERAGE	$ 657,993	$ 6,027,576	$ 6,039,926	$ 6,384,245	$ 6,899,612	$ (859,686)	-14.2%
SAMA - SAFETY MANAGEMENT SERVICES	$ 733,757	$ 847,602	$ 772,096	$ 771,629	$ 968,411	$ (196,315)	-25.4%
75SF - SAFETY MANAGEMENT	$ 733,757	$ 847,602	$ 772,096	$ 771,629	$ 968,411	$ (196,315)	-25.4%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 244,074	$ 247,122	$ 233,858	$ 215,488	$ 307,811	$ (73,953)	-31.6%
HRAC - HUMAN RESOURCES	60,066	51,011	46,318	44,929	48,977	(2,659)	-5.7%
ODIR - EXECUTIVE MANAGEMENT	695,884	612,648	580,523	664,809	413,416	167,107	28.8%
POOL - POOLED COSTS	-	-	-	-	60,768	(60,768)	N/A
PROC - PROCUREMENT	14,333	18,077	12,075	12,993	12,960	(885)	-7.3%
RECO - RECORDS MANAGEMENT	-	-	-	-	1,500	(1,500)	N/A
RMGT - RISK MANAGEMENT	4,493,241	1,750,000	1,750,000	-	-	1,750,000	100.0%
SPPT - OPERATIONS SUPPORT	-	-	-	-	126,319	(126,319)	N/A
99AS - INDIRECT SUPPORT	$ 5,507,598	$ 2,678,858	$ 2,622,774	$ 938,219	$ 971,751	$ 1,651,023	62.9%
CSCA - CENTRAL SERVICE COST ALLOC	$ 1,816,220	$ 1,879,351	$ 1,879,351	$ 1,879,351	$ 1,731,831	$ 147,520	7.8%
GGOV - GENERAL GOVERNMENT	-	-	-	1	-	-	N/A
INFR - INFRASTRUCTURE	-	6,600	6,600	-	6,600	-	0.0%
99GV - GENERAL OVERHEAD	$ 1,816,220	$ 1,885,951	$ 1,885,951	$ 1,879,352	$ 1,738,431	$ 147,520	7.8%
TSPT - TECHNOLOGY SUPPORT	$ -	$ -	$ -	$ -	$ 86,000	$ (86,000)	N/A
99IT - INFORMATION TECHNOLOGY	$ -	$ -	$ -	$ -	$ 86,000	$ (86,000)	N/A
TOTAL PROGRAMS	**$ 19,082,687**	**$ 31,591,029**	**$ 31,591,029**	**$ 27,851,028**	**$ 33,338,997**	**$ (1,747,968)**	**-5.5%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 200,904	$ 271,547	$ 271,547	$ 271,547	$ 335,468	$ 63,921	23.5%
0636 - INTERNAL SERVICE CHARGES	19,969,885	19,899,242	19,899,242	19,899,242	19,835,321	(63,921)	-0.3%
SUBTOTAL	$ 20,170,789	$ 20,170,789	$ 20,170,789	$ 20,170,789	$ 20,170,789	$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 16,855	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	5,577,625	-	-	210,968	-	-	N/A
SUBTOTAL	$ 5,594,480	$ 400,000	$ 400,000	$ 610,968	$ 400,000	$ -	0.0%
ALL REVENUES	$ 25,765,269	$ 20,570,789	$ 20,570,789	$ 20,781,757	$ 20,570,789	$ -	0.0%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 4,466,507	$ 5,201,966	$ 5,201,966	$ -	$ 3,517,901	$ (1,684,065)	-32.4%
ALL OTHER FINANCING SOURCES	$ 4,466,507	$ 5,201,966	$ 5,201,966	$ -	$ 3,517,901	$ (1,684,065)	-32.4%
TOTAL SOURCES	$ 30,231,776	$ 25,772,755	$ 25,772,755	$ 20,781,757	$ 24,088,690	$ (1,684,065)	-6.5%

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,851,296	$ 1,905,276	$ 1,919,765	$ 1,908,110	$ 2,058,173	$ (138,408)	-7.2%
0705 - TEMPORARY PAY	15,426	-	-	-	-	-	N/A
0710 - OVERTIME	1,948	6,000	6,000	3,114	6,000	-	0.0%
0750 - FRINGE BENEFITS	600,580	642,368	644,765	656,896	707,623	(62,858)	-9.7%
0790 - OTHER PERSONNEL SERVICES	-	-	-	2,500	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	-	-	-	(89)	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	394	-	-	-	-	-	N/A
SUBTOTAL	$ 2,469,644	$ 2,553,644	$ 2,570,530	$ 2,570,531	$ 2,771,796	$ (201,266)	-7.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 147,363	$ 121,900	$ 113,846	$ 131,900	$ 215,397	$ (101,551)	-89.2%
0803 - FUEL	4,499	5,000	5,000	5,000	5,000	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	8,467	55,672	55,672	55,672	55,672	-	0.0%
SUBTOTAL	$ 160,329	$ 182,572	$ 174,518	$ 192,572	$ 276,069	$ (101,551)	-58.2%
SERVICES							
0810 - LEGAL SERVICES	$ 4,295,980	$ 5,055,000	$ 5,055,000	$ 4,480,001	$ 3,988,725	$ 1,066,275	21.1%
0811 - HEALTH CARE SERVICES	216	-	-	-	-	-	N/A
0812 - OTHER SERVICES	9,989,618	21,426,649	21,408,406	18,205,608	24,071,263	(2,662,857)	-12.4%
0820 - RENT & OPERATING LEASES	33,197	41,000	31,499	41,500	41,500	(10,001)	-31.8%
0825 - REPAIRS AND MAINTENANCE	1,810	2,500	1,994	2,500	2,500	(506)	-25.4%
0830 - INTERGOVERNMENTAL PAYMENTS	250,060	390,213	390,213	390,213	390,213	-	0.0%
0839 - INTERNAL SERVICE CHARGES	1,841,009	1,915,951	1,915,951	1,916,451	1,770,431	145,520	7.6%
0841 - TRAVEL	3,948	16,000	14,125	16,000	16,000	(1,875)	-13.3%
0842 - EDUCATION AND TRAINING	7,102	5,500	5,500	6,000	7,000	(1,500)	-27.3%
0843 - POSTAGE/FREIGHT/SHIPPING	4,018	2,000	2,000	3,500	3,500	(1,500)	-75.0%
0872 - SERVICES-ALLOCATION OUT	(963,905)	-	-	-	-	-	N/A
0873 - SERVICES-ALLOCATION IN	963,905	-	-	-	-	-	N/A
SUBTOTAL	$ 16,426,958	$ 28,854,813	$ 28,824,688	$ 25,061,773	$ 30,291,132	$ (1,466,444)	-5.1%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ -	$ -	$ 7,000	$ -	$ -	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	25,756	-	-	19,152	-	-	N/A
SUBTOTAL	$ 25,756	$ -	$ -	$ 26,152	$ -	$ -	N/A
ALL EXPENDITURES	$ 19,082,687	$ 31,591,029	$ 31,569,736	$ 27,851,028	$ 33,338,997	$ (1,769,261)	-5.6%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ -	$ 21,293	$ -	$ -	$ 21,293	100.0%
ALL OTHER FINANCING USES	$ -	$ -	$ 21,293	$ -	$ -	$ 21,293	100.0%
TOTAL USES	$ 19,082,687	$ 31,591,029	$ 31,591,029	$ 27,851,028	$ 33,338,997	$ (1,747,968)	-5.5%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
675 RISK MANAGEMENT							
OPERATING	$ 25,765,269	$ 20,570,789	$ 20,570,789	$ 20,781,757	$ 20,570,789	$ -	0.0%
NON RECURRING NON PROJECT	-	3,517,901	3,517,901	-	3,517,901	-	0.0%
FUND TOTAL SOURCES	$ 25,765,269	$ 24,088,690	$ 24,088,690	$ 20,781,757	$ 24,088,690	$ -	0.0%
676 COUNTY MANAGER RISK MANAGEMENT							
NON RECURRING NON PROJECT	$ 4,466,507	$ 1,684,065	$ 1,684,065	$ -	$ -	$ (1,684,065)	-100.0%
FUND TOTAL SOURCES	$ 4,466,507	$ 1,684,065	$ 1,684,065	$ -	$ -	$ (1,684,065)	-100.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 25,765,269	$ 20,570,789	$ 20,570,789	$ 20,781,757	$ 20,570,789	$ -	0.0%
DEPARTMENT NON RECURRING TOTAL SOURCES	$ 4,466,507	$ 5,201,966	$ 5,201,966	$ -	$ 3,517,901	$ (1,684,065)	-32.4%
DEPARTMENT TOTAL SOURCES	$ 30,231,776	$ 25,772,755	$ 25,772,755	$ 20,781,757	$ 24,088,690	$ (1,684,065)	-6.5%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
675 RISK MANAGEMENT							
OPERATING	$ 14,589,446	$ 29,841,029	$ 29,841,029	$ 27,851,028	$ 33,338,997	$ (3,497,968)	-11.7%
FUND TOTAL USES	$ 14,589,446	$ 29,841,029	$ 29,841,029	$ 27,851,028	$ 33,338,997	$ (3,497,968)	-11.7%
676 COUNTY MANAGER RISK MANAGEMENT							
NON RECURRING NON PROJECT	$ 4,493,241	$ 1,750,000	$ 1,750,000	$ -	$ -	$ 1,750,000	100.0%
FUND TOTAL USES	$ 4,493,241	$ 1,750,000	$ 1,750,000	$ -	$ -	$ 1,750,000	100.0%
DEPARTMENT OPERATING TOTAL USES	$ 14,589,446	$ 29,841,029	$ 29,841,029	$ 27,851,028	$ 33,338,997	$ (3,497,968)	-11.7%
DEPARTMENT NON RECURRING TOTAL USES	$ 4,493,241	$ 1,750,000	$ 1,750,000	$ -	$ -	$ 1,750,000	100.0%
DEPARTMENT TOTAL USES	$ 19,082,687	$ 31,591,029	$ 31,591,029	$ 27,851,028	$ 33,338,997	$ (1,747,968)	-5.5%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
CLAIMS							
AUTO LIABILITY	.53	.73	1.03	1.03	1.03	-	0.0%
AUTO PROPERTY DAMAGE	.62	.82	.92	.92	.92	-	0.0%
GENERAL LIABILITY	4.15	3.60	2.71	2.71	2.71	-	0.0%
MEDICAL MALPRACTICE	2.10	1.05	1.16	1.16	1.16	-	0.0%
PROFESSIONAL LIABILITY	.20	.20	.00	-	-	-	N/A
PROPERTY DAMAGE	.70	.40	.30	.30	.30	-	0.0%
WORKERS COMPENSATION	3.80	3.55	3.90	3.90	3.90	-	0.0%
PROGRAM TOTAL	12.10	10.35	10.03	10.03	10.03	-	0.0%
ENVIRONMENTAL MANAGEMENT							
ENVIRONMENTAL MANAGEMENT SVCS	2.20	2.30	4.10	4.10	4.10	-	0.0%
PROGRAM TOTAL	2.20	2.30	4.10	4.10	4.10	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	2.15	2.75	2.50	2.50	2.50	-	0.0%
EXECUTIVE MANAGEMENT	2.30	4.00	3.58	3.58	3.58	-	0.0%
HUMAN RESOURCES	.73	.63	.53	.53	.53	-	0.0%
PROCUREMENT	.57	.27	.17	.17	.17	-	0.0%
PROGRAM TOTAL	5.75	7.65	6.78	6.78	6.78	-	0.0%
INSURANCE AND COVERAGE							
INSURANCE AND COVERAGE	.50	.75	.95	.95	.95	-	0.0%
UNEMPLOYMENT	.30	.30	.30	.30	.30	-	0.0%
PROGRAM TOTAL	.80	1.05	1.25	1.25	1.25	-	0.0%
SAFETY MANAGEMENT							
SAFETY MANAGEMENT SERVICES	8.15	8.40	7.60	7.60	8.60	1.00	13.2%
PROGRAM TOTAL	8.15	8.40	7.60	7.60	8.60	1.00	13.2%
DEPARTMENT TOTAL	29.00	29.75	29.75	29.75	30.75	1.00	3.4%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	1.00	1.50	1.50	1.50	1.50	-	0.0%
Accounting Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	4.00	5.00	4.00	4.00	4.00	-	0.0%
Business Systems Analyst-Sr/Ld	-	1.25	1.00	1.00	1.00	-	0.0%
Claims Adjuster	6.00	3.00	1.00	1.00	1.00	-	0.0%
Claims Adjuster Lead	-	3.00	4.00	4.00	4.00	-	0.0%
Database Report Writer Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
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	-	-	-	-	N/A
Finance Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	1.00	-	.25	.25	.25	-	0.0%
Management Assistant	-	-	1.00	1.00	1.00	-	0.0%
Office Assistant	1.00	-	-	-	-	-	N/A
Risk Environmental Analyst Sr	-	-	2.00	2.00	2.00	-	0.0%
Risk Management Manager	-	-	2.00	2.00	2.00	-	0.0%
Risk Mgmt Supervisor	1.00	1.00	-	-	-	-	N/A
Safety Representative	7.00	7.00	7.00	7.00	8.00	1.00	14.3%
Special Projects Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**29.00**	**29.75**	**29.75**	**29.75**	**30.75**	**1.00**	**3.4%**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
675 RISK MANAGEMENT	29.00	29.75	29.75	29.75	30.75	1.00	3.4%
Department Total	**29.00**	**29.75**	**29.75**	**29.75**	**30.75**	**1.00**	**3.4%**

Significant Variances

The additional Safety Representive is assigned to the Safety Management activity and will provide operational support to the Safety Specialists and Safety Manager, in addition to performing adminitrative duties.

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay plan and market study adjustments made in FY 2015.

Base Adjustments:

Risk Management Fund (675) Operating

- Decrease Regular Benefits by $2,032 for the impact of the changes in retirement contribution rates.
- Increase Other Services by $3,500,000 for a legal settlement in FY 2015 which is expected to be paid in FY 2016.

Risk Management Fund (675) Non Recurring Non Project

- Carry forward 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.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of AL claims Closed in the Year	78.7%	91.3%	91.3%	93.8%	2.5%	2.7%
Percent of APD Claims Closed	82.8%	97.9%	97.9%	86.5%	(11.4%)	-11.6%
Percent of County expenditures spent on Risk Management (Cost of Risk)	1.6%	2.6%	2.6%	1.7%	(0.9%)	-36.3%
Percent of GL Claims Closed	53.0%	70.0%	70.0%	48.9%	(21.1%)	-30.2%
Percent of MM Claims Closed	47.4%	83.3%	83.3%	100.0%	16.7%	20.0%
Percent of PD Claims Closed	77.5%	100.0%	100.0%	80.0%	(20.0%)	-20.0%
Percent of WC Claims Closed	83.7%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of PL Claims Closed	73.3%	100.0%	100.0%	100.0%	0.0%	0.0%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of AL claims Closed in the Year	78.7%	91.3%	91.3%	93.8%	2.5%	2.7%
Output	Number of AL Claims Closed	74	73	73	75	2	2.7%
Demand	Number of AL Claims Opened and Pending	94	80	80	80	-	0.0%
Expenditure Ratio	Expenditure per AL Claims Closed	$ 30,000	$ 17,102	$ 15,382	$ 20,440	$ (3,338)	-19.5%
Revenue							
	675 - RISK MANAGEMENT	$ 1,152,876	$ 1,128,846	$ 1,128,841	$ 1,413,370	$ 284,524	25.2%
	TOTAL SOURCES	$ 1,152,876	$ 1,128,846	$ 1,128,841	$ 1,413,370	$ 284,524	25.2%
Expenditure							
	675 - RISK MANAGEMENT	$ 2,219,968	$ 1,248,446	$ 1,122,892	$ 1,533,012	$ (284,566)	-22.8%
	TOTAL USES	$ 2,219,968	$ 1,248,446	$ 1,122,892	$ 1,533,012	$ (284,566)	-22.8%

Activity Narrative: Expenditures for this activity are primarily used to insure against the repair of county vehicles. Historically, claims have been extremely volatile for this activity. FY 2014 marked a highpoint for expenditures over the previous 5 years. In FY 2015, expenditures per claim decreased by almost 50% when compared to the previous year. The expenditure estimate for FY 2016 closely approximates the linear trend line projection for the last six years of claims expenditures.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of APD Claims Closed	82.8%	97.9%	97.9%	86.5%	(11.4%)	-11.6%
Output	Number of APD Claims Closed	304	320	320	320	-	0.0%
Demand	Number of APD Claims Opened and Pending	367	327	327	370	43	13.1%
Expenditure Ratio	Expenditure per APD claim closed	$ 451	$ 1,601	$ 1,515	$ 1,598	$ 3.01	0.2%
Revenue							
	675 - RISK MANAGEMENT	$ 436,597	$ 711,124	$ 728,470	$ 445,175	$ (265,949)	-37.4%
	TOTAL SOURCES	$ 436,597	$ 711,124	$ 728,470	$ 445,175	$ (265,949)	-37.4%
Expenditure							
	675 - RISK MANAGEMENT	$ 136,952	$ 512,438	$ 484,758	$ 511,475	$ 963	0.2%
	TOTAL USES	$ 136,952	$ 512,438	$ 484,758	$ 511,475	$ 963	0.2%

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 $500,000 in FY 2015 and 2016.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of County expenditures spent on Risk Management (Cost of Risk)	1.6%	2.6%	2.6%	1.7%	(0.9%)	-36.3%
Result	Percent of GL Claims Closed	53.0%	70.0%	70.0%	48.9%	(21.1%)	-30.2%
Output	Number of GL Claims Closed	327	315	315	330	15	4.8%
Demand	Number of GL Claims Opened and Pending	617	450	450	675	225	50.0%
Expenditure Ratio	Expenditure Per Claim Closed	$ (11,904)	$ 28,599	$ 23,167	$ 34,544	$ (5,946)	-20.8%
Revenue							
	675 - RISK MANAGEMENT	$ 8,424,775	$ 12,006,385	$ 8,488,971	$ 11,253,172	$ (753,213)	-6.3%
	TOTAL SOURCES	$ 8,424,775	$ 12,006,385	$ 8,488,971	$ 11,253,172	$ (753,213)	-6.3%
Expenditure							
	675 - RISK MANAGEMENT	$ (3,892,555)	$ 9,008,565	$ 7,297,632	$ 11,399,618	$ (2,391,053)	-26.5%
	TOTAL USES	$ (3,892,555)	$ 9,008,565	$ 7,297,632	$ 11,399,618	$ (2,391,053)	-26.5%

Activity Narrative: Actual General Liability Claims in FY 2014 included four large settlements which as a group total over $7 million. Note: The negative total uses figure of $(3,892,555) includes the year-end *Incurred But Not Reported* (IBNR) actuarial estimate used to adjust annual expenditures for expected liabilities.

The FY 2015 forecast indicates a significant reduction in claim expenditures when compared to the 2015 revised budget. Consequently, a budgeted transfer of $3.5 million in revenue was not performed in FY 2015 due to lower claim expenditures. However, in FY 2016, the number of claims and claim

expenditures are expected to increase. In FY 2015, a large case was settled for $3.5 million and this claim is expected to be paid in FY 2016. Consequently, the Risk Management expenditure appropriation was increased. The revenue transfer of $3.5 million was carried forward to FY 2016 in contingency to address the possible need for additional cash in the Risk Trust.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of MM Claims Closed	47.4%	83.3%	83.3%	100.0%	16.7%	20.0%
Output	Number of Claims Closed	55	50	50	98	48	96.0%
Demand	Number of MM Claims Opened and Pending	116	60	60	98	38	63.3%
Expenditure Ratio	Expenditure per MM Claim Closed	$ (9,356)	$ 44,046	$ 35,420	$ 15,747	$ 28,300	64.3%
Revenue							
	675 - RISK MANAGEMENT	$ 2,418,924	$ 1,986,076	$ 1,986,072	$ 1,483,579	$ (502,497)	-25.3%
	TOTAL SOURCES	$ 2,418,924	$ 1,986,076	$ 1,986,072	$ 1,483,579	$ (502,497)	-25.3%
Expenditure							
	675 - RISK MANAGEMENT	$ (514,591)	$ 2,202,311	$ 1,771,010	$ 1,543,158	$ 659,153	29.9%
	TOTAL USES	$ (514,591)	$ 2,202,311	$ 1,771,010	$ 1,543,158	$ 659,153	29.9%

Activity Narrative: In FY 2014, Medical Malpractice claim expenditures were the lowest they had been in the past four years. The negative total uses figure of $(514,591) includes the yearend *Incurred But Not Reported* (IBNR) actuarial estimate used to adjust annual expenditures for expected liabilities.

The sharp reduction in expenditures in FY 2014 is primarily a result of the Maricopa Integrated Health System (MIHS) withdrawing from the County's Risk Trust in FY 2013 and the final claims settling in FY 2014. 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 the 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of PL Claims Closed	73.3%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of PL Claims Closed	11	10	10	10	-	0.0%
Demand	Number of PL Claims Opened and Pending	15	10	10	10	-	0.0%
Expenditure Ratio	Expenditure per PL Claim Closed	$ 5,962	$ 3,991	$ 7,996	$ 8,928	$ (4,937)	-123.7%
Revenue							
	675 - RISK MANAGEMENT	$ 30,408	$ 112,339	$ 112,344	$ 64,964	$ (47,375)	-42.2%
	TOTAL SOURCES	$ 30,408	$ 112,339	$ 112,344	$ 64,964	$ (47,375)	-42.2%
Expenditure							
	675 - RISK MANAGEMENT	$ 65,587	$ 39,913	$ 79,964	$ 89,279	$ (49,366)	-123.7%
	TOTAL USES	$ 65,587	$ 39,913	$ 79,964	$ 89,279	$ (49,366)	-123.7%

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 expenditures per claim are slightly trending upwards.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of PD Claims Closed	77.5%	100.0%	100.0%	80.0%	(20.0%)	-20.0%
Output	Number of PD Claims Closed	117	139	139	120	(19)	-13.7%
Demand	Number of PD Claims Opened and Pending	151	139	139	150	11	7.9%
Expenditure Ratio	Expenditure per PD Claim Closed	$ 20,604	$ 2,228	$ 2,152	$ 3,641	$ (1,413)	-63.4%
Revenue							
	675 - RISK MANAGEMENT	$ 287,774	$ 368,568	$ 368,769	$ 433,668	$ 65,100	17.7%
	TOTAL SOURCES	$ 287,774	$ 368,568	$ 368,769	$ 433,668	$ 65,100	17.7%
Expenditure							
	675 - RISK MANAGEMENT	$ 2,410,622	$ 309,744	$ 299,078	$ 436,969	$ (127,225)	-41.1%
	TOTAL USES	$ 2,410,622	$ 309,744	$ 299,078	$ 436,969	$ (127,225)	-41.1%

Activity Narrative: Property Damage claim expenditures for FY 2014 are markedly higher than the FY 2015 Budget as a result of hailstorm damage and flood claims. Claims in FY 2015 and 2016 are expected to decrease in total expenditures.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of WC Claims Closed	83.7%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of WC Claims Closed	1,122	800	800	800	-	0.0%
Demand	Number of WC Claims Opened and Pending	1,341	800	800	800	-	0.0%
Expenditure Ratio	Expenditure per WC Claim Closed	$ 8,012	$ 6,148	$ 6,014	$ 6,211	$ (62)	-1.0%
Revenue							
	675 - RISK MANAGEMENT	$ 5,486,943	$ 5,482,869	$ 5,673,473	$ 6,325,146	$ 842,277	15.4%
	TOTAL SOURCES	$ 5,486,943	$ 5,482,869	$ 5,673,473	$ 6,325,146	$ 842,277	15.4%
Expenditure							
	675 - RISK MANAGEMENT	$ 8,989,452	$ 4,918,749	$ 4,810,849	$ 4,968,726	$ (49,977)	-1.0%
	TOTAL USES	$ 8,989,452	$ 4,918,749	$ 4,810,849	$ 4,968,726	$ (49,977)	-1.0%

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. Additionally, in FY 2014, the Maricopa Integrated Health System was no longer covered by Risk Management. While these changes led to decreases in claim expenditures in FY 2014, year-end *Incurred But Not Reported* (IBNR) actuarial estimates increased FY 2014 actuals by $4.2 million. Risk Management reports more efficient claims management by providing these services directly to staff.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent Reduction/Increase in possible Environmental Liability exposures	(20.4%)	1.0%	1.0%	2.2%	1.2%	118.1%
Percent of EL Claims Closed in the Fiscal Year	94.7%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of EPD Claims Closed	60.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this Program include:

- Environmental Liability Claims
- Environmental Management
- Environmental Property Damage Claims

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of EL Claims Closed in the Fiscal Year	94.7%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of EL Claims Closed	54	1	1	1	-	0.0%
Demand	Number of EL Claims Opened and Pending	57	1	1	1	-	0.0%
Expenditure Ratio	Expenditure per EL Claim Closed	$ 4,915	$ 1,210,000	$ 1,070,000	$ 1,210,000	-	0.0%
Revenue							
	675 - RISK MANAGEMENT	$ 1,135,872	$ 973,661	$ 973,656	$ 1,192,891	$ 219,230	22.5%
	TOTAL SOURCES	$ 1,135,872	$ 973,661	$ 973,656	$ 1,192,891	$ 219,230	22.5%
Expenditure							
	675 - RISK MANAGEMENT	$ 265,406	$ 1,210,000	$ 1,070,000	$ 1,210,000	$ -	0.0%
	TOTAL USES	$ 265,406	$ 1,210,000	$ 1,070,000	$ 1,210,000	$ -	0.0%

Activity Narrative: A number of third-party liability claims were 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 or FY 2016.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% Reduction/Increase in possible Environmental Liability exposures	(20.4%)	1.0%	1.0%	2.2%	1.2%	118.1%
Output	Difference in value of Liability Exposures	(1,247,401)	60,000	60,000	160,114	100,114	166.9%
Demand	Dollar Value of Environmental Liability Exposures	6,105,839	6,000,000	6,000,000	7,339,886	1,339,886	22.3%
Expenditure Ratio	Expenditure per Environmental Exposure	$ (0.24)	$ 6.17	$ 8.19	$ 3.33	$ 2.84	46.1%
Expenditure							
	675 - RISK MANAGEMENT	$ 296,112	$ 370,116	$ 491,400	$ 532,555	$ (162,439)	-43.9%
	TOTAL USES	$ 296,112	$ 370,116	$ 491,400	$ 532,555	$ (162,439)	-43.9%

Activity Narrative: This was a new activity measure in FY 2014, during which there was a significant year-over-year decrease in liability exposures due to mitigating asbestos and storm water liabilities. In FY 2016, the total amount of environmental liabilities is expected to increase by $162,439 to address a remediation issue for a County landfill.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of EPD Claims Closed	60.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of EPD Claims Closed	3	1	1	1	-	0.0%
Demand	Number of EPD Claims Opened and Pending	5	1	1	1	-	0.0%
Expenditure Ratio	Expenditure per EPD Claim Closed	$ 130,055	$ 450,000	$ 450,000	$ 450,000	-	0.0%
Revenue							
	675 - RISK MANAGEMENT	$ 5,752,825	$ 387,737	$ 387,732	$ 447,973	$ 60,236	15.5%
	TOTAL SOURCES	$ 5,752,825	$ 387,737	$ 387,732	$ 447,973	$ 60,236	15.5%
Expenditure							
	675 - RISK MANAGEMENT	$ 390,166	$ 450,000	$ 450,000	$ 450,000	$ -	0.0%
	TOTAL USES	$ 390,166	$ 450,000	$ 450,000	$ 450,000	$ -	0.0%

Activity Narrative: In FY 2014, the surge in revenue of $5.7 million was from the Grace Asbestos settlement, which is expected to be a one-time occurrence. For FY 2015 and 2016 there is limited known risk for further claims exposure. Therefore, the forecast for FY 2015 and 2016 is one claim per year with modest expenditures.

Insurance and Coverages Program

The purpose of the Insurance and Coverages Program is to provide Administration of the Self-Insured Insurance Coverages 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Liability Avoided or Suspended	N/A	N/A	N/A	50.0%	N/A	N/A
Percent of insurance policies purchased/renewed prior to effective date	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent 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	13	16	16	19	3	18.8%
Demand	Number of insurance policies required/requested	20	16	16	19	3	18.8%
Expenditure Ratio	Cost of insurance policies purchased/renewed	$ 5,808	$ 322,040	$ 349,913	$ 316,140	$ 5,900	1.8%
Expenditure							
	675 - RISK MANAGEMENT	$ 75,510	$ 5,152,636	$ 5,598,609	$ 6,006,660	$ (854,024)	-16.6%
	TOTAL USES	$ 75,510	$ 5,152,636	$ 5,598,609	$ 6,006,660	$ (854,024)	-16.6%

Activity Narrative: Risk Management actual expenditures in FY 2014 are considerably lower than FY 2015 and 2016 due to insurance premiums being paid out of another departmental activity. In FY 2016, there is a 16.6% increase in claim premiums from the prior year's budget for increases in prospective claims liabilities.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of Liability Avoided or Suspended	N/A	N/A	N/A	50.0%	N/A	N/A
Output	Total Liability Avoided or Suspended	N/A	N/A	N/A	900,000	N/A	N/A
Output	Total UN Claims	N/A	N/A	N/A	530	N/A	N/A
Demand	Number of UN Claims	537	876	876	530	(346)	-39.5%
Expenditure Ratio	Cost Per UN Claim	N/A	N/A	N/A	$ 1,685	N/A	N/A
Revenue							
	675 - RISK MANAGEMENT	$ 621,420	$ 531,085	$ 531,084	$ 628,752	$ 97,667	18.4%
	TOTAL SOURCES	$ 621,420	$ 531,085	$ 531,084	$ 628,752	$ 97,667	18.4%
Expenditure							
	675 - RISK MANAGEMENT	$ 582,483	$ 887,290	$ 785,636	$ 892,952	$ (5,662)	-0.6%
	TOTAL USES	$ 582,483	$ 887,290	$ 785,636	$ 892,952	$ (5,662)	-0.6%

Activity Narrative: Unemployment claims and total expenditures in FY 2015 and 2016 are expected to remain stable year-over-over as Maricopa County employment levels are forecasted to be relatively constant. There are various inconsistencies in the data collected in FY 2014 and 2015, and is therefore not available for analysis.

Risk Management hires an outside company to perform unemployment claim mitigation. The contractor is expected to reduce claim liability by 50% or $900,000 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of County employees not Injured	N/A	N/A	N/A	94.4%	N/A	N/A
Percent Reduction/Increase of County Injury Incident Rate compared to a 3 year average rate	N/A	N/A	N/A	10.8%	N/A	N/A

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of County employees not Injured	N/A	N/A	N/A	94.4%	N/A	N/A
Result	Percent Reduction/Increase of County Injury Incident Rate compared to a 3 year average rate	N/A	N/A	N/A	10.8%	N/A	N/A
Output	Number of County Employees not Injured	12,721	12,579	12,579	13,235	656	5.2%
Output	FY Injury Incident Rate	N/A	N/A	N/A	4	N/A	N/A
Output	Three Year Average of County Injury Incident Rate	N/A	N/A	N/A	4	N/A	N/A
Demand	Number of County Employees	13,565	13,500	13,500	13,500	-	0.0%
Expenditure Ratio	Cost per County employee not injured	$ 58	$ 61	$ 61	$ 73	$ (11.79)	-19.2%
Expenditure							
	675 - RISK MANAGEMENT	$ 733,757	$ 772,096	$ 771,629	$ 968,411	$ (196,315)	-25.4%
	TOTAL USES	$ 733,757	$ 772,096	$ 771,629	$ 968,411	$ (196,315)	-25.4%

Activity Narrative: FY 2014 data indicate the percent of Maricopa County Staff not being injured to be around 94%. This result measure is expected to achieve consistent results for FY 2015 and 2016.

At the end of FY 2013, Risk Management identified an inconsistency in reporting the injury incident rate from a department that self-reported data. Moreover, Risk Management identified that this department's volunteer hours had not previously been included in calculating exposure hours. This led Risk Management to change its data collection practices, and now they currently collect data on all injuries to ensure the accuracy of data. This has also led to a higher percentage of individuals being categorized as injured. Data through FY 2016 could establish a new baseline value for comparison for future budget analyses.

The Safety Division provides training and consultation to departments and monitors safety data daily. This allows for real-time response to injuries and mitigation of future risk.

Appropriated Budget Reconciliation

Risk Management Fund (675)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 29,841,029**	**$ 20,570,789**
FY 2015 Revised Budget		**$ 29,841,029**	**$ 20,570,789**
FY 2016 Baseline Budget		**$ 29,841,029**	**$ 20,570,789**
Adjustments:			
Employee Retirement and Benefits		**$ (2,032)**	**$ -**
Retirement Contributions		*(2,032)*	*-*
Base Adjustments		**$ 3,500,000**	**$ -**
Other Base Adjustments		*3,500,000*	*-*
Morrison v. Arpaio Settlement	*$ 3,500,000*		
FY 2016 Adopted Budget		**$ 33,338,997**	**$ 20,570,789**
Percent Change from Baseline Amount		*11.7%*	*0.0%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ -**	**$ 3,517,901**
FY 2015 Revised Budget		**$ -**	**$ 3,517,901**
FY 2016 Baseline Budget		**$ -**	**$ 3,517,901**
Adjustments:			
Non Recurring		**$ -**	**$ 3,517,901**
Non Recurring Carry Forward		*-*	*3,517,901*
FY 2016 Adopted Budget		**$ -**	**$ 3,517,901**

Risk Management Fund (675) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 3,577,651	$ (239,351)	$ (239,351)	$ 16,153,221	$ 9,083,950
Sources:					
Operating	$ 25,765,269	$ 20,570,789	$ 20,570,789	$ 20,781,757	$ 20,570,789
Non-Recurring	-	3,517,901	3,517,901	-	3,517,901
Total Sources:	$ 25,765,269	$ 24,088,690	$ 24,088,690	$ 20,781,757	$ 24,088,690
Uses:					
Operating	$ 14,589,446	$ 29,841,029	$ 29,841,029	$ 27,851,028	$ 33,338,997
Total Uses:	$ 14,589,446	$ 29,841,029	$ 29,841,029	$ 27,851,028	$ 33,338,997
Structural Balance	$ 11,175,823	$ (9,270,240)	$ (9,270,240)	$ (7,069,271)	$ (12,768,208)
Accounting Adjustments	$ 1,399,747	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 16,153,221	$ -	$ -	$ 9,083,950	$ -
Unassigned	-	(5,991,690)	(5,991,690)	-	(166,357)
Total Ending Spendable Fund Balance	$ 16,153,221	$ (5,991,690)	$ (5,991,690)	$ 9,083,950	$ (166,357)

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 2017, 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: The percent was down to 44% from 47% in the first two quarters of FY 2015. However, there was a 9% increase in incidents overall and a 24% increase in priority 1 calls for service in the first two quarters of FY 2015 compared with the same period of time in FY 2014. If this trend continues, this goal could be a challenge again in FY 2016.

Safe Communities

By 2017, 93.5% of Priority 1 emergency calls for service will be dispatched to field Officers within two minutes.

Status: MCSO is on track to meet this goal based on first quarter FY 2015 data. 93.28% of priority 1 emergency calls were dispatched in two minutes or less. Market salary adjustments that went into effect in 2014 are expected to yield improvements both in retention and recruitment for Communications positions which is expected to have a positive impact on performance.

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: Actions are being taken to minimize inmate to inmate assaults including additional physical segregation during the first 24 hours of processing. The percent of inmates not assaulted while in custody averaged 99.88% in the first two quarters of FY 2015.

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: Mission critical infrastructure components include but are not limited to securing funding for the Jail Master Plan and ensuring continued progress on the multi-year JMS System replacement and implementation project. This system integrates jail management data and information from other justice system components to result in persons assigned to Sheriff's custody being safely, properly and expeditiously processed through the system

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
CVPR - CIVIL PROCESS	$ 670,206	$ 635,000	$ 635,000	$ 685,847	$ 695,000	$ 60,000	9.4%
INTR - INMATE TRANSPORT	-	90,000	28,336	85,003	25,000	(3,336)	-11.8%
50CC - COURT COMPLIANCE AND SECURITY	$ 670,206	$ 725,000	$ 663,336	$ 770,850	$ 720,000	$ 56,664	8.5%
IARP - INMATE SUBST ABUSE RECOVERY	$ -	$ -	$ 40,664	$ -	$ 45,748	$ 5,084	12.5%
IEPA - INMATE EDUCATION	250,072	516,852	329,672	502,655	354,054	24,382	7.4%
IIAR - INMATE INTAKE AND RELEASE	353,358	305,400	207,330	444,489	304,200	96,870	46.7%
INSS - INMATE CANTEEN AND OPTION SVCS	11,382,817	11,159,504	11,159,504	11,437,956	11,504,271	344,767	3.1%
ISTP - INMATE SKILLS AND TRAINING	28,001	19,000	19,000	24,782	26,774	7,774	40.9%
JIAS - JAIL INTELLIGENCE AND SECURITY	43,964	48,454	91,794	69,925	86,708	(5,086)	-5.5%
MANS - INMATE RELATED MANDATES	-	-	-	-	209,585	209,585	N/A
PRDM - INMATE DETENTION HOUSING	29,105,028	32,519,672	32,519,672	30,901,678	31,952,296	(567,376)	-1.7%
50CM - CUSTODY MANAGEMENT	$ 41,163,240	$ 44,568,882	$ 44,367,636	$ 43,381,485	$ 44,483,636	$ 116,000	0.3%
MCSI - INFO AND COMM TECHNOLOGY	$ 254,384	$ 142,538	$ 147,343	$ 150,898	$ 173,344	$ 26,001	17.6%
PPEV - PROPERTY AND EVIDENCE	368,225	256,581	256,581	148,737	226,100	(30,481)	-11.9%
TRAG - MANDATED ENF AND DET TRAINING	35,225	35,325	21,207	34,017	25,000	3,793	17.9%
50CO - ENF AND DET OPERATION RESOURCE	$ 657,834	$ 434,444	$ 425,131	$ 333,652	$ 424,444	$ (687)	-0.2%
DISP - DISPATCH	$ 320,600	$ 273,217	$ 273,217	$ 271,691	$ 423,522	$ 150,305	55.0%
DSTR - DISAST AND COMM THRE DISR RESP	469,573	653,371	756,729	685,046	1,047,437	290,708	38.4%
ENFO - ENFORCEMENT SUPPORT	70,061	63,000	60,000	53,196	55,000	(5,000)	-8.3%
INVT - INVESTIGATIONS	7,357,665	7,576,465	5,853,694	5,093,979	5,400,480	(453,214)	-7.7%
PATR - PATROL	10,982,474	11,965,403	13,929,872	12,935,828	15,258,811	1,328,939	9.5%
WRNT - WARR AND RECOR INFO PROCESSING	38,304	35,000	35,000	34,138	35,000	-	0.0%
50EN - ENFORCEMENT	$ 19,238,677	$ 20,566,456	$ 20,908,512	$ 19,073,878	$ 22,220,250	$ 1,311,738	6.3%
BLDR - BUILDINGS AND GROUNDS	$ 130	$ -	$ -	$ -	$ -	$ -	N/A
70OM - FACILITIES OPERATION AND MAINT	$ 130	$ -	$ -	$ -	$ -	$ -	N/A
BDFS - BUDGET AND FINANCIAL SERVICES	$ 439,776	$ 439,683	$ 439,683	$ 353,058	$ 425,000	$ (14,683)	-3.3%
ODIR - EXECUTIVE MANAGEMENT	22,662	-	-	-	20,900	20,900	N/A
PROC - PROCUREMENT	92	76	76	174	-	(76)	-100.0%
99AS - INDIRECT SUPPORT	$ 462,530	$ 439,759	$ 439,759	$ 353,232	$ 445,900	$ 6,141	1.4%
GGOV - GENERAL GOVERNMENT	$ (1,139,944)	$ 22,846	$ 22,846	$ 735,013	$ 46,928	$ 24,082	105.4%
99GV - GENERAL OVERHEAD	$ (1,139,944)	$ 22,846	$ 22,846	$ 735,013	$ 46,928	$ 24,082	105.4%
TOTAL PROGRAMS	**$ 61,052,673**	**$ 66,757,387**	**$ 66,827,220**	**$ 64,648,110**	**$ 68,341,158**	**$ 1,513,938**	**2.3%**

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
USES							
CTSC - COURT SECURITY	$ 3,566,043	$ 3,867,118	$ 4,138,542	$ 3,942,116	$ 4,372,325	$ (233,783)	-5.6%
CVPR - CIVIL PROCESS	4,586,447	6,305,961	6,135,981	5,094,291	6,281,045	(145,064)	-2.4%
EXTR - EXTRADITIONS	2,006,407	1,901,938	1,940,019	1,895,242	2,388,646	(448,627)	-23.1%
INTR - INMATE TRANSPORT	13,922,921	15,331,438	15,370,071	15,526,984	16,547,538	(1,177,467)	-7.7%
50CC - COURT COMPLIANCE AND SECURITY	$ 24,081,818	$ 27,406,455	$ 27,584,613	$ 26,458,633	$ 29,589,554	$ (2,004,941)	-7.3%
IARP - INMATE SUBST ABUSE RECOVERY	$ 1,156,349	$ 1,302,988	$ 1,436,365	$ 1,186,761	$ 1,481,312	$ (44,947)	-3.1%
IEPA - INMATE EDUCATION	1,570,699	2,315,353	2,239,991	1,877,690	2,287,004	(47,013)	-2.1%
IIAR - INMATE INTAKE AND RELEASE	19,927,340	21,751,486	21,845,921	21,088,737	22,922,603	(1,076,682)	-4.9%
INLA - INMATE LABOR	422,584	438,946	441,379	415,199	438,683	2,696	0.6%
INSS - INMATE CANTEEN AND OPTION SVCS	4,200,848	4,029,904	3,971,843	4,409,635	4,479,419	(507,576)	-12.8%
ISTP - INMATE SKILLS AND TRAINING	1,630,198	1,936,153	1,741,774	1,764,437	1,748,541	(6,767)	-0.4%
JIAS - JAIL INTELLIGENCE AND SECURITY	2,414,274	2,456,890	2,517,678	2,522,051	3,067,531	(549,853)	-21.8%
MANS - INMATE RELATED MANDATES	14,242,688	16,502,828	16,773,342	15,451,142	18,324,213	(1,550,871)	-9.2%
PRDM - INMATE DETENTION HOUSING	105,754,754	107,761,768	109,817,215	103,886,718	115,542,894	(5,725,679)	-5.2%
50CM - CUSTODY MANAGEMENT	$ 151,319,734	$ 158,496,316	$ 160,785,508	$ 152,602,370	$ 170,292,200	$ (9,506,692)	-5.9%
AVIA - AVIATION	$ 2,905,193	$ 3,802,090	$ 3,691,886	$ 3,397,391	$ 2,717,181	$ 974,705	26.4%
COFB - COMMUNITY OUTREACH	-	146,848	177,089	194,178	225,412	(48,323)	-27.3%
FMGT - SHERIFFS VEHICLE FLEET	310,722	378,956	344,045	372,796	361,495	(17,450)	-5.1%
MCSI - INFO AND COMM TECHNOLOGY	2,111,189	6,195,512	6,217,537	1,892,835	2,379,162	3,838,375	61.7%
PPEV - PROPERTY AND EVIDENCE	1,097,782	1,656,729	1,487,315	1,182,597	1,563,982	(76,667)	-5.2%
PROF - EMPLOYEE PROFESSIONAL STANDARD	4,177,997	4,511,337	4,204,567	4,862,247	4,022,009	182,558	4.3%
TRAG - MANDATED ENF AND DET TRAINING	6,084,276	6,891,124	7,321,687	6,679,567	6,875,892	445,795	6.1%
50CO - ENF AND DET OPERATION RESOURCE	$ 16,687,159	$ 23,582,596	$ 23,444,126	$ 18,581,611	$ 18,145,133	$ 5,298,993	22.6%
DISP - DISPATCH	$ 3,270,722	$ 4,386,109	$ 4,399,364	$ 4,007,081	$ 4,421,648	$ (22,284)	-0.5%
DSTR - DISAST AND COMM THRE DISR RESP	1,629,521	2,079,802	2,258,717	2,393,068	2,580,385	(321,668)	-14.2%
ENFO - ENFORCEMENT SUPPORT	3,959,414	4,601,253	3,923,907	3,535,339	3,424,777	499,130	12.7%
INVT - INVESTIGATIONS	23,280,734	24,607,438	24,144,398	24,377,933	25,881,165	(1,736,767)	-7.2%
PATR - PATROL	45,971,528	47,200,667	51,468,171	48,652,789	52,406,348	(938,177)	-1.8%
SRCH - SEARCH AND RESCUE	124,639	5,266,740	5,270,740	5,142,232	283,606	4,987,134	94.6%
SWAT - SPEC WEAPONS AND TACTICS	3,132,638	3,806,936	4,169,727	3,701,676	4,052,319	117,408	2.8%
WRNT - WARR AND RECOR INFO PROCESSING	1,721,482	1,846,324	1,890,673	1,856,563	1,906,638	(15,965)	-0.8%
50EN - ENFORCEMENT	$ 83,090,678	$ 93,795,269	$ 97,525,697	$ 93,666,681	$ 94,956,886	$ 2,568,811	2.6%
BLDR - BUILDINGS AND GROUNDS	$ 2,728,414	$ 2,445,416	$ 2,470,121	$ 2,675,057	$ 2,916,949	$ (446,828)	-18.1%
70OM - FACILITIES OPERATION AND MAINT	$ 2,728,414	$ 2,445,416	$ 2,470,121	$ 2,675,057	$ 2,916,949	$ (446,828)	-18.1%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 1,450,949	$ 2,210,853	$ 2,205,212	$ 2,108,187	$ 2,067,113	$ 138,099	6.3%
HRAC - HUMAN RESOURCES	2,446,775	2,760,175	3,216,393	2,890,835	3,371,673	(155,280)	-4.8%
ODIR - EXECUTIVE MANAGEMENT	7,552,199	3,150,769	3,638,858	3,636,776	4,434,505	(795,647)	-21.9%
POOL - POOLED COSTS	-	166,714	93,443	-	(391,587)	485,030	519.1%
PROC - PROCUREMENT	568,427	549,625	724,750	690,621	722,935	1,815	0.3%
RCOM - REGULATION COMPLIANCE	-	2,241,508	4,581,629	4,686,884	9,295,333	(4,713,704)	-102.9%
RMGT - RISK MANAGEMENT	625,209	642,290	663,269	679,287	758,522	(95,253)	-14.4%
SPPT - OPERATIONS SUPPORT	-	1,257,080	1,106,651	1,008,859	1,231,691	(125,040)	-11.3%
99AS - INDIRECT SUPPORT	$ 12,643,559	$ 12,979,014	$ 16,230,205	$ 15,701,449	$ 21,490,185	$ (5,259,980)	-32.4%
GGPS - GENERAL PUBLIC SAFELY	$ -	$ -	$ -	$ -	$ (7,880,765)	$ 7,880,765	N/A
INFR - INFRASTRUCTURE	-	3,609,363	3,609,363	3,684,128	3,794,262	(184,899)	-5.1%
ISFC - INTERNAL SERVICE FUND CHARGES	12,335,313	-	-	-	-	-	N/A
MPOS - ELECTED OR STATUTORY OFFICIALS	-	136,731	136,731	150,621	151,957	(15,226)	-11.1%
RISK - RISK PREMIUMS	-	8,570,756	8,570,756	8,565,524	8,950,216	(379,460)	-4.4%
99GV - GENERAL OVERHEAD	$ 12,335,313	$ 12,316,850	$ 12,316,850	$ 12,400,273	$ 5,015,670	$ 7,301,180	59.3%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 2,671,666	$ 3,610,653	$ 3,693,693	$ 4,036,867	$ 3,512,801	$ 180,892	4.9%
DACR - DATA CENTER	1,678,524	3,700,428	4,043,679	4,778,428	4,259,446	(215,767)	-5.3%
GISA - GIS APPLICATION DEV AND SUPP	448,265	496,679	524,757	464,954	518,591	6,166	1.2%
TSPT - TECHNOLOGY SUPPORT	2,887,120	1,379,147	1,112,884	1,323,147	1,535,022	(422,138)	-37.9%
VANS - INFRASTRUCTURE NETWORK SVCS	319,451	470,029	489,362	424,971	368,706	120,656	24.7%
99IT - INFORMATION TECHNOLOGY	$ 8,005,026	$ 9,656,936	$ 9,864,375	$ 11,028,367	$ 10,194,566	$ (330,191)	-3.3%
TOTAL PROGRAMS	**$ 310,891,701**	**$ 340,678,852**	**$ 350,221,495**	**$ 333,114,441**	**$ 352,601,143**	**$ (2,379,648)**	**-0.7%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 74,000	$ 85,000	$ 85,000	$ 81,915	$ 85,000	$ -	0.0%
SUBTOTAL	$ 74,000	$ 85,000	$ 85,000	$ 81,915	$ 85,000	$ -	0.0%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,141,170	$ 2,601,071	$ 2,785,552	$ 3,646,707	$ 3,256,303	$ 470,751	16.9%
0620 - OTHER INTERGOVERNMENTAL	5,601,222	5,097,066	5,804,216	4,797,556	5,236,026	(568,190)	-9.8%
SUBTOTAL	$ 6,742,392	$ 7,698,137	$ 8,589,768	$ 8,444,263	$ 8,492,329	$ (97,439)	-1.1%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 37,102,208	$ 42,578,703	$ 43,625,740	$ 41,566,319	$ 44,851,756	$ 1,226,016	2.8%
0635 - OTHER CHARGES FOR SERVICES	11,460,758	11,522,619	11,522,619	11,723,306	11,807,874	285,255	2.5%
0638 - PATIENT SERVICES REVENUE	355,332	199,420	199,420	336,084	300,000	100,580	50.4%
SUBTOTAL	$ 48,918,298	$ 54,300,742	$ 55,347,779	$ 53,625,709	$ 56,959,630	$ 1,611,851	2.9%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 4,304,383	$ 4,312,500	$ 2,443,688	$ 2,233,170	$ 2,404,834	$ (38,854)	-1.6%
SUBTOTAL	$ 4,304,383	$ 4,312,500	$ 2,443,688	$ 2,233,170	$ 2,404,834	$ (38,854)	-1.6%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 15,230	$ 25,994	$ 25,971	$ 30,631	$ 48,549	$ 22,578	86.9%
0650 - MISCELLANEOUS REVENUE	485,441	335,014	335,014	232,422	350,816	15,802	4.7%
SUBTOTAL	$ 500,671	$ 361,008	$ 360,985	$ 263,053	$ 399,365	$ 38,380	10.6%
ALL REVENUES	$ 60,539,744	$ 66,757,387	$ 66,827,220	$ 64,648,110	$ 68,341,158	$ 1,513,938	2.3%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 512,929	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING SOURCES	$ 512,929	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL SOURCES	$ 61,052,673	$ 66,757,387	$ 66,827,220	$ 64,648,110	$ 68,341,158	$ 1,513,938	2.3%

Sources and Uses by Category (continued)

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 166,874,283	$ 179,099,130	$ 185,024,147	$ 175,758,318	$ 180,551,058	$ 4,473,089	2.4%
0705 - TEMPORARY PAY	246,957	423,629	468,519	254,857	385,026	83,493	17.8%
0710 - OVERTIME	5,057,481	5,817,685	5,003,088	8,618,498	9,339,482	(4,336,394)	-86.7%
0750 - FRINGE BENEFITS	76,709,656	86,021,271	88,163,764	84,271,234	100,913,507	(12,749,743)	-14.5%
0790 - OTHER PERSONNEL SERVICES	1,841,333	1,845,519	2,964,517	2,150,267	2,707,641	256,876	8.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(25,996,602)	(28,208,266)	(28,261,697)	(28,263,667)	(27,087,722)	(1,173,975)	-4.2%
0796 - PERSONNEL SERVICES ALLOC-IN	24,246,420	26,571,106	26,460,459	26,567,151	25,454,940	1,005,519	3.8%
SUBTOTAL	$ 248,979,528	$ 271,570,074	$ 279,822,797	$ 269,356,658	$ 292,263,932	$ (12,441,135)	-4.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 21,877,687	$ 19,311,108	$ 19,751,719	$ 18,795,657	$ 20,234,254	$ (482,535)	-2.4%
0802 - MEDICAL SUPPLIES	115,148	313,587	334,623	326,779	462,855	(128,232)	-38.3%
0803 - FUEL	4,080,460	4,373,190	4,400,154	3,682,570	3,944,423	455,731	10.4%
0804 - NON-CAPITAL EQUIPMENT	5,006,405	5,137,685	5,075,001	1,736,455	716,445	4,358,556	85.9%
0805 - SUPPLIES-ALLOCATION OUT	(2,259,903)	(2,243,931)	(2,226,034)	(2,214,520)	(1,868,659)	(357,375)	-16.1%
0806 - SUPPLIES-ALLOCATION IN	1,932,846	1,913,159	1,913,159	1,922,150	1,896,346	16,813	0.9%
SUBTOTAL	$ 30,752,643	$ 28,804,798	$ 29,248,622	$ 24,249,091	$ 25,385,664	$ 3,862,958	13.2%
SERVICES							
0810 - LEGAL SERVICES	$ 294,525	$ 588,400	$ 557,266	$ 595,659	$ 155,210	$ 402,056	72.1%
0811 - HEALTH CARE SERVICES	1,404,159	1,169,916	1,169,916	1,180,972	1,218,110	(48,194)	-4.1%
0812 - OTHER SERVICES	1,232,741	1,595,699	1,462,947	2,047,722	1,842,402	(379,455)	-25.9%
0820 - RENT & OPERATING LEASES	2,676,718	2,452,827	2,442,024	2,309,445	2,211,669	230,355	9.4%
0825 - REPAIRS AND MAINTENANCE	3,382,031	6,164,443	6,448,246	7,873,234	7,378,899	(930,653)	-14.4%
0830 - INTERGOVERNMENTAL PAYMENTS	436,776	705,809	404,259	525,187	482,917	(78,658)	-19.5%
0839 - INTERNAL SERVICE CHARGES	12,467,060	12,228,698	12,248,672	12,621,262	12,300,047	(51,375)	-0.4%
0841 - TRAVEL	1,195,151	965,823	968,186	1,064,432	1,294,886	(326,700)	-33.7%
0842 - EDUCATION AND TRAINING	493,256	1,189,875	1,186,784	418,326	1,129,006	57,778	4.9%
0843 - POSTAGE/FREIGHT/SHIPPING	286,765	262,836	261,457	306,289	339,793	(78,336)	-30.0%
0850 - UTILITIES	725,596	706,507	691,235	717,184	847,806	(156,571)	-22.7%
0872 - SERVICES-ALLOCATION OUT	(1,753,536)	(1,768,541)	(1,768,541)	(1,784,353)	(1,671,015)	(97,526)	-5.5%
0873 - SERVICES-ALLOCATION IN	1,753,876	1,768,541	1,768,541	1,784,681	1,671,015	97,526	5.5%
SUBTOTAL	$ 24,595,118	$ 28,030,833	$ 27,840,992	$ 29,660,040	$ 29,200,745	$ (1,359,753)	-4.9%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ (3,110)	$ -	$ 101,155	$ 105,079	$ 1,236,498	$ (1,135,343)	-1122.4%
0920 - CAPITAL EQUIPMENT	3,291,649	3,836,926	4,107,629	2,956,182	3,741,612	366,017	8.9%
0930 - VEHICLES & CONSTRUCTION EQUIP	2,762,944	8,436,221	9,100,300	6,787,391	772,692	8,327,608	91.5%
0955 - CAPITAL-ALLOCATION OUT	-	(50,664)	(50,664)	(34,836)	-	(50,664)	-100.0%
0956 - CAPITAL-ALLOCATION IN	-	50,664	50,664	34,836	-	50,664	100.0%
SUBTOTAL	$ 6,051,483	$ 12,273,147	$ 13,309,084	$ 9,848,652	$ 5,750,802	$ 7,558,282	56.8%
ALL EXPENDITURES	$ 310,378,772	$ 340,678,852	$ 350,221,495	$ 333,114,441	$ 352,601,143	$ (2,379,648)	-0.7%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 512,929	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 512,929	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 310,891,701	$ 340,678,852	$ 350,221,495	$ 333,114,441	$ 352,601,143	$ (2,379,648)	-0.7%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 11,280,196	$ 12,674,823	$ 13,200,355	$ 12,732,731	$ 15,191,036	$ 1,990,681	15.1%
NON RECURRING NON PROJECT	-	-	521,505	506,505	366,768	(154,737)	-29.7%
FUND TOTAL SOURCES	$ 11,280,196	$ 12,674,823	$ 13,721,860	$ 13,239,236	$ 15,557,804	$ 1,835,944	13.4%
251 SHERIFF GRANTS							
OPERATING	$ 7,366,262	$ 8,275,961	$ 7,298,757	$ 7,298,757	$ 7,184,985	$ (113,772)	-1.6%
FUND TOTAL SOURCES	$ 7,366,262	$ 8,275,961	$ 7,298,757	$ 7,298,757	$ 7,184,985	$ (113,772)	-1.6%
203 SHERIFF DONATIONS							
OPERATING	$ 28,821	$ 20,000	$ 20,000	$ 25,321	$ 26,774	$ 6,774	33.9%
FUND TOTAL SOURCES	$ 28,821	$ 20,000	$ 20,000	$ 25,321	$ 26,774	$ 6,774	33.9%
206 OFFICER SAFETY EQUIPMENT							
OPERATING	$ 66,947	$ 60,000	$ 60,000	$ 53,196	$ 52,000	$ (8,000)	-13.3%
FUND TOTAL SOURCES	$ 66,947	$ 60,000	$ 60,000	$ 53,196	$ 52,000	$ (8,000)	-13.3%
212 SHERIFF RICO							
OPERATING	$ 1,556,848	$ 1,750,000	$ 1,750,000	$ 1,492,538	$ 1,750,000	$ -	0.0%
FUND TOTAL SOURCES	$ 1,556,848	$ 1,750,000	$ 1,750,000	$ 1,492,538	$ 1,750,000	$ -	0.0%
214 SHERIFF JAIL ENHANCEMENT							
OPERATING	$ 1,592,007	$ 1,482,444	$ 1,482,444	$ 1,482,424	$ 1,482,444	$ -	0.0%
FUND TOTAL SOURCES	$ 1,592,007	$ 1,482,444	$ 1,482,444	$ 1,482,424	$ 1,482,444	$ -	0.0%
252 INMATE SERVICES							
OPERATING	$ 11,387,014	$ 10,982,350	$ 10,982,350	$ 11,127,773	$ 11,250,326	$ 267,976	2.4%
FUND TOTAL SOURCES	$ 11,387,014	$ 10,982,350	$ 10,982,350	$ 11,127,773	$ 11,250,326	$ 267,976	2.4%
254 INMATE HEALTH SERVICES							
OPERATING	$ 356,547	$ 200,000	$ 200,000	$ 337,730	$ 300,873	$ 100,873	50.4%
FUND TOTAL SOURCES	$ 356,547	$ 200,000	$ 200,000	$ 337,730	$ 300,873	$ 100,873	50.4%
255 DETENTION OPERATIONS							
OPERATING	$ 27,197,002	$ 31,055,228	$ 31,055,228	$ 29,442,985	$ 30,509,852	$ (545,376)	-1.8%
FUND TOTAL SOURCES	$ 27,197,002	$ 31,055,228	$ 31,055,228	$ 29,442,985	$ 30,509,852	$ (545,376)	-1.8%
258 SHERIFF TOWING AND IMPOUND							
OPERATING	$ 221,029	$ 256,581	$ 256,581	$ 148,150	$ 226,100	$ (30,481)	-11.9%
FUND TOTAL SOURCES	$ 221,029	$ 256,581	$ 256,581	$ 148,150	$ 226,100	$ (30,481)	-11.9%
DEPARTMENT OPERATING TOTAL SOURCES	$ 61,052,673	$ 66,757,387	$ 66,305,715	$ 64,141,605	$ 67,974,390	$ 1,668,675	2.5%
DEPARTMENT NON RECURRING TOTAL SOURCES	$ -	$ -	$ 521,505	$ 506,505	$ 366,768	$ (154,737)	-29.7%
DEPARTMENT TOTAL SOURCES	$ 61,052,673	$ 66,757,387	$ 66,827,220	$ 64,648,110	$ 68,341,158	$ 1,513,938	2.3%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
MCSO JUDGMENT ORDER OPERATING	$ -	$ 8,310,737	$ 8,477,622	$ 11,940,100	$ 14,510,847	$ (6,033,225)	-71.2%
OPERATING	88,124,661	90,500,556	95,608,253	87,447,111	98,849,320	(3,241,067)	-3.4%
AIRPLANE PURCHASE	-	850,000	850,000	765,979	-	850,000	100.0%
CAD RMS	-	146,847	146,847	18,267	-	146,847	100.0%
PROPERTY AND EVIDENCE	-	247,978	247,978	-	247,978	-	0.0%
HELICOPTER PURCHASE	-	5,000,000	5,000,000	5,000,000	-	5,000,000	100.0%
MCSO JUDGMENT ORDER NON RECURRING	3,000,484	4,200,000	5,717,163	1,512,246	-	5,717,163	100.0%
NON RECURRING NON PROJECT	3,398,849	-	521,505	-	366,768	154,737	29.7%
MCSO RECORDS MANAGEMENT	-	676,000	676,000	-	676,000	-	0.0%
FUND TOTAL USES	$ 94,523,994	$ 109,932,118	$ 117,245,368	$ 106,683,703	$ 114,650,913	$ 2,594,455	2.2%
251 SHERIFF GRANTS							
OPERATING	$ 7,680,605	$ 8,275,961	$ 7,298,757	$ 7,298,757	$ 7,184,985	$ 113,772	1.6%
FUND TOTAL USES	$ 7,680,605	$ 8,275,961	$ 7,298,757	$ 7,298,757	$ 7,184,985	$ 113,772	1.6%
203 SHERIFF DONATIONS							
OPERATING	$ -	$ 20,000	$ 20,000	$ 2,220	$ 26,774	$ (6,774)	-33.9%
NON RECURRING NON PROJECT	-	100,000	100,000	100,000	-	100,000	100.0%
FUND TOTAL USES	$ -	$ 120,000	$ 120,000	$ 102,220	$ 26,774	$ 93,226	77.7%
206 OFFICER SAFETY EQUIPMENT							
OPERATING	$ -	$ 60,000	$ 60,000	$ -	$ 52,000	$ 8,000	13.3%
FUND TOTAL USES	$ -	$ 60,000	$ 60,000	$ -	$ 52,000	$ 8,000	13.3%
212 SHERIFF RICO							
OPERATING	$ 1,553,229	$ 1,750,000	$ 1,750,000	$ 1,488,547	$ 1,750,000	$ -	0.0%
FUND TOTAL USES	$ 1,553,229	$ 1,750,000	$ 1,750,000	$ 1,488,547	$ 1,750,000	$ -	0.0%
214 SHERIFF JAIL ENHANCEMENT							
OPERATING	$ 725,524	$ 1,482,444	$ 1,482,444	$ 1,482,444	$ 1,482,444	$ -	0.0%
NON RECURRING NON PROJECT	-	-	-	900,000	1,236,498	(1,236,498)	N/A
FUND TOTAL USES	$ 725,524	$ 1,482,444	$ 1,482,444	$ 2,382,444	$ 2,718,942	$ (1,236,498)	-83.4%
252 INMATE SERVICES							
OPERATING	$ 10,484,148	$ 10,982,350	$ 10,982,350	$ 10,901,855	$ 11,250,326	$ (267,976)	-2.4%
FUND TOTAL USES	$ 10,484,148	$ 10,982,350	$ 10,982,350	$ 10,901,855	$ 11,250,326	$ (267,976)	-2.4%
254 INMATE HEALTH SERVICES							
OPERATING	$ 146,232	$ 200,000	$ 200,000	$ 184,000	$ 300,873	$ (100,873)	-50.4%
NON RECURRING NON PROJECT	-	140,000	140,000	390,000	300,000	(160,000)	-114.3%
FUND TOTAL USES	$ 146,232	$ 340,000	$ 340,000	$ 574,000	$ 600,873	$ (260,873)	-76.7%
255 DETENTION OPERATIONS							
OPERATING	$ 194,645,842	$ 205,492,876	$ 208,342,561	$ 202,175,282	$ 212,498,230	$ (4,155,669)	-2.0%
MCSO IVR	-	905,000	905,000	-	905,000	-	0.0%
JAIL KITCHEN EQUIPMENT	-	300,000	300,000	300,000	340,000	(40,000)	-13.3%
KITCHEN INSTALLATION	-	340,000	340,000	340,000	-	340,000	100.0%
MCSO JUDGMENT ORDER NON RECURRING	-	-	356,912	213,207	-	356,912	100.0%
NON RECURRING NON PROJECT	1,051,243	-	-	-	-	-	N/A
JAIL WAGON VEHICLES	-	140,000	140,000	140,000	-	140,000	100.0%
LAUNDRY EQUIPMENT	-	350,000	350,000	350,000	397,000	(47,000)	-13.4%
FUND TOTAL USES	$ 195,697,085	$ 207,527,876	$ 210,734,473	$ 203,518,489	$ 214,140,230	$ (3,405,757)	-1.6%
258 SHERIFF TOWING AND IMPOUND							
OPERATING	$ 80,884	$ 208,103	$ 208,103	$ 164,426	$ 226,100	$ (17,997)	-8.6%
FUND TOTAL USES	$ 80,884	$ 208,103	$ 208,103	$ 164,426	$ 226,100	$ (17,997)	-8.6%
DEPARTMENT OPERATING TOTAL USES	$ 303,441,125	$ 327,283,027	$ 334,430,090	$ 323,084,742	$ 348,131,899	$ (13,701,809)	-4.1%
DEPARTMENT NON RECURRING TOTAL USES	$ 7,450,576	$ 13,395,825	$ 15,791,405	$ 10,029,699	$ 4,469,244	$ 11,322,161	71.7%
DEPARTMENT TOTAL USES	$ 310,891,701	$ 340,678,852	$ 350,221,495	$ 333,114,441	$ 352,601,143	$ (2,379,648)	-0.7%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
COURT COMPLIANCE AND SECURITY							
CIVIL PROCESS	55.00	60.00	57.00	57.00	58.00	1.00	1.8%
COURT SECURITY	36.00	35.00	37.00	37.00	37.00	-	0.0%
EXTRADITIONS	15.00	16.00	16.00	16.00	16.00	-	0.0%
INMATE TRANSPORT	221.00	241.00	239.00	239.00	238.00	(1.00)	(0.4%)
PROGRAM TOTAL	327.00	352.00	349.00	349.00	349.00	-	0.0%
CUSTODY MANAGEMENT							
INMATE CANTEEN AND OPTION SVCS	20.00	24.00	24.00	24.00	24.00	-	0.0%
INMATE DETENTION HOUSING	1,492.00	1,559.00	1,544.00	1,544.00	1,551.00	7.00	0.5%
INMATE EDUCATION	35.00	39.00	39.00	39.00	39.00	-	0.0%
INMATE INTAKE AND RELEASE	350.00	350.00	346.00	346.00	353.00	7.00	2.0%
INMATE LABOR	7.00	7.00	7.00	7.00	7.00	-	0.0%
INMATE RELATED MANDATES	224.00	272.00	272.00	272.00	278.00	6.00	2.2%
INMATE SKILLS AND TRAINING	16.00	23.00	20.00	20.00	20.00	-	0.0%
INMATE SUBST ABUSE RECOVERY	16.00	17.00	19.00	19.00	19.00	-	0.0%
JAIL INTELLIGENCE AND SECURITY	35.00	34.00	37.00	37.00	40.00	3.00	8.1%
PROGRAM TOTAL	2,195.00	2,325.00	2,308.00	2,308.00	2,331.00	23.00	1.0%
ENF AND DET OPERATION RESOURCE							
AVIATION	20.00	20.00	19.00	19.00	19.00	-	0.0%
COMMUNITY OUTREACH	-	1.00	2.00	2.00	2.00	-	0.0%
EMPLOYEE PROFESSIONAL STANDARD	47.00	53.00	48.00	48.00	47.00	(1.00)	(2.1%)
INFO AND COMM TECHNOLOGY	10.00	9.00	12.00	10.00	9.00	(3.00)	(25.0%)
MANDATED ENF AND DET TRAINING	53.00	57.00	60.00	60.00	60.00	-	0.0%
PROPERTY AND EVIDENCE	17.00	17.00	15.00	15.00	15.00	-	0.0%
SHERIFFS VEHICLE FLEET	4.00	5.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	151.00	162.00	160.00	158.00	156.00	(4.00)	(2.5%)
ENFORCEMENT							
DISAST AND COMM THRE DISR RESP	10.00	13.00	13.00	13.00	12.00	(1.00)	(7.7%)
DISPATCH	48.00	58.00	57.00	58.00	59.00	2.00	3.5%
ENFORCEMENT SUPPORT	54.00	33.00	22.00	22.00	22.00	-	0.0%
INVESTIGATIONS	149.00	178.00	191.00	191.00	191.00	-	0.0%
PATROL	352.00	386.00	411.00	411.00	414.00	3.00	0.7%
SEARCH AND RESCUE	1.00	1.00	1.00	1.00	1.00	-	0.0%
SPEC WEAPONS AND TACTICS	33.00	32.00	36.00	36.00	36.00	-	0.0%
WARR AND RECOR INFO PROCESSING	36.00	34.00	34.00	34.00	34.00	-	0.0%
PROGRAM TOTAL	683.00	735.00	765.00	766.00	769.00	4.00	0.5%
FACILITIES OPERATION AND MAINT							
BUILDINGS AND GROUNDS	42.00	44.00	44.00	44.00	44.00	-	0.0%
PROGRAM TOTAL	42.00	44.00	44.00	44.00	44.00	-	0.0%
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	-	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	-	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	22.00	32.75	29.75	29.75	29.75	-	0.0%
EXECUTIVE MANAGEMENT	40.00	19.00	23.00	23.00	23.00	-	0.0%
HUMAN RESOURCES	40.00	41.00	46.00	46.00	46.00	-	0.0%
OPERATIONS SUPPORT	-	17.00	13.00	13.00	13.00	-	0.0%
PROCUREMENT	9.00	9.00	12.00	12.00	12.00	-	0.0%
REGULATION COMPLIANCE	-	8.00	28.00	29.00	26.00	(2.00)	(7.1%)
RISK MANAGEMENT	6.00	7.00	7.00	7.00	7.00	-	0.0%
PROGRAM TOTAL	117.00	133.75	158.75	159.75	156.75	(2.00)	(1.3%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	26.00	26.00	26.00	26.00	25.00	(1.00)	(3.8%)
DATA CENTER	13.00	13.00	18.00	18.00	19.00	1.00	5.6%
GIS APPLICATION DEV AND SUPP	6.00	6.00	5.00	5.00	6.00	1.00	20.0%
INFRASTRUCTURE NETWORK SVCS	4.00	4.00	4.00	4.00	4.00	-	0.0%
TECHNOLOGY SUPPORT	14.00	15.00	10.00	10.00	10.00	-	0.0%
PROGRAM TOTAL	63.00	64.00	63.00	63.00	64.00	1.00	1.6%
DEPARTMENT TOTAL	3,578.00	3,816.75	3,848.75	3,848.75	3,870.75	22.00	0.6%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	4.00	5.00	6.00	6.00	6.00	-	0.0%
Accounting Specialist	11.00	13.00	12.00	12.00	12.00	-	0.0%
Admin & Operations Mgr	1.00	-	-	-	-	-	N/A
Admin/Operations Specialist	20.00	22.00	21.00	22.00	20.00	(1.00)	(4.8%)
Administrative Manager	2.00	2.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	4.00	4.00	5.00	4.00	4.00	(1.00)	(20.0%)
Administrative Supervisor	6.00	5.00	6.00	6.00	6.00	-	0.0%
Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Animal Care Technician	1.00	4.00	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	1.00	-	0.0%
Business Systems Analyst	4.00	4.00	4.00	4.00	4.00	-	0.0%
Business Systems Analyst-Sr/Ld	2.00	4.00	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	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	-	-	-	-	N/A
Counselor	8.00	8.00	9.00	9.00	9.00	-	0.0%
Crime Scene Specialist-Sheriff	9.00	10.00	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	5.00	5.00	9.00	4.00	80.0%
Custodial Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Custodial Supervisor	-	5.00	5.00	5.00	5.00	-	0.0%
Custodian	-	33.00	33.00	33.00	33.00	-	0.0%
Database Administrator	4.00	4.00	-	-	-	-	N/A
Database Administrator - Senior/Lead	-	-	3.00	3.00	3.00	-	0.0%
Department Facilities Planner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Detention Officer	1,894.00	1,975.00	1,967.00	1,967.00	1,977.00	10.00	0.5%
Detention Officer Captain	13.00	13.00	13.00	13.00	13.00	-	0.0%
Detention Officer Lieutenant	65.00	70.00	71.00	71.00	71.00	-	0.0%
Detention Officer Sergeant	203.00	203.00	208.00	208.00	208.00	-	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	1.00	-	0.0%
Educator - Detention	17.00	20.00	20.00	20.00	20.00	-	0.0%
Educator Assistant	14.00	14.00	14.00	14.00	14.00	-	0.0%
Educator Supervisor - Detention	2.00	2.00	2.00	2.00	2.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Emergency Communication Manager	1.00	1.00	-	1.00	1.00	1.00	N/A
Emergency Dispatch Supervisor	4.00	7.00	7.00	7.00	7.00	-	0.0%
Emergency Dispatcher	29.00	35.00	35.00	35.00	35.00	-	0.0%
Emergency Operator	6.00	6.00	6.00	6.00	6.00	-	0.0%
Environmental Specialist	4.00	4.00	2.00	2.00	2.00	-	0.0%
Equipment Operator	2.00	23.00	20.00	20.00	21.00	1.00	5.0%
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	4.75	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	4.00	-	0.0%
Finance/Business Analyst	1.00	2.00	2.00	2.00	2.00	-	0.0%
Finance/Business Analyst - County	-	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%
Food Service Worker	10.00	38.00	37.00	37.00	37.00	-	0.0%
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	11.00	11.00	11.00	11.00	-	0.0%
Food Services Supervisor	1.00	2.00	2.00	2.00	2.00	-	0.0%
General Laborer	37.00	1.00	2.00	2.00	2.00	-	0.0%
General Laborer Supervisor	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	2.00	2.00	2.00	2.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
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	1.00	-	0.0%
Human Resources Analyst	-	1.00	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	8.00	7.00	6.00	7.00	7.00	1.00	16.7%
Human Resources Support Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Inmate Class Spec Supv	-	-	8.00	8.00	-	(8.00)	(100.0%)
Inmate Classification Spec	-	-	42.00	42.00	-	(42.00)	(100.0%)
Internal Auditor	1.00	1.00	-	-	-	-	N/A
Internal Auditor Senior – Specialized	-	-	3.00	3.00	3.00	-	0.0%
Investigator	1.00	-	-	-	-	-	N/A
IT Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Program Manager	2.00	3.00	3.00	3.00	3.00	-	0.0%
IT Senior Manager	-	1.00	1.00	1.00	1.00	-	0.0%
IT Services Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Justice System Clerk	63.00	63.00	94.00	94.00	101.00	7.00	7.4%
Justice System Clerk Lead	7.00	10.00	13.00	13.00	13.00	-	0.0%
Justice System Clerk Senior	-	-	20.00	20.00	20.00	-	0.0%
Justice System Clerk Supervisor	4.00	4.00	12.00	12.00	12.00	-	0.0%
Laundry Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Laundry Worker Lead	-	4.00	4.00	4.00	4.00	-	0.0%
Law Enforcement Captain	22.00	23.00	23.00	23.00	23.00	-	0.0%
Law Enforcement Lieutenant	30.00	34.00	37.00	37.00	37.00	-	0.0%
Law Enforcement Officer	550.00	578.00	586.00	586.00	588.00	2.00	0.3%
Law Enforcement Sergeant	88.00	104.00	127.00	127.00	127.00	-	0.0%
Legal Support Specialist	12.00	19.00	22.00	22.00	22.00	-	0.0%
Legal Support Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Librarian	1.00	1.00	-	-	-	-	N/A
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%
Library Small Branch Manager	-	-	1.00	1.00	1.00	-	0.0%
Licensed Practical Nurse	-	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	1.00	2.00	3.00	3.00	3.00	-	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%
Mental Health Professional Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Nurse	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	56.00	54.00	47.00	47.00	47.00	-	0.0%
Office Assistant Specialized	27.00	30.00	35.00	35.00	35.00	-	0.0%
Operations Support Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Operations Support Anlst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	4.00	4.00	5.00	5.00	5.00	-	0.0%
Operations/Program Supervisor	3.00	2.00	3.00	3.00	3.00	-	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	4.00	4.00	4.00	4.00	-	0.0%
Polygraph Examiner Supervisor	1.00	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	2.00	2.00	2.00	-	0.0%
Programmer/Analyst	5.00	6.00	6.00	6.00	6.00	-	0.0%
Programmer/Analyst - Senior/Lead	4.00	4.00	4.00	4.00	4.00	-	0.0%
Property & Evidence Custodian	5.00	6.00	6.00	6.00	6.00	-	0.0%
Psychologist	2.00	1.00	-	-	-	-	N/A
Security Officer	-	2.00	2.00	2.00	2.00	-	0.0%
Sheriff Record Specialist	49.00	51.00	-	-	-	-	N/A
Sheriff Record Specialist Lead	3.00	3.00	-	-	-	-	N/A
Sheriff Record Specialist Supv	8.00	8.00	-	-	-	-	N/A
Sheriff's Executive Chief of Admn	-	-	1.00	1.00	1.00	-	0.0%
Sheriff's Inmate Prog/Svcs Mgr	-	1.00	1.00	1.00	1.00	-	0.0%
Social Worker	44.00	48.00	7.00	7.00	49.00	42.00	600.0%
Social Worker Supervisor	11.00	11.00	-	-	8.00	8.00	N/A

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
Special Projects Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems Admin & Analysis Mgr	1.00	1.00	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	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 Prgrmr/Analyst-Sr/Ld	-	1.00	5.00	3.00	1.00	(4.00)	(80.0%)
Telecommunications Tech	1.00	2.00	2.00	2.00	2.00	-	0.0%
Telecommunications Tech-Sr/Ld	3.00	3.00	1.00	1.00	3.00	2.00	200.0%
Trades Specialist	7.00	2.00	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	21.00	21.00	21.00	21.00	-	0.0%
Warehouse/Inventory Specialist Lead	-	-	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Web Designer/Developer	2.00	-	-	-	-	-	N/A
Department Total	**3,578.00**	**3,816.75**	**3,848.75**	**3,848.75**	**3,870.75**	**22.00**	**0.6%**

Staffing by Fund

DEPARTMENT/FUND		FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
100	GENERAL	1,044.00	1,129.75	1,174.75	1,174.75	1,174.75	-	0.0%
251	SHERIFF GRANTS	24.00	27.00	27.00	27.00	27.00	-	0.0%
252	INMATE SERVICES	118.00	135.00	134.00	134.00	134.00	-	0.0%
255	DETENTION OPERATIONS	2,390.00	2,523.00	2,511.00	2,511.00	2,533.00	22.00	0.9%
258	SHERIFF TOWING AND IMPOUND	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total		**3,578.00**	**3,816.75**	**3,848.75**	**3,848.75**	**3,870.75**	**22.00**	**0.6%**

Significant Variance Analysis

The Sheriff's Office will increase their staff by 22.00 FTE in FY 2016. In the Detention Fund (255), 4.0 FTE Criminal Intelligence Analyst were added to Jail Intelligence due to an increase in the workload caused by the new video visitation system. 8.0 Detention Officers were added to the Inmate Medical Transport. These positions will not have an impact on the Sheriff's Office budget as these costs will be allocated to Correctional Health Services. 1.0 FTE Equipment Operator and 2.0 FTE Detention Officers have been added but will not have an impact on the budget as supplies and services have been reduced to fund these positions. A total of 7.0 FTE Justice System Clerks will be added for SIMS (3.0 FTE), Victim Notification Unit (3.0 FTE) and Sexually Violent Person Unit (1.0 FTE).

General Adjustments

Personnel:

- FY 2016 personnel expenditures increased due to the annualization of County performance pay and market adjustments in FY 2015.

Base Adjustments:

General Fund (100) Operating

- Increase Regular Benefits by $4,343,344 for the impact of the changes in retirement contribution rates.
- Increase expenditure budget by $578,759 for an additional increase in overtime pay.
- Increase expenditure budget by $170,432 for sexually violent person unfunded mandate from the Department of Public Safety (DPS).
- Increase expenditure budget by $1,309,734 for requested overtime adjustment.
- Increase expenditure budget by $342,268 for an additional eight (8) hours in FY 2016.
- Increase expenditure budget by $418,418 for a requested pay rate reconciliation.
- Decrease expenditure budget by $502,549 for the decrease in the cost of fuel.

- Increase expenditure budget by $364,417 for and increase in IT repairs and maintenance.
- Decrease expenditure budget by $1,842,749 for a reduction in capital equipment.
- Increase expenditure budget by $117,256 for and increase in the cost of mobile data computing broadband access.
- Increase expenditure budget by $634,117 for the shortfall in grants.
- Increase expenditure budget by $476,372 for other base adjustments.
- Increase Internal Services Charges by $378,796 for the impact of the changes in risk management charges.
- Increase expenditure budget by $39,144 for the increase in personnel additions and related costs.
- Increase Personnel Savings by $3,137,878. In FY 2016, personnel savings has been budgeted at 6.98% from a requested rate of 4.46% for General Fund Operating.
- Increase revenue by $1,547,403 due to an increase in the cost of reimbursement from law enforcement contracts with cities and towns.
- Increase budget by $990,479 for the net administrative costs and dispatch allocation between General and Detention Fund.
- Increase Regular Benefits by $1,126,872 for the impact of the changes in health and dental premium rates.

General Fund (100) MCSO Judgment Order Operating

- Increase Regular Benefits by $408,729 for the impact of the changes in retirement contribution rates.
- Increase expenditure budget by $311,285 for an additional increase in overtime pay.
- Decrease expenditure budget by $315,128 for a requested pay rate reconciliation.
- Increase expenditure budget by $1,230,513 for a requested increase in overtime.
- Increase expenditure budget by $514,260 for the increase in the cost of maintenance for body cameras.
- Decrease expenditure budget by $470,868 for decrease in other base adjustments.
- Increase expenditure budget by $16,329 for an increase in personnel rate changes and related costs.
- Increase Personnel Savings by $254,192. In FY 2016, personnel savings has been budgeted at 2.48% from a requested rate of 0% for General Fund MCSO Judgment Order Operating.
- Reallocate $470,689 for 4.0 FTE Early Intervention System Staff from General Fund Operating to Melendres Operating.
- Increase Regular Benefits by $78,960 for the impact of the changes in health and dental premium rates.

Sheriff Grants Fund (251) Operating

- Increase Regular Benefits by $84,264 for the impact of changes in retirement contribution rates.
- Decrease Internal Service Charges by $14,911 for the impact of the changes in risk management charges.
- Decrease revenue by $113,772 and expenditures by $183,125 to reflect a reduction in grant awards for FY 2016.

Inmate Services Fund (252) Operating

- Increase Regular Benefits by $36,650 for the impact of changes in retirement contribution rates.
- Decrease Internal Service Charges by $11,801 for the impact of the changes in risk management charges.

- Increase revenue by $267,976 due to an increase in charges for services and interest for inmates.
- Increase expenditures by $243,127 due to a net increase in personnel services.

Inmate Health Services Fund (254) Operating

- Increase revenue by $100,873 due to an increase in the collection of co-pays from inmates.
- Increase expenditures by $100,873 due to an increase in medical supplies for inmates.

Detention Fund (255) Operating

- Increase Regular Benefits by $2,917,903 for the impact of the changes in retirement contribution rates.
- Increase expenditure budget by $137,906 for an additional increase in overtime pay.
- Increase expenditure budget by $2,499,608 for the increase in overtime adjustment.
- Decrease expenditure budget by $204,084 for a requested Pay Rate reconciliation.
- Increase expenditure budget by $544,529 for an increase in other base adjustments.
- Increase Internal Service Charges by $26,530 for the impact of the changes in risk management charges.
- Increase Personnel Savings by $5,516,645. In FY 2016, personnel savings has been budgeted at 8.98% from a requested rate of 5.93%.
- Decrease expenditures by $990,479 for administrative cost and dispatch allocation between General Fund and Detention Fund.
- Decrease revenue by $545,376 based on FY 2015 Forecast for housing and booking fees received from cities and towns.
- Increase Regular Benefits by $2,525,592 for the impact of the changes in health and dental premium rates.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of court transports where there are no incidents	98.7%	91.0%	97.2%	98.6%	7.7%	8.4%
Percent of successful court paper service attempts	71.3%	74.7%	73.7%	74.0%	(0.7%)	-0.9%
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: Mandated. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of successful court paper service attempts	71.3%	74.7%	73.7%	74.0%	(0.7%)	-0.9%
Output	Court papers served	20,625	21,896	23,696	23,622	1,726	7.9%
Demand	Number of court papers requiring service	29,860	32,032	32,732	32,741	709	2.2%
Expenditure Ratio	Total activity expenditure per court paper served	$ 222.37	$ 280.23	$ 214.99	$ 265.90	$ 14.33	5.1%
Revenue							
	100 - GENERAL	$ 670,206	$ 635,000	$ 685,847	$ 695,000	$ 60,000	9.4%
	TOTAL SOURCES	$ 670,206	$ 635,000	$ 685,847	$ 695,000	$ 60,000	9.4%
Expenditure							
	100 - GENERAL	$ 4,586,447	$ 6,135,981	$ 5,094,291	$ 6,281,045	$ (145,064)	-2.4%
	TOTAL USES	$ 4,586,447	$ 6,135,981	$ 5,094,291	$ 6,281,045	$ (145,064)	-2.4%

Activity Narrative: The Judicial Enforcement Division will be carrying forward one-time funding for the purchase of a new Records Management System Module. This module will be a component to the Computer Aided Dispatch (CAD) system purchased by the County. 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 2016 when compared to FY 2015 Revised, based on FY 2015 Forecast.

Base Adjustment:

General Fund (100) Records Management

- Carry forward 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: Mandated. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	1,477	1,478	1,170	1,460	(18)	-1.2%
Demand	Number of court incidents	512	512	481	500	(12)	-2.3%
Expenditure Ratio	Total activity expenditure per court incident response	$ 6,964.93	$ 8,083.09	$ 8,195.67	$ 8,744.65	$ (661.56)	-8.2%
Expenditure							
	100 - GENERAL	$ 3,566,043	$ 4,138,542	$ 3,942,116	$ 4,372,325	$ (233,783)	-5.6%
	TOTAL USES	$ 3,566,043	$ 4,138,542	$ 3,942,116	$ 4,372,325	$ (233,783)	-5.6%

Activity Narrative: The output for the number of court arrests/removals is expected to decrease in FY 2016, when compared to FY15 Revised, as a decrease in high-profile cases is anticipated in FY 2016.

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: Mandated. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of subjects returned within court requested time frame	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number subjects returned	556	532	525	552	20	3.8%
Demand	Number requests for return of subjects	556	532	525	552	20	3.8%
Expenditure Ratio	Total activity expenditure per subject returned	$ 3,608.65	$ 3,646.65	$ 3,609.98	$ 4,327.26	$ (680.60)	-18.7%
Expenditure							
	214 - SHERIFF JAIL ENHANCEMENT	$ 2,035	$ 7,260	$ 6,152	$ 7,260	$ -	0.0%
	255 - DETENTION OPERATIONS	2,004,372	1,932,759	1,889,090	2,381,386	(448,627)	-23.2%
	TOTAL USES	$ 2,006,407	$ 1,940,019	$ 1,895,242	$ 2,388,646	$ (448,627)	-23.1%

Activity Narrative: MCSO purchased a new aircraft that became operational in January 2015. With the new aircraft, the Extraditions Unit will be able decrease the use of private transport companies for the return of prisoners to Maricopa County. Expenditures are expected to increase in FY 2016 due to an increase in travel needed to meet the increase in demand for the number requests for return of subjects.

Note: The aircraft was purchased in the Aviation Activity.

Base Adjustments:

Detention Fund (255) Operating

- Increase expenditure budget by $233,788 for the increase in Extradition travel.

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: Mandated. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of court transports where there are no incidents	98.7%	91.0%	97.2%	98.6%	7.7%	8.4%
Output	Number of inmates transported to court	141,918	143,756	139,735	142,203	(1,553)	-1.1%
Demand	Number of inmates required to be in court	144,280	145,996	142,694	143,909	(2,087)	-1.4%
Expenditure Ratio	Total activity expenditure per inmate transported to court	$ 98.11	$ 106.92	$ 111.12	$ 116.37	$ (9.45)	-8.8%
Revenue							
	251 - SHERIFF GRANTS	$ -	$ 28,336	$ 85,003	$ 25,000	$ (3,336)	-11.8%
	TOTAL SOURCES	$ -	$ 28,336	$ 85,003	$ 25,000	$ (3,336)	-11.8%
Expenditure							
	251 - SHERIFF GRANTS	$ -	$ 28,336	$ 56,138	$ 25,000	$ 3,336	11.8%
	214 - SHERIFF JAIL ENHANCEMENT	9,763	30,375	66,264	30,375	-	0.0%
	255 - DETENTION OPERATIONS	13,913,158	15,311,360	15,404,582	16,492,163	(1,180,803)	-7.7%
	TOTAL USES	$ 13,922,921	$ 15,370,071	$ 15,526,984	$ 16,547,538	$ (1,177,467)	-7.7%

Activity Narrative: The Jail Wagon Program became a permanent program in FY 2015. This program has helped reduce the amount of time law enforcement staff spend booking defendants into jail. In FY 2016, a decrease is expected in the demand for the number of inmates required to be in court, and the output for the number of inmates transported, when compared to FY 2015 Revised, due to a decrease in the average daily population in FY 2015. Expenditures are increasing due to an increase in overtime and general supplies, based on FY 2015 Forecast.

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: Mandated. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Alpha program participants who graduate from the Alpha program	N/A	75.1%	75.0%	75.0%	(0.1%)	-0.1%
Percent of Alpha program graduates who do not return to jail within three years on any charge	N/A	N/A	N/A	65.8%	N/A	N/A
Percent of adult inmate participants who receive GEDs	3.5%	5.7%	4.7%	8.0%	2.3%	40.0%
Percent of Jail Institutional Services inmate labor hours requested met	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of inmate canteen and optional services revenue expended on inmate benefit and welfare programs	25.8%	46.3%	48.0%	51.6%	5.3%	11.5%
Percent of inmate participants that complete skills or training course requirements	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of grievances heard	10.8%	10.0%	13.1%	12.0%	2.0%	20.3%
Percent of inmates not assaulted by other inmates while in custody	99.8%	99.7%	99.9%	100.0%	0.3%	0.3%
Percent of jail intelligence items forwarded to law enforcement for action	0.6%	0.7%	0.7%	0.8%	0.1%	14.6%
Percent of inmates assigned to housing or released within 24 hours	100.0%	99.9%	51.4%	99.9%	0.0%	0.0%
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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of inmate canteen and optional services revenue expended on inmate benefit and welfare programs	25.8%	46.3%	48.0%	51.6%	5.3%	11.5%
Output	Number of inmate services dollars expended on inmate benefit and welfare programs	4,987,262	5,101,134	5,396,926	5,396,926	295,792	5.8%
Output	Number of inmate canteen packages delivered	305,847	359,644	412,497	412,498	52,854	14.7%
Output	Number of dollars collected from inmate canteen and services operations	11,661,790	11,459,500	11,498,890	11,403,400	(56,100)	-0.5%
Demand	Number of orders for inmate canteen packages	305,847	359,644	412,498	412,498	52,854	14.7%
Expenditure Ratio	Total activity expenditure per inmate canteen dollar generated	$ 0.36	$ 0.35	$ 0.38	$ 0.39	$ (0.05)	-13.3%
Revenue							
	252 - INMATE SERVICES	$ 11,382,817	$ 10,959,504	$ 11,100,226	$ 11,203,398	$ 243,894	2.2%
	254 - INMATE HEALTH SERVICES	-	200,000	337,730	300,873	100,873	50.4%
	TOTAL SOURCES	$ 11,382,817	$ 11,159,504	$ 11,437,956	$ 11,504,271	$ 344,767	3.1%
Expenditure							
	252 - INMATE SERVICES	$ 4,200,848	$ 3,771,843	$ 4,225,635	$ 3,878,546	$ (106,703)	-2.8%
	254 - INMATE HEALTH SERVICES	-	200,000	184,000	600,873	(400,873)	-200.4%
	TOTAL USES	$ 4,200,848	$ 3,971,843	$ 4,409,635	$ 4,479,419	$ (507,576)	-12.8%

Activity Narrative: Expenditures are expected to increase in FY 2016 due an increase need in patient medical equipment such as wheelchairs, infirmary beds and stretchers. The demand for the number of orders for inmate canteen packages is expected to remain at the same amount as in FY 2015 Forecast.

Base Adjustments:

Inmate Health Services Fund (254) Non Recurring Non Project

- One-time funding of $52,100 for the purchase of exam tables, cots and stretchers.
- One-time funding of $40,950 for the purchase of wheelchairs.
- One-time funding of $74,000 for the purchase of diagnostic equipment.
- One-time funding of $850 for the purchase of privacy screens.
- One-time funding of $125,500 for the purchase of infirmary beds and mattresses.
- One-time funding of $6,600 for the purchase of refrigerator/freezer.

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: Mandated. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of inmates not assaulted by other inmates while in custody	99.8%	99.7%	99.9%	100.0%	0.3%	0.3%
Output	Number of inmate meals served	9,922,935	9,949,862	9,442,038	9,376,904	(572,958)	-5.8%
Output	Number of pounds of items laundered	3,137,971	3,101,560	3,060,503	3,036,187	(65,373)	-2.1%
Output	Number of inmates served daily in Sheriff's detention facilities	N/A	33,628	33,686	33,686	58	0.2%
Demand	Number of inmates assigned to Sheriff's detention facilities (ADJP)	8,161	8,245	8,076	8,118	(127)	-1.5%
Expenditure Ratio	Total activity expenditure per inmate in Sheriff's custody	N/A	$ 3,265.65	$ 3,083.97	$ 3,430.00	$ (164.35)	-5.0%
Revenue							
	214 - SHERIFF JAIL ENHANCEMENT	$ 1,592,007	$ 1,482,444	$ 1,482,424	$ 1,482,444	$ -	0.0%
	254 - INMATE HEALTH SERVICES	355,332	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	27,157,689	31,037,228	29,419,254	30,469,852	(567,376)	-1.8%
	TOTAL SOURCES	$ 29,105,028	$ 32,519,672	$ 30,901,678	$ 31,952,296	$ (567,376)	-1.7%
Expenditure							
	214 - SHERIFF JAIL ENHANCEMENT	$ 450,999	$ 1,160,797	$ 1,905,207	$ 2,397,295	$ (1,236,498)	-106.5%
	252 - INMATE SERVICES	1,004,955	1,171,698	1,079,913	1,217,057	(45,359)	-3.9%
	254 - INMATE HEALTH SERVICES	146,232	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	104,152,568	107,484,720	100,901,598	111,928,542	(4,443,822)	-4.1%
	TOTAL USES	$105,754,754	$109,817,215	$103,886,718	$115,542,894	$ (5,725,679)	-5.2%

Activity Narrative: The jail population is decreasing causing a decline in meals served and pounds of items laundered. Also, the output for number of meals served is expected to decrease in FY 2016 as meals to juveniles will no longer be provided by MCSO. Expenditures are expected to increase due to one-time funding for jail kitchen and laundry equipment.

Base Adjustments:

Sheriff Jail Enhancement Fund (214) Non Recurring Non Project

- One-time funding of $1,236,498 for capital improvements for Graves v. Arpaio.

Detention Fund (255) Operating

- Increase expenditure budget by $626,425 for an increase in laundry and janitorial supplies.
- Increase expenditure budget by $154,492 for an increase in food services.

Detention Fund (255) Laundry Equipment

- One-time funding of $397,000 for the purchase of air compressor, sorting bins, conveyors, rails and life system for the jails.

Detention Fund (255) Jail Kitchen Equipment

- One-time funding of $340,000 for the purchase of food service chuckwagons, food service trays and tray wash dish machines.

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: Mandated. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of adult inmate participants who receive GEDs	3.5%	5.7%	4.7%	8.0%	2.3%	40.0%
Output	Number of inmates participating in education classes	1,406	1,336	1,125	1,320	(16)	-1.2%
Output	Number of adult inmates that participate in GED classes	N/A	1,400	1,408	1,400	-	0.0%
Demand	Number of inmates for which education classes are mandated	1,453	1,348	1,296	1,284	(64)	-4.7%
Demand	Number of qualifying inmates participating in mandatory special education classes	536	540	405	544	4	0.7%
Expenditure Ratio	Total activity expenditure per inmate education participant	$ 1,117.14	$ 1,676.64	$ 1,669.06	$ 1,732.58	$ (55.94)	-3.3%
Revenue							
	251 - SHERIFF GRANTS	$ 250,072	$ 329,672	$ 502,655	$ 354,054	$ 24,382	7.4%
	TOTAL SOURCES	$ 250,072	$ 329,672	$ 502,655	$ 354,054	$ 24,382	7.4%
Expenditure							
	251 - SHERIFF GRANTS	$ 287,350	$ 329,672	$ 342,346	$ 339,930	$ (10,258)	-3.1%
	252 - INMATE SERVICES	1,273,536	1,905,867	1,533,489	1,947,074	(41,207)	-2.2%
	255 - DETENTION OPERATIONS	9,813	4,452	1,855	-	4,452	100.0%
	TOTAL USES	$ 1,570,699	$ 2,239,991	$ 1,877,690	$ 2,287,004	$ (47,013)	-2.1%

Activity Narrative: The demand for the number of inmates for which education classes are mandated is expected to decrease in FY 2016, based on the FY 2015 Forecast. Revenues will be increasing by 7.4% when compared to FY 2015 Revised due to an increase in grant awards received for education.

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: Mandated. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of inmates assigned to housing or released within 24 hours	100.0%	99.9%	51.4%	99.9%	0.0%	0.0%
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	107,765	107,368	104,275	107,269	(99)	-0.1%
Output	Number of prisoners refused for booking	25	16	28	16	-	0.0%
Output	Total number of inmates processed into (assigned to housing) and out of the jails (inmate releases)	N/A	213,872	209,007	214,288	416	0.2%
Output	Number of inmate ten prints taken	N/A	N/A	N/A	107,269	N/A	N/A
Demand	Number of prisoners accepted for booking	107,765	107,468	104,275	107,269	(199)	-0.2%
Demand	Number of inmates ordered for release	107,775	108,604	104,732	107,019	(1,585)	-1.5%
Expenditure Ratio	Total activity cost (IIAR) per inmate processed into and out of the jails.	N/A	$ 102.14	$ 100.90	$ 106.97	$ (4.83)	-4.7%
Revenue							
	251 - SHERIFF GRANTS	$ 336,707	$ 189,330	$ 420,758	$ 284,200	$ 94,870	50.1%
	255 - DETENTION OPERATIONS	16,651	18,000	23,731	20,000	2,000	11.1%
	TOTAL SOURCES	$ 353,358	$ 207,330	$ 444,489	$ 304,200	$ 96,870	46.7%
Expenditure							
	251 - SHERIFF GRANTS	$ 221,288	$ 189,330	$ 247,019	$ 288,210	$ (98,880)	-52.2%
	214 - SHERIFF JAIL ENHANCEMENT	21,968	61,914	40,215	61,914	-	0.0%
	255 - DETENTION OPERATIONS	19,684,084	21,594,677	20,801,503	22,572,479	(977,802)	-4.5%
	TOTAL USES	$ 19,927,340	$ 21,845,921	$ 21,088,737	$ 22,922,603	$ (1,076,682)	-4.9%

Activity Narrative: The Sheriff Grants Fund is expected to increase in FY 2016 by 50.1% due to an increase in grant awards when compared to the FY 2015 Revised budget. The Detention Operations Fund will carry forward one time funding for 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. Expenditures are expected to increase in FY 2016 due to additional 7.0 FTE Justice System Clerks added to SIMS Unit, Victim Notification Unit and Sexually Violent Person Unit.

Base Adjustment:

Detention Fund (255) Operating

- Increase expenditure budget by $119,698 for additional SIMS staff.
- Increase expenditure budget by $119,698 for additional Victim Notification Unit staff.
- Increase expenditure budget by $39,899 for additional Sexually Violent Person staff.

Detention Fund (255) MCSO IVR

- Carry forward 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Jail Institutional Services inmate labor hours requested met	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of inmate labor hours worked	640,606	665,480	645,278	648,613	(16,867)	-2.5%
Demand	Number of inmate labor hours requested for Jail Institutional Services Divisions	924,490	929,356	1,010,331	953,857	24,501	2.6%
Expenditure Ratio	Total activity expenditure per inmate labor hour worked	$ 0.66	$ 0.66	$ 0.64	$ 0.68	$ (0.01)	-2.0%
Expenditure							
	255 - DETENTION OPERATIONS	$ 422,584	$ 441,379	$ 415,199	$ 438,683	$ 2,696	0.6%
	TOTAL USES	$ 422,584	$ 441,379	$ 415,199	$ 438,683	$ 2,696	0.6%

Activity Narrative: As the gathering of data for this Activity improved significantly in FY 2015, 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 decrease in FY 2016, based on FY 2015 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: Mandated. This Activity supports the overall mandate of the Custody Management Program.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of grievances heard	10.8%	10.0%	13.1%	12.0%	2.0%	20.3%
Output	Number of inmates who receive mandated services	8,059	8,098	8,010	8,118	20	0.2%
Demand	Number of inmates	8,067	8,098	8,010	8,118	20	0.2%
Demand	Number of inmate grievances filed	16,031	16,200	15,795	15,959	(241)	-1.5%
Expenditure Ratio	Total activity expenditure per inmate for mandated services	$ 1,767.00	$ 2,071.00	$ 1,929.00	$ 2,257.00	$ (186.00)	-9.0%
Revenue							
	251 - SHERIFF GRANTS	$ -	$ -	$ -	$ 209,585	$ 209,585	N/A
	TOTAL SOURCES	$ -	$ -	$ -	$ 209,585	$ 209,585	N/A
Expenditure							
	251 - SHERIFF GRANTS	$ -	$ -	$ -	$ 209,585	$ (209,585)	N/A
	214 - SHERIFF JAIL ENHANCEMENT	22,877	6,797	21,694	6,797	-	0.0%
	252 - INMATE SERVICES	762,828	653,900	777,470	683,539	(29,639)	-4.5%
	254 - INMATE HEALTH SERVICES	-	140,000	390,000	-	140,000	100.0%
	255 - DETENTION OPERATIONS	13,456,983	15,972,645	14,261,978	17,424,292	(1,451,647)	-9.1%
	TOTAL USES	$ 14,242,688	$ 16,773,342	$ 15,451,142	$ 18,324,213	$ (1,550,871)	-9.2%

Activity Narrative: Expenditures are expected to increase in FY 2016, due an increase in overtime and general supplies needed to meet mandated services to inmates. MCSO is struggling in filling and retaining Detention Officer positions for the Medical Team, this shortage in detention staff is causing an increase in overtime. The Medical Team was implemented in FY 2015 due to additional detention staff supervision needed as a result of an increase in emergency room runs and other hospital/medical related transports, and inmates being held in standard room rather than the secure ward at the Maricopa Integrated Healthcare Systems (MIHS) that has closed.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of inmate participants that complete skills or training course requirements	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of participants who complete skills or training course requirements	8,943	8,560	11,037	10,286	1,726	20.2%
Demand	Number of inmates eligible for skills training programs	8,943	8,560	11,037	10,286	1,726	20.2%
Expenditure Ratio	Total activity expenditure per skills training program participant	$ 182.29	$ 203.48	$ 159.87	$ 169.99	$ 33.49	16.5%
Revenue							
	203 - SHERIFF DONATIONS	$ 28,001	$ 19,000	$ 24,748	$ 26,774	$ 7,774	40.9%
	252 - INMATE SERVICES	-	-	34	-	-	N/A
	TOTAL SOURCES	$ 28,001	$ 19,000	$ 24,782	$ 26,774	$ 7,774	40.9%
Expenditure							
	203 - SHERIFF DONATIONS	$ -	$ 114,676	$ 100,000	$ 26,774	$ 87,902	76.7%
	214 - SHERIFF JAIL ENHANCEMENT	1,848	1,690	3,491	1,690	-	0.0%
	252 - INMATE SERVICES	1,628,350	1,625,408	1,660,946	1,720,077	(94,669)	-5.8%
	TOTAL USES	$ 1,630,198	$ 1,741,774	$ 1,764,437	$ 1,748,541	$ (6,767)	-0.4%

Activity Narrative: The demand for the number of inmates eligible for skills training programs is expected to increase in FY 2016, when compared to FY 2015 Revised, as an increase in participants was seen in FY 2015. Expenditures in Sheriff Donations Fund (203) are decreasing in FY 2016 due to

the one-time funding for the purchase of new vehicles for the Maricopa Animal Safe Haven Unit (MASH) in FY 2015.

Base Adjustment:
Sheriff Donation Fund (203) Operating

- Increased Revenue and Expenditures by $6,774 based on historical trends.

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 stay out of jail after they are released.

Mandates: Discretionary.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Alpha program participants who graduate from the Alpha program	N/A	75.1%	75.0%	75.0%	(0.1%)	-0.1%
Result	Percent of Alpha program graduates who do not return to jail within three years on any charge.	N/A	N/A	N/A	65.8%	N/A	N/A
Output	Number of inmates that complete the Alpha program and graduate	N/A	225	252	244	19	8.4%
Demand	Number of qualifying Alpha participants	N/A	N/A	N/A	1,548	N/A	N/A
Expenditure Ratio	Cost per Alpha program graduate	N/A	N/A	N/A	$ 6,070.95	N/A	N/A
Revenue							
	251 - SHERIFF GRANTS	$ -	$ 40,664	$ -	$ 45,748	$ 5,084	12.5%
	TOTAL SOURCES	$ -	$ 40,664	$ -	$ 45,748	$ 5,084	12.5%
Expenditure							
	251 - SHERIFF GRANTS	$ -	$ -	$ -	$ 46,816	$ (46,816)	N/A
	214 - SHERIFF JAIL ENHANCEMENT	16,851	6,759	16,037	6,759	-	0.0%
	252 - INMATE SERVICES	1,139,498	1,429,366	1,170,531	1,390,611	38,755	2.7%
	255 - DETENTION OPERATIONS	-	240	193	37,126	(36,886)	-15369.2%
	TOTAL USES	$ 1,156,349	$ 1,436,365	$ 1,186,761	$ 1,481,312	$ (44,947)	-3.1%

Activity Narrative: The measures for this activity are new for FY 2016 and historical data is not available for comparison.

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: Mandated. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of jail intelligence items forwarded to law enforcement for action	0.6%	0.7%	0.7%	0.8%	0.1%	14.6%
Output	Number of jail intelligence items processed (reviewed/analyzed)	163,059	146,550	150,974	174,648	28,098	19.2%
Output	Number of threats detected/identified	35	20	107	40	20	100.0%
Demand	Number of jail intelligence items/requests received	173,059	146,550	150,974	174,648	28,098	19.2%
Expenditure Ratio	Total activity expenditure per jail intelligence item processed	$ 14.81	$ 17.18	$ 16.71	$ 17.56	$ (0.38)	-2.2%
Revenue							
	251 - SHERIFF GRANTS	$ 43,964	$ 91,794	$ 69,925	$ 86,708	$ (5,086)	-5.5%
	TOTAL SOURCES	$ 43,964	$ 91,794	$ 69,925	$ 86,708	$ (5,086)	-5.5%
Expenditure							
	251 - SHERIFF GRANTS	$ 52,394	$ 91,794	$ 62,815	$ 86,708	$ 5,086	5.5%
	214 - SHERIFF JAIL ENHANCEMENT	10,087	14,197	39,341	14,197	-	0.0%
	255 - DETENTION OPERATIONS	2,351,793	2,411,687	2,419,895	2,966,626	(554,939)	-23.0%
	TOTAL USES	$ 2,414,274	$ 2,517,678	$ 2,522,051	$ 3,067,531	$ (549,853)	-21.8%

Activity Narrative: 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 2016 due to the new video visitation system that went live in FY 2015. Expenditures are expected to increase due to an additional 4.0 FTE Criminal Intelligence Analysts and an increase in the Jail Intelligence Lease.

Base Adjustment:

Detention Fund (255) Operating

- Increase expenditure budget by $135,534 for Jail Intelligence Lease.
- Increase expenditure budget by $254,011 for the additional Criminal Intelligence Analyst staff.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of vehicles receiving preventative maintenance in 48 hrs. or less	58.8%	57.6%	58.9%	58.7%	1.1%	1.9%
Percent of Information System Availability (24x7)	99.7%	99.6%	99.7%	99.8%	0.2%	0.2%
Percent of applicants hired	42.5%	44.7%	34.7%	49.1%	4.4%	9.8%
Percent of Sheriff's personnel who meet annual training requirements	0.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of responses indicating the individual is more knowledgeable about Sheriff's Office programs	N/A	75.0%	N/A	N/A	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%	90.9%	95.7%	100.0%	9.1%	10.0%

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
- Community Outreach

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of flight mission requests met for extraditions	0.0%	90.9%	95.7%	100.0%	9.1%	10.0%
Output	Number of prisoner transport missions flown	58	60	76	60	-	0.0%
Output	Number of missions flown	1,412	1,400	1,404	1,418	18	1.3%
Output	Number of prisoners returned	68	60	95	60	-	0.0%
Output	Number of helicopter missions flown	N/A	1,292	1,312	1,312	20	1.5%
Demand	Number of requests for prisoner transports (aviation extradition missions)	34	36	83	36	-	0.0%
Demand	Number of flight missions requested	1,215	1,220	1,248	1,230	10	0.8%
Demand	Number of helicopter missions requested	N/A	960	1,172	972	12	1.3%
Expenditure Ratio	Total activity expenditure per aviation mission flown	$ 2,057.50	$ 2,637.06	$ 2,419.79	$ 1,916.21	$ 720.85	27.3%
Expenditure							
	100 - GENERAL	$ 2,904,838	$ 3,690,974	$ 3,396,839	$ 2,716,269	$ 974,705	26.4%
	212 - SHERIFF RICO	355	912	552	912	-	0.0%
	TOTAL USES	$ 2,905,193	$ 3,691,886	$ 3,397,391	$ 2,717,181	$ 974,705	26.4%

Activity Narrative: The output for the number of missions flown is expected to increase in FY 2016 due to the replacement of airplane and a helicopter in FY 2015. With the new airplane and new helicopter MCSO will be able to achieve 100% of flight missions requests met for extraditions, as the new airplane and new helicopter will require less maintenance and repair. Expenditures are decreasing in FY 2016 due to the one time funding in FY 2015 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of applicants hired	42.5%	44.7%	34.7%	49.1%	4.4%	9.8%
Output	Number of internal affairs cases completed	265	290	304	304	14	4.8%
Output	Number of Employee Professional Standards reviews	N/A	1,106	1,141	1,141	35	3.2%
Demand	Number of applicant background reviews required	939	896	1,278	912	16	1.8%
Demand	Number of internal affairs cases initiated	311	340	357	357	17	5.0%
Expenditure Ratio	Activity Cost (Prof) per professional standards review	N/A	$ 3,801.60	$ 4,261.39	$ 3,524.99	$ 276.61	7.3%
Expenditure							
	100 - GENERAL	$ 4,176,405	$ 4,201,301	$ 4,860,785	$ 4,018,743	$ 182,558	4.3%
	212 - SHERIFF RICO	750	3,266	1,362	3,266	-	0.0%
	214 - SHERIFF JAIL ENHANCEMENT	842	-	100	-	-	N/A
	TOTAL USES	$ 4,177,997	$ 4,204,567	$ 4,862,247	$ 4,022,009	$ 182,558	4.3%

Activity Narrative: The demand for the number of internal affairs cases initiated is expected to increase in FY 2015, based on FY 2015 Forecast. The number of applicants hired is expected to increase in FY 2016 by 9.8% when compared to FY 2015 Revised, as 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.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of information system availability (24x7)	99.7%	99.6%	99.7%	99.8%	0.2%	0.2%
Output	Number of days information/telecommunications systems operational (24x7)	365	365	365	365	-	0.0%
Demand	Number of days information/telecommunications systems required	364	365	365	365	-	0.0%
Demand	Number of radio units supported	17,907	18,192	18,366	18,196	4	0.0%
Demand	Number of PC units supported	13,016	13,500	13,700	13,700	200	1.5%
Demand	Number of users supported by Sheriff's IT	N/A	11,028	11,028	11,028	-	0.0%
Expenditure Ratio	MCSI cost per operational day	$ 5,784.08	$ 17,034.35	$ 5,185.85	$ 6,518.25	$ 10,516.10	61.7%
Revenue							
	100 - GENERAL	$ 254,384	$ 147,343	$ 150,898	$ 173,344	$ 26,001	17.6%
	TOTAL SOURCES	$ 254,384	$ 147,343	$ 150,898	$ 173,344	$ 26,001	17.6%
Expenditure							
	100 - GENERAL	$ 1,895,512	$ 6,055,287	$ 1,694,594	$ 2,182,079	$ 3,873,208	64.0%
	214 - SHERIFF JAIL ENHANCEMENT	-	-	6,891	-	-	N/A
	252 - INMATE SERVICES	184,526	162,250	191,350	168,663	(6,413)	-4.0%
	255 - DETENTION OPERATIONS	31,151	-	-	28,420	(28,420)	N/A
	TOTAL USES	$ 2,111,189	$ 6,217,537	$ 1,892,835	$ 2,379,162	$ 3,838,375	61.7%

Activity Narrative: Revenues are expected to increase by 17.6% in FY 2016, due an increase in law enforcement services contracts with cities and towns. Expenditures are decreasing in FY 2016, as MCSO purchased body cameras for all officers as required per MCSO Judgment Order in FY 2015.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Sheriff's personnel who meet annual training requirements	0.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of detention academy attendees that graduate	168	170	172	184	14	8.2%
Output	Number of law enforcement academy attendees that graduate	25	35	38	40	5	14.3%
Demand	Number of MCSO personnel who are required to meet mandated proficiency standards	2,747	2,749	2,764	2,757	8	0.3%
Demand	Number of detention officer candidates who enter detention academies	267	265	270	287	22	8.3%
Demand	Number of law enforcement deputy candidates who enter sworn academies	54	58	60	65	7	12.1%
Expenditure Ratio	Total activity expenditure per certified enforcement and detention FTE	$ 2,209.25	$ 2,663.40	$ 2,422.77	$ 2,493.98	$ 169.42	6.4%
Revenue							
	100 - GENERAL	$ -	$ -	$ 295	$ -	$ -	N/A
	251 - SHERIFF GRANTS	35,225	21,207	33,722	25,000	3,793	17.9%
	TOTAL SOURCES	$ 35,225	$ 21,207	$ 34,017	$ 25,000	$ 3,793	17.9%
Expenditure							
	100 - GENERAL	$ 3,837,538	$ 4,877,871	$ 3,994,058	$ 4,370,337	$ 507,534	10.4%
	251 - SHERIFF GRANTS	30,838	21,207	16,037	25,000	(3,793)	-17.9%
	212 - SHERIFF RICO	2,599	5,970	2,796	5,970	-	0.0%
	214 - SHERIFF JAIL ENHANCEMENT	134,076	134,968	240,807	134,968	-	0.0%
	255 - DETENTION OPERATIONS	2,079,225	2,281,671	2,425,869	2,339,617	(57,946)	-2.5%
	TOTAL USES	$ 6,084,276	$ 7,321,687	$ 6,679,567	$ 6,875,892	$ 445,795	6.1%

Activity Narrative: In FY 2016, the demand for the number of law enforcement deputy candidates who enter sworn academies and the demand for the number of detention officer candidates who enter detention academies are expected to increase in FY 2016, as MCSO will be recruiting for deputy and detention academies to fill vacant positions needed 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: Mandated. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	21,906	23,368	25,152	25,152	1,784	7.6%
Output	Number of evidentiary item safekeeping transactions completed	74,288	85,144	95,691	95,692	10,548	12.4%
Demand	Number of new items received for safekeeping (sworn and detention)	30,829	36,452	36,971	36,972	520	1.4%
Demand	Number of requests for evidentiary items to be produced/furnished	21,553	30,976	33,568	33,568	2,592	8.4%
Demand	Number of mandated towed vehicle impounds received	1,728	1,160	1,232	1,232	72	6.2%
Expenditure Ratio	Total activity expenditure per evidentiary item safekeeping transaction completed	$ 14.78	$ 17.47	$ 12.36	$ 16.34	$ 1.12	6.4%
Revenue							
	100 - GENERAL	$ 147,196	$ -	$ 587	$ -	$ -	N/A
	258 - SHERIFF TOWING AND IMPOUND	221,029	256,581	148,150	226,100	(30,481)	-11.9%
	TOTAL SOURCES	$ 368,225	$ 256,581	$ 148,737	$ 226,100	$ (30,481)	-11.9%
Expenditure							
	100 - GENERAL	$ 1,016,898	$ 1,276,062	$ 1,016,862	$ 1,336,936	$ (60,874)	-4.8%
	212 - SHERIFF RICO	-	3,950	1,647	3,950	-	0.0%
	258 - SHERIFF TOWING AND IMPOUND	80,884	207,303	164,088	223,096	(15,793)	-7.6%
	TOTAL USES	$ 1,097,782	$ 1,487,315	$ 1,182,597	$ 1,563,982	$ (76,667)	-5.2%

Activity Narrative: Based on FY 2015 Forecast, the demand for the number of requests for evidentiary items to be produced/furnished is expected to increase in FY 2016. Historical trends have shown that the number of sworn and detention items destroyed, disposed of and/or released have steadily increased and is expected to continue to increase in FY 2016. Revenues are expected to decrease in FY 2016, based on FY 2015 Forecast.

Base Adjustment:

Sheriff Towing and Impound (258) Operating

- Increase Regular Benefits by $6,487 for the impact of changes in retirement contribution rates.
- Increase Internal Services Charges by $2,018 for the impact of changes in risk management charges
- Increase expenditures budget by $9,492 due to a net increase in Personal Services.
- Decrease revenues by $30,481 due to changes in towing contracts.

General Fund (100) Property and Evidence

- Carry forward 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of vehicles receiving preventative maintenance in 48 hrs. or less	58.8%	57.6%	58.9%	58.7%	1.1%	1.9%
Output	Number of vehicles on preventive maintenance inventory (assigned vehicles managed)	757	790	807	811	21	2.7%
Demand	Number of vehicles in MCSO fleet	759	790	807	808	18	2.3%
Expenditure Ratio	Total activity expenditure per vehicle maintained in MCSO fleet	$ 410.46	$ 435.55	$ 461.81	$ 445.74	$ (10.19)	-2.3%
Expenditure							
	100 - GENERAL	$ 310,722	$ 344,045	$ 372,796	$ 361,495	$ (17,450)	-5.1%
	TOTAL USES	$ 310,722	$ 344,045	$ 372,796	$ 361,495	$ (17,450)	-5.1%

Community Outreach Activity

The purpose of the Community Outreach Activity is to provide events and means for one-way, two-way and multi-modal communication to the public including citizen groups or individuals, inmate families and other interested persons or parties so they can be more knowledgeable and can provide feedback regarding support and concerns of Sheriff's Office Enforcement and Detention/Jail programs.

Mandates: Administrative Mandate

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of responses indicating the individual is more knowledgeable about Sheriff's Office programs	N/A	75.0%	N/A	N/A	N/A	N/A
Output	Number of Community Outreach events completed	N/A	12	-	-	(12)	-100.0%
Output	Number of respondents who are more knowledgeable about Sheriff's Office programs	N/A	300	-	-	(300)	-100.0%
Demand	Number of outreach event public input/feedback mechanisms received	N/A	80	-	-	(80)	-100.0%
Demand	Number of Invitations to the Sheriff or Sheriff's officials to attend or speak at public or community meetings or events	N/A	40	-	-	(40)	-100.0%
Expenditure Ratio	Activity Cost per Outreach event completed	N/A	$ 14,757.42	N/A	N/A	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ 177,089	$ 194,178	$ 225,412	$ (48,323)	-27.3%
	TOTAL USES	$ -	$ 177,089	$ 194,178	$ 225,412	$ (48,323)	-27.3%

Activity Narrative: The measures for the Activity are being reconsidered based on data collection issues and a change in the philosophy of the activity. The measures will be reviewed during the FY 2017 Strategic Business Plan update process. The purpose of this activity is to perform community outreach beyond what is required by the Melendres v. Arpaio court order.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of level 1 priority calls dispatched under threshold	29.8%	90.0%	93.3%	95.0%	5.0%	5.5%
Percent of days MCSO is prepared to respond	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of patrol districts that benefit from posse assistance	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of investigations cases cleared by arrest	20.2%	18.8%	20.5%	34.3%	15.5%	82.3%
Percent of priority 1 calls responded to within 5 minutes or less	46.5%	50.0%	47.3%	51.6%	1.6%	3.2%
Percent of missions resulting in rescue	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of warrant confirmations and orders of protection completed	N/A	93.8%	98.0%	98.0%	4.1%	4.4%
Percent of no-Injury Specialized Weapons and Tactics Division responses/assists (officers or civilians)	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

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: Mandated. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	365	365	365	365	-	0.0%
Expenditure Ratio	Total activity (DSTR) expenditure per day	$ 4,464.44	$ 6,188.27	$ 6,556.35	$ 7,069.55	$ (881.28)	-14.2%
Revenue							
	251 - SHERIFF GRANTS	$ 469,573	$ 756,729	$ 685,046	$ 1,047,437	$ 290,708	38.4%
	TOTAL SOURCES	$ 469,573	$ 756,729	$ 685,046	$ 1,047,437	$ 290,708	38.4%
Expenditure							
	100 - GENERAL	$ 1,178,101	$ 1,501,988	$ 1,436,140	$ 1,532,948	$ (30,960)	-2.1%
	251 - SHERIFF GRANTS	451,420	756,729	956,928	1,047,437	(290,708)	-38.4%
	TOTAL USES	$ 1,629,521	$ 2,258,717	$ 2,393,068	$ 2,580,385	$ (321,668)	-14.2%

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: Mandated. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of level 1 priority calls dispatched under threshold	29.8%	90.0%	93.3%	95.0%	5.0%	5.5%
Output	Number of police service communications dispatched	242,698	235,288	218,646	241,528	6,240	2.7%
Output	Total average number of incoming switchboard and complaint calls handled	N/A	125,000	228,608	134,788	9,788	7.8%
Demand	Number of incoming police service communications	242,644	235,288	218,646	241,528	6,240	2.7%
Expenditure Ratio	Total activity expenditure per Police Service call dispatched	$ 13.48	$ 18.70	$ 18.33	$ 18.31	$ 0.39	2.1%
Revenue							
	100 - GENERAL	$ 320,600	$ 273,217	$ 271,691	$ 423,522	$ 150,305	55.0%
	TOTAL SOURCES	$ 320,600	$ 273,217	$ 271,691	$ 423,522	$ 150,305	55.0%
Expenditure							
	100 - GENERAL	$ 2,006,837	$ 2,811,522	$ 2,419,323	$ 2,702,318	$ 109,204	3.9%
	255 - DETENTION OPERATIONS	1,263,885	1,587,842	1,587,758	1,719,330	(131,488)	-8.3%
	TOTAL USES	$ 3,270,722	$ 4,399,364	$ 4,007,081	$ 4,421,648	$ (22,284)	-0.5%

Activity Narrative: The demand for the number of incoming police service communications, and the output for the number of police service communications dispatched are expected to increase in FY 2016, based on FY 2015 Forecast. The total average number of incoming switchboard and complaint calls handles is expected to increase in FY 2016, based on FY 2015 Forecast.

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: Mandated. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Patrol Districts that benefit from posse assistance	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of animals seized	98	104	106	108	4	3.8%
Output	Number of enforcement support division responses and assists	23	-	-	-	-	N/A
Output	Number of Posse volunteer hours reported	N/A	161,708	161,708	161,708	-	0.0%
Demand	Number of animal abuse incidents	1,357	1,360	1,799	1,360	-	0.0%
Demand	Number of active Posse members	N/A	3,000	3,000	3,000	-	0.0%
Demand	Number of MCSO Patrol Districts that rely on Posse assistance	N/A	28	28	28	-	0.0%
Expenditure Ratio	Activity cost per posse volunteer hour worked	N/A	$ 24.27	$ 21.86	$ 21.18	$ 3.09	12.7%
Revenue							
	251 - SHERIFF GRANTS	$ 3,000	$ -	$ -	$ 3,000	$ 3,000	N/A
	203 - SHERIFF DONATIONS	114	-	-	-	-	N/A
	206 - OFFICER SAFETY EQUIPMENT	66,947	60,000	53,196	52,000	(8,000)	-13.3%
	TOTAL SOURCES	$ 70,061	$ 60,000	$ 53,196	$ 55,000	$ (5,000)	-8.3%
Expenditure							
	100 - GENERAL	$ 3,928,555	$ 3,818,301	$ 3,488,900	$ 3,319,954	$ 498,347	13.1%
	251 - SHERIFF GRANTS	(13,737)	-	-	3,000	(3,000)	N/A
	203 - SHERIFF DONATIONS	-	5,324	2,220	-	5,324	100.0%
	206 - OFFICER SAFETY EQUIPMENT	-	60,000	-	52,000	8,000	13.3%
	212 - SHERIFF RICO	44,596	40,124	44,152	49,823	(9,699)	-24.2%
	255 - DETENTION OPERATIONS	-	158	67	-	158	100.0%
	TOTAL USES	$ 3,959,414	$ 3,923,907	$ 3,535,339	$ 3,424,777	$ 499,130	12.7%

Base Adjustments:

Officer Safety Equipment (206) Operating

- Decrease revenues by $8,000 due to a decrease in collections of civil traffic fines and penalties.
- Decrease expenditures by $8,000 due to a decrease in revenue.

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: Mandated. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of investigations cases cleared by arrest	20.2%	18.8%	20.5%	34.3%	15.5%	82.3%
Output	Number of cases cleared	7,065	6,932	9,345	6,964	32	0.5%
Demand	Number of cases assigned/undertaken (cases to be handled)	6,933	6,924	9,575	6,944	20	0.3%
Expenditure Ratio	Total activity expenditure per case cleared	$ 3,295.22	$ 3,483.03	$ 2,608.66	$ 3,716.42	$ (233.39)	-6.7%
Revenue							
	251 - SHERIFF GRANTS	$ 5,800,817	$ 4,103,694	$ 3,601,441	$ 3,650,480	$ (453,214)	-11.0%
	212 - SHERIFF RICO	1,556,848	1,750,000	1,492,538	1,750,000	-	0.0%
	TOTAL SOURCES	$ 7,357,665	$ 5,853,694	$ 5,093,979	$ 5,400,480	$ (453,214)	-7.7%
Expenditure							
	100 - GENERAL	$ 16,886,613	$ 18,552,687	$ 18,416,261	$ 20,572,808	$ (2,020,121)	-10.9%
	251 - SHERIFF GRANTS	5,301,737	4,006,090	4,579,006	3,728,934	277,156	6.9%
	212 - SHERIFF RICO	1,092,384	1,585,621	1,382,666	1,579,423	6,198	0.4%
	TOTAL USES	$ 23,280,734	$ 24,144,398	$ 24,377,933	$ 25,881,165	$ (1,736,767)	-7.2%

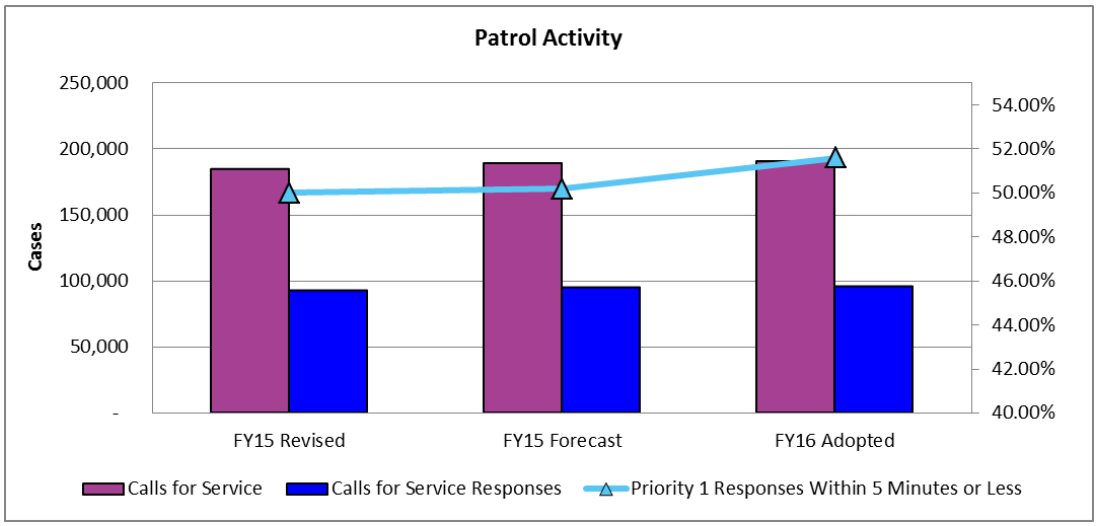
Activity Narrative: Based on the FY 2015 Forecast, the demand for the number of cases assigned/undertaken (cases to be handled) is expected to increase in FY 2016, when compared to FY 2015 Revised. Expenditures are increasing due to an increase in retirement contribution rates for Arizona Public Safety Personnel Retirement System (PSPRS) and to cover the shortfall in grants.

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: Mandated. 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Priority 1 calls responded to within 5 minutes or less	46.5%	50.0%	47.3%	51.6%	1.6%	3.2%
Output	Number of radio calls for service responses (number of responses)	178,512	184,228	189,484	190,604	6,376	3.5%
Output	Number of Part 1 (Violent) crimes reported	7,326	6,800	6,826	6,968	168	2.5%
Output	Number of on-view (deputy viewed) incident responses	94,516	92,872	94,490	95,696	2,824	3.0%
Demand	Number radio calls for service dispatched to patrol (number of incidents)	178,512	184,412	189,508	190,604	6,192	3.4%
Demand	Number of patrol vehicle miles driven	5,508,715	4,876,204	4,972,507	5,068,812	192,608	3.9%
Expenditure Ratio	Total activity expenditure per call for service response	$ 257.53	$ 279.37	$ 256.76	$ 274.95	$ 4.42	1.6%
Revenue							
	100 - GENERAL	$ 9,410,214	$ 12,206,224	$ 11,755,121	$ 13,805,038	$ 1,598,814	13.1%
	251 - SHERIFF GRANTS	1,572,260	1,723,648	1,180,707	1,453,773	(269,875)	-15.7%
	TOTAL SOURCES	$ 10,982,474	$ 13,929,872	$ 12,935,828	$ 15,258,811	$ 1,328,939	9.5%
Expenditure							
	100 - GENERAL	$ 44,324,136	$ 49,677,412	$ 47,657,171	$ 50,970,088	$ (1,292,676)	-2.6%
	251 - SHERIFF GRANTS	1,300,379	1,723,648	985,794	1,369,149	354,499	20.6%
	212 - SHERIFF RICO	347,013	67,111	9,824	67,111	-	0.0%
	TOTAL USES	$ 45,971,528	$ 51,468,171	$ 48,652,789	$ 52,406,348	$ (938,177)	-1.8%



Activity Narrative: In FY 2016, 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 in FY 2016, based on the FY 2015 Forecast.

Base Adjustment:

General Fund (100) Operating

- Increase revenue by $1,547,503 due to an increase in cost reimbursement from Law Enforcement Contracts with Cities and Towns.
- Reallocate $2,574,188 for 20.0 FTE Sergeants from General Fund Operating to Melendres Operating.

General Fund (100) MCSO Judgment Order Operating

- Reallocate $2,574,188 for 20.0 FTE Sergeants from General Fund Operating to Melendres Operating.

General Fund (100) Non Recurring Non Project

- Carry forward $366,768 in revenue and expenditures for the purchase and reimbursement of equipment for the Queen Creek IGA.

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: Mandated. This Activity supports the overall mandate of the Enforcement Program.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	62	60	56	63	3	5.0%
Demand	Number of search and rescue incidents reported	62	60	56	63	3	5.0%
Expenditure Ratio	Total activity expenditure per search and rescue mission undertaken	$ 2,010.31	$ 87,845.67	$ 91,825.57	$ 4,501.68	$ 83,343.98	94.9%
Expenditure							
	100 - GENERAL	$ 124,639	$ 5,270,740	$ 5,142,232	$ 283,606	$ 4,987,134	94.6%
	TOTAL USES	$ 124,639	$ 5,270,740	$ 5,142,232	$ 283,606	$ 4,987,134	94.6%

Activity Narrative: Expenditures will be decreasing in FY 2016 due to the one-time funding for the purchase of a new helicopter in FY 2015.

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: Mandated. This Activity supports the overall mandate of the Enforcement Program.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of no-injury Specialized Weapons and Tactics Division Responses/Assists (officers or civilians)	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of K-9 Sniffs (K-9 Calls for Service)	876	1,040	1,160	1,040	-	0.0%
Output	Number of chemical, biological, radioactive, nuclear explosive and explosive ordnance	137	72	125	132	60	83.3%
Demand	Number of calls for service and/or Incidents Requiring Specialized Weapons and Tactics (SWAT)	158	164	180	164	-	0.0%
Demand	Number of chemical, biological, radioactive, nuclear explosive and explosive ordnance reported incidents	137	72	134	132	60	83.3%
Expenditure Ratio	Total activity expenditure per SWAT Division incident response or assist	$ 19,826.82	$ 25,425.16	$ 20,564.87	$ 24,709.26	$ 715.90	2.8%
Expenditure							
	100 - GENERAL	$ 3,081,520	$ 3,891,387	$ 3,433,285	$ 3,763,266	$ 128,121	3.3%
	212 - SHERIFF RICO	51,118	22,807	9,507	22,807	-	0.0%
	255 - DETENTION OPERATIONS	-	255,533	258,884	266,246	(10,713)	-4.2%
	TOTAL USES	$ 3,132,638	$ 4,169,727	$ 3,701,676	$ 4,052,319	$ 117,408	2.8%

Activity Narrative: In FY 2016, MCSO expects a decrease in their demand for the number of chemical, biological, radioactive, nuclear explosive and explosive ordinance reported incidents when compared to FY 2015 Forecast as Glendale, Arizona hosted Super Bowl XLIX and the NFL Pro Bowl. These events caused an increase in high risk security and tactical law enforcement response 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: Mandated. A.R.S. §41-1750 mandates that all criminal information be reported to the Department of Public Safety.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of warrant confirmations and orders of protection completed	N/A	93.8%	98.0%	98.0%	4.1%	4.4%
Output	Number of sex offender registration actions completed	5,814	5,820	5,920	5,920	100	1.7%
Output	Number of warrant confirmations completed	46,785	45,323	43,012	43,012	(2,311)	-5.1%
Output	Number of warrants and orders of protection actions	N/A	65,428	64,839	64,840	(588)	-0.9%
Demand	Number of warrants and orders of protection received	63,778	65,428	64,839	64,840	(588)	-0.9%
Demand	Number of sex offender registration actions submitted by registrants to process	5,834	5,820	5,920	5,920	100	1.7%
Demand	Number of criminal records requests	160,713	173,506	148,500	148,500	(25,006)	-14.4%
Expenditure Ratio	Total activity expenditure per warrant confirmation and orders of protection items completed (processed)	$ 25.99	$ 28.22	$ 29.23	$ 30.02	$ (1.79)	-6.4%
Revenue							
	100 - GENERAL	$ 38,304	$ 35,000	$ 34,138	$ 35,000	$ -	0.0%
	TOTAL SOURCES	$ 38,304	$ 35,000	$ 34,138	$ 35,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 1,721,482	$ 1,890,673	$ 1,856,563	$ 1,906,638	$ (15,965)	-0.8%
	TOTAL USES	$ 1,721,482	$ 1,890,673	$ 1,856,563	$ 1,906,638	$ (15,965)	-0.8%

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 90,500,556**	**$ 12,674,823**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ 4,582,165**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*	*4,568,925*	*-*
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*	*8,305*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*	*4,935*	*-*
Intergovernmental Agreements		**$ 525,532**	**$ 525,532**
Law Enforcement IGA Queen Creek	*C-50-15-008-3-00*	*525,532*	*525,532*
FY 2015 Revised Budget		**$ 95,608,253**	**$ 13,200,355**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ 35,374**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*	*1,393*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*	*(4,935)*	*-*
FY 15 Q2 to Q4 Performance Based Retention Pay Plan		*38,916*	*-*
Intergovernmental Agreements		**$ 443,278**	**$ 443,278**
Law Enforcement IGA/Queen Creek	*C-50-08-010-2-01*	*443,278*	*443,278*
FY 2016 Baseline Budget		**$ 96,086,905**	**$ 13,643,633**

General Fund (100) (continued)

Adjustments:				
Employee Retirement and Benefits			**$ 4,343,344**	**$ -**
Retirement Contributions			*4,343,344*	*-*
Employee Salary Adjustments			**$ 578,759**	**$ -**
Overtime Pay Adjustment			*578,759*	*-*
Base Adjustments			**$ (1,232,162)**	**$ -**
Other Base Adjustments			*1,487,776*	*-*
Sexually Violent Persons Unfunded Mandate	*$*	*170,432*		
Requested Overtime Adjustment		*1,309,734*		
Eight (8) Additional Hours in FY 2016		*342,268*		
Pay Rate Reconcililation in Request		*418,418*		
Fuel		*(502,549)*		
IT Repairs and Maintenance		*364,417*		
Capital Equipment Reduction		*(1,842,749)*		
Mobile Data Computing Broadband Access		*117,256*		
Grant Shortfall		*634,177*		
Other Base Adjustments		*476,372*		
Internal Service Charges			*378,796*	*-*
Increase Risk Mangement Charges	*$*	*378,796*		
Personnel Additions and Related Costs			*39,144*	*-*
Personnel Savings			*(3,137,878)*	*-*
*Increase savings rate from FY16 Requested rate of 4.46% to 6.98% for General Fund Total 0000**				
*Increase savings rate from FY16 Requested rate of 4.14% to 6.60% for General Fund Total all functions**				
Fees and Other Revenues			**$ -**	**$ 1,547,403**
ProgRevenue Volume Inc/Dec			*-*	*1,547,403*
Cost Reimbursement from Law Enforcement Contracts with Cities and Towns	*$*	*1,547,403*		
Reallocations			**$ (2,054,398)**	**$ -**
Reallocation Between Functions			*(3,044,877)*	*-*
Reallocate 20.0 FTE Sergeants from Operating to Melendres Operating	*$*	*(2,574,188)*		
Reallocate 4.0 FTE Early Intervention System Staff from Operating to Melendres		*(470,689)*		
Reallocation Between Funds			*990,479*	*-*
Net Administrative Costs and Dispatch between General and Detention Fund	*$*	*990,479*		
FY 2016 Tentative Budget			**$ 97,722,448**	**$ 15,191,036**
Percent Change from Baseline Amount			*1.7%*	*11.3%*
Adjustments:				
Employee Retirement and Benefits			**$ 1,126,872**	**$ -**
Employee Health/Dental Premiums			*1,126,872*	*-*
FY 2016 Adopted Budget			**$ 98,849,320**	**$ 15,191,036**
Percent Change from Baseline Amount			*2.9%*	*11.3%*

General Fund (100) (continued)

			Expenditures	Revenue
MCSO JUDGMENT ORDER OPERATING				
FY 2015 Adopted Budget			**$ 8,310,737**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 166,885**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*166,885*	-
FY 2015 Revised Budget			**$ 8,477,622**	**$ -**
Adjustments:	Agenda Item:			
Base Adjustments			**$ 1,468,460**	**$ -**
Sheriff's Office Compliance and Bureau of Internal Oversight	*C-50-15-011-2-00*		*1,468,460*	-
FY 2016 Baseline Budget			**$ 9,946,082**	**$ -**
Adjustments:				
Employee Retirement and Benefits			**$ 408,729**	**$ -**
Retirement Contributions			*408,729*	-
Employee Salary Adjustments			**$ 311,285**	**$ -**
Overtime Pay Adjustment			*311,285*	-
Base Adjustments			**$ 720,914**	**$ -**
Other Base Adjustments			*958,777*	-
Pay Rate Reconcilliation in Request		*$ (315,128)*		
Requested Overtime Adjustment		*1,230,513*		
Body Camera Maintenance		*514,260*		
Other Base Adjustments		*(470,868)*		
Personnel Additions and Related Costs			*16,329*	-
Personnel Savings			*(254,192)*	-
*Increase budgeted savings rate from FY16 Request of 0% to 2.46%**				
*Increase budgeted rate from FY16 Request of 4.14% to 6.60% for General Fund all functions**				
Reallocations			**$ 3,044,877**	**$ -**
Reallocation Between Functions			*3,044,877*	-
Reallocate 20.0 FTE Sergeants from Operating to Melendres Operating		*$ 2,574,188*		
Reallocate 4.0 FTE Early Intervention System Staff from Operating to Melendres		*470,689*		
FY 2016 Tentative Budget			**$ 14,431,887**	**$ -**
Percent Change from Baseline Amount			*45.1%*	
Adjustments:				
Employee Retirement and Benefits			**$ 78,960**	**$ -**
Employee Health/Dental Premiums			*78,960*	-
FY 2016 Adopted Budget			**$ 14,510,847**	**$ -**
Percent Change from Baseline Amount			*45.9%*	

General Fund (100) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2015 Adopted Budget			**$ -**	**$ -**
Adjustments:	Agenda Item:			
Intergovernmental Agreements			**$ 521,505**	**$ 521,505**
Law Enforcement IGA Queen Creek	*C-50-15-008-3-00*		*521,505*	*521,505*
FY 2015 Revised Budget			**$ 521,505**	**$ 521,505**
Adjustments:	Agenda Item:			
Intergovernmental Agreements			**$ (521,505)**	**$ (521,505)**
Law Enforcement IGA Queen Creek	*C-50-15-008-3-00*		*(521,505)*	*(521,505)*
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 366,768**	**$ 366,768**
Non Recurring Carry Forward			*366,768*	*366,768*
Law Enforcement IGA Queen Creek		*$ 366,768*		
FY 2016 Adopted Budget			**$ 366,768**	**$ 366,768**
			Expenditures	**Revenue**
PROPERTY AND EVIDENCE				
FY 2015 Adopted Budget			**$ 247,978**	**$ -**
FY 2015 Revised Budget			**$ 247,978**	**$ -**
Adjustments:				
Information and Communications Technology Technology Projects			**$ (247,978)**	**$ -**
Other Technology Projects			*(247,978)*	*-*
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 247,978**	**$ -**
Non Recurring Carry Forward			*247,978*	*-*
Camera/Security System		*$ 247,978*		
FY 2016 Adopted Budget			**$ 247,978**	**$ -**
			Expenditures	**Revenue**
MCSO RECORDS MANAGEMENT				
FY 2015 Adopted Budget			**$ 676,000**	**$ -**
FY 2015 Revised Budget			**$ 676,000**	**$ -**
Adjustments:				
Technology Projects			**$ (676,000)**	**$ -**
Other Technology Projects			*(676,000)*	*-*
FY 2016 Baseline Budget			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 676,000**	**$ -**
Non Recurring Carry Forward			*676,000*	*-*
Records Management System		*$ 676,000*		
FY 2016 Adopted Budget			**$ 676,000**	**$ -**

Sheriff Donations Fund (203)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 20,000**	**$ 20,000**
FY 2015 Revised Budget		**$ 20,000**	**$ 20,000**
FY 2016 Baseline Budget		**$ 20,000**	**$ 20,000**
Adjustments:			
Fees and Other Revenues		**$ 6,774**	**$ 6,774**
ProgRevenue Volume Inc/Dec		*6,774*	*6,774*
Donations	*$ 6,774*		
FY 2016 Adopted Budget		**$ 26,774**	**$ 26,774**
Percent Change from Baseline Amount		*33.9%*	*33.9%*

Sheriff Donations Fund (203) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 126,590	$ 139,248	$ 139,248	$ 155,410	$ 78,511
Sources:					
Operating	$ 28,821	$ 20,000	$ 20,000	$ 25,321	$ 26,774
Total Sources:	$ 28,821	$ 20,000	$ 20,000	$ 25,321	$ 26,774
Uses:					
Operating	$ -	$ 20,000	$ 20,000	$ 2,220	$ 26,774
Non-Recurring	-	100,000	100,000	100,000	-
Total Uses:	$ -	$ 120,000	$ 120,000	$ 102,220	$ 26,774
Structural Balance	$ 28,821	$ -	$ -	$ 23,101	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 155,410	$ 39,248	$ 39,248	$ 78,511	$ 78,511
Total Ending Spendable Fund Balance	$ 155,410	$ 39,248	$ 39,248	$ 78,511	$ 78,511

Sheriff Officer Safety Equipment Fund (206)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 60,000**	**$ 60,000**
FY 2015 Revised Budget		**$ 60,000**	**$ 60,000**
FY 2016 Baseline Budget		**$ 60,000**	**$ 60,000**
Adjustments:			
Fees and Other Revenues		**$ -**	**$ (8,000)**
ProgRevenue Volume Inc/Dec		*-*	*(8,000)*
Structural Balance		**$ (8,000)**	**$ -**
Structural Balance		*(8,000)*	*-*
FY 2016 Adopted Budget		**$ 52,000**	**$ 52,000**
Percent Change from Baseline Amount		*-13.3%*	*-13.3%*

Sheriff Officer Safety Equipment Fund (206) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 88,191	$ 149,826	$ 149,826	$ 155,139	$ 208,335
Sources:					
Operating	$ 66,947	$ 60,000	$ 60,000	$ 53,196	$ 52,000
Total Sources:	$ 66,947	$ 60,000	$ 60,000	$ 53,196	$ 52,000
Uses:					
Operating	$ -	$ 60,000	$ 60,000	$ -	$ 52,000
Total Uses:	$ -	$ 60,000	$ 60,000	$ -	$ 52,000
Structural Balance	$ 66,947	$ -	$ -	$ 53,196	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 155,139	$ 149,826	$ 149,826	$ 208,335	$ 208,335
Total Ending Spendable Fund Balance	$ 155,139	$ 149,826	$ 149,826	$ 208,335	$ 208,335

Sheriff RICO Fund (212)

	Expenditures	Revenue
OPERATING		
FY 2015 Adopted Budget	**$ 1,750,000**	**$ 1,750,000**
FY 2015 Revised Budget	**$ 1,750,000**	**$ 1,750,000**
FY 2016 Baseline Budget	**$ 1,750,000**	**$ 1,750,000**
FY 2016 Adopted Budget	**$ 1,750,000**	**$ 1,750,000**
Percent Change from Baseline Amount	*0.0%*	*0.0%*

Sheriff RICO Fund (212) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ (7,611)	$ -	$ -	$ (3,991)	$ -
Sources:					
Operating	$ 1,556,848	$ 1,750,000	$ 1,750,000	$ 1,492,538	$ 1,750,000
Total Sources:	$ 1,556,848	$ 1,750,000	$ 1,750,000	$ 1,492,538	$ 1,750,000
Uses:					
Operating	$ 1,553,229	$ 1,750,000	$ 1,750,000	$ 1,488,547	$ 1,750,000
Total Uses:	$ 1,553,229	$ 1,750,000	$ 1,750,000	$ 1,488,547	$ 1,750,000
Structural Balance	$ 3,619	$ -	$ -	$ 3,991	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	(3,991)	-	-	-	-
Total Ending Spendable Fund Balance	$ (3,991)	$ -	$ -	$ -	$ -

Sheriff Jail Enhancement Fund (214)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 1,482,444**	**$ 1,482,444**
FY 2015 Revised Budget		**$ 1,482,444**	**$ 1,482,444**
FY 2016 Baseline Budget		**$ 1,482,444**	**$ 1,482,444**
FY 2016 Adopted Budget		**$ 1,482,444**	**$ 1,482,444**
Percent Change from Baseline Amount		*0.0%*	*0.0%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ -**	**$ -**
FY 2015 Revised Budget		**$ -**	**$ -**
FY 2016 Baseline Budget		**$ -**	**$ -**
FY 2016 Tentative Budget		**$ -**	**$ -**
Adjustments:			
Base Adjustments		**$ 1,236,498**	**$ -**
Other Base Adjustments		*1,236,498*	*-*
Capital Improvements for Graves v. Arpaio	*$ 1,236,498*		
FY 2016 Adopted Budget		**$ 1,236,498**	**$ -**

Sheriff Jail Enhancement Fund (214) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 1,834,904	$ 2,482,285	$ 2,482,285	$ 2,701,398	$ 1,801,378
Sources:					
Operating	$ 1,592,007	$ 1,482,444	$ 1,482,444	$ 1,482,424	$ 1,482,444
Total Sources:	$ 1,592,007	$ 1,482,444	$ 1,482,444	$ 1,482,424	$ 1,482,444
Uses:					
Operating	$ 725,524	$ 1,482,444	$ 1,482,444	$ 1,482,444	$ 1,482,444
Non-Recurring	-	-	-	900,000	1,236,498
Total Uses:	$ 725,524	$ 1,482,444	$ 1,482,444	$ 2,382,444	$ 2,718,942
Structural Balance	$ 866,483	$ -	$ -	$ (20)	$ -
Accounting Adjustments	$ 11	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 2,701,398	$ 2,482,285	$ 2,482,285	$ 1,801,378	$ 564,880
Total Ending Spendable Fund Balance	$ 2,701,398	$ 2,482,285	$ 2,482,285	$ 1,801,378	$ 564,880

Sheriff Grants Fund (251)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 8,275,961**	**$ 8,275,961**
Adjustments:	Agenda Item:			
Grants			**$ (977,204)**	**$ (977,204)**
FY 2015 DUI Abatement Grant	*C-50-14-080-G-00*		*130,000*	*130,000*
Treasury Law Enforcement Grant	*C-50-14-081-G-00*		*15,000*	*15,000*
Sheriff Grant Reconciliation	*C-50-15-045-G-00*		*(1,122,204)*	*(1,122,204)*
FY 2015 Revised Budget			**$ 7,298,757**	**$ 7,298,757**
FY 2016 Baseline Budget			**$ 7,298,757**	**$ 7,298,757**
Adjustments:				
Employee Retirement and Benefits			**$ 84,264**	**$ -**
Retirement Contributions			*84,264*	*-*
Base Adjustments			**$ (14,911)**	**$ -**
Internal Service Charges			*(14,911)*	*-*
Decrease Risk Management Charges		*$ (14,911)*		
Grants			**$ (183,125)**	**$ (113,772)**
Grant Reconciliation			*(183,125)*	*(113,772)*
FY 2016 Adopted Budget			**$ 7,184,985**	**$ 7,184,985**
Percent Change from Baseline Amount			*-1.6%*	*-1.6%*

Sheriff Grants Fund (251) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ (450,310)	$ 379,787	$ 379,787	$ (764,637)	$ (764,637)
Sources:					
Operating	$ 7,366,262	$ 8,275,961	$ 7,298,757	$ 7,298,757	$ 7,184,985
Total Sources:	$ 7,366,262	$ 8,275,961	$ 7,298,757	$ 7,298,757	$ 7,184,985
Uses:					
Operating	$ 7,680,605	$ 8,275,961	$ 7,298,757	$ 7,298,757	$ 7,184,985
Total Uses:	$ 7,680,605	$ 8,275,961	$ 7,298,757	$ 7,298,757	$ 7,184,985
Structural Balance	$ (314,343)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 16	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 379,787	$ 379,787	$ -	$ -
Unassigned	(764,637)	-	-	(764,637)	(764,637)
Total Ending Spendable Fund Balance	$ (764,637)	$ 379,787	$ 379,787	$ (764,637)	$ (764,637)

Inmate Services Fund (252)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 10,982,350**	**$ 10,982,350**
FY 2015 Revised Budget		**$ 10,982,350**	**$ 10,982,350**
FY 2016 Baseline Budget		**$ 10,982,350**	**$ 10,982,350**
Adjustments:			
Employee Retirement and Benefits		**$ 36,650**	**$ -**
Retirement Contributions		*36,650*	*-*
Base Adjustments		**$ (11,801)**	**$ -**
Internal Service Charges		*(11,801)*	*-*
Decrease Risk Management Charges	*$ (11,801)*		
Fees and Other Revenues		**$ 243,127**	**$ 267,976**
ProgRevenue Volume Inc/Dec		*243,127*	*267,976*
FY 2016 Adopted Budget		**$ 11,250,326**	**$ 11,250,326**
Percent Change from Baseline Amount		*2.4%*	*2.4%*

Inmate Services Fund (252) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 7,268,783	$ 8,046,735	$ 8,046,735	$ 8,171,654	$ 8,397,572
Sources:					
Operating	$ 11,387,014	$ 10,982,350	$ 10,982,350	$ 11,127,773	$ 11,250,326
Total Sources:	$ 11,387,014	$ 10,982,350	$ 10,982,350	$ 11,127,773	$ 11,250,326
Uses:					
Operating	$ 10,484,148	$ 10,982,350	$ 10,982,350	$ 10,901,855	$ 11,250,326
Total Uses:	$ 10,484,148	$ 10,982,350	$ 10,982,350	$ 10,901,855	$ 11,250,326
Structural Balance	$ 902,866	$ -	$ -	$ 225,918	$ -
Accounting Adjustments	$ 5	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 8,171,654	$ 8,046,735	$ 8,046,735	$ 8,397,572	$ 8,397,572
Total Ending Spendable Fund Balance	$ 8,171,654	$ 8,046,735	$ 8,046,735	$ 8,397,572	$ 8,397,572

Inmate Health Services Fund (254)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 200,000**	**$ 200,000**
FY 2015 Revised Budget		**$ 200,000**	**$ 200,000**
FY 2016 Baseline Budget		**$ 200,000**	**$ 200,000**
Adjustments:			
Fees and Other Revenues		**$ 100,873**	**$ 100,873**
ProgRevenue Volume Inc/Dec		*100,873*	*100,873*
FY 2016 Adopted Budget		**$ 300,873**	**$ 300,873**
Percent Change from Baseline Amount		*50.4%*	*50.4%*

Inmate Health Services Fund (254) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 140,000**	**$ -**
FY 2015 Revised Budget		**$ 140,000**	**$ -**
Adjustments:			
Base Adjustments		**$ (140,000)**	**$ -**
MCSO Medical Team		*(140,000)*	*-*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 300,000**	**$ -**
Other Non Recurring		*300,000*	*-*
Exam Tables, Cots and Stretchers	*$ 52,100*		
Wheelchairs	*40,950*		
Diagnostic Equipment	*74,000*		
Privacy Screens	*850*		
Infirmary Beds and Mattresses	*125,500*		
Refrigerator/Freezers	*6,600*		
FY 2016 Adopted Budget		**$ 300,000**	**$ -**

Inmate Health Services Fund (254) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 428,011	$ 605,709	$ 605,709	$ 638,325	$ 402,055
Sources:					
Operating	$ 356,547	$ 200,000	$ 200,000	$ 337,730	$ 300,873
Total Sources:	$ 356,547	$ 200,000	$ 200,000	$ 337,730	$ 300,873
Uses:					
Operating	$ 146,232	$ 200,000	$ 200,000	$ 184,000	$ 300,873
Non-Recurring	-	140,000	140,000	390,000	300,000
Total Uses:	$ 146,232	$ 340,000	$ 340,000	$ 574,000	$ 600,873
Structural Balance	$ 210,315	$ -	$ -	$ 153,730	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 638,325	$ 465,709	$ 465,709	$ 402,055	$ 102,055
Total Ending Spendable Fund Balance	$ 638,325	$ 465,709	$ 465,709	$ 402,055	$ 102,055

Detention Fund (255)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 205,492,876**	**$ 31,055,228**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 2,849,685**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*2,746,961*	*-*
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*65,222*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*37,502*	*-*
FY 2015 Revised Budget			**$ 208,342,561**	**$ 31,055,228**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 181,543**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*11,051*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*(37,502)*	*-*
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*207,994*	*-*
Base Adjustments			**$ 349,721**	**$ -**
Sheriff's Office Compliance and Bureau of Internal Oversight	*C-50-15-011-2-00*		*349,721*	*-*
FY 2016 Baseline Budget			**$ 208,873,825**	**$ 31,055,228**
Adjustments:				
Employee Retirement and Benefits			**$ 2,917,903**	**$ -**
Retirement Contributions			*2,917,903*	*-*
Employee Salary Adjustments			**$ 137,906**	**$ -**
Overtime Pay Adjustment			*137,906*	*-*
Base Adjustments			**$ (966,517)**	**$ -**
Other Base Adjustments			*4,523,598*	*-*
Requested Overtime Adjustment		*$ 2,499,608*		
Laundry and Janitorial Supplies		*626,425*		
Pay Rate Reconciliation in Request		*(204,084)*		
Extradition Travel		*233,788*		
Jail Intelligence Lease		*135,534*		
Food Services		*154,492*		
Other Base Adjustments		*544,529*		
SIMS Staffing		*119,698*		
Victim Notification Unit Staffing		*119,698*		
Sexually Violent Persons Unit Staffing		*39,899*		
Criminal Intelligence Analysts		*254,011*		
Internal Service Charges			*26,530*	*-*
Increase Risk Management Charges		*$ 26,530*		
Personnel Savings			*(5,516,645)*	*-*
*Increase savings from FY16 Request rate of 5.93% to 8.98%**		*$ (5,516,645)*		
Fees and Other Revenues			**$ -**	**$ (545,376)**
ProgRevenue Volume Inc/Dec			*-*	*(545,376)*
Decrease Revenue in Bookings and Per Diem charged to Cities and Towns		*$ (545,376)*		
Reallocations			**$ (990,479)**	**$ -**
Reallocation Between Funds			*(990,479)*	*-*
Net Administrative Costs and Dispatch between General and Detention Fund		*$ (990,479)*		
FY 2016 Tentative Budget			**$ 209,972,638**	**$ 30,509,852**
Percent Change from Baseline Amount			*0.5%*	*-1.8%*
Adjustments:				
Employee Retirement and Benefits			**$ 2,525,592**	**$ -**
Employee Health/Dental Premiums			*2,525,592*	*-*
FY 2016 Adopted Budget			**$ 212,498,230**	**$ 30,509,852**
Percent Change from Baseline Amount			*1.7%*	*-1.8%*

Detention Fund (255) (continued)

		Expenditures	Revenue
MCSO IVR			
FY 2015 Adopted Budget		**$ 905,000**	**$ -**
FY 2015 Revised Budget		**$ 905,000**	**$ -**
Adjustments:			
Information and Communications Technology			
Technology Projects		**$ (905,000)**	**$ -**
Other Technology Projects		*(905,000)*	*-*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 905,000**	**$ -**
Non Recurring Carry Forward		*905,000*	*-*
Interactive Voice Response System	*$ 905,000*		
FY 2016 Adopted Budget		**$ 905,000**	**$ -**
		Expenditures	**Revenue**
JAIL KITCHEN EQUIPMENT			
FY 2015 Adopted Budget		**$ 300,000**	**$ -**
FY 2015 Revised Budget		**$ 300,000**	**$ -**
Adjustments:			
Non Recurring		**$ (300,000)**	**$ -**
Non Recurring Carry Forward		*(300,000)*	*-*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 340,000**	**$ -**
Other Non Recurring		*340,000*	*-*
Food Service Chuckwagons	*$ 70,000*		
Food Service Trays	*50,000*		
Tray Wash Dish Machines	*220,000*		
FY 2016 Adopted Budget		**$ 340,000**	**$ -**
		Expenditures	**Revenue**
LAUNDRY EQUIPMENT			
FY 2015 Adopted Budget		**$ 350,000**	**$ -**
FY 2015 Revised Budget		**$ 350,000**	**$ -**
Adjustments:			
Non Recurring		**$ (350,000)**	**$ -**
Other Non Recurring		*(350,000)*	*-*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 397,000**	**$ -**
Other Non Recurring		*397,000*	*-*
Air Compressor, Sorting Bins, Conveyors and Rail and Lift System	*$ 397,000*		
FY 2016 Adopted Budget		**$ 397,000**	**$ -**

Sheriff Towing & Impound Fund (258)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 208,103**	**$ 256,581**
FY 2015 Revised Budget		**$ 208,103**	**$ 256,581**
FY 2016 Baseline Budget		**$ 208,103**	**$ 256,581**
Adjustments:			
Employee Retirement and Benefits		**$ 6,487**	**$ -**
Retirement Contributions		*6,487*	*-*
Base Adjustments		**$ 2,018**	**$ -**
Internal Service Charges		*2,018*	*-*
Increase Risk Management Charges	*$ 2,018*		
Fees and Other Revenues		**$ 9,492**	**$ (30,481)**
ProgRevenue Volume Inc/Dec		*9,492*	*(30,481)*
FY 2016 Adopted Budget		**$ 226,100**	**$ 226,100**
Percent Change from Baseline Amount		*8.6%*	*-11.9%*

Sheriff Towing & Impound Fund (258) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ -	$ 130,981	$ 130,981	$ 140,145	$ 123,869
Sources:					
Operating	$ 221,029	$ 256,581	$ 256,581	$ 148,150	$ 226,100
Total Sources:	$ 221,029	$ 256,581	$ 256,581	$ 148,150	$ 226,100
Uses:					
Operating	$ 80,884	$ 208,103	$ 208,103	$ 164,426	$ 226,100
Total Uses:	$ 80,884	$ 208,103	$ 208,103	$ 164,426	$ 226,100
Structural Balance	$ 140,145	$ 48,478	$ 48,478	$ (16,276)	$ -
Ending Spendable Fund Balance:					
Restricted	$ 140,145	$ 179,459	$ 179,459	$ 123,869	$ 123,869
Total Ending Spendable Fund Balance	$ 140,145	$ 179,459	$ 179,459	$ 123,869	$ 123,869

Superior Court

Analysis by Cole St. Arnold, 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 after 24 months.

Status: At FY 2015 mid-year, the Superior Court resolved 91.45% of civil cases within 18 months and 95.3% in 24 months. Goals will be updated during the FY 2017 Strategic Business Plan process.

Safe Communities

By June 30, 2015, 96% of family cases filed in Superior Court will be resolved within 12 months and 99% after 24 months.

Status: At FY 2015 midyear, the Superior Court continues to meet this goal and resolve 97% of family cases within 12 months, and 99% within 24 months. The Superior Court has implemented numerous innovative programs in the family court division and it is anticipated that the case resolution rate will continue to meet the projected goals as long as the programs remain intact. Goals will be updated during the FY 2017 Strategic Business Plan process.

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: At FY 2015 mid-year, the Superior Court did not meet the goal to resolve 85% of the felony matters within 180 days. Only 75% 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. 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). However, with an increase in filings and case complexity, the time to disposition rate has declined due to an increased trial rate. Meeting this goal continues to be a problem because of the numerous high profile and complex cases that have not concluded for various reasons. The resolution rate is also dependent upon the Department's justice partners and the ability of those agencies to resolve matters timely. Goals will be updated during the FY 2017 Strategic Business Plan process.

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 and the RCC/EDC 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 2019. Goals will be updated during the FY 2017 Strategic Business Plan process.

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 and court users ranked the Court at 85% on this measure. Court surveys have been conducted in March 2015 for the next update. Goals will be updated during the FY 2017 Strategic Business Plan process.

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 and users ranked the Court at 86% on this measure. Court surveys have been conducted in March 2015 for the next update. Goals will be updated during the FY 2017 Strategic Business Plan process.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
CPAD - CAPITAL ADJUDICATION	$ 192,597	$ 196,396	$ 196,681	$ 196,681	$ 197,366	$ 685	0.3%
FELA - FELONY ADJUDICATION	2,275,628	2,739,246	2,861,786	2,875,867	2,832,108	(29,678)	-1.0%
80CJ - CRIMINAL JUSTICE	$ 2,468,225	$ 2,935,642	$ 3,058,467	$ 3,072,548	$ 3,029,474	$ (28,993)	-0.9%
CVAD - CIVIL ADJUDICATION	$ 2,748,536	$ 2,668,800	$ 2,668,800	$ 2,573,525	$ 2,498,404	$ (170,396)	-6.4%
80CV - CIVIL AND TAX JUSTICE	$ 2,748,536	$ 2,668,800	$ 2,668,800	$ 2,573,525	$ 2,498,404	$ (170,396)	-6.4%
FPRE - FAMILY PRE DECREE JUDGMENT	$ 2,847,839	$ 2,660,918	$ 3,103,628	$ 3,049,940	$ 2,966,814	$ (136,814)	-4.4%
FPST - FAMILY POST DECREE JUDGMENT	1,841,339	1,687,949	1,826,334	1,900,481	1,829,342	3,008	0.2%
80FA - FAMILY ADJUDICATION	$ 4,689,178	$ 4,348,867	$ 4,929,962	$ 4,950,421	$ 4,796,156	$ (133,806)	-2.7%
JDEL - JUV DELINQUENCY ADJUDICATION	$ 498,962	$ 516,061	$ 518,268	$ 397,475	$ 507,127	$ (11,141)	-2.1%
JDEP - JUV DEPENDENCY ADJUDICATION	1,137,384	1,257,249	1,269,036	1,269,006	1,270,223	1,187	0.1%
80JJ - JUVENILE JUSTICE	$ 1,636,346	$ 1,773,310	$ 1,787,304	$ 1,666,481	$ 1,777,350	$ (9,954)	-0.6%
CITR - CT INTERPRETATION TRANSLATION	$ 770	$ 500	$ 500	$ -	$ 500	$ -	0.0%
CSEC - COURT SECURITY	3,148	600	600	2,152	600	-	0.0%
JURR - JURORS	809,313	694,280	694,280	799,244	703,030	8,750	1.3%
PICO - PUB INFO AND COMMUNITY OUTRCH	1,479,299	1,562,000	1,512,000	1,401,543	1,379,971	(132,029)	-8.7%
80OS - COURT OPERATIONS SUPPORT	$ 2,292,530	$ 2,257,380	$ 2,207,380	$ 2,202,939	$ 2,084,101	$ (123,279)	-5.6%
PBMH - PROBATE AND MENTAL HEALTH	$ 491,997	$ 459,200	$ 419,700	$ 393,570	$ 403,000	$ (16,700)	-4.0%
80PM - PROBATE MENTAL HEALTH COURT	$ 491,997	$ 459,200	$ 419,700	$ 393,570	$ 403,000	$ (16,700)	-4.0%
HRAC - HUMAN RESOURCES	$ -	$ 1,000	$ 1,000	$ 1,000	$ 46,000	$ 45,000	4500.0%
ODIR - EXECUTIVE MANAGEMENT	-	75,000	45,000	45,000	-	(45,000)	-100.0%
POOL - POOLED COSTS	-	-	-	-	70,846	70,846	N/A
PROC - PROCUREMENT	62	100	100	14	100	-	0.0%
99AS - INDIRECT SUPPORT	$ 62	$ 76,100	$ 46,100	$ 46,014	$ 116,946	$ 70,846	153.7%
GGOV - GENERAL GOVERNMENT	$ (38,493)	$ -	$ -	$ (23,989)	$ -	$ -	N/A
RISK - RISK PREMIUMS	-	3,224	4,629	4,629	4,629	-	0.0%
99GV - GENERAL OVERHEAD	$ (38,493)	$ 3,224	$ 4,629	$ (19,360)	$ 4,629	$ -	0.0%
BUAS - BUSINESS APPLICATION DEV SUPP	$ -	$ 50,000	$ 10,000	$ 10,000	$ 10,000	$ -	0.0%
TSPT - TECHNOLOGY SUPPORT	1,870,193	1,800,000	1,800,000	1,818,491	1,800,000	-	0.0%
99IT - INFORMATION TECHNOLOGY	$ 1,870,193	$ 1,850,000	$ 1,810,000	$ 1,828,491	$ 1,810,000	$ -	0.0%
TOTAL PROGRAMS	**$ 16,158,574**	**$ 16,372,523**	**$ 16,932,342**	**$ 16,714,629**	**$ 16,520,060**	**$ (412,282)**	**-2.4%**

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
USES							
CPAD - CAPITAL ADJUDICATION	$ 575,502	$ 493,052	$ 496,798	$ 490,223	$ 503,114	$ (6,316)	-1.3%
FELA - FELONY ADJUDICATION	22,717,997	22,338,986	21,788,412	21,844,717	22,992,145	(1,203,733)	-5.5%
80CJ - CRIMINAL JUSTICE	$ 23,293,499	$ 22,832,038	$ 22,285,210	$ 22,334,940	$ 23,495,259	$ (1,210,049)	-5.4%
CVAD - CIVIL ADJUDICATION	$ 9,648,665	$ 9,311,002	$ 9,419,065	$ 9,521,739	$ 9,011,390	$ 407,675	4.3%
TAXA - TAX ADJUDICATION	542,860	535,761	541,711	540,595	547,313	(5,602)	-1.0%
80CV - CIVIL AND TAX JUSTICE	$ 10,191,525	$ 9,846,763	$ 9,960,776	$ 10,062,334	$ 9,558,703	$ 402,073	4.0%
FPRE - FAMILY PRE DECREE JUDGMENT	$ 10,552,311	$ 10,416,732	$ 11,085,176	$ 10,277,569	$ 10,811,294	$ 273,882	2.5%
FPST - FAMILY POST DECREE JUDGMENT	4,722,838	5,180,423	5,383,811	5,013,243	5,059,992	323,819	6.0%
80FA - FAMILY ADJUDICATION	$ 15,275,149	$ 15,597,155	$ 16,468,987	$ 15,290,812	$ 15,871,286	$ 597,701	3.6%
CTCS - CRADLES TO CRAYONS	$ 1,279,114	$ 1,223,257	$ 1,240,353	$ 1,061,501	$ 1,174,145	$ 66,208	5.3%
JDEL - JUV DELINQUENCY ADJUDICATION	4,751,962	4,958,880	5,116,126	5,071,839	5,078,421	37,705	0.7%
JDEP - JUV DEPENDENCY ADJUDICATION	4,918,245	5,689,399	5,845,843	6,663,383	6,011,007	(165,164)	-2.8%
80JJ - JUVENILE JUSTICE	$ 10,949,321	$ 11,871,536	$ 12,202,322	$ 12,796,723	$ 12,263,573	$ (61,251)	-0.5%
CITR - CT INTERPRETATION TRANSLATION	$ 3,998,652	$ 3,707,408	$ 3,843,799	$ 4,051,543	$ 4,318,246	$ (474,447)	-12.3%
CSEC - COURT SECURITY	6,790,610	6,813,524	6,916,374	6,793,033	7,124,869	(208,495)	-3.0%
JURR - JURORS	4,659,650	4,363,421	4,392,127	4,222,648	4,918,051	(525,924)	-12.0%
PICO - PUB INFO AND COMMUNITY OUTRCH	3,197,990	3,865,914	3,863,685	2,678,562	3,464,439	399,246	10.3%
80OS - COURT OPERATIONS SUPPORT	$ 18,646,902	$ 18,750,267	$ 19,015,985	$ 17,745,786	$ 19,825,605	$ (809,620)	-4.3%
PBMH - PROBATE AND MENTAL HEALTH	$ 3,917,874	$ 4,158,268	$ 4,194,148	$ 4,073,251	$ 4,327,197	$ (133,049)	-3.2%
80PM - PROBATE MENTAL HEALTH COURT	$ 3,917,874	$ 4,158,268	$ 4,194,148	$ 4,073,251	$ 4,327,197	$ (133,049)	-3.2%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 202,170	$ 493,799	$ 663,603	$ 581,069	$ 733,355	$ (69,752)	-10.5%
FACI - FACILITIES MANAGEMENT	-	1,051,781	1,136,819	1,106,673	1,094,538	42,281	3.7%
HRAC - HUMAN RESOURCES	1,573,811	1,934,404	2,010,114	1,925,766	1,995,228	14,886	0.7%
ODIR - EXECUTIVE MANAGEMENT	3,956,565	1,325,846	1,488,950	1,300,747	240,012	1,248,938	83.9%
POOL - POOLED COSTS	-	414,095	-	-	(20,846)	20,846	N/A
PROC - PROCUREMENT	300,898	257,430	243,734	311,991	251,627	(7,893)	-3.2%
RMGT - RISK MANAGEMENT	287,720	313,452	313,452	324,185	313,452	-	0.0%
SPPT - OPERATIONS SUPPORT	-	969,578	982,605	2,473,802	2,037,346	(1,054,741)	-107.3%
99AS - INDIRECT SUPPORT	$ 6,321,164	$ 6,760,385	$ 6,839,277	$ 8,024,233	$ 6,644,712	$ 194,565	2.8%
GGOV - GENERAL GOVERNMENT	$ -	$ -	$ 27,081	$ -	$ -	$ 27,081	100.0%
INFR - INFRASTRUCTURE	-	1,167,634	1,167,634	1,171,197	1,239,803	(72,169)	-6.2%
ISFC - INTERNAL SERVICE FUND CHARGES	1,313,942	-	-	-	-	-	N/A
MPOS - ELECTED OR STATUTORY OFFICIALS	-	190,862	190,862	194,956	192,035	(1,173)	-0.6%
RISK - RISK PREMIUMS	-	256,245	256,245	259,165	269,705	(13,460)	-5.3%
99GV - GENERAL OVERHEAD	$ 1,313,942	$ 1,614,741	$ 1,641,822	$ 1,625,318	$ 1,701,543	$ (59,721)	-3.6%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 3,256,579	$ 5,219,544	$ 5,533,509	$ 5,092,252	$ 6,622,604	$ (1,089,095)	-19.7%
DACR - DATA CENTER	855,772	1,533,365	1,601,113	1,529,480	472,367	1,128,746	70.5%
TSPT - TECHNOLOGY SUPPORT	793,499	1,572,266	1,706,406	1,556,426	1,717,513	(11,107)	-0.7%
VANS - INFRASTRUCTURE NETWORK SVCS	-	760,219	760,856	764,379	768,822	(7,966)	-1.0%
99IT - INFORMATION TECHNOLOGY	$ 4,905,850	$ 9,085,394	$ 9,601,884	$ 8,942,537	$ 9,581,306	$ 20,578	0.2%
TOTAL PROGRAMS	**$ 94,815,226**	**$ 100,516,547**	**$ 102,210,411**	**$ 100,895,934**	**$ 103,269,184**	**$ (1,058,773)**	**-1.0%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,572,470	$ 1,917,598	$ 1,974,520	$ 1,974,520	$ 2,040,793	$ 66,273	3.4%
SUBTOTAL	$ 1,572,470	$ 1,917,598	$ 1,974,520	$ 1,974,520	$ 2,040,793	$ 66,273	3.4%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 2,433,028	$ 2,367,888	$ 2,762,566	$ 2,900,592	$ 2,699,218	$ (63,348)	-2.3%
0635 - OTHER CHARGES FOR SERVICES	12,092,981	12,032,087	12,141,906	11,783,243	11,723,011	(418,895)	-3.4%
SUBTOTAL	$ 14,526,009	$ 14,399,975	$ 14,904,472	$ 14,683,835	$ 14,422,229	$ (482,243)	-3.2%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 13,630	$ 1,850	$ 1,850	$ 3,018	$ 1,850	$ -	0.0%
SUBTOTAL	$ 13,630	$ 1,850	$ 1,850	$ 3,018	$ 1,850	$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 9,056	$ 39,600	$ 38,000	$ 34,684	$ 37,463	$ (537)	-1.4%
0650 - MISCELLANEOUS REVENUE	37,409	13,500	13,500	18,572	17,725	4,225	31.3%
SUBTOTAL	$ 46,465	$ 53,100	$ 51,500	$ 53,256	$ 55,188	$ 3,688	7.2%
ALL REVENUES	$ 16,158,574	$ 16,372,523	$ 16,932,342	$ 16,714,629	$ 16,520,060	$ (412,282)	-2.4%
TOTAL SOURCES	$ 16,158,574	$ 16,372,523	$ 16,932,342	$ 16,714,629	$ 16,520,060	$ (412,282)	-2.4%

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 62,297,713	$ 63,651,748	$ 65,004,032	$ 63,465,341	$ 64,708,884	$ 295,148	0.5%
0705 - TEMPORARY PAY	486,115	486,686	456,767	455,413	441,931	14,836	3.2%
0710 - OVERTIME	164,674	216,759	221,759	219,144	201,430	20,329	9.2%
0750 - FRINGE BENEFITS	24,074,547	24,058,599	24,732,265	23,847,554	25,851,303	(1,119,038)	-4.5%
0790 - OTHER PERSONNEL SERVICES	64,740	555,374	43,006	51,753	53,300	(10,294)	-23.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(14,996,512)	(13,944,840)	(14,012,340)	(14,068,937)	(14,546,876)	534,536	3.8%
0796 - PERSONNEL SERVICES ALLOC-IN	8,495,799	8,161,320	8,228,820	8,151,016	8,764,356	(535,536)	-6.5%
SUBTOTAL	$ 80,587,076	$ 83,185,646	$ 84,674,309	$ 82,121,284	$ 85,474,328	$ (800,019)	-0.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 2,093,774	$ 2,467,600	$ 2,207,080	$ 2,314,429	$ 4,370,426	$ (2,163,346)	-98.0%
0803 - FUEL	15,714	24,500	24,500	18,719	30,500	(6,000)	-24.5%
0804 - NON-CAPITAL EQUIPMENT	83,984	2,446,231	2,446,231	1,838,383	-	2,446,231	100.0%
SUBTOTAL	$ 2,193,472	$ 4,938,331	$ 4,677,811	$ 4,171,531	$ 4,400,926	$ 276,885	5.9%
SERVICES							
0810 - LEGAL SERVICES	$ 5,553,527	$ 4,775,793	$ 4,773,793	$ 5,418,338	$ 4,879,086	$ (105,293)	-2.2%
0811 - HEALTH CARE SERVICES	152,547	221,788	359,173	145,039	146,181	212,992	59.3%
0812 - OTHER SERVICES	2,828,051	3,705,849	4,006,229	4,137,635	2,377,665	1,628,564	40.7%
0820 - RENT & OPERATING LEASES	200,365	216,737	216,737	202,350	218,037	(1,300)	-0.6%
0825 - REPAIRS AND MAINTENANCE	739,466	819,665	851,765	768,050	881,765	(30,000)	-3.5%
0839 - INTERNAL SERVICE CHARGES	1,440,822	1,497,492	1,511,492	1,443,413	1,481,074	30,418	2.0%
0841 - TRAVEL	163,783	246,390	240,890	199,148	376,992	(136,102)	-56.5%
0842 - EDUCATION AND TRAINING	129,023	130,824	120,180	134,235	142,129	(21,949)	-18.3%
0843 - POSTAGE/FREIGHT/SHIPPING	398,248	463,580	463,580	390,286	452,680	10,900	2.4%
0850 - UTILITIES	80,270	1,000	1,000	-	-	1,000	100.0%
0873 - SERVICES-ALLOCATION IN	287,720	313,452	313,452	324,185	292,895	20,557	6.6%
SUBTOTAL	$ 11,973,822	$ 12,392,570	$ 12,858,291	$ 13,162,679	$ 11,248,504	$ 1,609,787	12.5%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 60,856	$ -	$ -	$ -	$ 2,145,426	$ (2,145,426)	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	-	-	-	1,440,440	-	-	N/A
SUBTOTAL	$ 60,856	$ -	$ -	$ 1,440,440	$ 2,145,426	$ (2,145,426)	N/A
ALL EXPENDITURES	$ 94,815,226	$ 100,516,547	$ 102,210,411	$ 100,895,934	$ 103,269,184	$ (1,058,773)	-1.0%
TOTAL USES	$ 94,815,226	$ 100,516,547	$ 102,210,411	$ 100,895,934	$ 103,269,184	$ (1,058,773)	-1.0%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 2,093,369	$ 1,880,100	$ 1,880,100	$ 1,875,604	$ 1,880,100	$ -	0.0%
FUND TOTAL SOURCES	$ 2,093,369	$ 1,880,100	$ 1,880,100	$ 1,875,604	$ 1,880,100	$ -	0.0%
238 SUPERIOR COURT GRANTS							
OPERATING	$ 2,626,732	$ 2,989,816	$ 3,432,507	$ 3,432,507	$ 3,432,507	$ -	0.0%
FUND TOTAL SOURCES	$ 2,626,732	$ 2,989,816	$ 3,432,507	$ 3,432,507	$ 3,432,507	$ -	0.0%
208 JUDICIAL ENHANCEMENT							
OPERATING	$ 505,016	$ 506,200	$ 506,200	$ 487,440	$ 476,000	$ (30,200)	-6.0%
FUND TOTAL SOURCES	$ 505,016	$ 506,200	$ 506,200	$ 487,440	$ 476,000	$ (30,200)	-6.0%
256 PROBATE FEES							
OPERATING	$ 441,997	$ 409,200	$ 409,200	$ 392,248	$ 392,000	$ (17,200)	-4.2%
FUND TOTAL SOURCES	$ 441,997	$ 409,200	$ 409,200	$ 392,248	$ 392,000	$ (17,200)	-4.2%
257 CONCILIATION COURT FEES							
OPERATING	$ 1,543,585	$ 1,441,200	$ 1,441,200	$ 1,400,165	$ 1,372,000	$ (69,200)	-4.8%
FUND TOTAL SOURCES	$ 1,543,585	$ 1,441,200	$ 1,441,200	$ 1,400,165	$ 1,372,000	$ (69,200)	-4.8%
259 SUPERIOR COURT SPECIAL REVENUE							
OPERATING	$ 4,994,342	$ 4,759,800	$ 4,759,800	$ 4,674,661	$ 4,598,154	$ (161,646)	-3.4%
FUND TOTAL SOURCES	$ 4,994,342	$ 4,759,800	$ 4,759,800	$ 4,674,661	$ 4,598,154	$ (161,646)	-3.4%
261 LAW LIBRARY							
OPERATING	$ 1,265,585	$ 1,296,000	$ 1,296,000	$ 1,209,184	$ 1,165,971	$ (130,029)	-10.0%
FUND TOTAL SOURCES	$ 1,265,585	$ 1,296,000	$ 1,296,000	$ 1,209,184	$ 1,165,971	$ (130,029)	-10.0%
264 SUPERIOR COURT FILL THE GAP							
OPERATING	$ 1,565,673	$ 2,101,600	$ 2,218,728	$ 2,218,728	$ 2,218,728	$ -	0.0%
FUND TOTAL SOURCES	$ 1,565,673	$ 2,101,600	$ 2,218,728	$ 2,218,728	$ 2,218,728	$ -	0.0%
271 EXPEDITED CHILD SUPPORT							
OPERATING	$ 671,574	$ 585,000	$ 585,000	$ 637,135	$ 600,000	$ 15,000	2.6%
FUND TOTAL SOURCES	$ 671,574	$ 585,000	$ 585,000	$ 637,135	$ 600,000	$ 15,000	2.6%
276 SPOUSAL MAINT ENF ENHANCEMENT							
OPERATING	$ 109,915	$ 108,000	$ 108,000	$ 102,530	$ 99,000	$ (9,000)	-8.3%
FUND TOTAL SOURCES	$ 109,915	$ 108,000	$ 108,000	$ 102,530	$ 99,000	$ (9,000)	-8.3%
277 EMANCIPATION ADMIN COSTS							
OPERATING	$ 611	$ -	$ -	$ 470	$ -	$ -	N/A
FUND TOTAL SOURCES	$ 611	$ -	$ -	$ 470	$ -	$ -	N/A
281 CHILDRENS ISSUES EDUCATION							
OPERATING	$ 140,077	$ 115,007	$ 115,007	$ 107,924	$ 105,000	$ (10,007)	-8.7%
FUND TOTAL SOURCES	$ 140,077	$ 115,007	$ 115,007	$ 107,924	$ 105,000	$ (10,007)	-8.7%
282 DOM REL MEDIATION EDUCATION							
OPERATING	$ 200,098	$ 180,600	$ 180,600	$ 176,033	$ 180,600	$ -	0.0%
FUND TOTAL SOURCES	$ 200,098	$ 180,600	$ 180,600	$ 176,033	$ 180,600	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 16,158,574	$ 16,372,523	$ 16,932,342	$ 16,714,629	$ 16,520,060	$ (412,282)	-2.4%
DEPARTMENT TOTAL SOURCES	$ 16,158,574	$ 16,372,523	$ 16,932,342	$ 16,714,629	$ 16,520,060	$ (412,282)	-2.4%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 76,988,998	$ 80,343,393	$ 81,477,438	$ 81,477,438	$ 83,111,344	$ (1,633,906)	-2.0%
DISASTER REC EQUIPMENT	-	1,136,091	1,136,091	1,062,521	668,000	468,091	41.2%
SUP CT FOR THE RECORD EQUIP	-	1,305,640	1,305,640	1,305,640	1,500,000	(194,360)	-14.9%
NON RECURRING NON PROJECT	2,423,966	9,000	9,000	9,000	245,926	(236,926)	-2632.5%
SUP COURT CASE MGMT SYSTEM	-	1,840,000	1,840,000	1,805,064	1,899,500	(59,500)	-3.2%
INTEGRATED COURT INFO REWRITE	91,000	-	-	-	-	-	N/A
FUND TOTAL USES	$ 79,503,964	$ 84,634,124	$ 85,768,169	$ 85,659,663	$ 87,424,770	$ (1,656,601)	-1.9%
238 SUPERIOR COURT GRANTS							
OPERATING	$ 2,573,124	$ 2,989,816	$ 3,432,507	$ 3,432,507	$ 3,432,507	$ -	0.0%
FUND TOTAL USES	$ 2,573,124	$ 2,989,816	$ 3,432,507	$ 3,432,507	$ 3,432,507	$ -	0.0%
208 JUDICIAL ENHANCEMENT							
OPERATING	$ 394,011	$ 506,200	$ 506,200	$ 426,132	$ 476,000	$ 30,200	6.0%
NON RECURRING NON PROJECT	-	-	-	-	29,901	(29,901)	N/A
FUND TOTAL USES	$ 394,011	$ 506,200	$ 506,200	$ 426,132	$ 505,901	$ 299	0.1%
256 PROBATE FEES							
OPERATING	$ 435,011	$ 409,200	$ 409,200	$ 392,248	$ 392,000	$ 17,200	4.2%
NON RECURRING NON PROJECT	30,885	100,000	100,000	87,891	138,756	(38,756)	-38.8%
FUND TOTAL USES	$ 465,896	$ 509,200	$ 509,200	$ 480,139	$ 530,756	$ (21,556)	-4.2%
257 CONCILIATION COURT FEES							
OPERATING	$ 1,409,260	$ 1,441,200	$ 1,441,200	$ 1,400,165	$ 1,372,000	$ 69,200	4.8%
NON RECURRING NON PROJECT	300,000	175,000	175,000	175,000	206,566	(31,566)	-18.0%
FUND TOTAL USES	$ 1,709,260	$ 1,616,200	$ 1,616,200	$ 1,575,165	$ 1,578,566	$ 37,634	2.3%
259 SUPERIOR COURT SPECIAL REVENUE							
OPERATING	$ 4,294,063	$ 4,759,800	$ 4,759,800	$ 4,674,661	$ 4,598,154	$ 161,646	3.4%
NON RECURRING NON PROJECT	193,680	440,000	440,000	224,884	696,603	(256,603)	-58.3%
INTEGRATED COURT INFO REWRITE	1,256,395	-	-	-	-	-	N/A
FUND TOTAL USES	$ 5,744,138	$ 5,199,800	$ 5,199,800	$ 4,899,545	$ 5,294,757	$ (94,957)	-1.8%
261 LAW LIBRARY							
OPERATING	$ 913,074	$ 1,296,000	$ 1,296,000	$ 596,578	$ 1,165,971	$ 130,029	10.0%
NON RECURRING NON PROJECT	-	250,000	250,000	250,000	-	250,000	100.0%
FUND TOTAL USES	$ 913,074	$ 1,546,000	$ 1,546,000	$ 846,578	$ 1,165,971	$ 380,029	24.6%
264 SUPERIOR COURT FILL THE GAP							
OPERATING	$ 1,578,061	$ 2,101,600	$ 2,218,728	$ 2,169,952	$ 2,218,728	$ -	0.0%
NON RECURRING NON PROJECT	500,908	-	-	-	-	-	N/A
FUND TOTAL USES	$ 2,078,969	$ 2,101,600	$ 2,218,728	$ 2,169,952	$ 2,218,728	$ -	0.0%
271 EXPEDITED CHILD SUPPORT							
OPERATING	$ 585,000	$ 585,000	$ 585,000	$ 585,000	$ 600,000	$ (15,000)	-2.6%
NON RECURRING NON PROJECT	136,400	325,000	325,000	325,000	113,621	211,379	65.0%
FUND TOTAL USES	$ 721,400	$ 910,000	$ 910,000	$ 910,000	$ 713,621	$ 196,379	21.6%
276 SPOUSAL MAINT ENF ENHANCEMENT							
OPERATING	$ 105,001	$ 108,000	$ 108,000	$ 102,530	$ 99,000	$ 9,000	8.3%
NON RECURRING NON PROJECT	-	50,000	50,000	50,000	9,000	41,000	82.0%
FUND TOTAL USES	$ 105,001	$ 158,000	$ 158,000	$ 152,530	$ 108,000	$ 50,000	31.6%
277 EMANCIPATION ADMIN COSTS							
NON RECURRING NON PROJECT	$ 700	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL USES	$ 700	$ -	$ -	$ -	$ -	$ -	N/A
281 CHILDRENS ISSUES EDUCATION							
OPERATING	$ 115,007	$ 115,007	$ 115,007	$ 113,123	$ 105,000	$ 10,007	8.7%
NON RECURRING NON PROJECT	300,000	25,000	25,000	25,000	10,007	14,993	60.0%
FUND TOTAL USES	$ 415,007	$ 140,007	$ 140,007	$ 138,123	$ 115,007	$ 25,000	17.9%
282 DOM REL MEDIATION EDUCATION							
OPERATING	$ 190,682	$ 180,600	$ 180,600	$ 180,600	$ 180,600	$ -	0.0%
NON RECURRING NON PROJECT	-	25,000	25,000	25,000	-	25,000	100.0%
FUND TOTAL USES	$ 190,682	$ 205,600	$ 205,600	$ 205,600	$ 180,600	$ 25,000	12.2%
DEPARTMENT OPERATING TOTAL USES	$ 89,581,292	$ 94,835,816	$ 96,529,680	$ 95,550,934	$ 97,751,304	$ (1,221,624)	-1.3%
DEPARTMENT NON RECURRING TOTAL USES	$ 5,233,934	$ 5,680,731	$ 5,680,731	$ 5,345,000	$ 5,517,880	$ 162,851	2.9%
DEPARTMENT TOTAL USES	$ 94,815,226	$ 100,516,547	$ 102,210,411	$ 100,895,934	$ 103,269,184	$ (1,058,773)	-1.0%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
CIVIL AND TAX JUSTICE							
CIVIL ADJUDICATION	106.00	104.00	102.00	102.00	100.00	(2.00)	(2.0%)
TAX ADJUDICATION	5.00	5.00	5.00	5.00	5.00	-	0.0%
PROGRAM TOTAL	111.00	109.00	107.00	107.00	105.00	(2.00)	(1.9%)
COURT OPERATIONS SUPPORT							
COURT SECURITY	152.00	153.00	154.00	154.00	154.00	-	0.0%
CT INTERPRETATION TRANSLATION	41.00	41.00	41.00	42.00	41.00	-	0.0%
JURORS	14.00	14.00	14.00	14.00	14.00	-	0.0%
PUB INFO AND COMMUNITY OUTRCH	35.50	35.50	39.00	41.00	39.50	0.50	1.3%
PROGRAM TOTAL	242.50	243.50	248.00	251.00	248.50	0.50	0.2%
CRIMINAL JUSTICE							
CAPITAL ADJUDICATION	6.00	5.00	5.00	5.00	5.00	-	0.0%
FELONY ADJUDICATION	279.50	263.50	268.50	265.50	272.50	4.00	1.5%
PROGRAM TOTAL	285.50	268.50	273.50	270.50	277.50	4.00	1.5%
FAMILY ADJUDICATION							
FAMILY POST DECREE JUDGMENT	57.00	58.00	57.60	57.60	59.60	2.00	3.5%
FAMILY PRE DECREE JUDGMENT	117.00	118.00	117.00	117.00	116.00	(1.00)	(0.9%)
PROGRAM TOTAL	174.00	176.00	174.60	174.60	175.60	1.00	0.6%
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	-	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	-	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	34.00	38.00	39.00	40.00	40.00	1.00	2.6%
EXECUTIVE MANAGEMENT	41.00	12.00	11.00	11.00	1.00	(10.00)	(90.9%)
FACILITIES MANAGEMENT	-	18.00	18.00	18.00	18.00	-	0.0%
HUMAN RESOURCES	34.00	35.00	35.00	35.00	34.00	(1.00)	(2.9%)
OPERATIONS SUPPORT	-	8.00	11.00	11.00	20.00	9.00	81.8%
PROCUREMENT	10.00	10.00	9.00	9.00	9.00	-	0.0%
PROGRAM TOTAL	119.00	121.00	123.00	124.00	122.00	(1.00)	(0.8%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	41.00	46.00	46.00	45.00	45.00	(1.00)	(2.2%)
DATA CENTER	11.00	5.00	6.00	6.00	6.00	-	0.0%
INFRASTRUCTURE NETWORK SVCS	-	8.00	8.00	8.00	8.00	-	0.0%
TECHNOLOGY SUPPORT	28.00	37.00	38.00	36.00	38.00	-	0.0%
PROGRAM TOTAL	80.00	96.00	98.00	95.00	97.00	(1.00)	(1.0%)
JUVENILE JUSTICE							
CRADLES TO CRAYONS	17.00	18.00	18.00	18.00	18.00	-	0.0%
JUV DELINQUENCY ADJUDICATION	64.00	67.00	68.00	68.00	68.00	-	0.0%
JUV DEPENDENCY ADJUDICATION	64.00	75.00	73.00	73.00	74.00	1.00	1.4%
PROGRAM TOTAL	145.00	160.00	159.00	159.00	160.00	1.00	0.6%
PROBATE MENTAL HEALTH COURT							
PROBATE AND MENTAL HEALTH	53.00	54.00	53.00	55.00	57.00	4.00	7.5%
PROGRAM TOTAL	53.00	54.00	53.00	55.00	57.00	4.00	7.5%
DEPARTMENT TOTAL	1,210.00	1,229.00	1,237.10	1,237.10	1,243.60	6.50	0.5%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO 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	15.00	18.00	16.00	17.00	17.00	1.00	6.3%
Administrative Staff Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Applications Development Mgr	3.00	3.00	3.00	3.00	3.00	-	0.0%
Applications Development Supv	1.00	1.00	-	-	-	-	N/A
Attorney	3.00	3.00	3.00	3.00	3.00	-	0.0%
Attorney - Senior Law Researcher	6.00	6.00	7.00	7.00	7.00	-	0.0%
Bailiff	117.00	120.00	121.60	120.60	120.60	(1.00)	(0.8%)
Business Systems Analyst	2.00	3.00	5.00	5.00	4.00	(1.00)	(20.0%)
Business Systems Analyst-Sr/Ld	4.00	4.00	4.00	4.00	4.00	-	0.0%
CASA Coordinator	7.00	6.00	6.00	6.00	6.00	-	0.0%
Collections Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Collector	2.00	2.00	2.00	2.00	2.00	-	0.0%
Communicatn Ofcr/Govt Liaison	2.00	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	4.00	4.00	4.00	4.00	-	0.0%
Computer Operator - Sr/Ld	-	1.00	1.00	1.00	1.00	-	0.0%
Conference Officer	13.00	13.00	13.00	13.00	13.00	-	0.0%
Counselor	4.00	4.00	4.00	4.00	4.00	-	0.0%
Court Commissioner	59.00	59.00	59.00	59.00	61.00	2.00	3.4%
Court Conciliator	11.00	14.00	14.00	14.00	14.00	-	0.0%
Court Interpreter	33.00	33.00	34.00	34.00	34.00	-	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	6.00	-	0.0%
Court Reporter	51.50	51.50	50.50	50.50	50.50	-	0.0%
Court Reporter Lead	-	-	1.00	1.00	1.00	-	0.0%
Court Reporter Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Data Architect	3.00	3.00	1.00	1.00	1.00	-	0.0%
Database Administrator	1.00	1.00	-	-	-	-	N/A
Database Administrator - Senior/Lead	-	-	1.00	1.00	1.00	-	0.0%
Deputy Director - Superior Court	4.00	7.00	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	5.00	6.00	6.00	6.00	-	0.0%
Executive Assistant - Elected Official	-	-	2.00	2.00	2.00	-	0.0%
Finance Manager - Large	3.00	3.00	3.00	3.00	3.00	-	0.0%
Finance Support Supervisor	2.00	2.00	3.00	3.00	3.00	-	0.0%
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	6.00	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	6.00	7.00	8.00	8.00	8.00	-	0.0%
Human Resources Associate	2.00	1.00	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	-	-	-	-	N/A
Human Resources Specialist	5.00	4.00	3.00	3.00	3.00	-	0.0%
Human Resources Support Supv	-	-	2.00	1.00	1.00	(1.00)	(50.0%)
Intern	-	1.00	1.00	1.00	1.00	-	0.0%
IT Division Manager	2.00	3.00	3.00	3.00	3.00	-	0.0%
IT Program Manager	-	-	1.00	1.00	1.00	-	0.0%
IT Security Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Senior Manager	3.00	1.00	1.00	1.00	1.00	-	0.0%
IT Services Supv	3.00	3.00	3.00	3.00	3.00	-	0.0%
Judicial Assistant	156.00	163.00	163.00	163.00	165.00	2.00	1.20%
Judicial Assistant Senior/Lead	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	151.00	151.00	67.00	63.00	65.00	(2.00)	(3.0%)
Justice System Clerk Associate	-	-	84.00	87.00	86.00	2.00	1.20%
Justice System Clerk Associate	-	-	-	-	2.00	2.00	N/A
Justice System Clerk Lead	21.00	21.00	18.00	19.00	19.00	1.00	5.6%
Justice System Clerk Senior	-	-	6.00	5.00	5.00	(1.00)	(16.7%)
Justice System Clerk Supervisor	29.00	28.00	31.00	31.00	31.00	-	0.0%
Justice System Manager	13.00	11.00	11.00	11.00	11.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Legal Assistant	12.00	12.00	11.00	11.00	12.00	1.00	9.1%
Legal Assistant Supv	-	-	1.00	1.00	1.00	-	0.0%
Librarian	5.00	4.00	4.00	4.00	4.00	-	0.0%
Library Clerk	.50	.50	-	-	.50	.50	N/A
Library Paraprofessional	5.00	5.00	4.00	4.00	4.00	-	0.0%
Library Small Branch Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	9.00	10.00	9.00	9.00	9.00	-	0.0%
Management Assistant	2.00	2.00	3.00	3.00	3.00	-	0.0%
Media Specialist	-	-	1.00	2.00	1.00	-	0.0%
Mental Health Director – Juvenile	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	3.00	3.00	4.00	4.00	3.00	(1.00)	(25.0%)
Office Assistant Specialized	18.00	18.00	14.00	15.00	15.00	1.00	7.1%
Operations Support Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
Operations Support Anlst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	2.00	-	-	-	-	-	N/A
PC/LAN Technician	9.00	7.00	7.00	7.00	7.00	-	0.0%
PC/LAN Technician - Senior/Lead	2.00	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	4.00	4.00	3.00	3.00	3.00	-	0.0%
Procurement Supervisor - Dept	2.00	2.00	2.00	2.00	2.00	-	0.0%
Program Coordinator	9.00	12.00	10.00	11.00	11.00	1.00	10.0%
Programmer/Analyst	5.00	5.00	5.00	5.00	5.00	-	0.0%
Programmer/Analyst - Senior/Lead	12.00	12.00	14.00	13.00	14.00	-	0.0%
Psychologist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Quality Assurance Analyst	-	2.00	2.00	2.00	2.00	-	0.0%
Quality Assurance Anlyst-Sr/Ld	3.00	3.00	3.00	3.00	3.00	-	0.0%
Security Asst Division Mgr	1.00	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	2.00	2.00	2.00	2.00	2.00	-	0.0%
Security Officer	131.00	128.00	130.00	130.00	130.00	-	0.0%
Security Officer Manager	4.00	4.00	4.00	4.00	4.00	-	0.0%
Security Officer Supervisor	11.00	12.00	11.00	11.00	11.00	-	0.0%
Social Worker	6.00	7.00	7.00	7.00	7.00	-	0.0%
Social Worker Supervisor	1.00	2.00	2.00	2.00	2.00	-	0.0%
Software Architect	-	-	1.00	1.00	1.00	-	0.0%
Special Projects Manager	2.00	1.00	1.00	1.00	1.00	-	0.0%
Superior Court Judge	95.00	98.00	98.00	98.00	98.00	-	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%
Trades Generalist	6.00	7.00	7.00	7.00	7.00	-	0.0%
Trades Specialist	1.00	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	5.00	4.00	2.00	2.00	2.00	-	0.0%
Training Officer	1.00	2.00	3.00	3.00	3.00	-	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%
Web Designer/Developer	3.00	3.00	2.00	2.00	2.00	-	0.0%
Department Total	**1,210.00**	**1,229.00**	**1,237.10**	**1,237.10**	**1,243.60**	**6.50**	**0.5%**

Staffing by Fund

DEPARTMENT/FUND		FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	1,145.00	1,163.00	1,169.10	1,169.10	1,177.60	8.50	0.7%
208	JUDICIAL ENHANCEMENT	6.00	6.00	6.00	6.00	6.00	-	0.0%
238	SUPERIOR COURT GRANTS	26.00	27.00	26.00	26.00	26.00	-	0.0%
256	PROBATE FEES	-	-	-	-	1.00	1.00	N/A
261	LAW LIBRARY	-	-	3.00	3.00	3.00	-	0.0%
264	SUPERIOR COURT FILL THE GAP	33.00	33.00	33.00	33.00	30.00	(3.00)	(9.1%)
Department Total		**1,210.00**	**1,229.00**	**1,237.10**	**1,237.10**	**1,243.60**	**6.50**	**0.5%**

Significant Variance Analysis

There was a 6.0 FTE increase in the General Fund (100) due to the addition of two Initial Appearance Courts. 1.0 FTE was added to the Probate and Mental Health Activity. This increase is offset by a reduction of 0.5 FTE as a result of reducing 3.0 FTE in Fill the Gap to 2.5 FTE and moving these positions to the General Fund.

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance based retention pay plan and market study adjustments made in FY 2015.

Base Adjustments

General Fund (100) Operating

- Decrease Regular Benefits by $37,527 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by $13,460 for the impact of the changes in risk management charges.
- Increase expenditures by $461,138 for Parent Conference Reports.
- Decrease Personnel Charges by $1,656,041 based on the prior years' actual expenditures and the FY 2015 forecast. This results in changing the budgeted personnel savings rate from 4.23% in FY 2015 to 6.00% in FY 2016.
- Decrease expenditures by $15,000 for allocation out to Expedited Child Support Fund.
- Increase Regular Benefits by $1,213,728 for the impact of the changes in health and dental premium rates.

General Fund (100) Superior Court for the Record Equipment

- Increase expenditures by $1,500,000 for eCourtroom refresh.

General Fund (100) Disaster Recovery Equipment

- Increase expenditures by $668,000 for continuity of operations.

General Fund (100) Superior Court Case Management System

- Increase expenditures by $1,899,500 for iCISng project continuation.

Superior Court Judicial Enhancement Fund (208) Operating

- Decrease Regular Benefits by $299 for the impact of the changes in retirement contribution rates.
- Decrease expenditures by $29,901 for the allocation to Judicial Enhancement Fund (208) Non Recurring for use of fund balance.
- Decrease revenue by $30,200 due to a reduction of revenue in FY 2015.

Superior Court Judicial Enhancement Fund (208) Non Recurring Non Project

- Increase expenditures by $29,901 for the allocation in from Judicial Enhancement Fund (208) Operating utilizing fund balance.

Superior Court Grants Fund (238) Operating

- Decrease Regular Benefits by $1,029 for the impact of the changes in retirement contribution rates.
- Increase expenditures by $1,029 due to grant reconciliation.

Conciliation Court Fees Fund (257) Operating

- Decrease revenue by $69,200 due to reduced revenue collection in FY 2015.
- Decrease expenditures by $69,200 for the allocation to Non Recurring Non Project to use fund balance.

Conciliation Court Fees Fund (257) Non Recurring Non Project

- Increase expenditures by $137,366 for Parent Conference Reports.
- Increase Personnel budget by $69,200 due to allocation from Conciliation Court Fees Fund (257) Operating utilizing fund balance.

Superior Court Special Revenue Fund (259) Operating

- Decrease Supplies and Services by $32,918.
- Decrease Personnel budget by $128,728 due to the allocation to Non Recurring Non Project to use fund balance.
- Decrease revenue by $161,646 due to reduction in revenue received in FY 2015.

Superior Court Special Revenue Fund (259) Non Recurring Non Project

- Increase expenditures by $37,875 for Parent Conference Reports.
- Decrease Personnel budget by $128,728 for the allocation from Superior Court Special Revenue Fund (259) Operating utilizing fund balance.

Law Library Fees Fund (261)

- Decrease expenditures by $146 for the impact of the changes in retirement contribution rates.
- Decrease expenditures by $129,883 to maintain structural balance.
- Decrease revenue by $130,029 due to reduction in revenue received in FY 2015.

Expedited Child Support Fund (271)

- Increase revenue by $15,000 based on increased collection in FY 2015.
- Increase expenditures by $15,000 for the allocation in from General Fund.

Expedited Child Support Fund (271) Non Recurring Non Project

- Increase expenditures by $113,621 for Parent Conference Reports.

Spousal Maintenance Enforcement Enhancement Fund (276) Operating

- Decrease revenue by $9,000 due to reduced revenue collection in FY 2015.
- Decrease Personnel budget by $9,000 due to the allocation to Non Recurring Non Project to use fund balance.

Spousal Maintenance Enforcement Enhancement Fund (276) Non Recurring Non Project

- Increase expenditures by $9,000 for the allocation in from Spousal Maintenance Enforcement Enhancement Fund (276) Operating utilizing fund balance.

Children's Issues Education Fund (281) Operating

- Decrease revenue by $10,007 due to decreased revenue collection in FY 2015.
- Decrease Personnel budget by $10,007 due to the allocation to Non Recurring Non Project to use fund balance.

Children's Issues Education Fund (281) Non Recurring Non Project

- Increase expenditures by $10,007 for the allocation in from Children's Issues Education Fund (281) Operating utilizing fund balance.

Programs and Activities

Civil and Tax Justice Program

The purpose of the Civil and Tax Justice Program is to provide resolutions in civil and tax cases to litigants so they can have fair and timely justice.

Mandates: Arizona Constitution, Article VI, Section 14 gives the Superior Court jurisdiction in any case that is not legally directed to other court jurisdictions.

Program Results

Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Civil cases resolved within 18 months.	92.4%	90.0%	90.7%	91.0%	1.0%	1.1%
Percent of tax cases resolved within 9 months	48.5%	43.4%	47.2%	44.3%	0.9%	2.1%

Activities that comprise this program include:

- Civil Adjudication
- Tax Adjudication

Civil Adjudication Activity

The purpose of the Civil Adjudication Activity is to provide resolution of Superior Court civil cases to litigants so they can be 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Civil cases resolved within 18 months.	92.4%	90.0%	90.7%	91.0%	1.0%	1.1%
Output	Number of Civil cases resolved.	39,342	42,000	37,792	41,000	(1,000)	-2.4%
Demand	Number of Civil (CVAD) cases filed.	41,036	44,240	36,984	42,260	(1,980)	-4.5%
Expenditure Ratio	Total activity expenditure per Civil case resolved.	$ 245.25	$ 224.26	$ 251.95	$ 219.79	$ 4.47	2.0%
Revenue							
	100 - GENERAL	$ 19,239	$ 24,000	$ 15,493	$ 24,000	$ -	0.0%
	259 - SUPERIOR COURT SPECIAL REVENUE	2,729,297	2,644,800	2,558,032	2,474,404	(170,396)	-6.4%
	TOTAL SOURCES	$ 2,748,536	$ 2,668,800	$ 2,573,525	$ 2,498,404	$ (170,396)	-6.4%
Expenditure							
	100 - GENERAL	$ 6,781,274	$ 6,703,530	$ 6,875,850	$ 6,294,541	$ 408,989	6.1%
	208 - JUDICIAL ENHANCEMENT	69,056	70,735	70,811	72,049	(1,314)	-1.9%
	259 - SUPERIOR COURT SPECIAL REVENUE	2,798,335	2,644,800	2,575,078	2,644,800	-	0.0%
	TOTAL USES	$ 9,648,665	$ 9,419,065	$ 9,521,739	$ 9,011,390	$ 407,675	4.3%

Activity Narrative: There was a significant increase in civil filings beginning in FY 2009 that continued to FY 2012. Civil filings are now declining to a manageable filing rate. The filing rate does not account for the case complexity. Many of the civil cases are becoming increasingly complex and the more complex cases require additional time and resources to resolve.

Tax Adjudication Activity

The purpose of the Tax Adjudication Activity is to provide property tax appeals to litigants so they can 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of tax cases resolved within 9 months	48.5%	43.4%	47.2%	44.3%	0.9%	2.1%
Output	Number of Large Record Tax cases resolved.	1,015	800	743	764	(36)	-4.5%
Output	Number of Small Record Tax cases resolved.	498	790	544	717	(73)	-9.2%
Demand	Number of Large Record Tax cases filed.	620	900	695	762	(138)	-15.3%
Demand	Number of Small Record Tax cases filed.	482	700	388	476	(224)	-32.0%
Expenditure Ratio	Total activity expenditure per tax case resolved	$ 361.18	$ 340.70	$ 420.04	$ 369.56	$ (28.86)	-8.5%
Expenditure							
	100 - GENERAL	$ 542,860	$ 541,711	$ 540,595	$ 547,313	$ (5,602)	-1.0%
	TOTAL USES	$ 542,860	$ 541,711	$ 540,595	$ 547,313	$ (5,602)	-1.0%

Activity Narrative: Tax appeals are decreasing as the Real Estate market improves.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Spanish Interpretations	93.4%	94.0%	93.0%	94.0%	0.0%	0.0%
Percent of people screened without incident	97.6%	98.0%	98.5%	98.5%	0.5%	0.5%
Percent of Jurors reporting for service	10.8%	10.0%	11.1%	11.0%	1.0%	10.0%
Percent of user satisfaction.	98.6%	98.0%	98.6%	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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Spanish Interpretations	93.4%	94.0%	93.0%	94.0%	0.0%	0.0%
Output	Number of Interpretation requests completed	47,822	48,500	48,317	48,500	-	0.0%
Demand	Number of Interpretation requests received	47,822	48,500	48,322	48,500	-	0.0%
Expenditure Ratio	Total activity expenditure per Interpretation request completed	$ 83.62	$ 79.25	$ 83.85	$ 89.04	$ (9.78)	-12.3%
Revenue							
	100 - GENERAL	$ 770	$ 500	$ -	$ 500	$ -	0.0%
	TOTAL SOURCES	$ 770	$ 500	$ -	$ 500	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 3,750,416	$ 3,579,542	$ 3,789,584	$ 4,142,301	$ (562,759)	-15.7%
	264 - SUPERIOR COURT FILL THE GAP	248,236	264,257	261,959	175,945	88,312	33.4%
	TOTAL USES	$ 3,998,652	$ 3,843,799	$ 4,051,543	$ 4,318,246	$ (474,447)	-12.3%

Base Adjustments:

General Fund (100) Operating

- Increase expenditures by $425,000 for Interpreter contract.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of people screened without incident	97.6%	98.0%	98.5%	98.5%	0.5%	0.5%
Output	Number of people screened.	3,282,629	3,196,719	3,238,063	3,250,000	53,281	1.7%
Demand	Number of people entering court facilities.	3,282,629	3,196,719	3,238,063	3,250,000	53,281	1.7%
Expenditure Ratio	Total activity expenditure per person screened.	$ 2.07	$ 2.16	$ 2.10	$ 2.19	$ (0.03)	-1.3%
Revenue							
	100 - GENERAL	$ 3,148	$ 600	$ 2,152	$ 600	$ -	0.0%
	TOTAL SOURCES	$ 3,148	$ 600	$ 2,152	$ 600	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 6,790,610	$ 6,916,374	$ 6,793,033	$ 7,124,869	$ (208,495)	-3.0%
	TOTAL USES	$ 6,790,610	$ 6,916,374	$ 6,793,033	$ 7,124,869	$ (208,495)	-3.0%

Base Adjustments:

General Fund (100) Operating

- Increase expenditures by $35,000 for new X-Ray Service Contract.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Jurors reporting for service	10.8%	10.0%	11.1%	11.0%	1.0%	10.0%
Output	Number of jurors sent to a courtroom.	52,643	54,000	53,315	54,000	-	0.0%
Demand	Number of jurors reporting for service.	55,422	56,000	55,385	56,000	-	0.0%
Expenditure Ratio	Total activity expenditure per juror sent to a courtroom.	$ 88.51	$ 81.34	$ 79.20	$ 91.08	$ (9.74)	-12.0%
Revenue							
	100 - GENERAL	$ 743,642	$ 649,280	$ 745,494	$ 649,280	$ -	0.0%
	259 - SUPERIOR COURT SPECIAL REVENUE	65,671	45,000	53,750	53,750	8,750	19.4%
	TOTAL SOURCES	$ 809,313	$ 694,280	$ 799,244	$ 703,030	$ 8,750	1.3%
Expenditure							
	100 - GENERAL	$ 4,578,408	$ 4,167,127	$ 4,060,794	$ 4,343,051	$ (175,924)	-4.2%
	259 - SUPERIOR COURT SPECIAL REVENUE	81,242	225,000	161,854	575,000	(350,000)	-155.6%
	TOTAL USES	$ 4,659,650	$ 4,392,127	$ 4,222,648	$ 4,918,051	$ (525,924)	-12.0%

Base Adjustments:

Superior Court Special Revenue Fund (259) Non Recurring Non Project

- Increase expenditures by $75,000 for Items for Jurors.
- Increase expenditures by $140,000 for Grand Jury Transcripts.
- Increase expenditures by $315,000 for Juror Fees and Transcripts.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of user satisfaction.	98.6%	98.0%	98.6%	98.0%	0.0%	0.0%
Output	Number of website sessions completed.	158,915,270	450,000,000	190,950,750	300,000,000	(150,000,000)	-33.3%
Demand	Number of website sessions requested.	162,204,380	450,000,000	191,443,540	300,000,000	(150,000,000)	-33.3%
Expenditure Ratio	Total activity expenditure per website session.	$ 0.02	$ 0.01	$ 0.01	$ 0.01	$ (0.00)	-34.5%
Revenue							
	238 - SUPERIOR COURT GRANTS	$ 9,521	$ 2,000	$ 2,000	$ -	$ (2,000)	-100.0%
	259 - SUPERIOR COURT SPECIAL REVENUE	204,193	214,000	190,359	214,000	-	0.0%
	261 - LAW LIBRARY	1,265,585	1,296,000	1,209,184	1,165,971	(130,029)	-10.0%
	TOTAL SOURCES	$ 1,479,299	$ 1,512,000	$ 1,401,543	$ 1,379,971	$ (132,029)	-8.7%
Expenditure							
	100 - GENERAL	$ 2,081,339	$ 2,101,685	$ 1,646,371	$ 2,121,061	$ (19,376)	-0.9%
	238 - SUPERIOR COURT GRANTS	1,172	2,000	2,000	-	2,000	100.0%
	259 - SUPERIOR COURT SPECIAL REVENUE	202,405	214,000	183,613	183,082	30,918	14.4%
	261 - LAW LIBRARY	913,074	1,546,000	846,578	1,160,296	385,704	24.9%
	TOTAL USES	$ 3,197,990	$ 3,863,685	$ 2,678,562	$ 3,464,439	$ 399,246	10.3%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Capital cases resolved within 545 days.	18.8%	31.6%	20.0%	31.6%	0.0%	0.0%
Percent of General Felony cases resolved within 180 days.	75.6%	80.0%	78.4%	80.0%	0.0%	0.0%

Activities that comprise this program include:

- Capital Adjudication
- Felony Adjudication

Capital Adjudication Activity

The purpose of the Capital Adjudication Activity is to provide resolution of Superior court capital cases to 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Capital cases resolved within 545 days.	18.8%	31.6%	20.0%	31.6%	0.0%	0.0%
Output	Number of Capital cases resolved.	16	19	20	19	-	0.0%
Demand	Number of Capital cases filed.	18	20	13	15	(5)	-25.0%
Expenditure Ratio	Total activity expenditure per Capital case resolved.	$ 35,968.88	$ 26,147.26	$ 24,511.15	$ 26,479.68	$ (332.42)	-1.3%
Revenue							
	238 - SUPERIOR COURT GRANTS	$ 192,597	$ 196,681	$ 196,681	$ 197,366	$ 685	0.3%
	TOTAL SOURCES	$ 192,597	$ 196,681	$ 196,681	$ 197,366	$ 685	0.3%
Expenditure							
	100 - GENERAL	$ 382,978	$ 300,117	$ 294,305	$ 303,645	$ (3,528)	-1.2%
	238 - SUPERIOR COURT GRANTS	192,524	196,681	195,918	199,469	(2,788)	-1.4%
	TOTAL USES	$ 575,502	$ 496,798	$ 490,223	$ 503,114	$ (6,316)	-1.3%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of General Felony cases resolved within 180 days.	75.6%	80.0%	78.4%	80.0%	0.0%	0.0%
Output	Number of General Felony cases resolved.	31,325	34,000	32,426	34,000	-	0.0%
Demand	Number of General Felony cases filed.	33,388	34,800	32,285	34,800	-	0.0%
Expenditure Ratio	Total activity expenditure per General Felony case resolved.	$ 725.24	$ 640.84	$ 673.68	$ 676.24	$ (35.40)	-5.5%
Revenue							
	100 - GENERAL	$ 42	$ 100	$ 340	$ 100	$ -	0.0%
	238 - SUPERIOR COURT GRANTS	79,909	82,758	116,747	83,280	522	0.6%
	208 - JUDICIAL ENHANCEMENT	505,016	506,200	487,440	476,000	(30,200)	-6.0%
	259 - SUPERIOR COURT SPECIAL REVENUE	124,988	54,000	52,612	54,000	-	0.0%
	264 - SUPERIOR COURT FILL THE GAP	1,565,673	2,218,728	2,218,728	2,218,728	-	0.0%
	TOTAL SOURCES	$ 2,275,628	$ 2,861,786	$ 2,875,867	$ 2,832,108	$ (29,678)	-1.0%
Expenditure							
	100 - GENERAL	$ 20,638,845	$ 19,642,475	$ 19,772,226	$ 20,791,656	$ (1,149,181)	-5.9%
	238 - SUPERIOR COURT GRANTS	63,952	82,758	51,976	85,486	(2,728)	-3.3%
	208 - JUDICIAL ENHANCEMENT	59,427	61,148	61,203	62,432	(1,284)	-2.1%
	259 - SUPERIOR COURT SPECIAL REVENUE	125,040	54,000	54,000	54,000	-	0.0%
	264 - SUPERIOR COURT FILL THE GAP	1,830,733	1,948,031	1,905,312	1,998,571	(50,540)	-2.6%
	TOTAL USES	$ 22,717,997	$ 21,788,412	$ 21,844,717	$ 22,992,145	$ (1,203,733)	-5.5%

Activity Narrative: The trial rate is continuing to increase. As a result, Superior Court has added two Initial Appearance Courts to address the issue.

Base Adjustments:

General Fund (100) Operating

- Increase expenditures by $521,069 for two Initial Appearance Courts.
- Increase Supplies and Services by $16,200 for Operating costs associated with Initial Appearance Courts.

General Fund (100) Non Recurring Non Project

- Increase expenditures by $245,926 for startup costs of two Initial Appearance Courts.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Pre-Decree Family Court cases resolved within 12 months.	97.0%	96.0%	96.7%	97.0%	1.0%	1.0%
Percent of Post-Decree Family Court cases resolved within 7 months.	83.9%	80.0%	83.0%	82.0%	2.0%	2.5%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Pre-Decree Family Court cases resolved within 12 months.	97.0%	96.0%	96.7%	97.0%	1.0%	1.0%
Output	Number of Pre-Decree Family Court cases resolved.	35,841	32,300	34,550	34,750	2,450	7.6%
Demand	Number of Pre-Decree Family Court cases filed.	35,759	34,000	34,758	34,500	500	1.5%
Expenditure Ratio	Total activity expenditure per Pre-Decree Family Court case resolved.	$ 294.42	$ 343.19	$ 297.47	$ 311.12	$ 32.08	9.3%
Revenue							
	100 - GENERAL	$ -	$ 100	$ -	$ 100	$ -	0.0%
	238 - SUPERIOR COURT GRANTS	1,054,262	1,439,321	1,439,321	1,390,714	(48,607)	-3.4%
	257 - CONCILIATION COURT FEES	1,543,585	1,441,200	1,400,165	1,372,000	(69,200)	-4.8%
	276 - SPOUSAL MAINT ENF ENHANCEMENT	109,915	108,000	102,530	99,000	(9,000)	-8.3%
	281 - CHILDRENS ISSUES EDUCATION	140,077	115,007	107,924	105,000	(10,007)	-8.7%
	TOTAL SOURCES	$ 2,847,839	$ 3,103,628	$ 3,049,940	$ 2,966,814	$ (136,814)	-4.4%
Expenditure							
	100 - GENERAL	$ 7,102,551	$ 7,399,889	$ 7,334,747	$ 7,507,030	$ (107,141)	-1.4%
	238 - SUPERIOR COURT GRANTS	980,113	1,439,321	879,627	1,391,743	47,578	3.3%
	208 - JUDICIAL ENHANCEMENT	70,016	71,759	72,377	73,073	(1,314)	-1.8%
	257 - CONCILIATION COURT FEES	1,709,260	1,616,200	1,575,165	1,578,566	37,634	2.3%
	259 - SUPERIOR COURT SPECIAL REVENUE	170,363	260,000	125,000	37,875	222,125	85.4%
	276 - SPOUSAL MAINT ENF ENHANCEMENT	105,001	158,000	152,530	108,000	50,000	31.6%
	281 - CHILDRENS ISSUES EDUCATION	415,007	140,007	138,123	115,007	25,000	17.9%
	TOTAL USES	$ 10,552,311	$ 11,085,176	$ 10,277,569	$ 10,811,294	$ 273,882	2.5%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Post-Decree Family Court cases resolved within 7 months.	83.9%	80.0%	83.0%	82.0%	2.0%	2.5%
Output	Number of Post-Decree Family Court cases resolved.	28,871	24,000	25,661	24,500	500	2.1%
Demand	Number of Post-Decree Family Court cases filed.	21,328	24,000	22,053	24,000	-	0.0%
Expenditure Ratio	Total activity expenditure per Post-Decree Family Court case resolved.	$ 163.58	$ 224.33	$ 195.36	$ 206.53	$ 17.80	7.9%
Revenue							
	100 - GENERAL	$ 969,667	$ 847,742	$ 875,226	$ 847,742	$ -	0.0%
	238 - SUPERIOR COURT GRANTS	-	211,992	211,992	200,000	(11,992)	-5.7%
	259 - SUPERIOR COURT SPECIAL REVENUE	-	1,000	95	1,000	-	0.0%
	271 - EXPEDITED CHILD SUPPORT	671,574	585,000	637,135	600,000	15,000	2.6%
	282 - DOM REL MEDIATION EDUCATION	200,098	180,600	176,033	180,600	-	0.0%
	TOTAL SOURCES	$ 1,841,339	$ 1,826,334	$ 1,900,481	$ 1,829,342	$ 3,008	0.2%
Expenditure							
	100 - GENERAL	$ 3,810,756	$ 4,005,479	$ 3,858,378	$ 3,965,771	$ 39,708	1.0%
	238 - SUPERIOR COURT GRANTS	-	211,992	18,540	200,000	11,992	5.7%
	208 - JUDICIAL ENHANCEMENT	-	49,740	20,725	-	49,740	100.0%
	259 - SUPERIOR COURT SPECIAL REVENUE	-	1,000	-	-	1,000	100.0%
	271 - EXPEDITED CHILD SUPPORT	721,400	910,000	910,000	713,621	196,379	21.6%
	282 - DOM REL MEDIATION EDUCATION	190,682	205,600	205,600	180,600	25,000	12.2%
	TOTAL USES	$ 4,722,838	$ 5,383,811	$ 5,013,243	$ 5,059,992	$ 323,819	6.0%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of adjudication hearings for non-detained juveniles held within 30 days	73.6%	77.1%	70.2%	72.3%	(4.8%)	-6.2%
Percent of preliminary protective hearings held within 7 business days after removal from home	66.9%	90.0%	79.9%	85.0%	(5.0%)	-5.6%
Percent of Cradles to Crayons youth with petitions filed who had a permanency hearing within 6 months of the petition filing.	N/A	95.0%	95.0%	95.0%	0.0%	0.0%
Percent of Cradles to Crayons youth with petitions filed who had a permanency established within 365 days of the petition filing.	N/A	95.0%	95.0%	95.0%	0.0%	0.0%

Activities that comprise this program include:

- Cradles to Crayons
- Juvenile Delinquency Adjudication
- Juvenile Dependency 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Cradles to Crayons youth with petitions filed who had a permanency hearing within 6 months of the petition filing.	N/A	95.0%	95.0%	95.0%	0.0%	0.0%
Result	Percent of Cradles to Crayons youth with petitions filed who had a permanency established within 365 days of the petition filing.	N/A	95.0%	95.0%	95.0%	0.0%	0.0%
Output	Number of assignments to Cradles to Crayons judges	N/A	2,016	2,016	2,016	-	0.0%
Output	Number of Cradles to Crayons youth who receive comprehensive services and referrals.	N/A	2,000	2,000	2,000	-	0.0%
Demand	Number of Dependency petitions filed for youth aged 0 to 3 within the year.	N/A	2,139	2,139	2,139	-	0.0%
Expenditure Ratio	Total activity expenditure per youth receiving Cradles to Crayons services.	N/A	$ 620.18	$ 530.75	$ 587.07	$ 33.10	5.3%
Expenditure							
	100 - GENERAL	$ 1,278,414	$ 1,240,353	$ 1,061,501	$ 1,174,145	$ 66,208	5.3%
	277 - EMANCIPATION ADMIN COSTS	700	-	-	-	-	N/A
	TOTAL USES	$ 1,279,114	$ 1,240,353	$ 1,061,501	$ 1,174,145	$ 66,208	5.3%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of adjudication hearings for non-detained juveniles held within 30 days	73.6%	77.1%	70.2%	72.3%	(4.8%)	-6.2%
Output	Number of Delinquency cases resolved.	6,619	7,050	5,955	6,631	(419)	-5.9%
Demand	Number of Delinquency cases filed.	6,486	7,560	6,425	6,846	(714)	-9.4%
Expenditure Ratio	Total activity expenditure per Delinquency case resolved.	$ 717.93	$ 725.69	$ 851.69	$ 765.86	$ (40.17)	-5.5%
Revenue							
	100 - GENERAL	$ 356,799	$ 357,678	$ 236,885	$ 357,678	$ -	0.0%
	238 - SUPERIOR COURT GRANTS	142,163	160,590	160,590	149,449	(11,141)	-6.9%
	TOTAL SOURCES	$ 498,962	$ 518,268	$ 397,475	$ 507,127	$ (11,141)	-2.1%
Expenditure							
	100 - GENERAL	$ 4,564,015	$ 4,899,818	$ 4,868,177	$ 4,869,821	$ 29,997	0.6%
	238 - SUPERIOR COURT GRANTS	133,502	160,590	146,278	151,614	8,976	5.6%
	208 - JUDICIAL ENHANCEMENT	54,445	55,718	57,384	56,986	(1,268)	-2.3%
	TOTAL USES	$ 4,751,962	$ 5,116,126	$ 5,071,839	$ 5,078,421	$ 37,705	0.7%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of preliminary protective hearings held within 7 business days after removal from home	66.9%	90.0%	79.9%	85.0%	(5.0%)	-5.6%
Output	Number of Dependency cases resolved.	12,685	14,000	13,463	14,000	-	0.0%
Demand	Number of Dependency cases filed.	15,831	16,000	16,414	16,500	500	3.1%
Expenditure Ratio	Total activity expenditure per Dependency case resolved.	$ 387.72	$ 417.56	$ 494.94	$ 429.36	$ (11.80)	-2.8%
Revenue							
	238 - SUPERIOR COURT GRANTS	$ 1,136,773	$ 1,268,536	$ 1,268,536	$ 1,270,223	$ 1,687	0.1%
	259 - SUPERIOR COURT SPECIAL REVENUE	-	500	-	-	(500)	-100.0%
	277 - EMANCIPATION ADMIN COSTS	611	-	470	-	-	N/A
	TOTAL SOURCES	$ 1,137,384	$ 1,269,036	$ 1,269,006	$ 1,270,223	$ 1,187	0.1%
Expenditure							
	100 - GENERAL	$ 3,701,869	$ 4,497,001	$ 4,487,720	$ 4,637,814	$ (140,813)	-3.1%
	238 - SUPERIOR COURT GRANTS	1,139,272	1,268,536	2,095,790	1,292,048	(23,512)	-1.9%
	208 - JUDICIAL ENHANCEMENT	77,104	79,806	79,873	81,145	(1,339)	-1.7%
	259 - SUPERIOR COURT SPECIAL REVENUE	-	500	-	-	500	100.0%
	TOTAL USES	$ 4,918,245	$ 5,845,843	$ 6,663,383	$ 6,011,007	$ (165,164)	-2.8%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of probate cases in compliance with case-processing standards	90.0%	96.4%	91.8%	94.0%	(2.4%)	-2.5%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of probate cases in compliance with case-processing standards	90.0%	96.4%	91.8%	94.0%	(2.4%)	-2.5%
Output	Number of Mental Health cases resolved.	4,736	3,600	4,000	4,200	600	16.7%
Demand	Number of Mental Health cases filed.	4,287	4,200	4,351	4,300	100	2.4%
Expenditure Ratio	Total activity expenditure per Mental Health case resolved.	$ 827.25	$ 1,165.04	$ 1,018.31	$ 1,030.29	$ 134.76	11.6%
Revenue							
	238 - SUPERIOR COURT GRANTS	$ 50,000	$ 10,000	$ -	$ 10,000	$ -	0.0%
	256 - PROBATE FEES	441,997	409,200	392,248	392,000	(17,200)	-4.2%
	259 - SUPERIOR COURT SPECIAL REVENUE	-	500	1,322	1,000	500	100.0%
	TOTAL SOURCES	$ 491,997	$ 419,700	$ 393,570	$ 403,000	$ (16,700)	-4.0%
Expenditure							
	100 - GENERAL	$ 3,451,978	$ 3,674,448	$ 3,593,112	$ 3,785,313	$ (110,865)	-3.0%
	238 - SUPERIOR COURT GRANTS	-	10,000	-	10,000	-	0.0%
	256 - PROBATE FEES	465,896	509,200	480,139	531,884	(22,684)	-4.5%
	259 - SUPERIOR COURT SPECIAL REVENUE	-	500	-	-	500	100.0%
	TOTAL USES	$ 3,917,874	$ 4,194,148	$ 4,073,251	$ 4,327,197	$ (133,049)	-3.2%

Base Adjustments:

Probate Fees Fund (256) Operating

- Decrease revenue by $17,200 due to decreased revenue collection in FY 2015.
- Decrease Personnel budget by $17,200 due to the allocation to Non Recurring Non Project to use fund balance.

Probate Fees Fund (256) Non Recurring Non Project

- Increase expenditures by $50,000 for Probate Contract.
- Increase expenditures by $71,556 for Probate Investigator.
- Increase expenditures by $17,200 for allocation in from Probate Fees Fund (256) Operating utilizing fund balance.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 80,343,393**	**$ 1,880,100**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 1,093,378**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*1,044,483*	-
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*21,814*	-
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*27,081*	-
Reallocations			**$ 40,667**	**$ -**
Justice System Clerk Reallocation	*C-16-15-001-M-00*		*40,667*	-
FY 2015 Revised Budget			**$ 81,477,438**	**$ 1,880,100**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 80,145**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*3,610*	-
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*(27,081)*	-
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*103,616*	-
Base Adjustments			**$ 449,234**	**$ -**
Other Base Adjustments			*449,234*	-
Reallocations			**$ 127,500**	**$ -**
Reallocation Between Depts			*127,500*	-
FY 2016 Baseline Budget			**$ 82,134,317**	**$ 1,880,100**
Adjustments:				
Employee Retirement and Benefits			**$ (37,527)**	**$ -**
Retirement Contributions			*(37,527)*	-
Base Adjustments			**$ (184,174)**	**$ -**
Other Base Adjustments			*1,458,407*	-
Increase for New X-Ray Service Contract		*$ 35,000*		
Increase Personnel Costs for two Initial Appearance Courts		*521,069*		
Increase Supplies and Services for Operating costs of Initial Appearance Courts		*16,200*		
Increase for Parent Conference Reports		*461,138*		
Increase for Interpreter Contract		*425,000*		
Internal Service Charges			*13,460*	-
Increase Risk Management Charges		*$ 13,460*		
Personnel Savings			*(1,656,041)*	-
Increase Personnel Savings from 4.23% to 6.00%		*$ (1,656,041)*		
Reallocations			**$ (15,000)**	**$ -**
Reallocation Between Funds			*(15,000)*	-
Allocate Expenditures to Expedited Child Support Fund		*$ (15,000)*		
FY 2016 Tentative Budget			**$ 81,897,616**	**$ 1,880,100**
Percent Change from Baseline Amount			*-0.3%*	*0.0%*
Adjustments:				
Employee Retirement and Benefits			**$ 1,213,728**	**$ -**
Employee Health/Dental Premiums			*1,213,728*	-
FY 2016 Adopted Budget			**$ 83,111,344**	**$ 1,880,100**
Percent Change from Baseline Amount			*1.2%*	*0.0%*

General Fund (100) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 9,000**	**$ -**
FY 2015 Revised Budget		**$ 9,000**	**$ -**
Adjustments:			
Non Recurring		**$ (9,000)**	**$ -**
Other Non Recurring		*(9,000)*	-
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 245,926**	**$ -**
Other Non Recurring		*245,926*	-
Start-up Costs for two Initial Appearance Courts	*$ 245,926*		
FY 2016 Adopted Budget		**$ 245,926**	**$ -**

		Expenditures	Revenue
SUP CT FOR THE RECORD EQUIP			
FY 2015 Adopted Budget		**$ 1,305,640**	**$ -**
FY 2015 Revised Budget		**$ 1,305,640**	**$ -**
Adjustments:			
Non Recurring		**$ (1,305,640)**	**$ -**
Other Non Recurring		*(1,305,640)*	-
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 1,500,000**	**$ -**
Other Non Recurring		*1,500,000*	-
eCourtroom Refresh	*$ 1,500,000*		
FY 2016 Adopted Budget		**$ 1,500,000**	**$ -**

		Expenditures	Revenue
DISASTER REC EQUIPMENT			
FY 2015 Adopted Budget		**$ 1,136,091**	**$ -**
FY 2015 Revised Budget		**$ 1,136,091**	**$ -**
Adjustments:			
Non Recurring		**$ (1,136,091)**	**$ -**
Other Non Recurring		*(1,136,091)*	-
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 668,000**	**$ -**
Other Non Recurring		*668,000*	-
Continuity of Operations	*$ 668,000*		
FY 2016 Adopted Budget		**$ 668,000**	**$ -**

General Fund (100) (continued)

		Expenditures	Revenue
SUP COURT CASE MGMT SYSTEM			
FY 2015 Adopted Budget		**$ 1,840,000**	**$ -**
FY 2015 Revised Budget		**$ 1,840,000**	**$ -**
Adjustments:			
Non Recurring		**$ (1,840,000)**	**$ -**
Other Non Recurring		*(1,840,000)*	*-*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 1,899,500**	**$ -**
Other Non Recurring		*1,899,500*	*-*
iCISng Project Continuation	*$ 1,899,500*		
FY 2016 Adopted Budget		**$ 1,899,500**	**$ -**

Superior Court Judicial Enhancement Fund (208)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 506,200**	**$ 506,200**
FY 2015 Revised Budget		**$ 506,200**	**$ 506,200**
FY 2016 Baseline Budget		**$ 506,200**	**$ 506,200**
Adjustments:			
Employee Retirement and Benefits		**$ (299)**	**$ -**
Retirement Contributions		*(299)*	*-*
Fees and Other Revenues		**$ -**	**$ (30,200)**
ProgRevenue Volume Inc/Dec		*-*	*(30,200)*
Reallocations		**$ (29,901)**	**$ -**
Reallocation Between Functions		*(29,901)*	*-*
FY 2016 Adopted Budget		**$ 476,000**	**$ 476,000**
Percent Change from Baseline Amount		*-6.0%*	*-6.0%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ -**	**$ -**
FY 2015 Revised Budget		**$ -**	**$ -**
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Reallocations		**$ 29,901**	**$ -**
Reallocation Between Functions		*29,901*	*-*
Use of Fund Balance to Cover Operating Costs	*$ 29,901*		
FY 2016 Adopted Budget		**$ 29,901**	**$ -**

Superior Court Judicial Enhancement Fund (208) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 101,975	$ 212,980	$ 212,980	$ 212,980	$ 314,653
Sources:					
Operating	$ 505,016	$ 506,000	$ 506,200	$ 498,712	$ 476,000
Total Sources:	$ 505,016	$ 506,200	$ 506,200	$ 498,712	$ 476,000
Uses:					
Operating	$ 394,011	$ 506,200	$ 506,200	$ 397,039	$ 476,000
Total Uses:	$ 394,011	$ 506,200	$ 506,200	$ 397,039	$ 476,000
Structural Balance	$ 111,005	$ -	$ -	$ 101,673	$ -
Ending Spendable Fund Balance:					
Restricted	$ 212,980	$ 212,980	$ 212,980	$ 314,653	$ 314,653
Total Ending Spendable Fund Balance	$ 212,980	$ 212,960	$ 212,980	$ 314,653	$ 314,653

Superior Court Grants Fund (238)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 2,989,816**	**$ 2,989,816**
Adjustments:	Agenda Item:		
Grants		**$ 442,691**	**$ 442,691**
FY 15 Superior Court Grant Reconciliation	*C-80-15-004-2-00*	*442,691*	*442,691*
FY 2015 Revised Budget		**$ 3,432,507**	**$ 3,432,507**
FY 2016 Baseline Budget		**$ 3,432,507**	**$ 3,432,507**
Adjustments:			
Employee Retirement and Benefits		**$ (1,029)**	**$ -**
Retirement Contributions		*(1,029)*	-
Grants		**$ 1,029**	**$ -**
Grant Reconciliation		*1,029*	-
FY 2016 Adopted Budget		**$ 3,432,507**	**$ 3,432,507**

Superior Court Grants Fund (238) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ (84,568)	$ (132,774)	$ (132,774)	$ (30,961)	$ (30,961)
Sources:					
Operating	$ 2,626,732	$ 2,989,816	$ 3,432,507	$ 3,432,507	$ 3,432,507
Total Sources:	$ 2,626,732	$ 2,989,816	$ 3,432,507	$ 3,432,507	$ 3,432,507
Uses:					
Operating	$ 2,573,124	$ 2,989,816	$ 3,432,507	$ 3,432,507	$ 3,432,507
Total Uses:	$ 2,573,124	$ 2,989,816	$ 3,432,507	$ 3,432,507	$ 3,432,507
Structural Balance	$ 53,608	$ -	$ -	$ -	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	(30,961)	(132,774)	(132,774)	(30,961)	(30,961)
Total Ending Spendable Fund Balance	$ (30,961)	$ (132,774)	$ (132,774)	$ (30,961)	$ (30,961)

Probate Fees Fund (256)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 409,200**	**$ 409,200**
FY 2015 Revised Budget		**$ 409,200**	**$ 409,200**
FY 2016 Baseline Budget		**$ 409,200**	**$ 409,200**
Adjustments:			
Fees and Other Revenues		**$ -**	**$ (17,200)**
ProgRevenue Volume Inc/Dec		*-*	*(17,200)*
Reallocations		**$ (17,200)**	**$ -**
Reallocation Between Functions		*(17,200)*	*-*
FY 2016 Adopted Budget		**$ 392,000**	**$ 392,000**
Percent Change from Baseline Amount		*-4.2%*	*-4.2%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 100,000**	**$ -**
FY 2015 Revised Budget		**$ 100,000**	**$ -**
Adjustments:			
Non Recurring		**$ (100,000)**	**$ -**
Other Non Recurring		*(100,000)*	*-*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 121,556**	**$ -**
Other Non Recurring		*121,556*	*-*
Reallocations		**$ 17,200**	**$ -**
Reallocation Between Functions		*17,200*	*-*
Use of Fund Balance to Cover Operating Costs	*$ 17,200*	*-*	*-*
FY 2016 Adopted Budget		**$ 138,756**	**$ -**

Probate Fees Fund (256) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 328,696	$ 163,730	$ 163,730	$ 304,797	$ 216,906
Sources:					
Operating	$ 441,997	$ 409,200	$ 409,200	$ 392,248	$ 392,000
Total Sources:	$ 441,997	$ 409,200	$ 409,200	$ 392,248	$ 392,000
Uses:					
Operating	$ 435,011	$ 409,200	$ 409,200	$ 392,248	$ 392,000
Non-Recurring	30,885	100,000	100,000	87,891	138,756
Total Uses:	$ 465,896	$ 509,200	$ 509,200	$ 480,139	$ 530,756
Structural Balance	$ 6,986	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 304,797	$ 63,730	$ 63,730	$ 216,906	$ 78,150
Total Ending Spendable Fund Balance	$ 304,797	$ 63,730	$ 63,730	$ 216,906	$ 78,150

Conciliation Court Fees Fund (257)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 1,441,200**	**$ 1,441,200**
FY 2015 Revised Budget		**$ 1,441,200**	**$ 1,441,200**
FY 2016 Baseline Budget		**$ 1,441,200**	**$ 1,441,200**
Adjustments:			
Fees and Other Revenues		**$ -**	**$ (69,200)**
ProgRevenue Volume Inc/Dec		*-*	*(69,200)*
Reallocations		**$ (69,200)**	**$ -**
Reallocation Between Functions		*(69,200)*	*-*
FY 2016 Adopted Budget		**$ 1,372,000**	**$ 1,372,000**
Percent Change from Baseline Amount		*-4.8%*	*-4.8%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 175,000**	**$ -**
FY 2015 Revised Budget		**$ 175,000**	**$ -**
Adjustments:			
Non Recurring		**$ (175,000)**	**$ -**
Other Non Recurring		*(175,000)*	*-*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 137,366**	**$ -**
Other Non Recurring		*137,366*	*-*
Reallocations		**$ 69,200**	**$ -**
Reallocation Between Functions		*69,200*	*-*
Use of Fund Balance to Cover Operating Costs	*$ 69,200*		
FY 2016 Adopted Budget		**$ 206,566**	**$ -**

Conciliation Court Fees Fund (257) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 547,242	$ 210,251	$ 210,251	$ 381,566	$ 206,566
Sources:					
Operating	$ 1,543,585	$ 1,441,200	$ 1,441,200	$ 1,400,165	$ 1,372,000
Total Sources:	$ 1,543,585	$ 1,441,200	$ 1,441,200	$ 1,400,165	$ 1,372,000
Uses:					
Operating	$ 1,409,260	$ 1,441,200	$ 1,441,200	$ 1,400,165	$ 1,372,000
Non-Recurring	300,000	175,000	175,000	175,000	206,566
Total Uses:	$ 1,709,260	$ 1,616,200	$ 1,616,200	$ 1,575,165	$ 1,578,566
Structural Balance	$ 134,325	$ -	$ -	$ -	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 381,566	$ 35,251	$ 35,251	$ 206,566	$ -
Total Ending Spendable Fund Balance	$ 381,566	$ 35,251	$ 35,251	$ 206,566	$ -

Superior Court Special Revenue Fund (259)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 4,759,800**	**$ 4,759,800**
FY 2015 Revised Budget		**$ 4,759,800**	**$ 4,759,800**
FY 2016 Baseline Budget		**$ 4,759,800**	**$ 4,759,800**
Adjustments:			
Base Adjustments		**$ (32,918)**	**$ -**
Other Base Adjustments		*(32,918)*	-
Decrease Other Supplies and Services to Forecast	*$ (32,918)*		
Fees and Other Revenues		**$ -**	**$ (161,646)**
ProgRevenue Volume Inc/Dec		-	*(161,646)*
Reallocations		**$ (128,728)**	**$ -**
Reallocation Between Functions		*(128,728)*	-
Use of Fund Balance to Cover Operating Costs	*$ (128,728)*		
FY 2016 Adopted Budget		**$ 4,598,154**	**$ 4,598,154**
Percent Change from Baseline Amount		*-3.4%*	*-3.4%*

Superior Court Special Revenue Fund (259) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 440,000**	**$ -**
FY 2015 Revised Budget		**$ 440,000**	**$ -**
Adjustments:			
Non Recurring		**$ (440,000)**	**$ -**
Other Non Recurring		*(440,000)*	-
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 567,875**	**$ -**
Other Non Recurring		*567,875*	-
Increase Items for Jurors	*$ 75,000*		
Increase Grand Jury Transcripts	*140,000*		
Increase Juror Fees and Mileage	*315,000*		
Increase for Parent Conference Reports	*37,875*		
Reallocations		**$ 128,728**	**$ -**
Reallocation Between Functions		*128,728*	-
Use of Fund Balance to Cover Operating Costs	*$ 128,728*		
FY 2016 Adopted Budget		**$ 696,603**	**$ -**

Superior Court Special Revenue Fund (259) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 1,671,273	$ 445,977	$ 445,977	$ 921,487	$ 696,603
Sources:					
Operating	$ 4,994,342	$ 4,759,800	$ 4,759,800	$ 4,674,661	$ 4,598,154
Total Sources:	$ 4,994,342	$ 4,759,800	$ 4,759,800	$ 4,674,661	$ 4,598,154
Uses:					
Operating	$ 4,294,063	$ 4,759,800	$ 4,759,800	$ 4,674,661	$ 4,598,154
Non-Recurring	1,450,075	440,000	440,000	224,884	696,603
Total Uses:	$ 5,744,138	$ 5,199,800	$ 5,199,800	$ 4,899,545	$ 5,294,757
Structural Balance	$ 700,279	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 10	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 921,487	$ 5,977	$ 5,977	$ 696,603	$ -
Total Ending Spendable Fund Balance	$ 921,487	$ 5,977	$ 5,977	$ 696,603	$ -

Law Library Fees Fund (261)

	Expenditures	Revenue
OPERATING		
FY 2015 Adopted Budget	**$ 1,296,000**	**$ 1,296,000**
FY 2015 Revised Budget	**$ 1,296,000**	**$ 1,296,000**
FY 2016 Baseline Budget	**$ 1,296,000**	**$ 1,296,000**
Adjustments:		
Employee Retirement and Benefits	**$ (146)**	**$ -**
Retirement Contributions	*(146)*	*-*
Fees and Other Revenues	**$ -**	**$ (130,029)**
ProgRevenue Volume Inc/Dec	*-*	*(130,029)*
Structural Balance	**$ (129,883)**	**$ -**
Structural Balance	*(129,883)*	*-*
FY 2016 Adopted Budget	**$ 1,165,971**	**$ 1,165,971**
Percent Change from Baseline Amount	*-10.0%*	*-10.0%*

Law Library Fees Fund (261) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 2,029,644	$ 2,151,550	$ 2,151,550	$ 2,382,155	$ 2,744,761
Sources:					
Operating	$ 1,265,585	$ 1,296,000	$ 1,296,000	$ 1,209,184	$ 1,165,971
Total Sources:	$ 1,265,585	$ 1,296,000	$ 1,296,000	$ 1,209,184	$ 1,165,971
Uses:					
Operating	$ 913,074	$ 1,296,000	$ 1,296,000	$ 596,578	$ 1,165,971
Non-Recurring	-	250,000	250,000	250,000	-
Total Uses:	$ 913,074	$ 1,546,000	$ 1,546,000	$ 846,578	$ 1,165,971
Structural Balance	$ 352,511	$ -	$ -	$ 612,606	$ -
Ending Spendable Fund Balance:					
Restricted	$ 2,382,155	$ 1,901,550	$ 1,901,550	$ 2,744,761	$ 2,744,761
Total Ending Spendable Fund Balance	$ 2,382,155	$ 1,901,550	$ 1,901,550	$ 2,744,761	$ 2,744,761

Superior Court Fill the Gap Fund (264)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 2,101,600**	**$ 2,101,600**
Adjustments:	Agenda Item:		
Mid Year Adjustments		**$ 117,128**	**$ 117,128**
Fill the Gap Plan	*C-80-15-005-2-00*	*117,128*	*117,128*
FY 2015 Revised Budget		**$ 2,218,728**	**$ 2,218,728**
FY 2016 Baseline Budget		**$ 2,218,728**	**$ 2,218,728**
FY 2016 Adopted Budget		**$ 2,218,728**	**$ 2,218,728**

Superior Court Fill the Gap Fund (264) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 464,522	$ 251,140	$ 251,140	$ (48,776)	$ -
Sources:					
Operating	$ 1,565,673	$ 2,101,600	$ 2,218,728	$ 2,218,728	$ 2,218,728
Total Sources:	$ 1,565,673	$ 2,101,600	$ 2,218,728	$ 2,218,728	$ 2,218,728
Uses:					
Operating	$ 1,578,061	$ 2,101,600	$ 2,218,728	$ 2,169,952	$ 2,218,728
Non-Recurring	500,908	-	-	-	-
Total Uses:	$ 2,078,969	$ 2,101,600	$ 2,218,728	$ 2,169,952	$ 2,218,728
Structural Balance	$ (12,388)	$ -	$ -	$ 48,776	$ -
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 251,140	$ 251,140	$ -	$ -
Unassigned	(48,776)	-	-	-	-
Total Ending Spendable Fund Balance	$ (48,776)	$ 251,140	$ 251,140	$ -	$ -

Expedited Child Support Fund (271)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 585,000**	**$ 585,000**
FY 2015 Revised Budget		**$ 585,000**	**$ 585,000**
FY 2016 Baseline Budget		**$ 585,000**	**$ 585,000**
Adjustments:			
Fees and Other Revenues		**$ -**	**$ 15,000**
ProgRevenue Volume Inc/Dec		*-*	*15,000*
Reallocations		**$ 15,000**	**$ -**
Reallocation Between Funds		*15,000*	*-*
Increase Allocation from General Fund	*$ 15,000*		
FY 2016 Adopted Budget		**$ 600,000**	**$ 600,000**
Percent Change from Baseline Amount		*2.6%*	*2.6%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 325,000**	**$ -**
FY 2015 Revised Budget		**$ 325,000**	**$ -**
Adjustments:			
Non Recurring		**$ (325,000)**	**$ -**
Other Non Recurring		*(325,000)*	*-*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 113,621**	**$ -**
Other Non Recurring		*113,621*	*-*
Increase for Parent Conference Reports	*$ 113,621*		
FY 2016 Adopted Budget		**$ 113,621**	**$ -**

Expedited Child Support Fund (271) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 436,314	$ 340,260	$ 340,260	$ 386,486	$ 113,621
Sources:					
Operating	$ 671,574	$ 585,000	$ 585,000	$ 637,135	$ 600,000
Total Sources:	$ 671,574	$ 585,000	$ 585,000	$ 637,135	$ 600,000
Uses:					
Operating	$ 585,000	$ 585,000	$ 585,000	$ 585,000	$ 600,000
Non-Recurring	136,400	325,000	325,000	325,000	113,621
Total Uses:	$ 721,400	$ 910,000	$ 910,000	$ 910,000	$ 713,621
Structural Balance	$ 86,574	$ -	$ -	$ 52,135	$ -
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 386,486	$ 15,260	$ 15,260	$ 113,621	$ -
Total Ending Spendable Fund Balance	$ 386,486	$ 15,260	$ 15,260	$ 113,621	$ -

Spousal Maintenance Enforcement Enhancement (276)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 108,000**	**$ 108,000**
FY 2015 Revised Budget		**$ 108,000**	**$ 108,000**
FY 2016 Baseline Budget		**$ 108,000**	**$ 108,000**
Adjustments:			
Fees and Other Revenues		**$ -**	**$ (9,000)**
ProgRevenue Volume Inc/Dec		*-*	*(9,000)*
Reallocations		**$ (9,000)**	**$ -**
Reallocation Between Functions		*(9,000)*	*-*
Use of Fund Balance to Cover Operating Costs	*$ (9,000)*		
FY 2016 Recommended Budget		**$ 99,000**	**$ 99,000**
Percent Change from Baseline Amount		*-8.3%*	*-8.3%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 50,000**	**$ -**
FY 2015 Revised Budget		**$ 50,000**	**$ -**
Adjustments:			
Non Recurring		**$ (50,000)**	**$ -**
Other Non Recurring		*(50,000)*	*-*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Reallocations		**$ 9,000**	**$ -**
Reallocation Between Functions		*9,000*	*-*
Use of Fund Balance to Cover Operating Costs	*$ 9,000*		
FY 2016 Adopted Budget		**$ 9,000**	**$ -**

Spousal Maintenance Enforcement Enhancement (276) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 142,469	$ 126,744	$ 126,744	$ 147,384	$ 97,384
Sources:					
Operating	$ 109,915	$ 108,000	$ 108,000	$ 102,530	$ 99,000
Total Sources:	$ 109,915	$ 108,000	$ 108,000	$ 102,530	$ 99,000
Uses:					
Operating	$ 105,001	$ 108,000	$ 108,000	$ 102,530	$ 99,000
Non-Recurring	-	50,000	50,000	50,000	9,000
Total Uses:	$ 105,001	$ 158,000	$ 158,000	$ 152,530	$ 108,000
Structural Balance	$ 4,914	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 147,384	$ 76,744	$ 76,744	$ 97,384	$ 88,384
Total Ending Spendable Fund Balance	$ 147,384	$ 76,744	$ 76,744	$ 97,384	$ 88,384

Children's Issues Education Fund (281)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 115,007**	**$ 115,007**
FY 2015 Revised Budget		**$ 115,007**	**$ 115,007**
FY 2016 Baseline Budget		**$ 115,007**	**$ 115,007**
Adjustments:			
Fees and Other Revenues		**$ -**	**$ (10,007)**
ProgRevenue Volume Inc/Dec		*-*	*(10,007)*
Reallocations		**$ (10,007)**	**$ -**
Reallocation Between Functions		*(10,007)*	*-*
Use of Fund Balance to Cover Operating Costs	*$ (10,007)*		
FY 2016 Adopted Budget		**$ 105,000**	**$ 105,000**
Percent Change from Baseline Amount		*-8.7%*	*-8.7%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 25,000**	**$ -**
FY 2015 Revised Budget		**$ 25,000**	**$ -**
Adjustments:			
Non Recurring		**$ (25,000)**	**$ -**
Other Non Recurring		*(25,000)*	*-*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Reallocations		**$ 10,007**	**$ -**
Reallocation Between Functions		*10,007*	*-*
Use of Fund Balance to Cover Operating Costs	*$ 10,007*		
FY 2016 Adopted Budget		**$ 10,007**	**$ -**

Children's Issues Education Fund (281) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 317,058	$ 38,373	$ 38,373	$ 42,126	$ 11,927
Sources:					
Operating	$ 140,077	$ 115,007	$ 115,007	$ 107,924	$ 105,000
Total Sources:	$ 140,077	$ 115,007	$ 115,007	$ 107,924	$ 105,000
Uses:					
Operating	$ 115,007	$ 115,007	$ 115,007	$ 113,123	$ 105,000
Non-Recurring	300,000	25,000	25,000	25,000	10,007
Total Uses:	$ 415,007	$ 140,007	$ 140,007	$ 138,123	$ 115,007
Structural Balance	$ 25,070	$ -	$ -	$ (5,199)	$ -
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 42,126	$ 13,373	$ 13,373	$ 11,927	$ 1,920
Total Ending Spendable Fund Balance	$ 42,126	$ 13,373	$ 13,373	$ 11,927	$ 1,920

Domestic Relation Mediation Education Fund (282)

	Expenditures	Revenue
OPERATING		
FY 2015 Adopted Budget	**$ 180,600**	**$ 180,600**
FY 2015 Revised Budget	**$ 180,600**	**$ 180,600**
FY 2016 Baseline Budget	**$ 180,600**	**$ 180,600**
FY 2016 Adopted Budget	**$ 180,600**	**$ 180,600**

Domestic Relation Mediation Education Fund (282) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 95,187	$ 91,415	$ 91,415	$ 104,605	$ 75,038
Sources:					
Operating	$ 200,098	$ 180,600	$ 180,600	$ 176,033	$ 180,600
Total Sources:	$ 200,098	$ 180,600	$ 180,600	$ 176,033	$ 180,600
Uses:					
Operating	$ 190,682	$ 180,600	$ 180,600	$ 180,600	$ 180,600
Non-Recurring	-	25,000	25,000	25,000	-
Total Uses:	$ 190,682	$ 205,600	$ 205,600	$ 205,600	$ 180,600
Structural Balance	$ 9,416	$ -	$ -	$ (4,567)	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 104,605	$ 66,415	$ 66,415	$ 75,038	$ 75,038
Total Ending Spendable Fund Balance	$ 104,605	$ 66,415	$ 66,415	$ 75,038	$ 75,038

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, 2016, 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 2016. In FY 2014, 86.0% 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 and receiving direction from one supervisor. As a result performance has significantly improved, resulting in the completion of 87% of the critical maintenance tasks within 90 days.

Department Specific

By June 30, 2016, Transportation will meet the increasing demands for public works services by constructing 85% of County transportation improvement projects on time.

Status: The completion of planned construction projects is one of the most important and visible measures of MCDOT performance. MCDOT is working to achieve a completion goal of 85% by FY 2016. In FY 2014, 12 out of 16 (or 75%) of projects were completed as planned. The anticipated completion rate for FY 2015 is 19 out of 22 planned projects (or 86%).

Regional Services

By June 30, 2016, Transportation will receive a customer satisfaction rating of 85% for all projects and services.

Status: In years past, this goal has been 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" Result measure had achieved 86% satisfaction in FY 2014.

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, 2016, Transportation will enhance public safety for Maricopa County residents and visitors, whereby 85% of Maricopa County's Total Road Network will have a pavement condition rating of "very good or better". MCDOT 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 our roads is very important to our citizens, remaining steadfastly in at least 3rd place in importance over the past five years in our external customer survey. MCDOT has been continually improving its performance. In FY 2014, 87.6% of roadway conditions were rated as very good or better.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
RDCS - ROADWAY CONSTRUCTION	$ 26,052,083	$ 13,574,779	$ 13,574,779	$ 10,117,283	$ 29,364,618	$ 15,789,839	116.3%
64BT - BUILD ROADS AND STRUCT	$ 26,052,083	$ 13,574,779	$ 13,574,779	$ 10,117,283	$ 29,364,618	$ 15,789,839	116.3%
REGU - RIGHT OF WAY REGULATION	$ 781,937	$ 700,000	$ 700,000	$ 757,305	$ 685,311	$ (14,689)	-2.1%
UREL - UTILITIES ENGINEERING	259,305	-	-	-	-	-	N/A
64ER - ENGINEER ROADS AND STRUCTURES	$ 1,041,242	$ 700,000	$ 700,000	$ 757,305	$ 685,311	$ (14,689)	-2.1%
TRFC - TRAFF SIGNAL AND ITS FIELD SVS	$ 16,955	$ 20,750	$ 20,750	$ 10,642	$ 16,800	$ (3,950)	-19.0%
TRRS - REGIONAL TRAFFIC MGT SUPPORT	320,896	684,820	732,807	780,851	225,895	(506,912)	-69.2%
64MT - TRAFFIC MANAGEMENT	$ 337,851	$ 705,570	$ 753,557	$ 791,493	$ 242,695	$ (510,862)	-67.8%
ROAD - ROAD AND ROW MAINTENANCE	$ 1,076,789	$ 235,000	$ 235,000	$ 328,859	$ 235,000	$ -	0.0%
TROP - TRAFFIC OPERATIONS	30,347	5,000	5,000	7,823	5,000	-	0.0%
64RB - ROADWAY MAINTENANCE	$ 1,107,136	$ 240,000	$ 240,000	$ 336,682	$ 240,000	$ -	0.0%
ENVC - ENVIRONMENTAL CLEARANCE	$ -	$ -	$ -	$ 37,000	$ 25,044	$ 25,044	N/A
64SD - TRANSPORTATION PLANNING	$ -	$ -	$ -	$ 37,000	$ 25,044	$ 25,044	N/A
FACI - FACILITIES MANAGEMENT	$ 383,721	$ 53,175	$ 53,175	$ 59,514	$ 53,175	$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	49,647	1,600	300	962	-	(300)	-100.0%
PROC - PROCUREMENT	-	1,000	1,000	544	-	(1,000)	-100.0%
RCOM - REGULATION COMPLIANCE	-	250,000	250,000	255,462	250,000	-	0.0%
RWAY - REAL ESTATE SERVICES	54,096	64,092	64,092	163,171	65,880	1,788	2.8%
SPPT - OPERATIONS SUPPORT	-	-	-	-	266	266	N/A
99AS - INDIRECT SUPPORT	$ 487,464	$ 369,867	$ 368,567	$ 479,653	$ 369,321	$ 754	0.2%
GGOV - GENERAL GOVERNMENT	$ 99,032,254	$ 104,810,728	$ 104,810,728	$ 104,772,995	$ 107,489,394	$ 2,678,666	2.6%
INFR - INFRASTRUCTURE	-	-	1,300	1,131	-	(1,300)	-100.0%
99GV - GENERAL OVERHEAD	$ 99,032,254	$ 104,810,728	$ 104,812,028	$ 104,774,126	$ 107,489,394	$ 2,677,366	2.6%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 30,455	$ 30,455	$ 30,455	$ 43,144	$ -	$ (30,455)	-100.0%
TSPT - TECHNOLOGY SUPPORT	8,590	8,590	8,590	12,168	1,300	(7,290)	-84.9%
99IT - INFORMATION TECHNOLOGY	$ 39,045	$ 39,045	$ 39,045	$ 55,312	$ 1,300	$ (37,745)	-96.7%
TOTAL PROGRAMS	**$ 128,097,075**	**$ 120,439,989**	**$ 120,487,976**	**$ 117,348,854**	**$ 138,417,683**	**$ 17,929,707**	**14.9%**

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
USES							
CMGT - TRANSPORTATION CONSTRUCTN MGT	$ 387,921	$ 659,615	$ 701,389	$ 554,529	$ 661,672	$ 39,717	5.7%
MTEC - MATERIALS TECHNOLOGY	728,177	750,495	606,881	641,653	653,746	(46,865)	-7.7%
PRJT - TRANSPORTATION PROJECT MGT	373,568	706,147	532,597	465,447	545,821	(13,224)	-2.5%
RDCS - ROADWAY CONSTRUCTION	61,816,767	82,578,500	82,578,500	79,627,808	94,370,570	(11,792,070)	-14.3%
SRVY - LAND SURVEYING SERVICES	583,972	628,377	652,958	562,079	675,464	(22,506)	-3.4%
64BT - BUILD ROADS AND STRUCT	$ 63,890,405	$ 85,323,134	$ 85,072,325	$ 81,851,516	$ 96,907,273	$ (11,834,948)	-13.9%
DSGN - ROADS STRUCTURES STDS DSGN	$ 1,343,667	$ 1,409,236	$ 1,494,918	$ 1,517,804	$ 1,590,113	$ (95,195)	-6.4%
IMPR - IMPROVEMENT DISTRICT ADMIN	84	31	2,069	2,319	1,128	941	45.5%
REGU - RIGHT OF WAY REGULATION	1,185,184	1,256,703	1,379,291	1,316,056	1,428,956	(49,665)	-3.6%
UREL - UTILITIES ENGINEERING	614,274	595,182	535,731	488,823	556,772	(21,041)	-3.9%
64ER - ENGINEER ROADS AND STRUCTURES	$ 3,143,209	$ 3,261,152	$ 3,412,009	$ 3,325,002	$ 3,576,969	$ (164,960)	-4.8%
TRFC - TRAFF SIGNAL AND ITS FIELD SVS	$ 1,438,432	$ 1,582,162	$ 1,592,312	$ 1,356,353	$ 1,594,538	$ (2,226)	-0.1%
TRFE - TRAFF DESIGN AND STUDIES	1,520,833	1,630,514	1,759,838	1,649,014	1,760,674	(836)	0.0%
TRIN - EMERGENCY TRAFFIC MANAGEMENT	392,911	396,379	399,487	374,224	397,416	2,071	0.5%
TRMG - REAL TIME TRAFFIC MANAGEMENT	659,289	773,092	801,303	631,461	797,777	3,526	0.4%
TRRS - REGIONAL TRAFFIC MGT SUPPORT	486,278	907,394	955,381	844,937	448,469	506,912	53.1%
64MT - TRAFFIC MANAGEMENT	$ 4,497,743	$ 5,289,541	$ 5,508,321	$ 4,855,989	$ 4,998,874	$ 509,447	9.2%
ROAD - ROAD AND ROW MAINTENANCE	$ 29,097,442	$ 29,585,442	$ 30,132,139	$ 27,490,675	$ 28,876,974	$ 1,255,165	4.2%
TROP - TRAFFIC OPERATIONS	4,787,938	5,196,641	5,068,054	4,869,829	4,992,318	75,736	1.5%
64RB - ROADWAY MAINTENANCE	$ 33,885,380	$ 34,782,083	$ 35,200,193	$ 32,360,504	$ 33,869,292	$ 1,330,901	3.8%
ENVC - ENVIRONMENTAL CLEARANCE	$ 127,326	$ 156,188	$ 135,463	$ 187,604	$ 194,119	$ (58,656)	-43.3%
PART - PROJECT PARTNERSHIPS	372,764	423,531	577,249	565,646	622,436	(45,187)	-7.8%
POUT - TRANSPORTATION OUTREACH COMM	419,212	498,520	512,481	533,892	509,617	2,864	0.6%
PROG - TRANSP PROJECT PROGRAMMING	647	-	-	-	-	-	N/A
TPLN - TRANSPORTATION SYSTEM PLANNING	581,023	808,429	914,192	795,449	901,978	12,214	1.3%
64SD - TRANSPORTATION PLANNING	$ 1,500,972	$ 1,886,668	$ 2,139,385	$ 2,082,591	$ 2,228,150	$ (88,765)	-4.1%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 643,730	$ 1,041,872	$ 864,340	$ 706,602	$ 957,891	$ (93,551)	-10.8%
FACI - FACILITIES MANAGEMENT	1,267,299	2,100,128	2,107,632	2,076,558	1,201,636	905,996	43.0%
HRAC - HUMAN RESOURCES	186,045	260,513	247,404	258,573	237,199	10,205	4.1%
ODIR - EXECUTIVE MANAGEMENT	1,760,239	537,093	619,471	684,191	755,858	(136,387)	-22.0%
POOL - POOLED COSTS	-	-	-	-	449,730	(449,730)	N/A
PROC - PROCUREMENT	602,402	975,510	927,496	819,332	667,301	260,195	28.1%
RCOM - REGULATION COMPLIANCE	-	73,400	73,400	39,936	68,900	4,500	6.1%
RECO - RECORDS MANAGEMENT	93,848	94,917	95,311	94,084	100,629	(5,318)	-5.6%
RWAY - REAL ESTATE SERVICES	722,810	1,011,003	1,030,594	1,440,072	779,010	251,584	24.4%
SPPT - OPERATIONS SUPPORT	-	1,347,842	560,200	576,846	463,945	96,255	17.2%
99AS - INDIRECT SUPPORT	$ 5,276,373	$ 7,442,278	$ 6,525,848	$ 6,696,194	$ 5,682,099	$ 843,749	12.9%
CSCA - CENTRAL SERVICE COST ALLOC	$ 2,395,364	$ 2,594,220	$ 2,788,047	$ 2,788,045	$ 3,235,274	$ (447,227)	-16.0%
INFR - INFRASTRUCTURE	-	744,495	744,495	749,037	774,542	(30,047)	-4.0%
ISFC - INTERNAL SERVICE FUND CHARGES	753,558	-	-	-	-	-	N/A
MPOS - ELECTED OR STATUTORY OFFICIALS	-	185,467	199,177	229,995	249,949	(50,772)	-25.5%
RISK - RISK PREMIUMS	-	943,900	943,900	943,907	818,435	125,465	13.3%
99GV - GENERAL OVERHEAD	$ 3,148,922	$ 4,468,082	$ 4,675,619	$ 4,710,984	$ 5,078,200	$ (402,581)	-8.6%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 864,915	$ 1,016,858	$ 967,101	$ 1,265,494	$ 1,009,139	$ (42,038)	-4.3%
DACR - DATA CENTER	397,599	-	-	-	-	-	N/A
GISA - GIS APPLICATION DEV AND SUPP	663,702	591,797	611,877	897,998	737,826	(125,949)	-20.6%
TSPT - TECHNOLOGY SUPPORT	614,260	939,161	936,063	846,596	1,010,654	(74,591)	-8.0%
99IT - INFORMATION TECHNOLOGY	$ 2,540,476	$ 2,547,816	$ 2,515,041	$ 3,010,088	$ 2,757,619	$ (242,578)	-9.6%
TOTAL PROGRAMS	**$ 117,883,480**	**$ 145,000,754**	**$ 145,048,741**	**$ 138,892,868**	**$ 155,098,476**	**$ (10,049,735)**	**-6.9%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 1,041,242	$ 950,000	$ 950,000	$ 1,012,767	$ 935,311	$ (14,689)	-1.5%
SUBTOTAL	$ 1,041,242	$ 950,000	$ 950,000	$ 1,012,767	$ 935,311	$ (14,689)	-1.5%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 21,111,793	$ 11,792,460	$ 11,840,447	$ 9,800,494	$ 18,964,057	$ 7,123,610	60.2%
0626 - STATE SHARED HIGHWAY USER REV	89,630,001	95,893,292	95,893,292	95,893,292	98,175,564	2,282,272	2.4%
0630 - STATE SHARED VEHICLE LICENSE	9,428,747	8,412,636	8,412,636	8,412,636	8,808,030	395,394	4.7%
SUBTOTAL	$ 120,170,541	$ 116,098,388	$ 116,146,375	$ 114,106,422	$ 125,947,651	$ 9,801,276	8.4%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 5,064,833	$ 2,482,889	$ 2,482,889	$ 1,139,778	$ 10,663,300	$ 8,180,411	329.5%
SUBTOTAL	$ 5,064,833	$ 2,482,889	$ 2,482,889	$ 1,139,778	$ 10,663,300	$ 8,180,411	329.5%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 40,041	$ 500,000	$ 500,000	$ 463,867	$ 500,000	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	1,343,483	208,712	208,712	348,455	171,421	(37,291)	-17.9%
SUBTOTAL	$ 1,383,524	$ 708,712	$ 708,712	$ 812,322	$ 671,421	$ (37,291)	-5.3%
ALL REVENUES	$ 127,660,140	$ 120,239,989	$ 120,287,976	$ 117,071,289	$ 138,217,683	$ 17,929,707	14.9%
OTHER FINANCING SOURCES							
0651 - GAIN ON FIXED ASSETS	$ 436,935	$ 200,000	$ 200,000	$ 277,565	$ 200,000	$ -	0.0%
ALL OTHER FINANCING SOURCES	$ 436,935	$ 200,000	$ 200,000	$ 277,565	$ 200,000	$ -	0.0%
TOTAL SOURCES	$ 128,097,075	$ 120,439,989	$ 120,487,976	$ 117,348,854	$ 138,417,683	$ 17,929,707	14.9%

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 19,737,948	$ 20,105,488	$ 20,912,987	$ 20,200,514	$ 21,083,475	$ (170,488)	-0.8%
0705 - TEMPORARY PAY	55,400	173,384	198,740	121,036	215,169	(16,429)	-8.3%
0710 - OVERTIME	487,761	581,079	581,079	635,570	541,004	40,075	6.9%
0750 - FRINGE BENEFITS	7,594,638	7,934,868	8,139,968	7,804,142	8,511,180	(371,212)	-4.6%
0790 - OTHER PERSONNEL SERVICES	167,671	225,775	225,775	4,335	402,806	(177,031)	-78.4%
0795 - PERSONNEL SERVICES ALLOC-OUT	(4,026,706)	(4,030,375)	(4,050,279)	(3,606,671)	(4,142,712)	92,433	2.3%
0796 - PERSONNEL SERVICES ALLOC-IN	4,256,465	4,858,764	7,892,665	6,602,193	5,503,997	2,388,668	30.3%
SUBTOTAL	$ 28,273,177	$ 29,848,983	$ 33,900,935	$ 31,761,119	$ 32,114,919	$ 1,786,016	5.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,343,082	$ 1,052,613	$ 1,052,609	$ 868,249	$ 3,744,311	$ (2,691,702)	-255.7%
0803 - FUEL	1,778,883	1,895,300	1,920,300	1,728,944	1,779,300	141,000	7.3%
0804 - NON-CAPITAL EQUIPMENT	373,898	60,000	60,000	43,287	223,314	(163,314)	-272.2%
0805 - SUPPLIES-ALLOCATION OUT	(36,141)	(95,944)	(95,944)	(45,995)	(36,778)	(59,166)	-61.7%
0806 - SUPPLIES-ALLOCATION IN	93,895	96,536	96,486	128,851	110,863	(14,377)	-14.9%
SUBTOTAL	$ 3,553,617	$ 3,008,505	$ 3,033,451	$ 2,723,336	$ 5,821,010	$ (2,787,559)	-91.9%
SERVICES							
0812 - OTHER SERVICES	$ 15,932,354	$ 18,729,063	$ 19,768,166	$ 16,889,912	$ 11,635,435	$ 8,132,731	41.1%
0820 - RENT & OPERATING LEASES	203,730	322,536	322,536	293,469	337,707	(15,171)	-4.7%
0825 - REPAIRS AND MAINTENANCE	12,790,726	15,547,935	15,285,334	12,774,218	9,140,607	6,144,727	40.2%
0839 - INTERNAL SERVICE CHARGES	7,288,798	7,140,906	7,334,733	7,635,106	8,345,770	(1,011,037)	-13.8%
0841 - TRAVEL	46,286	57,283	57,283	53,257	56,213	1,070	1.9%
0842 - EDUCATION AND TRAINING	129,870	188,786	188,786	135,885	202,555	(13,769)	-7.3%
0843 - POSTAGE/FREIGHT/SHIPPING	49,316	49,100	49,100	60,330	49,100	-	0.0%
0850 - UTILITIES	1,054,120	1,125,000	1,125,000	1,095,511	1,060,000	65,000	5.8%
0872 - SERVICES-ALLOCATION OUT	(24,152)	(148,548)	(148,548)	(125,747)	(162,480)	13,932	9.4%
0873 - SERVICES-ALLOCATION IN	138,462	150,700	151,125	177,050	243,658	(92,533)	-61.2%
SUBTOTAL	$ 37,609,510	$ 43,162,761	$ 44,133,515	$ 38,988,991	$ 30,908,565	$ 13,224,950	30.0%
CAPITAL							
0910 - LAND	$ 15,400,449	$ 8,295,000	$ 9,495,000	$ 7,799,495	$ 15,320,000	$ (5,825,000)	-61.3%
0915 - BUILDINGS AND IMPROVEMENTS	719,643	207,000	207,000	102,456	-	207,000	100.0%
0920 - CAPITAL EQUIPMENT	251,781	1,204,861	1,097,690	976,982	526,045	571,645	52.1%
0930 - VEHICLES & CONSTRUCTION EQUIP	3,507,057	2,646,552	2,646,552	2,606,928	3,168,500	(521,948)	-19.7%
0940 - INFRASTRUCTURE	28,566,787	56,619,000	50,419,000	53,929,120	67,238,217	(16,819,217)	-33.4%
0956 - CAPITAL-ALLOCATION IN	1,459	8,092	8,092	4,441	1,220	6,872	84.9%
SUBTOTAL	$ 48,447,176	$ 68,980,505	$ 63,873,334	$ 65,419,422	$ 86,253,982	$ (22,380,648)	-35.0%
ALL EXPENDITURES	$ 117,883,480	$ 145,000,754	$ 144,941,235	$ 138,892,868	$ 155,098,476	$ (10,157,241)	-7.0%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ -	$ 107,506	$ -	$ -	$ 107,506	100.0%
ALL OTHER FINANCING USES	$ -	$ -	$ 107,506	$ -	$ -	$ 107,506	100.0%
TOTAL USES	$ 117,883,480	$ 145,000,754	$ 145,048,741	$ 138,892,868	$ 155,098,476	$ (10,049,735)	-6.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
223 TRANSPORTATION GRANTS							
OPERATING	$ (729)	$ -	$ -	$ -	$ -	$ -	N/A
NON RECURRING NON PROJECT	532,399	684,820	732,807	817,851	250,939	(481,868)	-65.8%
FUND TOTAL SOURCES	$ 531,670	$ 684,820	$ 732,807	$ 817,851	$ 250,939	$ (481,868)	-65.8%
232 TRANSPORTATION OPERATIONS							
OPERATING	$ 101,513,322	$ 106,180,390	$ 106,180,390	$ 106,413,720	$ 108,802,126	$ 2,621,736	2.5%
FUND TOTAL SOURCES	$ 101,513,322	$ 106,180,390	$ 106,180,390	$ 106,413,720	$ 108,802,126	$ 2,621,736	2.5%
234 TRANSPORTATION CAPITAL PROJECT							
NON RECURRING NON PROJECT	$ 48,134,797	$ 48,134,797	$ 48,134,797	$ 48,134,797	$ 70,403,183	$ 22,268,386	46.3%
MAG ALCP PROJECTS	22,160,547	10,083,247	10,083,247	5,598,588	27,668,769	17,585,522	174.4%
COUNTY ARTERIALS	1,094,888	-	-	82,779	94,000	94,000	N/A
DUST MITIGATION	294,620	1,308,318	1,308,318	1,435,948	-	(1,308,318)	-100.0%
INTELLIGENT TRANS SYST ITS	609,874	943,000	943,000	1,800,250	746,596	(196,404)	-20.8%
PAVEMENT CONST/PRESERVATION	333,675	723,547	723,547	556,747	-	(723,547)	-100.0%
PARTNERSHIP SUPPORT	416,666	416,667	416,667	381,943	416,667	-	0.0%
RIGHT-OF-WAY	358,442	-	-	-	-	-	N/A
TRANSPORTATION ADMINISTRATION	2,340	-	-	197	-	-	N/A
TRAFFIC IMPROVEMENTS	781,031	100,000	100,000	260,831	438,586	338,586	338.6%
FUND TOTAL SOURCES	$ 74,186,880	$ 61,709,576	$ 61,709,576	$ 58,252,080	$ 99,767,801	$ 38,058,225	61.7%
900 ELIMINATIONS							
NON RECURRING NON PROJECT	$ (48,134,797)	$ (48,134,797)	$ (48,134,797)	$ (48,134,797)	$ (70,403,183)	$ (22,268,386)	46.3%
FUND TOTAL SOURCES	$ (48,134,797)	$ (48,134,797)	$ (48,134,797)	$ (48,134,797)	$ (70,403,183)	$ (22,268,386)	46.3%
DEPARTMENT OPERATING TOTAL SOURCES	$ 101,512,593	$ 106,180,390	$ 106,180,390	$ 106,413,720	$ 108,802,126	$ 2,621,736	2.5%
DEPARTMENT NON RECURRING TOTAL SOURCES	$ 26,584,482	$ 14,259,599	$ 14,307,586	$ 10,935,134	$ 29,615,557	$ 15,307,971	107.0%
DEPARTMENT TOTAL SOURCES	$ 128,097,075	$ 120,439,989	$ 120,487,976	$ 117,348,854	$ 138,417,683	$ 17,929,707	14.9%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
223 TRANSPORTATION GRANTS							
NON RECURRING NON PROJECT	$ 496,634	$ 684,820	$ 732,807	$ 603,363	$ 250,939	$ 481,868	65.8%
FUND TOTAL USES	$ 496,634	$ 684,820	$ 732,807	$ 603,363	$ 250,939	$ 481,868	65.8%
232 TRANSPORTATION OPERATIONS							
OPERATING	$ 55,570,079	$ 59,522,982	$ 59,522,982	$ 56,876,073	$ 59,822,918	$ (299,936)	-0.5%
NON RECURRING NON PROJECT	48,134,797	50,349,249	50,349,249	49,920,421	71,057,232	(20,707,983)	-41.1%
FUND TOTAL USES	$ 103,704,876	$ 109,872,231	$ 109,872,231	$ 106,796,494	$ 130,880,150	$ (21,007,919)	-19.1%
234 TRANSPORTATION CAPITAL PROJECT							
MAG ALCP PROJECTS	$ 35,255,337	$ 23,388,000	$ 23,400,000	$ 23,841,099	$ 26,939,800	$ (3,539,800)	-15.1%
COUNTY ARTERIALS	1,858,784	14,840,000	11,340,000	12,791,589	10,626,000	714,000	6.3%
BRIDGE CONST/PRESERVATION	2,348,999	525,000	725,000	555,878	1,779,000	(1,054,000)	-145.4%
DUST MITIGATION	2,868,299	3,160,000	6,160,000	4,754,754	11,211,000	(5,051,000)	-82.0%
INTELLIGENT TRANS SYST ITS	1,125,358	2,175,000	2,675,000	3,392,613	4,186,800	(1,511,800)	-56.5%
PAVEMENT CONST/PRESERVATION	7,877,067	15,912,000	17,412,000	13,500,517	16,988,740	423,260	2.4%
PARTNERSHIP SUPPORT	3,545	1,577,500	2,677,500	1,044,523	2,709,000	(31,500)	-1.2%
RIGHT-OF-WAY	221,360	180,000	380,000	762,135	158,000	222,000	58.4%
SAFETY PROJECTS	826,974	3,167,000	3,155,000	3,665,741	5,754,000	(2,599,000)	-82.4%
TRANSPORTATION ADMINISTRATION	4,776,414	10,877,000	6,377,000	10,112,335	6,536,230	(159,230)	-2.5%
TRAFFIC IMPROVEMENTS	3,477,118	5,047,000	6,547,000	4,094,222	5,802,000	745,000	11.4%
TRANSPORTATION PLANNING	1,177,512	1,730,000	1,730,000	1,112,402	1,680,000	50,000	2.9%
FUND TOTAL USES	$ 61,816,767	$ 82,578,500	$ 82,578,500	$ 79,627,808	$ 94,370,570	$ (11,792,070)	-14.3%
900 ELIMINATIONS							
NON RECURRING NON PROJECT	$ (48,134,797)	$ (48,134,797)	$ (48,134,797)	$ (48,134,797)	$ (70,403,183)	$ 22,268,386	-46.3%
FUND TOTAL USES	$ (48,134,797)	$ (48,134,797)	$ (48,134,797)	$ (48,134,797)	$ (70,403,183)	$ 22,268,386	-46.3%
DEPARTMENT OPERATING TOTAL USES	$ 55,570,079	$ 59,522,982	$ 59,522,982	$ 56,876,073	$ 59,822,918	$ (299,936)	-0.5%
DEPARTMENT NON RECURRING TOTAL USES	$ 62,313,401	$ 85,477,772	$ 85,525,759	$ 82,016,795	$ 95,275,558	$ (9,749,799)	-11.4%
DEPARTMENT TOTAL USES	$ 117,883,480	$ 145,000,754	$ 145,048,741	$ 138,892,868	$ 155,098,476	$ (10,049,735)	-6.9%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
BUILD ROADS AND STRUCT							
LAND SURVEYING SERVICES	17.00	17.00	17.00	17.00	17.00	-	0.0%
MATERIALS TECHNOLOGY	12.00	12.00	9.00	9.00	9.00	-	0.0%
TRANSPORTATION CONSTRUCTN MGT	11.00	11.00	11.00	11.00	11.00	-	0.0%
TRANSPORTATION PROJECT MGT	11.00	11.00	10.00	9.00	9.00	(1.00)	(10.0%)
PROGRAM TOTAL	51.00	51.00	47.00	46.00	46.00	(1.00)	(2.1%)
ENGINEER ROADS AND STRUCTURES							
IMPROVEMENT DISTRICT ADMIN	1.00	1.00	1.00	1.00	1.00	-	0.0%
RIGHT OF WAY REGULATION	15.00	12.00	13.00	13.00	13.00	-	0.0%
ROADS STRUCTURES STDS DSGN	14.00	15.00	16.00	16.00	16.00	-	0.0%
UTILITIES ENGINEERING	9.00	9.00	8.00	8.00	8.00	-	0.0%
PROGRAM TOTAL	39.00	37.00	38.00	38.00	38.00	-	0.0%
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	-	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	-	1.00	1.00	1.00	1.00	-	0.0%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	9.00	10.00	10.00	12.00	11.00	1.00	10.0%
EXECUTIVE MANAGEMENT	6.00	5.00	6.00	6.00	3.00	(3.00)	(50.0%)
FACILITIES MANAGEMENT	4.00	4.00	4.00	4.00	4.00	-	0.0%
OPERATIONS SUPPORT	-	-	.00	-	2.00	2.00	N/A
PROCUREMENT	11.00	11.00	10.00	10.00	10.00	-	0.0%
RECORDS MANAGEMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	31.00	31.00	31.00	33.00	31.00	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	18.00	18.00	17.00	17.00	17.00	-	0.0%
DATA CENTER	2.00	-	.00	-	-	-	N/A
TECHNOLOGY SUPPORT	6.50	8.00	8.00	8.00	8.00	-	0.0%
PROGRAM TOTAL	26.50	26.00	25.00	25.00	25.00	-	0.0%
ROADWAY MAINTENANCE							
ROAD AND ROW MAINTENANCE	154.00	150.00	155.00	155.00	155.00	-	0.0%
TRAFFIC OPERATIONS	54.00	54.00	58.00	58.00	57.00	(1.00)	(1.7%)
PROGRAM TOTAL	208.00	204.00	213.00	213.00	212.00	(1.00)	(0.5%)
TRAFFIC MANAGEMENT							
EMERGENCY TRAFFIC MANAGEMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
REAL TIME TRAFFIC MANAGEMENT	5.00	5.00	5.00	5.00	5.00	-	0.0%
REGIONAL TRAFFIC MGT SUPPORT	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
TRAFF DESIGN AND STUDIES	20.00	20.00	21.00	21.00	21.00	-	0.0%
TRAFF SIGNAL AND ITS FIELD SVS	10.00	10.00	10.00	10.00	10.00	-	0.0%
PROGRAM TOTAL	38.00	38.00	39.00	39.00	38.00	(1.00)	(2.6%)
TRANSPORTATION PLANNING							
ENVIRONMENTAL CLEARANCE	3.00	3.00	3.00	-	3.00	-	0.0%
PROJECT PARTNERSHIPS	5.00	5.00	6.00	6.00	8.00	2.00	33.3%
TRANSP PROJECT PROGRAMMING	6.00	-	.00	-	-	-	N/A
TRANSPORTATION OUTREACH COMM	6.00	6.00	6.00	6.00	6.00	-	0.0%
TRANSPORTATION SYSTEM PLANNING	3.00	8.00	7.00	9.00	8.00	1.00	14.3%
PROGRAM TOTAL	23.00	22.00	22.00	21.00	25.00	3.00	13.6%
DEPARTMENT TOTAL	416.50	410.00	416.00	416.00	416.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
Accountant	3.00	3.00	3.00	3.00	3.00	-	0.0%
Accounting Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	12.00	12.00	13.00	13.00	12.00	(1.00)	(7.7%)
Administrative Staff Supv	2.00	2.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrator	-	-	1.00	1.00	1.00	-	0.0%
Applications Development Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business Systems Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	6.00	5.00	7.00	7.00	7.00	-	0.0%
Communicatn Officer Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Construction Maintenance Supv	9.00	9.00	8.00	8.00	8.00	-	0.0%
Crew Leader	11.00	11.00	16.00	16.00	15.00	(1.00)	(6.3%)
Database Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Development Svcs Technician	-	-	2.00	2.00	-	(2.00)	(100.0%)
Development Svcs Technician Sr	-	-	1.00	1.00	-	(1.00)	(100.0%)

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
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	21.00	21.00	23.00	23.00	23.00	-	0.0%
Engineering Associate	14.00	13.00	12.00	12.00	12.00	-	0.0%
Engineering Manager	3.00	3.00	3.00	3.00	3.00	-	0.0%
Engineering Specialist	21.00	21.00	15.00	15.00	15.00	-	0.0%
Engineering Supervisor	6.00	5.00	6.00	6.00	6.00	-	0.0%
Engineering Support Branch Manager	-	-	2.00	2.00	2.00	-	0.0%
Engineering Technician	20.00	20.00	13.00	13.00	13.00	-	0.0%
Equipment Operator	49.00	48.00	44.00	45.00	45.00	1.00	2.3%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Field Operations Supervisor	10.00	9.00	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	29.00	29.00	29.00	29.00	-	0.0%
GIS Programmer/Analyst - Senior/Lead	-	-	1.00	1.00	1.00	-	0.0%
Grant-Contract Administrator	1.00	1.00	-	-	2.00	2.00	N/A
Heavy Equipment Operator	26.00	26.00	23.00	22.00	22.00	(1.00)	(4.3%)
Heavy Equipment Operator - Sr	-	-	4.00	4.00	4.00	-	0.0%
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	3.00	-	0.0%
Inspection Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Inspector	17.00	16.00	15.00	15.00	15.00	-	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	1.00	-	0.0%
IT Project Manager	3.00	2.00	2.00	2.00	2.00	-	0.0%
Legislative Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	4.00	2.00	3.00	3.00	3.00	-	0.0%
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	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant	12.00	12.00	10.00	10.00	10.00	-	0.0%
Office Assistant Specialized	5.00	5.00	7.00	7.00	7.00	-	0.0%
Operations Supervisor - PW	7.00	6.00	3.00	3.00	3.00	-	0.0%
Operations/Program Manager	3.00	-	-	-	-	-	N/A
Operations/Program Supervisor	1.00	1.00	2.00	2.00	2.00	-	0.0%
PC/LAN Technician	5.50	5.00	5.00	5.00	5.00	-	0.0%
PC/LAN Technician - Senior/Lead	-	-	-	-	-	-	N/A
Planner	2.00	4.00	1.00	1.00	1.00	-	0.0%
Planner - Senior	-	-	2.00	2.00	2.00	-	0.0%
Planning Division Manager	1.00	1.00	-	1.00	1.00	1.00	N/A
Planning Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Procurement Specialist	4.00	4.00	3.00	3.00	3.00	-	0.0%
Procurement Supervisor - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	4.00	4.00	3.00	3.00	3.00	-	0.0%
Programmer/Analyst	4.00	4.00	2.00	2.00	2.00	-	0.0%
Programmer/Analyst - Senior/Lead	2.00	2.00	3.00	3.00	3.00	-	0.0%
Road Technician	21.00	40.00	44.00	44.00	44.00	-	0.0%
Survey Aide	-	-	2.00	2.00	2.00	-	0.0%
Survey Manager	-	-	1.00	1.00	1.00	-	0.0%
Survey Party Chief	-	-	5.00	5.00	5.00	-	0.0%
Survey Technician	-	-	4.00	4.00	4.00	-	0.0%
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 - Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Title Examiner	3.00	3.00	-	-	3.00	3.00	N/A
Traffic Signal Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Traffic Signal Technician	9.00	9.00	9.00	9.00	9.00	-	0.0%
Transportation Division Manager	1.00	1.00	2.00	1.00	1.00	(1.00)	(50.0%)
Warehouse/Inventory Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Warehouse/Inventory Specialist Lead	-	-	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Supervisor	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%
Department Total	**416.50**	**410.00**	**416.00**	**416.00**	**416.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND		FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
640	**TRANSPORTATION**							
223	TRANSPORTATION GRANTS	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
232	TRANSPORTATION OPERATIONS	415.50	409.00	415.00	415.00	416.00	1.00	0.2%
	Department Total	**416.50**	**410.00**	**416.00**	**416.00**	**416.00**	**-**	**0.0%**

General Adjustments

Personnel: FY 2016 personnel expenditures increased due to the annualization of County performance pay and market study adjustments made in FY 2015.

Base Adjustments:

Transportation Operations Fund (232)

- Decrease Regular Benefits by $21,826 for the impact of the changes in retirement contribution rates.
- Decrease Internal Service Charges by $125,465 for the impact of the changes in risk management charges.
- Increase Internal Service Charges by $447,227 for the impact of the changes in the Central Services Cost Allocation.

Transportation Grants Fund (223)

- Decrease Regular Benefits by $9 for the impact of the changes in retirement contribution rates.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of construction projects executed per approved schedule.	58.3%	84.2%	84.2%	100.0%	15.8%	18.8%
Percent of construction projects closed out in 90 days.	42.9%	84.2%	84.2%	100.0%	15.8%	18.8%
Percent construction cost overrun (cost construction growth).	3.0%	5.0%	5.0%	5.0%	0.0%	0.0%
Percent of contract insurance policies that do not lapse beyond expiration date.	100.0%	85.0%	85.0%	85.7%	0.7%	0.8%
Percent of design projects executed per approved schedule.	100.0%	88.2%	88.2%	100.0%	11.8%	13.3%
Percent of design projects executed per approved budget.	100.0%	88.2%	88.2%	100.0%	11.8%	13.3%
Percent of design projects executed per approved scope.	100.0%	88.2%	88.2%	100.0%	11.8%	13.3%
Percent of contracts awarded that are within 10% of the Engineer's estimate.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Transportation Improvement projects planned for completion that are completed on time.	64.3%	86.7%	86.7%	81.3%	(5.4%)	-6.3%
Percent of Maricopa County arterial roads in "Good" or better condition.	N/A	N/A	N/A	84.8%	N/A	N/A
Percent of design surveys delivered to project delivery teams within the agreed upon timeframe.	100.0%	85.5%	83.1%	100.0%	14.5%	17.0%
Percent of construction project delay claims due to survey not meeting the schedule.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Quality Assurance (QA) tests completed within 48-hour turnaround time for a given month.	93.6%	93.0%	94.1%	90.0%	(3.0%)	-3.2%

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of design surveys delivered to project delivery teams within the agreed upon timeframe.	100.0%	85.5%	83.1%	100.0%	14.5%	17.0%
Result	Percent of construction project delay claims due to survey not meeting the schedule.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Land Survey Requests completed.	207	200	201	182	(18)	-9.0%
Demand	Number of Land Survey Requests submitted.	258	231	228	197	(34)	-14.7%
Expenditure Ratio	Total expenditure per Land Survey Request completed.	$ 2,821.12	$ 3,264.79	$ 2,796.41	$ 3,711.34	$ (446.55)	-13.7%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 583,972	$ 652,958	$ 562,079	$ 675,464	$ (22,506)	-3.4%
	TOTAL USES	$ 583,972	$ 652,958	$ 562,079	$ 675,464	$ (22,506)	-3.4%

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 (TIP). The demand is expected to decrease due to the number of individual tasks requested on projects. Although the expenditures and expenditure ratio is expected to increase, this is not reflective of the decrease in demand, but rather changes 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 the 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Quality Assurance (QA) tests completed within 48-hour turnaround time for a given month.	93.6%	93.0%	94.1%	90.0%	(3.0%)	-3.2%
Output	Number of quality assurance tests completed.	2,113	2,640	3,017	2,604	(36)	-1.4%
Output	Number of design projects serviced.	48	40	49	48	8	20.0%
Output	Number of Quality Assurance Tests completed within a 48-hour period.	1,977	2,455	2,838	2,344	(111)	-4.5%
Demand	Number of quality assurance tests requested.	2,113	2,640	3,017	2,604	(36)	-1.4%
Expenditure Ratio	Total expenditure per design project serviced.	$ 15,170.35	$ 15,172.03	$ 13,094.96	$ 13,619.71	$ 1,552.32	10.2%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 728,177	$ 606,881	$ 641,653	$ 653,746	$ (46,865)	-7.7%
	TOTAL USES	$ 728,177	$ 606,881	$ 641,653	$ 653,746	$ (46,865)	-7.7%

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. The demand is expected to decrease in FY 2016 due to the reduction of design projects in the TIP. Quality assurance tests are expected to decrease in FY 2016 following suit with the number of design projects programed in the TIP. The increase in expenditures for FY 2016 is due to the increased cost of personnel.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Maricopa County arterial roads in "Good" or better condition.	N/A	N/A	N/A	84.8%	N/A	N/A
Output	Number of bridge lane miles constructed or upgraded.	0	5	5	-	(5)	-100.0%
Output	Number of bridge upgrades provided.	N/A	1	1	-	(1)	-100.0%
Output	Number of road lane miles constructed.	55	48	48	52	4	8.3%
Demand	Number of bridge lane miles scheduled.	2	5	5	-	(5)	-100.0%
Demand	Number of bridges requiring an upgrade.	N/A	1	1	-	(1)	-100.0%
Demand	Number of road lane miles scheduled.	55	48	48	52	4	8.3%
Expenditure Ratio	Total expenditure per bridge lane mile constructed.	$ 1,236,335,340.00	$ 16,515,700.00	$ 15,925,561.60	N/A	N/A	N/A
Expenditure Ratio	Total expenditure per road lane mile constructed.	$ 1,128,043.19	$ 1,720,385.42	$ 1,658,912.67	$ 1,814,818.65	$ (94,433.24)	-5.5%
Revenue							
	234 - TRANSPORTATION CAPITAL PROJECT	$ 74,186,880	$ 61,709,576	$ 58,252,080	$ 99,767,801	$ 38,058,225	61.7%
	900 - ELIMINATIONS	(48,134,797)	(48,134,797)	(48,134,797)	(70,403,183)	(22,268,386)	46.3%
	TOTAL SOURCES	$ 26,052,083	$ 13,574,779	$ 10,117,283	$ 29,364,618	$ 15,789,839	116.3%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 48,134,797	$ 48,134,797	$ 48,134,797	$ 70,403,183	$(22,268,386)	-46.3%
	234 - TRANSPORTATION CAPITAL PROJECT	61,816,767	82,578,500	79,627,808	94,370,570	(11,792,070)	-14.3%
	900 - ELIMINATIONS	(48,134,797)	(48,134,797)	(48,134,797)	(70,403,183)	22,268,386	-46.3%
	TOTAL USES	$ 61,816,767	$ 82,578,500	$ 79,627,808	$ 94,370,570	$(11,792,070)	-14.3%

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. The increase in the number of Dust Mitigation and Pavement Construction and Preservation projects is reflected in the increase in total lanes miles scheduled. These smaller less extensive projects reduce the total expenditures per road lane mile compared to last year.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of construction projects executed per approved schedule.	58.3%	84.2%	84.2%	100.0%	15.8%	18.8%
Result	Percent of construction projects closed out in 90 days.	42.9%	84.2%	84.2%	100.0%	15.8%	18.8%
Result	Percent construction cost overrun (cost construction growth).	3.0%	5.0%	5.0%	5.0%	0.0%	0.0%
Result	Percent of contract insurance policies that do not lapse beyond expiration date.	100.0%	85.0%	85.0%	85.7%	0.7%	0.8%
Output	Contracted construction budget dollars.	13,678,510	41,819,000	41,819,000	51,320,340	9,501,340	22.7%
Output	Number of construction projects delivered.	12	19	19	16	(3)	-15.8%
Demand	Number of construction projects scheduled.	15	19	19	16	(3)	-15.8%
Expenditure Ratio	Total expenditure per constructed project.	$ 32,326.75	$ 36,915.21	$ 29,185.74	$ 41,354.50	$ (4,439.29)	-12.0%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 387,921	$ 701,389	$ 554,529	$ 661,672	$ 39,717	5.7%
	TOTAL USES	$ 387,921	$ 701,389	$ 554,529	$ 661,672	$ 39,717	5.7%

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 number of projects delivered is decreasing from FY 2015 because there are fewer projects scheduled increasing the expenditure ratio. The decrease in the funds budgeted for construction is a function of the size and type of projects scheduled for construction. The decrease in expenditure is associated with the decreased cost of personnel.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of design projects executed per approved schedule.	100.0%	88.2%	88.2%	100.0%	11.8%	13.3%
Result	Percent of design projects executed per approved budget.	100.0%	88.2%	88.2%	100.0%	11.8%	13.3%
Result	Percent of design projects executed per approved scope.	100.0%	88.2%	88.2%	100.0%	11.8%	13.3%
Result	Percent of contracts awarded that are within 10% of the Engineer's estimate.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Transportation Improvement projects planned for completion that are completed on time.	64.3%	86.7%	86.7%	81.3%	(5.4%)	-6.3%
Output	Number of design projects managed.	2	17	17	15	(2)	-11.8%
Output	Number of projects planned to be completed as submitted in the budget.	14	15	15	16	1	6.7%
Demand	Number of design projects to be managed this fiscal year.	2	17	17	15	(2)	-11.8%
Demand	Number of Transportation Improvement Program projects scheduled for completion by end of Fiscal Year.	15	15	15	16	1	6.7%
Expenditure Ratio	Total activity expenditure per design project managed.	$ 186,784.00	$ 31,329.24	$ 27,379.24	$ 36,388.07	$ (5,058.83)	-16.1%
Expenditure Ratio	Total expenditure per project in Transportation Improvement Program project completed by end of the fiscal year.	$ 186,784.00	$ 31,329.24	$ 27,379.24	$ 36,388.07	$ (5,058.83)	-16.1%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 373,568	$ 532,597	$ 465,447	$ 545,821	$ (13,224)	-2.5%
	TOTAL USES	$ 373,568	$ 532,597	$ 465,447	$ 545,821	$ (13,224)	-2.5%

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. The demand for project design is expected to decrease in FY 2016 due to the number of projects requiring design/scoping. 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 project completion has increased, this is not the leading contributor to the increase in expenditures and expenditure ratio.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of document reviews completed within requested review period.	95.0%	100.0%	85.2%	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%	42.9%	42.9%	50.0%	7.1%	16.7%
Percent of improvement costs financed through funding options offered by Maricopa County.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of plan reviews completed within specified time frame.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of permitted construction projects completed in compliance with applicable regulations.	100.0%	100.0%	100.0%	120.0%	20.0%	20.0%
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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS RECOMM VAR	REV VS RECOMM %
Result	Percent of unincorporated Maricopa County neighborhoods that elect to use the improvement district option to make collective contributions to the maintenance and development of infrastructure within their neighborhood.	0.0%	42.9%	42.9%	50.0%	7.1%	16.7%
Result	Percent of improvement costs financed through funding options offered by Maricopa County.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of improvement district petitions processed.	4	3	3	4	1	33.3%
Demand	Number of improvement options and/or district petition requests received.	7	7	7	8	1	14.3%
Expenditure Ratio	Total activity expenditure per improvement district petition processed.	$ 21.00	$ 689.67	$ 773.00	$ -	$ 689.67	100.0%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 84	$ 2,069	$ 2,319	$ -	$ 2,069	100.0%
	TOTAL USES	$ 84	$ 2,069	$ 2,319	$ -	$ 2,069	100.0%

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. The increase in demand for petition requests is anticipated to increase in FY 2016 due to the signs of private property development growth. The expenditure and expenditure ratio are less than previous years due to a decrease in personnel reallocations amongst the General Fund and Transportation Fund.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of plan reviews completed within specified time frame.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of permitted construction projects completed in compliance with applicable regulations.	100.0%	100.0%	100.0%	120.0%	20.0%	20.0%
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.	1,995	1,200	1,247	1,200	-	0.0%
Output	Number of Planning & Development cases reviewed.	528	500	500	-	(500)	-100.0%
Output	Number of construction permits issued.	923	1,000	1,000	1,000	-	0.0%
Output	Number of Oversize/Overweight permits issued.	610	800	800	800	-	0.0%
Output	Number of Cease Work Order situations resolved.	52	150	150	150	-	0.0%
Demand	Number of Planning & Development cases submitted for review.	528	500	500	-	(500)	-100.0%
Demand	Number of plan sheets submitted for review.	1,995	1,200	1,247	1,200	-	0.0%
Demand	Number of construction permit applications submitted.	923	1,000	1,000	1,000	-	0.0%
Demand	Number of Oversize/Overweight permit applications submitted.	610	800	800	800	-	0.0%
Demand	Number of Cease Work Orders issued.	52	150	150	150	-	0.0%
Expenditure Ratio	Total activity expenditure per plan sheet reviewed.	$ 594.08	$ 1,149.41	$ 1,055.38	$ 1,190.80	$ (41.39)	-3.6%
Revenue							
	232 - TRANSPORTATION OPERATIONS	$ 781,937	$ 700,000	$ 757,305	$ 685,311	$ (14,689)	-2.1%
	TOTAL SOURCES	$ 781,937	$ 700,000	$ 757,305	$ 685,311	$ (14,689)	-2.1%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 1,185,184	$ 1,379,291	$ 1,316,056	$ 1,428,956	$ (49,665)	-3.6%
	TOTAL USES	$ 1,185,184	$ 1,379,291	$ 1,316,056	$ 1,428,956	$ (49,665)	-3.6%

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 recovers from the recession, the number of permit applications, cease work orders, and plans submitted for review are expected to remain flat and decrease revenues slightly. Increase in expenditures and expenditure ratio is largely a result of the increased cost in personnel and interdepartmental allocations.

Roads and Structures Standards and Design Activity

The purpose of the Roads and Structures Standards and Design Activity is to provide design and construction standard, construction document and review services to transportation professionals and Department of Transportation Construction Management and Operations Divisions so they can design and build safe and easily maintained transportation facilities.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of document reviews completed within requested review period.	95.0%	100.0%	85.2%	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).	261	334	311	274	(60)	-18.0%
Output	Number of project plans provided (small, medium, large).	37	28	40	43	15	53.6%
Output	Number of bridges and structures inspected.	38	160	160	186	26	16.3%
Demand	Number of project reviews required (small, medium, large).	264	334	308	274	(60)	-18.0%
Demand	Number of project plans required (small, medium, large).	37	28	40	43	15	53.6%
Demand	Number of bridges and structures to be inspected this fiscal year.	38	160	160	186	26	16.3%
Expenditure Ratio	Total expenditure per project plan provided (small, medium, large).	$ 36,315.32	$ 53,389.93	$ 37,945.10	$ 36,979.37	$ 16,410.56	30.7%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 1,343,667	$ 1,494,918	$ 1,517,804	$ 1,590,113	$ (95,195)	-6.4%
	TOTAL USES	$ 1,343,667	$ 1,494,918	$ 1,517,804	$ 1,590,113	$ (95,195)	-6.4%

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 required and completed each year is highly influenced by the calendarized schedule for each bridge. Project plans are expected to decrease due to the number of design projects programed in the TIP. This is due primarily to projects having different completion dates and the nature of future projects is unknown. Bridges and structures inspected are increasing in FY 2016 due to the regulated inspection schedule. The schedule varies greatly due to some bridges being on a 24 month interval while others are on a 48 month interval. The expenditure ratio and expenditures for this activity are increasing primarily as a result of increased cost in personnel.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of construction projects completed safely and within the targeted time frame providing a utilities conflict free right-of-way.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of miles of utility relocation and construction completed.	44	900	900	900	-	0.0%
Demand	Number of miles of utility relocation & construction required.	44	900	900	900	-	0.0%
Expenditure Ratio	Total expenditure per utility relocation and construction completed.	$ 14,040.55	$ 595.26	$ 543.14	$ 618.64	$ (23.38)	-3.9%
Revenue							
	232 - TRANSPORTATION OPERATIONS	$ 259,305	$ -	$ -	$ -	$ -	N/A
	TOTAL SOURCES	$ 259,305	$ -	$ -	$ -	$ -	N/A
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 614,274	$ 535,731	$ 488,823	$ 556,772	$ (21,041)	-3.9%
	TOTAL USES	$ 614,274	$ 535,731	$ 488,823	$ 556,772	$ (21,041)	-3.9%

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 from FY 2015 in the number of utility relocation and construction services required and completed the expenditure ratio and expenditure is increasing due to the increased cost to perform services.

Traffic Management Program

The purpose of the Traffic Management Program is to provide traffic engineering, intelligent transportation system, real time mobility and traveler information, incident management and signal maintenance services to the traveling public so they can experience enhanced regional mobility, coordination and safety of the roadway system.

Program Results

Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of unscheduled signal malfunction repair work orders completed within two hours.	99.4%	89.9%	95.6%	90.2%	0.2%	0.2%
Percent of preventative maintenance work orders completed within predetermined monthly schedule.	94.8%	97.3%	99.2%	96.6%	(0.7%)	-0.7%
Percent of utility location work orders completed within two business days.	96.1%	95.3%	99.3%	90.6%	(4.7%)	-5.0%
Percent of plan review projects completed within three weeks.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of temporary and permanent traffic control device projects completed within agreed upon time period.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of roadway traffic incidents responded to within 30 minutes of notification.	100.0%	100.0%	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.	46.7%	72.4%	73.2%	69.8%	(2.6%)	-3.6%
Percent of travel time saved on major Maricopa County corridors as measured through the most current before and after study.	1.9%	99.9%	99.9%	100.0%	0.1%	0.1%
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.	97.3%	100.0%	96.4%	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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of roadway traffic incidents responded to within 30 minutes of notification.	100.0%	100.0%	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.	158	160	161	160	-	0.0%
Demand	Number of traffic incident call outs requested.	174	180	179	180	-	0.0%
Expenditure Ratio	Total activity expenditure per call out response provided.	$ 2,486.78	$ 2,496.79	$ 2,324.37	$ 2,483.85	$ 12.94	0.5%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 392,911	$ 399,487	$ 374,224	$ 397,416	$ 2,071	0.5%
	TOTAL USES	$ 392,911	$ 399,487	$ 374,224	$ 397,416	$ 2,071	0.5%

Activity Narrative: Emergency Traffic Management provides incident safety and mobility services to the traveling public so they can experience less delay and no secondary accidents while traveling through or approaching an incident. Influenced by the number of traffic incidents and based on historical data, there are no anticipated changes from FY 2015 to FY 2016. Expenditure and the expenditure ratio are decreasing due to the decreased cost in personnel.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of traffic signals on Maricopa County roadways that provide optimum “green” time to achieve efficient traffic flow.	46.7%	72.4%	73.2%	69.8%	(2.6%)	-3.6%
Result	Percent of travel time saved on major Maricopa County corridors as measured through the most current before and after study.	1.9%	99.9%	99.9%	100.0%	0.1%	0.1%
Output	Number of Maricopa County traffic signal plans optimized.	119	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.	$ 5,540.24	$ 10,016.29	$ 7,893.26	$ 9,972.21	$ 44.08	0.4%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 659,289	$ 801,303	$ 631,461	$ 797,777	$ 3,526	0.4%
	TOTAL USES	$ 659,289	$ 801,303	$ 631,461	$ 797,777	$ 3,526	0.4%

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. Although demand and output is expected to remain flat for FY 2016 based on historical data the expenditure and expenditure ratio is decreasing due to a decrease in the cost of personnel.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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.	97.3%	100.0%	96.4%	100.0%	0.0%	0.0%
Output	Number of incident information dissemination provided.	33,581	32,000	34,592	32,000	-	0.0%
Output	Number of traveler information messages verified and posted.	6,941	6,800	7,067	6,800	-	0.0%
Demand	Number of requests for incident information dissemination received.	34,142	35,000	35,000	35,000	-	0.0%
Expenditure Ratio	Total expenditure per incident information dissemination provided.	$ 14.48	$ 29.86	$ 24.43	$ 14.01	$ 15.84	53.1%
Revenue							
	223 - TRANSPORTATION GRANTS	$ 320,896	$ 732,807	$ 780,851	$ 225,895	$ (506,912)	-69.2%
	TOTAL SOURCES	$ 320,896	$ 732,807	$ 780,851	$ 225,895	$ (506,912)	-69.2%
Expenditure							
	223 - TRANSPORTATION GRANTS	$ 285,915	$ 732,807	$ 603,363	$ 225,895	$ 506,912	69.2%
	232 - TRANSPORTATION OPERATIONS	200,363	222,574	241,574	222,574	-	0.0%
	TOTAL USES	$ 486,278	$ 955,381	$ 844,937	$ 448,469	$ 506,912	53.1%

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), the national 5-1-1 system. Although the volume of incident information dissemination is expected to remain flat in FY 2016, revenue and expenditure is decreasing significantly due to the expiration of the Regional Emergency Action Coordinating Team grant, otherwise known as REACT.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of plan review projects completed within three weeks.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of temporary and permanent traffic control device projects completed within agreed upon time period.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of temporary and permanent traffic control device projects completed.	79	104	98	104	-	0.0%
Output	Number of plan reviews completed.	272	152	236	360	208	136.8%
Demand	Number of plan reviews requested.	277	152	236	360	208	136.8%
Demand	Number of temporary and permanent traffic control devices projects needed.	79	104	98	104	-	0.0%
Expenditure Ratio	Total expenditure per plan review.	$ 5,591.30	$ 11,577.88	$ 6,987.35	$ 4,890.76	$ 6,687.12	57.8%
Expenditure Ratio	Total expenditure per temporary and permanent traffic control device project.	$ 19,251.05	$ 16,921.52	$ 16,826.67	$ 16,929.56	$ (8.04)	-0.0%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 1,520,833	$ 1,759,838	$ 1,649,014	$ 1,760,674	$ (836)	-0.0%
	TOTAL USES	$ 1,520,833	$ 1,759,838	$ 1,649,014	$ 1,760,674	$ (836)	-0.0%

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. Although an increase in the number of plan reviews is anticipated for FY 2016, expenditures are slightly increasing due to personnel costs.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of unscheduled signal malfunction repair work orders completed within two hours.	99.4%	89.9%	95.6%	90.2%	0.2%	0.2%
Result	Percent of preventative maintenance work orders completed within predetermined monthly schedule.	94.8%	97.3%	99.2%	96.6%	(0.7%)	-0.7%
Result	Percent of utility location work orders completed within two business days.	96.1%	95.3%	99.3%	90.6%	(4.7%)	-5.0%
Output	Number of signalized and Intelligent Transportation intersections maintained.	179	183	185	189	6	3.3%
Demand	Number of work order requests submitted.	1,100	1,885	1,546	1,455	(430)	-22.8%
Expenditure Ratio	Total activity expenditure per signalized and Intelligent Transportation intersection maintained.	$ 8,047.17	$ 8,713.06	$ 7,321.74	$ 8,447.88	$ 265.18	3.0%
Revenue							
	232 - TRANSPORTATION OPERATIONS	$ 16,955	$ 20,750	$ 10,642	$ 16,800	$ (3,950)	-19.0%
	TOTAL SOURCES	$ 16,955	$ 20,750	$ 10,642	$ 16,800	$ (3,950)	-19.0%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 1,438,432	$ 1,592,312	$ 1,356,353	$ 1,594,538	$ (2,226)	-0.1%
	TOTAL USES	$ 1,438,432	$ 1,592,312	$ 1,356,353	$ 1,594,538	$ (2,226)	-0.1%

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. The demand in work orders is expected to decrease in FY 2016 in accordance to the number of project construction schedules in the Project Management and Construction Division. Revenues are decreasing because Intergovernmental Agreements are decreasing and set to expire in the upcoming fiscal years. Expenditure is increasing due to the increased costs of supplies.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of paved roadway system mileage with pavement condition rating of “very good or better”.	87.6%	85.0%	85.0%	87.9%	2.9%	3.4%
Percent of critical maintenance tasks that directly impact the immediate safety of Maricopa County residents and visitors completed within an average of 14 days.	86.2%	90.0%	90.0%	100.0%	10.0%	11.1%
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.	86.8%	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.	84.9%	100.0%	96.9%	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%	26.4%	(3.7%)	-12.2%
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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of paved roadway system mileage with pavement condition rating of "very good or better".	87.6%	85.0%	85.0%	87.9%	2.9%	3.4%
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.	86.2%	90.0%	90.0%	100.0%	10.0%	11.1%
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.	86.8%	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.	84.9%	100.0%	96.9%	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%	26.4%	(3.7%)	-12.2%
Output	Number of paved lane miles maintained with surface treatments.	1,415	560	557	988	428	76.5%
Demand	Number of street inventory (paved lane miles) scheduled to be maintained with surface treatments.	1,661	560	773	988	428	76.5%
Expenditure Ratio	Total activity expenditure per paved lane mile maintained with surface treatments.	$ 20,570.10	$ 53,817.00	$ 49,314.17	$ 29,227.71	$ 24,589.29	45.7%
Revenue							
	223 - TRANSPORTATION GRANTS	$ 210,719	$ -	$ -	$ -	$ -	N/A
	232 - TRANSPORTATION OPERATIONS	866,070	235,000	328,859	235,000	-	0.0%
	TOTAL SOURCES	$ 1,076,789	$ 235,000	$ 328,859	$ 235,000	$ -	0.0%
Expenditure							
	223 - TRANSPORTATION GRANTS	$ 210,719	$ -	$ -	$ -	$ -	N/A
	232 - TRANSPORTATION OPERATIONS	28,886,723	30,132,139	27,490,675	28,876,974	1,255,165	4.2%
	TOTAL USES	$ 29,097,442	$ 30,132,139	$ 27,490,675	$ 28,876,974	$ 1,255,165	4.2%

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. In FY 2016, there is an increase in the number of paved lane miles. Expenditure is decreasing due to the decreased cost in contracted services.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	120	120	120	-	0.0%
Demand	Number of critical signs notifications.	N/A	120	120	120	-	0.0%
Expenditure Ratio	Total expenditure per critical notification.	N/A	$ 42,233.78	$ 40,581.91	$ 41,602.65	$ 631.13	1.5%
Revenue							
	232 - TRANSPORTATION OPERATIONS	$ 30,347	$ 5,000	$ 7,823	$ 5,000	$ -	0.0%
	TOTAL SOURCES	$ 30,347	$ 5,000	$ 7,823	$ 5,000	$ -	0.0%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 4,787,938	$ 5,068,054	$ 4,869,829	$ 4,992,318	$ 75,736	1.5%
	TOTAL USES	$ 4,787,938	$ 5,068,054	$ 4,869,829	$ 4,992,318	$ 75,736	1.5%

Activity Narrative: Traffic Operations provides 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. Influenced by the number of critical signs requiring maintenance, Traffic Operations is expected to remain flat for FY 2016. A decrease in expenditure is due to the decreased cost in personnel and services.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of environmental clearances delivered prior to 70% project design completion.	63.2%	80.0%	80.0%	100.0%	20.0%	25.0%
Percent of intergovernmental agreements completed on time based on a schedule mutually agreed upon with the Project Manager.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of customers reporting satisfaction with Department of Transportation projects and services.	82.1%	80.0%	80.0%	80.0%	0.0%	0.0%
Percent of projects delivered that are in line with County goals as established in the Transportation System Plan.	100.0%	75.0%	75.0%	N/A	N/A	N/A

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of environmental clearances delivered prior to 70% project design completion.	63.2%	80.0%	80.0%	100.0%	20.0%	25.0%
Output	Number of environmental clearances provided.	19	20	20	20	-	0.0%
Demand	Number of projects requiring environmental clearance.	19	20	20	20	-	0.0%
Expenditure Ratio	Total activity expenditure per environmental clearance provided.	$ 6,701.37	$ 6,773.15	$ 9,380.20	$ 9,705.95	$ (2,932.80)	-43.3%
Revenue							
	223 - TRANSPORTATION GRANTS	$ -	$ -	$ 37,000	$ 25,044	$ 25,044	N/A
	TOTAL SOURCES	$ -	$ -	$ 37,000	$ 25,044	$ 25,044	N/A
Expenditure							
	223 - TRANSPORTATION GRANTS	$ -	$ -	$ -	$ 25,044	$ (25,044)	N/A
	232 - TRANSPORTATION OPERATIONS	127,326	135,463	187,604	169,075	(33,612)	-24.8%
	TOTAL USES	$ 127,326	$ 135,463	$ 187,604	$ 194,119	$ (58,656)	-43.3%

Activity Narrative: The volume of environmental clearances demanded and provided each year is typically influenced by the number of new construction projects in the TIP. Revenue increased as a result of anticipated grant from Gila River Indian Community for an environmental report. Expenditure and expenditure ratio increased due to the increased costs in personnel and services.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of intergovernmental agreements completed on time based on a schedule mutually agreed upon with the Project Manager.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of partnership agreements completed.	35	30	30	25	(5)	-16.7%
Demand	Number of partnership agreements required.	35	30	30	25	(5)	-16.7%
Expenditure Ratio	Total activity expenditure per partnership agreement completed.	$ 10,650.40	$ 19,241.63	$ 18,854.87	$ 24,897.44	$ (5,655.81)	-29.4%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 372,764	$ 577,249	$ 565,646	$ 622,436	$ (45,187)	-7.8%
	TOTAL USES	$ 372,764	$ 577,249	$ 565,646	$ 622,436	$ (45,187)	-7.8%

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 a decrease in the number of partnership agreements congruent with the number of projects programmed in the TIP, there will be an increase in expenditures for personnel costs.

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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of customers reporting satisfaction with Department of Transportation projects and services.	82.1%	80.0%	80.0%	80.0%	0.0%	0.0%
Output	Number of public outreach events completed.	34	35	43	35	-	0.0%
Output	Number of impacted public poll that expressed "Overall Satisfaction" with Transportation services.	N/A	480	480	480	-	0.0%
Demand	Number of public outreach events required.	34	35	43	35	-	0.0%
Expenditure Ratio	Total expenditure per public outreach event.	$ 12,329.76	$ 14,642.31	$ 12,416.09	$ 14,560.49	$ 81.83	0.6%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 419,212	$ 512,481	$ 533,892	$ 509,617	$ 2,864	0.6%
	TOTAL USES	$ 419,212	$ 512,481	$ 533,892	$ 509,617	$ 2,864	0.6%

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. Transportation Outreach and Communications are going to remain flat for FY 2016, but expenditure ratio and expenditure will decrease due to the decrease cost in personnel and services.

Transportation System Planning Activity

The purpose of the Transportation System Planning Activity is to provide plans, studies, research, recommendations and consultation services to planning, development, and project delivery professionals so they can deliver and design projects that are 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of projects delivered that are in line with County goals as established in the Transportation System Plan.	100.0%	75.0%	75.0%	N/A	N/A	N/A
Output	Number of corridor study miles completed.	38	35	35	-	(35)	-100.0%
Demand	Number of corridor miles requiring a corridor study.	55	231	231	-	(231)	-100.0%
Expenditure Ratio	Total expenditure per corridor study mile completed.	$ 15,290.08	$ 26,119.77	$ 22,727.11	N/A	N/A	N/A
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 581,023	$ 914,192	$ 795,449	$ 901,978	$ 12,214	1.3%
	TOTAL USES	$ 581,023	$ 914,192	$ 795,449	$ 901,978	$ 12,214	1.3%

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. Transportation System Planning has recently changed this measure from corridor study miles to long range transportation studies inactivating this goal for FY 2016. The decrease in expenditure is due to the reduced costs for services.

Appropriated Budget Reconciliations

Transportation Grants Fund (223)

		Expenditures	Revenue
All Functions			
FY 2015 Adopted Budget		**$ 684,820**	**$ 684,820**
Adjustments:	Agenda Item:		
Grants		**$ 47,987**	**$ 47,987**
FY 2015 MAG Transportation Improvement Program	*C-64-15-013-M-00*	*47,987*	*47,987*
FY 2015 Revised Budget		**$ 732,807**	**$ 732,807**
Adjustments:	Agenda Item:		
Employee Retirement and Benefits		**$ (15)**	**$ -**
Retirement Contributions		*(15)*	-
Grants		**$ (732,792)**	**$ (732,807)**
FY 2015 MAG Transportation Improvement Program	*C-64-15-013-M-00*	*(47,987)*	*(47,987)*
Grant Reconciliation		*(684,805)*	*(684,820)*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Employee Retirement and Benefits		**$ (9)**	**$ -**
Retirement Contributions		*(9)*	-
Grants		**$ 250,948**	**$ 250,939**
Grant Reconciliation		*250,948*	*250,939*
FY 2016 Adopted Budget		**$ 250,939**	**$ 250,939**

Transportation Grants Fund (223) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ (45,002)	$ (112,061)	$ (112,061)	$ (9,961)	$ 204,527
Sources:					
Operating	$ (729)	$ -	$ -	$ -	$ -
Non-Recurring	532,399	684,820	732,807	817,851	250,939
Total Sources:	$ 531,670	$ 684,820	$ 732,807	$ 817,851	$ 250,939
Uses:					
Non-Recurring	496,634	684,820	732,807	603,363	250,939
Total Uses:	$ 496,634	$ 684,820	$ 732,807	$ 603,363	$ 250,939
Structural Balance	$ (729)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 5	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ 204,527	$ 204,527
Unassigned	(9,961)	(112,061)	(112,061)	-	-
Total Ending Spendable Fund Balance	$ (9,961)	$ (112,061)	$ (112,061)	$ 204,527	$ 204,527

Grant revenue is received as a reimbursement which may result in a positive or negative balance at fiscal year-end.

Transportation Operations Fund (232)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 59,522,982**	**$ 106,180,390**
FY 2015 Revised Budget			**$ 59,522,982**	**$ 106,180,390**
FY 2016 Baseline Budget			**$ 59,522,982**	**$ 106,180,390**
Adjustments:				
Employee Retirement and Benefits			**$ (21,826)**	**$ -**
Retirement Contributions			*(21,826)*	-
Base Adjustments			**$ 321,762**	**$ -**
Internal Service Charges			*321,762*	-
Decrease Risk Mangement Charges	*$*	*(125,465)*		
Increase Central Services Cost Allocation	*$*	*447,227*		
Fees and Other Revenues			**$ -**	**$ (55,930)**
ProgRevenue Volume Inc/Dec			-	*(55,930)*
General Revenues			**$ -**	**$ 2,677,666**
State Shared HURF			-	*2,282,272*
State Shared VLT			-	*395,394*
FY 2016 Adopted Budget			**$ 59,822,918**	**$ 108,802,126**
Percent Change from Baseline Amount			*0.5%*	*2.5%*

Transportation Operations Fund (232) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ 50,349,249**	**$ -**
FY 2015 Revised Budget		**$ 50,349,249**	**$ -**
Adjustments:			
Capital Improvement Program		**$ (48,134,797)**	**$ -**
Transfer to Capital Proj Fund		*(48,134,797)*	-
Non Recurring		**$ (2,214,452)**	**$ -**
Other Non Recurring		*(2,214,452)*	-
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Capital Improvement Program		**$ 70,403,183**	**$ -**
Transfer to Capital Proj Fund		*70,403,183*	-
Information and Communications Technology		**$ 393,999**	
Other IT Non Recurring		*393,999*	-
Non Recurring		**$ 260,050**	**$ -**
Non Recurring Carry Forward		*260,050*	-
Asset Management System	*$ 260,050*		
FY 2016 Adopted Budget		**$ 71,057,232**	**$ -**

Transportation Operations Fund (232) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 33,914,018	$ 26,717,559	$ 26,717,559	$ 31,722,478	$ 31,339,704
Sources:					
Operating	$ 101,513,322	$ 106,180,390	$ 106,180,390	$ 106,413,720	$ 108,802,126
Total Sources:	$ 101,513,322	$ 106,180,390	$ 106,180,390	$ 106,413,720	$ 108,802,126
Uses:					
Operating	$ 55,570,079	$ 59,522,982	$ 59,522,982	$ 56,876,073	$ 59,822,918
Non-Recurring	48,134,797	50,349,249	50,349,249	49,920,421	71,057,232
Total Uses:	$ 103,704,876	$ 109,872,231	$ 109,872,231	$ 106,796,494	$ 130,880,150
Structural Balance	$ 45,943,243	$ 46,657,408	$ 46,657,408	$ 49,537,647	$ 48,979,208
Accounting Adjustments	$ 14	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 31,722,478	$ 23,025,718	$ 23,025,718	$ 31,339,704	$ 9,261,680
Total Ending Spendable Fund Balance	$ 31,722,478	$ 23,025,718	$ 23,025,718	$ 31,339,704	$ 9,261,680

Transportation Capital Projects Fund (234)

		Expenditures	Revenue
CAPITAL IMPROVEMENTS			
FY 2015 Adopted Budget		**$ 82,578,500**	**$ 13,574,779**
FY 2015 Revised Budget		**$ 82,578,500**	**$ 13,574,779**
Adjustments:			
Capital Improvement Program		**$ (82,578,500)**	**$ (13,574,779)**
Capital Improvement Prog Adj		*(82,578,500)*	*(13,574,779)*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Capital Improvement Program		**$ 94,370,570**	**$ 29,364,618**
Capital Improvement Prog Adj		*94,370,570*	*29,364,618*
MAG ALCP PROJECTS (ALCP)	*$ 26,939,800*		
COUNTY ARTERIALS (ARTS)	*10,626,000*		
BRIDGE PRESERVATION (BRIG)	*1,779,000*		
DUST MITIGATION (DMIT)	*11,211,000*		
INTELLIGENT TRANS SYST ITS (INTL)	*4,186,800*		
PAVEMENT PRESERVATION (PAVE)	*16,988,740*		
PARTNERSHIP SUPPORT (PSUP)	*2,709,000*		
RIGHT-OF-WAY (RWAY)	*158,000*		
SAFETY PROJECTS (SAFE)	*5,754,000*		
TRANSPORTATION ADMINISTRATION (TADM)	*6,536,230*		
TRAFFIC IMPROVEMENTS (TIMP)	*5,802,000*		
TRANSPORTATION PLANNING (TPLN)	*1,680,000*		
FY 2016 Adopted Budget		**$ 94,370,570**	**$ 29,364,618**
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2015 Adopted Budget		**$ -**	**$ 48,134,797**
FY 2015 Revised Budget		**$ -**	**$ 48,134,797**
Adjustments:			
Capital Improvement Program		**$ -**	**$ (48,134,797)**
Transfer to Capital Proj Fund		*-*	*(48,134,797)*
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Capital Improvement Program		**$ -**	**$ 70,403,183**
Transfer to Capital Proj Fund		*-*	*70,403,183*
FY 2016 Adopted Budget		**$ -**	**$ 70,403,183**

Transportation Capital Projects Fund (234) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 32,603,825	$ 30,815,246	$ 30,815,246	$ 44,973,946	$ 23,598,218
Sources:					
Non-Recurring	74,186,880	61,709,576	61,709,576	58,252,080	99,767,801
Total Sources:	$ 74,186,880	$ 61,709,576	$ 61,709,576	$ 58,252,080	$ 99,767,801
Uses:					
Non-Recurring	61,816,767	82,578,500	82,578,500	79,627,808	94,370,570
Total Uses:	$ 61,816,767	$ 82,578,500	$ 82,578,500	$ 79,627,808	$ 94,370,570
Accounting Adjustments	$ 8	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 44,973,946	$ 9,946,322	$ 9,946,322	$ 23,598,218	$ 28,995,449
Total Ending Spendable Fund Balance	$ 44,973,946	$ 9,946,322	$ 9,946,322	$ 23,598,218	$ 28,995,449

Treasurer

Analysis by Idamarie C. Flaherty, Management and Budget Analyst

Summary

Mission

The Mission of the Treasurer is to provide receipt and safekeeping of all taxes collected upon real and personal property of the county, all public monies arising from any source or accruing under the provisions of law to the county, all money belonging to the state or to the county until disbursed according to law; to keep an account of the receipt and expenditure of such money as required by law; and, to compile and maintain reports of separate funds and appropriations showing whole receipts and expenditures to county residents and to county agencies, school districts and other sub-political jurisdictions, as mandated by state and federal law, so they can receive public services and agencies and school districts can fund their operations.

Vision

Maricopa County residents will have convenient accessibility to pay their fair share of taxes using online technology to access real-time information and make payments. The Treasurer will secure these monies and the State, county agencies, school districts, and cities and towns will have timely access to monies needed for operating expenses.

Strategic Goals

Department Specific

By June 30, 2020, 100% of staff with the required knowledge and skills needed to operate and maintain the Treasurer's Information System (TIS) will be in place.

Status: This is the first year for this goal. The department will gather data and establish FY 2016 as the baseline.

Regional Services

By June 30, 2020, the Treasurer's Office will reduce by mail and in office payment transactions by 15% by increasing awareness of electric payment options.

Status: This is the first year for this goal. The department will gather data and establish FY 2016 as the baseline.

Regional Services

By June 30, 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 FY16.

Status: This is the first year for this goal. The department will gather data and establish FY 2016 as the baseline.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
POTA - PUBLIC OUTREACH	$ -	$ 37,000	$ 37,000	$ 45,658	$ 344,341	$ 307,341	830.7%
43TP - PROPERTY TAX	$ -	$ 37,000	$ 37,000	$ 45,658	$ 344,341	$ 307,341	830.7%
ODIR - EXECUTIVE MANAGEMENT	$ 49,499	$ 304,341	$ 304,341	$ -	$ -	$ (304,341)	-100.0%
99AS - INDIRECT SUPPORT	$ 49,499	$ 304,341	$ 304,341	$ -	$ -	$ (304,341)	-100.0%
TOTAL PROGRAMS	**$ 49,499**	**$ 341,341**	**$ 341,341**	**$ 45,658**	**$ 344,341**	**$ 3,000**	**0.9%**
USES							
TACC - ACCOUNTING	$ 2,162,363	$ 1,757,904	$ 1,823,511	$ 1,783,297	$ 632,223	$ 1,191,288	65.3%
TINV - INVESTMENTS	-	-	-	-	144,119	(144,119)	N/A
43AI - ACCOUNTING AND INVESTMENT	$ 2,162,363	$ 1,757,904	$ 1,823,511	$ 1,783,297	$ 776,342	$ 1,047,169	57.4%
POTA - PUBLIC OUTREACH	$ -	$ 2,980,619	$ 3,013,446	$ 2,983,660	$ 2,428,155	$ 585,291	19.4%
PPTX - PROPERTY TAX COLLECTION	-	-	-	-	1,655,586	(1,655,586)	N/A
43TP - PROPERTY TAX	$ -	$ 2,980,619	$ 3,013,446	$ 2,983,660	$ 4,083,741	$ (1,070,295)	-35.5%
BDFS - BUDGET AND FINANCIAL SERVICES	$ 250,985	$ -	$ -	$ -	$ -	$ -	N/A
HRAC - HUMAN RESOURCES	51,602	-	-	-	-	-	N/A
ODIR - EXECUTIVE MANAGEMENT	1,068,661	-	-	-	293,018	(293,018)	N/A
POOL - POOLED COSTS	-	9,029	-	-	-	-	N/A
PROC - PROCUREMENT	17,381	-	-	-	-	-	N/A
SPPT - OPERATIONS SUPPORT	-	75,892	75,892	-	-	75,892	100.0%
99AS - INDIRECT SUPPORT	$ 1,388,629	$ 84,921	$ 75,892	$ -	$ 293,018	$ (217,126)	-286.1%
GGOV - GENERAL GOVERNMENT	$ -	$ 228,449	$ 228,449	$ -	$ -	$ 228,449	100.0%
INFR - INFRASTRUCTURE	-	83,145	83,145	83,671	84,967	(1,822)	-2.2%
ISFC - INTERNAL SERVICE FUND CHARGES	15,420	-	-	-	-	-	N/A
MPOS - ELECTED OR STATUTORY OFFICIALS	-	63,631	65,878	67,270	110,955	(45,077)	-68.4%
RISK - RISK PREMIUMS	-	16,484	16,484	16,490	14,597	1,887	11.4%
99GV - GENERAL OVERHEAD	$ 15,420	$ 391,709	$ 393,956	$ 167,431	$ 210,519	$ 183,437	46.6%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 1,258,917	$ -	$ -	$ -	$ -	$ -	N/A
TSPT - TECHNOLOGY SUPPORT	76,652	-	-	-	-	-	N/A
99IT - INFORMATION TECHNOLOGY	$ 1,335,569	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 4,901,981**	**$ 5,215,153**	**$ 5,306,805**	**$ 4,934,388**	**$ 5,363,620**	**$ (56,815)**	**-1.1%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 49,499	$ 37,000	$ 37,000	$ 45,658	$ 40,000	$ 3,000	8.1%
SUBTOTAL	$ 49,499	$ 37,000	$ 37,000	$ 45,658	$ 40,000	$ 3,000	8.1%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ -	$ 304,341	$ 304,341	$ -	$ 304,341	$ -	0.0%
SUBTOTAL	$ -	$ 304,341	$ 304,341	$ -	$ 304,341	$ -	0.0%
ALL REVENUES	$ 49,499	$ 341,341	$ 341,341	$ 45,658	$ 344,341	$ 3,000	0.9%
TOTAL SOURCES	$ 49,499	$ 341,341	$ 341,341	$ 45,658	$ 344,341	$ 3,000	0.9%

Sources and Uses by Category (continued)

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 3,191,594	$ 3,326,405	$ 3,398,364	$ 3,398,205	$ 3,428,841	$ (30,477)	-0.9%
0705 - TEMPORARY PAY	39,506	63,964	67,165	56,249	59,054	8,111	12.1%
0710 - OVERTIME	53	-	-	89	-	-	N/A
0750 - FRINGE BENEFITS	1,102,574	1,136,228	1,152,720	1,143,918	1,223,423	(70,703)	-6.1%
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	-	665	-	-	N/A
SUBTOTAL	$ 4,333,727	$ 4,526,597	$ 4,618,249	$ 4,599,126	$ 4,711,318	$ (93,069)	-2.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 68,634	$ 35,647	$ 35,647	$ 113,795	$ 26,640	$ 9,007	25.3%
0803 - FUEL	372	360	360	319	360	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	42,093	-	-	389	-	-	N/A
SUBTOTAL	$ 111,099	$ 36,007	$ 36,007	$ 114,503	$ 27,000	$ 9,007	25.0%
SERVICES							
0812 - OTHER SERVICES	$ 205,287	$ 80,892	$ 80,892	$ 16,436	$ 89,952	$ (9,060)	-11.2%
0820 - RENT & OPERATING LEASES	10,860	-	11,050	11,742	-	11,050	100.0%
0825 - REPAIRS AND MAINTENANCE	40,601	176,650	165,600	8,554	180,653	(15,053)	-9.1%
0830 - INTERGOVERNMENTAL PAYMENTS	-	228,449	228,449	-	228,449	-	0.0%
0839 - INTERNAL SERVICE CHARGES	111,690	98,194	98,194	99,602	99,488	(1,294)	-1.3%
0841 - TRAVEL	2,633	1,920	1,920	1,026	4,100	(2,180)	-113.5%
0842 - EDUCATION AND TRAINING	7,190	55,404	55,404	4,664	16,660	38,744	69.9%
0843 - POSTAGE/FREIGHT/SHIPPING	50,691	11,040	11,040	7,154	6,000	5,040	45.7%
0850 - UTILITIES	-	-	-	90	-	-	N/A
SUBTOTAL	$ 428,952	$ 652,549	$ 652,549	$ 149,268	$ 625,302	$ 27,247	4.2%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ -	$ -	$ 71,491	$ -	$ -	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	28,203	-	-	-	-	-	N/A
SUBTOTAL	$ 28,203	$ -	$ -	$ 71,491	$ -	$ -	N/A
ALL EXPENDITURES	$ 4,901,981	$ 5,215,153	$ 5,306,805	$ 4,934,388	$ 5,363,620	$ (56,815)	-1.1%
TOTAL USES	$ 4,901,981	$ 5,215,153	$ 5,306,805	$ 4,934,388	$ 5,363,620	$ (56,815)	-1.1%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 49,499	$ 37,000	$ 37,000	$ 45,658	$ 40,000	$ 3,000	8.1%
FUND TOTAL SOURCES	$ 49,499	$ 37,000	$ 37,000	$ 45,658	$ 40,000	$ 3,000	8.1%
741 TAXPAYER INFORMATION							
OPERATING	$ -	$ 304,341	$ 304,341	$ -	$ 304,341	$ -	0.0%
FUND TOTAL SOURCES	$ -	$ 304,341	$ 304,341	$ -	$ 304,341	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 49,499	$ 341,341	$ 341,341	$ 45,658	$ 344,341	$ 3,000	0.9%
DEPARTMENT TOTAL SOURCES	$ 49,499	$ 341,341	$ 341,341	$ 45,658	$ 344,341	$ 3,000	0.9%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 4,703,882	$ 4,910,812	$ 5,002,464	$ 4,934,388	$ 5,059,279	$ (56,815)	-1.1%
NON RECURRING NON PROJECT	198,099	-	-	-	-	-	N/A
FUND TOTAL USES	$ 4,901,981	$ 4,910,812	$ 5,002,464	$ 4,934,388	$ 5,059,279	$ (56,815)	-1.1%
741 TAXPAYER INFORMATION							
OPERATING	$ -	$ 304,341	$ 304,341	$ -	$ 304,341	$ -	0.0%
FUND TOTAL USES	$ -	$ 304,341	$ 304,341	$ -	$ 304,341	$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	$ 4,703,882	$ 5,215,153	$ 5,306,805	$ 4,934,388	$ 5,363,620	$ (56,815)	-1.1%
DEPARTMENT NON RECURRING TOTAL USES	$ 198,099	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT TOTAL USES	$ 4,901,981	$ 5,215,153	$ 5,306,805	$ 4,934,388	$ 5,363,620	$ (56,815)	-1.1%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ACCOUNTING AND INVESTMENT							
ACCOUNTING	30.88	-	19.00	19.50	7.00	(12.00)	(63.2%)
INVESTMENTS	-	-	.00	-	1.00	1.00	N/A
PROGRAM TOTAL	30.88	-	19.00	19.50	8.00	(11.00)	(57.9%)
BANKING							
BANKING	-	18.10	.00	-	-	-	N/A
PROGRAM TOTAL	-	18.10	-	-	-	-	N/A
GENERAL OVERHEAD							
ELECTED OR STATUTORY OFFICIALS	-	.60	.60	.60	1.00	.40	66.7%
PROGRAM TOTAL	-	.60	.60	.60	1.00	.40	66.7%
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	2.00	-	.00	-	-	-	N/A
EXECUTIVE MANAGEMENT	5.92	-	.00	-	2.00	2.00	N/A
HUMAN RESOURCES	.90	-	.00	-	-	-	N/A
PROCUREMENT	.30	-	.00	-	-	-	N/A
PROGRAM TOTAL	9.12	-	-	-	2.00	2.00	N/A
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	12.00	-	.00	-	-	-	N/A
TECHNOLOGY SUPPORT	1.00	-	.00	-	-	-	N/A
PROGRAM TOTAL	13.00	-	-	-	-	-	N/A
PROPERTY TAX							
PROPERTY TAX COLLECTION	-	-	.00	-	18.40	18.40	N/A
PUBLIC OUTREACH	-	-	35.40	33.90	25.60	(9.80)	(27.7%)
PROGRAM TOTAL	-	-	35.40	33.90	44.00	8.60	24.3%
TREASURER OUTREACH							
TREASURER OUTREACH	-	36.30	.00	-	-	-	N/A
PROGRAM TOTAL	-	36.30	-	-	-	-	N/A
DEPARTMENT TOTAL	53.00	55.00	55.00	54.00	55.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	-	-	-	1.00	-	-	N/A
Accounting Manager – Treasurer	1.00	-	-	-	-	-	N/A
Accounting Specialist	4.00	4.00	4.00	4.00	4.00	-	0.0%
Admin/Operations Specialist	3.00	6.00	5.00	4.00	6.00	1.00	20.0%
Administrative Staff Supv	3.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	1.00	2.00	1.00	1.00	1.00	-	0.0%
Applications Development Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business Systems Analyst-Sr/Ld	2.00	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	1.00	-	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%
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	2.00	3.00	3.00	2.00	(1.00)	(33.3%)
Human Resources Associate	-	-	1.00	1.00	-	(1.00)	(100.0%)
Human Resources Specialist	1.00	1.00	-	-	1.00	1.00	N/A
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	1.00	-	0.0%
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	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	6.00	8.00	8.00	8.00	8.00	-	0.0%
Operations/Program Manager	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	2.00	2.00	2.00	2.00	2.00	-	0.0%
Software Architect	-	-	1.00	1.00	1.00	-	0.0%
Systems Admin & Analysis Mgr	-	1.00	1.00	1.00	1.00	-	0.0%
Treasurer Manager	-	4.00	5.00	4.00	5.00	-	0.0%
Treasurer Supervisor	-	2.00	2.00	2.00	2.00	-	0.0%
Treasurer's Portfolio Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**53.00**	**55.00**	**55.00**	**54.00**	**55.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	53.00	55.00	55.00	54.00	55.00	-	0.0%
Department Total	**53.00**	**55.00**	**55.00**	**54.00**	**55.00**	**-**	**0.0%**

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2015.

Base Adjustments:

General Fund (100)

- Increase Revenues by $3,000 to reflect the greater demand for data requests.
- Decrease Regular Benefits by $3,465 for the impact of the changes in retirement contribution rates.
- Increase Regular Benefits by $58,656 for the impact of the changes in health and dental premium rates.
- Decrease Internal Service Charges by $1,357 for the impact of the changes in risk management charges.

Programs and Activities

Accounting and Investments Program

The purpose of the Accounting and Investments Program is to provide accounting and investment services to the state, county, school districts, other political subdivisions, and cities and towns so they can have the operational resources necessary to conduct their business.

Program Results

Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Treasurer Receipts processed within two business days	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of disbursements made via electronic fund transfer (EFT) or automated clearing house (ACH) (e.g. for CP Buyer, Cities/Towns)	N/A	N/A	N/A	95.0%	N/A	N/A
Percent of automated postings to the Treasurer General Ledger application	N/A	N/A	N/A	0.0%	N/A	N/A
Percent of manual warrants processed	N/A	N/A	N/A	95.2%	N/A	N/A
Percentage of monies on hand (liquidity ratio)	N/A	N/A	N/A	5.0%	N/A	N/A
Rate of total return of invested monies	N/A	N/A	N/A	0.5%	N/A	N/A

Activities that comprise this program include:

- Accounting Activity
- Investment Activity

Accounting Activity

The purpose of the Accounting Activity is to provide banking and fiduciary services; such as recording, safekeeping and apportionment of monies and financial information to the State, political subdivisions, and cities and towns so they can receive timely and accurate funding to conduct their operations and make informed business decisions, manage resources, and report results.

Mandates: A.R.S. §42-18001 which states 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 which states tax collection and enforcement. A.R.S. §42-18055 which states 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 which states 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 which states the process of refund of overpayment due to change in tax roll and reversion of unclaimed refund; A.R.S. §42-18116 which states 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 which states payment of subsequent taxes by certificate holder; A.R.S. §42-18122 which states 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 which states who may redeem real property tax liens; persons under disability; persons owning partial interest; A.R.S. §42-18152 which states when a lien may be redeemed; A.R.S. §42-18153 which states the amount required for redemption; A.R.S. §42-18154 which states the process the County Treasurer shall issue to the person a certificate of redemption, issuance, the contents and fee. A.R.S. §42-18401 which states collection of personal property tax by seizure and sale; A.R.S. §41-1279.21 which states powers and duties of auditor general relating to counties, school districts and community colleges; A.R.S. §35-327 which states Treasurer's duties, safekeeping of securities; warrants of financial officers; earnings; exemptions; and responsibilities. A.R.S. §11-273 which states 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 which states 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 which states Tax levy to pay bonds and interest; debt service fund; A.R.S. §11-414 which states monthly statement of fees earned and disposition of fees; A.R.S. §11-475 which states the process and exemption of recorder fees; §11-492 which states 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 which states the duties of the County Treasurer; A.R.S. §11-494 which states that the Treasurer shall issue a receipt for all monies the Treasurer receives as Treasurer or as tax collector; A.R.S. §11-497 which states 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 which states that the Treasurer shall report accounts of collection, custody and disbursement of public revenue to the Board of Supervisors; A.R.S. §11-502 which states 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 which states 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 which states the process for correction of errors; . A.R.S. §11-605 which states warrants drawn by a political subdivision on the County Treasurer; A.R.S. §11-631 which states the policy on warrants on the County Treasurer and records; A.R.S. §11-632 which states the policy of issuance of duplicate warrants; A.R.S. §11-634 which states 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 which states definition of warrants and substitute checks unpaid for lack of funds; A.R.S. §11-639 which states 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 which states 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Treasurer Receipts processed within two business days	N/A	N/A	N/A	100.0%	N/A	N/A
Result	Percent of disbursements made via electronic fund transfer (EFT) or automated clearing house (ACH) (e.g. for CP Buyer, Cities/Towns)	N/A	N/A	N/A	95.0%	N/A	N/A
Result	Percent of automated postings to the Treasurer General Ledger application	N/A	N/A	N/A	0.0%	N/A	N/A
Result	Percent of manual warrants processed	N/A	N/A	N/A	95.2%	N/A	N/A
Output	Number of Treasurer Receipts processed	N/A	N/A	N/A	14,500	N/A	N/A
Output	Number of districts (fire, special) issuing manually processed warrants	N/A	N/A	N/A	63	N/A	N/A
Output	Number of Treasurer Disbursements issued	N/A	N/A	N/A	10,000,000,000	N/A	N/A
Demand	Number of Treasurer Receipts to be processed	N/A	N/A	N/A	14,500	N/A	N/A
Expenditure Ratio	Total activity expenditure per Treasurer Receipt processed	N/A	N/A	N/A	$ 43.60	N/A	N/A
Expenditure							
	100 - GENERAL	$ 2,162,363	$ 1,823,511	$ 1,783,297	$ 632,223	$ 1,191,288	65.3%
	TOTAL USES	$ 2,162,363	$ 1,823,511	$ 1,783,297	$ 632,223	$ 1,191,288	65.3%

Activity Narrative: This is a new activity for FY 2016. Historical expenditure data is from the previous Banking activity.

Investment Activity

The purpose of the Investment Activity is to provide investment management services to county agencies, school districts, and special taxing districts so they can have timely, secure financial resources necessary to conduct their operations.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of monies on hand (liquidity ratio)	N/A	N/A	N/A	5.0%	N/A	N/A
Result	Rate of total return of invested monies	N/A	N/A	N/A	0.5%	N/A	N/A
Output	Average daily balance of all monies invested and on-hand	N/A	N/A	N/A	750,000,000	N/A	N/A
Output	Amount of warrants paid	N/A	N/A	N/A	7,000,000,000	N/A	N/A
Output	Amount of interest earned on invested monies	N/A	N/A	N/A	12,000,000	N/A	N/A
Output	School bond principal and interest payments	N/A	N/A	N/A	500,000,000	N/A	N/A
Output	State revenue distributions	N/A	N/A	N/A	53,000,000	N/A	N/A
Demand	Monies available to meet financial obligations	N/A	N/A	N/A	700,000,000	N/A	N/A
Demand	Excess monies invested for liquidity and maximum earnings	N/A	N/A	N/A	750,000,000	N/A	N/A
Expenditure Ratio	Total activity expenditure per average-monthly bank balance	N/A	N/A	N/A	$ 0.00	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 144,119	$ (144,119)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 144,119	$ (144,119)	N/A

Activity Narrative: This is a new activity for FY 2016.

Property Tax Program

The purpose of the Property Tax Program is to provide property tax information and collections to Maricopa County property owners and other interested parties so they can manage their tax payments timely and their accounts are current and correct.

Program Results

Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of property tax collected through online transactions	N/A	N/A	N/A	9.2%	N/A	N/A
Percent of property taxes collected over the counter	N/A	N/A	N/A	8.9%	N/A	N/A
Percent of lockbox payments with errors	N/A	N/A	N/A	1.5%	N/A	N/A
Percent of current-year levy collected	N/A	N/A	N/A	95.0%	N/A	N/A
Percent of citizen mailings that were not returned	N/A	N/A	N/A	90.0%	N/A	N/A
Percent of tax bills issued electronically	N/A	N/A	N/A	0.0%	N/A	N/A

Activities that comprise this program include:

- Property Tax Collection Activity
- Public Outreach Activity

Property Tax Collection Activity

The purpose of the Property Tax Collection Activity is to provide cashiering to taxpayers so they can pay their taxes accurately and promptly.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of property tax collected through online transactions	N/A	N/A	N/A	9.2%	N/A	N/A
Result	Percent of property taxes collected over the counter	N/A	N/A	N/A	8.9%	N/A	N/A
Result	Percent of lockbox payments with errors	N/A	N/A	N/A	1.5%	N/A	N/A
Result	Percent of current-year levy collected	N/A	N/A	N/A	95.0%	N/A	N/A
Output	Amount of payments posted by all means	N/A	N/A	N/A	3,800,000,000	N/A	N/A
Output	Amount of current year levy collected	N/A	N/A	N/A	3,800,000,000	N/A	N/A
Demand	Number of current-year payments received	N/A	N/A	N/A	3,500,000,000	N/A	N/A
Expenditure Ratio	Total activity expenditure per payment posted	N/A	N/A	N/A	$ 0.00	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 1,655,586	$ (1,655,586)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 1,655,586	$ (1,655,586)	N/A

Activity Narrative: This is a new activity for FY 2016.

Public Outreach Activity

The purpose of the Public Outreach Activity is to provide billing information, increased awareness of available taxpayer programs, and problem resolutions to property owners, tax services, mortgage companies, and other government agencies and officials so they can be assured that property taxes are paid and their accounts are current and correct.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of citizen mailings that were not returned	N/A	N/A	N/A	90.0%	N/A	N/A
Result	Percent of tax bills issued electronically	N/A	N/A	N/A	0.0%	N/A	N/A
Output	Number of customer inquiry responses	N/A	N/A	N/A	4,500	N/A	N/A
Output	Number of tax information statements sent	N/A	N/A	N/A	1,565,000	N/A	N/A
Output	Total number of taxpayer mailings	N/A	N/A	N/A	700,000	N/A	N/A
Output	Number of back tax property sales conducted	N/A	N/A	N/A	15,000	N/A	N/A
Output	Amount of Elderly Assistance Funds (EAFs) distributed	N/A	N/A	N/A	2,100,000	N/A	N/A
Output	Number of real estate parcels aided by Elderly Assistance Funds (EAFs)	N/A	N/A	N/A	9,500	N/A	N/A
Output	Number of customers receiving paperless bills	N/A	N/A	N/A	-	N/A	N/A
Demand	Number of customer inquiry requests submitted	N/A	6,000	5,109	5,000	(1,000)	-16.7%
Demand	Number of items required to be mailed	N/A	N/A	N/A	1,727,000	N/A	N/A
Demand	Number of customers requesting paperless bills	N/A	N/A	N/A	-	N/A	N/A
Expenditure Ratio	Total activity expenditure per customer inquiry response	N/A	N/A	N/A	$ 539.59	N/A	N/A
Revenue							
	100 - GENERAL	$ -	$ 37,000	$ 45,658	$ 40,000	$ 3,000	8.1%
	741 - TAXPAYER INFORMATION	-	-	-	304,341	304,341	N/A
	TOTAL SOURCES	$ -	$ 37,000	$ 45,658	$ 344,341	$ 307,341	830.7%
Expenditure							
	100 - GENERAL	$ -	$ 3,013,446	$ 2,983,660	$ 2,123,814	$ 889,632	29.5%
	741 - TAXPAYER INFORMATION	-	-	-	304,341	(304,341)	N/A
	TOTAL USES	$ -	$ 3,013,446	$ 2,983,660	$ 2,428,155	$ 585,291	19.4%

Activity Narrative: This is a new activity for FY 2016. Historical expenditure data is from the previous Outreach activity.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 4,910,812**	**$ 37,000**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 91,652**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*86,746*	*-*
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*3,418*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*1,488*	*-*
FY 2015 Revised Budget			**$ 5,002,464**	**$ 37,000**
Adjustments:				
Employee Salary Adjustments			**$ 2,981**	**$ -**
FY 15 Q1 Performance Based Retention Pay Plan	*C-49-15-012-2-00*		*699*	*-*
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*(1,488)*	*-*
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*3,770*	*-*
FY 2016 Baseline Budget			**$ 5,005,445**	**$ 37,000**
Adjustments:				
Employee Retirement and Benefits			**$ (3,465)**	**$ -**
Retirement Contributions			*(3,465)*	*-*
Base Adjustments			**$ (1,357)**	**$ -**
Internal Service Charges			*(1,357)*	*-*
Decrease Risk Management Charges		*$ (1,357)*		
Fees and Other Revenues			**$ -**	**$ 3,000**
ProgRevenue Volume Inc/Dec			*-*	*3,000*
FY 2016 Tentative Budget			**$ 5,000,623**	**$ 40,000**
Percent Change from Baseline Amount			*-0.1%*	*8.1%*
Adjustments:				
Employee Retirement and Benefits			**$ 58,656**	**$ -**
Employee Health/Dental Premiums			*58,656*	*-*
FY 2016 Adopted Budget			**$ 5,059,279**	**$ 40,000**
Percent Change from Baseline Amount			*1.1%*	*8.1%*

Taxpayer Information Fund (741)

	Expenditures	Revenue
OPERATING		
FY 2015 Adopted Budget	**$ 304,341**	**$ 304,341**
FY 2015 Revised Budget	**$ 304,341**	**$ 304,341**
FY 2016 Baseline Budget	**$ 304,341**	**$ 304,341**
FY 2016 Adopted Budget	**$ 304,341**	**$ 304,341**

Taxpayer Information Fund (741) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 501,416	$ 501,416	$ 501,416	$ 335,977	$ 335,977
Sources:					
Operating	$ -	$ 304,341	$ 304,341	$ -	$ 304,341
Total Sources:	$ -	$ 304,341	$ 304,341	$ -	$ 304,341
Uses:					
Operating	$ -	$ 304,341	$ 304,341	$ -	$ 304,341
Total Uses:	$ -	$ 304,341	$ 304,341	$ -	$ 304,341
Accounting Adjustments	$ (165,439)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 335,977	$ 501,416	$ 501,416	$ 335,977	$ 335,977
Total Ending Spendable Fund Balance	$ 335,977	$ 501,416	$ 501,416	$ 335,977	$ 335,977

Waste Resources and Recycling

Analysis by Nicholas T. Romani, Management and Budget Analyst

Summary

Mission

The Mission of Waste Resources and Recycling (WRR) is to provide an economical and environmentally sound waste management program by making waste collection and tire recycling facilities accessible to County residents so they can safely manage waste materials, recycle products and protect the public's health and environment.

Vision

Provide a range of solid waste management services including disposal, recycling centers and tire drop-off facilities for County residents, while protecting the public's health and environment.

Strategic Goals

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: Waste Resources and Recycling has implemented an additional collection and processing activity at the New River transfer station facility. The New River addition brings the total to four transfer station facilities (including Cave Creek, Hassayampa & Rainbow Valley) that are processing green waste.

Department Specific

By 2019, 50% of the closed Maricopa County Landfills will have enhanced landfill erosion protection using recycled green waste.

Status: Waste Resources and Recycling is providing enhanced erosion protection at four closed Maricopa County landfill facilities, currently addressing 40% of the closed Maricopa County landfills. The enhanced erosion protection has been applied to landfill cap surface utilizing recycled green waste.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
TIRE - WASTE TIRE COLLECT DISPOSAL	$ 5,122,415	$ 4,748,371	$ 4,748,371	$ 5,105,734	$ 4,747,724	$ (647)	0.0%
TRAN - WASTE DISP AND RECYCLING COLL	238,734	132,369	132,369	242,312	132,369	-	0.0%
67SW - SOLID WASTE MANAGEMENT	$ 5,361,149	$ 4,880,740	$ 4,880,740	$ 5,348,046	$ 4,880,093	$ (647)	0.0%
GGOV - GENERAL GOVERNMENT	$ 1,671	$ 7,970	$ 7,970	$ 8,074	$ 8,617	$ 647	8.1%
99GV - GENERAL OVERHEAD	$ 1,671	$ 7,970	$ 7,970	$ 8,074	$ 8,617	$ 647	8.1%
TOTAL PROGRAMS	**$ 5,362,820**	**$ 4,888,710**	**$ 4,888,710**	**$ 5,356,120**	**$ 4,888,710**	**$ -**	**0.0%**
USES							
MONT - LANDFILL POST CLOSURE MAINT	$ 2,490,512	$ 1,215,269	$ 1,167,675	$ 954,788	$ 1,144,055	$ 23,620	2.0%
TIRE - WASTE TIRE COLLECT DISPOSAL	4,753,486	4,812,686	4,825,146	4,772,156	4,720,880	104,266	2.2%
TRAN - WASTE DISP AND RECYCLING COLL	767,963	746,395	749,169	843,669	695,546	53,623	7.2%
67SW - SOLID WASTE MANAGEMENT	$ 8,011,961	$ 6,774,350	$ 6,741,990	$ 6,570,613	$ 6,560,481	$ 181,509	2.7%
BDFS - BUDGET AND FINANCIAL SERVICES	$ -	$ -	$ 63,324	$ 56,638	$ 64,294	$ (970)	-1.5%
ODIR - EXECUTIVE MANAGEMENT	320,967	96,848	200,688	172,155	240,323	(39,635)	-19.7%
POOL - POOLED COSTS	-	-	-	-	11,171	(11,171)	N/A
SPPT - OPERATIONS SUPPORT	-	220,831	105,739	97,477	57,233	48,506	45.9%
99AS - INDIRECT SUPPORT	$ 320,967	$ 317,679	$ 369,751	$ 326,270	$ 373,021	$ (3,270)	-0.9%
CSCA - CENTRAL SERVICE COST ALLOC	$ 30,632	$ 28,619	$ 28,619	$ 28,619	$ 31,140	$ (2,521)	-8.8%
INFR - INFRASTRUCTURE	-	7,871	7,871	3,280	7,885	(14)	-0.2%
ISFC - INTERNAL SERVICE FUND CHARGES	1,195,380	-	-	-	-	-	N/A
RISK - RISK PREMIUMS	-	901,061	904,474	889,932	1,010,468	(105,994)	-11.7%
99GV - GENERAL OVERHEAD	$ 1,226,012	$ 937,551	$ 940,964	$ 921,831	$ 1,049,493	$ (108,529)	-11.5%
TOTAL PROGRAMS	**$ 9,558,940**	**$ 8,029,580**	**$ 8,052,705**	**$ 7,818,714**	**$ 7,982,995**	**$ 69,710**	**0.9%**

Sources and Uses by Category

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	$ 4,814,541	$ 4,572,444	$ 4,572,444	$ 4,789,219	$ 4,572,444	$ -	0.0%
SUBTOTAL	$ 4,814,541	$ 4,572,444	$ 4,572,444	$ 4,789,219	$ 4,572,444	$ -	0.0%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 491,263	$ 277,732	$ 289,000	$ 516,888	$ 273,747	$ (15,253)	-5.3%
SUBTOTAL	$ 491,263	$ 277,732	$ 289,000	$ 516,888	$ 273,747	$ (15,253)	-5.3%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 1,671	$ 7,970	$ 7,970	$ 8,074	$ 8,617	$ 647	8.1%
0650 - MISCELLANEOUS REVENUE	55,345	30,564	19,296	41,939	33,902	14,606	75.7%
SUBTOTAL	$ 57,016	$ 38,534	$ 27,266	$ 50,013	$ 42,519	$ 15,253	55.9%
ALL REVENUES	$ 5,362,820	$ 4,888,710	$ 4,888,710	$ 5,356,120	$ 4,888,710	$ -	0.0%
TOTAL SOURCES	$ 5,362,820	$ 4,888,710	$ 4,888,710	$ 5,356,120	$ 4,888,710	$ -	0.0%

Sources and Uses by Category (continued)

CATEGORY	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 774,450	$ 837,719	$ 888,394	$ 857,806	$ 867,787	$ 20,607	2.3%
0710 - OVERTIME	1,711	2,635	2,635	959	2,137	498	18.9%
0750 - FRINGE BENEFITS	330,687	349,907	376,418	359,832	395,718	(19,300)	-5.1%
0790 - OTHER PERSONNEL SERVICES	2,500	2,074	24,534	-	11,171	13,363	54.5%
0795 - PERSONNEL SERVICES ALLOC-OUT	(135,068)	(83,554)	(83,554)	(81,652)	(98,237)	14,683	17.6%
0796 - PERSONNEL SERVICES ALLOC-IN	224,520	161,056	179,073	171,409	186,304	(7,231)	-4.0%
SUBTOTAL	$ 1,198,800	$ 1,269,837	$ 1,387,500	$ 1,308,354	$ 1,364,880	$ 22,620	1.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 81,942	$ 70,207	$ 70,207	$ 68,328	$ 62,783	$ 7,424	10.6%
0803 - FUEL	115,511	222,000	170,521	158,115	127,909	42,612	25.0%
0804 - NON-CAPITAL EQUIPMENT	14,128	-	30,000	-	-	30,000	100.0%
0805 - SUPPLIES-ALLOCATION OUT	(40)	-	-	-	-	-	N/A
0806 - SUPPLIES-ALLOCATION IN	2,739	6,398	6,478	3,987	2,650	3,828	59.1%
SUBTOTAL	$ 214,280	$ 298,605	$ 277,206	$ 230,430	$ 193,342	$ 83,864	30.3%
SERVICES							
0812 - OTHER SERVICES	$ 4,758,960	$ 4,922,595	$ 4,682,714	$ 4,657,365	$ 4,741,860	$ (59,146)	-1.3%
0820 - RENT & OPERATING LEASES	31,473	29,415	29,415	32,508	35,630	(6,215)	-21.1%
0825 - REPAIRS AND MAINTENANCE	1,879,515	338,777	481,237	360,403	417,582	63,655	13.2%
0839 - INTERNAL SERVICE CHARGES	1,452,657	1,131,546	1,155,132	1,159,341	1,189,130	(33,998)	-2.9%
0841 - TRAVEL	360	1,105	1,105	748	760	345	31.2%
0842 - EDUCATION AND TRAINING	85	6,814	6,814	6,403	6,814	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	334	101	101	203	114	(13)	-12.9%
0850 - UTILITIES	15,965	28,289	28,289	26,292	25,182	3,107	11.0%
0872 - SERVICES-ALLOCATION OUT	(423)	-	-	-	(25)	25	N/A
0873 - SERVICES-ALLOCATION IN	6,934	2,496	3,192	5,625	7,726	(4,534)	-142.0%
SUBTOTAL	$ 8,145,860	$ 6,461,138	$ 6,387,999	$ 6,248,888	$ 6,424,773	$ (36,774)	-0.6%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ -	$ -	$ 31,042	$ -	$ -	N/A
SUBTOTAL	$ -	$ -	$ -	$ 31,042	$ -	$ -	N/A
ALL EXPENDITURES	$ 9,558,940	$ 8,029,580	$ 8,052,705	$ 7,818,714	$ 7,982,995	$ 69,710	0.9%
TOTAL USES	$ 9,558,940	$ 8,029,580	$ 8,052,705	$ 7,818,714	$ 7,982,995	$ 69,710	0.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 238,734	$ 132,369	$ 132,369	$ 242,312	$ 132,369	$ -	0.0%
FUND TOTAL SOURCES	$ 238,734	$ 132,369	$ 132,369	$ 242,312	$ 132,369	$ -	0.0%
290 WASTE TIRE							
OPERATING	$ 5,124,086	$ 4,756,341	$ 4,756,341	$ 5,113,808	$ 4,756,341	$ -	0.0%
FUND TOTAL SOURCES	$ 5,124,086	$ 4,756,341	$ 4,756,341	$ 5,113,808	$ 4,756,341	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 5,362,820	$ 4,888,710	$ 4,888,710	$ 5,356,120	$ 4,888,710	$ -	0.0%
DEPARTMENT TOTAL SOURCES	$ 5,362,820	$ 4,888,710	$ 4,888,710	$ 5,356,120	$ 4,888,710	$ -	0.0%

FUND / FUNCTION CLASS	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 3,113,864	$ 2,967,969	$ 2,991,094	$ 2,878,748	$ 2,991,384	$ (290)	0.0%
NON RECURRING NON PROJECT	1,693,465	-	-	-	-	-	N/A
WASTE RES EROSION CONTROL	-	-	-	-	120,000	(120,000)	N/A
WASTE RES GAS PROBE EQUIP	-	160,000	160,000	142,868	70,000	90,000	56.3%
WASTE RES LANDFILL DRAINAGE	-	150,000	150,000	54,521	50,000	100,000	66.7%
FUND TOTAL USES	$ 4,807,329	$ 3,277,969	$ 3,301,094	$ 3,076,137	$ 3,231,384	$ 69,710	2.1%
290 WASTE TIRE							
OPERATING	$ 4,751,611	$ 4,751,611	$ 4,751,611	$ 4,742,577	$ 4,751,611	$ -	0.0%
FUND TOTAL USES	$ 4,751,611	$ 4,751,611	$ 4,751,611	$ 4,742,577	$ 4,751,611	$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	$ 7,865,475	$ 7,719,580	$ 7,742,705	$ 7,621,325	$ 7,742,995	$ (290)	0.0%
DEPARTMENT NON RECURRING TOTAL USES	$ 1,693,465	$ 310,000	$ 310,000	$ 197,389	$ 240,000	$ 70,000	22.6%
DEPARTMENT TOTAL USES	$ 9,558,940	$ 8,029,580	$ 8,052,705	$ 7,818,714	$ 7,982,995	$ 69,710	0.9%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
INDIRECT SUPPORT							
BUDGET AND FINANCIAL SERVICES	-	-	.90	.90	.90	-	0.0%
EXECUTIVE MANAGEMENT	2.70	.90	.90	.90	.90	-	0.0%
OPERATIONS SUPPORT	-	1.80	.90	.90	.90	-	0.0%
PROGRAM TOTAL	2.70	2.70	2.70	2.70	2.70	-	0.0%
SOLID WASTE MANAGEMENT							
LANDFILL POST CLOSURE MAINT	7.75	7.85	7.30	7.30	7.30	-	0.0%
WASTE DISP AND RECYCLING COLL	9.15	9.05	8.40	8.40	8.40	-	0.0%
WASTE TIRE COLLECT DISPOSAL	3.40	3.40	3.60	3.60	3.60	-	0.0%
PROGRAM TOTAL	20.30	20.30	19.30	19.30	19.30	-	0.0%
DEPARTMENT TOTAL	23.00	23.00	22.00	22.00	22.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Construction Maintenance Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineering Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Equipment Operator	2.00	2.00	2.00	2.00	2.00	-	0.0%
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	3.00	3.00	3.00	3.00	3.00	-	0.0%
Office Assistant	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	1.00	1.00	2.00	2.00	2.00	-	0.0%
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Specialist	9.00	9.00	7.00	7.00	7.00	-	0.0%
Department Total	**23.00**	**23.00**	**22.00**	**22.00**	**22.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2014 ADOPTED	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	21.00	21.00	20.00	20.00	20.00	-	0.0%
290 WASTE TIRE	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	**23.00**	**23.00**	**22.00**	**22.00**	**22.00**	**-**	**0.0%**

General Adjustments

Personnel: FY 2016 personnel expenditures have increased due to the annualization of County performance pay and market study adjustments made in FY 2015.

Base Adjustments:

General Fund (100) Operating

- Decrease Regular Benefits by $831 for the impact of the changes in retirement contribution rates.
- Increase Internal Service Charges by $109,407 for the impact of the changes in risk management charges.
- Decrease Personal Services and Supplies by $109,407 to offset the impact of the changes in risk management charges.

General Fund (100) Waste Resources Erosion Control

- The FY 2016 budget includes expenditures of $120,000 for erosion control measures at the Queen Creek landfill.

General Fund (100) Waste Resources Gas Probe Equipment

- The FY 2016 budget includes expenditures of $70,000 for the replacement/refurbishment of gas probes at the Queen Creek landfill.

General Fund (100) Waste Resources Landfill Drainage

- The FY 2016 budget includes expenditures of $50,000 for Avondale Landfill Drainage.

Waste Tire Fund (290)

- Decrease Regular Benefits by $60 for the impact of the changes in retirement contribution rates.
- Increase Other Services by $60 to offset the impact of the 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of closed landfills that are environmentally sound as indicated by Federal and State regulations	90.0%	90.0%	90.0%	90.0%	0.0%	0.0%
Percent of waste tires collected that are properly disposed in accordance with Arizona Statute	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of waste tons collected that was recycled	17.4%	20.1%	39.7%	37.5%	17.4%	86.5%

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) which states groundwater monitoring rules via the Environmental Protection Agency; A.R.S. §49-761B which states rules for solid waste land disposal facilities.

Measure Type	Measure Description	FY 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of closed landfills that are environmentally sound as indicated by Federal and State regulations	90.0%	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	$ 249,051.20	$ 116,767.50	$ 95,478.80	$ 114,405.50	$ 2,362.00	2.0%
Expenditure							
	100 - GENERAL	$ 2,490,512	$ 1,167,675	$ 954,788	$ 1,144,055	$ 23,620	2.0%
	TOTAL USES	$ 2,490,512	$ 1,167,675	$ 954,788	$ 1,144,055	$ 23,620	2.0%

Activity Narrative: The FY 2016 budget supports the Waste Resources and Recycling (WRR) department in maintaining 10 closed Maricopa County owned landfills. The FY 2016 expenditures are decreasing due to a reduction in one-time costs.

Waste Tire Collection and Disposal Activity

The purpose of the Waste Tire Collection and Disposal Activity is to provide tire collection and disposal services to retail tire dealers and Maricopa County residents so they can properly dispose of waste tires.

Mandates: A.R.S. §44-1305 which states 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of waste tires collected that are properly disposed in accordance with Arizona Statute	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of tons of waste tires properly disposed	59,909	58,615	55,311	55,355	(3,260)	-5.6%
Demand	Number of tons of waste tires delivered from all collection sites	59,909	58,615	55,311	55,355	(3,260)	-5.6%
Expenditure Ratio	Total expenditure per ton of waste tires properly disposed	$ 79.35	$ 82.32	$ 86.28	$ 85.28	$ (2.96)	-3.6%
Revenue							
	290 - WASTE TIRE	$ 5,122,415	$ 4,748,371	$ 5,105,734	$ 4,747,724	$ (647)	-0.0%
	TOTAL SOURCES	$ 5,122,415	$ 4,748,371	$ 5,105,734	$ 4,747,724	$ (647)	-0.0%
Expenditure							
	100 - GENERAL	$ 32,507	$ 102,154	$ 58,198	$ 4,153	$ 98,001	95.9%
	290 - WASTE TIRE	4,720,979	4,722,992	4,713,958	4,716,727	6,265	0.1%
	TOTAL USES	$ 4,753,486	$ 4,825,146	$ 4,772,156	$ 4,720,880	$ 104,266	2.2%

Activity Narrative: The volume of tires disposed of by Waste Resources and Recycling is expected to decrease in FY 2016. Both the revenue and expenditures associated with this activity will also decline due to the anticipated drop in demand.

Waste Disposal and Recycling Collection Activity

The purpose of the Waste Disposal and Recycling Collection Activity is to provide collection, disposal and recycling services to Maricopa County residents so they can safely and conveniently dispose of waste materials.

Mandates: A.R.S. §49-741 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 2014 ACTUAL	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of waste tons collected that was recycled	17.4%	20.1%	39.7%	37.5%	17.4%	86.5%
Output	Number of Maricopa County residents served	34,109	27,635	35,768	31,040	3,405	12.3%
Output	Number of waste tons collected	3,288	3,080	4,244	3,647	567	18.4%
Demand	Number of Maricopa County residents requesting services	34,109	27,635	35,768	31,040	3,405	12.3%
Expenditure Ratio	Total activity expenditure per waste tons collected	$ 233.56	$ 243.24	$ 198.79	$ 190.72	$ 52.52	21.6%
Revenue							
	100 - GENERAL	$ 238,734	$ 132,369	$ 242,312	$ 132,369	$ -	0.0%
	TOTAL SOURCES	$ 238,734	$ 132,369	$ 242,312	$ 132,369	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 767,963	$ 749,169	$ 843,669	$ 695,546	$ 53,623	7.2%
	TOTAL USES	$ 767,963	$ 749,169	$ 843,669	$ 695,546	$ 53,623	7.2%

Activity Narrative: The FY 2016 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. Overall expenditures are expected to decrease due to increased efficiency resulting in a reduction in supplies and services.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2015 Adopted Budget			**$ 2,967,969**	**$ 132,369**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 23,125**	**$ -**
FY 15 Performance Based Retention Pay Plan	*C-49-15-002-2-00*		*22,460*	-
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*665*	-
FY 2015 Revised Budget			**$ 2,991,094**	**$ 132,369**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 1,121**	**$ -**
FY 15 Q2 Performance Based Retention Pay Plan	*C-49-15-033-2-00*		*(665)*	-
FY 15 Q2 to Q4 Performance Based Retention Pay Plan			*1,786*	-
FY 2016 Baseline Budget			**$ 2,992,215**	**$ 132,369**
Adjustments:				
Employee Retirement and Benefits			**$ (831)**	**$ -**
Retirement Contributions			*(831)*	-
Base Adjustments			**$ -**	**$ -**
Other Base Adjustments			*(109,407)*	-
Decrease Personal Services & Supplies		*$ (109,407)*		
Internal Service Charges			*109,407*	-
Increase Risk Management Charges		*$ 109,407*		
FY 2016 Adopted Budget			**$ 2,991,384**	**$ 132,369**
Percent Change from Baseline Amount			*0.0%*	*0.0%*

General Fund (100) (continued)

		Expenditures	Revenue
WASTE RESOURCES EROSION CONTROL			
FY 2015 Adopted Budget		**$ -**	**$ -**
FY 2015 Revised Budget		**$ -**	**$ -**
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 120,000**	**$ -**
Other Non Recurring		*120,000*	-
Queen Creek Landfill Erosion Control Measures	*$ 120,000*		
FY 2016 Adopted Budget		**$ 120,000**	**$ -**

		Expenditures	Revenue
WASTE RESOURCES GAS PROBE EQUIPMENT			
FY 2015 Adopted Budget		**$ 160,000**	**$ -**
FY 2015 Revised Budget		**$ 160,000**	**$ -**
Adjustments:			
Non Recurring		**$ (160,000)**	**$ -**
Other Non Recurring		*(160,000)*	-
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 70,000**	**$ -**
Other Non Recurring		*70,000*	-
Refurbish Queen Creek Landfill Gas Probes	*$ 70,000*		
FY 2016 Adopted Budget		**$ 70,000**	**$ -**

		Expenditures	Revenue
WASTE RESOURCES LANDFILL DRAINAGE			
FY 2015 Adopted Budget		**$ 150,000**	**$ -**
FY 2015 Revised Budget		**$ 150,000**	**$ -**
Adjustments:			
Non Recurring		**$ (150,000)**	**$ -**
Other Non Recurring		*(150,000)*	-
FY 2016 Baseline Budget		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 50,000**	**$ -**
Non Recurring Carry Forward		*50,000*	-
Avondale Landfill Drainage	*$ 50,000*		
FY 2016 Adopted Budget		**$ 50,000**	**$ -**

Waste Tire Fund (290)

		Expenditures	Revenue
OPERATING			
FY 2015 Adopted Budget		**$ 4,751,611**	**$ 4,756,341**
FY 2015 Revised Budget		**$ 4,751,611**	**$ 4,756,341**
FY 2016 Baseline Budget		**$ 4,751,611**	**$ 4,756,341**
Adjustments:			
Employee Retirement and Benefits		**$ (60)**	**$ -**
Retirement Contributions		*(60)*	-
Base Adjustments		**$ 60**	**$ -**
Other Base Adjustments		*60*	-
Increase Services Expenditures	*$ 60*		
FY 2016 Adopted Budget		**$ 4,751,611**	**$ 4,756,341**
Percent Change from Baseline Amount		*0.0%*	*0.0%*

Waste Tire Fund (290) Fund Balance Summary

	FY 2014 ACTUAL	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECAST	FY 2016 ADOPTED
Beginning Spendable Fund Balance	$ 1,544,405	$ 1,787,145	$ 1,787,145	$ 1,916,879	$ 2,288,110
Sources:					
Operating	$ 5,124,086	$ 4,756,341	$ 4,756,341	$ 5,113,808	$ 4,756,341
Total Sources:	$ 5,124,086	$ 4,756,341	$ 4,756,341	$ 5,113,808	$ 4,756,341
Uses:					
Operating	$ 4,751,611	$ 4,751,611	$ 4,751,611	$ 4,742,577	$ 4,751,611
Total Uses:	$ 4,751,611	$ 4,751,611	$ 4,751,611	$ 4,742,577	$ 4,751,611
Structural Balance	$ 372,475	$ 4,730	$ 4,730	$ 371,231	$ 4,730
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,916,879	$ 1,791,875	$ 1,791,875	$ 2,288,110	$ 2,292,840
Total Ending Spendable Fund Balance	$ 1,916,879	$ 1,791,875	$ 1,791,875	$ 2,288,110	$ 2,292,840

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 2015, the Board adopted a modified policy (A1920) establishing a structured, yet streamlined review and approval process for Capital Improvement Program project requests. This policy requires each department to submit to the Facilities Management Department (FMD) their requests for potential projects that may be undertaken during the next five-year period, regardless of the source of funds or building delivery method.

The process begins with the requesting Department submitting to FMD a completed Project Request Form available on the FMD home page. FMD then works collaboratively with the requesting Department to provide a complete needs assessment, scope document, conceptual solution, and cost estimate. The requesting Department is required to provide a thorough Business Plan inclusive of a Return-on-Investment analysis, if applicable.

As part of the annual budget preparation, the Office of Management and Budget (OMB) will set a date wherein all Project Requests for the upcoming planning period will be heard and reviewed individually. Those present for the presentation include senior representatives from the offices of FMD, OMB and County Administration. The requesting Department is also encouraged to attend so as to speak to the needs and merits of the proposed project along with the ability to directly answer any questions.

The modified policy has resulted in Project Requests which are comprehensive in scope, more realistic in estimate, and based upon sound economic principles. 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.

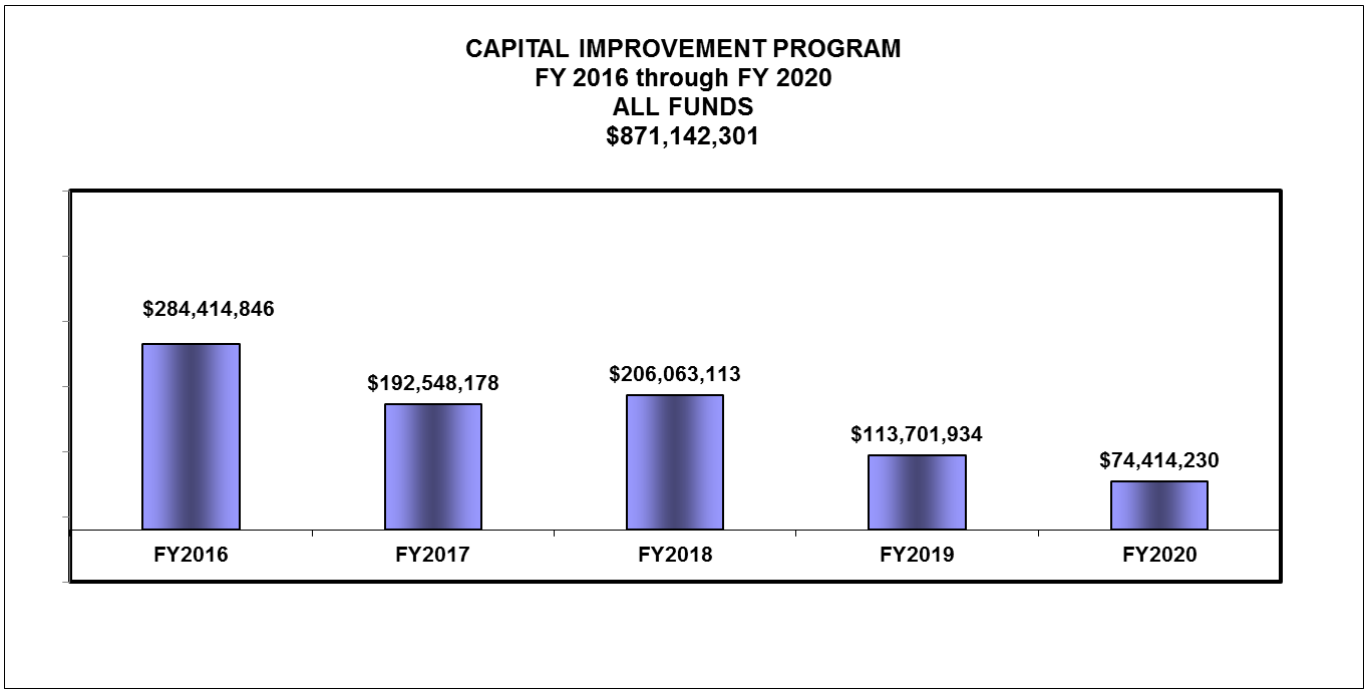
A significant portion of the FY 2016 Transportation Improvement Program (TIP) expenditures planned over the next five years will be for projects from the Arterial Street Life Cycle Program (ALCP) of the Maricopa Association of Governments (MAG) Regional Transportation Plan (RTP).

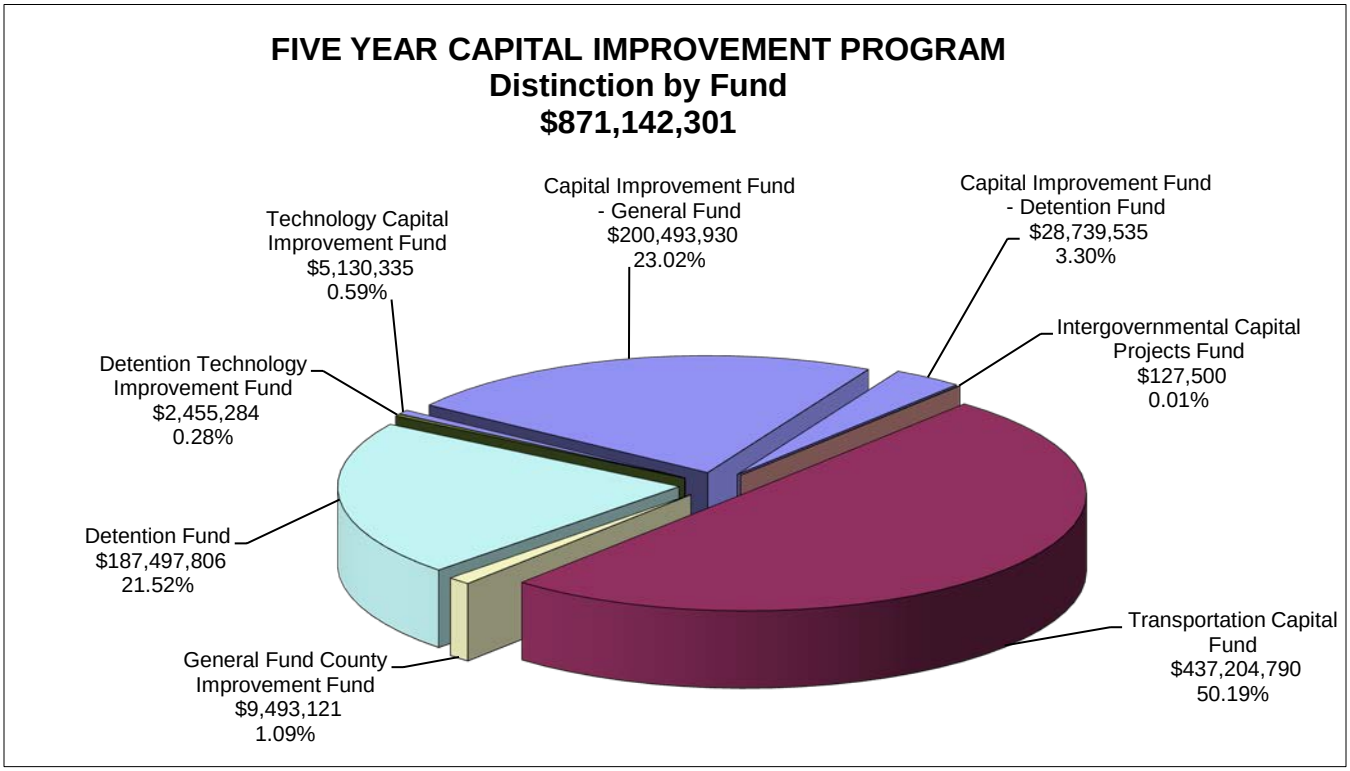
Completed Facility Capital Improvement Projects

ALL CAPITAL FUNDS	Previous Actuals	Projected FY 2015	Total Project	Completion
Security Building	4,460,004	85,000	5,965,858	December, 2014
SWAT Covered Parking	2,815,565	1,038	3,177,086	July, 2014
Sheriff Headquarters	77,226,114	731,736	84,759,510	September, 2014
Maximo Maintenance Mangament System	$ 386,496	$ 200,000	$ 800,000	June, 2015
TOTAL	**$ 84,888,179**	**$ 1,017,774**	**$ 94,702,454**	

Five Year CIP Budget

The CIP spans a five-year period beginning with Fiscal Year 2016 and ending Fiscal Year 2020. The total anticipated cost for projects presented in the Five Year FY 2016 CIP is $871,142,301. This does not include dollars set aside in Project Reserve for future capital projects.





Five Year CIP Budget (continued)

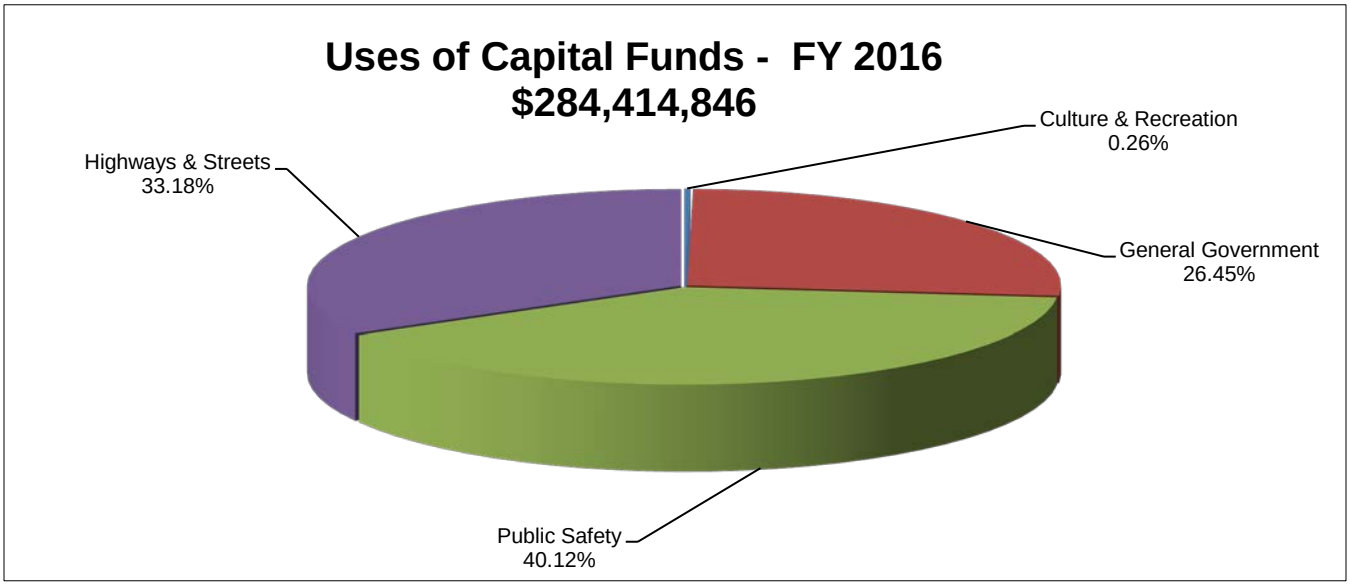
It should be noted that over the five-year period, the cost of a project and its estimated completion date could vary from the initial plan due to changes in Board priorities, greater-than-anticipated costs, unforeseen events, and/or changes in funding assumptions. The following table highlights significant changes from the FY 2015 Capital Improvement Program. The FY 2015 Adopted budget has been restated to exclude project reserves set aside for future capital projects, consistent with the FY 2016 plan.

FY 2016 CAPITAL IMPROVEMENT PROGRAM
Five-Year Total By Fund

CIP Allocation by Fund	ADOPTED FY 2015 THROUGH FY 2019	ADOPTED FY 2016 THROUGH FY 2020	(Increase)/ Decrease
General Fund			
422 INTERGOVERNMENTAL CAPITAL PROJECTS	$ 127,500	$ 127,500	$ -
440 CAPITAL IMPROVEMENT FUND - GENERAL FUND	$ -	$ 200,493,930	(200,493,930)
445 GENERAL FUND COUNTY IMPROVEMENT	66,705,447	9,493,121	57,212,326
460 TECHNOLOGY CAPITAL IMPROVEMENT	214,108,344	5,130,335	208,978,009
Subtotal General Fund	$ 280,941,291	$ 215,244,886	$ 65,696,405
Special Revenue			
234 TRANSPORTATION CAPITAL PROJECT	$ 312,024,090	$ 437,204,790	$ (125,180,700)
440 CAPITAL IMPROVEMENT FUND - DETENTION FUND	$ -	$ 28,739,535	(28,739,535)
455 DETENTION CAPITAL PROJECTS	5,796,583	187,497,806	(181,701,223)
461 DETENTION TECHNOLOGY IMPROVEMENT	17,631,363	2,455,284	15,176,079
Subtotal Special Revenue	$ 335,452,036	$ 655,897,415	$ (320,445,379)
TOTAL MARICOPA COUNTY	**$ 616,393,327**	**$ 871,142,301**	**$ (254,748,974)**

FY 2016 CIP Budget

The largest portion of expenditures for the County's five-year Capital Improvement Program is in Public Safety at 40.12% with the Public Safety Radio System being the largest project. Highway and Streets makes up the second largest portion of the Capital Improvement Program at 33.18%. The remaining 26.71% encompasses funding for Culture and Recreation and General Government including various technology projects.



The capital projects budget is Year 1 of the Five-Year Capital Improvement Program. The FY 2016 Maricopa County Capital Improvement Program budget is $284.4 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 2015 expenditures are shown in the table below.

CAPITAL BUDGET BY FUND

FUND	FY 2015 ADOPTED	FY 2015 REVISED	FY 2015 FORECASTED	FY 2016 ADOPTED
General Fund				
422 INTERGOVERNMENTAL CAPITAL PROJECTS	$ 127,500	$ 127,500	$ -	$ 127,500
440 CAPITAL IMPROVEMENT FUND - GENERAL FUND	-	133,436,627	39,244,995	149,401,063
445 GENERAL FUND COUNTY IMPROVEMENT	38,945,102	13,273,688	5,829,254	8,848,242
460 TECHNOLOGY CAPITAL IMPROVEMENT	136,526,854	20,754,349	53,565,939	5,130,335
Subtotal General Fund	$ 175,599,456	$ 167,592,164	$ 98,640,188	$ 163,507,140
Special Revenue				
234 TRANSPORTATION CAPITAL PROJECT	$ 82,578,500	$ 82,578,500	$ 79,207,459	$ 94,370,570
440 CAPITAL IMPROVEMENT FUND - DETENTION FUND	-	9,848,444	4,026,847	11,584,046
455 DETENTION CAPITAL PROJECTS	5,796,583	5,813,742	3,315,936	12,497,806
461 DETENTION TECHNOLOGY IMPROVEMENT	15,330,136	3,233,456	1,406,246	2,455,284
Subtotal Special Revenue	$ 103,705,219	$ 101,474,142	$ 87,956,488	$ 120,907,706
TOTAL MARICOPA COUNTY	**$ 279,304,675**	**$ 269,066,306**	**$ 186,596,676**	**$ 284,414,846**

FY 2016 CIP Budget (continued)

The FY 2016 CIP budget includes 40 projects totaling $284,414,846. This is $5.1 million, or 1.83%, more than FY 2015, for the 7 CIP funds: Transportation Capital Project (234), Intergovernmental Capital Projects (422), County Improvement Fund (440), General Fund County Improvement (445), Detention Capital Project Fund (455), General Fund Technology Improvement (460), and Detention Fund Technology Improvement (461).

234 TRANSPORTATION CAPITAL PROJECT	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
BRIDGE CONST/PRESERVATION	$ 15,281,925	$ 555,878	$ 1,779,000	$ 84,000	$ 273,000	$ 1,160,000	$ 924,000	$ 4,220,000	$ 20,057,803
COUNTY ARTERIALS	17,646,644	12,791,589	10,626,000	20,521,500	43,625,000	-	-	74,772,500	105,210,733
DUST MITIGATION	2,569,037	4,352,872	11,211,000	9,959,000	3,226,500	-	-	24,396,500	31,318,409
INTELLIGENT TRANS SYST ITS	1,804,844	3,392,613	4,186,800	2,542,800	-	-	-	6,729,600	11,927,057
MAG ALCP PROJECTS	102,498,005	23,825,539	26,939,800	55,887,000	1,050,000	15,572,000	40,945,000	140,393,800	266,717,344
PARTNERSHIP SUPPORT	5,507,342	1,043,959	2,709,000	1,586,000	1,586,000	1,586,000	1,586,000	9,053,000	15,604,301
PAVEMENT CONST/PRESERVATION	8,517,773	13,500,083	16,988,740	7,901,000	9,102,500	6,641,000	6,300,000	46,933,240	68,951,096
RIGHT-OF-WAY	3,473,833	762,135	158,000	263,000	263,000	263,000	263,000	1,210,000	5,445,968
SAFETY PROJECTS	4,584,428	3,665,630	5,754,000	12,338,000	16,485,000	26,463,000	14,543,000	75,583,000	83,833,058
TRAFFIC IMPROVEMENTS	4,964,848	4,092,424	5,802,000	6,769,000	5,460,000	5,460,000	5,460,000	28,951,000	38,008,272
TRANSPORTATION ADMINISTRATION	8,566,130	10,112,335	6,536,230	2,061,230	2,488,230	2,763,230	2,713,230	16,562,150	35,240,615
TRANSPORTATION PLANNING	12,594,981	1,112,402	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	8,400,000	22,107,383
TOTAL FUND 234	**$ 188,009,790**	**$ 79,207,459**	**$ 94,370,570**	**$ 121,592,530**	**$ 85,239,230**	**$ 61,588,230**	**$ 74,414,230**	**$ 437,204,790**	**$ 704,422,039**

422 INTERGOVERNMENTAL CAP PROJ	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
VULTURE MOUNTAIN STUDY	50,000	-	127,500	-	-	-	-	127,500	177,500
TOTAL FUND 422	**$ 50,000**	**$ -**	**$ 127,500**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 127,500**	**$ 177,500**

440 COUNTY IMPROVEMENT FUND	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
COMPUTER AIDED MASS APPRAISAL	-	3,906,395	7,701,827	5,899,980	5,834,525	838,161	-	20,274,493	24,180,888
COUNTY TELEPHONE SYSTEM	-	2,177,239	14,458,269	-	-	-	-	14,458,269	16,635,508
ENTERPRISE DATA CENTER	-	5,300,717	14,388,694	-	-	-	-	14,388,694	19,689,411
ENTERPRISE RESOURCE PLANNING SYS	-	4,461,319	12,469,551	4,122,726	1,030,682	-	-	17,622,959	22,084,278
INFRASTRUCTURE REFRESH PHASE 1	-	6,066,643	1,393,288	-	-	-	-	1,393,288	7,459,931
INFRASTRUCTURE REFRESH PHASE 2	-	8,773,652	17,544,011	-	-	-	-	17,544,011	26,317,663
JAIL MGMT INFORMATION SYSTEM	-	180,882	6,692,086	7,271,270	5,608,676	4,275,543	-	23,847,575	24,028,457
JAIL KITCHEN EQUIPMENT	-	-	300,000	-	-	-	-	300,000	300,000
JAIL SECURITY SYSTEM UPGRADE	-	3,845,965	4,591,960	-	-	-	-	4,591,960	8,437,925
PUBLIC SAFETY RADIO SYSTEM	-	7,964,030	58,031,609	22,025,607	5,350,000	-	-	85,407,216	93,371,246
SOUTHWEST JUSTICE COURTS	-	595,000	23,413,814	5,991,186	-	-	-	29,405,000	30,000,000
TOTAL PROJECTS 440	**$ -**	**$ 43,271,842**	**$ 160,985,109**	**$ 45,310,769**	**$ 17,823,883**	**$ 5,113,704**	**$ -**	**$ 229,233,465**	**$ 272,505,307**

445 GENERAL FUND CTY IMPROV	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
CHAMBERS BUILDING	$ -	$ 245,500	$ 2,127,591	$ -	$ -	$ -	$ -	$ 2,127,591	$ 2,373,091
CLERK OF SUP COURT REMODEL			-	-	-	-	-	-	-
COURT TOWER	206,486,883	25,535	-	-	-	-	-	-	206,512,418
EAST COURT IMPROVEMENTS	5,139,628	4,565,923	4,699,814	-	-	-	-	4,699,814	14,405,365
MARICOPA REGIONAL TRAIL SYSTEM	3,373,426	424,522	557,173	644,879	-	-	-	1,202,052	5,000,000
SECURITY BUILDING	4,460,004	85,000	-	-	-	-	-	-	4,545,004
SHERIFF HQ PROJECT	32,153,005	481,736	476,731	-	-	-	-	476,731	33,111,472
SOUTHWEST JUSTICE COURTS	620,246	-	-	-	-	-	-	-	620,246
SWAT COVERED PARKING	2,815,565	1,038	-	-	-	-	-	-	2,816,603
VULTURE MOUNTAIN	57,249	-	42,751	-	-	-	-	42,751	100,000
WEST COURT IMPROVEMENTS	-	-	944,182	-	-	-	-	944,182	944,182
TOTAL PROJECTS 445	**255,106,006**	**5,829,254**	**8,848,242**	**644,879**	**-**	**-**	**-**	**9,493,121**	**270,428,381**
PROJECT RESERVE 445	-	-	-	-	-	-	197,430,679	197,430,679	197,430,679
TOTAL FUND 445	**$ 255,106,006**	**$ 5,829,254**	**$ 8,848,242**	**$ 644,879**	**$ -**	**$ -**	**$ 197,430,679**	**$ 206,923,800**	**$ 467,859,060**

455 DETENTION CAPITAL PROJECTS	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
4TH AVENUE JAIL	$ 198,209	$ 1,334,986	$ 1,201,805	$ -	$ -	$ -	$ -	$ 1,201,805	$ 2,735,000
INTAKE TRANSFER RELEASE PROJECT	-	-	10,000,000	25,000,000	103,000,000	47,000,000		185,000,000	185,000,000
LOWER BUCKEYE JAIL	438,048	1,980,950	1,296,001	-	-	-	-	1,296,001	3,714,999
TOTAL PROJECTS 455	**$ 636,257**	**$ 3,315,936**	**$ 12,497,806**	**$ 25,000,000**	**$ 103,000,000**	**$ 47,000,000**	**$ -**	**$ 187,497,806**	**$ 191,449,999**
PROJECT RESERVE 455	-	-	-	-	-	-	6,943,433	6,943,433	6,943,433
TOTAL FUND 455	**$ 636,257**	**$ 3,315,936**	**$ 12,497,806**	**$ 25,000,000**	**$ 103,000,000**	**$ 47,000,000**	**$ 6,943,433**	**$ 194,441,239**	**$ 198,393,432**

FY 2016 CIP Budget (continued)

460 TECHNOLOGY CAP IMPROVEMENT	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
BIX ROOM BYTE INFO EXCHANGE	$ 90,329	$ 34,225	$ 4,374,901	$ -	$ -	$ -	$ -	$ 4,374,901	$ 4,499,455
COMPUTER AIDED MASS APPRAISAL	464,141	242,697	-	-	-	-	-	-	706,838
COUNTY TELEPHONE SYSTEM	11,827,931	622,761	-	-	-	-	-	-	12,450,692
ENTERPRISE DATA CENTER	25,098,834	549,283	-	-	-	-	-	-	25,648,117
ENTERPRISE RESOURCE PLANNING SYS	2,898,157	3,509,425	-	-	-	-	-	-	6,407,582
INFRASTRUCTURE REFRESH PHASE 1	4,438,957	360,523	-	-	-	-	-	-	4,799,480
INFRASTRUCTURE REFRESH PHASE 2	30,730,852	3,157,669	-	-	-	-	-	-	33,888,521
INTERNAL SERVICE DELIVERY SYSTEM	-	350,000	-	-	-	-	-	-	350,000
MAXIMO MAINTENANCE MGMT UPGRADE	386,496	200,000	-	-	-	-	-	-	586,496
PUBLIC SAFETY RADIO SYSTEM	33,645,251	4,334,733	-	-	-	-	-	-	37,979,984
SHERIFF HQ PROJECT IT INFRA	15,073,109	250,000	-	-	-	-	-	-	15,323,109
TREASURER TECH SYSTEM UPGRADE	255,195	547,906	755,434	-	-	-	-	755,434	1,558,535
TOTAL PROJECTS 460	**$ 124,909,252**	**$ 14,159,222**	**$ 5,130,335**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,130,335**	**$ 144,198,809**
PROJECT RESERVE 460	-	-	8,441,465	-	-	-	27,018,951	35,460,416	35,460,416
TOTAL FUND 460	**$ 124,909,252**	**$ 14,159,222**	**$ 13,571,800**	**$ -**	**$ -**	**$ -**	**$ 27,018,951**	**$ 40,590,751**	**$ 179,659,225**

461 DETENTION TECH CAP IMPROVEMENT	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
CHS ELECTRONIC HEALTH RECORDS	$ 4,489,746	$ 1,406,246	$ 2,455,284	$ -	$ -	$ -	$ -	$ 2,455,284	$ 8,351,276
JAIL MGMT INFORMATION SYSTEM	1,070,363	19,118	-	-	-	-	-	-	1,089,481
JAIL SECURITY SYSTEM UPGRADE	20,608,041	1,654,035	-	-	-	-	-	-	22,262,076
TOTAL PROJECTS 461	**$ 4,489,746**	**$ 1,406,246**	**$ 2,455,284**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,455,284**	**$ 8,351,276**
PROJECT RESERVE 461	-	-	2,382,062	-	-	-	-	2,382,062	2,382,062
TOTAL FUND 461	**$ 4,489,746**	**$ 1,406,246**	**$ 4,837,346**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,837,346**	**$ 10,733,338**

The following schedule includes projects funded from multiple funds that are listed in the above schedules.

MULTIPLE FUNDED CAPITAL PROJECTS	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
COMPUTER AIDED MASS APPRAISAL	464,141	4,149,092	7,701,827	5,899,980	5,834,525	838,161	-	20,274,493	24,887,726
COUNTY TELEPHONE SYSTEM	11,827,931	2,800,000	14,458,269	-	-	-	-	14,458,269	29,086,200
ENTERPRISE DATA CENTER	25,098,834	5,850,000	14,388,694	-	-	-	-	14,388,694	45,337,528
ENTERPRISE RESOURCE PLANNING SYS	2,898,157	7,970,744	12,469,551	4,122,726	1,030,682	-	-	17,622,959	28,491,860
INFRASTRUCTURE REFRESH PHASE 1	4,438,957	6,427,166	1,393,288	-	-	-	-	1,393,288	12,259,411
INFRASTRUCTURE REFRESH PHASE 2	30,730,852	11,931,321	17,544,011	-	-	-	-	17,544,011	60,206,184
JAIL MGMT INFORMATION SYSTEM	1,070,363	200,000	6,692,086	7,271,270	5,608,676	4,275,543	-	23,847,575	25,117,938
JAIL SECURITY SYSTEM UPGRADE	20,608,041	5,500,000	4,591,960	-	-	-	-	4,591,960	30,700,001
PUBLIC SAFETY RADIO SYSTEM	33,645,251	12,298,763	58,031,609	22,025,607	5,350,000	-	-	85,407,216	131,351,230
SOUTHWEST JUSTICE COURTS	620,246	595,000	23,413,814	5,991,186	-	-	-	29,405,000	30,620,246
TOTAL PROJECTS 440	**$ 131,402,773**	**$ 57,722,086**	**$ 160,685,109**	**$ 45,310,769**	**$ 17,823,883**	**$ 5,113,704**	**$ -**	**$ 228,933,465**	**$ 418,058,324**

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. 4th Avenue – Phoenix
County District: 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: June 2016

Project Purpose Statement

Government Operations

The purpose of the Chambers building remodel is to restore the exterior of the historic Chambers Transfer & Storage Company building and interior remodeling which houses the Office of Enterprise Technology. The remodel is needed to prolong the life of the building and to bring organizational efficiencies to 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

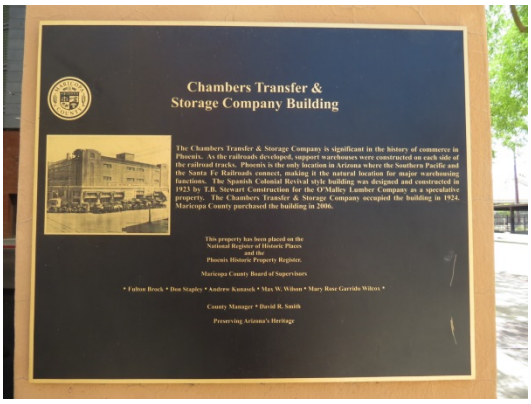
The Chambers Building remodel involves the restoration of the north and west exterior walls of the building. In addition to the exterior work, the Chambers Building will also undergo interior tenant improvements in the basement and the other three floors of the building.

Funding/Cost Summary

CHAMBERS BUILDING REMODEL	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	$ -	$ 245,500	$ 2,127,591	$ -	$ -	$ -	$ -	$ 2,127,591	$ 2,373,091
Project Total	**$ -**	**$ 245,500**	**$ 2,127,591**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,127,591**	**$ 2,373,091**

Operating Cost Summary

The Chambers Building Remodel consists of improvements to existing space and will not have any additional operational impact to the Facilities Operations and Maintenance budget. Funding is already included in the Enterprise Technology operating budget for the staff that will occupy this space.



East Court Building Improvements

Project Location: 101 W. Jefferson St. – Phoenix
County District: 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: June 2016

Project Purpose Statement

Government Operations

Maricopa County completed a comprehensive Courts Master Plan in FY 2014, which identified the current and future needs of the County's Court system. The Courts Master Plan identified that the shell space on the 8th floor of the East Court Building was a suitable location for 4 new Superior Court Rooms because of its close proximity to various Superior Court Rooms in the Downtown Phoenix area.

Project Description

The East Court Building Improvement Project will consist of the construction of 4 new Superior Court Rooms and the remodel of the 8th floor lobby, as the current space is vacant shell space.

Funding/Cost Summary

CHAMBERS BUILDING REMODEL	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	$ -	$ 245,500	$ 1,127,591	$ -	$ -	$ -	$ -	$ 1,127,591	$ 1,373,091
Project Total	**$ -**	**$ 245,500**	**$ 1,127,591**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,127,591**	**$ 1,373,091**

Operating Cost Summary

The addition of four new court rooms will not have any additional operational impact to the Facilities Operations and Maintenance budget. Funding is already included in the operating budget for the staff that will occupy this space.

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 2016

Project Purpose Statement

Safe Communities

The Cell Door Release Improvements at the Fourth Avenue Jail are necessary to create safe and secure cells for an increasing number of inmates transitioning from wanting to cause harm to themselves back to standard classified housing, and while still under mental health care. 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

The Fourth Avenue Jail Project includes improving the emergency door release system for cell doors throughout the jail by fabricating and installing a new manual lock device for approximately 2,400 cell doors. Funding continues this project which began in FY 2014.

Funding/Cost Summary

CELL DOOR RELEASE FAJ	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
455 - DETENTION CAPITAL PROJECTS	$ 69,058	$ 1,174,135	$ 1,201,805	$ -	$ -	$ -	$ -	$ 1,201,805	$ 2,444,998
Project Total	**$ 69,058**	**$ 1,174,135**	**$ 1,201,805**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,201,805**	**$ 2,444,998**

Operating Cost Summary

The cell door release project at the Fourth Avenue Jail consists of improvements to existing space and will not have any additional operational impact to the Facilities Operations and Maintenance budget.

Intake Transfer and Release Jail

Project Location: 3000 W. Lower Buckeye Rd. – Phoenix
County District: 5
Managing Department: Facilities Management
Project Partner(s): Sheriff's Office
Scheduled Completion Date: June 2019

Project Purpose Statement

Safe Communities

The Intake, Transfer and Release Jail Project will provide additional beds and reduce the time to process intakes currently being experienced at the 4th Avenue Jail. The project is expected to reduce transportation costs and eliminate the high cost of maintaining the existing Durango Jail. The project is consistent with the Jail Master Plan completed in 2014.

Project Description

The Intake, Transfer & Release Jail Facility (ITR) includes the construction of a new jail and partial demolition of the old Durango Jail facility at the Durango Campus. The facility will improve intake requirements and meet Court mandated times. The facility also offers a flexible open plan that serves short-term needs of the intake process without additional transfers and relocations that add time and cost to processing. The facility also serves the needs of pre-sentencing.

Funding/Cost Summary

INTAKE TRANSFER RELEASE JAIL	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
455 - DETENTION CAPITAL PROJECTS	$ -	$ -	$ 10,000,000	$ 25,000,000	$ 103,000,000	$ 47,000,000	$ -	$ 185,000,000	$ 185,000,000
Project Total	**$ -**	**$ -**	**$ 10,000,000**	**$ 25,000,000**	**$ 103,000,000**	**$ 47,000,000**	**$ -**	**$ 185,000,000**	**$ 185,000,000**

Operating Cost Summary

Facility operational costs will be determined after the design phase is complete in FY2016. Additionally, the Sheriff's Office has determined that the staffing/personnel cost will be cost neutral to the County.

Jail Kitchen Equipment

Project Location: Durango Campus
Managing Department: Maricopa County Sheriff's Office
Project/Community Partner(s): None
Scheduled Completion Date: June 2016

Project Purpose Statement

Safe Communities

The bakery has only one dough molder and one dough mixer and they have started breaking down due to age and stress fractures on some major components. The cost to replace these major components are very expensive and lead time is usually at 2-3 weeks. As parts are not readily available locally/domestically down time would be significant. Every day that these machines are down, 15-20,000 rolls are not made.

Project Description

Replace Dough Molder and Mixer that have past their useful life expectancy.

Funding/Cost Summary

JAIL KITCHEN EQUIPMENT	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	-	-	300,000	-	-	-	-	300,000	300,000
Project Total	**$ -**	**$ -**	**$ 300,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 300,000**	**$ 300,000**

Operating Cost Summary

The Jail Kitchen Equipment project will replace existing kitchen equipment and will have no impact on the Sheriff's Office operational budget.

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 2016

Project Purpose Statement

Safe Communities

The Cell Door Release Improvements at the Lower Buckeye Jail are necessary to create safe and secure cells for an increasing number of inmates transitioning from wanting to cause harm to themselves back to standard classified housing, and while still under mental health care. 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

The Lower Buckeye Jail Project will include improving the emergency door release system for cell doors throughout the jail by fabricating and installing a new manual lock device for approximately 2,400 cell doors. Funding continues this project which began in FY 2014.

Funding/Cost Summary

LOWER BUCKEYE JAIL	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
455 - DETENTION CAPITAL PROJECTS	$ 438,048	$ 1,980,950	$ 1,296,001	$ -	$ -	$ -	$ -	$ 1,296,001	$ 3,714,999
Project Total	**$ 438,048**	**$ 1,980,950**	**$ 1,296,001**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,296,001**	**$ 3,714,999**

Operating Cost Summary

The cell door release project at the Lower Buckeye Jail consists of improvements to existing space and will not have any additional operational impact to the Facilities Operations and Maintenance budget.

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

Regional Services

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, 7th 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 115th Avenue. In 2014, Parks completed an additional 12 miles of trail and anticipate to have completed a total of 212.5 miles by the end of FY 2015.

Funding/Cost Summary

MARICOPA REGIONAL TRAIL SYSTEM	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
422 - INTERGOVERNMENTAL CAP PROJ	$ 996,937	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 996,937
445 - GENERAL FUND CTY IMPROV	3,334,736	424,522	1,114,346	644,879	-	-	-	1,759,225	5,518,483
Project Total	**$ 4,331,673**	**$ 424,522**	**$ 1,114,346**	**$ 644,879**	**$ -**	**$ -**	**$ -**	**$ 1,759,225**	**$ 6,515,420**

Operating Cost Summary

Operating Budget Impact	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020
Personnel Expenses	$ 131,769	$ 135,063	$ 138,440	$ 141,901	$ 145,448
Supplies Expenses	200,000	200,000	200,000	200,000	200,000
Services Expenses	320,000	320,000	320,000	320,000	320,000
Capital Expenses	-	-	-	-	-
Total	$ 651,769	$ 655,063	$ 658,440	$ 661,901	$ 665,448

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: January 2014

Project Purpose Statement

Safe Communities

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 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	$ 32,152,997	$ 481,736	$ 476,731	$ -	$ -	$ -	$ -	$ 476,731	$ 33,111,464
455 - DETENTION CAPITAL PROJECTS	30,000,000	-	-	-	-	-	-	-	30,000,000
Project Total	**$ 62,152,997**	**$ 481,736**	**$ 476,731**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 476,731**	**$ 63,111,464**

Operating Cost Summary

Operating Budget Impact	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020
Personnel Expenses	$ 153,130	$ 156,192	$ 159,316	$ 162,502	$ 165,752
Supplies Expenses	-	-	-	-	-
Services Expenses	2,281,467	2,331,186	2,382,870	2,436,601	2,582,032
Capital Expenses	-	-	-	-	-
Total	$ 2,434,597	$ 2,487,378	$ 2,542,186	$ 2,599,103	$ 2,747,784

North end of MCSO Headquarters.

MSCO 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

Safe Communities

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 space for a future precinct.

Funding/Cost Summary

SOUTHWEST JUSTICE COURTS	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	$ -	$ -	$ 23,413,814	$ 5,991,186	$ -	$ -	$ -	$ 29,405,000	$ 29,405,000
445 - GENERAL FUND CTY IMPROV	620,247	595,000	-	-	-	-	-	-	1,215,247
Project Total	**$ 620,247**	**$ 595,000**	**$ 23,413,814**	**$ 5,991,186**	**$ -**	**$ -**	**$ -**	**$ 29,405,000**	**$ 30,620,247**

Operating Cost Summary

Facility operational costs and staffing levels will be determined after the design phase is complete in FY2016.

North View

East View

West View

South View

Vulture Mountain Study

Project Location: Wickenburg
County District: 4
Managing Department: Parks & Recreation
Project Partner(s): Bureau of Land Management
Scheduled Completion Date: To Be Determined

Project Purpose Statement

Regional Services

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 (Parks) Vulture Mountain's 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 approximately 71,000 acres to the MCPRD system. Phase one of the plan calls for the Department to take over management and operation of the Hassayampa River Preserve.

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
Project Total	**$ 97,180**	**$ 10,070**	**$ 170,251**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 170,251**	**$ 277,501**

Operating Cost Summary

This phase of the project consists of a study to gather information for park development. Operational impacts cannot be determined until the project moves forward.

West Court Building Improvements

Project Location: 111 S. 3rd Ave. – Phoenix
County District: 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: June 2016

Project Purpose Statement

Government Operations

During the demolition of the East Court floors 6-9 project performed in 2012 it was discovered that the return air shaft contained asbestos. Based upon these findings and knowing that the West Court was built at the same time, a survey was performed on the West Court return air shaft. It was also found to contain asbestos. The West Court Shaft Abatement Project is necessary to eliminate public and employee environmental and health concerns.

Project Description

The West Court Building Improvements Project consists of the abatement of the entire return air shaft within the West Court Building. This is necessary to eliminate and environmental concerns and to ensure the safety of all within the building.

Funding/Cost Summary

CHAMBERS BUILDING REMODEL	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	$ -	$ 245,500	$ 1,127,591	$ -	$ -	$ -	$ -	$ 1,127,591	$ 1,373,091
Project Total	**$ -**	**$ 245,500**	**$ 1,127,591**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,127,591**	**$ 1,373,091**

Operating Cost Summary

The West Court Building project consists of improvements to existing space and will not have any additional operational impact to the Facilities Operations and Maintenance budget.

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

Government Operations

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.

Funding/Cost Summary

BIX ROOM BYTE INFO EXCHANGE	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	$ 90,330	$ 34,225	$ 7,374,901	$ -	$ -	$ -	$ -	$ 7,374,901	$ 7,499,456
Project Total	**$ 90,330**	**$ 34,225**	**$ 7,374,901**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 7,374,901**	**$ 7,499,456**

Operating Cost Summary

The BIX Room Byte Information Exchange Project consists of improvements to existing infrastructure and will not have any additional operational impacts to the Enterprise Technology operating budget.

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

Safe Communities

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 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
461 - DETENTION TECH CAP IMPROVEMENT	$ 4,489,744	$ 1,406,246	$ 2,455,284	$ -	$ -	$ -	$ -	$ 2,455,284	$ 8,351,274
Project Total	**$ 4,489,744**	**$ 1,406,246**	**$ 2,455,284**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,455,284**	**$ 8,351,274**

Operating Cost Summary

Operating Budget Impact	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020
Personnel Expenses	$ -	$ -	$ -	$ -	$ -
Supplies Expenses	-	-	-	-	-
Services Expenses	828,000	856,980	871,974	902,493	-
Capital Expenses	-	-	-	-	-
Total	$ 828,000	$ 856,980	$ 871,974	$ 902,493	$ -

Operating costs consists of the annual maintenance of the new software system.

Computer Aided Mass Appraisal

Project Location: 111 S. Third Avenue – Phoenix
Managing Department: Enterprise Technology
Project/Community Partner(s): None
Scheduled Completion Date: June 2018

Project Purpose Statement

Government Operations

The Assessor's current homegrown Computer Aided Mass Appraisal (CAMA) system was built in the early 1990's utilizing client/server architecture with an unsupported Oracle forms front-end (user interface). Incremental changes have been made to the system over the years and the system has mushroomed into many processes and functions that are not supporting the Assessor's Office business functions effectively. Users have to navigate through a multitude of screens to accomplish business functions that would normally take a few clicks. Data integrity issues are prevalent and current data architecture doesn't lend itself to robust integration with other Assessor systems like Marshall & Swift, Apex, etc.

Project Description

The MARS Project is a Windows-based computer-aided mass appraisal (CAMA) software project. The software elements included are designed for real estate valuation including cost and comparison sales, data maintenance, sales analysis, reporting and query, image display, personal property valuation, and income capitalization. This software will be implemented to support the maintenance and enhancement of real and personal property records to effectively administer all laws and regulations for Maricopa County property owners so that all ad valorem property is fairly and equitably valued.

Funding/Cost Summary

COMPUTER AIDED MASS APPRAISAL	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	$ -	$ -	$ 7,701,827	$ 5,899,980	$ 5,834,525	$ 838,160	$ -	$ 20,274,492	$ 20,274,492
460 - TECHNOLOGY CAP IMPROVEMENT	464,141	4,149,092	-	-	-	-	-	-	4,613,233
Project Total	**$ 464,141**	**$ 4,149,092**	**$ 7,701,827**	**$ 5,899,980**	**$ 5,834,525**	**$ 838,160**	**$ -**	**$ 20,274,492**	**$ 24,887,725**

Operating Cost Summary

Operating Budget Impact	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020
Personnel Expenses	$ -	$ -	$ -	$ -	$ -
Supplies Expenses	-	-	-	-	-
Services Expenses	-	-	-	613,875	638,400
Capital Expenses	-	-	-	-	-
Total	$ -	$ -	$ -	$ 613,875	$ 638,400

Operating costs consists of the annual maintenance of the new software system.

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

Government Operations

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 increasing 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.

Funding/Cost Summary

COUNTY TELEPHONE SYSTEM	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	$ -	$ -	$ 14,458,269	$ -	$ -	$ -	$ -	$ 14,458,269	$ 14,458,269
460 - TECHNOLOGY CAP IMPROVEMENT	11,827,936	2,800,000	-	-	-	-	-	-	14,627,936
Project Total	**$ 11,827,936**	**$ 2,800,000**	**$ 14,458,269**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 14,458,269**	**$ 29,086,205**

Operating Cost Summary

Operating Budget Impact	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020
Personnel Expenses	$ -	$ -	$ -	$ -	$ -
Supplies Expenses	-	-	-	-	-
Services Expenses	1,924,057	1,949,057	1,724,057	1,724,057	1,724,057
Capital Expenses	-	-	-	-	-
Total	$ 1,924,057	$ 1,949,057	$ 1,724,057	$ 1,724,057	$ 1,724,057

Operating costs consists of the annual maintenance of the new software system.

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.

Funding/Cost Summary

ENTERPRISE DATA CTNR CT	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	$ -	$ -	$ 14,388,694	$ -	$ -	$ -	$ -	$ 14,388,694	$ 14,388,694
460 - TECHNOLOGY CAP IMPROVEMENT	25,098,834	5,850,000	-	-	-	-	-	-	30,948,834
Project Total	**$ 25,098,834**	**$ 5,850,000**	**$ 14,388,694**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 14,388,694**	**$ 45,337,528**

Operating Cost Summary

Operating Budget Impact	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020
Personnel Expenses	$ -	$ -	$ -	$ -	$ -
Supplies Expenses	-	-	-	-	-
Services Expenses	2,772,000	2,910,600	3,056,130	3,208,936	3,369,384
Capital Expenses	-	-	-	-	-
Total	$ 2,772,000	$ 2,910,600	$ 3,056,130	$ 3,208,936	$ 3,369,384

Operating costs consists of the annual co-location data center lease.

Enterprise Resource Planning System

Project Location: Phoenix
Managing Department: Enterprise Technology
Project/Community Partner(s): Department of Finance, Office of Management and Budget, and Office of Procurement Services.
Scheduled Completion Date: September 2016

Project Purpose Statement

Government Operations

The County's current budget, financial, and procurement systems are not fully integrated and are a mix of custom developed software and commercial off-the-shelf applications. The new Enterprise Resource Planning (ERP) system will modernize and transform the County's budgeting, financial, and procurement systems, including integration with the existing human resource management system, to improve the timeliness and accuracy of critical information sharing necessary to provide transparency for staff and leadership.

Project Description

The scope of the (ERP) system includes Performance Budgeting, Financials and Procurement. The system will be implemented in three phases: Envision, Create and Achieve.

The Envision Phase develops a comprehensive implementation blueprint - determining exactly how the system will be implemented for Maricopa County. CGI and County staff will prototype business requirements using the actual ERP software. Based on prototyping results, CGI will develop a fit-gap analysis and implementation road-map. The Envision Phase started in November 2013 and was completed in July 2014.

The Create Phase includes configuring the ERP software; developing software needed for data conversion, interfaces and reports; and developing training and change management materials. The Create Phase began in July 2014 and will be completed in January 2016.

The Achieve Phase integrates all system components built in the Create Phase and prepares the County for full-scale cut-over and system implementation. Several key activities include user training and acceptance testing. The County will go live on the new ERP system in July 2016. The Achieve Phase will begin in February 2016 and will be completed in September 2016 including post implementation support.

Funding/Cost Summary

ENTERPRISE RES PLANNING SYSTEM	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	$ -	$ -	$ 12,469,551	$ 4,122,726	$ 1,030,682	$ -	$ -	$ 17,622,959	$ 17,622,959
460 - TECHNOLOGY CAP IMPROVEMENT	2,898,157	7,970,744	-	-	-	-	-	-	10,868,901
Project Total	**$ 2,898,157**	**$ 7,970,744**	**$ 12,469,551**	**$ 4,122,726**	**$ 1,030,682**	**$ -**	**$ -**	**$ 17,622,959**	**$ 28,491,860**

Operating Cost Summary

Operating Budget Impact	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020
Personnel Expenses	$ -	$ -	$ -	$ -	$ -
Supplies Expenses	-	-	-	-	-
Services Expenses	2,166,203	2,612,451	2,612,451	2,755,431	2,755,431
Capital Expenses	-	-	-	-	-
Total	$ 2,166,203	$ 2,612,451	$ 2,612,451	$ 2,755,431	$ 2,755,431

Operating costs consists of the annual maintenance of the new software system.

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

Government Operations

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: 1) Network outages/downtime and can adversely affect the way customers conduct business; 2) Inability to replace defective parts or broken parts on outdated network equipment; 3) Premature network equipment failure due to inadequate cooling; and 4) 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) Improved security of equipment and, more importantly, the data contained within the equipment.

Funding/Cost Summary

PHASE I ZONE 2 DOWNTOWN	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	$ -	$ -	$ 1,393,288	$ -	$ -	$ -	$ -	$ 1,393,288	$ 1,393,288
460 - TECHNOLOGY CAP IMPROVEMENT	4,438,958	6,427,166	-	-	-	-	-	-	10,866,124
Project Total	**$ 4,438,958**	**$ 6,427,166**	**$ 1,393,288**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,393,288**	**$ 12,259,412**

Operating Cost Summary

Operating costs consisting of annual maintenance and utility costs are included in the current operating budget.

Infrastructure Refresh Phase 2

Project Location: Downtown Locations – Phoenix
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) Improved 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 2 and 3 refresh in FY 2015 with continued user migration into FY 2016.

Southeast Regional Facility: The project is focused on the Southeast Regional Facility having a Zone 2 and 3 presence and is designed to improve network service delivery. The project will complete the Durango Campus Zone 2 and 3 refresh in FY 2015 with continued user migration into FY 2016.

Remote Site Locations: Phase I of the project is focused on 41 buildings within the Maricopa County region having a Zone 2 and 3 presence and is designed to improve network service delivery, where SL100 phone system reside. Phase I was started in FY 2015 and is scheduled to be completed in FY 2016. Phase 2 of the project will focus on locations without the SL100, but with the greatest need and is scheduled to begin in FY 2016.

Infrastructure Refresh Phase 2 (Continued)

Funding/Cost Summary

PHASE II ZONE 2 DURANGO	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	$ -	$ -	$ 2,293,353	$ -	$ -	$ -	$ -	$ 2,293,353	$ 2,293,353
460 - TECHNOLOGY CAP IMPROVEMENT	8,445,487	4,800,000	-	-	-	-	-	-	13,245,487
Project Total	**$ 8,445,487**	**$ 4,800,000**	**$ 2,293,353**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,293,353**	**$ 15,538,840**

PHASE II ZONE 2 SOUTHEAST	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	$ -	$ -	$ 1,378,245	$ -	$ -	$ -	$ -	$ 1,378,245	$ 1,378,245
460 - TECHNOLOGY CAP IMPROVEMENT	1,738,731	1,950,000	-	-	-	-	-	-	3,688,731
Project Total	**$ 1,738,731**	**$ 1,950,000**	**$ 1,378,245**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,378,245**	**$ 5,066,976**

PHASE II ZONE 2 REMOTE	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	$ -	$ -	$ 4,351,195	$ -	$ -	$ -	$ -	$ 4,351,195	$ 4,351,195
460 - TECHNOLOGY CAP IMPROVEMENT	14,414	950,000	-	-	-	-	-	-	964,414
Project Total	**$ 14,414**	**$ 950,000**	**$ 4,351,195**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,351,195**	**$ 5,315,609**

PHASE II ZONE 3 DURANGO	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	$ 16,526,324	$ 240,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 16,766,324
Project Total	**$ 16,526,324**	**$ 240,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 16,766,324**

PHASE II ZONE 3 SOUTHEAST	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	$ -	$ -	$ 182,856	$ -	$ -	$ -	$ -	$ 182,856	$ 182,856
460 - TECHNOLOGY CAP IMPROVEMENT	3,910,089	1,491,321	-	-	-	-	-	-	5,401,410
Project Total	**$ 3,910,089**	**$ 1,491,321**	**$ 182,856**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 182,856**	**$ 5,584,266**

PHASE II ZONE 3 REMOTE	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	$ -	$ -	$ 9,338,362	$ -	$ -	$ -	$ -	$ 9,338,362	$ 9,338,362
460 - TECHNOLOGY CAP IMPROVEMENT	95,813	2,500,000	-	-	-	-	-	-	2,595,813
Project Total	**$ 95,813**	**$ 2,500,000**	**$ 9,338,362**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 9,338,362**	**$ 11,934,175**

Operating Cost Summary

Operating costs consisting of annual maintenance and utility costs are included in the current operating budget.

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

Safe Communities

The purpose of the Jail Management Information System 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 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	$ -	$ -	$ 6,692,086	$ 7,271,270	$ 5,608,676	$ 4,275,543	$ -	$ 23,847,575	$ 23,847,575
461 - DETENTION TECH CAP IMPROVEMENT	1,070,364	200,000	-	-	-	-	-	-	1,270,364
Project Total	**$ 1,070,364**	**$ 200,000**	**$ 6,692,086**	**$ 7,271,270**	**$ 5,608,676**	**$ 4,275,543**	**$ -**	**$ 23,847,575**	**$ 25,117,939**

Operating Cost Summary

Operating Budget Impact	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020
Personnel Expenses	$ -	$ -	$ -	$ -	$ -
Supplies Expenses	-	-	-	-	-
Services Expenses	-	-	50,000	720,651	1,180,916
Capital Expenses	-	-	-	-	-
Total	$ -	$ -	$ 50,000	$ 720,651	$ 1,180,916

Operating costs consists of the annual maintenance of the new software system.

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

Safe Communities

The existing Jail Security and Surveillance Systems have become technologically outdated and maintenance support and replacement parts are more expensive to purchase or are no longer available. The system is at the end of its normal life cycle and is not able to be supported by the industry causing hardware and software repairs to be difficult. Current jail system technology varies from facility to facility and has the potential to create a training burden when personnel are transferred from one facility to another. The system upgrade will standardize the surveillance and operating systems in all County Jail and related facilities.

Project Description

The Jail Security System Upgrade Project will replace the current video surveillance system that is in place throughout the Maricopa County Jail System. The new Nice Vision Surveillance Recording System will accurately and reliably record 24 hours per day, 7 days per week and store all of its data. The system allows for monitoring of the facilities, inmates, and officers. It will be used to perform inspections of staff to verify that security walks are being conducted in accordance with policy and resolve complaints of misconduct or mistreatment of inmates and staff. The stored data can be used during the course of litigation. Funding continues this project which began in FY 2013.

Funding/Cost Summary

JAIL SECURITY SYSTEM UPGRADE	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
461 - DETENTION TECH CAP IMPROVEMENT	$ 20,608,043	$ 5,500,000	$ 4,591,960	$ -	$ -	$ -	$ -	$ 4,591,960	$ 30,700,003
Project Total	**$ 20,608,043**	**$ 5,500,000**	**$ 4,591,960**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,591,960**	**$ 30,700,003**

Operating Cost Summary

Operating Budget Impact	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020
Personnel Expenses	$ -	$ -	$ -	$ -	$ -
Supplies Expenses	-	-	-	-	-
Services Expenses	-	1,274,256	3,152,201	372,038	-
Capital Expenses	-	-	-	-	-
Total	$ -	$ 1,274,256	$ 3,152,201	$ 372,038	$ -

Operating costs consists of the annual maintenance of the new software system.

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

Safe Communities

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

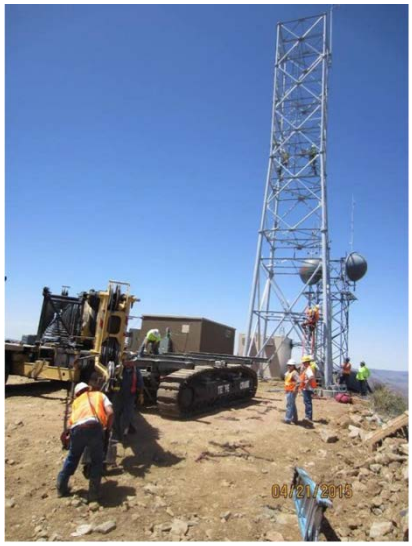
The Radio System Project will upgrade and expand the County owned Public Safety Radio infrastructure and upgrade/replace the user mobile and portable radio fleet. The project will replace the current Public Safety Radio System that has been operational since 1995.

Funding/Cost Summary

PUBLIC SAFETY RADIO	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
440 - COUNTY IMPROVEMENT	$ -	$ -	$ 58,031,609	$ 22,025,607	$ 5,350,000	$ -	$ -	$ 85,407,216	$ 85,407,216
460 - TECHNOLOGY CAP IMPROVEMENT	33,645,252	12,298,763	-	-	-	-	-	-	45,944,015
Project Total	**$ 33,645,252**	**$ 12,298,763**	**$ 58,031,609**	**$ 22,025,607**	**$ 5,350,000**	**$ -**	**$ -**	**$ 85,407,216**	**$ 131,351,231**

Operating Cost Summary

Operating maintenance costs will be determined in FY 2016 as the project reaches substantial completion milestones.



Treasurer Technology System Upgrade

Project Location: Phoenix
Managing Department: Maricopa County Treasurer
Project/Community Partner(s): None
Scheduled Completion Date: June 2018

Project Purpose Statement

Government Operations

The Treasurer's current property tax administration, banking, investment management, and accounting systems is based on an outdated, aged technology. The system has been maintained and enhanced by Treasurer's Information Services Division personnel using a combination of older and newer technologies. However, it is difficult to leverage new technologies that facilitate efficiencies and business process reengineering. Additionally, the system is used to meet over 400 statutory requirements of the Treasurer's Office which are complex and require a new system to meet them. The system has been patched and extended countless times over the last two and a half decades in response to changes (i.e. legislative, interfaces, legal compliance, and functional enhancements) and is increasingly difficult to maintain. Further, the system platform based on the OpenVMS operating system is neither mainstream nor common and presents numerous internal and external support challenges. All of these factors render the current Treasurer Information System (TIS) inadequate for continued long-term use both strategically and operationally. The various ad hoc systems created in Excel and Access to address the system's inadequacies further create a myriad of shadow/ancillary systems that complicate the user's ability to receive, record, safeguard, invest and disburse cash. Maintaining these ancillary systems, as well as relying on numerous databases and spreadsheets, requires a substantial amount of the staff's time and loss of efficiency. A new system is required to ensure the Treasurer's Office continues to meets its statutory obligations, can continue to serve taxpayers and the numerous stakeholders, and modernize and transform its principal duties of receiving, recording, safeguarding, investing, and disbursing cash. Finally, the management of up to $10.5 Billion could be at risk if we do not proceed to replace the outdated system.

Project Description

The Treasurer's Office is seeking a system/solution to replace the TIS, a 26-year old system written primarily in COBOL and based on Oracle's Rdb database system. The Treasurer's Office utilizes the current TIS in carrying out responsibilities to manage cash for County departments, school districts, and special districts in serving as the ex officio tax collector and collector of property taxes for distribution to the State, County, cities/towns, community college districts, school districts and special districts. The system is the critical component allowing the Treasurer's Office to fulfill its principal duties of receiving, recording, safeguarding, investing, and disbursing cash of these entities.

The objectives of the replacement are to:

- Replace the existing TIS system and incorporate the functionality of the various ancillary systems that were developed to address deficiencies as appropriate;

- Enhance the existing TIS functionality by making the existing capabilities more user-friendly and ensuring the replacement TIS is flexible enough to facilitate receiving, recording, safeguarding, investing, and disbursing cash as future statutory, regulatory and business requirements evolve;
- Convert data from existing TIS and ancillary systems to the replacement TIS;
- Train users and system administrators on the use and maintenance of the replacement TIS; and
- Obtain a stable, secure, scalable, maintainable and flexible solution that can accommodate growth and facilitate modifications necessary to meet changes in programs and mandates.

Funding/Cost Summary

TREASURER TECH SYSTEM UPGRADE	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	$ 255,195	$ 1,304,628	$ 755,434	$ -	$ -	$ -	$ -	$ 755,434	$ 2,315,257
Project Total	**$ 255,195**	**$ 1,304,628**	**$ 755,434**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 755,434**	**$ 2,315,257**

Operating Cost Summary

Operating costs have not yet been determined.

Transportation Project Detail

Bridge Preservation

Managing Department: Transportation
Project Partner(s): None

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Rittenhouse Bridge at Queen Creek Wash	1	2nd Qtr FY 2020
Anthem Box Culverts Scour Protection	3	2nd Qtr FY 2016
Dynamite 44th Street to 45th Street	3	To Be Determined
London Road Peretz to US 60	4	To Be Determined

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:

T430 – Rittenhouse Bridge at Queen Creek Wash

This project will design and construct a new crossing of Rittenhouse Road over Queen Creek Wash along with widening segments of Rittenhouse to match the already widened Rittenhouse Road on the north leg. A total of $310,000 is budgeted in FY 2016 complete the design and environmental clearance. Construction is tentatively planned to begin in FY 2019.

T459 – Anthem Box Culverts Scour Protection

This project will improve the ability of six box culverts in the Anthem area to withstand damage from intense summer storm water runoff. A total of $1,130,000 is budgeted in FY 2016 to make the improvements.

T509 – Dynamite 44th Street to 45th Street

This study will determine what can be done to improve drainage along Dynamite Road. A new box culvert, the south half being in the county, is filling with silt from upstream erosion during storms. The adjacent channel is also silting up causing water to flow onto Dynamite Road. A total of $92,000 is budgeted in FY 2016 to study the situation and identify possible solutions to the problem. Construction is not planned at this time and will depend on the cost of the recommended solution.

T512 – London Road Peretz to US 60

This study will determine what can be done to improve drainage along London Road in Circle City just west of US 60. London Road is the only paved access into Circle City and during heavy storms water closes the road. A total of $85,000 is budgeted in FY 2016 to study the situation and identify possible solutions to the problem. Construction is not planned at this time and will depend on the cost of the recommended solution.

Funding/Cost Summary:

Uses by Project	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
T430 - RITTENHOUSE BRIDGE AT QC WASH	436,090	2,071	310,000	80,000	260,000	1,105,000	880,000	2,635,000	3,073,161
T459 - ANTHEM BOX CLVRT SCOUR PROTECT	141,383	303,989	1,130,000	-	-	-	-	1,130,000	1,575,372
T509 - DYNAMITE 44TH ST TO 45TH ST	-	-	92,000	-	-	-	-	92,000	92,000
T512 - LONDON RD PERETZ TO US 60	-	-	85,000	-	-	-	-	85,000	85,000
Project Total	**$ 577,473**	**$ 306,060**	**$ 1,617,000**	**$ 80,000**	**$ 260,000**	**$ 1,105,000**	**$ 880,000**	**$ 3,942,000**	**$ 4,825,533**

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 in no net increase.

County Arterials

Managing Department: Transportation
Project Partner(s): T248 – City of Peoria
T251 – Town of Queen Creek

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Deer Valley 117th Avenue to 109th Avenue	4	1st Qtr FY 2019
Riggs Road Ellsworth to Meridian	1	To Be Determined
Riggs Road Hawes to Ellsworth	1	1st Qtr FY 2018
Riggs Road Power to Hawes	1	1st Qtr FY 2019
Riggs Road Recker to Power	1	3rd Qtr FY 2018
Lower Buckeye 71st Avenue to 67th Avenue	5	1st Qtr FY 2016
Signal Butte Road Apache to University	1	3rd Qtr FY 2016

Purpose Statement:

The purpose of the County Arterials project is to construct transportation infrastructure projects for the traveling public so they will have a safe and economical journey. The benefit to the public is that once constructed motorists will have a roadway that is safer and more economical to travel.

Project Descriptions:

T248 – Deer Valley from 117th Avenue to 109th Avenue

The project will extend Deer Valley Road across the Agua Fria River from 109th Avenue to El Mirage Road. It will connect Williams Road at 117th Avenue to Deer Valley Road at 109th Avenue. The project will construct two bridges, and two miles of a 5-Lane new pavement. A total of $1,700,000 is budgeted for FY 2016 to complete design, continue environmental mitigation and move utilities. Construction is planned to begin in FY 2017.

T251 – Riggs Road from Ellsworth to Meridian

The purpose of this project is to build an interim roadway after completing cultural resource data recovery and the interim roadway design. The Town of Queen Creek is contributing $94,000 to extend the design of the project into Pinal County east of the Riggs Road Meridian Road intersection and tapering to align with the existing two lane Combs Road. A total of $2,175,000 is budgeted in FY 2016 to complete the data recovery and begin right-of-way acquisition. Construction, which is tentatively planned for FY 2018, is contingent on obtaining a funding partnership for construction.

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 $6.7 million. A total of $1 million is budgeted for FY 2016 to complete design and relocate utilities. Construction is tentatively planned for FY 2017.

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 $16.6 million. Construction is tentatively planned for FY 2018 with $3,335,000 budgeted in FY 2016 for right-of-way acquisition and to start utility relocation.

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. Construction is tentatively planned to begin in FY 2017 with $1.5 million budgeted in FY 2016 for right-of-way acquisition and utility relocation.

T495 – Lower Buckeye 71st Avenue to 67th Avenue

Lower Buckeye from 71st Avenue to 67th Avenue is a two lane street that does not match Lower Buckeye to east or west which have been improved to five lanes. This scoping study will determine the type and cost of roadway improvements needed to match the roadway to the east and west 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 $150,000 is budgeted in FY 2016 to complete the scoping study.

T496 – Signal Butte Road Apache to University

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 $200,000 is budgeted in FY 2016 to complete the scoping study.

Funding/Cost Summary:

Sources by Project	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
T251 - RIGGS ELLSWORTH TO MERIDIAN	1,275,550	82,779	94,000	-	6,000,000	-	-	6,094,000	7,452,329
Project Total	**$ 1,275,550**	**$ 82,779**	**$ 94,000**	**$ -**	**$ 6,000,000**	**$ -**	**$ -**	**$ 6,094,000**	**$ 7,452,329**
Uses by Project	**Previous Actuals**	**Projected FY 2015**	**Year 1 FY 2016**	**Year 2 FY 2017**	**Year 3 FY 2018**	**Year 4 FY 2019**	**Year 5 FY 2020**	**5-Year Total**	**Total Project**
T248 - DEER VALLEY EL MIRAGE TO LK P	4,895,661	4,769,259	1,700,000	8,150,000	15,429,000	-	-	25,279,000	34,943,920
T251 - RIGGS ELLSWORTH TO MERIDIAN	2,148,024	797,969	2,175,000	3,000,000	15,505,000	-	-	20,680,000	23,625,993
T375 - RIGGS RD HAWES TO ELLSWORTH	1,786,120	2,514	1,000,000	3,922,500	-	-	-	4,922,500	6,711,134
T406 - RIGGS RD POWER TO HAWES	746,843	1,453,815	3,335,000	1,105,000	10,000,000	-	-	14,440,000	16,640,658
T429 - RIGGS RD RECKER TO POWER	663,562	722,091	1,500,000	3,367,000	614,000	-	-	5,481,000	6,866,653
T495 - LOWER BUCKEYE 71ST TO 67TH AVE	-	4,853	150,000	-	-	-	-	150,000	154,853
T496 - SIGNAL BUTTE APACHE TO UNIVSTY	-	7,243	200,000	-	-	-	-	200,000	207,243
Project Total	**$ 10,240,210**	**$ 7,757,744**	**$ 10,060,000**	**$ 19,544,500**	**$ 41,548,000**	**$ -**	**$ -**	**$ 71,152,500**	**$ 89,150,454**

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 in no net increase.

Dust Mitigation

Managing Department: Transportation
Project Partner(s): None

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Category II Low Volume Roads	2,3,4,5	4th Qtr FY 2017
Category III Low Volume Roads	4	4th Qtr FY 2017
Dove Valley Area Low Volume Roads	4	4th Qtr FY 2016
Rockaway Hills 255th to 251st Avenue	4	4th Qtr FY 2017
New River Area Phase 1	3	4th Qtr FY 2017
McLellan 103rd Street to Signal Butte	2	4th Qtr FY 2017
New River Area Phase 2	3	4th Qtr FY 2017
Carefree Highway Area	3	4th Qtr FY 2018
Laveen Area	3	4th Qtr FY 2018

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:

T410 – Category II Low Volume Roads

This project will pave 27 segments of dirt roads to reduce fugitive dust so that motorists will have a safer, less dusty route to travel. Construction is planned for FY 2017 with $5,455,000 budgeted in FY 2016 to complete right-of-way acquisition, utility relocation and construction.

T411 – Category III Low Volume Roads

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. Construction is planned for FY 2017 with $2,070,000 budgeted in FY 2016 to complete design, right-of-way acquisition and utility relocation prior to construction.

T433 – Dove Valley Area Low Volume Roads

This project will pave 167th Avenue from Dixileta Drive to Windstone Trail and 168th Avenue from Dixileta Drive to Windstone Trail, and Montgomery Road and White Wing Road from 171st Avenue to 163rd Avenue in the Dove Valley area so travelers will have a healthier route to travel. Construction is planned for FY 2016 with $1,782,000 budgeted in FY 2016 for right-of-way acquisition and construction.

T453 – Rockaway Hills 255th to 251st Ave

This project will pave Rockaway Hills from 255th to 251st Avenue so travelers will have a healthier route to travel. A total of $375,000 is budgeted in FY 2016 to complete right-of-way acquisition, utility relocation and then start construction.

T454 – New River Area Phase 1

This project will pave Central Avenue from approximately 2300 feet south of Honda Bow to Honda Bow; 3rd Street from Linda Lane to Honda Bow; 7th Street from 1,000 feet north of Linda Lane to Honda Bow; and, 11th Avenue from Honda Bow to 13th Avenue. A total of $140,000 is budgeted in FY 2016 to complete right-of-way acquisition and utility relocation. Construction is planned for FY 2017.

T455 – McLellan 103rd Street to Signal Butte

This project will pave McLellan from 103rd Street to Signal Butte so travelers will have a healthier route to travel. A total of $115,000 is budgeted in FY 2016 to complete the design. Construction is planned for FY 2017.

T456 – New River Area Phase 2

This project will pave from 3rd Avenue from Honda Bow to Circle Mountain; 7th Avenue from Honda Bow to Leann Road; and, Calvary Road from 7th Avenue to 3rd Avenue so travelers will have a healthier route to travel. A total of $30,000 is budgeted in FY 2016 for utility relocation. Construction is planned for FY 2017.

T457 – Carefree Highway Area

This project will pave 10th Street from Dove Valley to Paint Your Wagon Trail and Dove Valley from 10th Street to 14th Street so travelers will have a healthier route to travel. A total of $400,000 is budgeted in FY 2016 for design and environmental clearance. Construction is planned for FY 2018.

T458 – Laveen Area

This project will pave 31st Avenue from Olney to McNeil; Olney from 33rd Avenue alignment to 31st Avenue; 44th Avenue from Gumina Avenue alignment to Calle Poco and, 45th Avenue alignment from Estrella Drive to Gumina Avenue alignment so travelers will have a healthier route to travel. A total of $310,000 is budgeted in FY 2016 for design and environmental clearance. Construction is planned for FY 2018.

Funding/Cost Summary:

Uses by Project	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
T410 - FY 12 CAT II LVR	1,758,115	562,122	5,455,000	-	-	-	-	5,455,000	7,775,237
T411 - FY 12 CAT III LVR	456,443	3,159,265	2,070,000	4,975,000	-	-	-	7,045,000	10,660,708
T433 - FY 14 LVR DOVE VALLEY AREA	256,930	380,666	1,782,000	-	-	-	-	1,782,000	2,419,596
T453 - ROCKAWAY HILLS 255TH-251ST AVE	34,355	41,765	375,000	300,000	-	-	-	675,000	751,120
T454 - NEW RIVER AREA PHASE 1	21,817	89,797	140,000	1,700,000	-	-	-	1,840,000	1,951,614
T455 - MCLELLAN 103RD ST TO SB	9,969	43,210	115,000	635,000	-	-	-	750,000	803,179
T456 - NEW RIVER AREA PHASE 2	8,686	26,880	30,000	1,675,000	-	-	-	1,705,000	1,740,566
T457 - CAREFREE HWY AREA	8,104	1,587	400,000	80,000	1,665,000	-	-	2,145,000	2,154,691
T458 - LAVEEN AREA	14,618	609	310,000	120,000	1,407,500	-	-	1,837,500	1,852,727
Project Total	**$ 2,569,037**	**$ 4,305,901**	**$ 10,677,000**	**$ 9,485,000**	**$ 3,072,500**	**$ -**	**$ -**	**$ 23,234,500**	**$ 30,109,438**

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 in no net increase.

Intelligent Transportation Systems (ITS)

Managing Department: Transportation

Project Partner(s): T389 – US Department of Transportation
T447 – Arizona Department of Transportation and Cities of Surprise, Peoria, Glendale, Phoenix, and Scottsdale

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
MC 85 from Litchfield Road to 83rd Avenue	4	4th Qtr FY 2016
E-IntelliDrive Study Phase III	3	Ongoing
Bell Road Adaptive Signals	2,3,4	4th Qtr FY 2016
Fiber Optics Installation on R H Johnson Boulevard	4	1st Qtr FY 2016
Fiber Optics Installation on Indian School, McDowell and Daisy Mountain Roads	2,3,4	4th Qtr FY 2017
Fiber Optics Installation on Riggs Road	1	4th 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 83rd 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 75th Avenue. A total of $802,800 is budgeted in FY 2016 to complete 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 $50,000 is budgeted in FY 2016 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 114th Avenue; 99th Avenue and 73rd Avenue; 35th Avenue and 19th 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 $2,357,000 is budgeted in FY 2016 to start construction.

T448 – Fiber Optics Installation on R H Johnson Boulevard

This project will install 4 1/2 miles of fiber optic cable along R H Johnson Boulevard and Meeker Boulevard in Sun City West to provide reliable communications to 14 signals in the project limits. A total of $578,000 is budgeted in FY 2016 to complete construction of the project.

T466 – Fiber Optics Installation on Indian School, McDowell and Daisy Mountain Roads

This project will install the last mile fiber optic cable needed along Indian School Road west of Loop 101 to 99th Avenue to connect traffic signals at 99th 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 $110,000 is budgeted in FY 2016 for design of the project. Construction is planned for FY2017.

T467 – Fiber Optics Installation on Riggs Road

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 a safer commute. Also, 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 $90,000 is budgeted in FY 2016 for design. Construction is planned for FY2017.

Funding/Cost Summary:

Sources by Project	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
T352 - MC85 LITCHFIELD 83RD AV ITS		1,730,596	746,596	-	-	-		746,596	2,477,192
T419 - WEST VALLEY DYNAMIC MSG SIGNS	533,584	39,397		-	-	-		-	572,981
T447 - BELL RD ADAPTIVE SIGNAL	86,908	30,257		-	-	-		-	117,165
Project Total	**$ 620,492**	**$ 1,800,250**	**$ 746,596**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 746,596**	**$ 3,167,338**
Uses by Project	**Previous Actuals**	**Projected FY 2015**	**Year 1 FY 2016**	**Year 2 FY 2017**	**Year 3 FY 2018**	**Year 4 FY 2019**	**Year 5 FY 2020**	**5-Year Total**	**Total Project**
T352 - MC85 LITCHFIELD 83RD AV ITS	365,636	2,781,850	802,800	-	-	-	-	802,800	3,950,286
T389 - E-INTELLIDRIVE STUDY PH III	304,821	28,693	50,000	-	-	-	-	50,000	383,514
T447 - BELL RD ADAPTIVE SIGNAL	120,183	178,808	2,357,000	361,000	-	-	-	2,718,000	3,016,991
T448 - R H JOHNSON ITS COMMUNICATION	128,198	107,601	578,000	-	-	-	-	578,000	813,799
T466 - FIBER INSTALL IND SCH MCD DMTN	-	53,722	110,000	880,120	-	-	-	990,120	1,043,842
T467 - RIGGS RD ITS	-	49,319	90,000	1,180,680	-	-	-	1,270,680	1,319,999
Project Total	**$ 918,838**	**$ 3,199,993**	**$ 3,987,800**	**$ 2,421,800**	**$ -**	**$ -**	**$ -**	**$ 6,409,600**	**$ 10,528,431**

Operating Cost Summary:

No additional funds are being requested.

Bell Road Dynamic Messaging Sign

SMARTDrive Demonstration

Maricopa Association of Governments (MAG) Arterial Life Cycle Program (ALCP) Projects

Managing Department: Transportation

Project Partner(s): All – Maricopa Association of Governments
T195, T347, T372, T427 – Cities of El Mirage, Glendale, Peoria, and Flood Control District
T199, T339 – Salt River Pima Maricopa Indian Community and City of Mesa
T342 – Salt River Pima Maricopa Indian Community
T367 – City of El Mirage
T441, T442, T443 – City of Chandler

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Northern Parkway Phase I Landscaping	4	2nd Qtr FY 2016
Dobson Road Bridge	1,2	To Be Determined
Gilbert Road Bridge at the Salt River	2	To Be Determined
McKellips Road State Route 101 to Alma School	2	To Be Determined
Northern Parkway Dysart to 111th Avenue	4	4th Qtr FY 2018
El Mirage Northern to Peoria	4	1st Qtr FY 2018
Northern Parkway Northern at Loop 101	4	1st Qtr FY 2018
Northern Parkway Dysart Overpass	4	1st Qtr FY 2018
Gilbert Road Queen Creek to Hunt Highway	1	3rd Qtr FY 2017
McQueen Road Ocotillo to Riggs	1	3rd Qtr FY 2017
Ocotillo Road Arizona to McQueen	1	3rd 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

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 now complete. The landscaping consists of drought-resistant trees, shrubs, accents and decomposed granite for ground covering plus an irrigation system. The contractor will maintain the plants and irrigation system for one year to insure the plants are established. A total of $1,047,800 is budgeted in FY 2016 for corridor right-of-way acquisition to protect the future alignment and to maintain the landscaping until established.

T199 – Dobson Road Bridge

The purpose of this project is to provide a bridge across the Salt River at Dobson Road. The project will be led by MCDOT in partnership with Salt River Pima-Maricopa Indian Community and the City of Mesa. The first step is to complete a partnership agreement prior to starting the design effort. Design and construction are contingent on formation of the partnership agreement and sufficient funding being provided by all parties.

T339 – Gilbert Road Bridge at the 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 2017 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 2019 consistent with Maricopa Association of Governments funding and is dependent on the total project cost, acquiring funding partners and availability of funds.

T347 – Northern Parkway Dysart to 111th Avenue

This is one of four projects in the second phase of the 20 year multi-phased project in partnership with the Maricopa Association of Governments 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 Avenue. Northern Avenue 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 $51.9 million with $18.25 million budget in FY 2016 to start construction.

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 $1,755,000 is budgeted in FY 2016 for right-of-way acquisition and utility relocation.

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 Avenue will be widened initially to four lanes with additional lanes at major intersections. A total of $12.8 million is budgeted for this project with $3.7 million budgeted in FY 2016 for right-of-way acquisition, design and utility relocation.

T427 – Northern Parkway Dysart 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 Avenue 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 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. A total of $899,000 is budgeted in FY 2016 for design.

T441 – Gilbert Road Queen Creek to Hunt Highway

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 not 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 not 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 not more than $1,120,000 to the project in FY 2017.

Funding/Cost Summary:

Sources by Project	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
T103 - EL MIRAGE BELL BEARDSLEY	-	-	-	-	-	4,863,000	-	4,863,000	4,863,000
T195 - NORTHERN AVE SR 303 TO GRAND	85,710,622	600,434	-	-	-	-	-	-	86,311,056
T199 - DOBSON RD BRIDGE AT SALT RIVER	-	-	-	-	-	-	2,800,000	2,800,000	2,800,000
T339 - GILBERT ROAD BRIDGE	-	-	-	2,800,000	-	2,800,000	8,404,747	14,004,747	14,004,747
T341 - EL MIRAGE PICERNE TO BELL	500,000	500,000	-	-	-	-	-	-	1,000,000
T342 - MCKELLIPS RD I10 TO ALMA SCHL	246	8,667	-	1,894,000	-	6,035,000	2,000,000	9,929,000	9,937,913
T347 - NORTHERN PARKWAY PHASE II	7,112,186	467,540	12,669,282	14,996,420	9,013,833	2,666,247	6,666,247	46,012,029	53,591,755
T367 - EL MIRAGE: NORTHERN TO PEORIA	85,731	81,793	7,036,000	1,894,000	-	-	-	8,930,000	9,097,524
T369 - NORTHERN REEMS LTCHFLD OVRPS	2,063,215	3,940,154	-	-	-	-	-	-	6,003,369
T372 - NORTHERN PKWY NORTHERN AT L101	-	-	5,448,422	3,000,000	-	-	-	8,448,422	8,448,422
T427 - DYSART AVE OVERPASS	-	-	2,515,065	7,696,700	-	-	-	10,211,765	10,211,765
Project Total	**$ 95,472,000**	**$ 5,598,588**	**$ 27,668,769**	**$ 32,281,120**	**$ 9,013,833**	**$ 16,364,247**	**$ 19,870,994**	**$ 105,198,963**	**$ 206,269,551**

Uses by Project	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
T195 - NORTHERN AVE SR 303 TO GRAND	77,286,348	2,358,037	1,047,800	1,000,000	-	-	-	2,047,800	81,692,185
T347 - NORTHERN PARKWAY PHASE II	12,976,208	3,021,898	18,250,000	16,670,000	1,000,000	-	-	35,920,000	51,918,106
T367 - EL MIRAGE: NORTHERN TO PEORIA	1,062,587	518,537	1,755,000	10,830,000	-	-	-	12,585,000	14,166,124
T372 - NORTHERN PKWY NORTHERN AT L101	254,987	1,175,003	3,705,000	7,734,000	-	-	-	11,439,000	12,868,990
T427 - DYSART AVE OVERPASS	-		899,000	10,526,000	-	-	-	11,425,000	11,425,000
Project Total	**$ 91,580,130**	**$ 7,073,475**	**$ 25,656,800**	**$ 46,760,000**	**$ 1,000,000**	**$ -**	**$ -**	**$ 73,416,800**	**$ 172,070,405**

Operating Cost Summary:

No additional funds are being requested. The projects on Northern and El Mirage will be annexed by partners.

El Mirage Road

Partnership Support

Managing Department: Transportation
Project Partner(s): T462 – City of Phoenix

Scheduled Completion Dates:

Improvement	District	Scheduled Payment Date
Special Projects	TBD	Ongoing
35th Avenue Baseline to Southern	5	4th Qtr FY 2016

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 urgent projects can be funded that otherwise would not qualify through the normal review and prioritization process. The County will contribute up to $1.5M annually to Special Projects.

T462 – 35th Avenue Baseline to Southern

The City of Phoenix is improving 35th Avenue from Baseline Road to Southern Avenue. Improvements will include the construction of four lanes with adjacent bike lanes, sidewalks, curb, gutter and street lighting. In FY 2016, the County will contribute $1,070,000 to the project. The estimated total cost for construction is $3,450,000. The City of Phoenix is the lead agency for all elements of work for the Project and will be responsible for any additional costs associated with this project.

Funding/Cost Summary:

Sources by Project	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
T191 - VINYARD 143RD AVE PIR	2,847,215	381,943	416,667	416,667	-	-		833,334	4,062,492
Project Total	**$ 2,847,215**	**$ 381,943**	**$ 416,667**	**$ 416,667**	**$ -**	**$ -**	**$ -**	**$ 833,334**	**$ 4,062,492**
Uses by Project	**Previous Actuals**	**Projected FY 2015**	**Year 1 FY 2016**	**Year 2 FY 2017**	**Year 3 FY 2018**	**Year 4 FY 2019**	**Year 5 FY 2020**	**5-Year Total**	**Total Project**
T003 - SPECIAL PROJECTS	3,005,984	1,007,681	1,510,000	1,510,000	1,510,000	1,510,000	1,510,000	7,550,000	11,563,665
T483 - 35TH AVE BASELINE TO SOUTHERN	-	122	1,070,000	-	-	-	-	1,070,000	1,070,122
Project Total	**$ 3,005,984**	**$ 1,007,803**	**$ 2,580,000**	**$ 1,510,000**	**$ 1,510,000**	**$ 1,510,000**	**$ 1,510,000**	**$ 8,620,000**	**$ 12,633,787**

Operating Cost Summary:

Project partners are responsible for any ongoing operational costs.

Pavement Preservation

Managing Department: Transportation
Project Partner(s): None

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Bush Highway Asphalt Rubber Overlay	2	4th Qtr FY 2018
McDowell Road 76th Street to Usery Pass	2	2nd Qtr FY 2016
Germann Asphalt Rubber Overlay	1,2	4th Qtr FY 2016
Local Road Rehabilitation	All	4th Qtr FY 2016
Northwest Area Overlay	4	4th Qtr FY 2016
Southeast Area Asphalt Rubber Arterial Overlays	1,2	4th Qtr FY 2016
Southwest Area Asphalt Rubber Arterial Overlays	5	4th Qtr FY 2016

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:

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 State Route 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 an existing drainage pipe with two 24-inch pipes to reduce roadway flooding. A total of $3,174,000 is budgeted in FY 2016 to finish the design of the project and start construction. 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 76th Street to Usery Pass

McDowell Rd is a popular cycling route. This project will add bike lanes to McDowell Road from 76th Street to Usery Pass to improve safety for both cyclists and motorists. A total of $527,000 is budgeted in FY 2016 to complete the project.

T471 – Germann Asphalt Rubber Overlay

This project will overlay portions of 2 miles of Germann Road so travelers will have a safer route to travel. A total of $426,000 is budgeted in FY 2016 for construction.

T473 – Local Road Rehabilitation

A total of $7,910,000 is budgeted in FY 2016 to improve yet to be selected local roads so travelers will have a safer route to travel.

T474 – Northwest Area Overlay

A total of $1,460,000 is budgeted in FY 2016 to improve yet to be selected District 4 arterial roads in the northwest area so travelers will have a safer route to travel.

T475 – Southeast Area Asphalt Rubber Arterial Overlays

A total of $2,071,740 is budgeted in FY 2016 to improve yet to be selected arterial roads in the southeast area so travelers will have a safer route to travel.

T476 – Southwest Area Asphalt Rubber Arterial Overlays

A total of $608,000 is budgeted in FY 2016 to improve yet to be selected arterial roads in the southwest area of the County so travelers will have a safer route to travel.

Funding/Cost Summary:

SOURCES	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
T432 - MCDOWELL RD 76TH TO USERY PASS	-	-	556,747	-	-	-	-	556,747	556,747
T468 - MERIDIAN RD AR OVERLAY	-	-	166,800	-	-	-	-	166,800	166,800
Project Total	**$ -**	**$ -**	**$ 723,547**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 723,547**	**$ 723,547**

Uses by Project	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
T348 - BUSH HWY ASPHALT RUBBER OVRLY	702,950	523,809	3,174,000	2,725,000	2,869,500	-	-	8,768,500	9,995,259
T432 - MCDOWELL RD 76TH TO USERY PASS	135,598	748,544	527,000	-	-	-	-	527,000	1,411,142
T471 - GERMANN RD AC OVERLAY	-	-	426,000	-	-	-	-	426,000	426,000
T473 - FY16 LOCAL ROAD REHAB	-	-	7,910,000	-	-	-	-	7,910,000	7,910,000
T474 - FY16 NW AREA ART AR OVERLAY	-	84	1,463,000	-	-	-	-	1,463,000	1,463,084
T475 - FY16 SE AREA E ART AR OVERLAY	-	-	2,071,740	-	-	-	-	2,071,740	2,071,740
T476 - FY16 SW AREA ART AR OVERLAY	-	-	608,000	-	-	-	-	608,000	608,000
Project Total	**$ 838,548**	**$ 1,272,437**	**$ 16,179,740**	**$ 2,725,000**	**$ 2,869,500**	**$ -**	**$ -**	**$ 21,774,240**	**$ 23,885,225**

Operating Cost Summary:

No additional funds are being requested.

Safety Edge Shoe Paving Demonstration

McDowell Road Roadway/Flooding Repair

Transportation Planning

Managing Department: Transportation
Project Partner(s): All - Town of Buckeye and the City of Surprise

Scheduled Completion Dates:

Study	District	Scheduled Completion
Transportation Planning Studies	All	4th Qtr FY 2016
Transportation System Plan	All	4th Qtr FY 2016

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 – Transportation Planning Studies

Transportation Planning Studies provides 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. A total of $1.6 million is budgeted in FY 2016 for planning studies.

T492 – Transportation System Plan

The Maricopa County Transportation System Plan (TSP) is a long-range plan that establishes a framework for the future transportation needs of Maricopa County residents. The TSP outlines a vision for the planning and construction of facilities through the year 2035.

Funding/Cost Summary:

Uses by Project	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
T005 - TRANSPORTATION PLAN STUDIES	12,594,981	842,560	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	8,000,000	21,437,541
Project Total	**$ 12,594,981**	**$ 842,560**	**$ 1,600,000**	**$ 1,600,000**	**$ 1,600,000**	**$ 1,600,000**	**$ 1,600,000**	**$ 8,000,000**	**$ 21,437,541**

Operating Cost Summary:

No additional funds are being requested.

Right-of-Way

Managing Department: Transportation
Project Partner(s): None

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Property Management on Prior Year Projects	All	Ongoing
Right-of-Way Infill on the County Road System	All	Ongoing

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 on Prior Year Projects

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 – Right-of-Way Infill on the County Road System

Right-of-way Infill is a reserve fund for the purchase of property and titles on existing roads. The FY 2016 budget is $100,000 to acquire right-of-way when identified.

Funding/Cost Summary:

Uses by Project	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
T008 - PROP MGMT PRIOR YEARS PROJECTS	285,493	80,548	50,000	50,000	50,000	50,000	50,000	250,000	616,041
T011 - ROW IN FILL ROAD INVENTORY SYS	1,900,750	97,708	100,000	200,000	200,000	200,000	200,000	900,000	2,898,458
Project Total	**$ 2,186,243**	**$ 178,256**	**$ 150,000**	**$ 250,000**	**$ 250,000**	**$ 250,000**	**$ 250,000**	**$ 1,150,000**	**$ 3,514,499**

Operating Cost Summary:

No additional funds are being requested.

Safety Improvements

Managing Department: Transportation
Project Partner(s): T345, T511 – City of Phoenix

Scheduled Completion Date:

Improvement	District	Scheduled Completion
MC 85 91st to 75th Avenue	5	4th Qtr FY 2018
Aguila Road at Western Area Power Administration Towers	4	2nd Qtr FY 2016
New River Trail at Linda lane	3	4th Qtr FY 2016
Olive Avenue Citrus to Cotton Lane	4	4th Qtr FY 2019
MC 85 107th to 91st Avenue	5	4th 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 91st to 75th Avenue

This project will create a constant roadway profile from 91st Avenue to 75th Avenue by adding a dual center turning lane where currently missing, improving the 83rd and 91st Avenue intersections plus milling and replacing the asphalt from 91st Avenue to 75th Avenue so the traveling public will have a safer commute. A total of $2,350,000 is budgeted in FY 2016 to acquire right-of-way and relocate utilities.

T444 – Aguila Road at Western Area Power Administration Towers

Realign Aguila Road around two Western Area Power Administration (Western) towers to provide a 50-foot clear zone around the towers. A total of $361,000 is budgeted in FY 2016 to realign the roadway.

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 oncoming traffic, hikers are in danger when crossing the road. This project will acquire right-of-way and make other improvements to allow hikers to observe oncoming traffic at a greater distance so they can safely cross the road. A total of $260,000 is budgeted in FY 2016 to finalize right-of-way acquisition and make the needed improvements.

T497 – Olive Avenue Citrus to Cotton Lane

Widen Olive Avenue from the current two lanes to four lanes with a center turn lane. A total of $1,265,000 is budgeted in FY 2016 to begin the design, start right-of-way acquisition and environmental clearance. Construction is planned to start in FY 2019.

T511 – MC 85 107th to 91st Avenue

This project will create a constant roadway profile from 107th Avenue to 91st Avenue by adding a dual center turning lane where currently missing, improving the 107th and 91st Ave intersections plus milling

and replacing the asphalt from 107th Avenue to 91st Avenue so the traveling public will have a safer commute. A total of $1,300,000 is budgeted in FY 2016 to complete the design and acquire right-of-way.

Funding/Cost Summary:

Uses by Project	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
T345 - MC 85 91ST AVE TO 75TH AVE	3,636,622	3,071,303	2,350,000	10,300,000	7,250,000	-	-	19,900,000	26,607,925
T444 - AGUILA RD AT WAPA TOWERS	86,859	61,978	361,000	-	-	-	-	361,000	509,837
T445 - NEW RIVER TRAIL AT LINDA LN	141,690	22,349	260,000	-	-	-	-	260,000	424,039
T497 - OLIVE AVE CITRUS TO COTTON LN	-	-	1,265,000	1,450,000	4,450,000	11,303,000	-	18,468,000	18,468,000
T511 - MC 85 107TH AVE TO 91ST AVE	-	-	1,300,000	-	4,000,000	13,900,000	13,850,000	33,050,000	33,050,000
Project Total	**$ 3,865,171**	**$ 3,155,630**	**$ 5,536,000**	**$ 11,750,000**	**$ 15,700,000**	**$ 25,203,000**	**$ 13,850,000**	**$ 72,039,000**	**$ 79,059,801**

Operating Cost Summary:

No additional funds are being requested.

Traffic Improvements

Managing Department: Transportation
T391 – City of Avondale
T424 – City of Phoenix

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Warranted Traffic Improvements	All	Ongoing
Elliot at Sossaman	2	3rd Qtr FY 2016
Traffic Calming	All	Ongoing
Avondale at MC 85	4	4th Qtr FY 2016
Dynamite at 52nd Street	3	4th Qtr FY 2018
Union Hills at 99th Avenue	3	3rd Qtr FY 2017
University at 96th Street	2	4th Qtr FY 2016
Yuma at Jackrabbit Trail	4	4th Qtr FY 2017
99th Avenue at Cameo Drive	4	4th Qtr FY 2017
Lower Buckeye at 107th Avenue	5	4th Qtr FY 2016
MC 85 Baseline to Cotton Lane	5	4th Qtr FY 2016

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 $300,000 is budgeted for traffic scoping studies and construction reserves in FY 2016.

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. A total of $1,599,000 is budgeted in FY 2016 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 2016 to design and install traffic calming devices.

T391 – Avondale 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 $884,000 is budgeted in FY 2016 for construction.

T424 – Dynamite at 52nd Street

This project will install traffic signals and make other improvements to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. A total of $229,000 is budgeted in FY 2016 to complete design, relocate utilities and start construction. The northeast corner of the intersection will be improved by a private developer.

T463 – Union Hills at 99th Avenue

The north bound and south bound legs of the Union Hills and 99th Avenue intersection are separated by a drainage ditch which complicates the traffic signal operation creating delays. This project will modify the intersection and make other improvements to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. A total of $999,000 is budgeted in FY 2016 to acquire right-of-way and start construction.

T482 – University at 96th Street

This project will install traffic signals and make other improvements to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. A total of $445,000 is budgeted in FY 2016 for construction.

T487 – Yuma at Jackrabbit Trail

This project will install traffic signals and make other improvements to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. A total of $150,000 is budgeted in FY 2016 for design and environmental clearance. Construction is planned for FY 2017.

T489 – 99th Avenue at Cameo Drive

This project will install an intersection warning device and signs to improve safety so the travelling public will have a safer commute. The intersection has a history of crashes and the warning devices will be installed to mitigate the crashes. A total of $100,000 is budgeted in FY 2016 for design. Construction is planned for FY 2017.

T490 – Lower Buckeye at 107th Avenue

This project will install traffic signals and make other improvements to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. A total of $150,000 is budgeted in FY 2016 for design and utility relocation. Construction is planned for FY 2017.

T493 – MC 85 Baseline to Cotton Lane

MC 85 from Baseline to Cotton Lane is being studied to determine what improvements can be made to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. A total of $470,000 is budgeted in FY 2016 to complete the study and start design. A prioritized list and schedule of individual safety improvement projects will be a result of the study. Recommendations include adding left and/or right turn lanes at major intersections, guardrail installation, modify pavement marking and signs to include a two-way left turn lane, and minor roadway widening to restripe for passing lanes.

Funding/Cost Summary:

Sourcesby Project	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
T391 - AVONDALE AT MC 85	92,248	10,831	438,586	-	-	-	-	438,586	541,665
T420 - EMPIRE AND MERIDIAN	-	100,000	-	-	-	-	-	-	100,000
T460 - UNIVERSITY DR AT MERIDIAN RD	-	150,000	-	-	-	-	-	-	150,000
Project Total	**$ 92,248**	**$ 260,831**	**$ 438,586**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 438,586**	**$ 791,665**

Uses by Project	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
T004 - WARRANTED TRAFFIC IMPROVEMENTS	211,248	1,030,000	300,000	2,005,000	5,000,000	5,000,000	5,000,000	17,305,000	18,546,248
T333 - ELLIOT RD AND SOSSAMAN RD	1,353,379	4,968	1,599,000	-	-	-	-	1,599,000	2,957,347
T365 - TRAFFIC CALMING	372,979	87,747	200,000	200,000	200,000	200,000	200,000	1,000,000	1,460,726
T391 - AVONDALE AT MC 85	294,810	148,581	884,000	-	-	-	-	884,000	1,327,391
T424 - DYNAMITE AT 52ND STREET	117,359	293	229,000	319,000	-	-	-	548,000	665,652
T463 - UNION HILLS AT 99TH AVE	125,396	69,994	999,000	2,280,000	-	-	-	3,279,000	3,474,390
T482 - UNIVERSITY AT 96TH ST	24,870	115,422	445,000	-	-	-	-	445,000	585,292
T487 - YUMA AT JACKRABBIT TRAIL	-	38,535	150,000	385,000	-	-	-	535,000	573,535
T489 - 99TH AVE AT CAMEO DR	-	49,836	100,000	313,000	-	-	-	413,000	462,836
T490 - LOWER BUCKEYE AT 107TH AVE	-	43,693	150,000	400,000	-	-	-	550,000	593,693
T493 - MC 85 BASELINE TO COTTON LANE	-	44,273	470,000	450,000	-	-	-	920,000	964,273
Project Total	**$ 2,500,041**	**$ 1,633,342**	**$ 5,526,000**	**$ 6,352,000**	**$ 5,200,000**	**$ 5,200,000**	**$ 5,200,000**	**$ 27,478,000**	**$ 31,611,383**

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

Transportation Administration provides program oversight to project 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 2016 to manage the program.

T002 – Project Reserve

The purpose of the Project Reserve fund is to reserve monies to cover project cost increases so that County citizens receive planned infrastructure projects that 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 $5 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 $1,071,230 has been budgeted for additional staff support.

T012 – General Civil Engineering

The General Civil Engineering fund is a reserve to provide budget for new scoping studies approved by the Department Director and 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 $100,000 is budget for scoping studies and investigations.

Funding/Cost Summary:

Uses by Project	Previous Actuals	Projected FY 2015	Year 1 FY 2016	Year 2 FY 2017	Year 3 FY 2018	Year 4 FY 2019	Year 5 FY 2020	5-Year Total	Total Project
T001 - TIP DEVELOPMENT	3,025,604	428,060	450,000	450,000	450,000	450,000	450,000	2,250,000	5,703,664
T002 - PROJECT RESERVES ACCOUNT	104,475		5,000,000	-	-	-	-	5,000,000	5,104,475
T006 - UNALLOCATED FORCE ACCOUNT	-	581,000	986,230	1,511,230	1,938,230	2,213,230	2,163,230	8,812,150	9,393,150
T012 - GENERAL CIVIL ENGINEERING	545,827	838,742	100,000	100,000	100,000	100,000	100,000	500,000	1,884,569
Project Total	**$ 3,675,906**	**$ 1,847,802**	**$ 6,536,230**	**$ 2,061,230**	**$ 2,488,230**	**$ 2,763,230**	**$ 2,713,230**	**$ 16,562,150**	**$ 22,085,858**

Operating Cost Summary:

No additional funds are being requested.

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 meet 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, 2014. 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, 2014, that can be obtained at: http://www.maricopa.gov/finance/CAFR.aspx.

Current Debt Situation

It is recognized that all debt, regardless of the source of revenue pledged for repayment, represents some sort of cost to taxpayers or ratepayers. Therefore, all types of County debt/obligations are considered herein. While lease-secured and certificates of participation obligations may not be debt under strict legal definitions, they still require future appropriations and are a fixed charge. These lease payments and other non-bonded obligations are added by most security analysts when calculating an issuer's debt ratios.

Debt Issuance History

The County has used debt financing for many years to finance capital projects. The following chart illustrates the amount of debt as well as categories of outstanding debt for the past five fiscal years.

LONG-TERM LIABILITIES
All Categories of Debt (2)
Maricopa County, Arizona
For the year ending June 30

	Year Ending June 30				
	2010	2011	2012	2013	2014
Governmental activities:					
Bonds, loans, and other payables:					
General obligation bonds	$ -	$ -	$ -	$ -	$ -
Lease revenue bonds (3)	153,285,000	142,140,000	130,815,000	120,350,000	108,975,000
Special assessment debt with governmental commitment (1)	174,442	120,533	80,050	64,679	49,465
Certificates of participation (3)	3,385,000	2,895,000	-	-	-
Capital leases	14,956,315	432,651	-	-	-
Total Governmental activities	$ 171,800,757	$ 145,588,184	$ 130,895,050	$ 120,414,679	$ 109,024,465
Business-type activities: (1) (4)					
Capital leases, loans, and other payables:					
Capital Leases	$ -	$ -	$ -	$ -	$ 1,792,280
Loans payable	-	-	2,787,917	3,609,943	3,667,473
Other long-term debt	-	-	-	-	914,178
Total Business-type activities	$ -	$ -	$ 2,787,917	$ 3,609,943	$ 6,373,931

Notes:
(1) Does not represent an obligation of the County.
(2) Long-term liabilities exclude 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 fiscal 2014, the Housing Authority presentation changed from a special revenue fund to a major proprietary fund (enterprise fund). The fiscal year 2012 and 2013 long-term liability amounts were adjusted as a result of the change in presentation and for corrections of prior periods.

Financing Alternatives

The County should evaluate all potential funding sources before considering which method of financing may be the most appropriate. There are many sources of funding, depending on the type of debt to be incurred and the length of time for repayment. 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 debt financing.

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)

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.

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)

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.

Certificates of Participation (COP)

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.

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.

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.

2013-14 Constitutional General Obligation Bonding Capacity Maricopa County, Arizona		
2013-14 Secondary Assessed Valuation	$	32,229,006,810
15% of Secondary Assessed Valuation		4,834,351,022
Less: GO Bonded Debt Outstanding		-
Plus: GO Debt Service Fund Balance		-
Unused Fifteen Percent Borrowing Capacity	$	4,834,351,022

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:

BOND RATINGS **Explanation of corporate/municipal bond ratings**	**RATING AGENCIES**		
	Fitch	Moody's	Standard & Poor's
Premium quality High quality Medium quality	AAA AA A	Aaa Aa A	AAA AA A
Medium grade, lower quality Predominantly speculative Speculative, low grade	BBB BB B	Baa Ba B	BBB BB B
Poor to default Highest speculation Lowest quality, no interest	CCC CC C	Caa Ca C	CCC CC C
In default, in arrears Questionable value	DDD DD D		DDD DD D

Fitch and Standard & Poor's may use "+" or "-" to modify ratings while Moody's may use numerical modifiers such as 1 (highest), 2, or 3.

History of Maricopa County's Debt Rating

In June 2015, Standard & Poor's Ratings Services (S&P) assigned an "AA+" rating to Maricopa County's certificates of participation (C.O.P.), Series 2015. At the same time, S&P 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. With its diverse economic base, strong management financial policies, budgetary flexibility, and low overall net debt, S&P views the County's long-term outlook as stable. **Standard & Poor's Rating Service Press Release dated June 2015**

In June 2015, Fitch Ratings assigned an "AA+" rating to Maricopa County's certificates of participation (C.O.P.), Series 2015. Fitch Ratings affirmed its 'AAA' issuer credit rating (ICR) and 'AA+' rating for the County's existing lease revenue bonds on March 24, 2015. Citing the County's continued structural balance throughout various economic and financial pressures, management's conservative and historically prudent fiscal practices, and the county's very modest direct debt position, Fitch Ratings views Maricopa County's rating outlook as stable. **Fitch Ratings Press Release dated June 2015**

In June 2015, Moody's Investors Service assigned an "Aa1" rating to Maricopa County's certificates of participation (C.O.P.), Series 2015. At the same time, Moody's affirmed the County's general obligation bond rating at 'Aaa', and affirmed its 'Aa1' rating for the County's lease revenue bonds. With its strong credit characteristics and well-managed financial operations, Moody's views Maricopa County's rating outlook as stable. **Moody's Investors Service Press Release dated June 2015**

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 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 (2)	3/24/2015	Aaa (1)	6/1/2015	AAA (1)	6/3/2015
C.O.P.	AA+	6/1/2015	Aa1	6/1/2015	AA+	6/3/2015
Lease Revenue	AA+ (1)	3/24/2015	Aa1 (1)	6/1/2015	AA+ (1)	6/3/2015

(1) Bond rating is "Affirmed"
(2) Bond rating is "Affirmed 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, has been excluded.

DIRECT AND OVERALL NET DEBT
MARICOPA COUNTY, ARIZONA

GOVERNMENTAL ACTIVITES	Audited 6/30/2013	Audited 6/30/2014	Projected 6/30/2015	Projected 6/30/2016
Lease Revenue Bonds	$ 120,350,000	$ 108,975,000	$ 97,135,000	$ 84,665,000
Direct Net Debt	$ 120,350,000	$ 108,975,000	$ 97,135,000	$ 84,665,000
Overlapping Debt (1)	8,011,719,776	7,968,224,378	7,869,741,121	7,835,302,300
Overall Net Debt	$ 8,132,069,776	$ 8,077,199,378	$ 7,966,876,121	$ 7,919,967,300
Population Estimate (2)	3,944,859	4,008,651	4,063,700	4,148,200
Full Value of Taxable Property (3)	$ 321,960,274	$ 310,300,015	$ 339,536,633	$ 403,013,954
Ratios (4)				
Direct Net Debt Per Capita	$ 31	$ 27	$ 24	$ 20
Overall Net Debt Per Capita	$ 2,061	$ 2,015	$ 1,960	$ 1,909
Direct Net Debt as % of FV Property	0.037%	0.035%	0.029%	0.021%
Overall Net Debt as % of FV Property	2.526%	2.603%	2.346%	1.965%
FV Property Per Capita	$ 81,615	$ 77,408	$ 83,554	$ 97,154

Notes:
(1) Projected overlapping debt for 2015 and 2016 was based on a three year average of general obligation Bonds for Cities, Towns, School Districts and Special Assessment Districts.
Source: www.azdor.gov/ReportsResearch/ReportofBondedIndebtedness.aspx
(2) Projections for 2015 and 2016 population are based on estimates provided by the Arizona Department of Administration. Source: https://population.az.gov/population-projections
(3) Full Cash Value Taxable Property Estimate for Tax Year 2016 was 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 (FV) Property = Direct Net Debt/FV Property
- Overall Net Debt as 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.

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 fifteen percent of such taxable property. At June 30, 2014, the County had no outstanding general obligation debt, (0.00% of taxable property), while the six percent limit was $1,933,740,409 and the fifteen percent limit was $4,834,351,022.

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, 2014

Bond Issue		Amount
2007A Lease Revenue Bonds	$	91,475,000
2007B Lease Revenue Refunding Bonds		17,500,000
Total	$	108,975,000

DEBT SERVICE REQUIREMENTS TO MATURITY
Lease Revenue Bonds
Maricopa County, Arizona
As of June 30, 2014

Year Ending June 30		Principal		Interest		Total Debt Service
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		4,040,000		3,273,230		7,313,230
2020-24		23,160,000		13,363,625		36,523,625
2025-29		29,195,000		7,175,463		36,370,463
2030-32		20,765,000		1,106,788		21,871,788
Total	$	108,975,000	$	40,642,950	$	149,617,950

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, 2014. 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, 2014

Year Ending June 30	Principal	Interest	Total Debt Service
2015	$ -	$ 36,231	$ 36,231
2016	1,335,273	36,231	1,371,504
Total	$ 1,335,273	$ 72,462	$ 1,407,735

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, 2014

Bond Issue		Amount
Queen Creek Water K-91	$	5,674
Plymouth Street K-109		43,791
Total	$	49,465

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, 2014, 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, 2014, the balance on this note was $406,828.

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, 2014, the balance on this note was $2,586,674.

On March 4, 2014, the Housing Authority of Maricopa County entered into a repayment agreement with the U.S. Department of Housing and Urban Development (HUD) totaling $115,524 to repay misused program funds as determined by the 2010 HUD Limited Management and Financial Review. The agreement bears no interest and calls for equal annual payments of $11,552 from non-federal resources beginning June 30, 2014, and ending June 30, 2023. At June 30, 2014, the balance on this note was $103,971.

DEBT SERVICE REQUIREMENTS
Housing Authority Loans Payable
Maricopa County, Arizona
As of June 30, 2014

Year Ending June 30		Principal
2015	$	66,373
2016		69,218
2017		71,725
2018		75,154
2019		638,795
2020-2023		2,746,208
	$	3,667,473

Housing Authority of Maricopa County Capital Leases Obligation

The Housing Authority of Maricopa County entered into a long-term lease commitment for equipment that has been accounted for as a capital lease. The lease obligation is part of a U.S. Department of Housing and Urban Development approved Energy Performance Contract (EPC) that provides for continued Public Housing funding and certain incentives for increasing energy efficiency of Public Housing Units. The assets are currently capitalized as Construction in Progress, valued at $1,404,783. At June 30, 2014, the balance on this obligation is $1,792,280.

Annual debt service requirements to maturity for Housing Authority capital lease obligations are as follows:

DEBT SERVICE REQUIREMENTS
Housing Authority Capital Leases
Maricopa County, Arizona
As of June 30, 2014

Year Ending June 30	Principal	Interest	Total
2015	$	$ 55,068	$ 55,068
2016	58,219	66,283	124,502
2017	64,897	64,130	129,027
2018	71,986	61,730	133,716
2019	79,506	59,068	138,574
2020-24	527,036	245,064	772,100
2025-29	793,716	128,987	922,703
2030	196,920	7,282	204,202
Total	$ 1,792,280	$ 687,612	$ 2,479,892

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

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

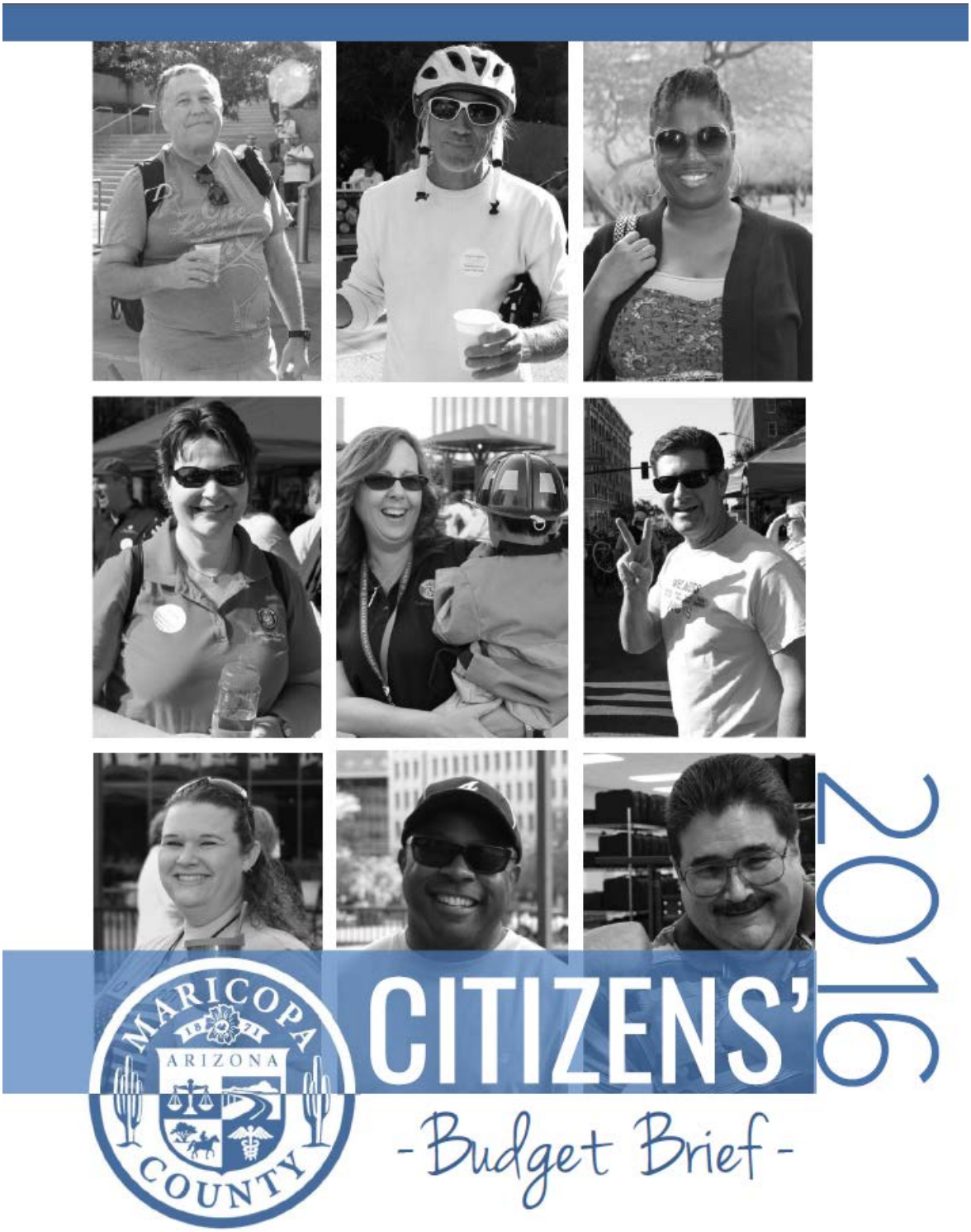
The County's goal is to maintain or improve its bond ratings. To that end, prudent financial management policies will be adhered to in all areas. The Chief Financial Officer shall be responsible for maintaining relationships with the rating agencies that currently assign ratings to the County's various 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 2016



INTRODUCTION

Welcome!

Welcome to the third 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) 2016. 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 2016. Thank you for engaging in this partnership of shared governance!

2016 Budget

For the FY 2016 Budget, Chairman Chucri and his fellow supervisors placed an emphasis on addressing public safety concerns and focusing on mandated services, while maximizing operational efficiency and allocating resources to continue to deliver "Best in Class" service.

"Our citizens can believe in this conservative budget that reflects our needs, not our wants."

Steve Chucri
Chairman of the Board of Supervisors

Annual Budget Process

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.

Population: 4,087,191
Land Area: 9,224 Sq Miles
Per Capita Income: $53,596
% of AZ Population: 61%
Median Assessed Value of Single Family Homes: $116,078

OUR **Maricopa County**

Highlights

- FY2016 Budget -

- Expenditure budget of $2.234 billion, an increase of $12 million as compared to Fiscal Year 2015.
- Primary property tax levy budgeted at $471 million or $157 million below the maximum levy.
- Reserve fund set aside with two months of operating expenditures.
- Continue the capital fund budget of $284 million and begin the design phase for the new intake, transfer and release jail facility.
- 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 ·'-o 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) Denny Barney, Clint Hickman, Chairman - Steve Chucri, Steve Gallardo, Andrew Kunasek

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.

(From upper left to right)
County Assessor: Paul D. Petersen
County Attorney: Bill Montgomery
Clerk of the Superior Court: Michael K. Jeanes
Presiding Judge of the Superior Court: Janet Barton
Presiding Justice of the Peace: C. Steven McAvoy
Recorder: Helen Purcell
Sheriff: Joseph M. Arpaio
Superintendent of Schools: Dr. Dan Covey
Treasurer: Charles "Hos" Hoskins

County Staff

In FY 2016, there are 14,172 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

A Budget is a Plan

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.

Strategic Planning

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.

Budget Guidelines

Each year the Board of Supervisors establishes 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.

2016 Budget Guidelines

1. Develop a sustainable, structurally-balanced budget over the entire economic cycle.
2. No funding will be available for new or expanded programs. Requests above the base budget must be approved by the Board for consideration.
3. The base budget will include a plan to incrementally restore operating contingency and increase reserves to optimum levels.
4. 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.
5. No funding will be available for new capital improvement projects until after reserve decisions have been made by the Board of Supervisors.
6. Due to the constitutional Expenditure Limit, all budgets will be reviewed for possible alternative financing options.
7. Zero-based budget departments will complete decision packages.

County 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.

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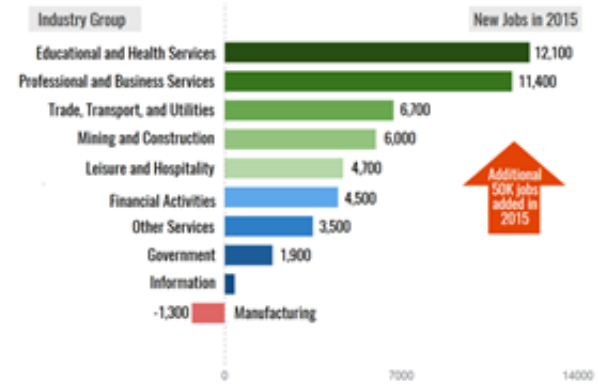
ECONOMY

Maricopa County Recovery

Maricopa County continues to recover from the Great Recession—it was one of the hardest hit counties in the nation in terms of the number of foredosures and housing value depreciation. Local economist, Elliott Pollack, estimates 240,600 jobs were lost in the Phoenix Metropolitan area at the low-point of the recession and 88% have been replaced as of June 2015, translating to nearly eight years of lost jobs. Estimates from the Arizona Department of Administration show Maricopa County added an additional 50,000 jobs in FY 2015, with the service industries posting the majority of the gains. Also, the unemployment rate in Maricopa County for 2014 improved to 5.9%, however it is still far from the 3.3% experienced in 2007.

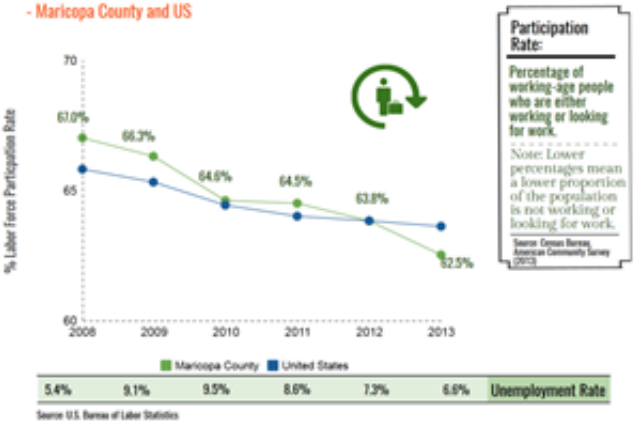
Employment Change by Industry Group - Maricopa County
(June 2014 to June 2015)



Labor Force Participation

The Labor Force Participation Rate is the total number of work-age people (ages 16+) 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 could result in reduced economic activity and consequently, a deceleration in government revenue collections.

Labor Force Particpation Rate
- Maricopa County and US



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 when Maricopa County single-family homes appreciated 28% and 25% annually. However, appreciation slowed to 8.5% in 2014. While there has been strong growth in multi-family permits for new construction, single family permit activity actually decreased in 2014. The number of permits for new construction is an indicator of housing demand; accordingly the housing recovery is expected to be tempered in the coming years.

Revenue Note

Appreciation trends for County property tax revenue significantly lag housing value increases since Proposition 117 capped annual home valuation increases at 5%.

Slow & Steady Growth Projected

Overall, Maricopa County Economic Indicators are expected to gradually improve between FY 2015 and FY 2016. Notably, the rate of the housing recovery and subsequent population growth are expected to be driving factors affecting the County's economy.

MARICOPA COUNTY ECONOMIC INDICATORS

Indicator by Fiscal Year	2015	2016	% Change
Population	4,072,789	4,146,100	1.8%
Net Migration (000's)	35.7	44.1	23.5%
Non-Agriculture Employment	1,824,440	1,875,524	2.8%
Retail Sales	$48.8 Billion	$51.1 Billion	4.7%
Building Permits	18,472	22,166	20.0%

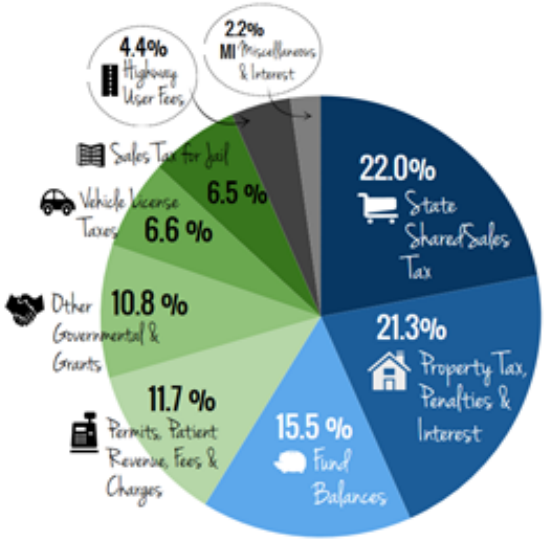
Source: Elliot D. Pollack and Company

BUDGET OVERVIEW

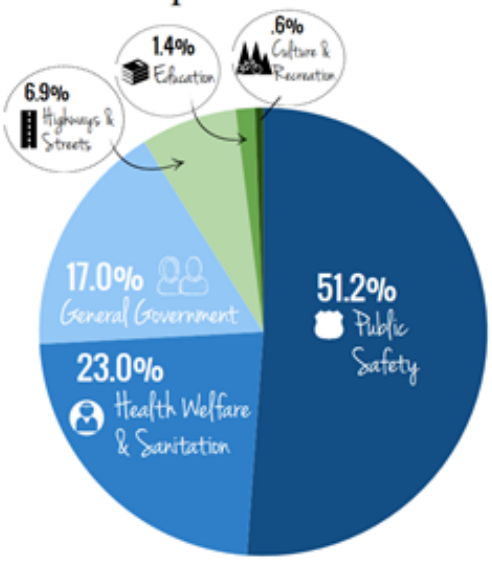
Budget Appropriation

The FY 2016 County Adopted budget is $2,234,405,833, an increase of $12 million from 2016.

FY2016 Revenue

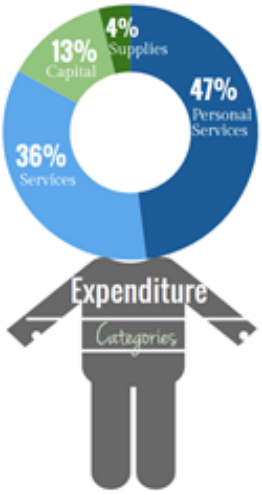


FY2016 Expenditures



Expenditures Categories

The four major expenditure categories are Personal Services, Supplies, Services and Capital. These categories are used to account for the spending decisions of the County. The majority of expenses fall into the Personal Services or Services category.

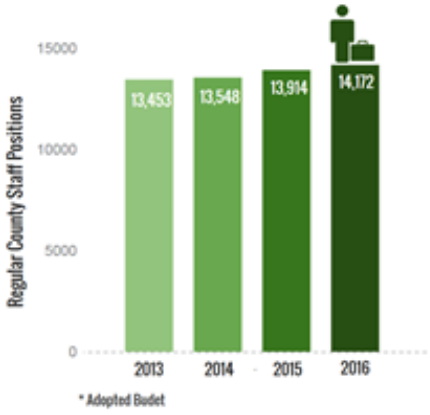


Personnel

The increase in County personnel in FY 2016 is primarily due to additional public safety staff, as well as a mandatory increase in public safety pension plan retirement rates. The Sheriff's Department and County Attorney represent 31% of all new positions. The remaining Public Safety departments make up for more than 34% of new positions.

There is no funding in FY 2016 for employee salary increases. The values below represent the number of full-time positions budgeted.

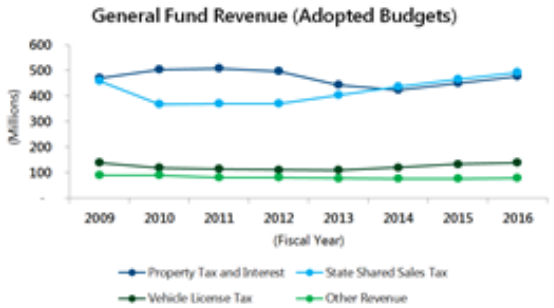
Maricopa County Personnel*



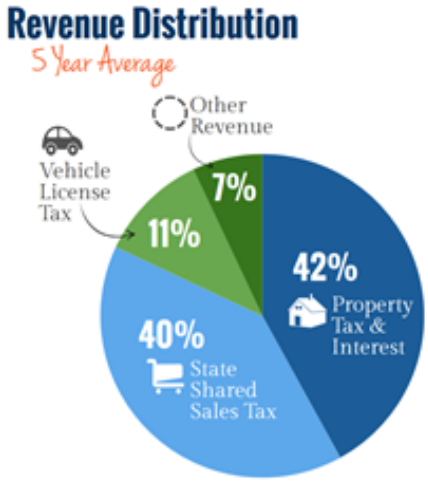
GENERAL FUND

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.

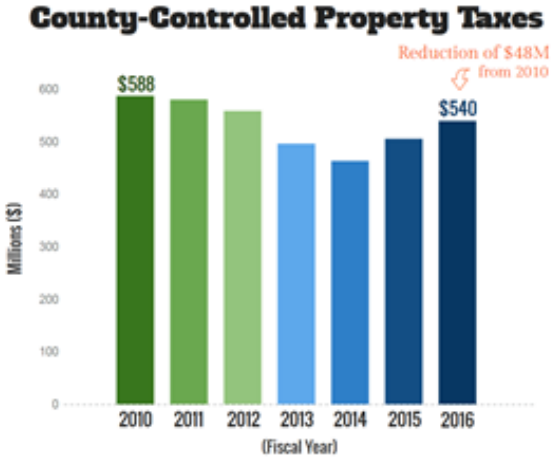


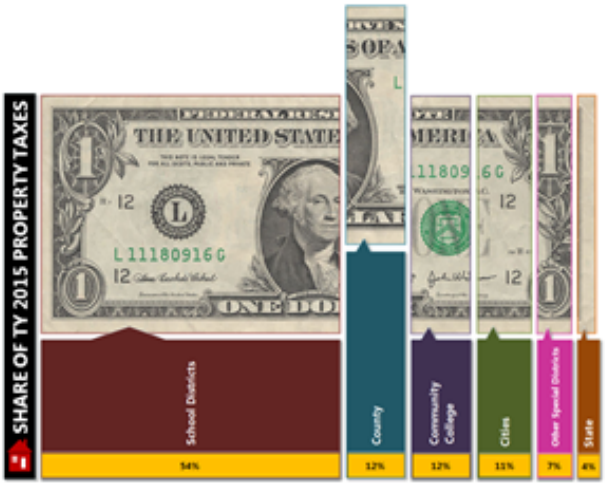
As the economy improves, State Shared Sales Tax is expected to continue being the leading revenue source for the General Fund. However, as indicated in the graph above, during recessions, Property Tax revenue is typically the lead revenue source. Since 2009, Property and State Shared Sales Tax represent over 80% of General Fund revenue.



Property Taxes

Primary property taxes finance the County's general operations through its General Fund. The County is currently $157 million below the maximum allowable primary property tax levy. Since FY 2010, the County-controlled property taxes have been reduced by almost $48 million.





CAPITAL IMPROVEMENTS

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.

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.

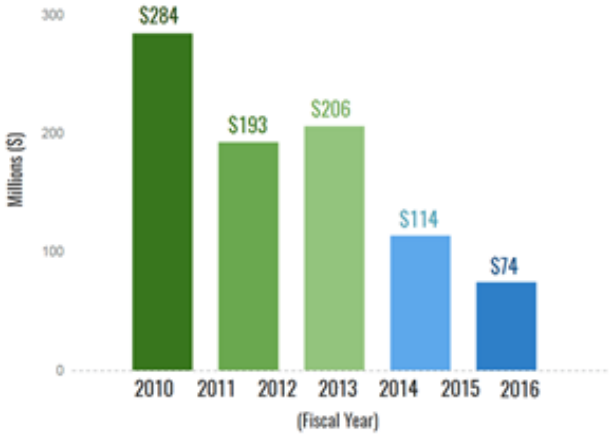
The County's CIP is divided into three parts: Facility CIP, Technology CIP and Transportation CIP.

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

5-Year Capital Improvement Program



FY 2016-2020 CAPITAL Project Highlights*

Note: *Project Costs can include previous year expenditures

Public Safety Radio System
Project Cost: $131 Million

Southwest Justice Courts
Project Cost: $30 Million

Intake, Transfer & Release Jail Facility
Project Cost: $185 Million

Infrastructure Refresh I & II
Project Cost: $72 Million

MAG Arterial Life Cycle Program
Project Cost: $267 Million

COMPLETED CAPITAL PROJECTS

Completion Date	Recently Completed Projects	Project Total (M)
Jul 2014	SWAT Covered Parking	$3.2
Sep 2014	Sheriff Headquarters	$84.8
Dec 2014	Security Building	$6.0
Jun 2015	Maximo Maintenance Management System	$0.9

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.

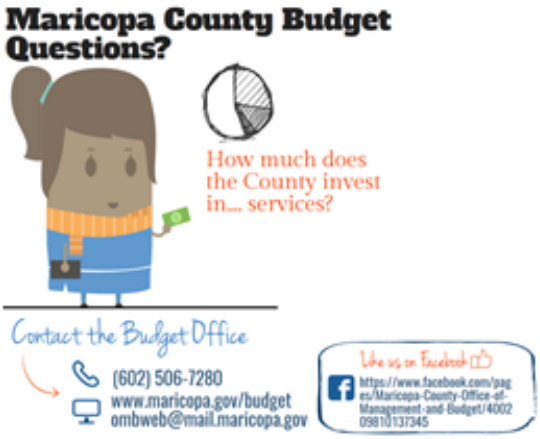
There are various methods of being involved in the Maricopa County budget process—citizens can engage departments directly (department contact information can be found online at **www.maricopa.gov** or call **602-506-3011**), attend Board of Supervisors' Budget Meetings, on social media, or contact the 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**.

Social Media

Participate in the online conversation on Facebook (**fb.com/maricopacountyaz**) and Twitter (**@maricopacounty**).



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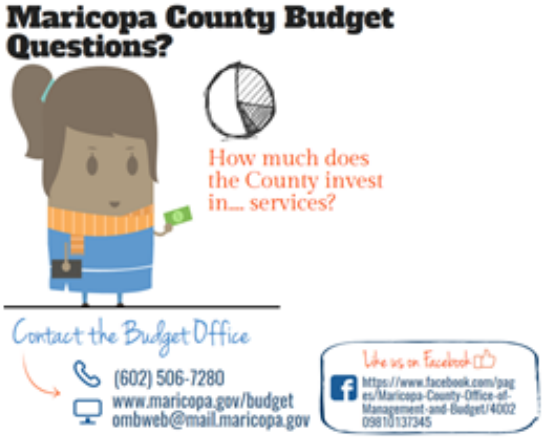

Budgeting for Results Guidelines and Priorities

Approved by the Board of Supervisors on January 7, 2015.

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 begin with the assumption that the FY 2016 primary property tax rate will remain flat, unless critical mandated public services cannot be funded.

Other Major Revenue Source Assumptions

The base budget will assume the Most Likely forecast values from the County's economic consultant for State-Shared Sales tax, State-Shared Vehicle License tax, and Jail Excise Tax revenues.

Employee Compensation

Employee compensation will be determined at a later date after further evaluation of economic conditions and funding challenges.

Budget Requests

1) Base budget requests will be prepared within baseline amounts equal to their current budgets plus Board of Supervisor authorized adjustments. The Office of Management and Budget is directed to adjust baseline budgets for the following:

    a) The annualized impact of FY 2015 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 baseline budgets. If justified by revenue projections, base revenue budget requests may exceed revenue baselines. Revenue baselines 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 baseline 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 baseline 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 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, any increases above the FY 2015 appropriation plus the adjustments listed in item (1) above 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 Board's approval of the budget guidelines.

Contingency, Reserves and Fund Balances

The base budget will include a plan to incrementally 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 was developed as part of the FY 2015 budget development process. The plan will be advanced in FY 2016. A decision on reserve levels will be made prior to allocation of one-time monies for other purposes.

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.

Any use of fund balances and other non-recurring sources to support an operating budget deficit must be specifically approved by the Board of Supervisors.

Expenditure Limitation

Increases to expenditures will be evaluated for their impact to the County's Expenditure Limitation as outlined in the Arizona Constitution Article 9 Section 20 and Arizona Revised Statute 41-563. To mitigate the impact of expenditure increases on the expenditure limitation, financing will be considered where there is an established, conservative repayment plan.

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 2016 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 be continued as per the schedule developed as part of the FY 2015 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 and Accountability Policy

I. PURPOSE

To direct development and management of Board approved budgets for appointed, elected and judicial branch Departments as well as Special Districts and to ensure accountability and compliance with the law. This policy promotes financial stability while providing Departments with flexibility in managing their allocated resources.

II. AUTHORITY

A.R.S. §42-17101 requires the County to prepare a schedule of estimated expenditures and revenues each year, i.e., an annual budget. A.R.S. §42-17106 specifies that the County and its Special Districts may not incur expenditures in excess of the amounts appropriated by the Board of Supervisors (Board) in the annual budget.

III. DEFINITIONS

A. Appropriated Budget: A budget adopted by the Board pursuant to statute that authorizes expending funds or incurring obligations for a specific purpose.

B. Appropriation Level: The detail to which a budget is appropriated by the Board, such as department and fund, project, or activity level, etc. Appropriation levels are defined annually by the Board during budget development.

C. Assigned Fund Balance: Fund balance which reflects a government's intended use of resources.

D. Board of Supervisors/Board of Directors (Board): For the purpose of this Policy, "Board" refers to the Maricopa County Board of Supervisors and the Board of Directors of its respective Special Districts.

E. Carryover: Allocated funds for a specific non-recurring project not spent during the Fiscal Year in which they were approved. Carryover is not allowed from one Fiscal Year to another without Board approval and proper reconciliation.

F. Central Service Cost: The overhead cost associated with internal services that cannot readily be broken down by Departmental use (e.g., Finance, Procurement, Facilities Management services).

G. Central Service Costs Allocation (CSCA): An allocation of Central Service Department's costs (i.e., human resources, internal audit) to all Funds through a consistent allocation methodology in proportion to the service or benefit received. The Department of Finance (DOF) will annually prepare the CSCA plan.

H. Committed Fund Balance: Fund balance whose use is constrained by limitations that the government imposes upon itself at its highest level of decision making authority (i.e., Board of Supervisors).

I. Detention Fund: A Special Revenue Fund approved and funded by a voter initiative that can only be used for Detention related operational and capital expenses.

J. Department/Special Districts (Department): For the purpose of this Policy, "Department" refers to any division of the County including elected and judicial branch offices and Special Districts.

K. Detailed Budget: The Appropriated Budget calendarized by month, function, organizational unit, program/activity/service, object/source and position as defined annually by the Office of Management and Budget (OMB).

L. Discretionary Internal Service Cost: An amount billed to one Department by another Department for internal services provided based on use.

M. Fiscal Year: The period used by the County that runs from July 1 through June 30.

N. Fully Funded Position: An authorized position that is fully funded by operational and ongoing revenues of the County, whether General Fund, Special Revenue Funds or Grant Revenues.

O. Function: The classification of expenditures and revenues according to whether they are recurring or non-recurring, including projects.

P. Fund Balance: The difference between fund assets and fund liabilities. For the purpose of this Policy, Fund Balance refers to cash balance.

Q. General Contingency: An allocation the Board may appropriate for unidentified and/or unquantified expenses that are later identified and quantified during the Fiscal Year.

R. General Fund: The fund associated with County financial resources that serves as the primary operating fund.

S. Indirect Costs: A cost to a Department for administrative overhead that is not readily assignable to the objective specifically benefited.

T. Internal Service Cost: An amount associated with a specific service provided by one Department for another.

U. Internal Service Department: A Department that provides services primarily to other County Departments (e.g., Equipment Services, Telecommunications, Reprographics).

V. Non-Departmental: A special Department code utilized for budgeting of specific Board approved items.

W. Non-Discretionary Internal Service: A service that costs a flat fee per Fiscal Year to deliver regardless of the number of uses or users; this is also referred to as a base level service.

X. Non-General Fund: A fund that is restricted to specifically identified uses.

Y. On-going Revenues: Revenues that will be collected each year based on activity within the economy and will be received at a moderately consistent level that can be estimated with a reasonable level of accuracy.

Z. One-time Revenues: Revenues that are derived from an event, such as the sale of property, or an economic anomaly that can be estimated or demonstrated to be unique.

AA. Owning Department: The Department that owns the asset.

BB. Reserves: A portion of the General Fund resources that the Board annually carries forward from one Fiscal Year to the next to maintain a balanced budget in case of unanticipated expenditures or revenue shortfalls.

CC. Restricted Fund Balance: Fund balance which is subject to externally enforceable legal restrictions.

DD. Special Revenue Fund: A fund that is used to account for the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes.

EE. Structurally Balanced Budget: A budget in which all recurring expenditures are fully supported by recurring sources of funding over the economic cycle.

FF. Unassigned Fund Balance: Fund balance which is not restricted, committed or assigned, or any negative fund balance.

GG. Zero Based Budget (ZBB): A process in which the baseline of each budget is zero until expenditures are justified. This differs from incremental budgeting, which only examines the expenditure change from the prior year.

IV. BUDGET PRINCIPLES

A. Each year, the Board will establish priorities and guidelines for budget development and will adopt Appropriated Budgets for all Departments.

B. A Structurally Balanced Budget is required throughout the budget development and implementation process. The County operating standard is that expected revenues will at all times equal on-going expenditures over the economic cycle.

C. The County determines the expected General Fund operating revenue for the upcoming Fiscal Year and the budget guidelines that ensure that operating expenditures do not exceed expected revenue.

D. The County uses a lump sum budgeting method where Departments are allocated an Appropriated Budget at the start of each Fiscal Year. Departments are expected to manage their allocated funds according to their needs for the full Fiscal Year. Revisions to Appropriated Budgets are allowed only with Board approval.

E. The Board approves the budget at the Department, Fund and Function level unless specifically noted.

F. The Board segregates a portion of the General Fund resources for budget stabilization which will be sufficient to minimize cash flow borrowing. It may also be used for future year Capital Improvement Program (CIP) and technology expenses and/or appropriated for contingencies in the current Fiscal Year.

G. The Board will maintain the property tax levy to provide sufficient levels of service for the County's Operating Fund, Library District, Flood Control District and Debt Service Fund.

H. Throughout the Fiscal Year the budget will be referred to differently, depending on the current stage of development:

1. Baseline Budget: the budget provided to Departments or a modified zero-base budget; the starting point for budget development.
2. Requested Budget: the budget that Departments submit to OMB and the Board for review.
3. Recommended Budget: the adjusted Requested Budget based on OMB analysis and Board guidance.
4. Adopted Budget: the final budget approved by the Board prior to the start of the Fiscal Year; this is the initial Appropriated Budget.
5. Revised Budget: the Adopted Budget inclusive of approved changes during the Fiscal Year; this is also referred to as the Appropriated Budget.

V. ANNUAL BUDGET GUIDELINES

A. Departments will follow this policy, the annually published guidelines approved by the Board and the instructions provided by OMB in preparing budget requests.

B. Restricted Use Funding Sources

1. Grants and Special Revenue Funds will be used wherever possible for direct programmatic costs and appropriate indirect and Central Service Costs. Departments will report to the Board non-appropriated funding sources available to support their operations and programs. Investigatory or security issues will be addressed individually.
2. Grant, donation or intergovernmental agreement (IGA) revenues must be supported by an itemized list of each revenue source. Current Fiscal Year funding levels can be used for the next Fiscal Year budgeting for recurring grants and IGAs, but may not include an increase from the current Fiscal Year.
3. Where appropriate, services and programs will be supported by user fees. Fees should be developed based on current market conditions and on full cost recovery, including Indirect Costs. Fees and fee revenue will be reviewed annually in conjunction with the budget development process. Additional revenue from proposed fee increases may not be budgeted until fees have been approved by the Board.

C. Position Funding

1. Positions must be fully funded at all times. In order to create new positions, Departments must first verify ongoing, full-year funding. If a position loses funding, it shall be eliminated.
2. Departments will demonstrate that positions are fully funded during the budget development process and continue to demonstrate the funding in the forecast process throughout the year and into future Fiscal Years' operational budgets.

D. Capital Improvement Budget

1. Each year the Board will develop and approve a five-year CIP budget. Project requests for inclusion in the CIP will include the ongoing operating costs associated with the project and may include a contingency allocation in the amount of 10% of the total project cost or $1,000,000, whichever is less.
2. Capital Improvement requests are to be submitted utilizing the process outlined by the Facilities Management Department.
3. Capital improvements may not be budgeted unless specifically approved by the Board.
4. The Board must approve changes in project appropriations and amendments to five-year CIP or other project plans.

E. Major Maintenance and Vehicle Replacement

1. The annual budget should provide for the adequate and prioritized maintenance of facilities and major equipment from current revenues.
2. Major Maintenance requests are to be submitted utilizing the process outlined by the Facilities Management Department.
3. Major maintenance projects for General and Detention Fund facilities will be budgeted in the Facilities Management Department budget. Major maintenance projects for Non-General Fund and Non-Detention Fund facilities will be budgeted in the Owning Department budgets.
4. The annual budget should provide for the adequate and prioritized replacement and maintenance of County wide technology software and hardware.
5. Vehicle replacement for General and Detention Fund vehicles will be budgeted in the Non- Departmental budget. Vehicle replacement for all Non-General and Non-Detention Fund vehicles will be budgeted in Owning Department budgets. See Policy B4002, Vehicle Replacement Policy.

VI. BUDGET DEVELOPMENT BY STAGE

A. Baseline Budgets

1. Budget development starts with the Board and OMB setting a baseline budget for each operating, appropriated, non-grant funded budget.
2. Departments are given either a baseline budget or are directed to build a budget using a modified zero-base budget model or another alternative model.
3. Baseline budgets may or may not reflect the previous Fiscal Year Revised Budget.
4. Departments are required to participate in the strategic planning process. Strategic plans and performance measures, along with direction from the Board, will be the primary bases for funding decisions.

B. Requested Budgets

1. Departments shall submit Requested Budgets for review and analysis by OMB.

2. Departments shall verify funding for all purchase requisitions or other contracts and agreements. Departments shall not recommend approval of any agreements that commit the County to expenditures for which future funding is not identified.
3. All budget requests shall be submitted at a detailed level as defined in OMB's annual instructions.

C. Recommended Budgets

The Recommended Budget is the budget OMB submits to the Board for action after reviewing and revising Department requested budgets based on the Board and County Manager directives.

D. Adopted Budget

1. The final budget approved by the Board prior to the start of the Fiscal Year.

E. Appropriated Budgets

1. Appropriated Budgets are not guaranteed from one Fiscal Year to the next.
2. Appropriated Budgets may only be changed during the Fiscal Year with Board approval.

F. Budget Development Constraints

1. Internal Service Departments will develop fees and charges based on recovery of actual costs for the services they provide. Non-discretionary internal services will be charged at the department/fund level. Discretionary Internal Service Costs are the responsibility of the requesting Department.
2. Where allowable, grant and Special Revenue Funds will pay the applicable Central Service Cost Allocation (CSCA) charges unless the Board approves a variance. CSCA charges for Non-General and Detention Fund Departments, except grant and Internal Service Departments, will be based on a full-cost allocation. Grant and Internal Service Department CSCA charges will be determined in accordance with 2 CFR Part 225 (OMB Circular A-87).
3. Personal service budgets shall include an allowance for salary and benefit savings based on prior years' turnover rates.

VII. BUDGET/MAINTENANCE

A. General Statements

1. Departments shall maintain detailed revenue and expenditure budgets.
2. Detailed budgets shall equal Appropriated Budgets.
3. Departments have the flexibility to incur expenditures that vary from their detailed budgets as long as Departments comply with their Appropriated Budget and absorb unanticipated spending increases.
4. Directors and program managers must review new, unfunded or under-funded program mandates from the state and federal government, determine the fiscal impact to their Appropriated Budgets and identify funding solutions. All non-recurring funding, e.g., CIP funding, will undergo a reconciliation process at year-end and the carry-forward budget will be adjusted by the Board.
5. Reconciliation of non-recurring expenses, including projects will occur annually at the end of the Fiscal Year and must be adjusted and approved by the Board as soon as possible after the third close of the Fiscal Year but no later than October 31st of the current calendar year.

B. Revised Budget

1. The Board may require Departments to wait until the end of the Fiscal Year before acting on Department requests for increases or contingency transfers to Appropriated Budgets.
2. OMB will ensure that all detailed budgets equal the Appropriated Budget, including any revisions made to the Appropriated Budget during the Fiscal Year.
3. Departments may not exceed their annual Appropriated Budgets.
4. If a Department exceeds its Appropriated Budget or creates financial liabilities for the County at the end of the Fiscal Year, the Department will prepare a corrective action plan which it will present to the Board. Any Department with a negative year-to-date expenditure or revenue variance in the General or Detention Fund must provide a written explanation and corrective action plan to the Department of Finance (DOF) and OMB.
5. A written explanation and corrective action plan may also be required for negative variances in other funds. DOF and/or OMB will report material variances in other funds to the Board.

C. Forecasting

1. Forecasting is a process of reviewing actual expenditures and revenue values and estimating the remaining Fiscal Year's expenditures and revenues.
2. Departments and OMB will forecast all elements of the budget based on OMB's requirements.
3. Department expenditures and revenues shall be monitored and reported on a monthly basis to determine the estimated fund balance and availability of funding for one-time needs.

D. Budget Maintenance Constraints

1. Appropriated Budgets supported by grants, donations or IGAs must be amended by the Board if expenditures are forecasted to exceed the appropriation level. These amendments must be supported by an updated reconciliation of all revenue sources that demonstrates the proposed amendment is fully funded.
2. Appropriated Budgets must be reduced if revenue is forecasted to be significantly less than the current budget.

VIII. FUND BALANCE

A. Fund Balances will be estimated and included in the annual budget. Fund Balances may be appropriated for the following specific uses:

   1. Acquisition of fixed assets
   2. Retirement of outstanding debt
   3. Fiscal stabilization by offsetting operating revenue shortfalls due to economic downturns, with adjustments to restore the structural balance of the budget over the economic cycle.

B. One-time revenues from the sale of real property, less amounts for contingent liabilities such as environmental clean-up, will be set aside for capital improvements or to retire debt used to finance capital improvements.

C. In cases where an expenditure can be funded by more than one component of the Fund Balance, funding will be used in the following order:

   1. First, expenditures will draw on unassigned Fund Balances
   2. Second, expenditures will draw on assigned Fund Balances (if applicable)
   3. Third, expenditures will draw on committed Fund Balances
   4. Fourth, expenditures will draw on restricted Fund Balances

D. Fund Balances may be utilized after an expenditure limitation carry forward analysis is completed with Department of Finance.

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

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.

2. 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.

3. 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.

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.

. 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

Evaluating Results

1. Internal Audit will review and report on strategic plans and performance measures.

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. 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:

1. 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.

2. 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.

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

2 CFR Part 225 (OMB Circular A-87):

http://www.whitehouse.gov/omb/assets/omb/fedreg/2005/083105_a87.pdf

Non Departmental Policy

I. PURPOSE

The purpose of this policy is to provide guidelines for developing and administering Non-Departmental budgets to the Office of Management and Budget and other departments so that they can use the budget in an acceptable and consistent manner.

II. GUIDELINES

A. USE: Non-departmental budgets will be established and maintained for revenues and expenditures that are not related to a specific department. Non-departmental budgets will be established and maintained for both recurring and non-recurring revenues and expenditures. Non-Departmental budgets will be established and maintained in the General Fund, the Detention Fund, and any other fund with applicable revenues and expenditures.

1. REVENUE: General revenues that are not related to specific programs, activities or departments will be budgeted and reported in Non-Departmental. Such revenues include, but are not limited to, the following:

    a. Property Taxes
    b. State Shared Sales Taxes
    c. State Shared Vehicle License Taxes
    d. Jail Excise Taxes
    e. Payments in Lieu of taxes

2. EXPENDITURES: General expenditures that benefit the County as a whole, are not specific to a single department, or which are best managed outside of a specific department will be budgeted in Non-Departmental. These expenditures include, but are not limited to, the following:

    a. General Debt Service
    b. Taxes and Assessments
    c. Board-approved Special Projects or Initiatives
    d. Major Technology Projects
    e. Facilities Major Maintenance
    f. Capital Improvement Projects

3. CONTINGENCY APPROPRIATIONS: The purpose of a Contingency appropriation is to maintain a reserve of expenditure authority from which specific amounts can be transferred to other appropriated budgets after adoption of the annual budget to cover emergency or critical items. Contingency appropriations will be established within Non-Departmental for the General Fund, Detention Fund, and other funds as appropriate. Contingency appropriations will be established for general purposes or reserved for specific issues. The Board of Supervisors must approve all transfers from Contingency appropriations.

4. ADMINISTRATION: Non-Departmental budgets will be administered by the Office of Management and Budget under the direction of the County Manager and the Deputy County Manager. The Deputy County Manager or designee must authorize all expenditures prior to incurring obligations or making payments.

Vehicle Replacement Policy

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 2016 Budget Calendar

10/24/2014	Budget system available to Departments. BFR memo issued with forms and submission requirements.
12/8/2014	Elected Official and Judicial Branch budget presentations to the Board of Supervisors.
12/10/2014	Elected Official and Judicial Branch budget presentations to the Board of Supervisors.
12/23/2014	OMB Issues Department BFR Memo with Internal Service Charges, Central Service and Variable Benefits Information.
1/7/2015	Board of Supervisors approves Budgeting for Results Guidelines and Priorities.
1/21/2015	Budget Kick-Off for Departments.
2/10/2015	Assessed Values and Levy Limits reported by Assessor.
1/30/2015	Zero-Based Budgets Due.
Late Jan - Late Feb	Departments Submit Budget Requests.
3/16/2015	Departments Submit CIP Budgets.
April 6 - May 1	OMB Consolidates Budget Recommendations.
5/18/2015	FY 2016 Recommended Budget Presentation.
5/18/2015	Adoption of FY 2016 Tentative Budget.
June	Publication of Tentative Budget and Truth in Taxation Notice.
6/22/2015	Final Adoption of FY 2016 Budget.
8/17/2015	Adoption of the FY 2016 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 donations made in support of programs and activities of the Sheriff's Office.

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.

258 **Sheriff Towing and Impound:** This is a dedicate fund for vehicle impoundment revenues and expenditures. Revenues for this fund originate from the recovery of administrative charges relating to tows and impounds that are performed by the Office.

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 **Capital Lease Debt Service:** The Capital Lease Debt Service Fund accounts for the debt service on capital leases.

422 **Intergovernmental Capital Projects:** Intergovernmental Capital Projects account for capital project spending predominantly funded from General Fund revenues.

440 **County Improvement:** The County Improvement Fund has been established to fund capital projects through the issuance of Certificates of Participation, Series 2015.

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.

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.

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.

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.

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.

654 **Equipment Services:** This fund provides assistance to other Maricopa County departments to ensure quality service to the citizens of Maricopa County by furnishing and maintaining the necessary County mobile equipment in an efficient manner.

669 **Small School Service:** Established per A.R.S. §15-365 to account for service programs operated through the County School Superintendent.

673 **Reprographics:** This fund provides the County's printing and duplicating services.

675 **Risk Management:** This fund supports the comprehensive insurance/self-insurance program, which safeguards County assets and employees by means of a Trust Fund. Personnel skilled in loss control, claims and litigation and workers' compensation work together to avert risk and conserve the human and financial resources of Maricopa County.

681 **Telecommunications:** This fund provides cost effective voice, data, and radio communications to County employees.

715 **School Grant:** Accounts for all grant activity administered by the Superintendent of Schools.

741 **Taxpayer Information:** Consist of monies collected from the public records copy surcharge imposed under A.R.S. §11-496, the tax-lien-processing fee imposed pursuant to A.R.S. §42-18116, $50 of each judgment-deed fee collected pursuant to A.R.S. §42-18205, interest earned from the elderly assistance fund pursuant to A.R.S. §42-17401 and the community facilities district special-assessment fee imposed pursuant to A.R.S. §48-721. The County Treasurer shall administer the fund and spend monies in the fund only to defray the cost of converting or upgrading an automated public information system.

780 **School Transportation:** Accounts for reimbursement for mileage costs to parents of special-needs students.

782 **School Communication:** Accounts for management of centralized billings paid by Superintendent of Schools for multiple school districts.

795 **Educational Supplemental Program:** Accounts for federal indirect fees charged to school districts.

900 **Eliminations:** Eliminations are included in the budget to offset amounts budgeted as expenditures in one fund that are associated with offsetting revenues and expenditures in another fund. For additional information refer to the Budget Summary Schedule section, Elimination Summary.

988 **Public Works/Flood Control:** This fund is established for management planning purposes and the financial activity will be allocated to the Flood Control District funds. The fund is not budgeted and will not be reported in the audited financial statements.

Revenue Source Codes

Revenue Source	Revenue Source Name	Comments
601	Property Taxes	Amounts collected on property taxes assessed on real, secured and unsecured personal property.
605	Tax Penalties and Interest	Amounts collected as penalties for delinquent tax payments, and the interest charged on delinquent taxes from the due date to the date of the actual payment.
606	Sales Tax	Amounts collected for a sales tax levied by the County.
610	Licenses and Permits	Revenues from businesses and occupations that must be licensed before doing business or licenses and permits levied according to benefits presumably conferred by the license or permit.
615	Grants	Contributions or gifts of cash or other assets from the federal and/or state government to be used or expended by the county for a specified purpose, activity or facility.
620	Other Intergovernmental Revenues	Other non-grant revenues levied by the federal to state government and shared with the county on a predetermined basis.
621	Payments in Lieu of Taxes	Payments from other governments or other local units/organizations for owned properties falling within the County's geographical boundaries on which it cannot levy property taxes.
625	State Shared Sales Tax	Transaction Privilege Taxes levied by the state government and shared with the County, based on a statutory distribution formula.
626	State Shared Highway User Revenue	Tax levied by the state government on motor fuel consumption and other transportation-related items, and shared with the County based on a statutory distribution formula.
630	Sate Shared Vehicle License Taxes	Tax levied by the state government based on the assessed value of motor vehicles and shared with the County based on a statutory distribution formula.
634	Intergovernmental Charges for Services	Charges for service provided to other public entities.
635	Other Charges for Services	Various types of County charges for services and other related activities.
636	Internal Service Charges	Revenue collected by internal service fund department of the County for centralized internal service operations, (telecom, equipment services, reprographics, etc…).
637	Fines and Forfeits	Amounts collected for a compliance violation of any applicable laws, policy or other authoritative rule or amounts collected through confiscation.
638	Patient Services Revenues	Charges for patient and third-party reimbursements for healthcare related services.
645	Interest Earnings	Revenue from holdings invested for earnings purposes.
650	Miscellaneous Revenue	Any and all revenue that cannot be reasonably classified to another specific revenue code.
651	Gain on Fixed Assets	Gains received from the sale of fixed assets.
652	Proceeds From Financing	Proceeds from financing transactions.
680	Transfers In	Inflow of monies transferred between funds within the County.

Expenditure Object Codes

Object	Description	Comment
701	Regular Pay	Gross salary and wages for personal services rendered by regular full and part-time employees.
705	Temporary Pay	Gross salary and wages for temporary employees.
710	Overtime	Overtime salary and wages for personal services rendered by regular full-time employees.
750	Fringe Benefits	Amounts paid by the County on behalf of the employees.
790	Other Personal Services	Miscellaneous employee payments and/or adjustments not considered regular employee compensation.
795	Personnel Services Allocation-Out	Used to allocate personal service charges to another fund/department.
796	Personnel Services Allocation-In	Used to allocate personal service charges from another fund/department.
801	General Supplies	Amounts paid for consumable operational supply items.
802	Medical Supplies	Amounts paid for consumable healthcare operational supply items.
803	Fuel	Amounts paid for fuel.
804	Non-Capital Equipment	Amounts paid for items not considered general or medical supplies, that have a useful life of one year or more but cost less than $5,000 per item.
805	Supplies - Allocation Out	Used to allocate supply charges to another fund/department.
806	Supplies - Allocation In	Used to allocate supply charges from another fund/department.
808	Legal - Gross Proceeds	Used to record gross proceeds related to legal proceedings.
809	Damages Paid	Amounts expended for legal related damages.
810	Legal Services	Professional legal services rendered by individuals not on the County payroll and/or other legal service related costs.
811	Health Care Services	Professional health care services rendered by individuals not on the County payroll and/or other healthcare service related costs.
812	Other Services	Amounts expended for services rendered by individuals not on the County payroll and/or other services related costs that are not legal and healthcare related.
820	Rent and Operating Leases	Payments for operating leases and rents, excluding capital leases (see 950-Debt Service).
825	Repairs and Maintenance	Amounts paid for repairing or maintaining buildings, structures, improvements or equipment.
830	Intergovernmental Payments	Contributions, aid or other amounts paid to other government entities for program and/or other agreed upon contracts and agreements.
839	Internal Service Charges	Amounts charged by internal service departments of the County to other departments.
841	Travel	Amounts paid for any and all costs related to travel.
842	Education and Training	Amounts paid for any and all costs related to education and training.
843	Postage/Freight/Shipping	Amounts paid for mailing costs and other incidental costs associated with the movement of goods.
845	Support and Care of Persons	Amounts paid to administer the County's fiduciary care responsibilities.
850	Utilities	Amounts paid for the costs of any and all utility charges and/or related disposition of utility products.

Expenditure Object Codes (continued)

Object	Description	Comment
855	Interest Expense	Interest charges for negative cash and investment balances.
861	Gain/Loss on Fixed Assets	Used to record gain/loss on disposition/sale of fixed assets.
865	Depreciation	Expense charged for the loss of value of an asset as a result of it's use.
872	Services - Allocation Out	Used to allocate service charges to another fund/department.
873	Services - Allocation In	Used to allocate service charges from another fund/department.
880	Transfers Out	Movement of monies between (outflow) funds within the County.
890	Loss on Fixed Assets	Used to record loss on disposition/sale of fixed assets.
910	Land	Amounts paid for the acquisition of land or any charges necessary to prepare the land for use.
915	Building and Improvements	Amounts paid for the acquisition of buildings or changes necessary to prepare the building for use. Does not record amounts paid for normal repair and maintenance.
920	Capital Equipment	Amounts paid for the acquisition of non-vehicle related equipment costing more than $5,000.
930	Vehicles and Construction Equipment	Amounts paid for the acquisition of any and all types of vehicles costing more than $5,000.
940	Infrastructure	Amounts paid for County infrastructure, such as streets, roads, tunnels, drainage systems, water and sewer systems, dams and lighting systems.
950	Debt Service	Amounts paid to satisfy County debt financing obligations, including capital leases. A capital lease is a financing that transfers ownership of the property to the County at the end of the lease term, contains a bargain purchase option, covers a lease term that is equal to 75% or more of the leased asset's useful life, or requires lease payments equal to at least 90% of the leased asset's market value.
955	Capital - Allocation Out	Used to allocate capital charges to another fund/department.
956	Capital - Allocation In	Used to allocate capital charges from another fund/department.

Statutory Requirements

The following sections of the Arizona Revised Statutes are relevant to Maricopa County's budget and budget process:

§42-17101. Annual county and municipal financial statement and estimate of expenses

On or before the third Monday in July each year the governing body of each county and incorporated city or town shall prepare:

1. A full and complete statement of the political subdivision's financial affairs for the preceding fiscal year.
2. An estimate of the different amounts that will be required to meet the political subdivision's public expense for the current fiscal year entered in the minutes of the governing body and containing the items prescribed by section 42-17102.
3. A summary schedule of estimated expenditures and revenues that shall be:

(a) Entered in the minutes of the governing body.
(b) Prepared according to forms supplied by the auditor general.

§42-17102. Contents of estimate of expenses

A. The annual estimate of expenses of each county, city and town shall include:

1. An estimate of the amount of money required for each item of expenditure necessary for county, city or town purposes.
   (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.

Auditor General Forms

Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2016

Fiscal Year		Sch	FUNDS						
			General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Internal Service Funds	Eliminations Funds	Total All Funds
2015	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	1,009,424,452	886,026,404	22,624,855	352,810,717	223,407,386	(172,767,713)	2,321,526,101
2015	Actual Expenditures/Expenses**	E	938,915,578	799,649,539	20,453,530	191,175,627	226,633,235	(175,421,646)	2,001,405,863
2016	Fund Balance/Net Position at July 1***		82,902,015	187,135,405	14,275,716	975,622,871	35,327,600		1,295,263,607
2016	Primary Property Tax Levy	B	465,539,207	67,937,742					533,476,949
2016	Secondary Property Tax Levy	B							
2016	Estimated Revenues Other than Property Taxes	C	720,653,496	651,911,670	5,075,127	64,568,018	215,508,001	(190,746,884)	1,466,969,428
2016	Other Financing Sources	D		200,000					200,000
2016	Other Financing (Uses)	D							
2016	Interfund Transfers In	D	5,809,670	198,722,096	12,147,283	147,387,324	3,517,901	(367,584,274)	
2016	Interfund Transfers (Out)	D	241,248,499	111,758,372		14,577,403		(367,584,274)	
2016	Reduction for Amounts Not Available:								
LESS:	Amounts for Future Debt Retirement				18,215,726				18,215,726
2016	Total Financial Resources Available		1,033,655,889	994,148,541	13,282,400	1,173,000,810	254,353,502	(190,746,884)	3,277,694,258
2016	Budgeted Expenditures/Expenses	E	1,033,655,889	905,267,683	13,282,400	367,241,373	237,991,656	(190,746,884)	2,366,692,117

EXPENDITURE LIMITATION COMPARISON	2015	2016
1. Budgeted expenditures/expenses	$ 2,321,526,101	$ 2,366,692,117
2. Add/subtract: estimated net reconciling items	(259,991,174)	(296,546,246)
3. Budgeted expenditures/expenses adjusted for reconciling items	2,061,534,927	2,070,145,871
4. Less: estimated exclusions	853,223,529	818,783,938
5. Amount subject to the expenditure limitation	$ 1,208,311,397	$ 1,251,361,932
6. EEC expenditure limitation	$ 1,208,311,398	$ 1,251,361,933

* 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 on this line represent Fund Balance/Net Position 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).

MARICOPA COUNTY
Summary of Tax Levy and Tax Rate Information
Fiscal Year 2016

	2015	2016
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	$ 605,635,662	$ 628,355,561
2. Amount received from primary property taxation in the **current** year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	$	
3. Property tax levy amounts		
A. Primary property taxes	$ 442,762,977	$ 471,193,529
B. Secondary property taxes		
General Fund - Override election	$	$
Flood Control District	43,660,332	49,512,136
Library District	19,504,284	19,250,761
Total secondary property taxes	$ 63,164,616	$ 68,762,897
C. Total property tax levy amounts	$ 505,927,593	$ 539,956,426
4. Property taxes collected*		
A. Primary property taxes		
(1) **Current** year's levy	$ 429,480,088	$ 457,057,723
(2) Prior years' levies	7,462,534	8,481,484
(3) Total primary property taxes	$ 436,942,622	$ 465,539,207
B. Secondary property taxes		
(1) **Current** year's levy	$ 61,269,678	$ 66,700,010
(2) Prior years' levies	1,086,942	1,237,732
(3) Total secondary property taxes	$ 62,356,620	$ 67,937,742
C. Total property taxes collected **	$ 499,299,242	$ 533,476,949
5. Property tax rates		
A. County tax rate		
(1) Primary property tax rate	1.3209	1.3609
(2) Secondary property tax rate		
General Fund - Override election		
(3) Total county tax rate	1.3209	1.3609
B. Special assessment district tax rates		
Secondary property tax rates		
Flood Control District	0.1392	0.1592
Library District	0.0556	0.0556

* 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 2016 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 $471,193,529; for Flood Control District is $49,512,136 and for Library District is $19,250,761.

MARICOPA COUNTY
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2016

SOURCE OF REVENUES	ESTIMATED REVENUES ** 2015	ACTUAL REVENUES* 2015	ESTIMATED REVENUES 2016
GENERAL FUND			
Taxes			
TAX PENALTIES & INTEREST	$ 13,500,000	$ 10,599,804	$ 11,087,186
PAYMENTS IN LIEU OF TAXES	12,340,468	12,757,501	13,686,679
STATE SHARED SALES TAX	465,300,725	464,222,189	492,019,045
STATE SHARED VEHICLE LICENSE	132,858,100	132,120,977	138,282,676
Licenses and permits			
LICENSES AND PERMITS	2,296,821	1,901,242	2,311,877
Intergovernmental			
GRANTS	272,887	23,787	
OTHER INTERGOVERNMENTAL	4,727,302	5,119,905	5,103,302
Charges for services			
INTERGOV CHARGES FOR SERVICES	16,203,253	15,909,613	18,211,659
OTHER CHARGES FOR SERVICES	24,948,742	23,141,427	24,559,638
PATIENT SERVICES REVENUE	7,000	7,524	6,988
Fines and forfeits			
FINES & FORFEITS	11,601,839	9,832,624	9,802,082
Investments			
INTEREST EARNINGS	2,800,000	2,841,587	2,800,000
Miscellaneous			
MISCELLANEOUS REVENUE	2,638,705	3,220,988	2,782,364
Total General Fund	$ **689,495,842**	$ **681,699,168**	$ **720,653,496**

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

SPECIAL REVENUE FUNDS			
Road Fund			
TRANSPORTATION OPERATIONS	$ 105,980,390	$ 106,136,155	$ 108,602,126
Total Road Fund	$ 105,980,390	$ 106,136,155	$ 108,602,126
Health Services Fund			
PATIENT SERVICES REVENUE	$ 2,425,701	$ 2,826,865	$ 2,290,807
Total Health Services Fund	$ 2,425,701	$ 2,826,865	$ 2,290,807
List Fund: Other Special Revenue			
GRANTS, MISC. REVENUE, ETC.	$ 511,380,202	$ 496,051,642	$ 541,018,737
Total Other Special Reveue	$ 511,380,202	$ 496,051,642	$ 541,018,737
Total Special Revenue Funds	$ **619,786,293**	$ **605,014,662**	$ **651,911,670**

MARICOPA COUNTY
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2016

SOURCE OF REVENUES	ESTIMATED REVENUES ** 2015	ACTUAL REVENUES* 2015	ESTIMATED REVENUES 2016
DEBT SERVICE FUNDS			
NON-DEPARTMENTAL	$ 2,057,300	$ 729,620	$ 1,373,504
STADIUM DISTRICT	4,875,991	4,875,999	3,701,623
Total Debt Service Funds	**$ 6,933,291**	**$ 5,605,619**	**$ 5,075,127**
CAPITAL PROJECTS FUNDS			
TRANSPORTATION	$ 13,574,779	$ 10,117,283	$ 29,364,618
LIBRARY DISTRICT	6,000	21,100	
STADIUM DISTRICT	750,200	764,700	750,200
NON DEPARTMENTAL	7,901,434	832,433	200
FLOOD CONTROL DISTRICT	5,700,000	7,729,989	34,453,000
Total Capital Projects Funds	**$ 27,932,413**	**$ 19,465,505**	**$ 64,568,018**
INTERNAL SERVICE FUNDS			
EMPLOYEE BENEFITS AND HEALTH	$ 144,576,843	$ 144,499,408	$ 160,167,998
ENTERPRISE TECHNOLOGY	16,514,603	16,767,629	17,069,304
PROCUREMENT SERVICES	845,217	857,936	845,217
EQUIPMENT SERVICES	16,854,693	18,555,078	16,854,693
RISK MANAGEMENT	20,570,789	20,781,757	20,570,789
Total Internal Service Funds	**$ 199,362,145**	**$ 201,461,808**	**$ 215,508,001**
ELIMINATIONS FUNDS			
ELIMINATIONS	$ (172,767,713)	$ (175,421,646)	$ (190,746,884)
Total Eliminations Funds	**$ (172,767,713)**	**$ (175,421,646)**	**$ (190,746,884)**
TOTAL ALL FUNDS	**$ 1,370,742,271**	**$ 1,337,825,116**	**$ 1,466,969,428**

* 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 2016

FUND	OTHER FINANCING 2016 SOURCES	OTHER FINANCING 2016 <USES>	INTERFUND TRANSFERS 2016 IN	INTERFUND TRANSFERS 2016 <OUT>
GENERAL FUND				
NON DEPARTMENTAL	$	$	$ 5,809,670	$ 241,218,499
PUBLIC HEALTH				30,000
Total General Fund	$	$	$ 5,809,670	$ 241,248,499
SPECIAL REVENUE FUNDS				
ANIMAL CARE AND CONTROL	$	$	$	$ 1,139,868
EDUCATION SERVICE			208,119	
FLOOD CONTROL DISTRICT				34,195,616
LIBRARY DISTRICT				664,734
NON DEPARTMENTAL			198,483,977	1,469,193
PUBLIC HEALTH			30,000	
STADIUM DISTRICT				3,885,778
TRANSPORTATION	200,000			70,403,183
Total Special Revenue Funds	$ 200,000	$	$ 198,722,096	$ 111,758,372
DEBT SERVICE FUNDS				
NON DEPARTMENTAL	$	$	$ 12,147,283	$
Total Debt Service Funds	$	$	$ 12,147,283	$
CAPITAL PROJECTS FUNDS				
FLOOD CONTROL DISTRICT	$	$	$ 34,195,616	$
LIBRARY DISTRICT			664,734	
NON DEPARTMENTAL			38,238,013	14,577,403
STADIUM DISTRICT			3,885,778	
TRANSPORTATION			70,403,183	
Total Capital Projects Funds	$	$	$ 147,387,324	$ 14,577,403
INTERNAL SERVICE FUNDS				
RISK MANAGEMENT	$	$	$ 3,517,901	$
Total Internal Service Funds	$	$	$ 3,517,901	$
ELIMINATIONS FUNDS				
ELIMINATIONS COUNTY	$	$	$ (258,434,963)	$ (258,434,963)
FLOOD CONTROL DISTRICT			(34,195,616)	(34,195,616)
LIBRARY DISTRICT			(664,734)	(664,734)
STADIUM DISTRICT			(3,885,778)	(3,885,778)
TRANSPORTATION			(70,403,183)	(70,403,183)
Total Eliminations Funds	$	$	$ (367,584,274)	$ (367,584,274)
TOTAL ALL FUNDS	$ 200,000	$ -	$ -	$ -

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2016

	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
GENERAL FUND				
ADULT PROBATION	$ 48,375,459	$ 1,633,844	$ 50,005,283	$ 49,255,413
AIR QUALITY	1,209,008	19,704	1,228,712	1,220,657
ANIMAL CARE AND CONTROL	258,954		258,954	258,954
ASSESSOR	23,997,819	385,020	23,388,295	24,132,164
ASSISTANT COUNTY MANAGER 940	611,468	15,956	599,827	295,088
ASSISTANT COUNTY MANAGER 950	953,890	9,338	412,831	961,361
BOARD OF SUPERVISORS DIST 1	361,973	5,331	339,139	370,718
BOARD OF SUPERVISORS DIST 2	361,973	5,331	342,240	370,718
BOARD OF SUPERVISORS DIST 3	361,973	5,331	347,714	370,718
BOARD OF SUPERVISORS DIST 4	361,973	5,331	363,118	370,718
BOARD OF SUPERVISORS DIST 5	361,973	5,331	367,015	370,718
CALL CENTER	1,663,556	25,623	1,656,195	1,719,187
CLERK OF THE BOARD	1,447,540	15,478	1,203,940	1,424,411
CLERK OF THE SUPERIOR COURT	34,704,601	533,120	32,066,719	35,668,456
CONSTABLES	2,917,302	103,266	2,958,374	3,076,881
CONTRACT COUNSEL	47,007,294	41,065	46,296,374	55,543,889
CORRECTIONAL HEALTH	3,180,331	63,334	3,218,278	3,289,967
COUNTY ATTORNEY	83,508,918	1,378,111	83,496,887	85,548,461
COUNTY MANAGER	2,520,696	36,064	2,556,760	2,577,919
DEPUTY COUNTY MANAGER 920	1,419,821	38,203	1,390,438	1,473,270
EDUCATION SERVICE	2,657,408	37,882	2,645,564	2,910,770
ELECTIONS	20,975,466	66,459	17,994,489	13,347,301
EMERGENCY MANAGEMENT	242,187	6,649	244,097	250,989
EMPLOYEE BENEFITS AND HEALTH	258,539	8,132	263,126	270,537
ENTERPRISE TECHNOLOGY	33,991,066	2,471,039	30,162,672	39,148,184
ENVIRONMENTAL SERVICES	4,281,840	420,813	4,495,090	4,168,995
FACILITIES MANAGEMENT	49,263,728	164,809	41,428,817	45,709,658
FINANCE	2,772,594	50,772	2,823,366	2,855,401
HUMAN RESOURCES	4,309,478	66,581	3,747,454	4,440,245
HUMAN SERVICES	2,260,912		2,260,912	2,380,912
INTERNAL AUDIT	1,799,337	36,500	1,834,785	1,855,357
JUSTICE COURTS	17,681,657	302,035	17,395,956	18,337,008
JUVENILE PROBATION	17,279,942	718,508	16,829,572	17,872,534
LEGAL ADVOCATE	10,786,783	170,155	10,730,378	12,055,425
LEGAL DEFENDER	12,005,388	232,090	12,237,478	13,258,636
MANAGEMENT AND BUDGET	2,382,650	29,964	2,287,040	2,431,156
MEDICAL EXAMINER	8,261,393	142,227	8,300,399	8,791,501
NON DEPARTMENTAL*	293,014,149	(25,840,909)	237,104,916	289,015,578
PARKS AND RECREATION	1,279,802		1,141,417	1,259,802
PLANNING AND DEVELOPMENT	868,232		853,490	868,232
PROCUREMENT SERVICES	2,413,764	47,600	2,461,364	2,487,658
PROTECTIVE SERVICES	3,861,489	64,423	3,867,156	4,141,089
PUBLIC ADVOCATE	9,231,279	145,218	8,960,099	9,441,291
PUBLIC DEFENDER	38,760,010	717,558	39,385,686	40,490,466
PUBLIC FIDUCIARY	3,113,186	37,804	3,010,912	3,201,348
PUBLIC HEALTH	11,334,457	516,240	11,467,877	11,814,181
RECORDER	2,134,232	23,718	2,019,372	2,185,621
RESEARCH AND REPORTING	338,603	216	111,110	
SHERIFF	109,932,118	7,313,250	106,683,703	114,650,913
SUPERIOR COURT	84,634,124	1,134,045	85,659,663	87,424,770
TREASURER	4,910,812	91,652	4,934,388	5,059,279
WASTE RESOURCES AND RECYCLING	3,277,969	23,125	3,076,137	3,231,384
Total General Fund	$ 1,015,901,116	$ (6,476,664)	$ 938,915,578	$ 1,033,655,889
** Non Departmental includes general contingency of*	$ *30,932,984*	$ *(6,584,074)*	$	$ *33,215,825*

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2016

	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
SPECIAL REVENUE FUNDS				
ADULT PROBATION	$ 43,147,290	$ 1,365,174	$ 43,722,900	$ 49,802,659
AIR QUALITY	17,211,507		14,940,514	18,267,649
ANIMAL CARE AND CONTROL	12,959,594	537,320	13,615,896	12,588,895
ASSISTANT COUNTY MANAGER 950	483,599	1,185,806	464,899	474,389
CLERK OF THE SUPERIOR COURT	8,385,254	893,935	8,220,327	7,774,240
CORRECTIONAL HEALTH	58,229,181	4,204,113	61,997,740	63,629,857
COUNTY ATTORNEY	15,843,054		14,112,337	13,183,799
COUNTY MANAGER	7,000	2,409,818	2,416,818	5,000
EDUCATION SERVICES	28,604,284	275,880	25,230,118	28,168,106
ELECTIONS	861,153		134,407	470,278
EMERGENCY MANAGEMENT	1,631,254	173,037	1,758,249	1,815,266
EMPLOYEE BENEFITS AND HEALTH	7,323,579		6,642,955	7,935,127
ENTERPRISE TECHNOLOGY	1,019,055	276,808	819,018	1,151,484
ENVIRONMENTAL SERVICES	22,172,840		20,832,273	19,855,027
FACILITIES MANAGEMENT	32,991,406	40,110	29,300,054	26,995,031
FLOOD CONTROL DISTRICT	32,495,393	500,000	30,998,529	32,840,393
HUMAN SERVICES	60,598,645	3,521,939	64,120,584	65,389,861
INTEGRATED CRIMINAL JUSTICE INFO	1,628,554	21,807	1,611,726	1,730,987
JUSTICE COURTS	7,317,800		6,968,795	7,221,433
JUVENILE PROBATION	42,734,181	652,739	41,466,084	40,871,232
LEGAL ADVOCATE	48,269		33,128	25,968
LEGAL DEFENDER	160,310		121,976	182,434
LIBRARY DISTRICT	25,226,495	234,850	24,955,380	29,489,719
MEDICAL EXAMINER		7,581	7,579	
NON DEPARTMENTAL*	55,004,895	(2,496,702)	1,995,136	75,651,946
PARKS AND RECREATION	10,450,443	69,950	9,617,224	10,917,061
PLANNING AND DEVELOPMENT	8,538,986		8,137,701	8,178,791
PROTECTIVE SERVICES	48,942		48,938	48,942
PUBLIC DEFENDER	1,918,051	797	1,700,256	1,764,814
PUBLIC HEALTH	46,868,188	2,478,716	50,633,587	50,759,524
RECORDER	5,940,660		4,432,514	5,490,958
SHERIFF	230,746,734	2,229,393	226,430,738	237,950,230
STADIUM DISTRICT	2,985,808		2,917,251	3,008,311
SUPERIOR COURT	15,882,423	559,819	15,236,271	15,844,414
TRANSPORTATION	62,422,254	(59,519)	59,265,060	60,727,906
TREASURER	304,341			304,341
WASTE RESOURCES AND RECYCLING	4,751,611		4,742,577	4,751,611
Total Special Revenue Funds	$ 866,943,033	$ 19,083,371	$ 799,649,539	$ 905,267,683
** Non Departmental includes general contingency of*	*$ 23,924,548*	*$ (4,232,815)*	*$*	*$ 24,700,000*
DEBT SERVICE FUNDS				
NON DEPARTMENTAL	$ 16,753,180	$ 2,171,297	$ 16,753,180	$ 9,580,777
STADIUM DISTRICT	3,700,378		3,700,350	3,701,623
Total Debt Service Funds	$ 20,453,558	$ 2,171,297	$ 20,453,530	$ 13,282,400
CAPITAL PROJECTS FUNDS				
FLOOD CONTROL DISTRICT	$ 40,000,000	$	$ 38,732,944	$ 68,000,000
LIBRARY DISTRICT				
NON DEPARTMENTAL	230,953,727	(3,124,510)	70,412,375	200,867,803
STADIUM DISTRICT	2,003,000	400,000	2,402,500	4,003,000
TRANSPORTATION	82,578,500		79,627,808	94,370,570
Total Capital Projects Funds	$ 355,535,227	$ (2,724,510)	$ 191,175,627	$ 367,241,373
INTERNAL SERVICE FUNDS				
EMPLOYEE BENEFITS AND HEALTH	$ 155,681,205	$ (11,188)	$ 160,957,275	$ 166,963,791
ENTERPRISE TECHNOLOGY	17,566,149		17,686,665	19,021,458
EQUIPMENT SERVICES	17,711,693	(17,145)	19,257,222	17,822,193
PROCUREMENT SERVICES	915,217	(8,281)	881,045	845,217
RISK MANAGEMENT	31,591,029	(21,293)	27,851,028	33,338,997
Total Internal Service Funds	$ 223,465,293	$ (57,907)	$ 226,633,235	$ 237,991,656
ELIMINATIONS FUNDS				
ELIMINATIONS COUNTY	$ (164,758,171)	$	$ (167,412,104)	$ (181,990,122)
ELIMINATIONS COUNTY AND DIST	(8,009,542)		(8,009,542)	(8,756,762)
Total Eliminations Funds	$ (172,767,713)	$	$ (175,421,646)	$ (190,746,884)
TOTAL ALL FUNDS	$ 2,309,530,514	$ 11,995,587	$ 2,001,405,863	$ 2,366,692,117

* 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.

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ADULT PROBATION:				
ADULT PROBATION FEES	$ 13,427,008	$	$ 13,069,593	$ 12,772,336
ADULT PROBATION GRANTS	2,876,995	543,187	3,420,182	3,171,370
DETENTION OPERATIONS	26,843,287	821,987	27,233,125	33,858,953
GENERAL	48,375,459	1,633,844	50,005,283	49,255,413
Department Total	$ 91,522,749	$ 2,999,018	$ 93,728,183	$ 99,058,072
AIR QUALITY:				
AIR QUALITY FEES	$ 13,105,170	$	$ 11,174,482	$ 14,294,128
AIR QUALITY GRANTS	4,106,337		3,766,032	3,973,521
GENERAL	1,209,008	19,704	1,228,712	1,220,657
Department Total	$ 18,420,515	$ 19,704	$ 16,169,226	$ 19,488,306
ANIMAL CARE AND CONTROL:				
ANIMAL CONTROL FIELD OPERATION	$ 3,671,437	$	$ 3,286,398	$ 3,639,290
ANIMAL CONTROL GRANTS	1,539,157			
ANIMAL CONTROL LICENSE SHELTER	7,749,000	537,320	10,329,498	8,949,605
GENERAL	258,954		258,954	258,954
Department Total	$ 13,218,548	$ 537,320	$ 13,874,850	$ 12,847,849
ASSESSOR:				
GENERAL	$ 23,997,819	$ 385,020	$ 23,388,295	$ 24,132,164
Department Total	$ 23,997,819	$ 385,020	$ 23,388,295	$ 24,132,164
ASSISTANT COUNTY MANAGER 940:				
GENERAL	$ 611,468	$ 15,956	$ 599,827	$ 295,088
Department Total	$ 611,468	$ 15,956	$ 599,827	$ 295,088
ASSISTANT COUNTY MANAGER 950:				
DETENTION OPERATIONS	$ 394,478	$ 2,286	$ 396,764	$ 405,930
GENERAL	953,890	$ 9,338	$ 412,831	$ 961,361
NON DEPARTMENTAL GRANTS	89,121	$ 1,183,520	$ 68,135	$ 68,459
Department Total	$ 1,437,489	$ 1,195,144	$ 877,730	$ 1,435,750
BOARD OF SUPERVISORS DIST 1:				
GENERAL	$ 361,973	$ 5,331	$ 339,139	$ 370,718
Department Total	$ 361,973	$ 5,331	$ 339,139	$ 370,718
BOARD OF SUPERVISORS DIST 2:				
GENERAL	$ 361,973	$ 5,331	$ 342,240	$ 370,718
Department Total	$ 361,973	$ 5,331	$ 342,240	$ 370,718
BOARD OF SUPERVISORS DIST 3:				
GENERAL	$ 361,973	$ 5,331	$ 347,714	$ 370,718
Department Total	$ 361,973	$ 5,331	$ 347,714	$ 370,718
BOARD OF SUPERVISORS DIST 4:				
GENERAL	$ 361,973	$ 5,331	$ 363,118	$ 370,718
Department Total	$ 361,973	$ 5,331	$ 363,118	$ 370,718
BOARD OF SUPERVISORS DIST 5:				
GENERAL	$ 361,973	$ 5,331	$ 367,015	$ 370,718
Department Total	$ 361,973	$ 5,331	$ 367,015	$ 370,718

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CALL CENTER:				
GENERAL	$ 1,663,556	$ 25,623	$ 1,656,195	$ 1,719,187
Department Total	$ 1,663,556	$ 25,623	$ 1,656,195	$ 1,719,187
CLERK OF THE BOARD:				
GENERAL	$ 1,447,540	$ 15,478	$ 1,203,940	$ 1,424,411
Department Total	$ 1,447,540	$ 15,478	$ 1,203,940	$ 1,424,411
CLERK OF THE SUPERIOR COURT:				
CLERK OF COURT FILL THE GAP	$ 2,054,822	$ 332,135	$ 2,386,857	$ 1,915,696
CLERK OF THE COURT EDMS	2,632,872		2,374,183	2,448,571
CLERK OF THE COURT GRANTS	1,484,995	370,440	1,855,435	1,484,286
COURT DOCUMENT RETRIEVAL	1,147,606		1,064,545	1,149,941
GENERAL	34,704,601	533,120	32,066,719	35,668,456
JUDICIAL ENHANCEMENT	989,959	191,360	516,151	700,746
VICTIM LOCATION	75,000		23,156	75,000
Department Total	$ 43,089,855	$ 1,427,055	$ 40,287,046	$ 43,442,696
CONSTABLES:				
GENERAL	$ 2,917,302	$ 103,266	$ 2,958,374	$ 3,076,881
Department Total	$ 2,917,302	$ 103,266	$ 2,958,374	$ 3,076,881
CONTRACT COUNSEL:				
GENERAL	$ 47,007,294	$ 41,065	$ 46,296,374	$ 55,543,889
Department Total	$ 47,007,294	$ 41,065	$ 46,296,374	$ 55,543,889
CORRECTIONAL HEALTH:				
DETENTION OPERATIONS	$ 58,229,181	$ 4,204,113	$ 61,997,740	$ 63,629,857
GENERAL	3,180,331	63,334	3,218,278	3,289,967
Department Total	$ 61,409,512	$ 4,267,447	$ 65,216,018	$ 66,919,824
COUNTY ATTORNEY:				
CHECK ENFORCEMENT PROGRAM	$ 180,058	$	$ 125,421	$ 125,048
COUNTY ATTORNEY FILL THE GAP	1,555,630		1,481,734	1,527,206
COUNTY ATTORNEY GRANTS	5,185,349		5,185,349	5,351,226
COUNTY ATTORNEY RICO	3,722,040		3,007,345	1,910,940
CRIM JUSTICE ENHANCEMENT	1,621,686		1,491,524	1,573,727
DIVERSION	2,697,823		2,572,536	2,567,536
GENERAL	83,508,918	1,378,111	83,496,887	85,548,461
VICTIM COMP RESTITUTION	701,308		198,000	111,600
VICTIM COMPENSATION INTEREST	179,160		50,428	16,516
Department Total	$ 99,351,972	$ 1,378,111	$ 97,609,224	$ 98,732,260
COUNTY MANAGER:				
GENERAL	$ 2,520,696	$ 36,064	$ 2,556,760	$ 2,577,919
NON DEPARTMENTAL GRANTS	7,000	2,409,818	2,416,818	5,000
Department Total	$ 2,527,696	$ 2,445,882	$ 4,973,578	$ 2,582,919
DEPUTY COUNTY MANAGER 920:				
GENERAL	$ 1,419,821	$ 38,203	$ 1,390,438	$ 1,473,270
Department Total	$ 1,419,821	$ 38,203	$ 1,390,438	$ 1,473,270

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EDUCATION SERVICE:				
DETENTION OPERATIONS	$ 1,117,223	$	$ 1,045,788	$
EDUCATIONAL SUPPLEMENTAL PROG	684,430		363,487	1,128,875
GENERAL	2,657,408	37,882	2,645,564	2,910,770
SCHOOL COMMUNICATION	796,726	275,880	637,097	869,575
SCHOOL GRANTS	25,224,197		22,454,918	25,401,884
SCHOOL TRANSPORTATION	600,000		556,815	600,000
SMALL SCHOOL SERVICE	181,708		172,013	167,772
Department Total	$ 31,261,692	$ 313,762	$ 27,875,682	$ 31,078,876
ELECTIONS:				
ELECTIONS GRANTS	$ 861,153	$	$ 134,407	$ 470,278
GENERAL	20,975,466	66,459	17,994,489	13,347,301
Department Total	$ 21,836,619	$ 66,459	$ 18,128,896	$ 13,817,579
EMERGENCY MANAGEMENT:				
EMERGENCY MANAGEMENT	$ 874,990	$ 173,037	$ 1,039,798	$ 1,054,427
GENERAL	242,187	6,649	244,097	250,989
PALO VERDE	756,264		718,451	760,839
Department Total	$ 1,873,441	$ 179,686	$ 2,002,346	$ 2,066,255
EMPLOYEE BENEFITS AND HEALTH:				
40 PERCENT STD	$ 161,260	$	$ 152,535	$ 161,260
50 PERCENT STD	408,473		262,421	408,473
60 PERCENT STD	2,344,571		2,562,384	2,207,008
BEHAVIORAL HEALTH	1,797,391		1,599,751	1,760,590
BENEFIT ADMINISTRATION	3,170,781	(11,188)	2,991,361	3,005,916
BENEFITS ELIMINATIONS	(1,157,990)		(1,157,990)	(1,157,990)
COINSURANCE PHARMACY	14,697,568		17,876,319	18,072,572
DEPENDENT LIFE	345,300		384,043	345,300
EMPLOYEE ASSISTANCE	400,320		406,845	420,963
FI DENTAL PPO	5,481,882		5,109,732	4,702,760
FI LIFE AND AD AND D	398,661		418,392	597,992
FI PREPAID DENTAL	226,860		220,203	225,977
FLEX SPENDING DEP CARE	801,620		875,804	801,620
FLEX SPENDING HEALTH	2,269,651		2,163,430	2,269,651
GENERAL	258,539	8,132	263,126	270,537
MEDICAL HDHP W HSA	21,017,804		25,429,937	26,029,963
MEDICAL HMO	50,236,155		50,095,906	52,845,683
MEDICAL PPO	39,134,609		38,088,887	39,659,466
ONSITE PHARMACY CLINIC	1,969,148		2,051,354	2,003,810
PUBLIC HEALTH GRANTS	7,323,579		6,642,955	7,935,127
SI DENTAL PPO	4,238,527		4,409,765	4,530,902
SUPPLEMENTAL LIFE	3,471,236		3,808,469	3,471,236
VISION	1,706,262		1,388,213	1,735,553
VOLUNTARY BENEFITS	834,751		684,511	683,838
WELLNESS	1,726,365		1,135,003	2,181,248
Department Total	$ 163,263,323	$ (3,056)	$ 167,863,356	$ 175,169,455
ENTERPRISE TECHNOLOGY:				
DETENTION OPERATIONS	$ 1,019,055	$ 276,808	$ 819,018	$ 1,151,484
GENERAL	33,991,066	$ 2,471,039	$ 30,162,672	$ 39,148,184
TECHNOLOGY INFRASTRUCTURE	17,566,149	$	$ 17,686,665	$ 19,021,458
Department Total	$ 52,576,270	$ 2,747,847	$ 48,668,355	$ 59,321,126

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ENVIRONMENTAL SERVICES:				
ENVIRONMTL SVCS ENV HEALTH	$ 22,172,840	$	$ 20,832,273	$ 19,855,027
GENERAL	4,281,840	420,813	4,495,090	4,168,995
Department Total	$ 26,454,680	$ 420,813	$ 25,327,363	$ 24,024,022
EQUIPMENT SERVICES:				
EQUIPMENT SERVICES	$ 17,711,693	$ (17,145)	$ 19,257,222	$ 17,822,193
Department Total	$ 17,711,693	$ (17,145)	$ 19,257,222	$ 17,822,193
FACILITIES MANAGEMENT:				
DETENTION OPERATIONS	$ 32,991,406	$ 40,110	$ 29,300,054	$ 26,995,031
GENERAL	49,263,728	164,809	41,428,817	45,709,658
Department Total	$ 82,255,134	$ 204,919	$ 70,728,871	$ 72,704,689
FINANCE:				
GENERAL	$ 2,772,594	$ 50,772	$ 2,823,366	$ 2,855,401
Department Total	$ 2,772,594	$ 50,772	$ 2,823,366	$ 2,855,401
FLOOD CONTROL DISTRICT:				
FLOOD CONTROL	$ 32,495,393	$	$ 30,498,529	$ 32,495,393
FLOOD CONTROL CAPITAL PROJECTS	40,000,000		38,732,944	68,000,000
FLOOD CONTROL GRANTS		500,000	500,000	345,000
Department Total	$ 72,495,393	$ 500,000	$ 69,731,473	$ 100,840,393
HUMAN RESOURCES:				
GENERAL	$ 4,309,478	$ 66,581	$ 3,747,454	$ 4,440,245
Department Total	$ 4,309,478	$ 66,581	$ 3,747,454	$ 4,440,245
HUMAN SERVICES:				
CDBG HOUSING TRUST	$ 16,279,189	$ 925,598	$ 17,204,787	$ 20,143,632
GENERAL	2,260,912		2,260,912	2,380,912
HUMAN SERVICES GRANTS	44,319,456	2,596,341	46,915,797	45,246,229
Department Total	$ 62,859,557	$ 3,521,939	$ 66,381,496	$ 67,770,773
INTEGRATED CRIM JUSTICE INFO:				
DETENTION OPERATIONS	$ 1,628,554	$ 21,807	$ 1,611,726	$ 1,730,987
Department Total	$ 1,628,554	$ 21,807	$ 1,611,726	$ 1,730,987
INTERNAL AUDIT:				
GENERAL	$ 1,799,337	$ 36,500	$ 1,834,785	$ 1,855,357
Department Total	$ 1,799,337	$ 36,500	$ 1,834,785	$ 1,855,357
JUSTICE COURTS:				
GENERAL	$ 17,681,657	$ 302,035	$ 17,395,956	$ 18,337,008
JUST COURTS PHOTO ENFORCEMENT	46,800		8,065	
JUSTICE COURTS SPECIAL REVENUE	6,479,000		6,300,000	6,484,250
JUSTICE CT JUDICIAL ENHANCEMNT	792,000		660,730	737,183
Department Total	$ 24,999,457	$ 302,035	$ 24,364,751	$ 25,558,441
JUVENILE PROBATION:				
DETENTION OPERATIONS	$ 34,398,313	$ 457,278	$ 33,152,956	$ 33,607,736
GENERAL	17,279,942	718,508	16,829,572	17,872,534
JUVENILE PROBATION DIVERSION	334,503		334,503	390,010
JUVENILE PROBATION GRANTS	4,160,865	195,461	4,356,326	3,811,356
JUVENILE PROBATION SPECIAL FEE	3,830,500		3,613,804	3,058,130
JUVENILE RESTITUTION	10,000		8,495	4,000
Department Total	$ 60,014,123	$ 1,371,247	$ 58,295,656	$ 58,743,766

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LEGAL ADVOCATE:				
GENERAL	$ 10,786,783	$ 170,155	$ 10,730,378	$ 12,055,425
PUBLIC DEFENDER TRAINING	48,269		33,128	25,968
Department Total	$ 10,835,052	$ 170,155	$ 10,763,506	$ 12,081,393
LEGAL DEFENDER:				
GENERAL	$ 12,005,388	$ 232,090	$ 12,237,478	$ 13,258,636
LEGAL DEFENDER FILL THE GAP	66,362		66,362	66,362
PUBLIC DEFENDER TRAINING	93,948		55,614	116,072
Department Total	$ 12,165,698	$ 232,090	$ 12,359,454	$ 13,441,070
LIBRARY DISTRICT:				
LIBRARY DIST CAP IMPROVEMENT	$	$	$	$
LIBRARY DISTRICT	20,646,921	8,275	20,565,162	24,910,145
LIBRARY DISTRICT GRANTS		222,275	222,275	
LIBRARY INTERGOVERNMENTAL	4,579,574	4,300	4,167,943	4,579,574
Department Total	$ 25,226,495	$ 234,850	$ 24,955,380	$ 29,489,719
MANAGEMENT AND BUDGET:				
GENERAL	$ 2,382,650	$ 29,964	$ 2,287,040	$ 2,431,156
Department Total	$ 2,382,650	$ 29,964	$ 2,287,040	$ 2,431,156
MEDICAL EXAMINER:				
GENERAL	$ 8,261,393	$ 142,227	$ 8,300,399	$ 8,791,501
MEDICAL EXAMINER GRANTS		7,581	7,579	
Department Total	$ 8,261,393	$ 149,808	$ 8,307,978	$ 8,791,501
NON DEPARTMENTAL:				
CAPITAL LEASE DEBT SERVICE	$	$ 2,171,297	$	$ 2,171,297
COUNTY IMPROVEMENT				160,985,109
COUNTY IMPROVEMENT DEBT	16,753,180		16,753,180	7,409,480
DETENTION CAPITAL PROJECTS	5,796,583	17,159	3,315,936	12,497,806
DETENTION OPERATIONS	40,352,513	(9,984,561)	1,956,452	37,906,954
DETENTION TECH CAP IMPROVEMENT	40,330,136	(1,392,157)	7,106,246	4,837,346
GENERAL	293,014,149	(25,840,909)	237,104,916	289,015,578
GENERAL FUND CTY IMPROV	38,945,102	(2,257,600)	6,424,254	8,848,242
INTERGOVERNMENTAL CAP PROJ	127,500			127,500
INTERGOVERNMENTAL TECH PROJECT		240,717		
NON DEPARTMENTAL GRANTS	14,183,550	7,337,739		37,091,664
TECHNOLOGY CAP IMPROVEMENT	145,754,406	267,371	53,565,939	13,571,800
WASTE MANAGEMENT	468,832	150,120	38,684	653,328
Department Total	$ 595,725,951	$ (29,290,824)	$ 326,265,607	$ 575,116,104
PARKS AND RECREATION:				
GENERAL	$ 1,279,802	$	$ 1,141,417	$ 1,259,802
LAKE PLEASANT RECREATION SVCS	3,212,692		2,749,948	3,833,436
PARKS AND RECREATION GRANTS	7,909	69,950	63,564	13,990
PARKS DONATIONS	108,777		105,214	324,237
PARKS ENHANCEMENT FUND	6,534,860		6,146,544	5,977,245
PARKS SOUVENIR	294,794		294,794	362,544
SPUR CROSS RANCH CONSERVATION	291,411		257,160	405,609
Department Total	$ 11,730,245	$ 69,950	$ 10,758,641	$ 12,176,863

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PLANNING AND DEVELOPMENT:				
GENERAL	$ 868,232	$	$ 853,490	$ 868,232
PLANNING AND DEVELOPMENT FEES	8,538,986		8,137,701	8,178,791
Department Total	$ 9,407,218	$	$ 8,991,191	$ 9,047,023
PROCUREMENT SERVICES:				
GENERAL	$ 2,413,764	$ 47,600	$ 2,461,364	$ 2,487,658
REPROGRAPHICS	915,217	(8,281)	881,045	845,217
Department Total	$ 3,328,981	$ 39,319	$ 3,342,409	$ 3,332,875
PROTECTIVE SERVICES:				
DETENTION OPERATIONS	$ 48,942	$	$ 48,938	$ 48,942
GENERAL	3,861,489	64,423	3,867,156	4,141,089
Department Total	$ 3,910,431	$ 64,423	$ 3,916,094	$ 4,190,031
PUBLIC ADVOCATE:				
GENERAL	$ 9,231,279	$ 145,218	$ 8,960,099	$ 9,441,291
Department Total	$ 9,231,279	$ 145,218	$ 8,960,099	$ 9,441,291
PUBLIC DEFENDER:				
GENERAL	$ 38,760,010	$ 717,558	$ 39,385,686	$ 40,490,466
PUBLIC DEFENDER FILL THE GAP	1,113,694		1,048,136	1,011,395
PUBLIC DEFENDER GRANTS	236,492	797	237,289	237,289
PUBLIC DEFENDER TRAINING	567,865		414,831	516,130
Department Total	$ 40,678,061	$ 718,355	$ 41,085,942	$ 42,255,280
PUBLIC FIDUCIARY:				
GENERAL	$ 3,113,186	$ 37,804	$ 3,010,912	$ 3,201,348
Department Total	$ 3,113,186	$ 37,804	$ 3,010,912	$ 3,201,348
PUBLIC HEALTH:				
GENERAL	$ 11,334,457	$ 516,240	$ 11,467,877	$ 11,814,181
PUBLIC HEALTH FEES	5,559,246	1,007,500	6,080,512	6,638,299
PUBLIC HEALTH GRANTS	41,308,942	1,471,216	44,553,075	44,121,225
Department Total	$ 58,202,645	$ 2,994,956	$ 62,101,464	$ 62,573,705
RECORDER:				
GENERAL	$ 2,134,232	$ 23,718	$ 2,019,372	$ 2,185,621
RECORDERS SURCHARGE	5,940,660		4,432,514	5,490,958
Department Total	$ 8,074,892	$ 23,718	$ 6,451,886	$ 7,676,579
RESEARCH AND REPORTING:				
GENERAL	$ 338,603	$ 216	$ 111,110	$
Department Total	$ 338,603	$ 216	$ 111,110	$
RISK MANAGEMENT:				
COUNTY MANAGER RISK MANAGEMENT	$ 1,750,000	$	$	$
RISK MANAGEMENT	29,841,029	(21,293)	27,851,028	33,338,997
Department Total	$ 31,591,029	$ (21,293)	$ 27,851,028	$ 33,338,997

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Summary by Department of Expenditures/Expenses
Fiscal Year 2016

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015	ACTUAL EXPENDITURES/ EXPENSES * 2015	BUDGETED EXPENDITURES/ EXPENSES 2016
SHERIFF:				
DETENTION OPERATIONS	$ 207,527,876	$ 3,206,597	$ 203,518,489	$ 214,140,230
GENERAL	109,932,118	7,313,250	106,683,703	114,650,913
INMATE HEALTH SERVICES	340,000		574,000	600,873
INMATE SERVICES	10,982,350		10,901,855	11,250,326
OFFICER SAFETY EQUIPMENT	60,000			52,000
SHERIFF DONATIONS	120,000		102,220	26,774
SHERIFF GRANTS	8,275,961	(977,204)	7,298,757	7,184,985
SHERIFF JAIL ENHANCEMENT	1,482,444		2,382,444	2,718,942
SHERIFF RICO	1,750,000		1,488,547	1,750,000
SHERIFF TOWING AND IMPOUND	208,103		164,426	226,100
Department Total	$ 340,678,852	$ 9,542,643	$ 333,114,441	$ 352,601,143
STADIUM DISTRICT:				
BALLPARK OPERATIONS	$ 1,711,052	$	$ 1,642,614	$ 1,711,052
CACTUS LEAGUE OPERATIONS	1,274,756		1,274,637	1,297,259
LONG TERM PROJECT RESERVE	2,003,000	400,000	2,402,500	4,003,000
STADIUM DISTRICT DEBT SERVICE	3,700,378		3,700,350	3,701,623
Department Total	$ 8,689,186	$ 400,000	$ 9,020,101	$ 10,712,934
SUPERIOR COURT:				
CHILDRENS ISSUES EDUCATION	$ 140,007	$	$ 138,123	$ 115,007
CONCILIATION COURT FEES	1,616,200		1,575,165	1,578,566
DOM REL MEDIATION EDUCATION	205,600		205,600	180,600
EXPEDITED CHILD SUPPORT	910,000		910,000	713,621
GENERAL	84,634,124	1,134,045	85,659,663	87,424,770
JUDICIAL ENHANCEMENT	506,200		426,132	505,901
LAW LIBRARY	1,546,000		846,578	1,165,971
PROBATE FEES	509,200		480,139	530,756
SPOUSAL MAINT ENF ENHANCEMENT	158,000		152,530	108,000
SUPERIOR COURT FILL THE GAP	2,101,600	117,128	2,169,952	2,218,728
SUPERIOR COURT GRANTS	2,989,816	442,691	3,432,507	3,432,507
SUPERIOR COURT SPECIAL REVENUE	5,199,800		4,899,545	5,294,757
Department Total	$ 100,516,547	$ 1,693,864	$ 100,895,934	$ 103,269,184
TRANSPORTATION:				
TRANSPORTATION CAPITAL PROJECT	$ 82,578,500	$	$ 79,627,808	$ 94,370,570
TRANSPORTATION GRANTS	684,820	47,987	603,363	250,939
TRANSPORTATION OPERATIONS	61,737,434	(107,506)	58,661,697	60,476,967
Department Total	$ 145,000,754	$ (59,519)	$ 138,892,868	$ 155,098,476
TREASURER:				
GENERAL	$ 4,910,812	$ 91,652	$ 4,934,388	$ 5,059,279
TAXPAYER INFORMATION	304,341			304,341
Department Total	$ 5,215,153	$ 91,652	$ 4,934,388	$ 5,363,620
WASTE RESOURCES AND RECYCLING:				
GENERAL	$ 3,277,969	$ 23,125	$ 3,076,137	$ 3,231,384
WASTE TIRE	4,751,611		4,742,577	4,751,611
Department Total	$ 8,029,580	$ 23,125	$ 7,818,714	$ 7,982,995

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses
Fiscal Year 2016

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015	ACTUAL EXPENDITURES/ EXPENSES * 2015	BUDGETED EXPENDITURES/ EXPENSES 2016
ELIMINATIONS COUNTY:				
ELIMINATIONS	$ (164,758,171)	$	$ (167,412,104)	$ (181,990,122)
Department Total	$ (164,758,171)	$	$ (167,412,104)	$ (181,990,122)
ELIMINATIONS COUNTY AND DIST:				
ELIMINATIONS	$ (8,009,542)	$	$ (8,009,542)	$ (8,756,762)
Department Total	$ (8,009,542)	$	$ (8,009,542)	$ (8,756,762)
Total all Departments	$ 2,309,530,514	$ 11,995,587	$ 2,001,405,863	$ 2,366,692,117

Maricopa County , Flood Control District, Library District, Stadium District
Full-Time Employees and Personnel Compensation
Fiscal Year 2016

FUND	Full-Time Equivalent (FTE) 2016	Employee Salaries and Hourly Costs 2016	Retirement Costs 2016	Healthcare Costs 2016	Other Benefit Costs 2016	Personnel Allocations In 2016	Personnel Allocations Out 2016	Other Personnel Costs 2016	Total Estimated Personnel Compensation 2016
GENERAL FUND	**7,824.33**	**424,021,488**	**72,816,395**	**71,131,316**	**37,718,165**	**14,338,126**	**(87,057,768)**	**3,269,954**	**536,237,676**
Regular Staff	7,453.44	421,070,539	72,816,395	71,131,316	36,992,258	14,338,126	(87,057,768)	3,269,954	532,560,820
Temporary Staff	370.89	2,950,949	-	-	725,907	-	-	-	3,676,856
SPECIAL REVENUE FUNDS									
Regular Staff									
201 - ADULT PROBATION FEES	1.50	36,698	6,761	6,886	3,119	11,711,112	-	-	11,764,576
204 - JUSTICE CT JUDICIAL ENHANCEMNT	4.00	269,795	24,518	38,159	24,764	-	-	-	357,236
205 - COURT DOCUMENT RETRIEVAL	25.00	824,158	87,038	206,015	58,734	85,396	(111,400)	-	1,149,941
207 - PALO VERDE	6.00	344,496	38,173	59,198	30,268	130,615	(69,602)	2,377	535,525
208 - JUDICIAL ENHANCEMENT	7.00	440,560	46,881	67,032	43,207	29,901	(29,981)	-	597,600
209 - PUBLIC DEFENDER TRAINING	3.00	149,939	16,714	30,096	13,307	56,594	-	-	266,650
211 - ADULT PROBATION GRANTS	24.75	1,413,562	130,832	226,083	127,916	31,119	-	50,903	1,980,415
215 - EMERGENCY MANAGEMENT	8.50	495,884	55,206	89,243	43,521	129,678	-	7,000	820,532
216 - CLERK OF THE COURT GRANTS	-	-	-	-	-	1,478,086	-	-	1,478,086
217 - CDBG HOUSING TRUST	5.00	312,508	33,873	47,598	23,331	104,545	(98,423)	-	423,433
218 - CLERK OF COURT FILL THE GAP	47.00	1,724,516	190,045	458,397	76,710	-	(576,678)	-	1,872,990
219 - COUNTY ATTORNEY GRANTS	59.00	3,679,313	406,402	591,888	342,715	68,811	(1,389,535)	-	3,699,594
220 - DIVERSION	29.00	1,598,811	177,439	285,719	195,088	-	-	1,100	2,258,158
221 - COUNTY ATTORNEY FILL THE GAP	25.00	1,041,728	112,448	241,563	102,807	-	-	-	1,498,546
222 - HUMAN SERVICES GRANTS	392.50	15,211,187	1,768,079	3,626,646	1,765,936	3,250,280	(4,447,776)	12,154	21,186,507
223 - TRANSPORTATION GRANTS	1.00	26,074	932	2,414	3,906	-	-	13,544	46,870
225 - SPUR CROSS RANCH CONSERVATION	2.00	82,664	8,780	19,228	10,879	126,313	-	-	247,864
226 - PLANNING AND DEVELOPMENT FEES	96.00	5,918,348	664,138	940,091	518,084	760,902	(2,938,288)	1,003	5,864,278
227 - JUVENILE PROBATION GRANTS	53.00	2,316,278	355,450	363,529	172,938	285,000	-	55,335	3,548,530
228 - JUVENILE PROBATION SPECIAL FEE	-	-	-	-	-	3,446,483	(388,353)	-	3,058,130
232 - TRANSPORTATION OPERATIONS	416.00	21,598,405	2,381,745	3,972,013	2,133,220	1,896,378	(4,142,712)	389,262	28,228,310
233 - PUBLIC DEFENDER GRANTS	2.00	179,672	20,029	20,064	15,474	-	-	-	235,239
236 - RECORDERS SURCHARGE	27.00	1,926,289	214,374	266,986	173,727	-	-	-	2,581,376
238 - SUPERIOR COURT GRANTS	26.00	1,059,595	111,309	245,803	122,539	1,044,000	-	1,400	2,584,646
239 - PARKS SOUVENIR	2.00	68,262	7,535	20,064	8,610	588	(24,324)	-	80,735
240 - LAKE PLEASANT RECREATION SVCS	27.00	1,162,396	128,247	263,032	165,949	111,814	-	999	1,832,437
241 - PARKS ENHANCEMENT FUND	46.75	2,300,969	253,918	464,571	332,669	136,404	(243,466)	-	3,245,065
244 - LIBRARY DISTRICT	116.73	5,721,118	646,050	1,167,335	535,982	410,135	(326,388)	400	8,154,631
245 - JUSTICE COURTS SPECIAL REVENUE	-	-	-	-	-	5,466,723	(105,250)	-	5,361,473
246 - LIBRARY INTERGOVERNMENTAL	47.00	1,807,558	209,938	460,972	143,178	30,000	(30,000)	-	2,621,646
249 - NON DEPARTMENTAL GRANTS	1.00	39,849	4,209	6,756	2,839	3,859	-	-	57,513
250 - CACTUS LEAGUE OPERATIONS	-	-	-	-	-	13,489	-	-	13,489
251 - SHERIFF GRANTS	27.00	1,909,372	425,614	231,756	542,372	15,216	(228,767)	33,811	2,929,374
252 - INMATE SERVICES	134.00	4,747,159	603,248	1,158,864	591,769	25,664	-	26,736	7,153,441
253 - BALLPARK OPERATIONS	5.00	303,742	32,448	44,036	24,295	3,657	(13,489)	-	394,689
255 - DETENTION OPERATIONS	3,748.60	177,582,327	26,909,628	34,708,715	16,967,129	36,985,723	(2,404,129)	3,234,164	293,983,557
256 - PROBATE FEES	1.00	52,557	5,690	9,470	3,839	426,400	(17,200)	-	480,756
257 - CONCILIATION COURT FEES	-	-	-	-	-	1,510,400	(69,200)	-	1,441,200
258 - SHERIFF TOWING AND IMPOUND	2.00	95,507	37,121	20,064	13,644	-	-	500	166,836
259 - SUPERIOR COURT SPECIAL REVENUE	-	-	-	-	-	4,687,528	(128,728)	-	4,558,800
261 - LAW LIBRARY	3.00	153,929	16,256	28,508	15,987	-	-	-	214,680
262 - PUBLIC DEFENDER FILL THE GAP	9.00	572,688	63,874	89,461	50,384	-	-	28,550	804,957
263 - LEGAL DEFENDER FILL THE GAP	-	-	-	-	-	66,362	-	-	66,362
264 - SUPERIOR COURT FILL THE GAP	30.00	1,407,224	209,395	285,397	125,767	-	-	15,000	2,042,783
265 - PUBLIC HEALTH FEES	60.00	2,559,574	253,744	530,148	271,759	1,274,384	(841,516)	15,000	4,063,093
266 - CHECK ENFORCEMENT PROGRAM	2.00	71,919	8,177	16,860	10,826	-	-	-	107,782
267 - CRIM JUSTICE ENHANCEMENT	20.00	1,122,419	122,401	188,062	140,845	-	-	-	1,573,727
271 - EXPEDITED CHILD SUPPORT	-	-	-	-	-	598,560	-	-	598,560
273 - VICTIM LOCATION	-	-	-	-	-	75,000	-	-	75,000
274 - CLERK OF THE COURT EDMS	48.00	1,532,516	165,781	366,019	111,496	-	(122,496)	-	2,053,316
275 - JUVENILE PROBATION DIVERSION	4.00	271,490	50,833	38,534	19,718	175,915	(175,915)	8,246	388,822
276 - SPOUSAL MAINT ENF ENHANCEMENT	-	-	-	-	-	117,000	(9,000)	-	108,000
281 - CHILDRENS ISSUES EDUCATION	-	-	-	-	-	124,967	(10,007)	-	114,960
282 - DOM REL MEDIATION EDUCATION	-	-	-	-	-	180,600	-	-	180,600
290 - WASTE TIRE	2.00	56,314	6,460	20,064	4,356	98,237	-	3,744	189,175

FUND	Full-Time Equivalent (FTE) 2016	Employee Salaries and Hourly Costs 2016	Retirement Costs 2016	Healthcare Costs 2016	Other Benefit Costs 2016	Personnel Allocations In 2016	Personnel Allocations Out 2016	Other Personnel Costs 2016	Total Estimated Personnel Compensation 2016
503 - AIR QUALITY GRANTS	21.00	1,322,455	111,321	210,146	167,585	790,452	-	500	2,602,459
504 - AIR QUALITY FEES	124.12	6,936,808	766,298	1,212,984	614,963	918,658	(1,608,909)	19,348	8,860,150
506 - ENVIRONMTL SVCS ENV HEALTH	242.00	10,902,525	1,222,888	2,106,859	975,901	880,641	(188,825)	-	15,899,989
532 - PUBLIC HEALTH GRANTS	438.75	20,063,007	2,246,986	4,373,561	1,825,817	6,468,754	(4,216,977)	-	30,761,148
572 - ANIMAL CONTROL LICENSE SHELTER	121.00	4,497,033	516,834	1,165,718	542,253	255,980	(444,520)	-	6,533,299
574 - ANIMAL CONTROL FIELD OPERATION	50.00	1,852,098	198,551	478,775	147,788	255,417	(258,954)	40,500	2,714,176
669 - SMALL SCHOOL SERVICE	1.00	64,918	7,518	9,975	5,072	-	-	-	87,484
715 - SCHOOL GRANTS	117.50	7,407,608	833,730	1,056,296	755,483	102,270	-	-	10,155,387
782 - SCHOOL COMMUNICATION	6.00	383,357	43,485	58,165	29,350	349,228	(306,845)	-	556,740
795 - EDUCATIONAL SUPPLEMENTAL PROG	8.00	654,472	75,081	78,471	54,969	786,876	(562,600)	-	1,087,269
991 - FLOOD CONTROL	186.50	11,201,655	1,266,051	1,813,525	948,797	3,021,803	(2,001,000)	10,000	16,260,831
Temporary Staff									
204 - JUSTICE CT JUDICIAL ENHANCEMNT	10.00	223,273	-	-	25,554	-	-	-	248,827
211 - ADULT PROBATION GRANTS	6.50	256,836	-	-	19,649	-	-	-	276,485
218 - CLERK OF COURT FILL THE GAP	1.00	39,672	-	-	3,034	-	-	-	42,706
221 - COUNTY ATTORNEY FILL THE GAP	1.00	26,622	-	-	2,038	-	-	-	28,660
232 - TRANSPORTATION OPERATIONS	6.50	215,169	-	-	16,951	-	-	-	232,120
240 - LAKE PLEASANT RECREATION SVCS	3.47	99,445	-	-	4,063	-	-	-	103,508
241 - PARKS ENHANCEMENT FUND	0.96	10,907	-	-	2,579	-	-	-	13,486
244 - LIBRARY DISTRICT	30.84	684,658	-	-	52,372	-	-	-	737,030
246 - LIBRARY INTERGOVERNMENTAL	25.37	499,188	-	-	39,641	-	-	-	538,829
252 - INMATE SERVICES	1.00	36,243	-	-	2,773	-	-	-	39,016
253 - BALLPARK OPERATIONS	0.60	9,772	-	-	747	-	-	-	10,519
255 - DETENTION OPERATIONS	10.00	232,139	-	-	31,038	-	-	-	263,177
265 - PUBLIC HEALTH FEES	1.00	31,095	-	-	2,375	-	-	-	33,470
504 - AIR QUALITY FEES	3.50	82,835	-	-	7,428	-	-	-	90,263
532 - PUBLIC HEALTH GRANTS	21.45	541,951	-	-	83,010	-	-	-	624,961
572 - ANIMAL CONTROL LICENSE SHELTER	2.00	63,361	-	-	4,461	-	-	-	67,822
991 - FLOOD CONTROL	2.00	50,136	-	-	3,834	-	-	-	53,970
Total Special Revenue Funds	**7,039.38**	**332,578,607**	**44,300,478**	**64,487,815**	**32,455,132**	**91,003,917**	**(28,531,253)**	**3,971,576**	**540,266,272**
DEBT SERVICE FUNDS									
Total Debt Service Funds	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
CAPITAL PROJECTS FUNDS									
234 - TRANSPORTATION CAPITAL PROJECT	-	-	-	-	-	3,607,619	-	-	3,607,619
445 - GENERAL FUND CTY IMPROV	-	-	-	-	-	135,910	-	-	135,910
440 - COUNTY IMPROVEMENT	-	-	-	-	-	3,465,350	-	461,078	3,926,428
461 - DETENTION TECH CAP IMPROVEMENT	-	-	-	-	-	243,261	-	-	243,261
990 - FLOOD CONTROL CAPITAL PROJECTS	-	-	-	-	-	2,000,000	-	4,000	2,004,000
Total Capital Projects Funds	**-**	**-**	**-**	**-**	**-**	**9,452,140**	**-**	**465,078**	**9,917,218**
INTERNAL SERVICE FUNDS									
Regular Staff									
615 - WELLNESS	6.00	356,169	40,853	60,192	28,333	-	(22,724)	-	462,823
618 - BENEFIT ADMINISTRATION	17.50	961,275	110,486	172,666	76,418	169,636	(35,586)	-	1,454,895
654 - EQUIPMENT SERVICES	54.00	2,666,477	278,335	526,620	251,066	184,537	-	-	3,907,035
673 - REPROGRAPHICS	9.00	349,084	40,190	86,240	27,476	19,367	-	-	522,357
675 - RISK MANAGEMENT	30.75	2,064,173	228,769	316,569	162,285	-	-	-	2,771,796
681 - TECHNOLOGY INFRASTRUCTURE	57.00	4,010,885	442,265	556,180	349,163	1,550,316	(1,070,708)	214,996	6,053,098
Temporary Staff									
618 - BENEFIT ADMINISTRATION	1.00	10,560	-	-	808	-	-	-	11,368
681 - TECHNOLOGY INFRASTRUCTURE	0.49	14,590	-	-	1,116	-	-	-	15,706
Total Internal Service Funds	**175.74**	**10,433,213**	**1,140,899**	**1,718,467**	**896,666**	**1,923,856**	**(1,129,018)**	**214,996**	**15,199,078**
ENTERPRISE FUNDS									
Total Enterprise Funds	-	-	-	-	-	-	-	-	-
TOTAL ALL FUNDS	**15,039.45**	**767,033,308**	**118,257,771**	**137,337,598**	**71,069,963**	**116,718,039**	**(116,718,039)**	**7,921,604**	**1,101,620,244**
Regular Staff	14,539.88	760,953,907	118,257,771	137,337,598	70,040,585	116,718,039	(116,718,039)	7,921,604	1,094,511,465
Temporary Staff	499.57	6,079,401	-	-	1,029,378	-	-	-	7,108,779

Salaries/Hourly includes OT and are net of budgeted vacancy savings
Retirement Costs Include ASRS LTC
Retirment 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 2016 to pay for an expenditure budgeted for FY 2015 for which an obligation has been incurred that cannot be paid by June 30, 2015. 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 2016 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 Statues

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

VLT: Vehicle License Taxes

ZBB: Zero-Based Budgeting

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