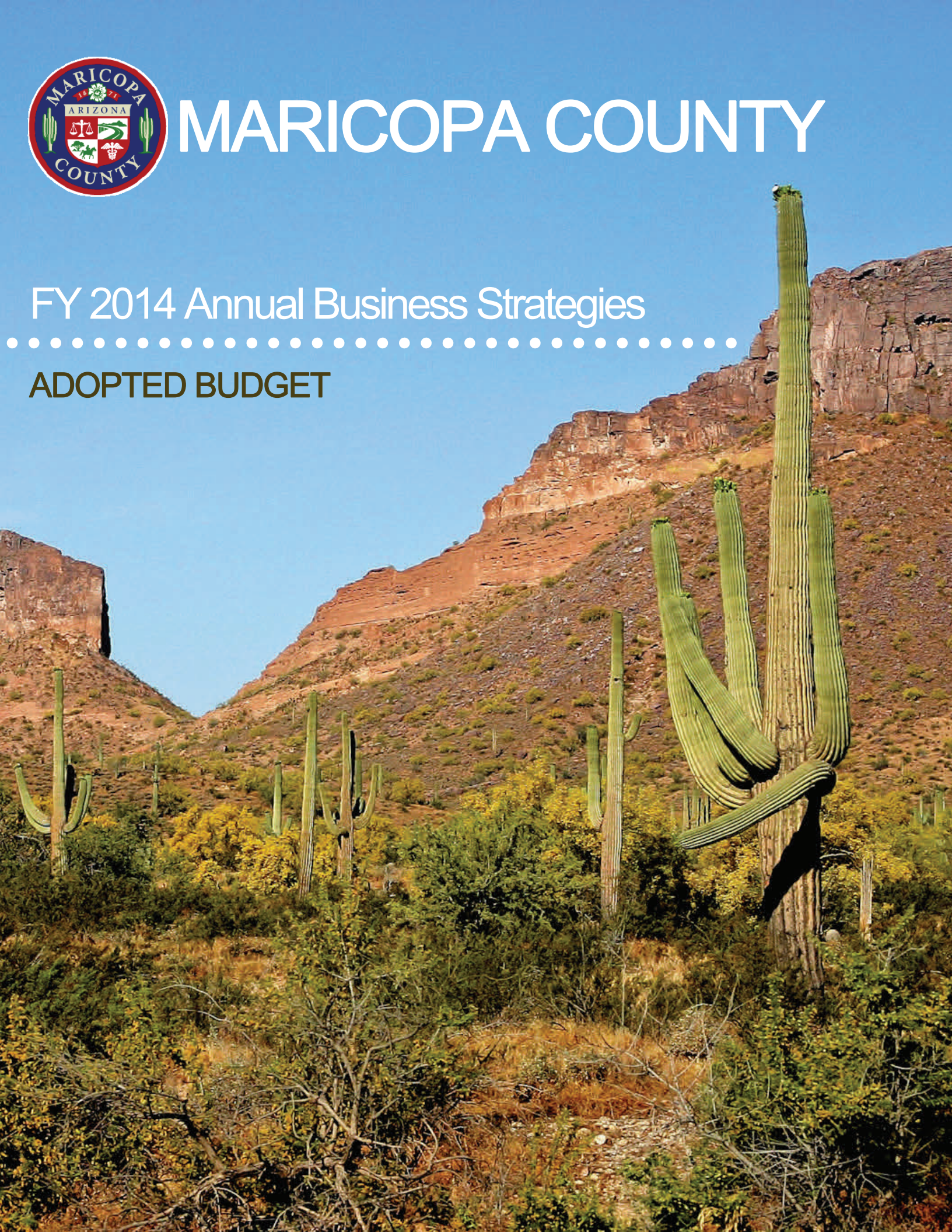
MARICOPA COUNTY

FY 2014 Annual Business Strategies

ADOPTED BUDGET



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Deputy Budget Directors
Lee Ann Bohn
Brian G. Hushek

Budget Administrator
Cynthia A. Goelz

Office of Management and Budget
301 W. Jefferson Street
10th Floor
Phoenix, Arizona 85003-2143
Phone (602) 506-7280
Fax (602) 506-3063
www.maricopa.gov/budget

Maricopa County Mission Statement

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

Strategic Priorities

- Ensure safe communities
- Provide all citizens with access to an effective, integrated justice system
- Promote and protect the public health of the community
- Promote opportunities for and educate residents so they can improve their own circumstances and quality of life
- Reduce the environmental impact of County government and provide leadership to promote regional environmental sustainability, including the preservation of open, natural park and recreational lands
- Contribute to an effective economy
- Contribute to a safe and effective transportation system
- Increase citizen satisfaction and trust in County government with efficient, effective, and accountable public services
- Exercise sound financial management and build the County's fiscal strength
- Maintain a quality, diverse, and innovative workforce and equip County employees with tools and technology they need to do their jobs safely and well

Adopted by the Maricopa County Board of Supervisors, June 7, 2010, amended October 4, 2010

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Motions

Budget Adoption

1) Pursuant to A.R.S. § 42-17105, approve the Fiscal Year 2014 Budget in the amount of $2,208,474,790 by total appropriation, for each department, fund and function class listed in the attached schedules. This represents a $6,667,408 decrease from the FY 2014 Tentative Budget of $2,215,142,198.

2) Approve the attached Executive Summary.

3) Approve the transfer of expenditure authority from:
   a) $90,377 from Non Departmental (470) General Fund (100) Sustainability (4712) Operating (0000); and
   b) $47,126 from Non Departmental (470) General Fund (100) Cooperative Extension (4776) Operating (0000);

   to an existing appropriation in Business Strategies (390) General Fund (100) Operating (0000), resulting in the following economic development funding:

   a) Increasing the GPEC funding to $573,675;
   b) Increasing the Greater Phoenix Convention and Visitors Bureau to $222,431;
   c) Increasing the Phoenix Chamber of Commerce to $146,805;
   d) Decreasing the Collaboration for a New Century funding to $0;
   e) Increasing the Phoenix Regional Sports Commission to $20,019;
   f) Increasing the East Valley Partnership to $13,346;
   g) Increasing the Western Maricopa Enterprise Zone to $13,346;
   h) Increasing the Southwest Valley Chamber of Commerce to $2,669;
   i) Increasing the Wickenburg Chamber of Commerce to $2,669;

   and reducing the Non Departmental Cooperative Extension funding to $302,874, eliminating the funding for the Human Services Campus Urban Farm and Phoenix Research Farm.

Executive Summary

Notwithstanding the Budgeting for Results Accountability Policy, approve the following:

a) Adult Probation, Juvenile Probation and Superior Court are collectively known as the Judicial Branch, and considered as one appropriation. Any and all appropriations within the Judicial Branch can be transferred between any and all Judicial Branch departments by fund and function, as requested and approved by the Presiding Judge of the Superior Court, without any further Board approval.

b) Contract Counsel, Legal Advocate, Legal Defender, Public Advocate and Public Defender are known as the Public Defense System, and are considered as one appropriation. Any and all appropriations within the Public Defense System can be transferred between any and all Public Defense System departments by fund and function, as requested and approved by the County Manager, without any further Board approval.

c) The appropriated budgets for all employee benefits internal service funds administered by the Business Strategies and Health Care Programs department are considered one appropriation. Any and all employee benefits internal service fund appropriations within Business Strategies and Health Care Programs can be transferred between any and all funds by function as requested, upon review and recommendation of the Office of Management and Budget and approval by the County Manager, without any further approval by the Board of Supervisors.

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

If Elected Official or Judicial departments exceed their budget due to not achieving budgeted salary savings, they may ask for one-time, non recurring contingency during FY 2014.

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 2014 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.

Approval of the FY 2014 Budget incorporates the suspension of any conflicting policies as needed and amends the previously issued guidelines to conform with the budget.

Transmittal Letter

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

The FY 2014 tentative budget presents a year of change and a year of new beginnings. In January of 2013, the leadership at Maricopa County shifted as two new Board members took office in Districts 1 & 2. In March, another change occurred. District 4 Supervisor, Max Wilson, announced his retirement. The changes have brought fresh energy to our County and transformation. The budget process and budget development have certainly been front and center. With the economy continuing to be sluggish and federal sequestration underway, we must be able to meet our growing financial needs while still being responsible to the County's taxpayers. Our economists have predicted continued growth at a very slow pace. This year we are moving forward with a strategy which creates additional capacity in our operating budget but will slow down our capital project spending. We plan to continue to invest in technology to increase productivity and provide better service to our citizens. Several such projects have been included in this tentative budget.

The first change in our budgetary philosophy is moving from budgeting revenue at the *pessimistic* scenario to *most likely*. This created additional operational capacity, but slows down our "pay as you go" capital spending. In addition, we have significantly reduced our contingencies, allowing for funding for compensation that has not been funded in the operating budget for the past five years. General Fund operating contingencies of $43.6 million in the FY 2013 adopted budget were eliminated. This additional $43.6 million has been used to address important operational needs such as funding the Sheriff's Office staffing and best practices study, additional staff for Adult Probation workload increase, equity and market pay for County employees, and ensuring a structurally balanced budget for the General Fund.

The tentative expenditure budget appropriation is $2,215,142,198, which is a net *decrease* of $82,347,812 from the FY 2013 revised budget. The decrease is due to a $99 million reduction in one-time spending, offset by an increase in the operating budget of $16.6 million.

The operating budget increased by $16,672,299 or 1.03%, as compared to the FY 2013 revised budget. This increase was due to mandated health care payments to the State of Arizona and the statutory increase for the Maintenance of Effort for the Detention fund, along with other mandates totaling $13.3 million. Other funding increases include $76.1 million for compensation and retirement contributions, $9.5 million for staffing issues identified in the Sheriff's Office staffing studies, and $12.3 million for volume increases for Public Defense Services, County Attorney's Office, and Adult Probation caseload issues. This increase was offset by a decrease in juvenile probation costs. A $59.3 million reduction in contingencies offset other cost increases.

The non-recurring or non-operating budget was reduced by $99 million. Technology projects increased by $88.8 million, while capital projects decreased by $92.1 million. One-time contingencies were increased by $7.1 million, and grants and employee-related costs decreased by $4.8 million. Transfers between funds have decreased by $209.6 million and other non-recurring expenditures increased by $111.7 million. These changes indicate an overall change in philosophy, moving more expenses to the operating budget and forgoing additional large capital projects.

The budget guidelines were approved by the Board of Supervisors on January 22, 2013. Board direction has evolved over the past four months, creating a deviation from the original guidelines. Unlike previous years, the Board did not set a Property Tax assumption. This meant that budget scenarios needed to be created with various property tax options. These various scenarios have been shared throughout the budget process. The possible alternatives outline the FY 2014 budget options, as well as the impact that such decisions would make on FY 2015 – FY 2017. This led to the decision to utilize *most likely* forecasts for State-shared Sales Taxes, Vehicle License Taxes, Jail Taxes and Highway Urban Revenue Funds (HURF).

In the current fiscal year, employees were given a one-time performance incentive. The guidelines were drafted and approved with this in mind for FY 2014 as well. However, the Compensation Division of Human Resources has recommended that in addition to funding market increases for critical business needs, the Board consider salary increases to deal with compression and performance for the entire employee population.

There is one final change included in the tentative budget that was not in the guidelines originally adopted. There are several funds that utilize fund balance in order to reach a balanced budget. Traditionally, the County has avoided the use of fund balance for ongoing operational costs. However, in those funds with significant fund balances, cash draw downs have been necessary to meet mandates and operational requirements. We believe these reductions are prudent and potentially will not impact current or future year operations.

Outside of those issues listed above, the tentative budget followed the *Budgeting for Results Guidelines and Priorities* approved by the Board of Supervisors. These policy guidelines are shown below. Budgets were prepared by the departments, based on the instructions sent by the Office of Management and Budget. These instructions included:

1. Development of a sustainable, structurally-balanced budget.
2. All departments must submit their base expenditure budget requests within their budget targets.
3. The general fund will not backfill reductions on grant funding from the Federal or State government.
4. Budget reduction alternatives should be prepared at 3%, 5% and 10% of department operating budget.
5. Compensation – Changed as listed above.
6. No funding will be available for new or expanded programs.
7. Use of Fund Balance – Changed as listed above.
8. The capital projects budget for FY 2014 should include only critical capital projects and is within available non-reoccurring resources.
9. New information technology projects will not be considered unless they have a return on investment of three years or less or unless they are a replacement of an existing system that is no longer supported.

Elected Officers and the Management Team within Maricopa County have been tremendous partners as we have worked to develop this tentative budget. The cooperation of all of the County officers was necessary for achieving a budget that is responsible, but funds only necessary expenditures. Many of the offices have had an eye toward technological improvements that will have prospective paybacks in achieving efficiencies and returns for the investment for our taxpayers.

Revenue Outlook

Maricopa County has changed its revenue strategy with the development of the FY 2014 budget. In order to obtain additional capacity in the operating budget, we are utilizing the "*most likely*" revenue projections from Elliott Pollack and Company, our contracted economist. The difference between the "*most likely*" and "*pessimistic*" revenue projections for FY 2014 is $9.3 million in the general fund for State-shared Sales and Vehicle License Taxes or about 1% difference in the growth rate. In the Detention fund, the difference is $2.2 million or 1%. In the Transportation fund, the Highway Urban Revenue Fund (HURF) is $1.8 million or 1.4% more than the *pessimistic* growth projection.

In FY 2013, we have seen the most growth in the State-shared revenues that we have experienced in a number of years. Through March, the State-shared Sales Tax collections are $11.8 million or 4.0% above last year's collections. Since December, growth has been over 5%. The State-shared Sales Tax is budgeted at 4.5% growth over the economist's FY 2013 *most likely* forecast. The State-shared Vehicle License Tax has been sporadic at best. The year-to-date collections through March are 1.5% over FY 2012. The *most likely* scenario is budgeted at 2.7%. This revenue is very hard to forecast. It has very little seasonality that can be predicted. This revenue will be tracked closely next year so that budget corrections can occur if this projection is not achieved.

The special revenue funds also are dependent on local taxes. The Detention fund depends on a local sales tax, referred to as the jail tax. Through March, the jail tax is 4.9% better than last year. The budget for FY 2014 is 5.4% over this year's *most likely* forecast. The Transportation fund utilizes HURF revenues. Year-to-date, this revenue is 6.8% better than last year. The FY 2014 budget is flat year-over year.

Below are the revenue projections for FY 2014 that have been programmed into the budget.

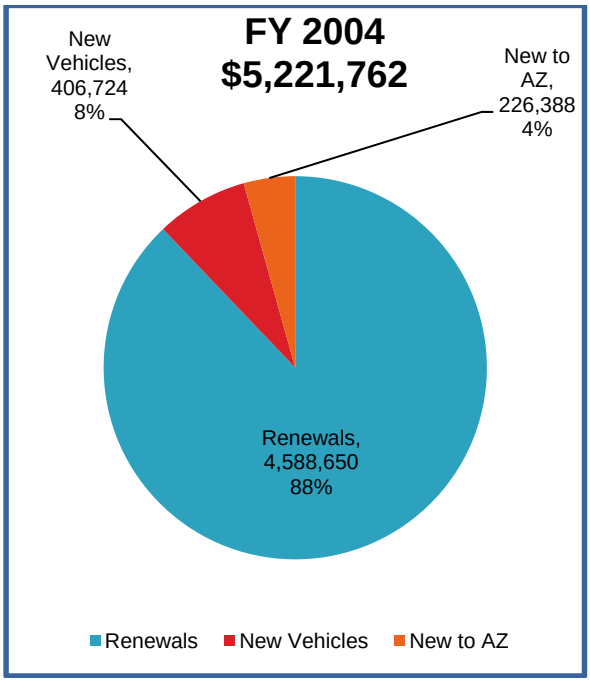
		Most Likely	Pessimistic
State Shared Sales Tax:	(437,402,846)	+4.5%	+3.5%
Vehicle License Tax:	(119,748,223)	+2.7%	+2.0%
Jail Excise Tax:	(131,106,321)	+5.4%	+4.4%

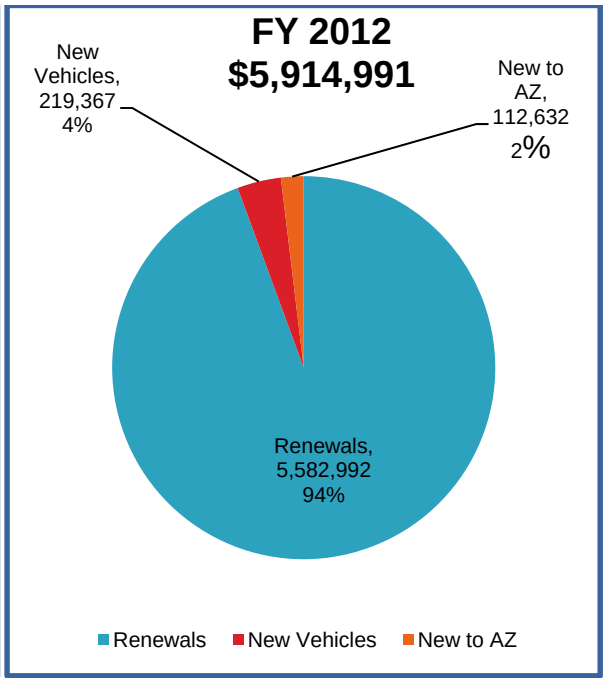
While Maricopa County utilizes Elliott Pollack and Company as its economist, data is also used from Marshal Vest at the University of Arizona. In the past, Maricopa County has utilized the *pessimistic* revenue projections from our economists, as it helped guarantee that we would not miss our revenue projections for our forecast or our budget. As we move into our new budgeting model, there is a greater chance that our revenues may not be achieved. Therefore, our plan will be to closely watch the monthly revenues, and inform the Board of Supervisors if the budgeted revenues are not being achieved so that budget corrections can be made quickly.

The State-shared Sales Tax or Transaction Privilege Tax (TPT) is the largest revenue source for the general fund. Currently, the State of Arizona is considering changes to its TPT. At this point, it is unclear if the final legislation will have a positive or negative impact on Maricopa County's share of TPT. These changes would primarily change the method for taxing materials used in construction activity. We will monitor this closely as the negotiations continue.

The Vehicle License Tax is a registration fee charged to Arizona residents when registering a vehicle in the state. New car sales are a significant factor in receiving increased revenues, since the vehicle's

depreciated value is utilized to assess the tax. This tax has been anemic over the past several years. The pie charts below illustrate how the components of this tax have changed over time. The first pie chart is for FY 2004, and the second represents FY 2012. As illustrated, the number of new car registrations and those from new residents are one-half of the FY 2004 amounts. Therefore, as new car sales increase and migration into Arizona from other state returns, this tax should rally.





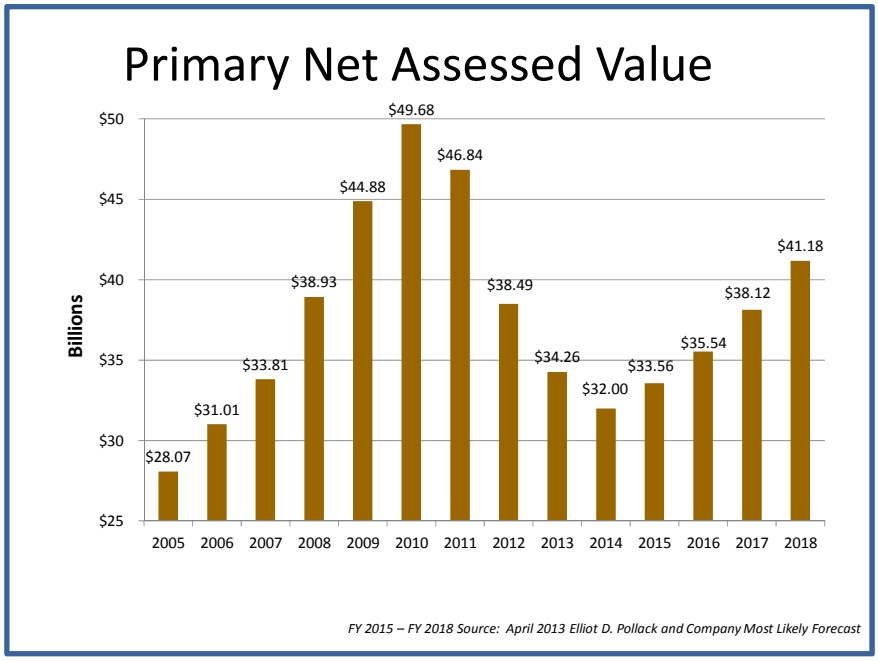
The Jail Excise Tax is a local tax approved by the voters in 1998 for use in building and operating the adult and juvenile detention facilities and to lower the inmate and juvenile populations. This revenue continues to rebound in FY 2013 and should continue its strong showing in FY 2014. It is a 1/5 of a cent tax which will expire in FY 2027. An extension of the tax will be necessary in the future.

Highway Urban Revenues Funds (HURF) are collected principally from a $0.18 per gallon tax on fuel sold within the State of Arizona. This is state-shared revenue that is distributed to the counties and deposited in the Transportation Operating Fund.

Property Taxes

Maricopa County's primary property tax levy, including the SRP payment in lieu of taxes, will be $418,379,751 for FY 2014. The net assessed value has dropped again this fiscal year by $2.267 billion from FY 2013. The budget guidelines did not provide direction on the property taxes since the new Board members were uncertain about their position in January when the guidelines were adopted. The Office of Management and Budget worked with the County Manager and the Chairman of the Board of Supervisors to determine a budget for property taxes in FY 2014. The approach utilized carefully analyzing the needs in all three funds that are partially supported by Property Taxes and resizing the expenditures in each fund to determine a sustainable Property Tax Levy for each. On average, taxpayers will be paying a lower County tax bill than in the prior year. Utilizing the calculation of a median home of $102,000, the average impact on a residential property tax owner is a $13.63 decline.

Property tax assessed valuations have declined significantly over the past several years. This is expected to be the last fiscal year with a reduction. In FY 2010, our primary net assessed value was $49.68 billion in Maricopa County. This was the high point in our history. Fiscal Year 2014 is predicted to be the lowest level and then a slow improvement is anticipated. Over the past four years, the assessed valuation has declined by 36% since the peak. These significant declines in the property tax assessed valuations have caused our revenues to contract, budgets to tighten, and projects to be postponed. As our net assessed valuation begins to gain value, a new initiative passed by the voters in the last general election. Proposition 117 put a cap on existing property assessed values 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 in the last four years.



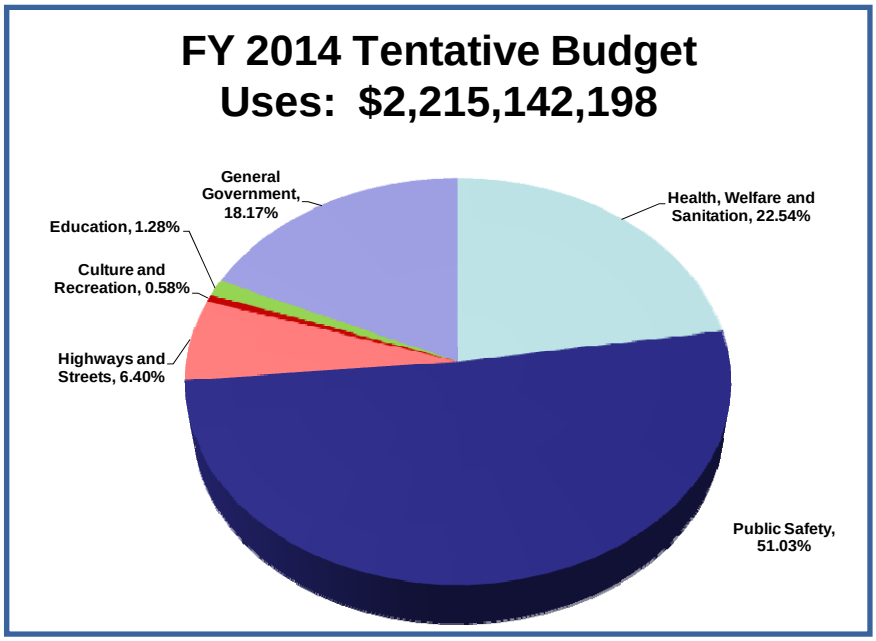
The Board of Supervisors has made a conscious decision to set the property tax levy significantly below the legally assessed maximum levy calculation. The maximum tax levy could have been $581,339,049. Maricopa County is under the limit by $171.5 million. This is the only aspect of County revenues that the Board of Supervisors has control over. Over the past 5 years, the primary property tax revenues have fallen from $492 million to $409 million, which is included in the tentative budget.

Another way that Maricopa County has saved its taxpayers money is 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 is paying cash for the Sheriff's 911 Center and Headquarters Building, other capital improvement projects, and a number of technology infrastructure issues. The cash funding philosophy has literally saved the taxpayers tens of millions of dollars in interest and hundreds of millions in secondary property taxes that would have otherwise been levied. The last secondary bond debt was paid off in 2004, and Maricopa County has not issued General Obligation bonds since those approved in 1986. In the budget being presented, there are over $51.4 million in new General Fund technology projects that are being funded with cash.

Finally, the last significant issue is property taxes on the Flood Control and Library Districts. Both of these districts are funded primarily through property taxes. The Flood Control District is levying $39.8 million, a decrease of $14.7 million. The Library District is levying $14.1 million, a decrease of $2.8 million. Both districts' levies are decreasing because of the property tax rate being reduced and the assessed valuation decreasing. More about this can be found in the Transmittal Letters for each of these districts.

Expenditure Uses

Maricopa County's expenditures are primarily made up of criminal justice and health care related costs. Many of the health care costs are payments to the State of Arizona. The chart below outlines the expenditure uses for FY 2014.



The largest category of expenditures is criminal justice and public safety. It comprises 51.03% of the County's expenditures. A number of departments and offices are part of the public safety category including: Superior Court, Adult Probation, Juvenile Probation, County Attorney, Sheriff, Clerk of the Superior Court, Public Defense Services, Justice Courts, Emergency Management, Public Fiduciary, Planning and Development, and Constables. Last year these expenses were 50.9% of the budget. There will be more on the specifics of justice and law enforcement in a later section.

The other large category is Health, Welfare and Sanitation, which is 22.54% of the total expenditures. This category is made up of Public Health, Health Care Programs, Correctional Health, Medical Examiner, Human Services, Animal Care and Control, Air Quality, Environmental Services and Waste Resources and Recycling. Demand for services is on the rise in these departments. The largest portion of this category is the Arizona Health Care Cost Containment Systems (AHCCCS) and Arizona Long Term Care System (ALTCS) programs that are managed by the State of Arizona, but funded partially by Arizona counties. There is a section below that outlines the costs within the tentative budget for Health Care Programs.

Other costs that make up the countywide expenditures are: General Government (18.17%), Highway and Streets (6.4%), Education (1.28%), and Culture and Recreation (0.58%).

Historical Overview of Maricopa County Budgeting

The great recession that hit the world in 2008, continuing through the last several years, had a devastating impact on many governments around the nation. Certainly, many governments struggled during the unprecedented drop in home values and local revenues. In Maricopa County, we worked through the fiscal downturn by following the fiscal policies that have brought success to our County for many decades. The Board of Supervisors has adopted conservative budget policies and practices that are grounded in good government principals. Structural balance is our most basic of those principals. It means that recurring revenues meet or exceed recurring expenditures. Because of structural balance, we have been able to fund capital building and technology projects with cash and keep our expenditures in check. These basic policies are inherit in the FY 2014 budget, but the focus has moved off of funding capital building to our human capital and our technological investments.

The County has been reducing operating expenditures since FY 2007. We tightened our operating budgets and cut spending by almost $10 million that year. It was a wake-up call and was the beginning of the downward budgetary adjustments that needed to be made.

Unfortunately, the downturn in the economy accelerated. During the development of the FY 2008 budget, significant drops in revenue projections continued. The pessimistic scenario called for 3% growth in sales taxes. Because of mandated increases in expenditures, cuts were made to personnel budgets, court security, overtime, supplies, and services. User fees increased and capital projects were cancelled or delayed.

A mid-year adjustment was necessary when revenues spiraled downward in FY 2008. The Board of Supervisors implemented a freeze on hiring, capital, and contingency funds. Administrative budgets in all departments and offices were cut by 5%, which included the elimination of 64 full-time equivalent (FTE) positions. The Planning and Development department reduced their expenditure budget by 20%, and 23 employees were released due to a workload and revenue reduction.

The FY 2009 budget resulted in even larger cuts in expenditures. Maricopa County cancelled the Southwest Regional Court Center, White Tanks, and McDowell Mountain Park improvement projects, and delayed a number of transportation projects. In order to structurally balance the budget, over $115 million in expenditure reductions and the elimination of 175.2 FTE positions, or 1.2% of our workforce, was adopted. Another 145 FTE vacant and filled positions were eliminated during this fiscal year. It was also necessary to utilize our budget stabilization account to pay-off debt and lower the burden on operating expenditures.

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

The FY 2011 budget included operating and non-operating budget reductions of $87.3 million. Many FY 2011 reductions occurred in Non Departmental, where most Countywide expenditures are budgeted. The reductions, which were recommended in Non Departmental, occurred in contingencies and other reserves. Other reductions occurred in departments with lower service demands and with efficiency gains, while absorbing the benefit cost increases totaling $20.8 million.

The FY 2012 budget again had operational cost savings. The operating budget was reduced by $38.7 million. Savings were associated with $4.7 million elimination of vacant positions and increased vacancy savings. Reductions in grants and intergovernmental agreements totaled over $20 million. There was a $10.2 million reduction in the ALTCS program due to a lower active membership in the program. Over $11.5 million in reduced costs occurred due to lower volumes and other program reductions throughout County departments.

In FY 2013, additional reductions were necessary to maintain structural balance. The net change in mandated state health contributions was a $4.2 million reduction. The primary and general election costs were moved from operating to non-recurring. Elimination of the state/county contribution resulted in a $26.1 million in savings, and other reduction in costs due to volume changes, efficiencies, and abolishing vacant positions.

The tentative budget has many of the same attributes of past budgets. With an emphasis more on operational capacity, changes in budgeting revenues and reduction in contingency have added capacity to the operating budget while lowering primary property taxes. The overall budget has shifted from

utilizing non-recurring one-time expenditures, to extending the operating resources. The key to this new view of the budget is to make expenditure corrections quickly. This will be done if revenues are not met or if contingency funds are fully utilized before the end of the fiscal year. Therefore, County Administration will be diligent when monitoring the financial results in FY 2014, and the Board will be keep abreast of changes in the economic conditions on a monthly basis.

Econometric and Demographic Trends

The economy is on the mend, but it is a slow recovery. Foreclosures continue to decline, and housing prices are rebounding. Population growth is anemic, and this drives the local economy in the State of Arizona, particularly in Maricopa County. On April 8, 2013, Elliott Pollack made a presentation to the Board of Supervisors. The presentation was entitled, "Still Stuck in 2nd Gear". This title is indicative of the economic conditions that we are currently facing. They are listed below:

- Consumer Spending is Modest
- Excess Industrial Capacity
- Limited Commercial Construction
- Only Small Gains in Housing
- Jobs Creation at a Slow Pace
- Federal Government Issues

Consumer spending is a natural driver of economic growth. There is certainly some good news to report. Consumers are paying down debt, and disposable personal income is on the rise. This means that the wealth levels are improving, and consumer spending should continue to increase in the future. As the stock market continues to rebound and home prices increase, consumers will regain their confidence and begin to spend. The question remains, how much will be spent? How quickly will retail sales recover resulting in a significant increase in sales tax revenue?

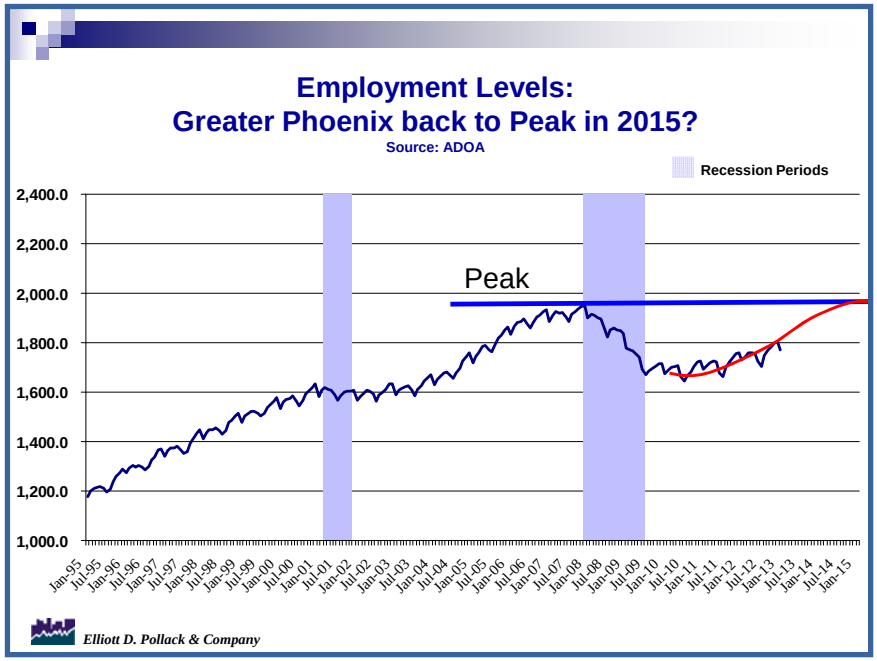
Industrial capacity and commercial construction are two additional factors that play into the regional recovery in Maricopa County. The outlook for office space in the Greater Phoenix area is improving. More lights turned on in downtown office spaces converts to additional jobs. The excess of office space is being absorbed, although slowly. Currently, there is a 20% vacancy rate in office space. There was also 208,866 square feet of office space under construction in the fourth quarter of 2012. Industrial space is also improving, a sign of overall economic stability. Slowly, the industrial space is filling up. There was 10.9% of vacant industrial space in 2012, as compared to 16.1% in 2009. Again, positive signs of measureable improvement.

Housing is significantly improving in our community. One of the economic indicators for housing is foreclosures. Greater Phoenix pending foreclosures reached an all-time high of 50,416 in February 2010. In February 2013, it had dropped to 10,256. The median sales price for new and resale single family homes has increased by 46% between February 2010 and February 2013. However, the median sales price (February 2013) is still only $160,000, as compared to the high of $257,500 in February 2006, a 37.8% drop over that period. Prices are rising, albeit slowly, because excess inventory still exists. Single family permits in greater Phoenix were 11,615, a 71% growth in 2012. However, it is still far below the boom of eight years ago when housing starts were 63,570.

On a positive note, employment statistics are improving. None of the employment sectors are losing jobs as of January 2012. Although the gains are modest, over the last 12 months the greater Phoenix region has added 41,000 new net jobs. We are 42% of the way to the level we were at at our peak. In

2012, the Phoenix-Mesa employment growth ranked 6th in the nation. The chart below shows employment growth since January 1995 and forecasts our return to the peak level in January 2015.

The Federal Government and its policies will continue to have an impact on the nation's recovery. The fiscal cliff and the Affordable Care Act, together, are causing caution and uncertainty and are affecting business confidence. Sequestration and the increase in the payroll taxes will result in a .8% reduction in the Gross Domestic Product (GDP). Currently, the Federal Government is borrowing $.34 of every dollar that the U.S. Government spends. The federal debt is scheduled to be $16.2 trillion in 2013 and reach $25.9 trillion by 2022. The economic outlook is summed up by our economist below in his April 2013 quarterly forecast report:



"There is still uncertainty in the economy in general, and this has been exacerbated by problems in Washington D.C. However, we got through the "fiscal cliff" related to tax increases, and the cliff related to spending reductions will not have nearly as draconian impacts as was portrayed by the media. This has yielded greater optimism regarding economic conditions; albeit cautious optimism."

Elliott Pollack and Company, April 2013

State Budget Impacts

During economic downturns, traditionally the State of Arizona has shifted costs to local jurisdictions, primarily counties. Now that the economic recovery is underway, the cost shifts are apparently subsiding. As of last year, the counties are no longer required to make a contribution to the State of Arizona which cost Maricopa County $26.4 million in FY 2012. However, there are still a number of shifts that continue to burden County taxpayers and have still not been reversed. The State continues the diversion of a portion of our Highway User Revenue Funds for the operation of the Department of Public Safety. The result of this continued diversion is a loss of approximately $8.5 million in FY 2014. Only in Maricopa County, the State of Arizona requires 100% contribution to the Superior Court Judges' salaries. In all other Arizona counties, they pay 50% of the salary cost. This continued burden will cost Maricopa County $9 million in FY 2014 and in aggregate, totals $36.0 million since the cost shift began in FY 2011. The state is continuing the requirement to have the County pay 50% of the cost of treatment and confinement associated with Sexually Violent Persons, a $4.2 million cost for FY 2014.

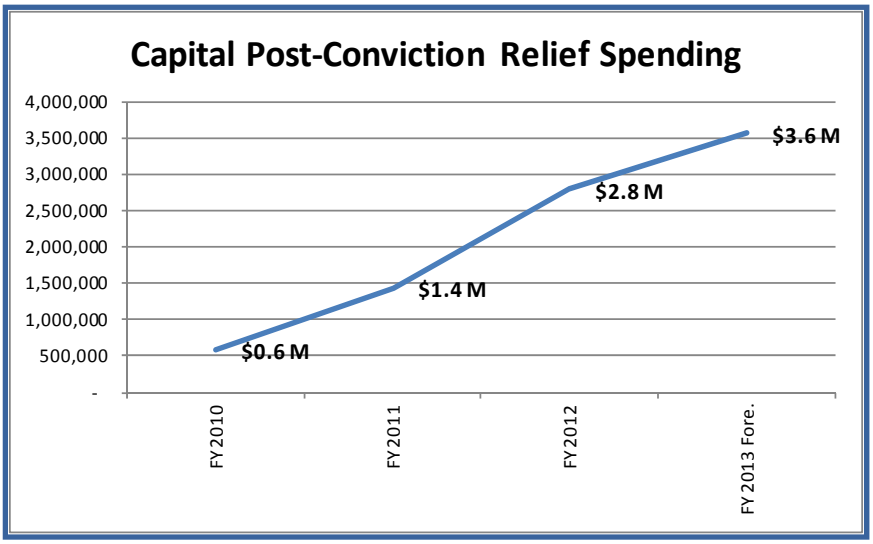
Since we began tracking these costs in FY 2008, the total cost shifts endured by Maricopa County are $220.2 million. While the burden has lessened in the past several years, the goal should be to continue to fight to reverse all of these cost shifts. In particular, the most burdensome is paying 100% of the Superior Court judges' salaries, a cost that unfairly burdens Maricopa and is not equally distributed statewide. Below is a chart that outlines the $220.2 million.

Estimated State Budget Impacts on Maricopa County, FY 2008 to FY 2014

	Prior Years	FY 2012	FY 2013	FY 2014	TOTALS
Mandated Contribution	$ 77,283,800	$ 26,384,500	$ -	$ -	$ 103,668,300
Sweep ALTCS Refunds	11,078,831		-	-	11,078,831
HURF Diversion to DPS	16,533,974	8,551,343	8,551,343	8,551,343	42,188,001
HURF Diversion to MVD	-	6,662,102	-	-	6,662,102
Reduce, Eliminate Lottery Revenue	499,544	249,772	249,772	249,772	1,248,860
SVP Payments	4,500,000	5,000,000	4,000,000	4,200,000	17,700,000
100% Superior Court Judges Salaries	9,012,759	9,012,759	9,012,759	9,012,759	36,051,036
Assessor - DOR	-	282,000	282,000	282,000	846,000
Capital PCR - ongoing	-		361,315	361,315	722,630
Capital PCR - start up	-		64,962		64,962
	$ 118,908,908	$ 56,142,476	$ 22,522,151	$ 22,657,189	$ 220,230,722

Justice and Public Safety

Justice and Public Safety is the County's largest expenditure category, composing over 51.03% of annual expenses. The percentage continues to grow with each subsequent fiscal year. This year is not an exception. In the coming fiscal year, the County will confront managing the adult and juvenile detention populations, aging jail facilities, the need for new technology, analyzing opportunities to reduce recidivism through new programs, dealing with a continued backlog of capital defense cases, handling multiple year growth in dependency cases, and analyzing the slowdown in case processing within the system. These are a few of the challenges expected in FY 2014.

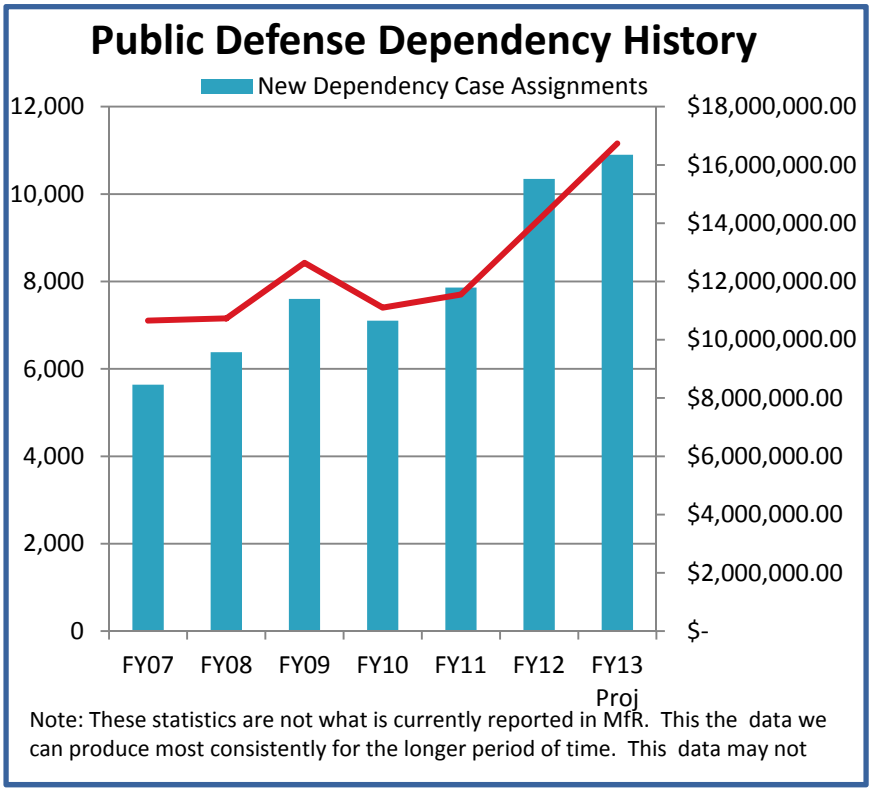


Public Defense Services continues to deal with the aftermath of the capital case crisis that began in 2006. As background, once a capital case has completed the trial and appeal phases, it enters the post-conviction relief (PCR) phase during which the defendant's conviction and sentence are essentially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

While the State of Arizona's Office of Post-Conviction Relief (an agency funded jointly by the State and counties) could handle a handful of cases each year with their small team of in-house attorneys, they did not have the capacity to respond to this spike. As stated, contract attorneys are appointed to these cases by the State Supreme Court, but the County must cover the costs. Besides the financial burden stemming from the sheer volume of cases, there appears to be a growing number of requests for two,

rather than the traditional one, defense attorneys to be appointed at the PCR phase. Further exacerbating the growing expense of capital PCR cases, in 2012, the State shifted the burden to counties by no longer 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 six fold since FY 2010.

Another cost that has been growing at a double-digit growth rate is dependency cases. This is a component of Public Defense Services that is not paralleled in the County Attorney's office.



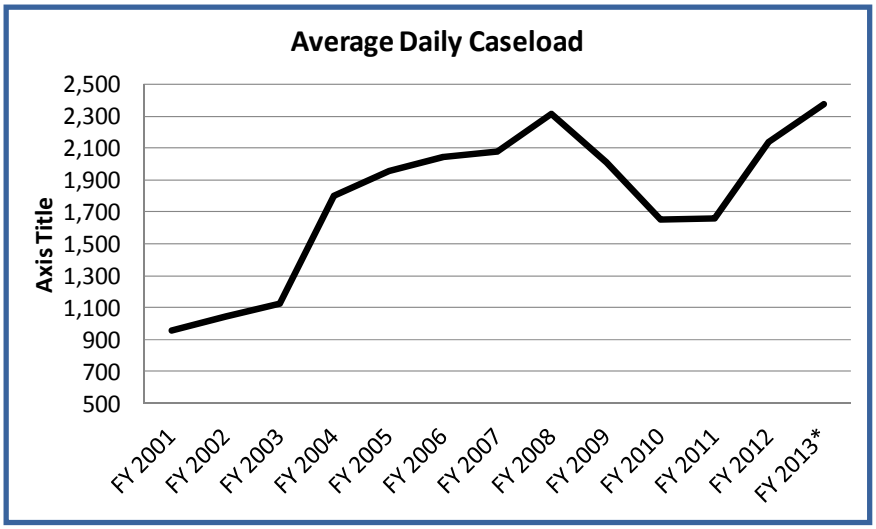
Dependency is a legal proceeding in which the state alleges that parents are not able to properly care for their children without the intervention and assistance of Child Protective Services. In more serious cases, the dependency action can lead to the permanent termination of parental rights. In all cases, the parents and the children are entitled to representation at County expense. Since FY 2007, the number of dependency filings has increased by 93.3%, with an increase in expenditures of 57.1% ($6,082,790). This trend is shown in the graph to the right. Increases in spending have been experienced in other areas of representation as well. Appeals and PCRs have increased from $4.8 million in FY 2008 to a projected $7.8 million in FY 2013. Capital trial expenses have increased from $13.5 million to $15.8 million in the same period. Non-capital felony expenses have increased from $35.6 million to a projected $37.3 million for that period.

In an attempt to better deal with the volume of dependency cases, the Superior Court is piloting the Cradles to Crayons (C2C) program. This program is designed for 0 – 3 age children in the dependency system that incorporates infant mental health services and parenting skills training into reunification plans. This program is funded at $1.4 million in the tentative budget. This is the second year of this two-year pilot program, and initial results appear to be positive. 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. This is important if a child is to be successful in life. In less than one year, over 972 children were assigned to C2C judges. Cases assigned to C2C reached adjudication 10 days earlier than those in standard dependency courts (42 days vs. 52 days), and were more likely to result in family reunification (39% vs. 29%).

Over the past several years, the volumes in the criminal justice system were stagnant. However, that trend has slowly been reversing over the past year. Jail bookings are outpacing releases, resulting in

longer average lengths of stay and a growing average daily population (ADP). The ADP in February 2011 was 7,048, and it has increased to 7,977 in February 2013. Analyzing the data more closely, the pretrial felony ADP has shown tremendous growth of nearly 25% in two years. The sentenced population, however, is declining. This is indicative of other information being captured in the criminal justice system.

The active pending criminal case inventory is also trending upward. The reason for this is unknown, but the loss of experienced prosecutors and defense attorneys may be a contributing factor. Both offices are having difficulty retaining and attracting qualified attorneys. The salary rate of the attorneys is significantly below market, and funding for salary increases necessary to correct this problem is included in the market funding in the FY 2014 budget.



Juvenile detention's average daily population has continued to see declines. While the population soared to over 440 in 2006, in February 2013, it is around 200. This drastic reduction is at least partially attributable to the agency's continued focus on alternatives to incarceration for juvenile defendants. Juvenile Probation caseloads declined by 26% between FY 2007 and FY 2011. They appear to have leveled off at approximately 4,000. The budget for juvenile detention and probation functions has been reduced in recent years and again in FY 2014. Between the two divisions about $1.5 million was cut.

The volumes in Adult Probation are unlike Juvenile and are on the rise. Pretrial Supervision has increased dramatically. From February 2011 to February 2013, there has been a 43% increase in volume. This increase in workload had to be addressed in the FY 2014 budget. An increase in Probation staff was necessary, and 44 additional positions were funded in the tentative budget. This resulted in an increase in the overall Adult Probation department of $3.3 million.

In the Maricopa County Sheriff's Office (MCSO), enforcement is primarily funded through the general fund and detention operations are funded through the detention fund. The FY 2014 tentative budget has an increase of 8.6% in the general fund, and a 3.8% increase in the detention fund. Administrative and Information Technology costs are spread between the two funds. This is primarily due to the results of a staffing study that the Board of Supervisors commissioned last year. The Office of Management and Budget (OMB) has been leading the collaborative efforts with the Sheriff's Office, approved by a Board Resolution that was passed on June 20, 2011. This resolution asked that County Administration work jointly with MCSO on internal audits, financial controls, IT collaborative activities, operational efficiency reviews, and oversight functions. One of the last items for completion on the resolution was the staffing and best practices studies. An outside consulting firm, MGT of America, Inc., spent many months examining operations in cooperation with MCSO. The study outlined best practices and efficiencies, as well as outlined the need for additional staff in enforcement, detention, administrative functions and information technology. As a result, the following additional staff and associated funding was added to MCSO's FY 2014 budget:

- Detention – $2.269 million
- Enforcement – $6.67 million
- Administrative – $0.505 million
- Information Technology is still under review so $2.0 million is set aside for distribution when the report becomes available.

MCSO was also given a list of best practices issues to consider. Many of these innovations have been implemented or are being implemented in the Sheriff's Office. They include:

- Improving data and reporting capabilities of the records management system
- Enhancing communication between districts and investigative staff
- Establishing performance measures and targets
- Implementing new and uniform shift schedules in jails
- Identifying causes of increased average length of stay for pre-trial jail population
- Establishing a committee to review existing policies and procedures
- Developing a succession plan for key staff
- Improving accountability by making managers throughout the agency responsible for their budget/spending
- Maximizing use of available IT tools
- Enhancing HR training

The mission of the Maricopa County Attorney's Office (MCAO) is to provide quality prosecution, victims' services, crime prevention and legal counsel for County government. Case filings are up over this time last year, and total cases terminated are down. The pending active case inventory in Superior Court is creeping upward, indicating that the caseloads are on the rise. The County Attorney's Office believes that insufficient salary rates for attorneys are compounding the issue. The compensation issue is being addressed in the tentative budget and is discussed in the Employee Issues section below. The budget for FY 2014 is increasing by 3.1% due to a variety of unavoidable issues, including increases in sexual assault and domestic violence examinations, increases in lease renewal costs, additional funding for retirement system increases, and other various supplies and services costs.

In addition, the civil attorney workload is increasing which created a need to add 6.5 permanent civil attorneys to the Civil Legal Services division of the office. Although the cost was $766,419, it is expected to save money for the Risk Management Department as more civil litigation cases will be handled by in-house counsel. The cost of in-house counsel is significantly lower than what is charged to outside legal services obtained by private law firms.

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. Filings have grown in civil traffic, and the FY 2014 budget was adjusted to accommodate this growth. In addition, the Justice Courts are in the midst of a multi-year electronic filing and case management system implementation. While this system is expected to gain efficiencies when fully implemented, the Justice Courts' budget includes increases to cover some expenses associated with system implementation.

Superior Court of Arizona in Maricopa County is funded by the Maricopa County government, primarily through the general fund. Unlike other counties throughout Arizona, an additional cost burden has

been laid on Maricopa. Maricopa County is required to pay for 100% of the Superior Court judges' salaries. In other Arizona counties, the cost is split evenly between the counties and the state. This change occurred recently during the financial upheaval at the state level and is an inequity which needs to be corrected in the future.

Within the Superior Court, there are a number of trends that require close monitoring. Caseloads appear to be slightly on the rise. Disposition of court trials are trending downward, while grand jury indictments and active pending criminal cases appear to be trending upward. The Superior Court's FY 2014 budget has a 2.3% increase. A cost increase is bringing Commissioner compensation commensurate with statewide standards. This will cost Maricopa County $1,050,000 annually. This budget also includes funding for continued development of the ICIS-NG project at $1.3 million. The acronym stands for Integrated Court Information System – Next Generation, and the name speaks for itself. This new upgraded system, once completed, will change the way court proceedings will be handled, bringing the Superior Court completely into the digital age. In future years, it is believed that this will significantly save on personnel costs as the need for clerks and administrative assistance will decline. Continuation of the Cradles to Crayons pilot project, noted above, is budgeted at $1.4 million.

In FY 2013, Maricopa County Educational Services Agency (MCESA) requested funding for a Juvenile Transition Program. This program works with justice system providers, mental health organizations, workforce development, youth services and other organizations to implement a systemic program to coordinate support services. It will ensure high school graduation, college completion and/or career readiness. The goal is to reduce rates of recidivism. The program was recommended for a two-year pilot program. This is the second year of the pilot which is funded at $1.6 million.

General Government and Education Systems

There are additional activities in the FY 2014 tentative budget that deserve notation. Three major general government software upgrades are funded in the tentative budget -- the Assessor's Computer Aided Mass Appraisal (CAMA) system, the Treasurer's System upgrade, and the Financial System Upgrade phase one and two.

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 a new CAMA system has been on the horizon for many years. This new system will ensure the future of this office which assesses 1.7M parcels a year in support of property tax assessments for over 1,795 taxing jurisdictions in Maricopa County. This system is crucial to adequately performing the essential duties of the Assessor's Office.

The Financial System in Maricopa County is almost 20 years old. While it is still functional, it will soon be unsupported by the vendor. It contains the general ledger and accounts payable and provides financial reporting. In addition, it handles the procurement and purchasing functions for Maricopa County. The Managing for Results Information System (MFRIS) was built as a bolt on to the financial system. It performs financial budget and forecasting collection and consolidation. It also collects performance data and provides strategic planning workflow. These systems must be replaced as they are very fragile. Funding for Phase 1, the Budget replacement, is reserved in the tentative budget for FY 2014.

The Treasurer's Office also collects the property taxes for the various jurisdictions in Maricopa County. They also invest and provide banking services for school districts, special taxing districts, Maricopa County government and many others. Their system also is in need of an software upgrade. The

Treasurer's Office is closely working with the Assessor's Office and county administration to determine whether or not they could partner with either the CAMA or Financial System upgrade to minimize costs and to obtain synergies with these systems that the Treasurer's System may interface with.

Finally, the Maricopa County Educational Services Agency (MCESA) has received funding in the tentative budget for five year maintenance support on their Financial System and Hardware replacement. MCESA provides financial administrative support to 38 school districts as part of their statutory duties. Their financial system is crucial to successfully providing support services to the districts that depend on them for assistance. The cost for this is $1.2 million.

Technology Infrastructure and Capital Improvement

Maricopa County began its present day Capital Improvement Program (CIP) in FY 2000. Previously, the CIP plan utilizes 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, this will result in less funding for capital projects into the future. It is anticipated that our capital improvement program will slow down, and our emphasis moves from capital investment to human and operational funding.

Two new capital improvement funds were established in FY 2011 specifically for funding and capturing costs for technology projects that meet the accounting definition of a capital project. The Technology Capital Improvement Fund (460) is now used for General Fund IT projects and the Detention Technology Improvement Fund (461) for Detention Fund IT projects. There are 13 projects budgeted in FY 2014 in the two Technology Capital Improvement Funds: the BIX Room Study, Contact Center System, County Voice of Internet Protocol (VoIP) and Unified Communications (UC) System, Enterprise Data and Disaster Recovery Centers, Infrastructure Refresh Phase 2 and the completion of the Infrastructure Refresh Zone 2 for Phase 1, an upgrade to the Facilities Management Maximo Work Order System, Public Safety Radio System, the Infrastructure for the Sheriff's Headquarters, the Correctional Health Zone H implementation, the CHS Electronic Health Records System, the study for a new Jail Management Information System, and the implementation of the new Jail Security and Surveillance System. All of these technology projects are modernizing and updating the County's infrastructure, communication, security systems, and pro-active system monitoring and essential business tools.

The new South Court Tower continues to be reflected in the tentative budget until final resolution of invoicing is complete. It is anticipated there will be an additional $4 million in savings from the $335 million budget as modified in FY 2013. The Solar Photovoltaic and Energy Conservation projects were a high priority for the Board of Supervisors as they continue their commitment to green government.

Other new projects included in the FY 2014 budget are related to more efficient use of space and reduced reliance on leased properties. This includes abatement of the final four floors of the East Court Building (6-9) and the build out of the 6th floor to updated courtrooms. Construction on the new Sheriff's Office Headquarters broke ground in May 2012 and substantial completion will occur in November 2013.

The plan for Energy Conservation Projects to improve lighting systems, building automation and control systems, water systems and more as a result of the Investment Grade Utility Audit that was conducted in 2010, is now complete. This $25 million investment is anticipated to reduce the County's kilowatt usage by 22 million kilowatts of energy use per year. Rebates and incentives over $1.4 million have already been received as well as the benefit from reduced utility usage. This project will lower the County's carbon footprint into the future.

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

Finally, projects that were completed in FY 2013 include the Southeast Facility Remodel and the upgrade to the Board of Supervisors Auditorium and Conference Room technology.

Health Care Issues

Health, Welfare and Sanitation accounts for 22.54% 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.

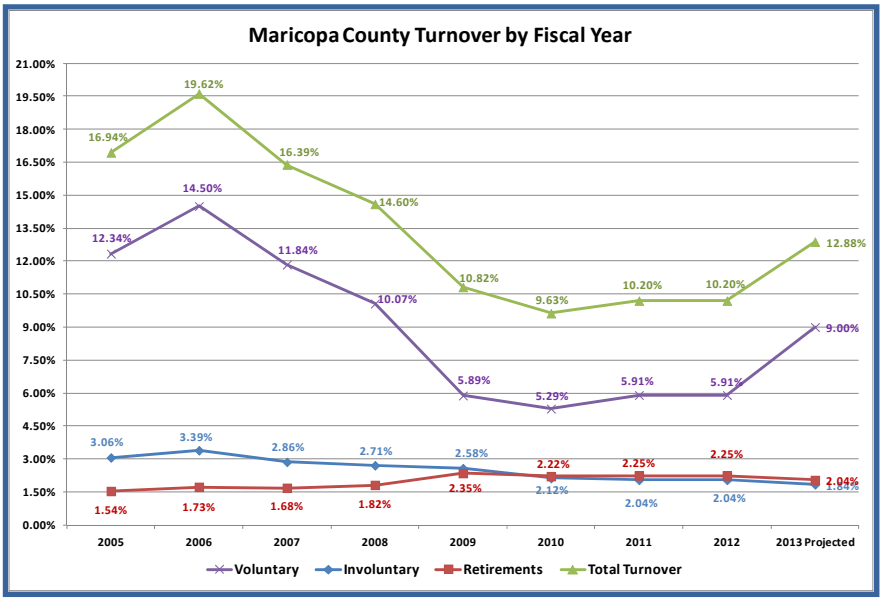
Mandated health care support costs that are distributed to the State of Arizona are $224.3 million for FY 2014. The largest mandated contribution is $149.7 for the Arizona Long Term Care System (ALTCS), the State's Medicaid long-term care program. The ALTCS contribution estimated to increase by $1.1 million based on statutory formulas. The County will also have to pay $19.8 million to the Arizona Health Care Cost Containment System (AHCCCS), which is the State of Arizona's Medicaid system for acute medical care. In addition, Maricopa County is mandated to make contributions to the State's behavioral health programs through a court order (Arnold v. Sarn). The total estimated amount for FY 2014 is $50.6 million. Finally, the County is required to pay 50% of the cost to treat Sexually Violent Predators who are released from prison and continue to receive mental health treatment. This was a cost shift to counties that began in FY 2010. The cost estimate for next year is $4.2 million. In addition, Maricopa County sends a $3.5 million payment to the Maricopa Integrated Health System in support of the Mental Health Teaching program.

One of the health care issues that Maricopa County is monitoring is the implementation of the Affordable Care Act (ACA). This new federal legislation could have a positive impact on County government. Governor Jan Brewer has introduced legislation that would expand indigent health care coverage to the new federal standards, 133% of the poverty level. Maricopa County has hired Mercer Advisors, a consulting firm, to determine the impact to the County. Issues being examined include: the impact of expansion, whether or not the County has an obligation to enroll inmates in indigent health care upon release, could the County obtain a payer source for inmates or public health services, and if there is an impact on the Ryan White HIV Program.

Correctional Health Services (CHS) provides health care in the adult detention facilities throughout our six facilities. This service is critical to the welfare of the inmates who are either pre-sentenced or serving out their sentence with the Maricopa County Sheriff's Office. CHS was able to renew their accreditation with the National Commission on Correctional Health Care (NCCHC) on March 19, 2012. This achievement will significantly limit the liability in the jail and ensure that we are providing 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. Many financial investments have been made that have arisen in association with the lawsuit. In FY 2013, the Board of Supervisors approved $3.8 million to harden mental health cells, based on the recommendations of the health care consults associated with the litigation. CHS is in the process of an implementation of an Electronic Health Record (EHR) system. Since the capital improvements will not be completed in the current fiscal year, $3.4 million will be carried over into FY 2014. This is a comprehensive record system that will integrate medical, mental health, dental and all patient care activities including medications. The EHR implementation will be completed in Fall 2014, with $10.6 million being carried over from the current fiscal year 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.

Employee Issues

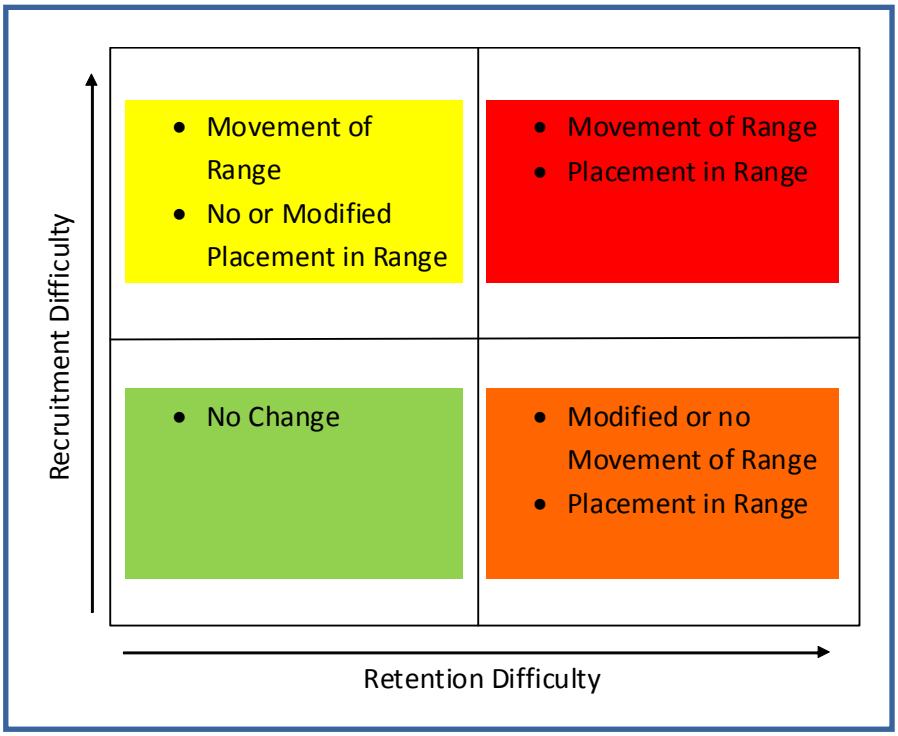
Maricopa County employees are the backbone for County operations. They are customer representatives, the source of new ideas, and the voice of County services. It is important that the County ensures fair and equitable salaries and responsible benefits for our employees. Maricopa County strives to achieve a balance between salary, benefits, and other forms of compensation and morale-boosting initiatives.



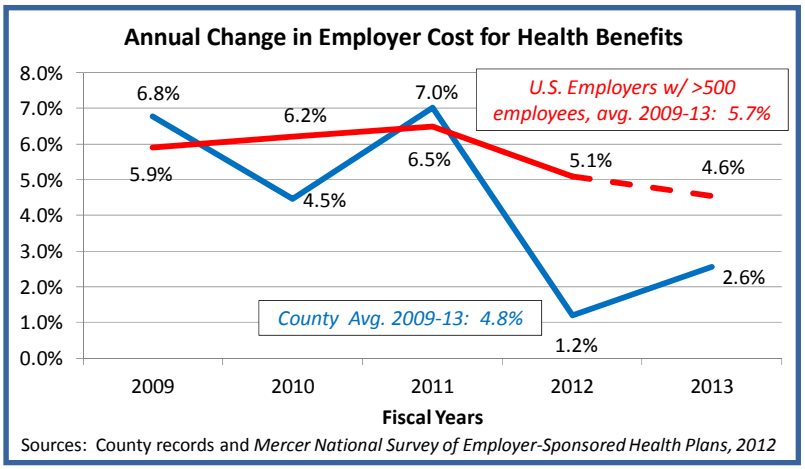
Funding for performance pay and internal equity has been reserved in the FY 2014 tentative budget. Pay increases to the base have not been funded since FY 2008. Beginning in July 2013, $20.9 million in the general fund and $9.4 million in the detention fund have been earmarked in the budget for increases to be distributed. Once this funding is allocated, the County will assess by department and Countywide the impact this has had on attrition. To the right is the most recent report which shows a significant increase in turnover for the past year.

The tentative budget also includes funding to address serious market issues for critical criminal justice professionals and health care workers. The market-based funding will be distributed based on the matrix below.

Priority one market issues will be addressed first. These are positions where the overall market range has significantly moved, and there is difficulty in both recruiting new employees and retaining existing employees. The majority of these positions also requires us to pay outside contractors to perform tasks that internal employees would perform at a fraction of the cost. Examples include: attorneys, certain IT positions, and health care professionals. Funding will be distributed throughout the year as the issues continue to be evaluated after the initial performance-pay is distributed.



Annually, Maricopa County surveys employee satisfaction. The overall employee satisfaction scores continue to remain positive. Research and Reporting has changed the way they report employee satisfaction for FY 2012. Rather than reporting a score, now the survey indicates the percentage of employees that are satisfied with County government. For FY 2012, 77% of employees were satisfied. This indicates that overall employees are satisfied with their job and their employer. Satisfied employees make a difference in the lives of the citizens they serve.



Maricopa County provides health insurance coverage and other benefits to over 11,300 employees and, when combined with their eligible covered family members, a total of over 26,000 individuals are covered. Employee benefit plans are an important part of the County's total compensation package. The quality and value of the benefits program have been maintained in a cost-effective manner. Moving to self-insurance for medical and other benefits in FY 2008 has provided the opportunity to better manage costs. Health care cost increases have been minimized by managing utilization of health care, encouraging "consumerism" that steers patients to less-expensive yet effective treatment options. Over the last five years, the County's annual increases in health benefits costs per employee have averaged only 4.8%, nearly a 1% less than the average for other large employers (as reported by Mercer Consulting).

These results have been achieved in several ways. First, the County manages the cost of care by obtaining favorable contract rates with providers and by steering patients to least costly, appropriate levels of care, such as encouraging use of generic medications and discouraging unnecessary

utilization of emergency room services. Programs such as Diabetes Management and Cigna's Healthy Pregnancies, Healthy Babies® have reduced the incidence of serious, high-cost health conditions. In addition, employees can receive substantial reductions in their premiums by being tobacco-free and participating in biometric screenings and health risk assessments. Preventive health care is provided free through the health benefit plans, and further encouraged through on-site flu shots and cancer screenings. Healthier lifestyles are encouraged, and employees have access to on-site fitness facilities and discounted YMCA memberships, as well as Weight Watchers at Work.

For FY 2014, we have continued to mitigate significant cost increases while maintaining, if not improving, the quality of our benefit programs. In addition, the Patient Protection and Affordable Care Act (PPACA) will increase costs in two areas:

- Women's preventive health services must be provided at zero cost to the patient (estimated impact of $490,000 in FY 2014).
- Self-insured plans will be subject to a new Reinsurance Fee, effective January 1, 2014 (estimated impact $786,000 in FY 2014).

Including these impacts, employer costs have been held to an increase of about 5%, or $6.8 million (for all funds). Reserves in the Self-Insured Benefits Trust exceed recommended levels, which will allow the Trust to absorb the increase in FY 2014.

In 2013, Maricopa County was recognized for its wellness efforts by the Phoenix Business Journal when it was awarded the *Valley's Healthiest Employer Award*. This is the third year Maricopa County has achieved this distinction.

Many departments celebrate department achievements and individual contributions with the Peak Performers Program. Supervisors are allowed to reward from $25 – $50 per occurrence to employees throughout the year for providing superior customer service, completion of a special project, or for other successful assignments. Another Board-sponsored program is the trip reduction program. It provides bus subsidies, van pooling, and encourages teleworking and carpooling.

Conclusions

The FY 2014 tentative budget is a fiscally responsible budget that addresses key service issues and provides for low taxes for our citizens. I believe that the new budgeting philosophy and approach taken this year will provide for better service delivery, especially in public safety which makes up over 50% of our expenditures.

I want to thank the Board of Supervisors for their continued financial leadership and strategic contribution. I also want to thank the Elected Officials, the Judicial Branch and Presiding Judge, and the Appointed Officials for their continued ability to find efficiencies and save money. This budget could not have been balanced without their participation, innovative ideas, and assistance.

Sincerely,

Andy Kunasek
Chairman, Board of Supervisors

Tom Manos
Maricopa County Manager

On May 20, 2013, the Board of Supervisors approved the FY 2014 Tentative Budget in the amount of $2,215,142,198.

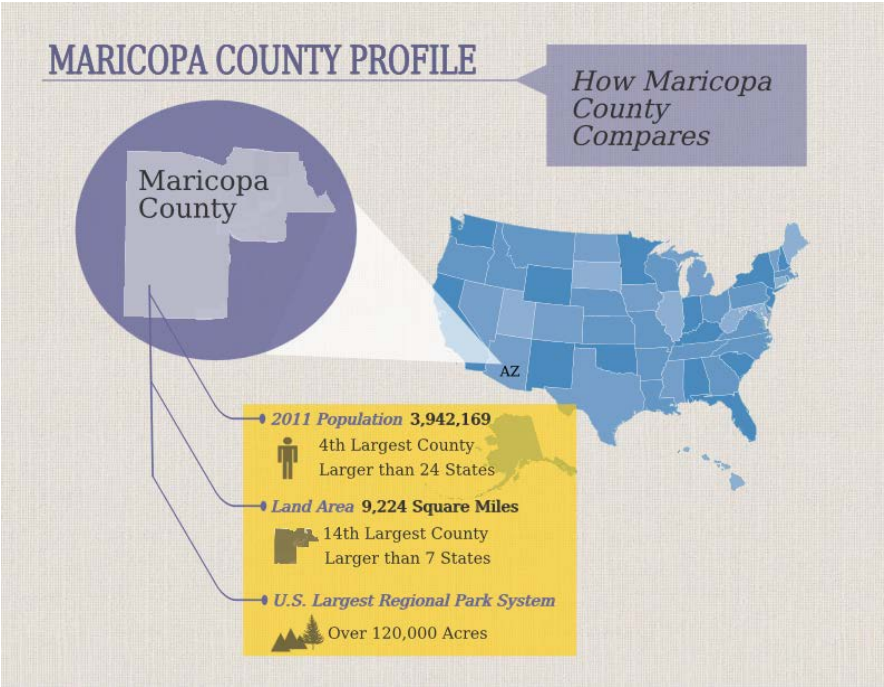
On June 24, 2013, the Board of Supervisors approved the FY 2014 Maricopa County Budget in the amount of $2,208,474,790. The overall budget decreased $6,667,408 from the Tentative Budget of $2,215,142,198.

On August 19, 2013, the Board of Supervisors approved the FY 2014 Primary Property Tax Levy and Rate.

Maricopa County Profile

Introduction

Maricopa County, Arizona, is the nation's fourth largest county in terms of population and is estimated to be approximately 3.9 million as of 2012, according to the U.S. Census Bureau. Twenty-five cities and towns are located in Maricopa County. Its largest city, Phoenix, is the County seat and State capital.



Measuring 137 miles east to west and 102 miles north to south, Maricopa County covers 9,200 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 30% of total land ownership, with the remainder publicly owned. Of the 70% of land owned by public entities, 5% is owned by Native American communities, 29% by the U.S. Bureau of Land Management, 11% by the U.S. Forest Service, 11% by the State of Arizona, and the remaining 14% by various other public entities.

History

Maricopa County was established as a county on February 14, 1871 by the Legislative Assembly of the Territory of Arizona from parts of Yavapai and Pima Counties. Maricopa County was named in honor of the Xalychidom Piipaash people, who inhabited the area as early as 1775. The word "Maricopa" is derived from the Pima (a neighboring tribe) word for the Xalychidom Piipaash people. The County's current geographical boundaries were set in 1881 and have not changed since.

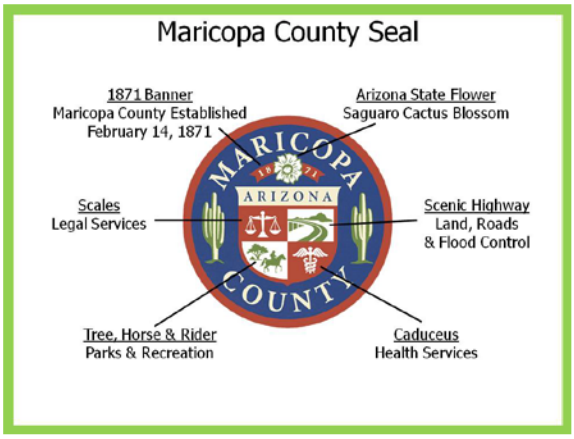
Little is currently known about the history of the area prior to the first European settlers in the late 1800s. What is known is that the Hohokam ("the people who have gone") band of Native Americans inhabited the area probably between 300 and 1400 AD. The Hohokam used the Salt River Valley to create an extensive system of farms and permanent settlements. It is believed that these Native Americans left the area due to a period of severe drought around 1400 AD. From the time the Hohokam left through the late 1800s, the area was intermittently occupied by several bands of Native Americans, including the Apache, Maricopa, Gila River, and Pima tribes, who lived a much more migratory lifestyle than the Hohokam. The first European settlement in the County was Wickenburg, a

mining settlement which became the catalyst for further settlement. The remains of the extensive irrigation systems left behind by the Hohokam led the early settlers to experiment with agricultural production, using the Salt and Gila rivers as the main source of water. Spurred on by the success of these initial farming settlements, additional settlers began to migrate into the County and use the rich soils for agricultural production.

The history of the county over the next 140 years has been most marked by rapid population increase, driven initially by the mining, agriculture and livestock industries. Arizona achieved Statehood on February, 14, 1912, providing greater integration of Arizona into the national infrastructure and further incentives to settle in Maricopa County. Then, as now, Maricopa County was already the most populated area within Arizona. This was followed by the development of several major military installations and training facilities which were initially constructed due to the good flying weather provided by the desert climate. Many of the significant population in-migrations in recent times have been spurred on by the low cost of living, economic growth, wonderful climate and easy access to other major metropolitan areas. As the population began to grow, so did the diversity of the economy and the reasons for further migration to the area. The climate, strong economy, educational opportunities, and beautiful desert environment are just a few of the reasons why Maricopa County continues to have one of the fastest growing populations in the United States. According to the United States Census, the County has grown from 3,072,149 residents in 2000 to 3,817,117 in 2010, a 24 percent increase during the decade.

County Seal and Flag

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



The County flag, like the State flag, is red, gold and blue. The Seal of Maricopa County is emblazoned on a block of red, symbolizing the striking beauty of the sunrises and sunsets and desert flowers. The central golden band signifies the great abundance of sunshine, as well as one of the first stimulants to local commerce – the gold mines around Wickenburg that brought settlers into the area. The blue field represents the blue skies and the waters of the rivers, lakes and canals that have made the desert lush with vegetation and a source of recreation. In the blue field are five stars, which represent the five groups of Yuman-speaking Maricopa people for whom the County is named. The five stars also represent the five districts of the County from which members of the County Board of Supervisors are elected.

Climate and Topography

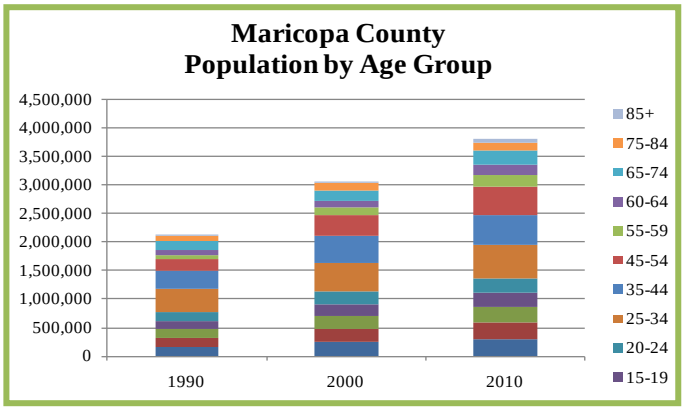
Maricopa County is known world-wide for its unique climate and topography. Situated in the Sonora Desert, Maricopa County encompasses the majority of the Valley of the Sun and is home to many unique species of animals, insects and flora including saguaro, ocotillo, cactus wren, palo verde, peccary (javelina),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

Maricopa County is surrounded on the north, east and west by various mountain ranges, the highest point being Brown's Peak at an elevation of 7,657 feet. Several rivers also cross the County, including the Salt, Gila, Verde, Agua Fria, and Hassayampa rivers. The center of the valley is interrupted by several buttes and some smaller mountain ranges scattered throughout the County. This variety in topography provides incredible recreational opportunities, climatic diversity, geologic variety, numerous reservoirs and the development of several canals. Tonto National Forest borders the County on the east, Sonora Desert National Monument is in the south, and numerous wilderness areas and regional parks dot the landscape throughout the County. The central valley areas are dominated by very fertile soils that contain few rocks, making the soil ideal for cultivation and construction. Due to the monsoon and silt-like quality of the soil, the area is also occasionally bothered by higher than usual levels of air-borne particulates at certain times of the year. This particulate pollution is due in large part to human disturbance of the desert soils, which would naturally settle in the absence of human activity.

Despite the particulate pollution, Maricopa County is one of the most beautiful and unique areas in the nation and the County generally has good air quality throughout the year.

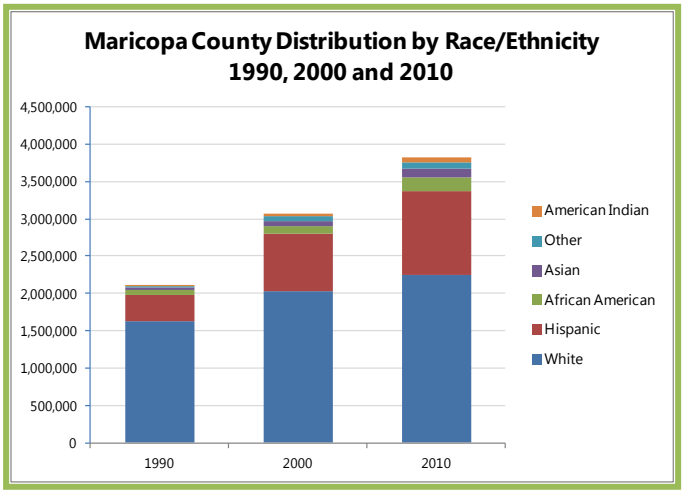
Population

According to the U.S. Census Bureau, more than half of the state's population resides in Maricopa County. By comparison, Maricopa County has a population density of 415 persons per square mile, whereas the State of Arizona has a density of 56 persons per square mile and the United States has a density of 87 persons per square mile. The recent economic downturn and housing market slump are the main factors in the recent slowing in population growth. However, many of the fundamentals remain in place for the community to again greatly outperform the rest of the nation over the longer term.



Like the rest of the nation, Maricopa County's population is aging. According to the U.S. Census Bureau, the median age of Maricopa County's residents is 34.6 years, an increase from 26.7 years in 1960.

A common misconception about Arizona is that the population has an unusually high number of senior citizens, but the population in the County is actually 3 years younger than the national average, and the largest age cohort (group) of individuals has been the 25 to 34 age group since the 1990s. The population growth in Maricopa County is much higher than the current birth rate of 58 per 1000 women, indicating high levels of in-migration. There is a high level of in-migration from all age categories, especially by individuals between 18 and 34 years of age.



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

Local Economy and Business Environment

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

Maricopa County has also been among the first local government entities in Arizona to take a leadership role in the diversifying of the economic base. Aggressive and strategic economic development activities have already occurred and will continue into the future. The key to this involvement being successful in the longer term is twofold. First, the economic development programming has been designed to be strategic and emphasize the utilization of incentives that yield a net benefit to the community as a whole. This implies designing projects that yield a positive return on the County investment. Second, the County is also taking a leading role in partnering with other government entities in the State. Thus far, this has included participating with local economic development organizations, partnering with local municipalities within the County, and blending resources with the State of Arizona.

Fiscal Year 2012-13 Non-farm Wage & Salary Employment
(Percent Distribution)

NAICS Category	Maricopa County	Arizona	United States
Total Nonfarm	100.0%	100.0%	100.0%
Construction & mining	5.3%	5.3%	4.9%
Natural Resources and Mining		0.5%	0.6%
Construction		4.8%	4.3%
Manufacturing	6.7%	6.3%	8.9%
Trade, Transportation, and Utilities	20.6%	19.5%	19.2%
Information	1.7%	1.6%	2.0%
Financial Activities	8.6%	7.2%	5.8%
Professional and Business Services	16.4%	14.4%	13.5%
Educational and Health Services	14.7%	14.9%	15.2%
Leisure and Hospitality	10.4%	10.8%	10.3%
Other Services	3.4%	3.4%	4.1%
Government	12.3%	16.6%	16.1%

*Data through January 2013

Source: U.S. Bureau of Labor Statistics and the Arizona Department of Economic Security

While much is being done that is new and exciting, one must not forget that the underlying economic fundamentals remain in place. Basic business input needs continue to be addressed at a high level of competency. The large population and vibrant business profile has led to high demand for water and electricity, which are provided through several notable companies and government organizations including the Salt River Project, Arizona Power Service, the Central Arizona Project, and various smaller municipal and private utility providers. This utility infrastructure continues to facilitate the transformation of the desert valley into the vibrant economy within Maricopa County today. The other critical aspects of transportation and educational systems have provided the needed support and training for the continuously developing economy within the County. Relying upon this basic infrastructure, the County has a full-service economy that provides large markets in retail, health care, research, customer service, entertainment, financial and banking, wholesale trade, agricultural, arts and cultural, construction, manufacturing, light industry, distribution, and recreation and leisure services. Principal employers in Maricopa County are Banner Health, the State of Arizona, Wal-Mart, the City of Phoenix, Maricopa County, Frys 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.

Maricopa County Top 20 Employers

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

Source: 2012 Maricopa Association of Governments Employment Data

Maricopa County's economic base continues to evolve and become more diverse. The reliance on tourism and construction is decreasing as other industries grow. The International Genomics Consortium and the Transnational Genomics Research Institute (TGEN) are evidence of Maricopa County's leadership in bioscience, providing a base of expertise and knowledge that enhances the area's ability to develop and attract bioscience-related companies. In addition, the Arizona State University-Capital Center campus in Phoenix enhances downtown and the businesses located there.

Workforce Indicators

Per Capita Income	$25,584
Median Household Income	$50,077
Total Workforce	1,924,684
Mean travel time to work (minutes)	25.4
Families above poverty line	87%
Median Values Single Family Home*	$102,100
Median Family Income	$ 60,753

Source: U.S. Census Bureau (2011 ACS)
*Maricopa County Assessor's Office, Full Cash Value TY13 FY14

Educational Opportunities

Maricopa County is home to first-class primary and secondary institutions as well as world-renowned university level educational opportunities. The Arizona State University System has multiple institutions in the county, including the Arizona State University (ASU) (the largest university in the US by student enrollment for Fall 2012) and a joint biomedical campus downtown between ASU, the University of Arizona (UofA) and Northern Arizona University (NAU). Several community and technical colleges provide both general education and more specialized education in trades throughout the valley. The prestigious Thunderbird School of Global Management is also located in the valley and has been consistently ranked #1 in international business by U.S. News & World Report. The national headquarters of the University of Phoenix (the largest private university in North America) is also located in Maricopa County. Although these large and well known institutions form the largest sources of education within the County, the County is home to many more universities, colleges, and schools that provide technical, vocational, executive, job-specific and interdisciplinary studies and research programs.

Transportation Infrastructure

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

The Phoenix Sky Harbor International Airport (PHX) is one of the top ten busiest airports in the nation with access to all major domestic destinations and both direct and indirect access to every major international destination. The Phoenix-Mesa Gateway Airport (AZA) is currently being developed as a support airport to Sky Harbor, and currently is home to many flight training schools, major shipping providers, ASU Polytechnic Campus and also has regular passenger flights to several destinations.

In addition to these major airports, Maricopa County is home to numerous municipal, recreational, and emergency heliports and airports that number in total to over 52 BLIC transportation uses. Valley Metro RPTA (regional public transit authority) is a non-profit organization responsible for coordination of all public transportation needs throughout the metro area, currently providing local and express commuter bus services, dial-a-ride services for disabled and elderly patrons, as well as coordination services for carpools and vanpools. Valley Metro RPTA is also responsible for construction, implementation and maintenance of the METRO light rail services connecting Mesa, Tempe and Phoenix with a 20 mile route which opened for service on December 27, 2008. Ridership is currently averaging about 45,203 daily.

Cultural and Recreational Amenities

The cultural and recreational amenities offered in Maricopa County are multifaceted and take advantage of the wonderful climate and geographic opportunities. The valley is home to numerous artistic performing groups such as the Phoenix Symphony and Arizona Ballet, as well as historical and art museums including the Phoenix Art Museum and Heard Museum. Numerous convention centers and auditorium facilities carry national and international performances, ranging from the Broadway Series musicals to contemporary rock concerts to world-class orchestras. Nationally recognized theatres such as the Orpheum, Herberger and several publicly owned theatres provide high-quality entertainment. Outdoor recreation is also readily available with hundreds of miles of horse-back riding trails, hiking trails, biking trails for road and mountain bikes, rock climbing facilities, regional and municipal parks, and National Forests and Monuments. Numerous reservoirs are easily accessible for fishing, boating, kayaking, sailing, and swimming activities. The Salt River cuts directly through the metropolitan area providing additional water activities including river floating through the Tonto National Forest and water activities such as sculling and kayaking along Tempe Town Lake. For botanists and wildlife lovers, the Phoenix Zoo and Desert Botanical Gardens provide a close-up view of many local and foreign species of flora and animal life. Maricopa County operates the most extensive regional park system in the United States at over 120,000 acres.

The valley is also full of other special events and specialty entertainment venues, including movie theatres, theme parks, fairs, horse shows, car shows, luxury auctions, holiday events, cultural festivals, many special interest conventions and numerous professional sports venues. Professional sports teams include the Arizona Cardinals (National Football League); Arizona Diamondbacks (Major League Baseball); the Phoenix Coyotes (National Hockey League); the Phoenix Mercury (Women's National Basketball Association); and the Phoenix Suns (National Basketball Association). Maricopa County is home to many other professional sports and events including thoroughbred horse and greyhound racing, golf, car and boat racing, and minor league baseball. Several spring training baseball parks are located within the boundaries of Maricopa County, providing facilities for the Major League spring training games for Arizona's Cactus League and housing minor league training facilities for 15 Major League teams. The City of Glendale is home to the University of Phoenix Football Stadium, which opened in 2006 and is scheduled to be the home to Super Bowl XLIX in 2015. The area is world famous for golfing and golf tournaments such as the Waste Management (WM) Phoenix Open, and NASCAR racing is conducted

at Phoenix International Raceway. Sports fans can also enjoy a variety of inter-collegiate athletics on ASU's Tempe campus and at several local community colleges.

County Government

Maricopa County is the second largest local government in Arizona, behind the City of Phoenix. Even with budget reductions, the County still has the equivalent of about 14,000 full-time County and District employees serve the public in such areas as public health, flood control law enforcement, libraries, parks and recreation, courts, transportation, animal care and control, economic and community development, and elections. The County serves both incorporated and unincorporated areas. For the unincorporated areas, the County provides some services similar to those provided by municipalities in incorporated areas—law enforcement, development planning, code enforcement, libraries, and parks and recreation.

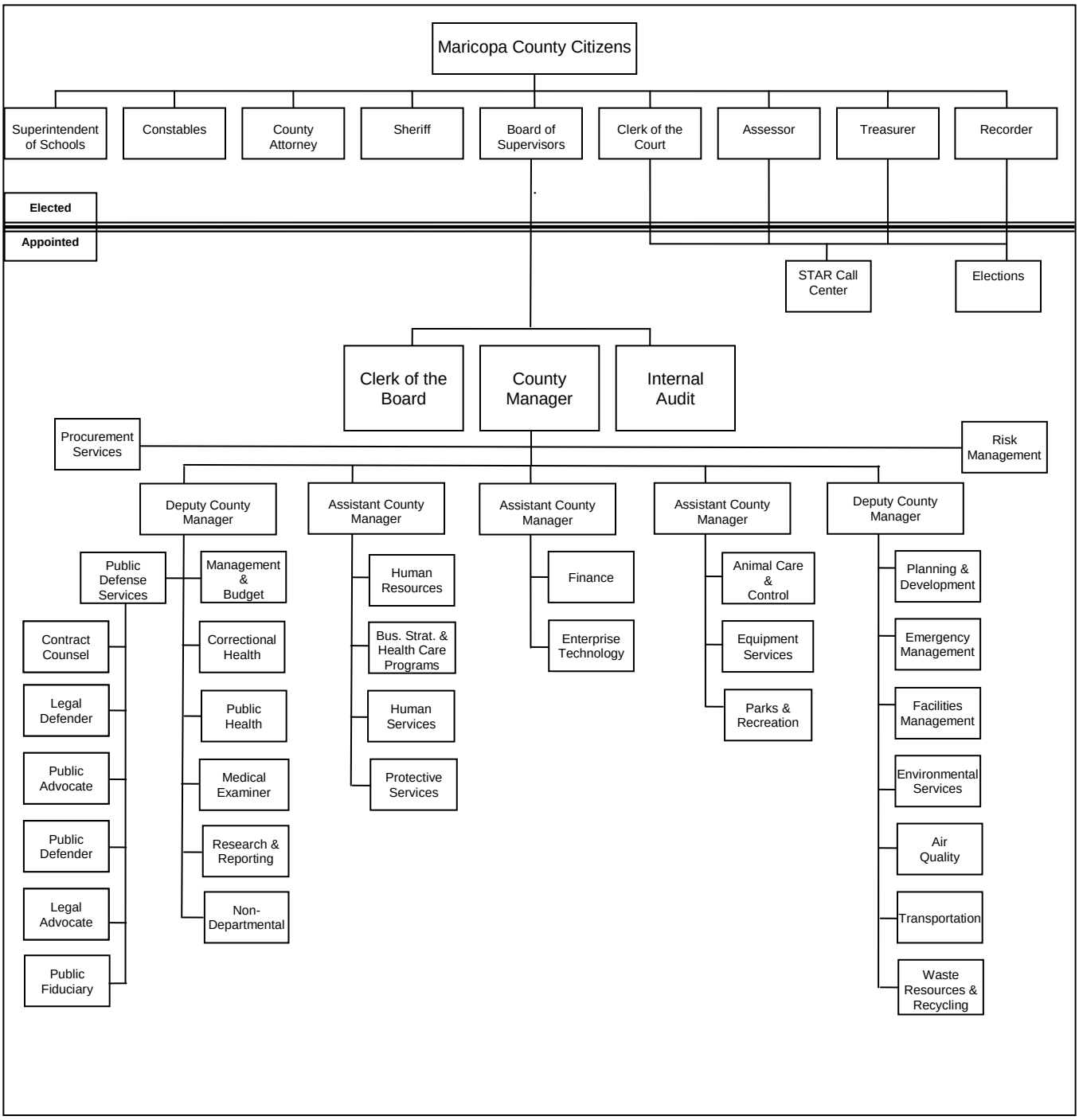
The County's governing body is the Board of Supervisors, who appoint a County Manager who oversees many County functions and is responsible for administration. However, a number of key functions are the constitutional purview of independently elected officials. The judicial branch is also independent, and the Superior Court is legally defined as a State function even though it effectively operates within County government.

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

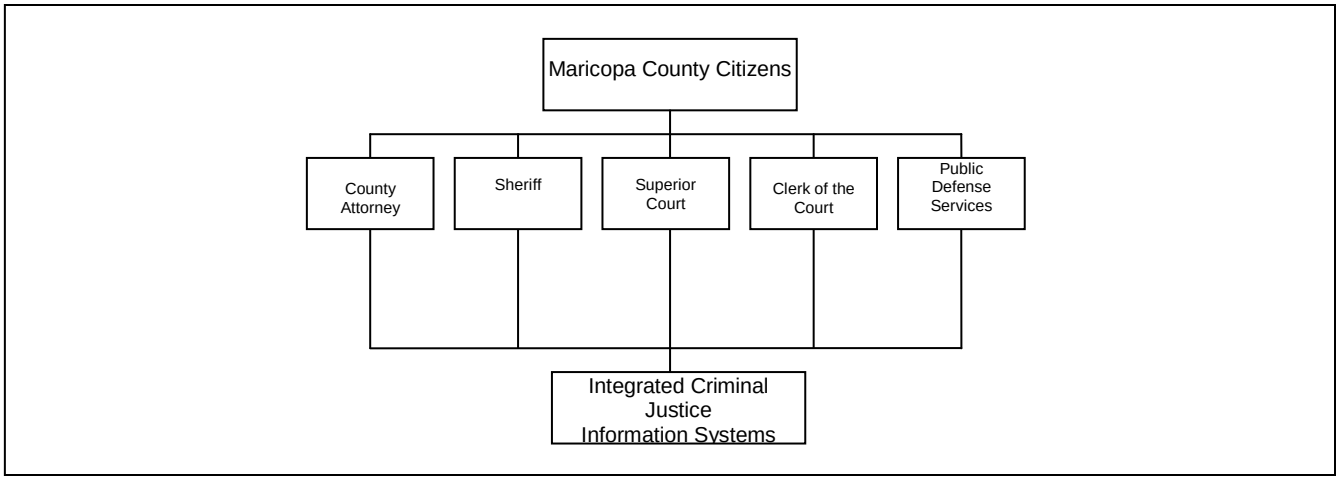
Organizational Changes

During FY 2013, there were organizational changes to create 3 Assistant County Manager and 2 Deputy County Manager departments. These changes are reflected in the FY 2014 Budget. The new structure is reflected below.

County Organization Chart



Integrated Criminal Justice Information Systems (ICJIS)



Board of Supervisors

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

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

District 1: Supervisor Denny Barney
District 2: Supervisor Steve Chucri
District 3: Supervisor Andrew Kunasek (Chairman)
District 4: Supervisor Clint Hickman
District 5: Supervisor Mary Rose Garrido Wilcox

Other Elected Officials

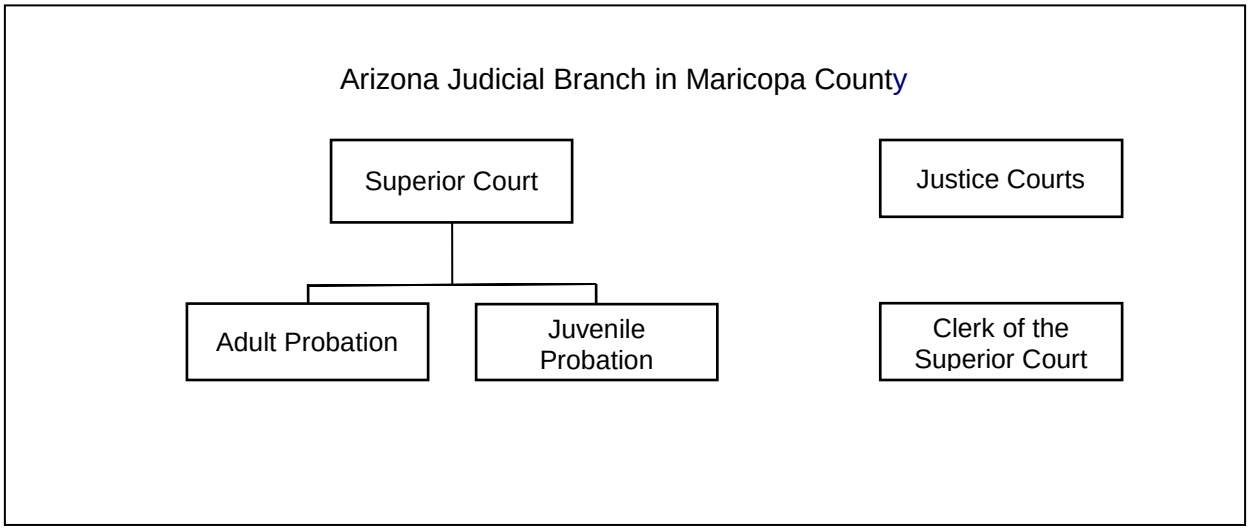
Maricopa County's mandated functions are defined by both the Arizona State Constitution and the Arizona Revised Statutes. Nine County offices are independently overseen by elected officials: Assessor, County Attorney, Clerk of the Superior Court, Constables, Justices of the Peace, Recorder, Sheriff, Superintendent of Schools, and Treasurer. The Judicial Branch, headed by a Presiding Judge, includes the Superior Court, and the departments of Adult and Juvenile Probation.

Acting Assessor: Timothy L. Boncoskey
County Attorney: Bill Montgomery
Clerk of the Superior Court: Michael K. Jeanes
Recorder: Helen Purcell
Sheriff: Joseph M. Arpaio
Superintendent of Schools: Dr. Don Covey
Treasurer: Charles "Hos" Hoskins

Judicial Branch

Jurisdiction

The Judicial Branch of Arizona is responsible for the operational oversight of both general and limited jurisdiction courts in Maricopa County. The Superior Court is a court of general jurisdiction over cases relating to criminal felonies, juveniles, families, probate/mental health, tax and civil (proposed settlements of $10,000 or more). The Superior Court is part of an integrated judicial system in the State under the administrative authority of the Arizona Supreme Court.



Judges of the Superior Court

The Superior Court comprises 115 Judges and 74 Commissioners. Under the Judicial Merit Selection System, Judges are appointed by the Governor from a list selected by a Judicial Merit Selection Committee. Once appointed, Judges must stand for retention every four years. During local elections voters must decide, in addition to voting for local politicians or officials, which judges should retain their position by a simple yes-no vote. The Court also uses volunteer judges on an as-needed basis called *judges pro tempore,* who are attorneys in good standing with the Arizona Bar.

Maricopa County Judges and Justices of the Peace

Judge	Judge	Judge
Aimee Anderson	George Foster, Jr.	Michael Gordon
Alfred Fenzel	Gerald Porter	Michael Herrod
Ana Baca	Glenn Davis	Michael Jones
Andrew Klein	Harriett Chavez	Michael Kemp
Arthur Anderson	Helene Abrams	Norman Davis
Barbara Mundell	Hugh Hegyi	Pamela Frasher Gates
Benjamin Norris	J. Richard Gama	Pamela Svoboda
Bethany Hicks	James Beene	Paul McMurdie
Boyd Dunn	James Blomo	Peter Reinstein
Brad Astrowsky	Janet Barton	Peter Thompson
Brian Ishikawa	Janis Hammelman-Crawford	Randall Warner
Bruce Cohen	Jay Polk	Raymond Lee
Carey Hyatt	Jeanne Garcia	Rebecca Albrecht
Cari Harrison	Jeffrey Cates	Richard Trujillo
Christopher Coury	Jo Lynn Gentry-Lewis	Robert Gottsfield
Christopher Whitten	Joan Sinclair	Robert Houser
Colleen McNally	John Ditsworth	Robert Miles
Connie Contes	John Hannah, Jr.	Robert Myers
Craig Blakey	John Rea	Robert Oberbillig
Crane McClennen	Jonathan Schwartz	Roger Brodman
Cynthia Bailey	Jose Padilla	Ronald Reinstein
Daniel Kiley	Joseph Kreamer	Roland Steinle, III
Daniel Martin	Joseph Welty	Rosa Mroz
Danielle Viola	Karen O'Connor	Ruth Hilliard
David Cunanan	Karen Potts	Sally Duncan
David Gass	Katherine Cooper	Samuel Myers
David Palmer	Kenneth Fields	Sherry Stephens
David Talamante	Kristin Hoffman	Susan Brnovich
David Udall	Larry Grant	Susanna Pineda-Rodriguez
Dawn Bergin	Linda Miles	Susanne Cohen
Dean Fink	Lisa Flores	Teresa Sanders
Dennis Dairman	Louis Araneta	Thomas LeClaire
Douglas Gerlach	M. Jean Hoag	Thomas O'Toole
Douglas Rayes	M. Scott McCoy	Timothy Ryan
Edward Bassett	Margaret Mahoney	Warren Granville
Edward Burke	Maria del Mar Verdin	William Brotherton, Jr.
Eileen Willett	Mark Aceto	William Schafer
Emmet Ronan	Mark Brain	

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

Presiding Judge of the Superior Court: Hon. Norman J. Davis

The Presiding Judge of the Superior Court oversees the Superior Court and the Adult and Juvenile Probation departments. The Presiding Judge is appointed by, and serves at the pleasure of, the Arizona Supreme Court. Associate presiding judges are selected by the Presiding Judge to assist with administrative duties. The Presiding Judge appoints a Court Administrator to assist in the management of non-judicial staff and various ancillary and administrative support functions.

Budget at a Glance

Introduction

For 20 years, Maricopa County's Office of Management and Budget has received the Government Finance Officers Association (GFOA) *Distinguished Budget Presentation* award, and has received Special Recognition for Performance Measures and the Capital Improvement Program four times in the last six years. This award is presented to government entities that meet certain criteria in the presentation of their budgets. This "*Budget at a Glance*" section is designed to provide the layperson with a broad view of the contents included in the Maricopa County budget, its processes, issues and anticipated results. Document sections are cited in order to guide the reader to more in-depth information and explanation of Maricopa County's operating budget and capital improvement program.

The Budget as a Policy Document

Organization-wide Financial and Programmatic Policies and Goals

Maricopa County's long-term organization-wide goals and policies are referenced in the County Manager's *Transmittal Letter*, the *Budget Policies and Process* section under *Policies & Their Budgetary Impact*, the *Strategic Direction* section, the *Capital Improvement Program*, the *Financial Forecast*, and the *Departmental Strategic Business Plans and Budgets* section while the actual policies are included in the *Attachments* section.

The County's policies apply to financial matters as well as programmatic (service delivery) concerns over a multi-year time frame. Examples include the *Managing for Results Policy* and the *Tax Reduction Policy*, both of which are excerpted below.

> **Managing for Results Policy**: All Maricopa County departments will participate in the Maricopa County Managing for Results system and shall comply with this policy. This policy establishes a framework that integrates planning, budgeting, reporting, evaluating and decision making for all Maricopa County departments. This framework is called Managing for Results, a management system that establishes the requirements to fulfill the County's Mission and Vision of accountability to its citizens. Managing for Results is cyclical and ties performance to all that we do.

-

Tax Reduction Policy: This policy establishes the guidelines for the maintenance and use of any reserve fund balances. The policy provides for budgetary stability, debt reduction and, ultimately, stabilization and reduction of tax rates when possible. During times of economic downturn, the policy may be used to stabilize the general fund until appropriate long-term budgetary adjustments are made.

The reserve and tax reduction policy demonstrates a commitment to the maintenance and, when possible, reduction of the tax rate while ensuring that Maricopa County remains financially stable and accountable to the citizens.

Short-term Financial and Operational Policies That Guide Budget Development

Maricopa County financial and operational policies guide the development of the budget for the upcoming year. These policies provide the tools for building a structurally-balanced budget, ensuring that the County delivers results as stewards of public funds. These policies deal with a wide range of matters such as appropriated budgets and levels of budgetary control, budget development, budgetary reserves, tax reduction, internal charges, and indirect cost allocations. These policies are referenced in the *Transmittal Letter*, the *Budget Policies and Process* section under *Policies and Their Budgetary Impact*, the *Capital Improvement Program*, the *Department Strategic Business Plans and Budgets* section under mission, goals, issues and mandates, while the actual policies are included in the *Attachments* section. Several short-term policies that reflect the financial and operational development of the budget for the upcoming year follow.

Budgeting for Results Accountability Policy: The purpose of the Budgeting for Results Accountability Policy is to provide departments with flexibility in managing their allocated public resources to achieve program results while upholding accountability for spending within legal appropriations. This policy seeks to strengthen budget accountability and ownership at the department level. The program encourages departmental staff to save resources and to be creative in the delivery of services. Departments are held responsible for bottom-line performance and must absorb unanticipated cost increases and revenue shortfalls. This approach to budgeting can help the County cope with new fiscal challenges and improve the quality of County services.

Vehicle Replacement Policy: The purpose of this Policy is to provide County Departments/Special Districts with guidelines so that existing vehicles can be replaced in a timely and cost-effective manner.

Funded Position Policy: The purpose of the Funded Position Policy is to establish guidelines for adding, deleting and changing positions so that all authorized positions are fully funded on an annualized basis, and ensure that any filled or vacant position that becomes unfunded or under-funded is either fully funded or deleted.

Goals and Objectives of Organizational Units

Maricopa County's organizational units consist of 58 departments, each of which has a strategic business plan that integrates planning with budgeting and performance measurement. In support of the Board of Supervisors Strategic Priorities and Goals, every department has a mission, strategic goals, programs, activities, and services.

Some departments have long-term results-oriented strategic goals (descriptions of anticipated accomplishments or results as opposed to descriptions of functions and activities). For example, the

Environmental Services Department has a goal to "By June 30, 2015, reduce vector borne mosquito populations by 5% from 136 positive mosquitoes in FY 2007-08 to 129 positive mosquitoes." This goal describes long-term anticipated results. Through the budget process, departments also set annual targets for their performance measures, which address results, output, demand and efficiency.

Departments' short-term objectives are linked to the County's strategic goals. Through the annual strategic business planning process, every department is required to have goals that are linked to the County's strategic goals. This information may be found in the *Budget Summary Schedules* section under department vision, mission, goals, performance measures, and mandates. The following examples show the relationship of department goals to the Maricopa County strategic priorities and strategic goals, and a strategic plan sample of the mission, several goals and key results measures for the Maricopa County Public Defense System.

Maricopa County Strategic Priorities/Goals:

- Access to Justice
  - By 2014, 85% of probate cases will meet case-monitoring compliance standards, and the remaining cases will be as close to case-monitoring standards as possible.

Public Defense System Mission Statement:
The mission of Public Defense Services is to furnish quality legal representation to indigent individuals assigned to us by the court so they will be provided the benefit of the protection of their fundamental legal rights, as guaranteed to everyone.

Public Defense System Strategic Goals:

- By July 2019, 75% or more of all clients in non-capital cases without a conflict of interest, will be represented by attorneys in the staffed offices (in the areas in which the various offices practice), thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improved quality control for clients and improved cost control for citizens.

- By July 2019, 100% of capital trial and capital post-conviction relief cases that do not have representation conflicts will be assigned to staffed offices, thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improved quality control for clients and improved cost control for citizens.

- By July 2019, 100% of the Cradles to Crayons courts will be staffed with attorneys employed by the in-house offices of Public Defense Services to handle all cases without a conflict of interest, thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improved quality control for clients and improved cost control for citizens.

Program Name: ADULT CRIMINAL REPRESENTATION

Program Purpose:
The purpose of the Adult Criminal Representation Program is to provide effective legal representation to assigned indigent adults charged with, or appealing convictions of, felony and misdemeanor offenses so they can be assured that their rights are protected as required by Federal and State law.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent Of Non-Capital Felony Cases Resolved to Conclusion in the Regional Court	62.6%	62.2%	66.1%	65.7%	3.5%	5.6%
Percent Of Non-Capital Complex Felony Cases Resolved Within 270 Days of Arraignment/Assignment (whichever is later)	39.3%	39.6%	32.6%	36.8%	-2.9%	-7.2%
Percent Of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Counts	95.2%	96.5%	94.0%	94.2%	-2.3%	-2.4%
Percent Of Non-Complex Felony Cases Resolved Within 180 Days of Arraignment/Assignment (whichever is later)	74.2%	77.2%	74.0%	74.8%	-2.3%	-3.0%
Percent Of Capital Cases with Disposition Less than Capital	100.0%	91.7%	77.8%	100.0%	8.3%	9.1%
Percent Of Probation Representation Cases With Disposition Other Than Revocation	82.8%	82.6%	81.4%	81.9%	-0.8%	-0.9%
Percent Of Misdemeanors with Disposition to Lesser Charges or Fewer Counts	90.2%	85.9%	92.6%	91.3%	5.4%	6.3%
Percent of Appeal and Non-Capital Trial/Post-Conviction Relief Cases in Which the Outcome is Beneficial to the Client	N/A	N/A	N/A	35.0%	N/A	N/A
Percent of Capital Post-Conviction Relief Cases in Which the Outcome is Other than Affirmed	N/A	N/A	N/A	N/A	N/A	N/A

Non-Capital Felony Representation Activity

The purpose of the Non-Capital Felony Representation Activity is to provide effective legal representation to assigned indigent adults charged with non-capital felonies so they can be assured that their rights are protected as required by law.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent Of Non-Capital Felony Cases Resolved to Conclusion in the Regional Court Centers or Early Disposition Courts	62.6%	62.2%	66.1%	65.7%	3.5%	5.6%
Result	Percent Of Non-Capital Complex Felony Cases Resolved Within 270 Days of Arraignment/Assignment (whichever is later)	39.3%	39.6%	32.6%	36.8%	(2.9%)	-7.2%
Result	Percent Of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Counts	95.2%	96.5%	94.0%	94.2%	(2.3%)	-2.4%
Result	Percent Of Non-Complex Felony Cases Resolved Within 180 Days of Arraignment/Assignment (whichever is later)	74.2%	77.2%	74.0%	74.8%	(2.3%)	-3.0%
Output	Non-Capital Felony Cases Resolved to Conclusion	15,805	15,483	14,580	15,895	412	2.7%
Demand	Net Non-Capital Felony Cases Assigned	15,645	16,080	14,581	15,864	(216)	-1.3%
Efficiency	Cost per Non-Capital Felony Case Resolved to Conclusion	$ 1,450.96	$ 1,475.05	$ 1,543.76	$ 1,479.27	$ (4.22)	-0.3%
Revenue							
	100 - GENERAL	$ -	$ -	$ 10,500	$ -	$ -	N/A
	233 - PUBLIC DEFENDER GRANTS	384,860	408,499	303,237	303,237	(105,262)	-25.8%
	262 - PUBLIC DEFENDER FILL THE GAP	988,443	1,372,454	841,436	840,228	(532,226)	-38.8%
	TOTAL SOURCES	$ 1,373,303	$ 1,780,953	$ 1,155,173	$ 1,143,465	$ (637,488)	-35.8%
Expenditure							
	100 - GENERAL	$ 21,917,046	$ 21,726,720	$ 21,630,997	$ 22,582,194	$ (855,474)	-3.9%
	233 - PUBLIC DEFENDER GRANTS	381,494	408,499	296,250	303,237	105,262	25.8%
	262 - PUBLIC DEFENDER FILL THE GAP	633,856	703,008	580,812	627,622	75,386	10.7%
	TOTAL USES	$ 22,932,396	$ 22,838,227	$ 22,508,059	$ 23,513,053	$ (674,826)	-3.0%

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: Revenue Outlook, Property Taxes, Expenditure Uses, Historical Overview of Maricopa County Budgeting, Econometric and Demographic Trends, State Budget Impacts, Justice and Public Safety, General Government and Education Systems, Technology Infrastructure and Capital Improvement, Health Care Issues and Employee Issues. Adopted budget priorities are provided in the *Budget Policies and Process* section and the *Attachments* section.

The Budget as a Financial Plan

Fund Structure and Appropriations

Except for the General Fund, funds are used to account for revenues and expenditures dedicated to a particular purpose.

According to the GFOA's *Governmental Accounting, Auditing, and Financial Reporting* document, all funds can be categorized into fund types that are grouped into two broad classifications: governmental funds and proprietary funds. The County may use other fund types, but they are not relevant to the budget.

Governmental Funds include the following fund types:

The General Fund is the chief operating fund of the County and is used to account for all financial resources except for those required to be accounted for in another fund.

Special Revenue Funds are revenues that are raised for a specific purpose. They are used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes. However, these funds are not used for major capital projects.

Capital Projects Funds are used to separate funds for capital acquisition and construction from operating funds. This helps avoid distortions in operating trend information that can arise when capital and operating funds are mixed.

Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term principal and interest.

The only **Proprietary Funds** currently used in Maricopa County are Internal Service Funds, which are used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government on a cost-reimbursement basis. These funds are typically used for centralized services.

Narratives describing each fund are included in the *Attachments section* entitled Fund Descriptions.

An overview of Maricopa County's fund structure, including the basis for budgeting and accounting, a history of all funds appropriated by Maricopa County and descriptions of all funds, may be found in the *Budget Policies and Process*, *Budget Summary Schedules* and *Attachments* sections.

All funds subject to appropriation are described in the *Budget Policies and Process* section. Examples of funds appropriated, with their descriptions, follow.

100 **General Fund:** The General Fund is the County's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

220 **Diversion:** A.R.S. §11-361 establishes the ability of counties to offer special supervision programs for non-violent offenders in order to divert them from incarceration. Funds are used to provide alternatives to criminal prosecution to appropriate offenders so that they can receive drug rehabilitation services without the cost of prosecution.

245 **Justice Courts Special Revenue:** Established for the purpose of defraying expenses of justice court services by providing improvements in court technology, operations and facilities to enable the courts to respond quickly to changing statutory and case processing needs. Operations are funded by a user's charge to be added to the Defensive Driving School Diversion Fee as of March 1, 1998.

267 **Criminal Justice Enhancement:** The Criminal Justice Enhancement fund accounts for monies that are allocated to county attorneys from the Arizona State Criminal Justice Enhancement fund (A.R.S. §41-2401). The funds are to be used for the purpose of enhancing prosecutorial efforts.

A complete listing of funds and descriptions is included in the *Attachments* section.

Revenues, Expenditures, and Other Financing Sources and Uses

The Budget Summary Schedules section provides a **single** consolidated overview of all resources and expenditures budgeted for all funds, as well as summaries of all major revenues and expenditures by fund, type, category, object and department. Maricopa County's budget is annual, not biennial, therefore summaries of revenues and other resources, and of expenditures are provided for a three-year time span, including the prior year actual, current year budget, estimated current year actual, and "Forecast" upcoming budget year.

Major Revenue Sources, Trends, and Underlying Assumptions

The major revenue sources for all funds are identified below and further described in detail, including charts and tables, in the *Budget Summary* section. For major tax-based revenues, economic-forecasting models are applied.

A sample of the major assumptions underlying the primary property tax levy for the budget year is provided in the *Revenue Sources and Variance Commentary* section, including the basis for the estimate and associated trends.

Revenue trends for the upcoming budget are discussed for each of the major revenue sources and enhanced with graphics. An example is provided, with full detail, including charts and tables, from the *Revenue Sources and* Variance Commentary section.

Listed to the right are the actual State Shared Sales Tax collections for the last eight fiscal years, forecasted totals for FY 2013, the budget for FY 2014 and forecasted amounts for the next five years. State Shared Sales Tax and Jail Excise Tax revenues have followed similar trends, except that Jail Tax revenues have experienced greater declines, but are rebounding more quickly. Annual growth reached 15.1% in FY 2006, but declined for several years. There was a slight recovery in FY 2011; however, the gains were offset in FY 2012 by the negative impact from the revenue sharing calculation. While the point of sale component is increasing, Maricopa County's percent of the net assessed valuation and the population is declining, thus negatively impacting the County's portion of the sales tax distribution. In this environment, it is prudent to assume limited growth for FY 2013 and therefore, State Shared Sales Taxes are budgeted to increase by 6 percent for FY 2014.

State Shared Sales Tax

Fiscal Year		Annual Collections	Growth Rate
2005		$ 397,712,817	11.2%
2006		457,785,986	15.1%
2007		480,411,951	4.9%
2008		460,958,749	-4.0%
2009		394,920,582	-14.3%
2010		366,285,237	-7.3%
2011		385,487,679	5.2%
2012		400,453,542	3.9%
2013	*	409,784,418	2.3%
2014	**	437,402,846	6.7%
2015	***	458,398,183	4.8%
2016	***	481,318,092	5.0%
2017	***	507,790,587	5.5%
2018	***	533,180,116	5.0%
2019	***	558,772,762	4.8%

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

Fund Balances

All fund balances potentially available for appropriation (including those funds carrying a zero balance) along with beginning and ending fund balances and variance commentary may be found in the *Budget Summary* section under *Beginning Fund Balance and Variance Commentary*. Schedules are provided that list the estimated beginning fund balances, projected Sources and Uses for the upcoming fiscal year, and the resulting estimated fund balances at the end of the upcoming fiscal year, classified based on GASB 54 fund balance classifications. Narratives describing each fund are included in the *Attachments* section entitled Fund Descriptions.

The Capital Budget

The *Capital Improvement Program* section specifically includes the Capital Improvement Program (CIP), budgeted capital project expenditures, a specific listing by fund of all capital projects for which appropriations are made, and a brief description of each major capital project. The CIP section includes buildings, infrastructure and technology projects. The following is an example:

Fourth Avenue Jail Projects

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

Project Description

There are two adopted projects regarding jail improvements that will occur at the Fourth Avenue Jail. One is for cell door release modifications to upgrade obsolete components of the door release mechanism to current standards and the other is to create safe cells to convert two cells to specialty segregated population requirements. Both these projects will also be occurring at the Lower Level Buckeye Jail.

Purpose Statement

The purpose of the Facility Construction Management Activity is to provide new, retrofitted, renovated or remodeled facility project delivery services to Maricopa County Departments so they can occupy facilities that meet their functional needs and are delivered within budget and on schedule to deliver services to residents.

Strategic Goals Addressed

Capital Project Delivery. By June 30, 2014, Facilities Management will meet the increasing demands for facility services by constructing 85% of County facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Capital Facilities Development Program

Strategic Plan Activities Supported

- Facility Construction Management Activity

Result Measures

RESULT MEASURE	FY 2012 Actual	FY 2013 Forecast	FY 2014 Projected with Capital Improvement
Percent of new, retrofitted, renovated or remodeled facility projects delivered according to the project schedule established with the customer	93%	93%	93%

Funding/Cost Summary

FOURTH AVENUE JAIL	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
5030 - Flat Cell Conversion	$ -	$ 75,000	$ 215,000					$ 215,000	$ 290,000
5031 - Cell Door Release	-	250,000	2,195,000					2,195,000	2,445,000
455 - Detention Capital Project Total	**$ -**	**$ 325,000**	**$ 2,410,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,410,000**	**$ 2,735,000**

Operating Cost Summary

Operating costs have yet to be determined.

Associated Impacts of Capital Spending

Capital spending is necessary to ensure that County departments have adequate facilities, infrastructure and technology in place to provide mandated services to the public. The *Major Maintenance* description in the Facilities Management section of the *Department Strategic Business Plans and Budgets* section, *Capital Improvement Program* section and the *Budget Summary* section describe if, and to what extent, capital improvements will impact Maricopa County's current and future operating budget. The focus is on reasonably quantifiable additional costs and savings (direct and indirect), and other service impacts that result from capital project spending.

Future operating costs related to new facilities constructed or acquired through the CIP are carefully considered before project commitments are made. It is the County's philosophy and policy that new capital projects will be undertaken only if future operating revenues are reasonably estimated to be sufficient to support associated future operating costs. Operating costs associated with new facilities are budgeted by the user department. Estimated operating costs, as well as anticipated savings in lease costs and operating costs of facilities to be replaced, are factored into the County's Financial Forecast.

Debt Service

Maricopa County is committed to borrowing funds only when necessary and appropriate and borrowing them in a transparent and responsible manner. A description of Maricopa County's debt service policies, financial information regarding current debt obligations, including the relationship between current debt levels and legal debt limits, and the effects of existing debt levels on current and future operations is contained in the *Debt Service* section.

The Budget as an Operations Guide

Organizational Structure

Maricopa County is organized by department. All programs, activities, and services carried out by each department are fully identified and described in the *Departmental Strategic Business Plans and Budgets* section.

Performance Measurement

Managing for Results

Managing for Results provides the tools necessary to determine and apply objective methods that measure progress toward accomplishing the County's mission and strategic priorities, as well as department strategic goals and performance targets. The County-wide goal, priorities and progress are discussed in the Strategic Direction section of this document. Progress towards the goals is reported annually, with many measures coming directly from individual agency strategic plans.

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

Organizational Charts

The County's organization chart can be found in the *County Profile* section.

Personnel

A key element in position control is the historical tracking of funded positions and their full-time equivalent (FTE) status. A trend view of FTE levels puts into perspective the prior year's staff (and consequently service) funding decisions. FTEs reflect the hours budgeted for part-time positions converted to an equivalent number of full-time positions (based on a standard of 40 hours per week.)

Within each department, positions may be budgeted from a variety of funding sources. In general, the General Fund covers the bulk of Personal Services. Significant changes in staffing levels from the prior year, including variance explanations, and FTE's by Market Range Title are provided at the end of the *Budget Summary Schedules* section.

The Budget as a Communications Device

Summary information, including an overview of significant budgetary issues, trends, and resource choices, is integrated within the *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.

Other Planning Processes

The Maricopa County budget process is closely tied to the Managing for Results system that integrates strategic planning with budgeting and performance measurement (see the *Strategic Direction* section for details behind this successful planning process). The combination of the budgeting and strategic planning processes, particularly in terms of budgeting to achieve desired results, is referred to as Budgeting for Results. The *Budgeting for Results Accountability Policy* provides for the control of the budget at the department level. The *Tax Reduction Policy* provides for long-term financial stability and low, sustainable tax rates through responsible use of non-recurring resources, appropriate and minimal use of debt, and maintenance of reserve funds. This policy sets budgetary and financial guidelines regarding the reduction of taxes. The *Tax Reduction Policy* demonstrates a commitment to the maintenance and, when possible, reduction of tax rates while ensuring that Maricopa County remains financially stable and accountable to the citizens.

Detail regarding Maricopa County's other planning processes and their effects upon the budget, including those mentioned above, (i.e., *Managing for Results Policy, Budgeting for Results Policy Guidelines, Budgeting for Results Accountability Policy, and the Tax Reduction Policy*), along with the

Vehicle Replacement Policy, *General Government Policy, Policy for Administering Grants, Funded Position Policy,* and the *Capital Improvement Program* processes may be found in the *Budget Policies and Process, Strategic Direction, Capital Improvement Program* and the *Attachments* sections.

Budget Processes

A full description of the process for preparing, reviewing and adopting the budget for the coming fiscal year is provided in the *Budget Policies and Process* section, including the procedures for amending the budget after adoption. This budget document is also available on the Internet at: http://www.maricopa.gov/budget/default.asp.

The capital budget process is described in the *Capital Improvement Program* section. A direct relationship exists between Maricopa County's capital and operating budgets. Operating cost estimates are the anticipated annual costs to operate facilities and improvements upon completion or acquisition. Completed capital projects generally require additional operating budget resources for upkeep, maintenance, security and other costs associated with additional acreage, mileage or square footage.

There are two budget calendars included in this document. There is a *Budget Process Timeline* that provides a general guideline for developing the budget and supplements the budget process narrative in the *Budget Policies and Process* section. The actual Budget Calendar used for developing and adopting the budget may be found in the *Attachments* section, along with the *Budgeting for Results Policy Guidelines*.

Communicating with Charts and Graphs

Charts/tables and graphs are used throughout the budget document to highlight financial and statistical information. Detailed narrative interpretation is provided when the messages conveyed by the charts and graphs are not self-evident. Charts/tables and graphics are integrated with narratives to illustrate essential information throughout this budget document, particularly when communicating policy information, as well as trends and impacts upon the budget. The *County Profile*, *Mandates Summary*, and *Department Strategic Business Plans and Budgets* sections contain the most charts/tables and graphs.

Revenue and Expenditure Classifications

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

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

Table of Contents

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

Glossary

A glossary is provided in a section at the back of the budget document. The glossary defines technical terms related to finance and accounting as well as terms related to Maricopa County. The glossary is written in simple language, specifically for the non-technical reader. Several examples follow:

Demand Measure: A measure of the number of total units of service or product anticipated to be demanded or needed by the customer. Examples include, number of residents eligible for job training or number of building inspection applications received.

Personal Services: A category of expenditures within the budget that includes salaries, benefits, temporary help, special pay, overtime, and salary adjustments.

Fund: A fund is used to account for revenues and expenditures with a specified purpose**.**

Family of Measures: A set of the four categories of performance measures that are used to measure the performance of an activity. The categories of measure are result, output, demand, and efficiency.

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

FTE (Full Time Equivalent): A value equivalent to the number of employees paid full time (forty hours per week, or from 2,080 to 2,096 hours per year, depending on the calendar). A half-time position that is paid 20 hours per week equates to 0.5 FTE; four half-time positions, each paid for 20 hours per week, equals 2.0 FTE, and so on. A single position may have an FTE value greater than zero, but not greater than 1.0. A group of positions has an aggregate FTE value based on the FTE values of the specific positions within a group.

ISF (Internal Service Fund): A proprietary fund that accounts for the financing of goods or services provided by one department to other departments on a cost-reimbursement basis like a business.

The County and Community It Serves

Statistical and supplemental data that describes Maricopa County and the community it serves, including other pertinent background information related to the services provided, may be found in the *County Profile* section. This section also provides statistical information that defines the community such as demographics (e.g., population, composition of population, and land area).

Supplemental and other pertinent information regarding Maricopa County and the local community and economy (e.g., major industries, employment, building permits issued, healthcare services provided, and maps) can be found in both the *County Profile* and *Financial Forecast* sections.

The Annual Business Strategies Document

This document is formatted and printed to enhance understanding for the reader. Page formats are consistent, each showing the current section of the document in the header, the page number at the bottom, and the department name at the top of each page in the *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 citizens of Maricopa County.

Charts and graphs are provided throughout the document with sufficient information to be easily understood by the casual reader. Changes in type sizes and styles are avoided in this document. The entire document utilizes consistent type styles and sizes for headings, body text and graphics, the use of which adds to the overall presentation and comprehension of the data provided. See the *County Profile, Mandates, and Department Strategic Business Plans and Budgets* sections to view the areas containing the most charts and graphs.

Strategic Direction

Managing for Results Philosophy and Cycle

Maricopa County is meeting the challenges of shifting demand for services and difficult economic times with a careful allocation of funding to meet public service needs. The County must plan ahead to make the best possible business decisions concerning future use of limited resources. Good decisions produce results that make a difference in people's lives and give taxpayers value for their money.

The County is committed to continually maintain high-quality services to its customers and ensuring that the most critical needs of the community are being met with measurable results. In 2000, the Board of Supervisors adopted a policy establishing a management framework, called *Managing for Results (MFR)*, which integrates planning, budgeting, reporting, evaluating, and decision making for all Maricopa County departments and agencies. *Managing for Results* provides direction for making good business decisions based on performance, and makes departments/agencies accountable for results.

The *Managing for Results* management system is designed to allow all Maricopa County employees to be able to make the following three statements:

1. *What we are doing today contributes to our strategic direction.* (Every department has a strategic business plan linked to their operational plan and each employee's performance plan.)
2. *We know what we have done has been effective.* (Performance measures are identified and managed by Activity, demonstrating the results produced.)
3. *We know how much it costs to deliver our programs effectively and efficiently.* (All human and financial resources are tied to the services delivered so we can tell how much they cost and how effectively and efficiently services are delivered.)

Managing for Results is a comprehensive and integrated management system that focuses on achieving results for the customer. *Managing for Results* means that an entire organization, its management system, the people who work there and the organizational culture (beliefs, behavior, language) are focused on achieving results for the customer. MFR provides a common framework under which strategic planning, budgeting, and performance measurement are aligned in a unified, cyclical process with five components that support the process:

Planning for Results

A well-executed strategic business plan promotes common understanding of a department's overall direction and purpose so that individual employees can readily determine how their work, actions, and behavior support the strategic direction and overall success. In *Planning for Results*, current and future trends are examined in terms of how they may affect achieving results for customers. Strategic goals and operational plans focused on results for customers are developed into an overall department strategic plan that is aligned to the County's strategic priorities and goals.

Each department plan includes key strategic management elements: a Vision Statement, a Mission Statement, Strategic Issue Statements, and Strategic Goals, which determine the strategic direction of the department. Operationally, departmental strategic business plans are organized into three levels—Programs, Activities, and Services—which determine how the department will deliver results. Defining levels of operation in this manner makes it possible to demonstrate how each level contributes to results at higher levels, creating an aligned organization. Supervisors and managers are able to make day-to-day decisions about resource allocation and service improvements in ways that align with the next higher level of results. The following table depicts this alignment strategy beginning with the overall Countywide vision.

Strategic Business Plan Element Alignment
Maricopa County Vision
Maricopa County Mission Maricopa County Strategic Priorities and Goals Department Vision
Department Mission
Department Strategic Goals
Program
Program Purpose Statement
Key Result(s)
Activity
Activity Purpose Statement
Services that compose the Activity
Activity Performance Measures Results Outputs Demand Efficiency

One of the most powerful tools available in the *Managing for Results* system is an employee performance management program that makes it possible for employees to see how they contribute at operational, departmental, and County levels. It is through this process that department strategic business plans are actually put into action throughout all levels of the organization. The MFR process strengthens the alignment of the County's strategic goals with the department's strategic goals, which in turn, directly link to the performance expectations of each employee. Employee performance ratings are based on the employee's contributions to the department's performance results.

Maricopa County has chosen a balanced and practical approach to performance measurement by using a Family of Measures that includes results, output, demand, and efficiency measures. The Family of Measures, taken as a whole, provides the context for understanding how effectively and efficiently departments are achieving desired results.

During the performance measurement process, baselines, targets and thresholds are established, and data collection strategies are developed at the Activity level based on recognized data collection standards to ensure accurate and reliable performance information is collected and reported.

Budgeting for Results

Maricopa County has a budget system that provides financial and performance information to help decision-makers make informed business decisions to achieve results, and ensures that the budget is driven by Board policy and customer needs, and that tax dollars are used to purchase results, not just fund services. The County uses the operational structure developed in the strategic business plan to structure financial planning and reporting for each department. The financial cost accounting and budgeting system parallels the Programs, Activities, and Services delineated within each department's strategic business plan. This allows departments to collect expenditure and revenue data associated with their accounting string. Integrating *Budgeting for Results* with strategic planning is critical to creating a management system where financial resources, policy, department operations, and County staff are all aligned to achieve results.

Delivering Results

Based on available resources established through the budgeting process, departments develop and implement operations plans to deliver services and collect data about their performance. Activity performance measures, expenditures and revenues are monitored throughout the fiscal year, as is progress toward achieving goals and activity results. Reviewing measurement data and other information regularly ensures that Activity requirements are being met, that service delivery is operating effectively, and that budget revenues and expenditures are in line with the department plan.

Analyzing and Reporting Results

Performance data, expenditures and revenue information are collected and analyzed to provide County decision makers with information about how well a department is providing services and achieving results. Performance information also is used by all levels of management and staff to identify service issues in existing programs, to try to identify the root causes of those issues, and/or to develop service improvement efforts. Internal procedures are in place to ensure that department performance information is sufficiently complete, accurate, valid, and consistent to provide assurance that reported data can be relied upon for decision-making.

Maricopa County is accountable to the people it serves by communicating what it does or does not achieve. After data have been gathered and analyzed, departments communicate the results to both employees and the public. Countywide, departments report performance measure data and progress toward achieving goals via the *Managing for Results Information System (MFRIS)*, which is available to the public through the Maricopa County website. Public reporting of performance results helps citizens understand how their tax money is being used and what results are being achieved.

Evaluating and Improving Results

Overall evaluation of what the performance information is telling County and department leadership about the effectiveness and efficiency of programs and services leads to improving performance and delivering better results for customers. Departments regularly compare organizational and individual performance against established goals, and performance targets and budgets, and use the information from this evaluation to determine the need for improvement and/or the need for program or policy changes. They also use organizational performance information to plan and budget, identify priorities, develop strategies, and make resource allocation and policy decisions to ensure that the most critical needs of the community are being met today and in the future.

Countywide Strategic Plan 2011-2015

The Board of Supervisors' Countywide Strategic Plan is meant to guide County government actions to address current and future needs in Maricopa County. It sets direction for County government regarding its roles and responsibilities, and Maricopa County government officials use it to help guide decision-making. The *2011-2015 Maricopa County Strategic Plan* contains the County's mission and vision statements and a set of strategic priorities and goals that establish a roadmap of what the County aspires to achieve over the five-year period. The plan focuses on ensuring safe communities, promoting public health, providing regional leadership in economic development and transportation, encouraging sustainable development, enhancing the County's fiscal strength, maintaining a quality workforce, and increasing citizen satisfaction. Each priority area has several goals to achieve the Board of Supervisor's vision for the community.

Mission

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

Vision

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

Core Values

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

Strategic Priorities and Goals

Strategic Priority 1: Safe Communities

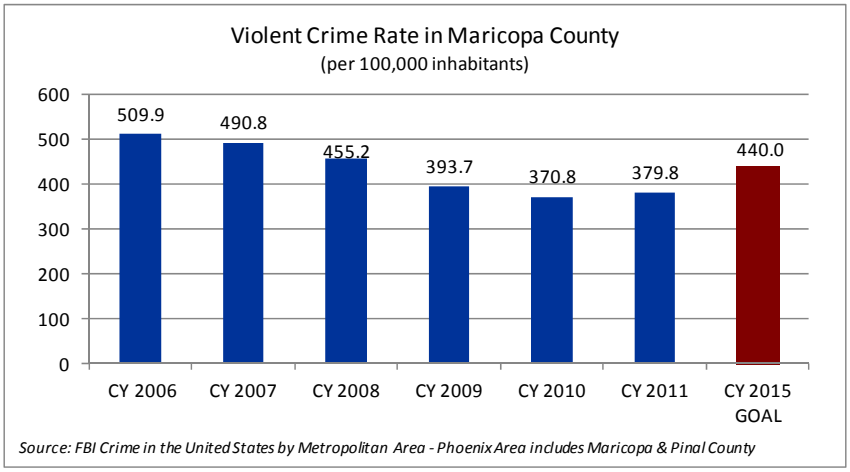
Ensure Safe Communities

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

Strategic Goal 1: By 2015, the violent crime rate per 100,000 inhabitants in Maricopa County will be 440 or lower, a 3.3% reduction from the 2008 rate.

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

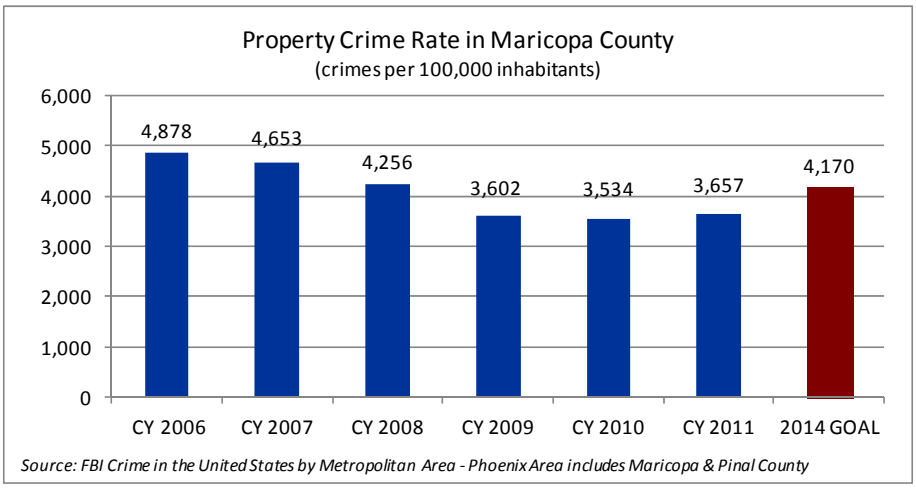
Where We Are:



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

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

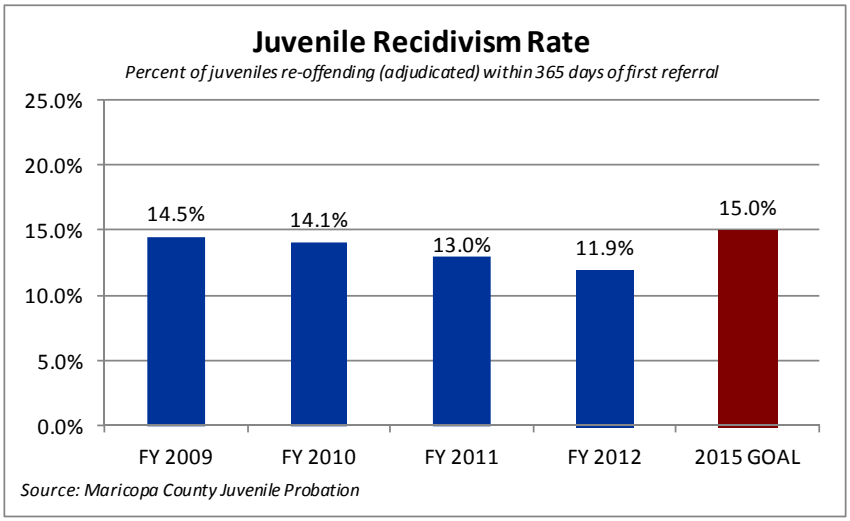
Where We Are:



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

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

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



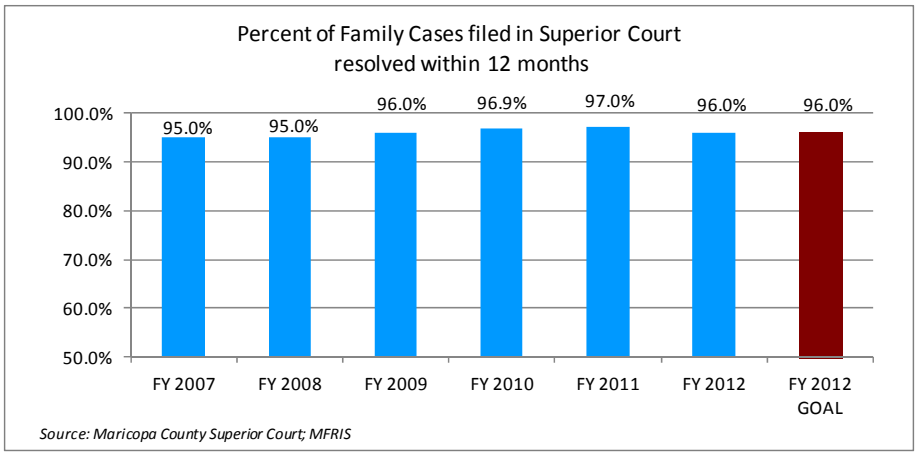
Strategic Priority 2: Access to Justice

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

Victims, witnesses, defendants, and members of the community expect access to an effective justice system and resolution of cases without unnecessary delay. Court caseloads continue to climb with the County's population growth. Resolving cases in a timely and efficient manner will help to ease the burden on law enforcement and detention requirements, and is an indicator of the County's efforts toward a streamlined, integrated justice system ensuring access to justice to all. The judicial branch in Maricopa County is committed to the timely, fair, and impartial administration of justice. The following goals are aimed at decreasing the times it takes to resolve a selected group of case types to ensure timely administration of justice

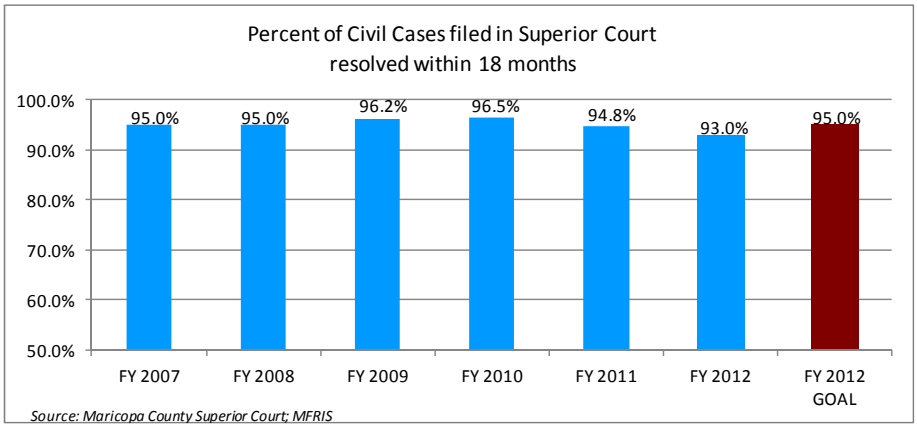
Strategic Goal 1: By 2012, 96% of family cases filed in Superior Court will be resolved within 12 months, and 99% within 24 months.

Where We Are:



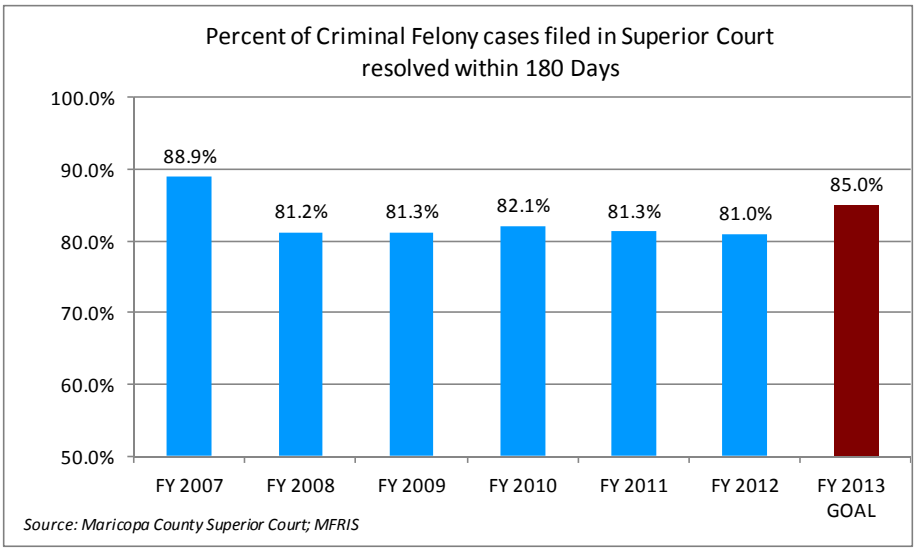
Strategic Goal 2: By 2012, 95% of civil cases filed in Superior Court will be resolved within 18 months, 99% within 24 months.

Where We Are:



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

Where We Are:



Strategic Goal 4: By 2014, 85% of probate cases will meet case-monitoring compliance standards, and the remaining cases will be as close to case-monitoring standards as possible.

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

Strategic Priority 3: Public Health

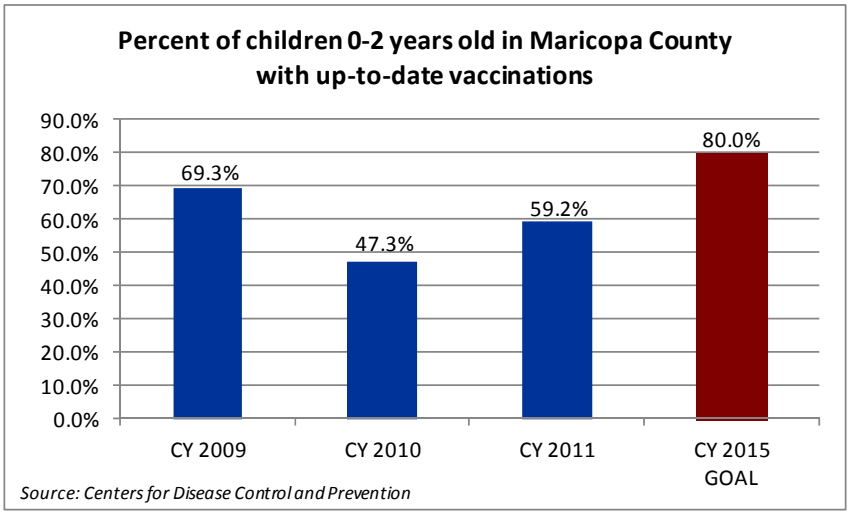
Promote and Protect the Public Health of the Community

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

Strategic Goal 1: By 2015, at least 80% of two-year-old children in Maricopa County will be up-to-date with all vaccines recommended by the Advisory Committee on Immunization Practices (ACIP).

Why this is Important:
Immunization is considered to be one of the most important interventions available for preventing serious diseases among infants and children. Many childhood diseases can be prevented and on-going good health can be achieved by ensuring that children receive the proper immunizations. Children who receive immunizations are protected from dangerous childhood diseases such as mumps, polio, and tetanus. The positive effects of receiving the immunizations are felt throughout a community, from the school system, to the work environment, as well as in home life. This goal is aimed at improving the overall well-being of infants and children in Maricopa County by increasing the annual immunization rate.

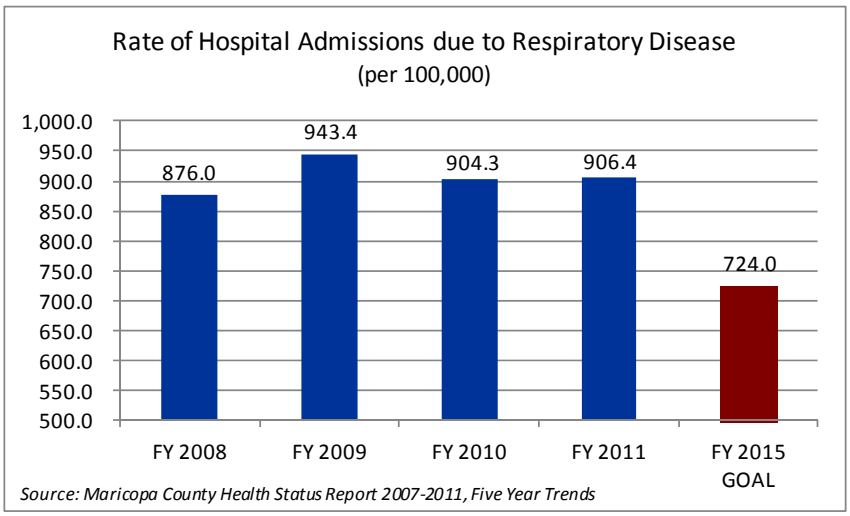
Where We Are:



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

Why this is Important:
For the past decade, one of the leading causes of illness and deaths among adults in Maricopa County has been related to respiratory disease. This goal is aimed at reducing the number of adults who suffer from this disease each year. Public Health established the baseline rate for this goal in 2011 as 905 admissions per 100,000 people in Maricopa County.

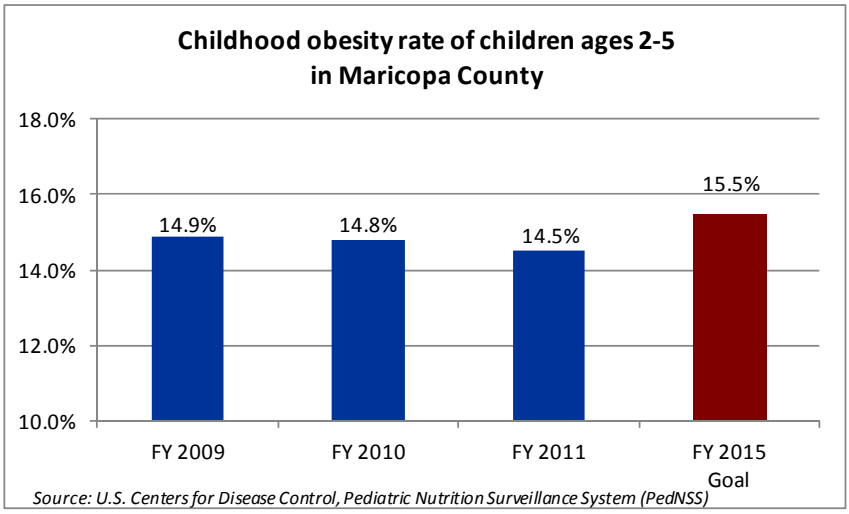
Where We Are:



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

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

Where We Are:



Strategic Priority 4: Individual Empowerment

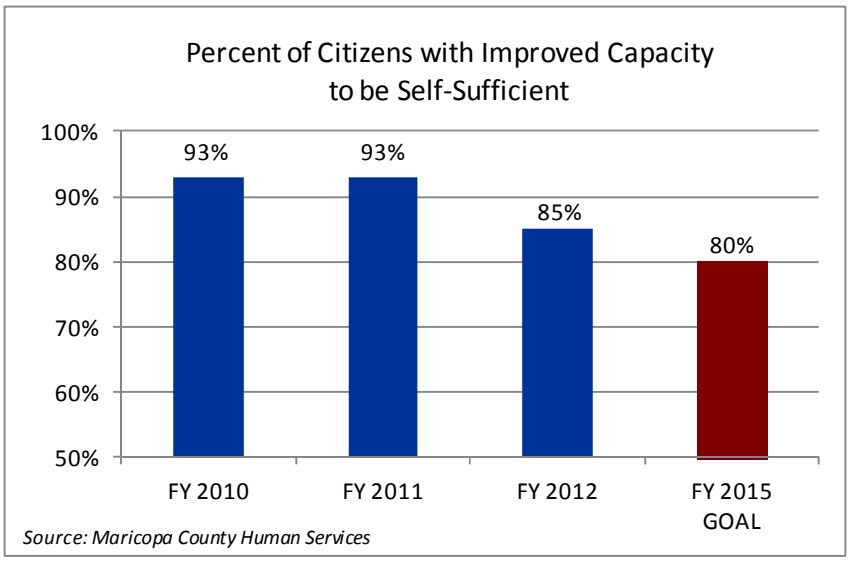
Promote opportunities for and educate residents so they can improve their own circumstances and quality of life

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

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

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

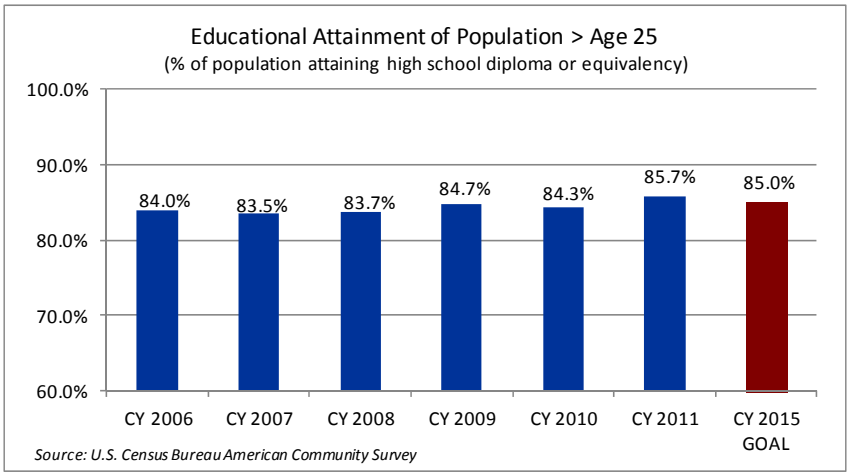
Where We Are:



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

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

Where We Are:



Strategic Priority 5: Sustainable Environment

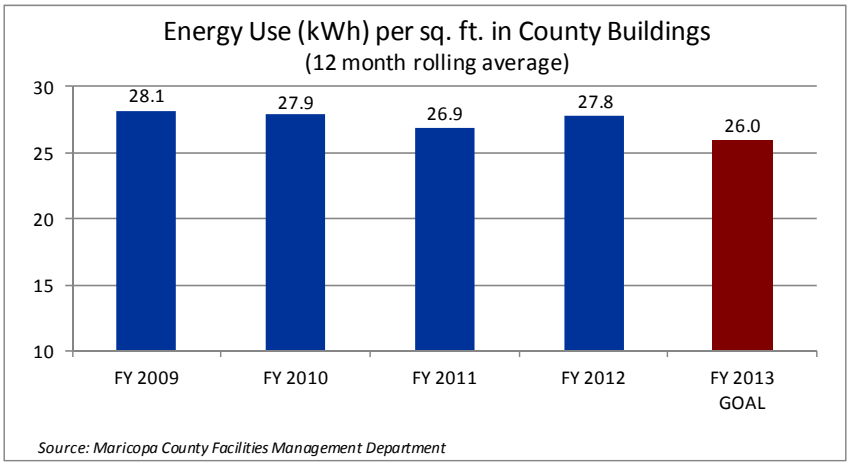
Reduce the environmental impact of County government and provide leadership to promote regional environmental sustainability, including the preservation of open, natural park and recreation lands

Many factors influence the decision on where people choose to live. Communities where citizens have areas to relax and enjoy the environment and that work to improve their overall livability will ensure sustainable development in ways that meet the needs of the present without compromising the ability of future generations to meet their own needs. In Maricopa County, sustainability issues dealing with air quality, water and energy availability, and open space are becoming increasingly important to the livability of the community. A 2008 Board policy established the Green Government goals for Maricopa County government operations to ensure that the County is promoting sustainable practices, including reducing the energy use in County buildings, which also will save the County money and lead to long-term economic growth. Ensuring that services are provided in a sustainable fashion and that the County is promoting sustainable practices among its employees and residents is a key priority of Maricopa County.

Strategic Goal 1: By 2013, actual energy use will be no more than 26-kilowatt hours per square foot in County buildings, a reduction of 7.5% from 2009 levels.

Why this is Important:
With more than 12,000 employees and 177 buildings, Maricopa County is leveraging its assets and activities to make great strides in energy reduction. According to the Environmental Information Administration, the buildings in the U.S. consume 72% of the electricity generated. Energy efficiency is becoming even more necessary as Maricopa County continues to add residents to its population base using more finite fossil fuel energy.

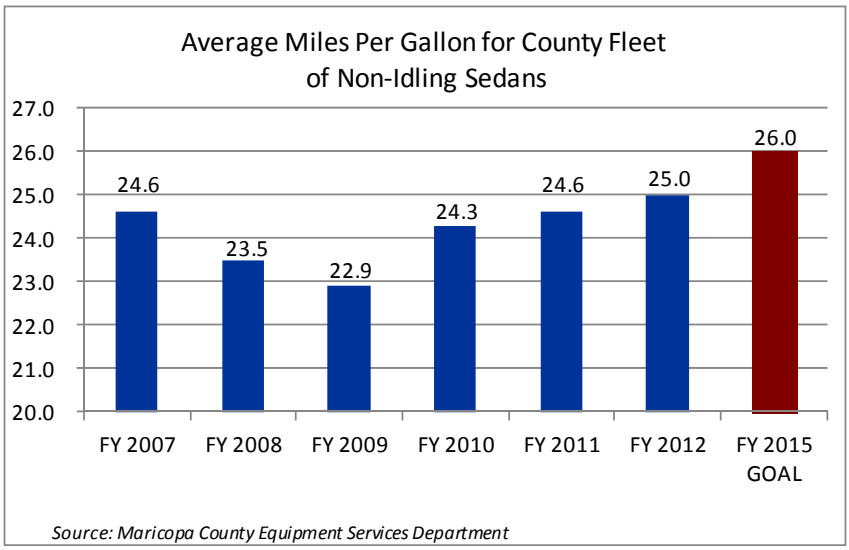
Where We Are:



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

Why this is Important:
Maricopa County maintains a fleet of over 2,000 vehicles and maintains a road network of over 2,600 miles with signals at over 115 intersections. This goal is aimed at improving the fuel efficiency of the County's fleet of vehicles.

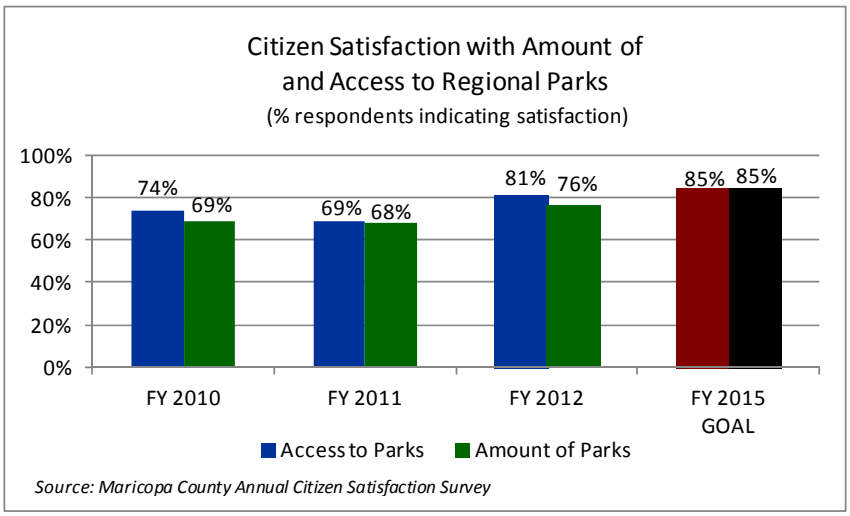
Where We Are:



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

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

Where We Are:



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

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

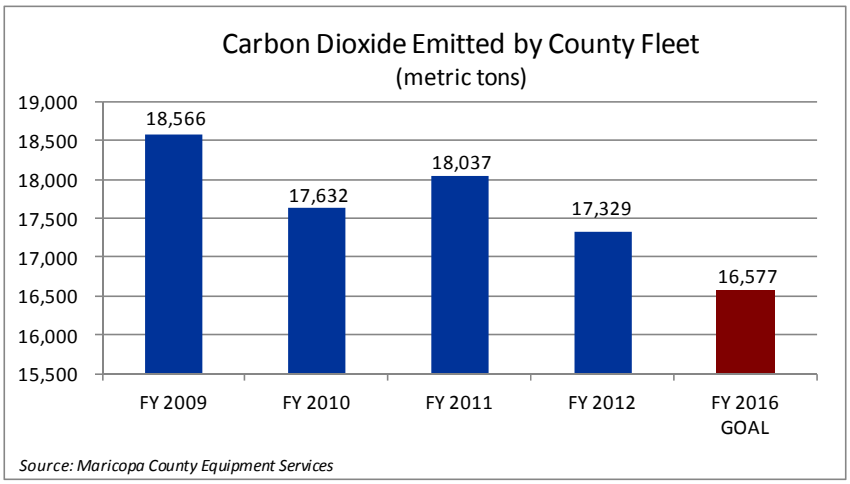
Where We Are:
Facilities Management Department as well as the Library District and Parks and Recreation all have built LEED certified buildings:

- South Court Tower – Gold Certified
- Santa Fe Freight Depot – Silver Certified
- White Tank Library and Nature Center – Platinum Certified
- Sheriff's Office Headquarters – still under construction, on track for Silver Certification

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

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

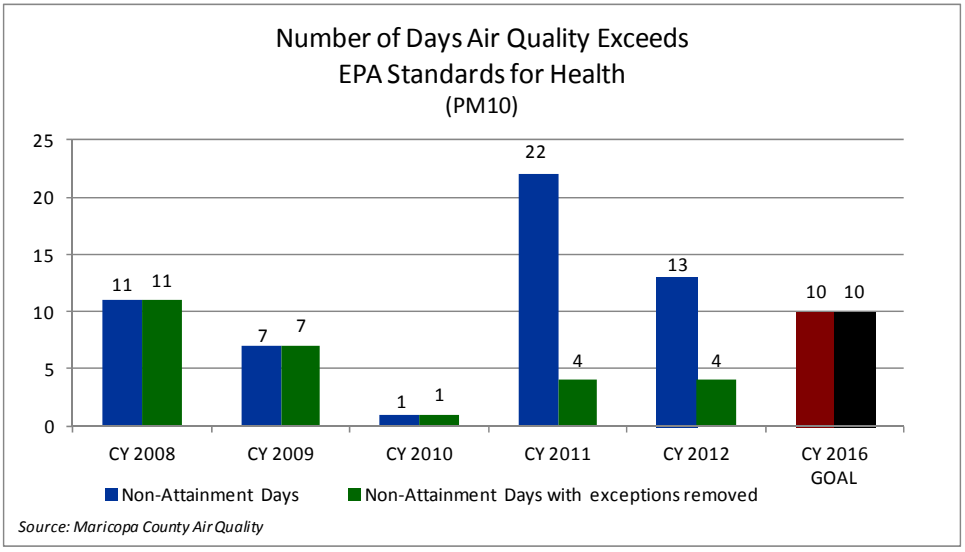
Where we are:



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

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

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



Strategic Priority 6: Effective Economy

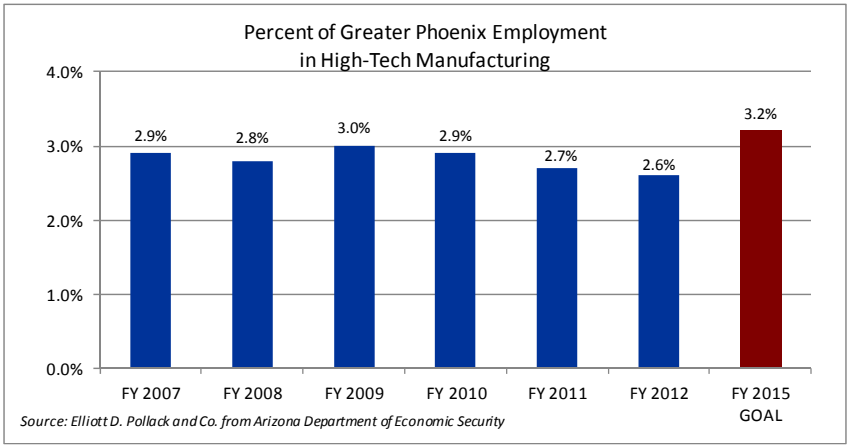
Contribute to an effective regional economy.

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

Strategic Goal 1: By 2015, the share of employment in base or export industries, as measured by the percentage of jobs in high-tech manufacturing in the Greater Phoenix metro area, will increase to 3.2% of total employment in Maricopa County.

Why this is Important:
Economic conditions underlie many other issues facing County residents, as well as the ability of County government to direct resources to critical public services. A key to economic strength and prosperity is to have base industries (those that derive their income from exporting goods and services outside the region) make up a healthy share of the local economy. Base industries bring income into the region and are essential to economic growth. The decline in local employment in base industries must be stopped and reversed.

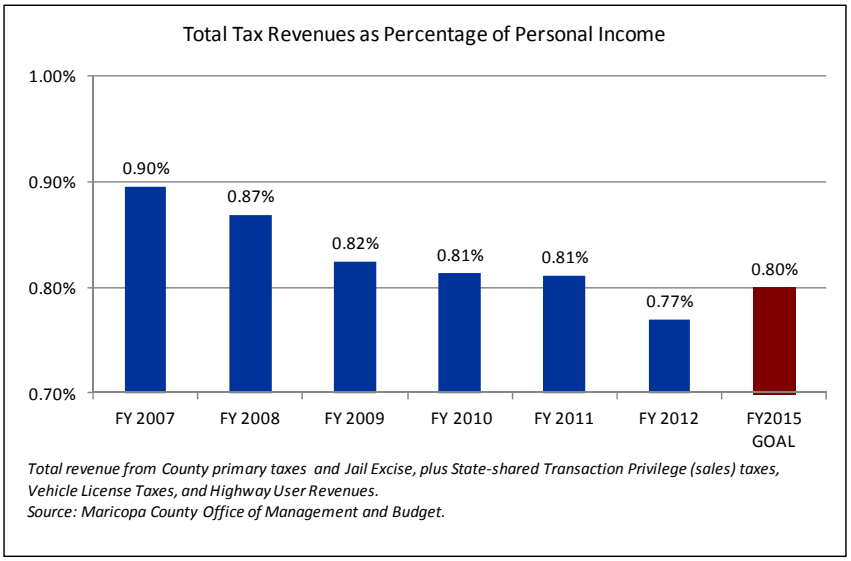
Where We Are:



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

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

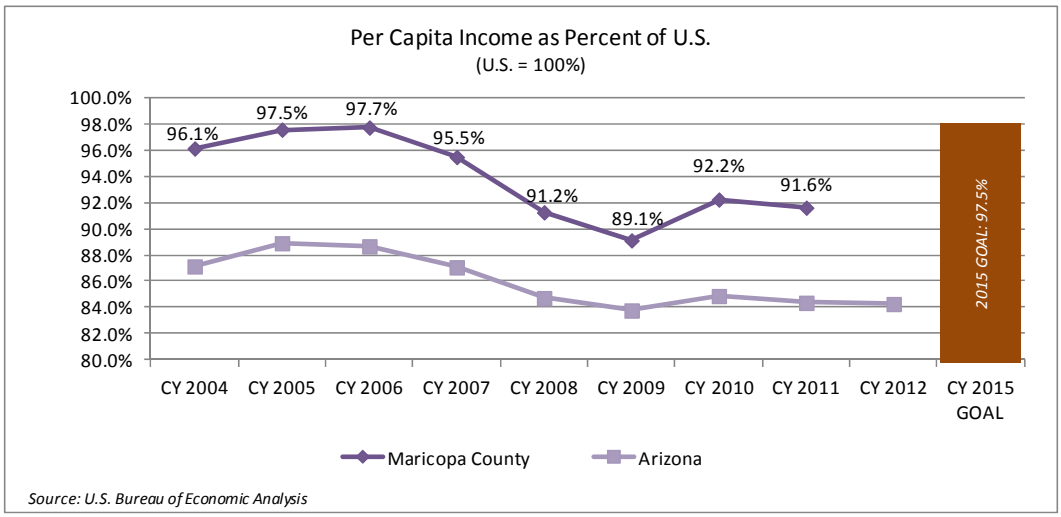
Where We Are:



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

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

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



Strategic Priority 7: Quality Transportation

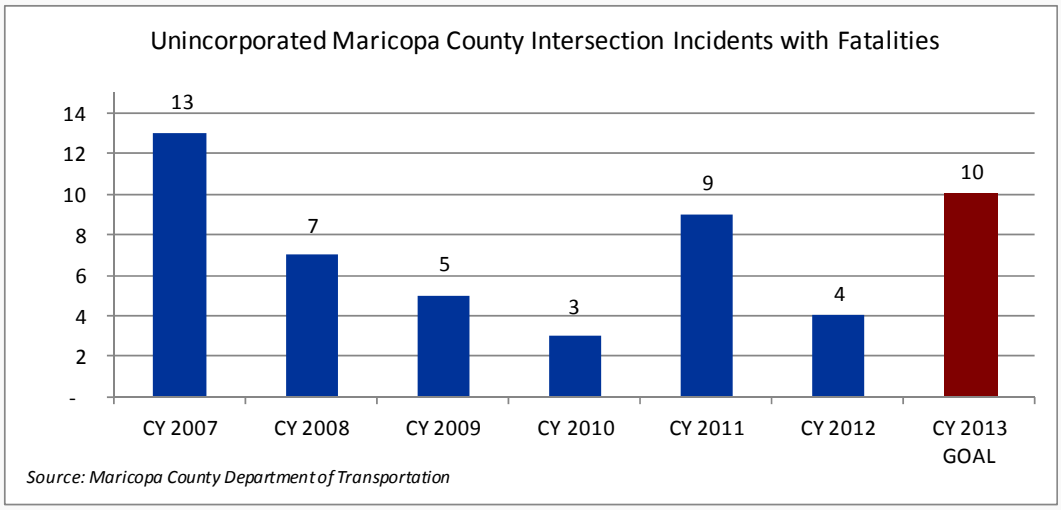
Contribute to a safe and effective transportation system

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

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

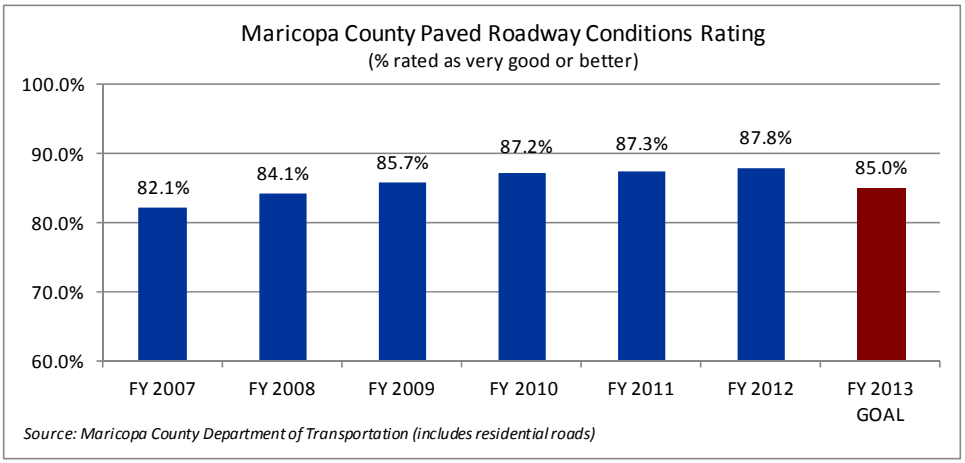
Why this is Important:
In 2009, there were 33,808 fatalities on our Nation's roadways. Of these, 7,043 (20.8% of total fatalities) were intersection or intersection related. An intersection is a planned point of conflict in the roadway system. With different crossing and entering movements by both drivers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

Where we are:



Strategic Goal 2: By 2013, 85% of Maricopa County paved roadway system mileage will have a pavement condition rating of "very good or better," an improvement of 3.3% over 2010.

Where We Are:



Strategic Priority 8: Citizen Satisfaction

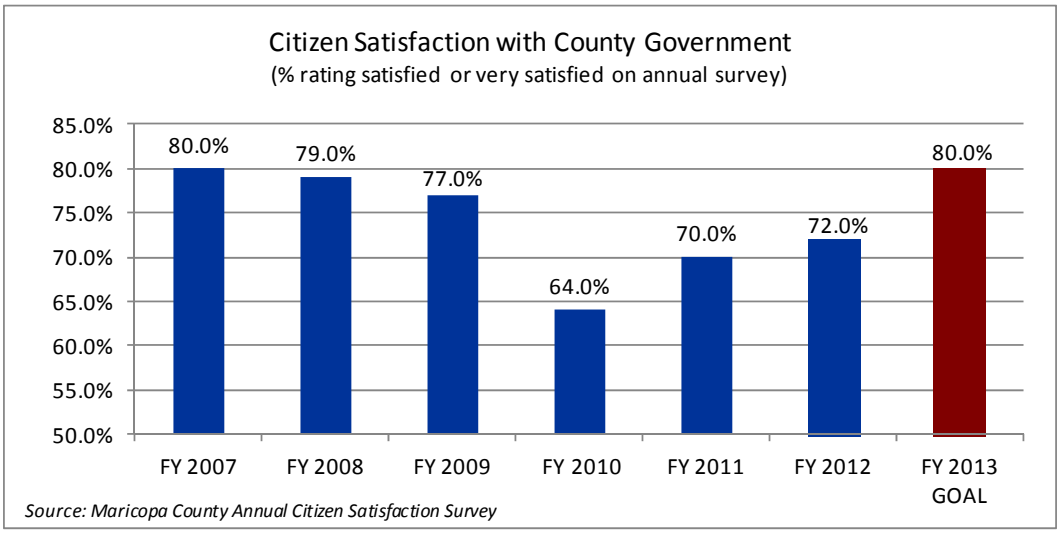
Increase citizen satisfaction and trust in County government with efficient, effective, and accountable public services

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

Strategic Goal 1: By 2013, 80% or more of County residents will indicate satisfaction with County government performance, as measured by positive responses on the annual Citizen Satisfaction Survey.

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

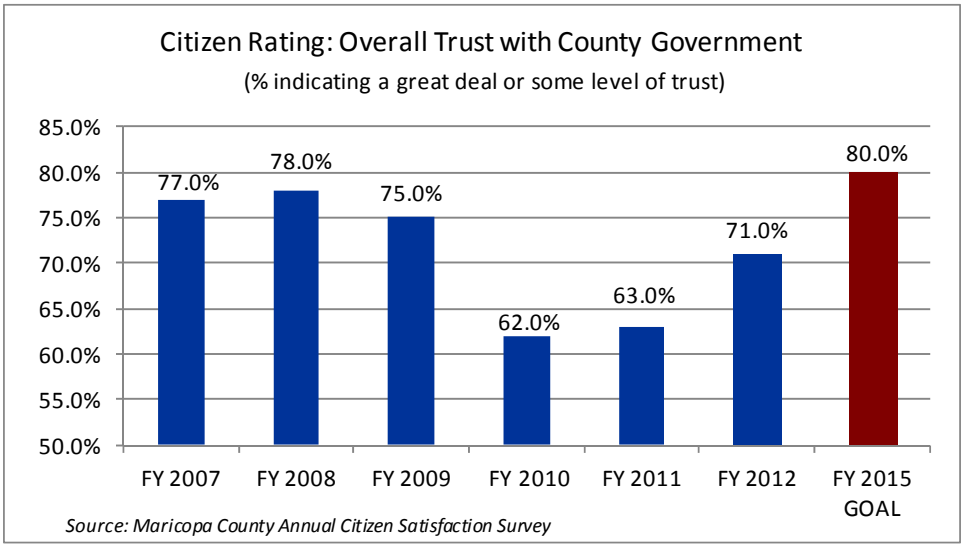
Where We Are:



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

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

Where We Are:



Strategic Priority 9: Fiscal Strength

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

The ability of the County to meet the needs of its citizens is directly related to its ability to achieve and sustain fiscal stability. The County's strategic priority to continue to exercise sound financial management and build the County's fiscal strength while minimizing the property tax burden will create the foundation necessary to achieve the results that citizens desire. Many factors influence the County's ability to achieve this priority. Among them are the ability to continue to be a low-cost leader in providing services and the ability to reduce the mandated contributions to the State of Arizona, which impact the General Fund.

Strategic Goal 1: By 2015, Maricopa County will be the low-cost leader among large urban benchmark counties as demonstrated by having the lowest cost on 100% of a basket of commonly provided services and functions.

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

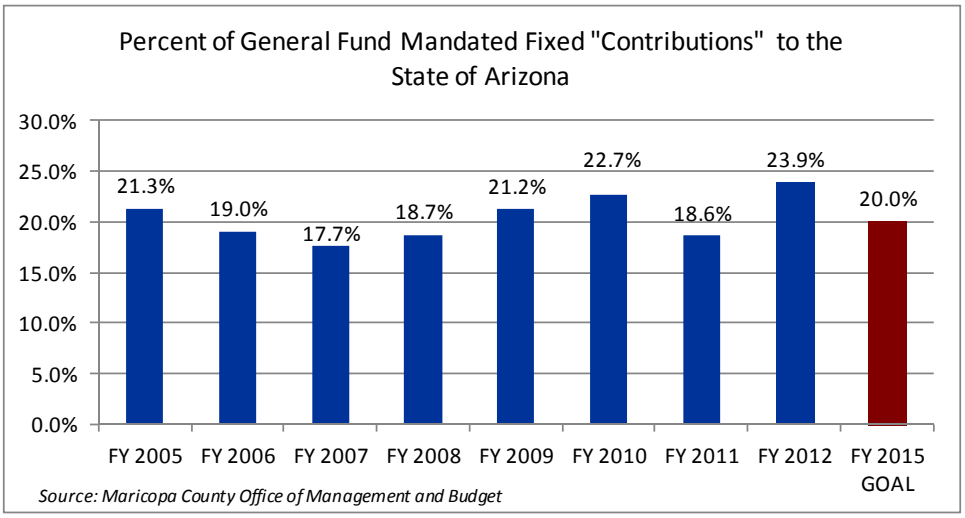
- *Total expenditures per capita*
- *$/1000 Board of Supervisors' constituents*
- *$/child immunization*
- *$/child enrolled in Head Start*
- *$/dog shelter day*
- *$/property tax bill*

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

Strategic Goal 2: By FY 2015, mandated fixed contributions to the State of Arizona will be less than 20% of total General Fund operating revenues, a reduction of 11.9% from the FY 2010 level.

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

Where We Are:



Strategic Priority 10: Quality Workforce

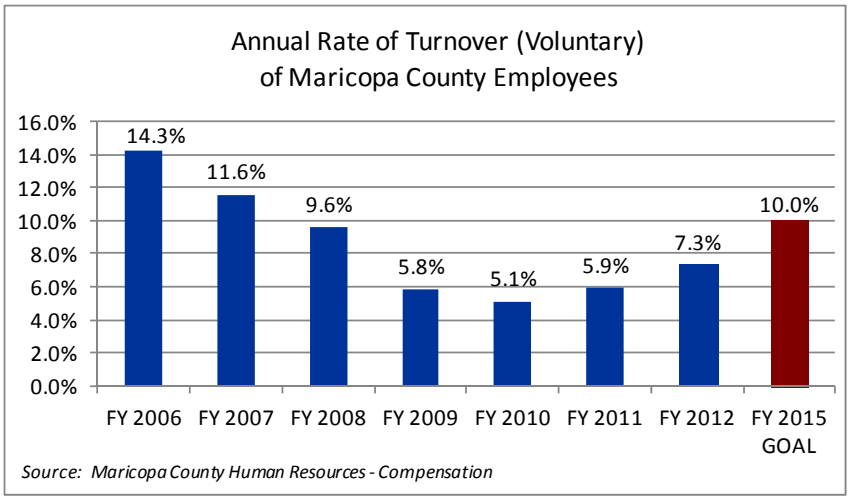
Maintain a quality, diverse, and innovative workforce and equip County employees with tools and technology they need to do their jobs safely and well

Maricopa County recognizes the important role its employees have in the success of its operation. The Maricopa County Board of Supervisors has adopted a strategic priority to maintain a quality workforce. Through this strategic priority, the County strives to create an exceptional work environment as measured by increasing retention rates and ensuring employee satisfaction.

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

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

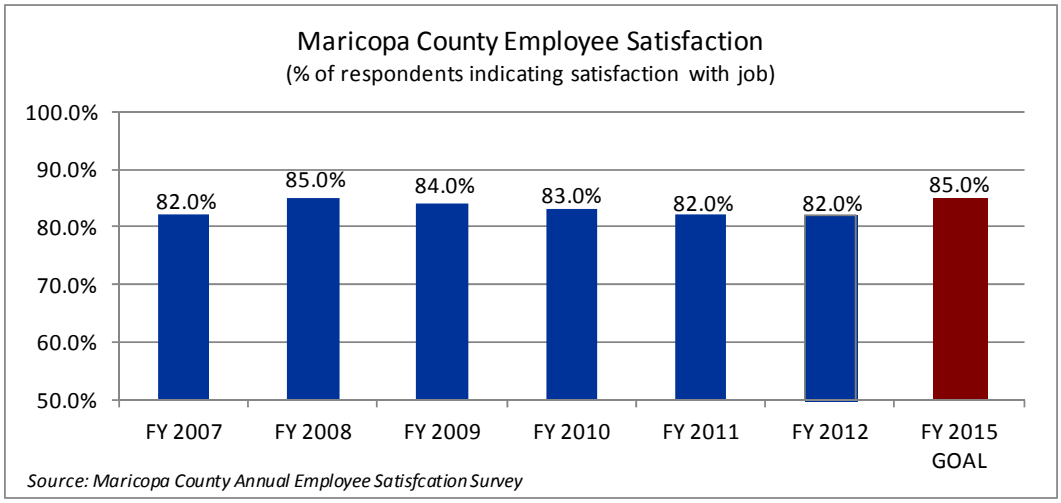
Where We Are:



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

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

Where We Are:



Budget Policies and Process

Policies and Their Budgetary Impact

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

Managing for Results Policy

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

Key provisions:

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

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

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

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

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

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

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

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

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

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

Budgeting for Results Policy Guidelines

The purpose of this policy is to set forth the guidelines for developing budgets for Maricopa County, as well as the Flood Control, Library, and Stadium Districts. Maricopa County's budget process provides for responsible management of taxpayers' resources, while insuring that funds are directed towards achieving results at all levels.

Key provisions:

- Defines Budgeting for Results as a process in which budgetary decisions are based on or informed by performance information that describes the cost or efficiency of producing an activity and the results achieved for customers. Budgeting for Results is the primary basis for decisions about department budgets.

- Requires using conservative revenue estimates.

- Requires that the budget be structurally balanced (recurring expenditures fully supported by recurring sources of funding).

- Base budgets will be analyzed for possible reductions, and requests for new funding will be analyzed based on impact on results.

- Wherever possible, grants and other non-local revenue sources will be used before allocating General Fund resources or other local revenues.

- Wherever possible, the budget will provide for the adequate and orderly replacement of facilities and major equipment from current revenues.

- Wherever appropriate, services and programs will be supported by user fees that recover full direct and indirect costs, unless market considerations dictate otherwise.

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

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

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

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

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

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

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

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

- Funding for the Self-Insurance Risk Trust Fund will be assessed from all funds, and provide for an ending cash balance equal to the projected paid losses and claims-related expenses for the upcoming fiscal year.

Budgeting for Results Accountability Policy

The purpose of the Budgeting for Results Accountability Policy is to provide guidelines and direction on managing Board-approved budgets to elected, appointed and judicial branch agencies so that they can be accountable and comply with the law.

Key provisions:

- The Policy provides Departments with flexibility in managing their resources to achieve results for customers while upholding accountability for spending within legal appropriations
- Appropriated budgets are defined as legal authorization by the Board to expend funds or incur obligations for specific purposes. The Board may establish appropriated budgets at different levels of detail if there is a significant risk that a department will exceed its appropriated budget. Changes in appropriated budgets must be approved by the Board.
- Budgets are normally appropriated at the level of department, fund, and function. Where applicable, appropriation levels may be established by program/activity, or object of expenditure.
- Detailed budgets are specified by month, function, organizational unit, Activity, object/source, and position. “Function” is classification of expenditures and revenues according to whether they are recurring or non-recurring.
- Appropriated budgets are not guaranteed from one fiscal year to the next.
- Departments develop and maintain detailed revenue and expenditure budgets that are loaded into the main financial system. Detailed budgets must equal appropriated budgets.
- Requests to amend appropriated budgets supported by grants, donations or intergovernmental agreements may be made when expenditures from these sources are forecasted to exceed the appropriation.

- Appropriated budgets must be reduced if revenue is forecasted to be significantly less than the current budget.
- To maximize results, departments have flexibility to incur expenditures that vary from their detailed budgets, so long as they comply with the appropriated budget. Flexibility is accompanied by responsibility to produce expected results while absorbing unanticipated spending increases.
- If a department requests an appropriated budget increase for unanticipated spending, the Board may adopt appropriated budgets for that department at the level of program/activity and/or object of expenditure.
- Departments may not recommend any agreements that commit the County to expenditures for which funding is not identified in future years.
- Departments must verify funding for all purchases and contracts.
- Department expenditures and revenues are monitored and reported on a monthly basis. The Department of Finance shall prepare and submit to the Board a comprehensive monthly analysis of budget variances by department and fund or by lower appropriation level, and will investigate any negative year-to-date variances.
- Departments with negative year-to-date expenditure or revenue variances must provide a written explanation and corrective action plans, which must be reviewed and approved.
- Departments may not exceed their appropriated expenditure budgets, and are required to reduce expenditures to offset any shortfall in budgeted revenue.
- The Department of Finance shall prepare and submit to the Board a comprehensive report of audited actual expenditures relative to appropriated budgets. The report will include an explanation of each instance in which expenditures exceeded appropriated budgets.
- If a department exceeds its annual appropriated expenditure budget or creates County liabilities that result from audit findings for which the County is responsible, the department's expenditures will be reviewed by the Office of Management and Budget to identify the causes of the overrun. Corrective action may include adopting appropriated budgets at the level of program/activity and/or object of expenditure and a reduction of the department's appropriated budget in the subsequent fiscal year in an amount up to the amount of the overrun in the prior fiscal year.
- The total costs associated with fulfilling an internal records request will be charged against the budget of the department making the request. The County Manager can waive the transfer of costs if the costs are less than $1,000.

Reserve and Tax Reduction Policy Guidelines

The purpose of this policy is to provide for long-term financial stability and low, sustainable taxes through responsible use of non-recurring resources, appropriate and minimal use of debt, and maintenance of reserve funds. Adherence to the policy will insure that Maricopa County maintains recurring revenue streams sufficient to support ongoing spending requirements.

Adequate reserves will allow the County to maintain services during economic downturns without drastic expenditure reductions or tax increases while longer-term budgetary adjustments are put in place. Further, this policy sets budgetary and financial guidelines regarding the reduction of taxes.

- The Board of Supervisors will commit a portion of the fund balance in the General Fund for budget stabilization purposes. The General Fund committed balance will be sufficient to eliminate cash flow borrowing in the General Fund and in other funds as necessary.
- Spendable beginning fund balances will be estimated and included in the annual budget.
- Fund balances may be appropriated for the following specific uses, consistent with the legally-authorized purposes of the fund:
    - *Acquisition of fixed assets.*
    - *Retirement of outstanding debt.*
    - *Fiscal stabilization* by offsetting operating revenue shortfalls due to economic downturns, so long as adjustments are made to restore the structural balance of the budget within one to two fiscal years.
- Proceeds from the sale of real property will be set aside for capital improvements or to repay debt used to finance capital improvements, so long as future liabilities associated with the property, including environmental clean up, have been met.
- In cases where an expenditure can be funded by more than one component of fund balance (restricted, committed, assigned or unassigned), the following is the flow assumption:
    - First, expenditures will draw on unassigned fund balances,
    - Second, expenditures will draw on assigned fund balances (if applicable),
    - Third, expenditures will draw on committed fund balances, and
    - Fourth, expenditures will draw on restricted fund balances.
- Use of fund balances must be consistent with the Tax Reduction Policy Guidelines, as outlined below.
- Unless otherwise required by law, the Board of Supervisors/Board of Directors will strive to maintain the combined primary, debt service, Library District, and Flood Control District property tax burden at current or lower levels. The Board of Supervisors/Board of Directors may reduce property taxes under the following conditions:
    - The tax reduction is sustainable for the foreseeable future according to reasonable and conservative forecasts.
    - The budget is currently structurally balanced, e.g., recurring revenue exceeds recurring expenditures and will remain so into the future according to reasonable and conservative forecasts.
    - The fund balance in the General Fund committed for budget stabilization is sufficient to eliminate cash-flow borrowing and unexpected economic changes.
    - Fund balances have been appropriated or committed for repayment of outstanding debt.
    - Necessary capital expenditures are appropriated from fund balance.

Funded Positions Policy

The purpose of the policy is to establish guidelines for adding, deleting and changing positions so that all authorized positions are fully funded on an annualized basis, and that any filled or vacant position that becomes unfunded or under-funded is either fully funded or deleted. Key provisions:

- Departments can establish new positions with review and approval by the Office of Management and Budget (OMB). Position requests must include a brief description of the purpose of the position(s), including relation to measured results, strategic goals.

- Departments must also identify how the positions will be funded, and any positions to be deleted. Departments must justify why budget savings that will be used to fund the requested positions should not be retained as budget savings.

- Position requests are not approved if the fully annualized cost can be supported within the Department's current appropriation, or if the Board has approved other funding, and must otherwise comply with established Board policies and priorities. Proposed job descriptions and salaries are also reviewed.

- If a position request is denied, Elected or Judicial Branch departments may appeal the decision to the Board. If the Board approves a position request on appeal, the approval must be accompanied by an action to provide funding for the position(s) as necessary.

- During the annual budget process, Departments verify that budgets and funding are adequate to support all authorized positions. OMB validates position funding and identifies positions that are potentially unfunded or underfunded.

- Total FTEs and average wage and benefit rates must be at or lower than budgeted levels at all times, and fully funded on an annualized basis with current appropriation levels and funding. Turnover or attrition savings will be budgeted in all Departments at appropriate levels.

- Vacant underfunded positions have the option of eliminating the positions or identifying additional funding for them. Vacant unfunded positions will be eliminated.

- Filled, unfunded or under-funded positions will be reviewed, and the issue will be taken to the Board for resolution.

Annual Budgeting for Results Guidelines and Priorities

In addition to the standing policies outlined above, at the beginning of the budget process each year, the Board of Supervisors adopts specific guidelines and priorities for the upcoming fiscal year. This document provides policy direction to the Office of Management and Budget and departments to develop a structurally balanced budget that carries out the County's mission and strategic goals within available resources. The *Guidelines and Priorities* typically provide direction on property taxes, employee compensation, formulation of budget targets, requests for additional funding, and the capital improvement program. The *Guidelines and Priorities* are addressed in the County Manager's Transmittal Letter, and their full text is included in the *Attachments* section.

Summary of Significant Accounting Policies

The accounting policies of Maricopa County conform to generally accepted accounting principles (GAAP) applicable to governmental units adopted by the Governmental Accounting Standards Board (GASB).

Reporting Entity

Maricopa County is a general-purpose local government governed by a separately elected board of five county supervisors. Financial statements present the activities of the County (the primary government) and its component units.

Component units are legally separate entities for which the County is considered to be financially accountable. Blended component units, although legally separate entities, are in substance part of the County's operations. Therefore, data from these units is combined with data of the primary government. Discretely presented component units, on the other hand, are reported in a separate column in the combined financial statements to emphasize they are legally separate from the County. The County does not report any discretely presented component units. Each blended component unit discussed below has a June 30 year-end.

The reporting entity comprises the primary government, Housing Authority of Maricopa County Maricopa County Flood Control District, Maricopa County Library District, Maricopa County Public Finance Corporation, Maricopa County Special Assessment Districts, Maricopa County Stadium District, and Maricopa County Street Lighting Districts. The blended component units are as follows:

Housing Authority of Maricopa County

On July 1, 2003, the Housing Authority of Maricopa County became a legally separate entity pursuant to A.R.S. §36-1404. The Housing Authority provides efficient and affordable rental housing to low income households of Maricopa County. On December 13, 2010, the Maricopa County Board of Supervisors adopted a resolution, pursuant to Arizona Revised Statutes ("A.R.S.") §36-1404, for the Housing Authority of Maricopa County (Authority). Although the Authority is still considered a legally separate entity pursuant to A.R.S.§36-1404, as a result of this resolution, the Maricopa County Board of Supervisors now serves as the Authority's Board of Commissioners and is able to significantly influence the programs, projects, activities and level of services provided by the Authority. Therefore, effective December 13, 2010, the Authority is considered a blended component unit of the County.

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

Maricopa County Flood Control District

The Maricopa County Flood Control District is a legally separate, tax-levying entity pursuant to A.R.S. §48-3602 that provides flood control facilities and regulates floodplains and drainage to prevent flooding of property in Maricopa County. As the Maricopa County Board of Supervisors serves as the Board of Directors of the Flood Control District, it is able to influence significantly the programs, projects, activities, and level of services provided by the District; therefore, the District is considered a blended component unit of the County.

Maricopa County Library District

The Maricopa County Library District is a legally separate, tax-levying entity pursuant to A.R.S. §48-3901 that provides and maintains library services for the residents of Maricopa County. As the Maricopa County Board of Supervisors serves as the Board of Directors of the Library District, it is able to significantly influence the programs, projects, activities, and level of services provided by the District; therefore, the District is considered a blended component unit of the County.

Maricopa County Public Finance Corporation

Maricopa County Public Finance Corporation is a nonprofit corporation created by the Maricopa County Board of Supervisors that exists primarily to assist the County in the acquisition, construction, and improvement of County facilities, including real property and personal property. The Board of Directors of the Public Finance Corporation is subject to the approval of the County Board of Supervisors and the corporation exists primarily for the benefit of the County; therefore, the corporation is considered a blended component unit of the County. The corporation has issued certificates of participation, lease revenue bonds, and lease trust certificates that evidence undivided proportionate interests in rent payments to be made under the lease agreements, with an option to purchase, between Maricopa County and the Corporation. Since this debt is in substance the County's obligation, these liabilities and resulting assets are reported on the County's financial statements.

Maricopa County Special Assessment Districts

The Special Assessment Districts are legally separate entities that provide improvements to various properties within the County. As the Maricopa County Board of Supervisors serves as the Board of Directors of the Maricopa County Special Assessment Districts, it is able to significantly influence the activities and level of services provided by the Districts; therefore, the Districts are considered a blended component unit of the County.

Maricopa County Stadium District

The Maricopa County Stadium District is a legally separate entity that provides regional leadership and fiscal resources to assure the presence of Major League Baseball in Maricopa County. As the Maricopa County Board of Supervisors serves as the Board of Directors of the Stadium District, it is able to significantly influence the programs, projects, activities, and level of services provided by the District; therefore, the District is considered a blended component unit of the County.

Maricopa County Street Lighting Districts

The Street Lighting Districts are legally separate entities that provide street lighting in areas of the County that are not under local city jurisdictions. As the Maricopa County Board of Supervisors serves as the Board of Directors of the Maricopa County Street Lighting Districts, the Districts are considered a blended component unit of the County.

Related Organization

The Industrial Development Authority of Maricopa County (Authority) is a legally separate entity that was created to assist in the financing of commercial and industrial enterprises; safe, sanitary, and affordable housing; and healthcare facilities. The Authority fulfills its function through the issuance of tax-exempt or taxable revenue bonds. The County Board of Supervisors appoints the Authority's Board of Directors. The Authority's operations are completely separate from the County, and the County is not financially accountable for the Authority. Therefore, the financial activities of the Authority have not been included in the accompanying financial statements.

Basis of Presentation

The basic financial statements include both government-wide statements and fund financial statements. The government-wide statements focus on the County as a whole, while the fund financial statements focus on major funds. Each presentation provides valuable information that can be analyzed and compared between years and between governments to enhance the usefulness of the information.

Government-wide financial statements provide information about the primary government (the County) and its component units. The statements include a statement of net assets and a statement of activities. These statements report the financial activities of the overall government, except for fiduciary activities. They also distinguish between the governmental and business-type activities of the County and between the County and its discretely presented component unit. Governmental activities generally are financed through taxes and intergovernmental revenues. Business-type activities are financed in whole or in part by fees charged to external parties.

The statement of activities presents a comparison between direct expenses and program revenues for each function of the County's governmental activities and segment of its business-type activities. Direct expenses are those that are specifically associated with a program or function and, therefore, are clearly identifiable to a particular function. The County allocates indirect expenses to programs or functions. Program revenues include:

- Charges to customers or applicants for goods, services, or privileges provided,
- Operating grants and contributions, and
- Capital grants and contributions, including special assessments.

Revenues that are not classified as program revenues, including internally dedicated resources, unrestricted grant revenues, and all County levied taxes or taxes not levied by the County that are not restricted to a specific program, are reported as general revenues.

Generally, the effect of interfund activity has been eliminated from the government-wide financial statements to minimize the double counting of internal activities. However, charges for interfund services provided and used are not eliminated if doing so would distort the direct costs and program revenues reported by the departments concerned.

Fund financial statements provide information about the County's funds, including fiduciary funds and blended component units. Separate statements are presented for the governmental, proprietary, and fiduciary fund categories. The emphasis of fund financial statements is on major governmental and enterprise funds, each displayed in a separate column. All remaining governmental and enterprise funds are aggregated and reported as 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 to be non-operating expenses.

The County reports the following major governmental funds:

<u>The General Fund</u> – 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.

<u>The Detention Operations Fund</u> – was established under the authority of propositions 400 and 401, which were passed in the General Election of November 3, 1998. These propositions authorized a temporary 1/5 of one-cent sales tax to be used for the construction and operation of adult and juvenile detention facilities. On November 5, 2002, the voters approved the extension of the 1/5 of one-cent sales tax in the General Election. The extension begins in the month following the expiration of the

original tax and may continue for not more than twenty years after the date the tax collection begins. The Jail Operations Fund accounts for the jail tax revenue and transfers from the General Fund for maintenance of effort and jail operations expenditures. The Jail Operations Fund transfers monies to the Jail Construction Fund for the construction of the jail facilities. The amount to be transferred to the Jail Construction Fund for any given year is determined through the budget planning process and tied to the jail tax collection projection and construction schedules.

The County Improvement Debt Fund – accounts for the debt service on the Lease Revenue Refunding Bonds, Series 2003; Lease Revenue Bonds, Series 2007A; Lease Revenue Refunding Bonds, Series 2007B; and other long-term obligations. Funding is provided by transfers from the General Fund and intergovernmental revenue from the Maricopa County Special Health Care District, a separate legal entity.

The General Fund County Improvements Fund – was established to fund current and future capital projects. Fund assets may be used to pay directly for capital projects or may be appropriated by the Board of Supervisors for debt service. None of the funds has been pledged for debt service, and fund assets may be transferred by the Board of Supervisors at any time for any other County purpose.

The County also reports the following fund types:

The internal service funds – account for automotive maintenance and service, telecommunications services, printing and duplicating services, insurance services, self-insured employee benefits, and warehouse services provided to County departments or to other governments on a cost reimbursement basis.

The investment trust fund – accounts for pooled assets held and invested by the County Treasurer on behalf of other governmental entities.

The agency fund – accounts for assets held by the County as an agent for other governments and individuals.

Basis of Accounting

The government-wide, proprietary fund and fiduciary fund financial statements are presented using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flows take place. Property taxes are recognized as revenue in the year for which they are levied. Grants and donations are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental funds in the fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. The County considers all revenues reported in the governmental funds to be available if the revenues are collected within 60 days after year-end. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on general long-term debt, claims and judgments and compensated absences, which are recognized as expenditures to the extent they are due and payable. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital lease agreements are reported as other financing sources.

Under the terms of grant agreements, the County funds certain programs by a combination of grants and general revenues. Therefore, when program expenses are incurred, there are both restricted and unrestricted net assets available to finance the program. The County applies grant resources to such programs before using general revenues.

The County's business-type activities, enterprise funds, and the discretely presented component unit of the County follow Financial Accounting Standards Board (FASB) Statements and Interpretations issued on or before November 30, 1989; Accounting Principles Board Opinions; and Accounting Research Bulletins, unless those pronouncements conflict with GASB pronouncements.

Cash and Investments

For purposes of its statements of cash flows, the County considers only those highly liquid investments with a maturity of three months or less, at the time when they are purchased, to be cash equivalents. Nonparticipating interest-earning investment contracts are stated at cost. Money market investments and participating interest-earning investment contracts, with a remaining maturity of one year or less at time of purchase, are stated at amortized cost. All other investments are stated at fair market value.

Inventories

The County accounts for its inventories in the governmental funds using the purchase method. Inventories of the governmental funds consist of expendable supplies held for consumption and are recorded as expenditures at the time of purchase. Amounts on hand at year-end are shown on the balance sheet as an asset, for informational purposes only, and are offset by a fund balance reserve to indicate that they do not constitute "available spendable resources." These inventories are stated at weighted-average cost. Inventories of the proprietary funds are recorded as assets when purchased and as expenses when consumed. The amount shown on the statement of net assets for the enterprise funds is valued at cost using the first-in, first-out method. The amount shown on the statement of net assets for the internal service funds is valued at cost using the moving-average method.

Property Tax Calendar

The County levies real property taxes and commercial personal property taxes, on or before the third Monday in August, that become due and payable in two equal installments. The first installment is due on the first day of October and becomes delinquent after the first business day of November. The second installment is due on the first day of March of the next year and becomes delinquent after the first business day of May. During the year, the County also levies mobile home personal property taxes that are due the second Monday of the month following receipt of the tax notice and become delinquent 30 days later. A lien assessed against real and personal property attaches on the first day of January preceding assessment and levy.

Capital Assets

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

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

	ESTIMATED USEFUL LIFE (IN YEARS)
TYPE OF ASSETS	PRIMARY GOVERNMENT
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 360 hours of vacation leave, but any vacation hours in excess of the maximum amount that are unused at calendar year-end convert to sick leave. Upon termination of employment, all unused vacation benefits are paid to employees. Accordingly, vacation benefits are accrued as a liability in the financial statements.

Employees may accumulate an unlimited number of sick leave hours. Generally, sick leave benefits provide for ordinary sick pay and are cumulative but are forfeited upon termination of employment. Because sick leave benefits do not vest with employees, a liability for sick leave benefits is not accrued in the financial statements. However, upon retirement, County employees with accumulated sick leave in excess of 1,000 hours are entitled to a $10,000 nontaxable investment in a Post Employment Health Plan (PEHP) established pursuant to Internal Revenue Code §501(c)(9).

Compensated absences are substantially paid within one year from fiscal year-end and, therefore, are reported as a current liability on the government-wide financial statements.

Basis of Budgeting and Budgetary Control

Arizona law requires the County to prepare and adopt an annual balanced budget for the General, Special Revenue, Debt Service, Enterprise and Capital Projects Funds. In addition, Maricopa County prepares budgets for its Internal Service Funds. Arizona law further requires that no expenditure shall be made or liability incurred that exceeds the amounts budgeted except as provided by law.

Appropriation levels are established by department, fund and function (operating vs. non-recurring, including projects), and lapse annually. During the year, budget transfers from the contingency account to a department's budget require approval by the Board of Supervisors. The budget is appropriated by fund for the three departments of the Judicial Branch and the five departments of the Public Defense System. Budgeted amounts are reported as originally adopted or as adjusted by authorization from the Board of Supervisors. Governmental funds in the fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. .

The County budgets for Governmental Fund types on a basis consistent with the County's financial reporting described earlier and generally accepted accounting principles (GAAP). Under this method, revenues are budgeted based on when they are anticipated to be 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. The annual expenditures are budgeted when they are anticipated to be known and incurred, except for principal and interest on general long-term debt, claims and judgments and compensated absences, which are budgeted as expenditures when they are anticipated to be paid. General capital asset acquisitions are budgeted as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital lease agreements are budgeted as other financing sources, with the exception of capital lease transactions, which are budgeted as expenditures. In addition, for internal service funds, the County budgets capital outlay expenditures instead of depreciation.

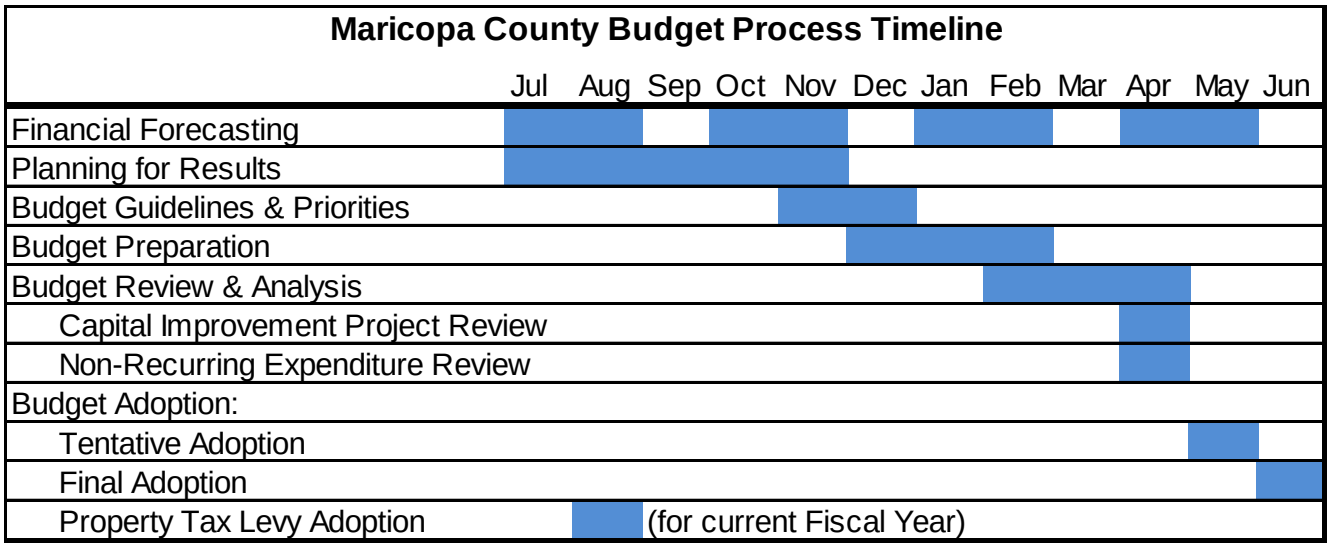
Budgets of Blended Component Units

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

The Budget Process

Annual Budget Process

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



The process may not exactly follow the general calendar in some years. Each year, certain circumstances, such as delays in the State of Arizona's budget approval process or the swearing in of newly elected Board members in January, may affect and alter specific dates. The annual budget calendar is provided in the Attachments section of this document.

Financial Forecasting

The Office of Management and Budget (OMB) updates the County's five-year financial forecast on a quarterly basis throughout the fiscal year for several major funds, including the General and Detention Funds. The five-year forecast provides a conservative estimate of the County's fiscal condition given realistic economic trends, current Board policies, and existing laws. The forecast does not incorporate anticipated policy changes, spending priorities, or proposed new revenue sources. The forecast update in November is particularly important, as it sets the stage for the upcoming budget-development process. Later forecasts inform the decision-making process as the budget is prepared, reviewed, and adopted. The current five-year forecast is presented in the Financial Forecast section of this document.

Planning for Results

Through the summer and fall, departments review and update their strategic business plans in accordance with the Managing for Results process. Departments update their strategic issues and goals, and set initial performance targets for their Activities and Programs. The Board of Supervisors may also consider updating the county-wide strategic plan. The current County strategic plan is presented in the Strategic Direction section of this document, while department strategic business plans are presented in the Department Strategic Business Plans and Budgets section.

Budget Guidelines and Priorities

The five-year financial forecast and Planning for Results set the stage for adoption of budget guidelines and priorities for the upcoming fiscal year. The Board of Supervisors typically adopts the guidelines and priorities in early December. Current Guidelines and Priorities are discussed in the Transmittal Letter, and presented in their entirety in the Attachments section.

Budget Preparation

Upon adoption of the budget guidelines and priorities, the Office of Management and Budget (OMB) prepares budget targets and detailed instructions for departments. Departments then prepare their

budget requests 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

During February and March, the Office of Management and Budget analyzes budget requests in the context of available resources, Board of Supervisors' priorities, and performance as defined by each department's strategic business plan. Budget requests are analyzed by Activity at a detailed level for every department and fund. Under the direction of the Deputy County Manager, OMB prepares budget recommendations for each department. In late March, the Deputy County Manager reviews budget recommendations with elected officials and the Presiding Judge, and negotiates budget agreements with them. Elected officials and the Judicial Branch departments have the opportunity to present their requested budgets to the Board of Supervisors. In April, OMB finalizes a consolidated Recommended Budget for presentation to the Board of Supervisors, which is presented to the Board in May.

Budget Adoption

Tentative Adoption

The Board of Supervisors tentatively adopts the budget in late May. The Board may choose to change the Recommended budget, or adopt it as presented. Once tentatively adopted, the total amount of budgeted expenditures from local funds may not be increased. Tentative Adoption opens a statutorily prescribed period for public review and comment on the budget. The budget and notice of subsequent public hearings must be published once a week for at least two consecutive weeks after Tentative Adoption in the County's official newspaper or in a newspaper of general circulation. Public budget presentations may also be held during this period to elicit citizen feedback.

Final Adoption

In late June, the Board of Supervisors holds a public hearing on the Final Adoption of the budget. The Tentative Budget is usually changed to reflect policy decisions by the Board, as well as any technical changes brought forward by the Office of Management and Budget.

Property Tax Levy Adoption

According to statute, the Board of Supervisors meets on the third Monday in August to adopt property tax levies and rates.

Fiscal Year 2014 Budget Process

Departments updated their strategic business plans in the summer and fall prior to budget preparation, following a normal schedule. Revenue collections were monitored closely, and the major revenues were forecasted quarterly. The FY 2014 Budgeting for Results Guidelines and Priorities were adopted by the Board of Supervisors on January 22, 2013.

Department budget targets and instructions for FY 2014 were developed and issued in December. Departments began to submit their budget requests to OMB from early January to late February. OMB reviewed and analyzed department budget requests from early January through late March. The Deputy County Manager negotiated budget recommendations with elected officials and the Presiding Judge from mid-March through mid-April.

The FY 2014 Chairman's Budget was presented to the Board of Supervisors on May 20, 2013 and was adopted the same day. Final Adoption of the budget occurred on June 24, 2013. Property Tax levies and rates were adopted on August 19, 2013.

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 2015 Budget Process

The FY 2015 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.).

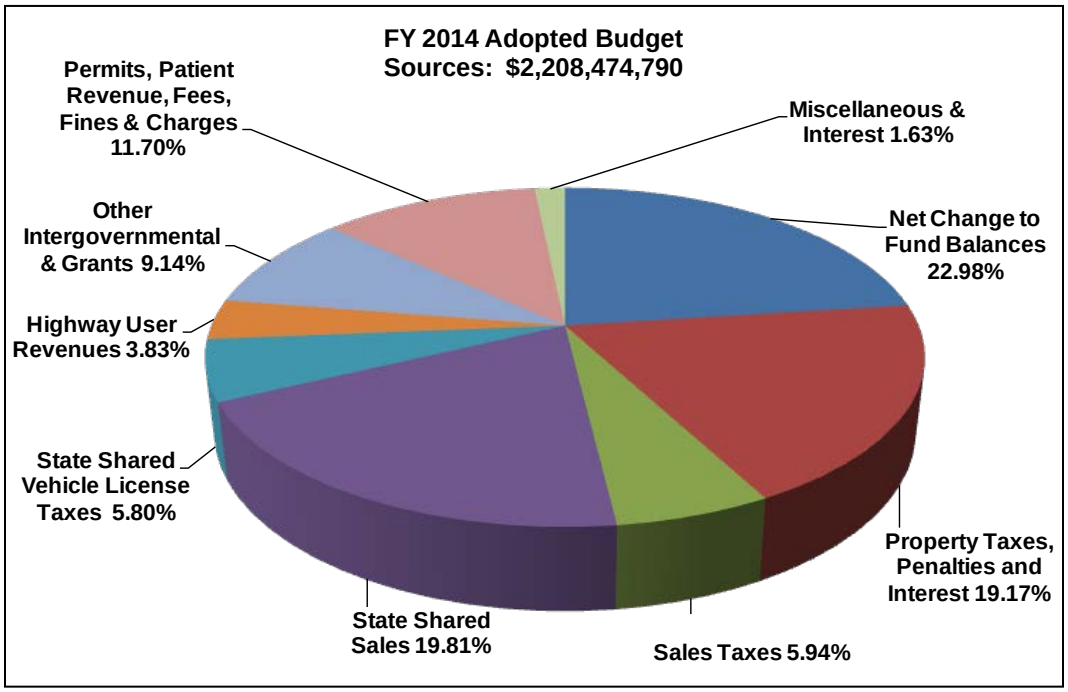
- Services are defined in Managing for Results as the deliverables or products that the customer receives. Services are expressed as nouns, not verbs, thus are defined in terms of what the customer actually receives from the County rather than in terms of what the department "does."
- Services are grouped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

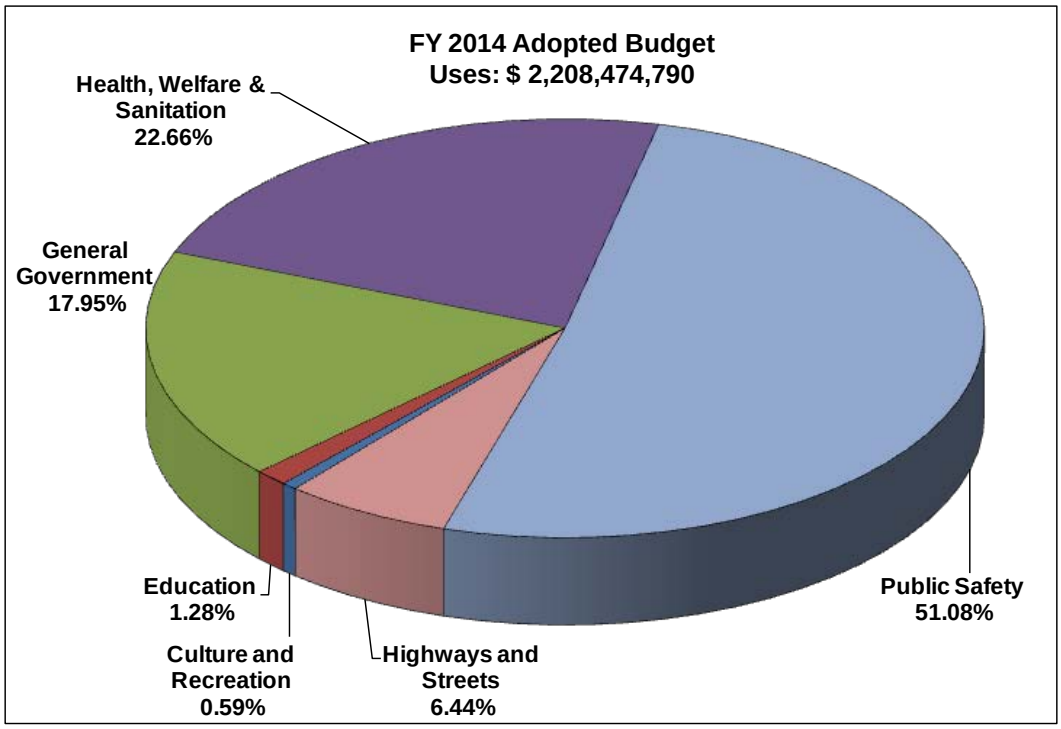
  The Program/Activity/Service structure is fully incorporated into Maricopa County's accounting and budgeting structure.

Consolidated Sources, Uses and Fund Balance by Fund Type

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	TOTAL
BEGINNING FUND BALANCE	$ 230,066,825	$ 179,860,902	$ 29,577,064	$ 739,873,008	$ 41,376,375	$ 1,220,754,174	$ -	$ 1,220,754,174
SOURCES OF FUNDS								
OPERATING								
PROPERTY TAXES	$ 404,902,095	$ -	$ -	$ -	$ -	$ 404,902,095	$ -	$ 404,902,095
TAX PENALTIES & INTEREST	18,500,000	-	-	-	-	18,500,000	-	18,500,000
SALES TAXES	-	131,106,321	-	-	-	131,106,321	-	131,106,321
LICENSES AND PERMITS	2,292,821	38,237,901	-	-	-	40,530,722	-	40,530,722
GRANTS	-	158,262,390	-	-	-	158,262,390	-	158,262,390
OTHER INTERGOVERNMENTAL	2,812,302	13,950,469	-	-	-	16,762,771	-	16,762,771
PAYMENTS IN LIEU OF TAXES	11,972,067	-	-	-	-	11,972,067	-	11,972,067
STATE SHARED SALES TAX	437,402,846	-	-	-	-	437,402,846	-	437,402,846
STATE SHARED HIGHWAY USER REV	-	84,652,860	-	-	-	84,652,860	-	84,652,860
STATE SHARED VEHICLE LICENSE	119,748,223	8,412,636	-	-	-	128,160,859	-	128,160,859
INTERGOV CHARGES FOR SERVICES	13,444,010	35,483,657	2,049,965	-	4,652,807	55,630,439	-	55,630,439
OTHER CHARGES FOR SERVICES	26,248,551	71,019,252	-	-	26,805,055	124,072,858	-	124,072,858
INTERNAL SERVICE CHARGES	-	-	-	-	163,263,729	163,263,729	(163,263,729)	-
PATIENT SERVICES REVENUE	7,000	2,207,044	-	-	-	2,214,044	-	2,214,044
FINES & FORFEITS	12,288,138	18,948,859	-	-	-	31,236,997	-	31,236,997
INTEREST EARNINGS	4,000,000	2,474,140	-	-	515,424	6,989,564	-	6,989,564
MISCELLANEOUS REVENUE	2,725,088	26,073,453	-	-	35,000	28,833,541	-	28,833,541
GAIN ON FIXED ASSETS	-	200,000	-	-	-	200,000	-	200,000
TRANSFERS IN	-	174,008,169	1,139,945	23,388,849	-	198,536,963	(198,536,963)	-
TOTAL OPERATING SOURCES	$ 1,056,343,141	$ 765,037,151	$ 3,189,910	$ 23,388,849	$ 195,272,015	$ 2,043,231,066	$ (361,800,692)	$ 1,681,430,374
NON-RECURRING								
LICENSES AND PERMITS	$ -	$ 129,392	$ -	$ -	$ -	$ 129,392	$ -	$ 129,392
GRANTS	-	1,007,212	-	13,816,370	-	14,823,582	-	14,823,582
INTERGOV CHARGES FOR SERVICES	-	-	-	4,163,593	-	4,163,593	-	4,163,593
OTHER CHARGES FOR SERVICES	-	394,797	-	-	-	394,797	-	394,797
INTEREST EARNINGS	-	-	8,300	-	-	8,300	-	8,300
MISCELLANEOUS REVENUE	-	65,000	-	-	-	65,000	-	65,000
TRANSFERS IN	2,137,000	-	1,942,686	280,019,522	14,991,722	299,090,930	(299,090,930)	-
TOTAL NON-RECURRING SOURCES	$ 2,137,000	$ 1,596,401	$ 1,950,986	$ 297,999,485	$ 14,991,722	$ 318,675,594	$ (299,090,930)	$ 19,584,664
TOTAL SOURCES	$ 1,058,480,141	$ 766,633,552	$ 5,140,896	$ 321,388,334	$ 210,263,737	$ 2,361,906,660	$ (660,891,622)	$ 1,701,015,038
USES OF FUNDS								
OPERATING								
PERSONAL SERVICES	$ 470,571,896	$ 449,921,781	$ -	$ -	$ 12,714,327	$ 933,208,004	$ -	$ 933,208,004
SUPPLIES	14,376,837	45,307,888	-	-	12,864,228	72,548,953	(7,012,224)	65,536,729
SERVICES	371,452,511	227,613,070	-	-	186,712,778	785,778,359	(156,251,505)	629,526,854
CAPITAL	3,169,750	8,793,193	-	-	-	11,962,943	-	11,962,943
OTHER FINANCING USES	196,772,147	1,764,816	-	-	-	198,536,963	(198,536,963)	-
TOTAL OPERATING USES	$ 1,056,343,141	$ 733,400,748	$ -	$ -	$ 212,291,333	$ 2,002,035,222	$ (361,800,692)	$ 1,640,234,530
NON-RECURRING								
PERSONAL SERVICES	$ 6,527,559	$ 6,788,424	$ -	$ 4,098,148	$ 260,978	$ 17,675,109	$ -	$ 17,675,109
SUPPLIES	4,419,854	4,548,007	-	150,000	271,959	9,389,820	-	9,389,820
SERVICES	64,685,036	59,428,677	-	46,789,817	12,325,576	183,229,106	-	183,229,106
CAPITAL	7,576,990	8,649,145	16,715,180	324,277,172	727,738	357,946,225	-	357,946,225
OTHER FINANCING USES	148,994,386	54,795,386	-	95,301,158	-	299,090,930	(299,090,930)	-
TOTAL NON-RECURRING USES	$ 232,203,825	$ 134,209,639	$ 16,715,180	$ 470,616,295	$ 13,586,251	$ 867,331,190	$ (299,090,930)	$ 568,240,260
TOTAL USES	$ 1,288,546,966	$ 867,610,387	$ 16,715,180	$ 470,616,295	$ 225,877,584	$ 2,869,366,412	$ (660,891,622)	$ 2,208,474,790
STRUCTURAL BALANCE	$ -	$ 31,636,403	$ 3,189,910	$ 23,388,849	$ (17,019,318)	$ 41,195,844	$ -	$ 41,195,844
ENDING FUND BALANCE:								
RESTRICTED	$ -	$ 77,018,033	$ 14,344,412	$ 193,120,662	$ 35,095,610	$ 319,578,717	$ -	$ 319,578,717
COMMITTED	-	10,338,708	3,658,368	397,524,385	4,937,385	416,458,846	-	416,458,846
UNASSIGNED	-	(8,472,674)	-	-	(14,270,467)	(22,743,141)	-	(22,743,141)

Sources and Uses of Funds





Reconciliation of Budget Changes

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
FY 2013 Adopted Budget	**$ 1,281,919,431**	**$ 845,703,833**	**$ 16,736,830**	**$ 510,892,136**	**$ 222,722,857**	**$ (599,321,094)**	**$ 2,278,653,993**
Operating Adjustments:							
Grants, Donations and Intergovernmental Agreements	$ -	$ 15,141,016	$ -	$ -	$ -	$ -	$ 15,141,016
Non Recurring	-	40,000	-	-	2,383,875	(2,423,875)	-
Other Supplemental Funding	-	-	-	-	(1,070,000)	1,070,000	-
Total Operating Adjustments	$ -	$ 15,181,016	$ -	$ -	$ 1,313,875	$ (1,353,875)	$ 15,141,016
Non Recurring Adjustments:							
Employee Compensation and Benefits	$ -	$ (262,486)	$ -	$ -	$ 262,486	$ -	$ -
Capital Improvement Program	-	(3,403,620)	-	4,477,712	-	(1,074,092)	-
Grants, Donations and Intergovernmental Agreements	20,436	3,652,517	-	-	-	-	3,672,953
Information and Communications Technology	-	-	-	2,500,000	-	(2,500,000)	-
Other Non Recurring	-	52,006	-	-	12,385,000	(12,414,958)	22,048
Total Non Recurring Adjustments	$ 20,436	$ 38,417	$ -	$ 6,977,712	$ 12,647,486	$ (15,989,050)	$ 3,695,001
FY 2013 Revised Budget	**$ 1,281,939,867**	**$ 860,923,266**	**$ 16,736,830**	**$ 517,869,848**	**$ 236,684,218**	**$ (616,664,019)**	**$ 2,297,490,010**

Reconciliation of Budget Changes (continued)

RECONCILIATION OF CHANGES IN APPROPRIATED EXPENDITURES AND OTHER USES
FY 2013 REVISED TO FY 2014 ADOPTED BUDGET

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
FY 2013 Revised Budget	**$ 1,281,939,867**	**$ 860,923,266**	**$ 16,736,830**	**$ 517,869,848**	**$ 236,684,218**	**$ (616,664,019)**	**$ 2,297,490,010**
OPERATING							
FY 2013 Revised Operating Budget	**$ 1,034,486,471**	**$ 698,756,815**	**$ 16,736,830**	**$ -**	**$ 209,393,331**	**$ (335,719,716)**	**$ 1,623,653,731**
Operating Adjustments:							
Mandated State Health Contributions:							
AHCCCS Contribution	$ (404,500)	$ -	$ -	$ -	$ -	$ -	$ (404,500)
ALTCS Contribution	1,164,500	-	-	-	-	-	1,164,500
Arnold v. Sarn Contribution	2,176,528	-	-	-	-	-	2,176,528
Payment Sexually Viol Persons	200,000	-	-	-	-	-	200,000
	$ 3,136,528	$ -	$ -	$ -	$ -	$ -	$ 3,136,528
Other Mandated Expenditures:							
Jail Excise Tax MOE	$ 3,442,922	$ -	$ -	$ -	$ -	$ -	$ 3,442,922
Primary and General Elections	6,549,726	-	-	-	-	-	6,549,726
New Justice Precincts	202,595	50,804	-	-	-	-	253,399
	$ 10,195,243	$ 50,804	$ -	$ -	$ -	$ -	$ 10,246,047
Reallocations:							
Other Adult Probation Reallocation Between Funds	$ (10,034,792)	$ 10,034,792	$ -	$ -	$ -	$ -	$ -
Other Reallocation of Sheriff General and Detention Funds	(4,030,469)	4,030,469	-	-	-	-	-
Reallocation to Non Recurring - Chairman's Budget Balancing	(3,547,896)	-	-	-	-	-	(3,547,896)
Reallocation Between Operating and Non Recurring	-	-	(16,715,180)	-	-	-	(16,715,180)
Reallocation Between Funds	(2,004,496)	1,265,844	-	-	739,700	-	1,048
	$ (19,617,653)	$ 15,331,105	$ (16,715,180)	$ -	$ 739,700	$ -	$ (20,262,028)
Employee Related Costs:							
Compensation Equity Increases	$ 27,860,057	$ 13,225,414	$ -	$ -	$ -	$ -	$ 41,085,471
Performance-Based Salary Increases	12,190,970	13,883,333	-	-	-	-	26,074,303
Retirement Contributions	5,588,364	3,344,039	-	-	30,304	-	8,962,707
	$ 45,639,391	$ 30,452,786	$ -	$ -	$ 30,304	$ -	$ 76,122,481
Central and Internal Service Charge Changes:							
Internal Service Charges	$ 2,453,306	$ 2,483,657	$ -	$ -	$ 145,797	$ (6,621,055)	$ (1,538,295)
Central Service Cost Allocation	(797,170)	-	-	-	-	-	(797,170)
	$ 1,656,136	$ 2,483,657	$ -	$ -	$ 145,797	$ (6,621,055)	$ (2,335,465)
Transfers, Capital Related Expenditures and Debt Service:							
Transfers	$ 11,640,000	$ -	$ -	$ -	$ -	$ (21,881,475)	$ (10,241,475)
Capital Lease and Debt Payoff	-	-	(21,650)	-	-	-	(21,650)
	$ 11,640,000	$ -	$ (21,650)	$ -	$ -	$ (21,881,475)	$ (10,263,125)
IT Related Expenditures							
IT Maintenance	$ 11,885	$ -	$ -	$ -	$ -	$ -	$ 11,885
IT Infrastructure	4,281,370	-	-	-	-	-	4,281,370
Human Resource System Operations	(347,957)	-	-	-	-	-	(347,957)
Disaster Recovery and Staff Redundancy	-	123,277	-	-	-	-	123,277
Other Technology Projects	(367,000)	-	-	-	-	-	(367,000)
	$ 3,578,298	$ 123,277	$ -	$ -	$ -	$ -	$ 3,701,575
Grants and Intergovernmental Agreements:							
Grants	$ -	$ (660,008)	$ -	$ -	$ -	$ -	$ (660,008)
Intergovernmental Agreements	(188,294)	-	-	-	-	-	(188,294)
	$ (188,294)	$ (660,008)	$ -	$ -	$ -	$ -	$ (848,302)
Contingencies:							
General Contingency	$ (18,000,000)	$ (9,491,620)	$ -	$ -	$ -	$ -	$ (27,491,620)
General Contingency Chairman's Budget Balancing	(12,805,226)	(3,000,000)	-	-	-	-	(15,805,226)
Justice System Contingency	(1,558,973)	-	-	-	-	-	(1,558,973)
Risk Management Contingency	70,622	127,436	-	-	-	-	198,058
Sheriff's Office Contingency	(10,306,326)	(8,472,894)	-	-	-	-	(18,779,220)
	$ (42,599,903)	$ (20,837,078)	$ -	$ -	$ -	$ -	$ (63,436,981)
Personnel and Staffing Related Adjustments							
Personnel Savings	$ (1,081,776)	$ (74,912)	$ -	$ -	$ 28,570	$ -	$ (1,128,118)
Personnel Savings - Chairman's Budget Balancing	(5,488,130)	(2,436,689)	-	-	-	-	(7,924,819)
HCM Litigation Support	(2,000,000)	-	-	-	-	-	(2,000,000)
MCSO Staffing Study Recommendations	9,184,737	1,269,118	-	-	-	-	10,453,855
MCSO Staffing Study - Chairman's Budget Balancing	(1,000,000)	-	-	-	-	-	(1,000,000)
Adult Probation Caseload Increase	918,661	2,021,468	-	-	-	-	2,940,129
	$ 533,492	$ 778,985	$ -	$ -	$ 28,570	$ -	$ 1,341,047

Reconciliation of Budget Changes (continued)

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	ELIMINATIONS	TOTAL
Facility Related Adjustments							
Annual Maintenance Programs	$ (1,000,000)	$ (1,000,000)	$ -	$ -	$ -	$ -	$ (2,000,000)
Utilities Adjustment	(1,993,611)	(509,000)	-	-	-	-	(2,502,611)
New Facility Operating Costs	(1,404,335)	1,240,082	-	-	-	-	(164,253)
	$ (4,397,946)	$ (268,918)	$ -	$ -	$ -	$ -	$ (4,666,864)
Program Volume Changes and Structural Balance	$ -	$ 9,275,233	$ -	$ -	$ 3,925,602	$ (2,321)	$ 13,198,514
Other Adjustments - Chairman's Budget Balancing	$ (1,665,076)	$ (250,000)	$ -	$ -	$ -	$ -	$ (1,915,076)
Other Adjustments	$ 13,946,454	$ (1,835,910)	$ -	$ -	$ (1,971,971)	$ 2,423,875	$ 12,562,448
Total - Operating Adjustments	**$ 21,856,670**	**$ 34,643,933**	**$ (16,736,830)**	**$ -**	**$ 2,898,002**	**$ (26,080,976)**	**$ 16,580,799**
FY 2014 Adopted Operating Budget	**$ 1,056,343,141**	**$ 733,400,748**	**$ -**	**$ -**	**$ 212,291,333**	**$ (361,800,692)**	**$ 1,640,234,530**
NON RECURRING							
FY 2013 Revised Non Recurring Budget	**$ 247,453,396**	**$ 162,166,451**	**$ -**	**$ 517,869,848**	**$ 27,290,887**	**$ (280,944,303)**	**$ 673,836,279**
Non Recurring Adjustments:							
Other Mandated Expenditures:							
Primary and General Elections	$ (11,432,897)	$ -	$ -	$ -	$ -	$ -	$ (11,432,897)
Capital Projects:							
Net Change to Capital Improvement Program	$ -	$ -	$ -	$ (93,223,352)	$ -	$ 1,074,092	$ (92,149,260)
Transfers:							
Net Change to Fund Transfers	$ 72,855,457	$ (17,797,751)	$ -	$ (28,779,836)	$ -	$ (235,964,411)	$ (209,686,541)
IT Projects							
Net Change to IT Projects	$ 5,370,442	$ 6,175,798	$ -	$ 74,749,635	$ -	$ 2,500,000	$ 88,795,875
Major Maintenance Program							
Major Maintenance Program	$ (1,190,920)	$ 3,143,653	$ -	$ -	$ -	$ -	$ 1,952,733
Vehicle Transfers and Replacements							
Vehicle Replacement	$ 2,765,200	$ 419,576	$ -	$ -	$ -	$ -	$ 3,184,776
Personnel Related Expenditures							
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	$ -	$ (2,671,580)	$ -	$ -	$ (262,486)	$ -	$ (2,934,066)
Performance-Based Salary Increases	-	1,300,000	-	-	-	-	1,300,000
Retirement Contributions	-	12,381	-	-	-	-	12,381
Personnel Related Expenditures	$ -	$ (1,359,199)	$ -	$ -	$ (262,486)	$ -	$ (1,621,685)
Grant Reconciliation and Related Expenditures							
Grant Reconciliation and Related Expenditures	$ (20,436)	$ (3,182,841)	$ -	$ -	$ -	$ -	$ (3,203,277)
Contingencies:							
General Contingency	$ 61,350	$ 10,422,236	$ -	$ -	$ -	$ -	$ 10,483,586
General Contingency Chairman's Budget Balancing	12,805,226	-	-	-	-	-	12,805,226
Elections Polling Books Contingency	5,000,000	-	-	-	-	-	5,000,000
Elections Recall Contingency	-	-	-	-	-	-	-
Risk Management Contingency	(8,300,000)	(7,100,000)	-	-	-	-	(15,400,000)
Sheriff's Office Contingency	(4,502,060)	(6,038,000)	-	-	-	-	(10,540,060)
Contingencies:	$ 5,064,516	$ (2,715,764)	$ -	$ -	$ -	$ -	$ 2,348,752
Other Non Recurring Expenditures:							
Graves v Arpaio	$ -	$ 400,000	$ -	$ -	$ -	$ -	$ 400,000
Adult Probation Caseload Increase	127,030	196,860	-	-	-	-	323,890
Risk Management Transfer	14,991,722	-	-	-	-	-	14,991,722
First Solar	(20,000,000)	-	-	-	-	-	-
PreAHCCCS/Reserves	(54,000,000)	-	-	-	-	-	-
Other Non Recurring Expenditures	(33,327,581)	(13,237,144)	-	-	(13,442,150)	214,243,692	80,236,817
Reallocation Between Operating and Non Recurring	-	-	16,715,180	-	-	-	16,715,180
Reallocation from Operating - Chairman's Budget Balancing	3,547,896	-	-	-	-	-	3,547,896
	$ (88,660,933)	$ (12,640,284)	$ 16,715,180	$ -	$ (13,442,150)	$ 214,243,692	$ 116,215,505
Total - Non Recurring Adjustments	$ (15,249,571)	$ (27,956,812)	$ 16,715,180	$ (47,253,553)	$ (13,704,636)	$ (18,146,627)	$ (105,596,019)
FY 2014 Adopted Non Recurring Budget	**$ 232,203,825**	**$ 134,209,639**	**$ 16,715,180**	**$ 470,616,295**	**$ 13,586,251**	**$ (299,090,930)**	**$ 568,240,260**
FY 2014 Adopted Budget	**$ 1,288,546,966**	**$ 867,610,387**	**$ 16,715,180**	**$ 470,616,295**	**$ 225,877,584**	**$ (660,891,622)**	**$ 2,208,474,790**

Consolidated Revenues and Other Sources by Fund Type / Department

ALL FUNDS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	$ 17,287,785	$ 16,399,972	$ 16,585,299	$ 16,201,628	$ 15,926,853	$ (658,446)	-4.0%
240 - JUSTICE COURTS	23,323,352	22,442,700	22,442,700	22,815,166	22,626,438	183,738	0.8%
270 - JUVENILE PROBATION	8,249,082	8,482,269	8,979,868	8,233,576	8,589,325	(390,543)	-4.3%
800 - SUPERIOR COURT	16,294,754	15,975,960	15,744,825	15,178,427	16,447,760	702,935	4.5%
SUBTOTAL	$ 65,154,973	$ 63,300,901	$ 63,752,692	$ 62,428,797	$ 63,590,376	$ (162,316)	-0.3%
ELECTED							
120 - ASSESSOR	$ 398,761	$ 240,000	$ 240,000	$ 294,262	$ 240,000	$ -	0.0%
160 - CLERK OF THE SUPERIOR COURT	17,886,483	17,414,404	17,911,882	17,857,508	17,954,435	42,553	0.2%
190 - COUNTY ATTORNEY	15,171,886	16,217,741	16,217,741	16,424,586	16,316,293	98,552	0.6%
210 - ELECTIONS	4,949,643	5,791,830	5,941,830	4,609,773	4,026,459	(1,915,371)	-32.2%
250 - CONSTABLES	1,456,577	1,515,522	1,535,958	1,569,735	1,515,522	(20,436)	-1.3%
360 - RECORDER	12,167,123	11,167,000	11,167,000	12,722,812	12,274,812	1,107,812	9.9%
370 - EDUCATION SERVICE	6,257,218	18,214,523	18,214,523	18,035,996	22,376,872	4,162,349	22.9%
430 - TREASURER	45,311	364,341	364,341	304,613	335,341	(29,000)	-8.0%
500 - SHERIFF	76,565,374	67,819,081	69,161,158	64,430,855	63,959,895	(5,201,263)	-7.5%
SUBTOTAL	$ 134,898,376	$ 138,744,442	$ 140,754,433	$ 136,250,140	$ 138,999,629	$ (1,754,804)	-1.2%
APPOINTED							
150 - EMERGENCY MANAGEMENT	$ 1,595,545	$ 1,533,732	$ 1,533,732	$ 1,465,072	$ 1,561,786	$ 28,054	1.8%
180 - FINANCE	400,056	275,200	275,200	249,903	180,000	(95,200)	-34.6%
200 - COUNTY MANAGER	1,556,770	290,575	2,099,453	2,099,848	2,600	(2,096,853)	-99.9%
220 - HUMAN SERVICES	59,933,393	54,258,738	64,259,441	61,784,709	61,946,699	(2,312,742)	-3.6%
260 - CORRECTIONAL HEALTH	58,657	56,500	56,500	58,134	56,500	-	0.0%
290 - MEDICAL EXAMINER	558,937	438,252	445,934	446,771	386,002	(59,932)	-13.4%
300 - PARKS AND RECREATION	6,577,599	6,461,206	6,471,206	8,467,280	6,800,814	329,608	5.1%
310 - HUMAN RESOURCES	60,802	62,700	62,700	55,181	46,000	(16,700)	-26.6%
340 - PUBLIC FIDUCIARY	1,174,991	968,462	968,462	1,184,464	1,150,000	181,538	18.7%
390 - BUS STRATEGIES HLTH CARE PROG	145,201,136	147,017,469	147,017,469	148,165,653	148,682,272	1,664,803	1.1%
410 - ENTERPRISE TECHNOLOGY	16,180,456	16,454,383	16,454,383	17,111,493	16,418,083	(36,300)	-0.2%
440 - PLANNING AND DEVELOPMENT	8,368,664	8,069,276	8,069,276	9,507,947	8,004,275	(65,001)	-0.8%
460 - RESEARCH AND REPORTING	60,000	72,000	72,000	72,537	72,000	-	0.0%
470 - NON DEPARTMENTAL	1,578,346,625	1,495,160,854	1,498,631,932	1,511,076,709	1,594,940,859	96,308,927	6.4%
520 - PUBLIC DEFENDER	1,794,872	2,187,967	2,187,967	1,563,368	1,945,276	(242,691)	-11.1%
540 - LEGAL DEFENDER	127,378	132,736	132,736	134,136	132,736	-	0.0%
550 - LEGAL ADVOCATE	28,274	22,996	22,996	22,996	22,996	-	0.0%
570 - PUBLIC ADVOCATE	15,581	-	-	-	-	-	N/A
640 - TRANSPORTATION	110,199,621	150,263,638	150,395,760	136,656,459	113,583,923	(36,811,837)	-24.5%
670 - WASTE RESOURCES AND RECYCLING	5,145,575	4,889,572	4,889,572	5,107,807	4,888,710	(862)	0.0%
700 - FACILITIES MANAGEMENT	101,387	73,998	73,998	297,522	38,000	(35,998)	-48.6%
720 - PROTECTIVE SERVICES	125,930	235,141	235,141	287,864	235,141	-	0.0%
730 - PROCUREMENT SERVICES	1,673,798	1,043,464	1,043,464	1,306,038	1,070,689	27,225	2.6%
740 - EQUIPMENT SERVICES	17,902,278	16,682,320	19,066,195	17,762,743	16,682,320	(2,383,875)	-12.5%
750 - RISK MANAGEMENT	16,386,298	32,120,415	44,505,415	35,833,009	35,562,511	(8,942,904)	-20.1%
790 - ANIMAL CARE AND CONTROL	13,797,945	13,745,123	13,922,708	13,242,093	13,605,917	(316,791)	-2.3%
850 - AIR QUALITY	14,803,840	14,617,195	14,669,688	15,300,041	14,793,394	123,706	0.8%
860 - PUBLIC HEALTH	43,183,405	44,900,281	47,691,208	46,559,146	47,935,218	244,010	0.5%
880 - ENVIRONMENTAL SERVICES	20,435,280	19,378,678	19,384,423	19,983,551	19,878,578	494,155	2.5%
910 - PUBLIC WORKS	30,638,252	-	-	-	-	-	N/A
940 - ASSISTANT COUNTY MANAGER 940	368,127	299,656	299,656	214,726	203,500	(96,156)	-32.1%
950 - ASSISTANT COUNTY MANAGER 950	2,096,097	-	1,521,072	1,522,315	317,688	(1,203,384)	-79.1%
SUBTOTAL	$ 2,098,897,569	$ 2,031,712,527	$ 2,066,459,687	$ 2,057,539,515	$ 2,111,144,487	$ 44,684,800	2.2%
ELIMINATIONS							
980 - ELIMINATIONS COUNTY	$ (575,249,037)	$ (550,081,247)	$ (568,454,172)	$ (550,300,891)	$ (612,719,454)	$ (44,265,282)	7.8%
SUBTOTAL	$ (575,249,037)	$ (550,081,247)	$ (568,454,172)	$ (550,300,891)	$ (612,719,454)	$ (44,265,282)	7.8%
MARICOPA COUNTY	$ 1,723,701,881	$ 1,683,676,623	$ 1,702,512,640	$ 1,705,917,561	$ 1,701,015,038	$ (1,497,602)	-0.1%

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

GENERAL FUND	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
JUDICIAL							
240 - JUSTICE COURTS	$ 16,031,251	$ 15,464,600	$ 15,464,600	$ 15,464,600	$ 15,238,738	$ (225,862)	-1.5%
270 - JUVENILE PROBATION	20,930	19,750	19,750	38,837	19,750	-	0.0%
800 - SUPERIOR COURT	2,101,712	1,696,300	1,696,300	1,877,428	1,880,100	183,800	10.8%
SUBTOTAL	$ 18,153,893	$ 17,180,650	$ 17,180,650	$ 17,380,865	$ 17,138,588	$ (42,062)	-0.2%
ELECTED							
120 - ASSESSOR	$ 398,761	$ 240,000	$ 240,000	$ 294,262	$ 240,000	$ -	0.0%
160 - CLERK OF THE SUPERIOR COURT	8,997,026	8,250,000	8,250,000	8,777,708	9,500,000	1,250,000	15.2%
190 - COUNTY ATTORNEY	48,284	48,000	48,000	37,809	39,966	(8,034)	-16.7%
210 - ELECTIONS	4,864,448	3,633,010	3,633,010	4,437,092	1,844,910	(1,788,100)	-49.2%
250 - CONSTABLES	1,456,577	1,515,522	1,535,958	1,569,735	1,515,522	(20,436)	-1.3%
360 - RECORDER	7,881,064	7,000,000	7,000,000	8,230,071	7,699,812	699,812	10.0%
370 - EDUCATION SERVICE	266	117,000	117,000	130,899	117,000	-	0.0%
430 - TREASURER	45,311	60,000	60,000	50,988	31,000	(29,000)	-48.3%
500 - SHERIFF	11,604,411	11,423,534	11,423,534	10,988,003	11,181,951	(241,583)	-2.1%
SUBTOTAL	$ 35,296,148	$ 32,287,066	$ 32,307,502	$ 34,516,567	$ 32,170,161	$ (137,341)	-0.4%
APPOINTED							
180 - FINANCE	$ 400,056	$ 275,200	$ 275,200	$ 249,903	$ 180,000	$ (95,200)	-34.6%
200 - COUNTY MANAGER	815	600	600	995	600	-	0.0%
290 - MEDICAL EXAMINER	355,417	322,388	322,388	321,072	322,388	-	0.0%
310 - HUMAN RESOURCES	60,802	62,700	62,700	55,181	46,000	(16,700)	-26.6%
340 - PUBLIC FIDUCIARY	1,174,991	968,462	968,462	1,184,464	1,150,000	181,538	18.7%
410 - ENTERPRISE TECHNOLOGY	-	501,400	501,400	501,832	465,100	(36,300)	-7.2%
460 - RESEARCH AND REPORTING	60,000	72,000	72,000	72,537	72,000	-	0.0%
470 - NON DEPARTMENTAL	1,043,346,108	981,709,389	981,709,389	992,813,255	1,005,967,442	24,258,053	2.5%
520 - PUBLIC DEFENDER	81,852	71,452	71,452	67,077	71,452	-	0.0%
550 - LEGAL ADVOCATE	4,443	-	-	-	-	-	N/A
670 - WASTE RESOURCES AND RECYCLING	-	132,369	132,369	347,858	132,369	-	0.0%
700 - FACILITIES MANAGEMENT	101,387	73,998	73,998	266,272	38,000	(35,998)	-48.6%
720 - PROTECTIVE SERVICES	125,930	235,141	235,141	287,864	235,141	-	0.0%
730 - PROCUREMENT SERVICES	861,962	282,000	282,000	520,112	282,000	-	0.0%
880 - ENVIRONMENTAL SERVICES	19,717	12,000	12,000	11,392	5,400	(6,600)	-55.0%
940 - ASSISTANT COUNTY MANAGER 940	368,127	299,656	299,656	214,726	203,500	(96,156)	-32.1%
SUBTOTAL	$ 1,046,961,607	$ 985,018,755	$ 985,018,755	$ 996,915,940	$ 1,009,171,392	$ 24,152,637	2.5%
MARICOPA COUNTY	$ 1,100,411,648	$ 1,034,486,471	$ 1,034,506,907	$ 1,048,813,372	$ 1,058,480,141	$ 23,973,234	2.3%

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

SPECIAL REVENUE	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	$ 17,287,785	$ 16,399,972	$ 16,585,299	$ 16,201,628	$ 15,926,853	$ (658,446)	-4.0%
240 - JUSTICE COURTS	7,292,101	6,978,100	6,978,100	7,350,566	7,387,700	409,600	5.9%
270 - JUVENILE PROBATION	8,228,152	8,462,519	8,960,118	8,194,739	8,569,575	(390,543)	-4.4%
800 - SUPERIOR COURT	14,193,042	14,279,660	14,048,525	13,300,999	14,567,660	519,135	3.7%
SUBTOTAL	$ 47,001,080	$ 46,120,251	$ 46,572,042	$ 45,047,932	$ 46,451,788	$ (120,254)	-0.3%
ELECTED							
160 - CLERK OF THE SUPERIOR COURT	$ 8,889,457	$ 9,164,404	$ 9,661,882	$ 9,079,800	$ 8,454,435	$ (1,207,447)	-12.5%
190 - COUNTY ATTORNEY	15,123,602	16,169,741	16,169,741	16,386,777	16,276,327	106,586	0.7%
210 - ELECTIONS	85,195	2,158,820	2,308,820	172,681	2,181,549	(127,271)	-5.5%
360 - RECORDER	4,286,059	4,167,000	4,167,000	4,492,741	4,575,000	408,000	9.8%
370 - EDUCATION SERVICE	6,256,952	18,097,523	18,097,523	17,905,097	22,259,872	4,162,349	23.0%
430 - TREASURER	-	304,341	304,341	253,625	304,341	-	0.0%
500 - SHERIFF	64,960,963	56,395,547	57,737,624	53,442,852	52,777,944	(4,959,680)	-8.6%
SUBTOTAL	$ 99,602,228	$ 106,457,376	$ 108,446,931	$ 101,733,573	$ 106,829,468	$ (1,617,463)	-1.5%
APPOINTED							
150 - EMERGENCY MANAGEMENT	$ 1,595,545	$ 1,533,732	$ 1,533,732	$ 1,465,072	$ 1,561,786	$ 28,054	1.8%
200 - COUNTY MANAGER	1,555,955	289,975	2,098,853	2,098,853	2,000	(2,096,853)	-99.9%
220 - HUMAN SERVICES	59,933,393	54,258,738	64,259,441	61,784,709	61,946,699	(2,312,742)	-3.6%
260 - CORRECTIONAL HEALTH	58,657	56,500	56,500	58,134	56,500	-	0.0%
290 - MEDICAL EXAMINER	203,520	115,864	123,546	125,699	63,614	(59,932)	-48.5%
300 - PARKS AND RECREATION	6,638,681	6,496,256	6,546,256	8,502,330	6,838,185	291,929	4.5%
390 - BUS STRATEGIES HLTH CARE PROG	5,890,321	7,023,535	7,023,535	6,661,143	7,405,038	381,503	5.4%
440 - PLANNING AND DEVELOPMENT	8,368,664	8,069,276	8,069,276	9,507,947	8,004,275	(65,001)	-0.8%
470 - NON DEPARTMENTAL	305,427,613	298,116,867	298,013,853	299,843,572	328,558,947	30,545,094	10.2%
520 - PUBLIC DEFENDER	1,713,020	2,116,515	2,116,515	1,496,291	1,873,824	(242,691)	-11.5%
540 - LEGAL DEFENDER	127,378	132,736	132,736	132,736	132,736	-	0.0%
550 - LEGAL ADVOCATE	23,831	22,996	22,996	22,996	22,996	-	0.0%
570 - PUBLIC ADVOCATE	15,581	-	-	-	-	-	N/A
640 - TRANSPORTATION	89,843,505	95,285,913	95,418,035	95,476,383	95,603,960	185,925	0.2%
670 - WASTE RESOURCES AND RECYCLING	5,145,575	4,757,203	4,757,203	4,759,949	4,756,341	(862)	0.0%
790 - ANIMAL CARE AND CONTROL	13,797,945	13,745,123	13,922,708	13,242,093	13,605,917	(316,791)	-2.3%
850 - AIR QUALITY	14,803,840	14,617,195	14,669,688	15,300,041	14,793,394	123,706	0.8%
860 - PUBLIC HEALTH	43,183,405	44,900,281	47,691,208	46,559,146	47,935,218	244,010	0.5%
880 - ENVIRONMENTAL SERVICES	20,415,563	19,366,678	19,372,423	19,972,159	19,873,178	500,755	2.6%
910 - PUBLIC WORKS	30,638,252	-	-	-	-	-	N/A
950 - ASSISTANT COUNTY MANAGER 950	2,096,097	-	1,521,072	1,522,315	317,688	(1,203,384)	-79.1%
SUBTOTAL	$ 611,476,341	$ 570,905,383	$ 587,349,576	$ 588,562,818	$ 613,352,296	$ 26,002,720	4.4%
MARICOPA COUNTY	$ 758,079,649	$ 723,483,010	$ 742,368,549	$ 735,344,323	$ 766,633,552	$ 24,265,003	3.3%

DEBT SERVICE	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
APPOINTED							
470 - NON DEPARTMENTAL	$ 25,629,151	$ 33,306,046	$ 33,306,046	$ 33,305,608	$ 5,140,896	$ (28,165,150)	-84.6%
SUBTOTAL	$ 25,629,151	$ 33,306,046	$ 33,306,046	$ 33,305,608	$ 5,140,896	$ (28,165,150)	-84.6%
MARICOPA COUNTY	$ 25,629,151	$ 33,306,046	$ 33,306,046	$ 33,305,608	$ 5,140,896	$ (28,165,150)	-84.6%

CAPITAL PROJECTS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
APPOINTED							
470 - NON DEPARTMENTAL	$ 203,943,753	$ 182,028,552	$ 185,602,644	$ 185,114,274	$ 255,273,574	$ 69,670,930	37.5%
640 - TRANSPORTATION	48,767,532	103,112,522	103,112,522	89,314,873	66,114,760	(36,997,762)	-35.9%
SUBTOTAL	$ 252,711,285	$ 285,141,074	$ 288,715,166	$ 274,429,147	$ 321,388,334	$ 32,673,168	11.3%
MARICOPA COUNTY	$ 252,711,285	$ 285,141,074	$ 288,715,166	$ 274,429,147	$ 321,388,334	$ 32,673,168	11.3%

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

INTERNAL SERVICE	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
APPOINTED							
200 - COUNTY MANAGER	$ 2,716,417	$ -	$ -	$ -	$ -	$ -	N/A
390 - BUS STRATEGIES HLTH CARE PROG	139,310,815	141,063,934	139,993,934	141,504,510	141,277,234	1,283,300	0.9%
410 - ENTERPRISE TECHNOLOGY	16,180,456	15,952,983	15,952,983	16,609,661	15,952,983	-	0.0%
730 - PROCUREMENT SERVICES	811,836	761,464	761,464	785,926	788,689	27,225	3.6%
740 - EQUIPMENT SERVICES	17,902,278	16,682,320	19,066,195	17,762,743	16,682,320	(2,383,875)	-12.5%
750 - RISK MANAGEMENT	16,386,298	32,120,415	44,505,415	35,833,009	35,562,511	(8,942,904)	-20.1%
SUBTOTAL	$ 193,308,100	$ 206,581,116	$ 220,279,991	$ 212,495,849	$ 210,263,737	$ (10,016,254)	-4.5%
MARICOPA COUNTY	$ 193,308,100	$ 206,581,116	$ 220,279,991	$ 212,495,849	$ 210,263,737	$ (10,016,254)	-4.5%

ELIMINATIONS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
APPOINTED							
200 - COUNTY MANAGER	$ (2,716,417)	$ -	$ -	$ -	$ -	$ -	N/A
300 - PARKS AND RECREATION	(61,082)	(35,050)	(75,050)	(35,050)	(37,371)	37,679	-50.2%
390 - BUS STRATEGIES HLTH CARE PROG	-	(1,070,000)	-	-	-	-	N/A
640 - TRANSPORTATION	(28,411,416)	(48,134,797)	(48,134,797)	(48,134,797)	(48,134,797)	-	0.0%
SUBTOTAL	$ (31,188,915)	$ (49,239,847)	$ (48,209,847)	$ (48,169,847)	$ (48,172,168)	$ 37,679	-0.1%
ELIMINATIONS							
980 - ELIMINATIONS COUNTY	$ (575,249,037)	$ (550,081,247)	$ (568,454,172)	$ (550,300,891)	$ (612,719,454)	$ (44,265,282)	7.8%
SUBTOTAL	$ (575,249,037)	$ (550,081,247)	$ (568,454,172)	$ (550,300,891)	$ (612,719,454)	$ (44,265,282)	7.8%
MARICOPA COUNTY	$ (606,437,952)	$ (599,321,094)	$ (616,664,019)	$ (598,470,738)	$ (660,891,622)	$ (44,227,603)	7.2%

Consolidated Revenues and Other Sources by Department and Fund Type

	FUND TYPE:							
	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	INTERNAL SERVICE	SUBTOTAL	ELIMINATIONS	TOTAL
JUDICIAL								
110 - ADULT PROBATION	$ -	$ 15,926,853	$ -	$ -	$ -	$ 15,926,853	$ -	$ 15,926,853
240 - JUSTICE COURTS	15,238,738	7,387,700	-	-	-	22,626,438	-	22,626,438
270 - JUVENILE PROBATION	19,750	8,569,575	-	-	-	8,589,325	-	8,589,325
800 - SUPERIOR COURT	1,880,100	14,567,660	-	-	-	16,447,760	-	16,447,760
SUBTOTAL	$ 17,138,588	$ 46,451,788	$ -	$ -	$ -	$ 63,590,376	$ -	$ 63,590,376
ELECTED								
120 - ASSESSOR	$ 240,000	$ -	$ -	$ -	$ -	$ 240,000	$ -	$ 240,000
160 - CLERK OF THE SUPERIOR COURT	9,500,000	8,454,435	-	-	-	17,954,435	-	17,954,435
190 - COUNTY ATTORNEY	39,966	16,276,327	-	-	-	16,316,293	-	16,316,293
210 - ELECTIONS	1,844,910	2,181,549	-	-	-	4,026,459	-	4,026,459
250 - CONSTABLES	1,515,522	-	-	-	-	1,515,522	-	1,515,522
360 - RECORDER	7,699,812	4,575,000	-	-	-	12,274,812	-	12,274,812
370 - EDUCATION SERVICE	117,000	22,259,872	-	-	-	22,376,872	-	22,376,872
430 - TREASURER	31,000	304,341	-	-	-	335,341	-	335,341
500 - SHERIFF	11,181,951	52,777,944	-	-	-	63,959,895	-	63,959,895
SUBTOTAL	$ 32,170,161	$ 106,829,468	$ -	$ -	$ -	$ 138,999,629	$ -	$ 138,999,629
APPOINTED								
150 - EMERGENCY MANAGEMENT	$ -	$ 1,561,786	$ -	$ -	$ -	$ 1,561,786	$ -	$ 1,561,786
180 - FINANCE	180,000	-	-	-	-	180,000	-	180,000
200 - COUNTY MANAGER	600	2,000	-	-	-	2,600	-	2,600
220 - HUMAN SERVICES	-	61,946,699	-	-	-	61,946,699	-	61,946,699
260 - CORRECTIONAL HEALTH	-	56,500	-	-	-	56,500	-	56,500
290 - MEDICAL EXAMINER	322,388	63,614	-	-	-	386,002	-	386,002
300 - PARKS AND RECREATION	-	6,838,185	-	-	-	6,838,185	(37,371)	6,800,814
310 - HUMAN RESOURCES	46,000	-	-	-	-	46,000	-	46,000
340 - PUBLIC FIDUCIARY	1,150,000	-	-	-	-	1,150,000	-	1,150,000
390 - BUS STRATEGIES HLTH CARE PRC	-	7,405,038	-	-	141,277,234	148,682,272	-	148,682,272
410 - ENTERPRISE TECHNOLOGY	465,100	-	-	-	15,952,983	16,418,083	-	16,418,083
440 - PLANNING AND DEVELOPMENT	-	8,004,275	-	-	-	8,004,275	-	8,004,275
460 - RESEARCH AND REPORTING	72,000	-	-	-	-	72,000	-	72,000
470 - NON DEPARTMENTAL	1,005,967,442	328,558,947	5,140,896	255,273,574	-	1,594,940,859	-	1,594,940,859
520 - PUBLIC DEFENDER	71,452	1,873,824	-	-	-	1,945,276	-	1,945,276
540 - LEGAL DEFENDER	-	132,736	-	-	-	132,736	-	132,736
550 - LEGAL ADVOCATE	-	22,996	-	-	-	22,996	-	22,996
640 - TRANSPORTATION	-	95,603,960	-	66,114,760	-	161,718,720	(48,134,797)	113,583,923
670 - WASTE RESOURCES AND RECYCI	132,369	4,756,341	-	-	-	4,888,710	-	4,888,710
700 - FACILITIES MANAGEMENT	38,000	-	-	-	-	38,000	-	38,000
720 - PROTECTIVE SERVICES	235,141	-	-	-	-	235,141	-	235,141
730 - PROCUREMENT SERVICES	282,000	-	-	-	788,689	1,070,689	-	1,070,689
740 - EQUIPMENT SERVICES	-	-	-	-	16,682,320	16,682,320	-	16,682,320
750 - RISK MANAGEMENT	-	-	-	-	35,562,511	35,562,511	-	35,562,511
790 - ANIMAL CARE AND CONTROL	-	13,605,917	-	-	-	13,605,917	-	13,605,917
850 - AIR QUALITY	-	14,793,394	-	-	-	14,793,394	-	14,793,394
860 - PUBLIC HEALTH	-	47,935,218	-	-	-	47,935,218	-	47,935,218
880 - ENVIRONMENTAL SERVICES	5,400	19,873,178	-	-	-	19,878,578	-	19,878,578
940 - ASSISTANT COUNTY MANAGER 94	203,500	-	-	-	-	203,500	-	203,500
950 - ASSISTANT COUNTY MANAGER 95	-	317,688	-	-	-	317,688	-	317,688
SUBTOTAL	$ 1,009,171,392	$ 613,352,296	$ 5,140,896	$ 321,388,334	$ 210,263,737	$ 2,159,316,655	$ (48,172,168)	$ 2,111,144,487
980 - ELIMINATIONS COUNTY	$ -	$ -	$ -	$ -	$ -	$ -	$ (612,719,454)	$ (612,719,454)
MARICOPA COUNTY	$ 1,058,480,141	$ 766,633,552	$ 5,140,896	$ 321,388,334	$ 210,263,737	$ 2,361,906,660	$ (660,891,622)	$ 1,701,015,038

Consolidated Revenues and Other Sources by Category

ALL FUNDS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
TAXES							
0601 - PROPERTY TAXES	$ 475,023,206	$ 420,010,153	$ 420,010,153	$ 420,010,153	$ 404,902,095	$ (15,108,058)	-3.6%
0605 - TAX PENALTIES AND INTEREST	25,175,991	23,973,708	23,973,708	18,500,000	18,500,000	(5,473,708)	-22.8%
0606 - SALES TAXES	118,052,955	121,452,195	121,452,195	121,899,292	131,106,321	9,654,126	7.9%
SUBTOTAL	$ 618,252,152	$ 565,436,056	$ 565,436,056	$ 560,409,445	$ 554,508,416	$ (10,927,640)	-1.9%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 38,186,678	$ 41,102,781	$ 41,102,781	$ 41,015,559	$ 40,660,114	$ (442,667)	-1.1%
SUBTOTAL	$ 38,186,678	$ 41,102,781	$ 41,102,781	$ 41,015,559	$ 40,660,114	$ (442,667)	-1.1%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 155,670,952	$ 191,001,711	$ 209,284,560	$ 187,935,210	$ 173,085,972	$ (36,198,588)	-17.3%
0620 - OTHER INTERGOVERNMENTAL	20,179,506	19,347,828	19,500,785	19,308,237	16,762,771	(2,738,014)	-14.0%
0621 - PAYMENTS IN LIEU OF TAXES	11,773,151	11,714,503	11,714,503	11,882,874	11,972,067	257,564	2.2%
0625 - STATE SHARED SALES TAX	400,453,542	404,078,237	404,078,237	409,784,418	437,402,846	33,324,609	8.2%
0626 - STATE SHARED HIGHWAY USER REV	78,928,601	84,652,860	84,652,860	84,652,860	84,652,860	-	0.0%
0630 - STATE SHARED VEHICLE LICENSE	122,011,907	117,606,158	117,606,158	124,864,704	128,160,859	10,554,701	9.0%
SUBTOTAL	$ 789,017,659	$ 828,401,297	$ 846,837,103	$ 838,428,303	$ 852,037,375	$ 5,200,272	0.6%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 88,460,739	$ 67,748,833	$ 67,718,722	$ 66,480,688	$ 59,794,032	$ (7,924,690)	-11.7%
0635 - OTHER CHARGES FOR SERVICES	132,718,678	131,464,508	131,599,233	128,572,884	124,467,655	(7,131,578)	-5.4%
0638 - PATIENT SERVICES REVENUE	1,600,084	1,865,060	1,457,477	1,722,568	2,214,044	756,567	51.9%
SUBTOTAL	$ 222,779,501	$ 201,078,401	$ 200,775,432	$ 196,776,140	$ 186,475,731	(14,299,701)	-7.1%
FINES AND FORFEITS							
0637 - FINES AND FORFEITS	$ 30,241,734	$ 29,063,319	$ 29,763,319	$ 29,768,948	$ 31,236,997	$ 1,473,678	5.0%
SUBTOTAL	$ 30,241,734	$ 29,063,319	$ 29,763,319	$ 29,768,948	$ 31,236,997	$ 1,473,678	5.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 10,790,544	$ 7,373,013	$ 7,371,413	$ 7,002,131	$ 6,997,864	$ (373,549)	-5.1%
0650 - MISCELLANEOUS REVENUE	13,981,138	11,021,756	11,026,536	30,389,190	28,898,541	17,872,005	162.1%
SUBTOTAL	$ 24,771,682	$ 18,394,769	$ 18,397,949	$ 37,391,321	$ 35,896,405	$ 17,498,456	95.1%
ALL REVENUES	$ 1,723,249,406	$ 1,683,476,623	$ 1,702,312,640	$ 1,703,789,716	$ 1,700,815,038	$ (1,497,602)	-0.1%
OTHER FINANCING SOURCES							
0651 - GAIN ON FIXED ASSETS	$ 452,475	$ 200,000	$ 200,000	$ 2,127,845	$ 200,000	$ -	0.0%
0680 - TRANSFERS IN	-	-	-	-	-	-	N/A
ALL OTHER FINANCING SOURCES	$ 452,475	$ 200,000	$ 200,000	$ 2,127,845	$ 200,000	$ -	0.0%
TOTAL SOURCES	$ 1,723,701,881	$ 1,683,676,623	$ 1,702,512,640	$ 1,705,917,561	$ 1,701,015,038	$ (1,497,602)	-0.1%

Consolidated Revenues and Other Sources by Category (continued)

GENERAL FUND	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
TAXES							
0601 - PROPERTY TAXES	$ 475,023,206	$ 420,010,153	$ 420,010,153	$ 420,010,153	$ 404,902,095	$ (15,108,058)	-3.6%
0605 - TAX PENALTIES AND INTEREST	25,175,991	23,973,708	23,973,708	18,500,000	18,500,000	(5,473,708)	-22.8%
SUBTOTAL	$ 500,199,197	$ 443,983,861	$ 443,983,861	$ 438,510,153	$ 423,402,095	$ (20,581,766)	-4.6%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 1,913,679	$ 2,213,000	$ 2,213,000	$ 2,283,371	$ 2,292,821	$ 79,821	3.6%
SUBTOTAL	$ 1,913,679	$ 2,213,000	$ 2,213,000	$ 2,283,371	$ 2,292,821	$ 79,821	3.6%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 14,550	$ -	$ 20,227	$ -	$ -	$ (20,227)	-100.0%
0620 - OTHER INTERGOVERNMENTAL	5,217,043	4,623,602	4,623,602	5,433,578	2,812,302	(1,811,300)	-39.2%
0621 - PAYMENTS IN LIEU OF TAXES	11,773,151	11,714,503	11,714,503	11,882,874	11,972,067	257,564	2.2%
0625 - STATE SHARED SALES TAX	400,453,542	404,078,237	404,078,237	409,784,418	437,402,846	33,324,609	8.2%
0630 - STATE SHARED VEHICLE LICENSE	113,363,659	109,193,522	109,193,522	116,452,068	119,748,223	10,554,701	9.7%
SUBTOTAL	$ 530,821,945	$ 529,609,864	$ 529,630,091	$ 543,552,938	$ 571,935,438	$ 42,305,347	8.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 11,874,828	$ 13,247,300	$ 13,247,300	$ 12,906,801	$ 13,444,010	$ 196,710	1.5%
0635 - OTHER CHARGES FOR SERVICES	28,200,111	26,908,370	26,908,370	27,030,651	26,248,551	(659,819)	-2.5%
0638 - PATIENT SERVICES REVENUE	6,996	7,000	7,000	7,482	7,000	-	0.0%
SUBTOTAL	$ 40,081,935	$ 40,162,670	$ 40,162,670	$ 39,944,934	$ 39,699,561	$ (463,109)	-1.2%
FINES AND FORFEITS							
0637 - FINES AND FORFEITS	$ 12,151,054	$ 11,270,300	$ 11,270,300	$ 11,874,500	$ 12,288,138	$ 1,017,838	9.0%
SUBTOTAL	$ 12,151,054	$ 11,270,300	$ 11,270,300	$ 11,874,500	$ 12,288,138	$ 1,017,838	9.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 6,564,307	$ 4,000,000	$ 4,000,000	$ 4,000,000	$ 4,000,000	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	8,678,180	3,246,776	3,246,985	8,647,476	2,725,088	(521,897)	-16.1%
SUBTOTAL	$ 15,242,487	$ 7,246,776	$ 7,246,985	$ 12,647,476	$ 6,725,088	$ (521,897)	-7.2%
ALL REVENUES	$ 1,100,410,297	$ 1,034,486,471	$ 1,034,506,907	$ 1,048,813,372	$ 1,056,343,141	$ 21,836,234	2.1%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 1,351	$ -	$ -	$ -	$ 2,137,000	$ 2,137,000	N/A
ALL OTHER FINANCING SOURCES	$ 1,351	$ -	$ -	$ -	$ 2,137,000	$ 2,137,000	N/A
TOTAL SOURCES	$ 1,100,411,648	$ 1,034,486,471	$ 1,034,506,907	$ 1,048,813,372	$ 1,058,480,141	$ 23,973,234	2.3%

Consolidated Revenues and Other Sources by Category (continued)

SPECIAL REVENUE	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
TAXES							
0606 - SALES TAXES	$ 118,052,955	$ 121,452,195	$ 121,452,195	$ 121,899,292	$ 131,106,321	$ 9,654,126	7.9%
SUBTOTAL	$ 118,052,955	$ 121,452,195	$ 121,452,195	$ 121,899,292	$ 131,106,321	$ 9,654,126	7.9%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 36,272,999	$ 38,889,781	$ 38,889,781	$ 38,732,188	$ 38,367,293	$ (522,488)	-1.3%
SUBTOTAL	$ 36,272,999	$ 38,889,781	$ 38,889,781	$ 38,732,188	$ 38,367,293	$ (522,488)	-1.3%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 138,958,620	$ 144,815,565	$ 163,078,187	$ 156,752,659	$ 159,269,602	$ (3,808,585)	-2.3%
0620 - OTHER INTERGOVERNMENTAL	14,962,463	14,724,226	14,877,183	13,874,659	13,950,469	(926,714)	-6.2%
0626 - STATE SHARED HIGHWAY USER REV	78,928,601	84,652,860	84,652,860	84,652,860	84,652,860	-	0.0%
0630 - STATE SHARED VEHICLE LICENSE	8,648,248	8,412,636	8,412,636	8,412,636	8,412,636	-	0.0%
SUBTOTAL	$ 241,497,932	$ 252,605,287	$ 271,020,866	$ 263,692,814	$ 266,285,567	$ (4,735,299)	-1.7%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 64,565,811	$ 39,258,257	$ 39,228,146	$ 36,404,157	$ 35,483,657	$ (3,744,489)	-9.5%
0635 - OTHER CHARGES FOR SERVICES	71,519,844	70,385,620	70,520,345	70,959,679	71,414,049	893,704	1.3%
0638 - PATIENT SERVICES REVENUE	1,593,088	1,858,060	1,450,477	1,715,086	2,207,044	756,567	52.2%
SUBTOTAL	$ 137,678,743	$ 111,501,937	$ 111,198,968	$ 109,078,922	$ 109,104,750	$ (2,094,218)	-1.9%
FINES AND FORFEITS							
0637 - FINES AND FORFEITS	$ 18,090,680	$ 17,793,019	$ 18,493,019	$ 17,894,448	$ 18,948,859	$ 455,840	2.5%
SUBTOTAL	$ 18,090,680	$ 17,793,019	$ 18,493,019	$ 17,894,448	$ 18,948,859	$ 455,840	2.5%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 3,346,282	$ 2,724,385	$ 2,722,785	$ 2,352,311	$ 2,474,140	$ (248,645)	-9.1%
0650 - MISCELLANEOUS REVENUE	4,328,730	7,739,980	7,744,551	8,465,612	26,138,453	18,393,902	237.5%
SUBTOTAL	$ 7,675,012	$ 10,464,365	$ 10,467,336	$ 10,817,923	$ 28,612,593	$ 18,145,257	173.4%
ALL REVENUES	$ 559,268,321	$ 552,706,584	$ 571,522,165	$ 562,115,587	$ 592,425,383	$ 20,903,218	3.7%
OTHER FINANCING SOURCES							
0651 - GAIN ON FIXED ASSETS	$ 452,475	$ 200,000	$ 200,000	$ 2,127,845	$ 200,000	$ -	0.0%
0680 - TRANSFERS IN	198,358,853	170,576,426	170,646,384	171,100,891	174,008,169	3,361,785	2.0%
ALL OTHER FINANCING SOURCES	$ 198,811,328	$ 170,776,426	$ 170,846,384	$ 173,228,736	$ 174,208,169	$ 3,361,785	2.0%
TOTAL SOURCES	$ 758,079,649	$ 723,483,010	$ 742,368,549	$ 735,344,323	$ 766,633,552	$ 24,265,003	3.3%

DEBT SERVICE	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
TAXES							
0634 - INTERGOV CHARGES FOR SERVICES	$ 2,044,982	$ 2,044,612	$ 2,044,612	$ 2,044,612	$ 2,049,965	$ 5,353	0.3%
SUBTOTAL	$ 2,044,982	$ 2,044,612	$ 2,044,612	$ 2,044,612	$ 2,049,965	$ 5,353	0.3%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 5,234	$ 13,204	$ 13,204	$ 12,766	$ 8,300	$ (4,904)	-37.1%
SUBTOTAL	$ 5,234	$ 13,204	$ 13,204	$ 12,766	$ 8,300	$ (4,904)	-37.1%
ALL REVENUES	$ 2,050,216	$ 2,057,816	$ 2,057,816	$ 2,057,378	$ 2,058,265	$ 449	0.0%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 23,578,935	$ 31,248,230	$ 31,248,230	$ 31,248,230	$ 3,082,631	$ (28,165,599)	-90.1%
ALL OTHER FINANCING SOURCES	$ 23,578,935	$ 31,248,230	$ 31,248,230	$ 31,248,230	$ 3,082,631	$ (28,165,599)	-90.1%
TOTAL SOURCES	$ 25,629,151	$ 33,306,046	$ 33,306,046	$ 33,305,608	$ 5,140,896	$ (28,165,150)	-84.6%

Consolidated Revenues and Other Sources by Category (continued)

CAPITAL PROJECTS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 16,697,782	$ 46,186,146	$ 46,186,146	$ 31,182,551	$ 13,816,370	$ (32,369,776)	-70.1%
SUBTOTAL	$ 16,697,782	$ 46,186,146	$ 46,186,146	$ 31,182,551	$ 13,816,370	$ (32,369,776)	-70.1%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 4,700,587	$ 8,791,579	$ 8,791,579	$ 9,968,913	$ 4,163,593	$ (4,627,986)	-52.6%
SUBTOTAL	$ 4,700,587	$ 8,791,579	$ 8,791,579	$ 9,968,913	$ 4,163,593	$ (4,627,986)	-52.6%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 1,406	$ -	$ -	$ 480	$ -	$ -	N/A
0650 - MISCELLANEOUS REVENUE	649,143	-	-	613,854	-	-	N/A
SUBTOTAL	$ 650,549	$ -	$ -	$ 614,334	$ -	$ -	N/A
ALL REVENUES	$ 22,048,918	$ 54,977,725	$ 54,977,725	$ 41,765,798	$ 17,979,963	$ (36,997,762)	-67.3%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 230,662,367	$ 230,163,349	$ 233,737,441	$ 232,663,349	$ 303,408,371	$ 69,670,930	29.8%
ALL OTHER FINANCING SOURCES	$ 230,662,367	$ 230,163,349	$ 233,737,441	$ 232,663,349	$ 303,408,371	$ 69,670,930	29.8%
TOTAL SOURCES	$ 252,711,285	$ 285,141,074	$ 288,715,166	$ 274,429,147	$ 321,388,334	$ 32,673,168	11.3%

INTERNAL SERVICE	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 5,274,531	$ 4,407,085	$ 4,407,085	$ 5,156,205	$ 4,652,807	$ 245,722	5.6%
0635 - OTHER CHARGES FOR SERVICES	32,998,723	34,170,518	34,170,518	30,582,554	26,805,055	(7,365,463)	-21.6%
0636 - INTERNAL SERVICE CHARGES	151,120,029	157,712,674	159,026,549	158,886,875	163,263,729	4,237,180	2.7%
SUBTOTAL	$ 189,393,283	$ 196,290,277	$ 197,604,152	$ 194,625,634	$ 194,721,591	$ (2,882,561)	-1.5%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 873,315	$ 635,424	$ 635,424	$ 636,574	$ 515,424	$ (120,000)	-18.9%
0650 - MISCELLANEOUS REVENUE	325,085	35,000	35,000	12,662,248	35,000	-	0.0%
SUBTOTAL	$ 1,198,400	$ 670,424	$ 670,424	$ 13,298,822	$ 550,424	$ (120,000)	-17.9%
ALL REVENUES	$ 190,591,683	$ 196,960,701	$ 198,274,576	$ 207,924,456	$ 195,272,015	$ (3,002,561)	-1.5%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 2,716,417	$ 9,620,415	$ 22,005,415	$ 4,571,393	$ 14,991,722	$ (7,013,693)	-31.9%
ALL OTHER FINANCING SOURCES	$ 2,716,417	$ 9,620,415	$ 22,005,415	$ 4,571,393	$ 14,991,722	$ (7,013,693)	-31.9%
TOTAL SOURCES	$ 193,308,100	$ 206,581,116	$ 220,279,991	$ 212,495,849	$ 210,263,737	$ (10,016,254)	-4.5%

ELIMINATIONS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
CHARGES FOR SERVICE							
0636 - INTERNAL SERVICE CHARGES	$ (151,120,029)	$ (157,712,674)	$ (159,026,549)	$ (158,886,875)	$ (163,263,729)	$ (4,237,180)	2.7%
SUBTOTAL	$ (151,120,029)	$ (157,712,674)	$ (159,026,549)	$ (158,886,875)	$ (163,263,729)	$ (4,237,180)	2.7%
ALL REVENUES	$ (151,120,029)	$ (157,712,674)	$ (159,026,549)	$ (158,886,875)	$ (163,263,729)	$ (4,237,180)	2.7%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ (455,317,923)	$ (441,608,420)	$ (457,637,470)	$ (439,583,863)	$ (497,627,893)	$ (39,990,423)	8.7%
ALL OTHER FINANCING SOURCES	$ (455,317,923)	$ (441,608,420)	$ (457,637,470)	$ (439,583,863)	$ (497,627,893)	$ (39,990,423)	8.7%
TOTAL SOURCES	$ (606,437,952)	$ (599,321,094)	$ (616,664,019)	$ (598,470,738)	$ (660,891,622)	$ (44,227,603)	7.2%

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 2014. The following sections describe the major revenue sources for the County, as well as the estimated collections for FY 2014.

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

Property Tax Levies

Fiscal Year		Primary General Fund	Total
2005		$ 339,882,099	**$ 339,882,099**
2006		371,224,118	**371,224,118**
2007		398,725,245	**398,725,245**
2008		430,023,735	**430,023,735**
2009		463,492,311	**463,492,311**
2010		492,230,736	**492,230,736**
2011		492,224,342	**492,224,342**
2012		477,571,468	**477,571,468**
2013		425,111,491	**425,111,491**
2014	*	409,775,397	**409,775,397**

*Budget
Note: Excludes Payments in Lieu of Taxes

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

The Board of Supervisors must adopt the property tax levies for all taxing jurisdictions within the County on or before the third Monday in August for the fiscal year that begins on the previous July 1.

Property taxes are paid in arrears in two installments, due October 1 and March 1. Increases in both assessed values and tax levies for primary property tax purposes are limited by the Arizona Constitution. If the primary property tax levy is at the limit, it may increase by only 2% per year on property taxed in the prior year. The schedule on the next page lists Maricopa County primary net assessed values and tax rates for FY 2014 and the previous nine fiscal years. Estimated assessed values and maximum allowable tax rates are also displayed for the following five years.

The FY 2014 primary rate is budgeted at $1.2807 per $100 of assessed value, which is less than the maximum rate of $1.8169. 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 is showing signs of recovery and FY 2014 is expected to be the last fiscal year within the forecast horizon with year-over-year declining primary net assessed valuations. However, FY 2014 net

assessed values are decreasing by 7% or $2.3 billion when compared to FY 2013. Moreover, the net assessed valuations for FY 2014 are still $17.7 billion lower than the peak in FY 2010.

The Adopted Budget assumes the Board of Supervisors will adopt a tax rate of $1.2807 resulting in a tax levy of $409 million, rather than levy the maximum amount allowable ($581 million). This will result in a FY 2014 tax bill decrease of $7 for the median residential home in Maricopa County when compared to FY 2013.

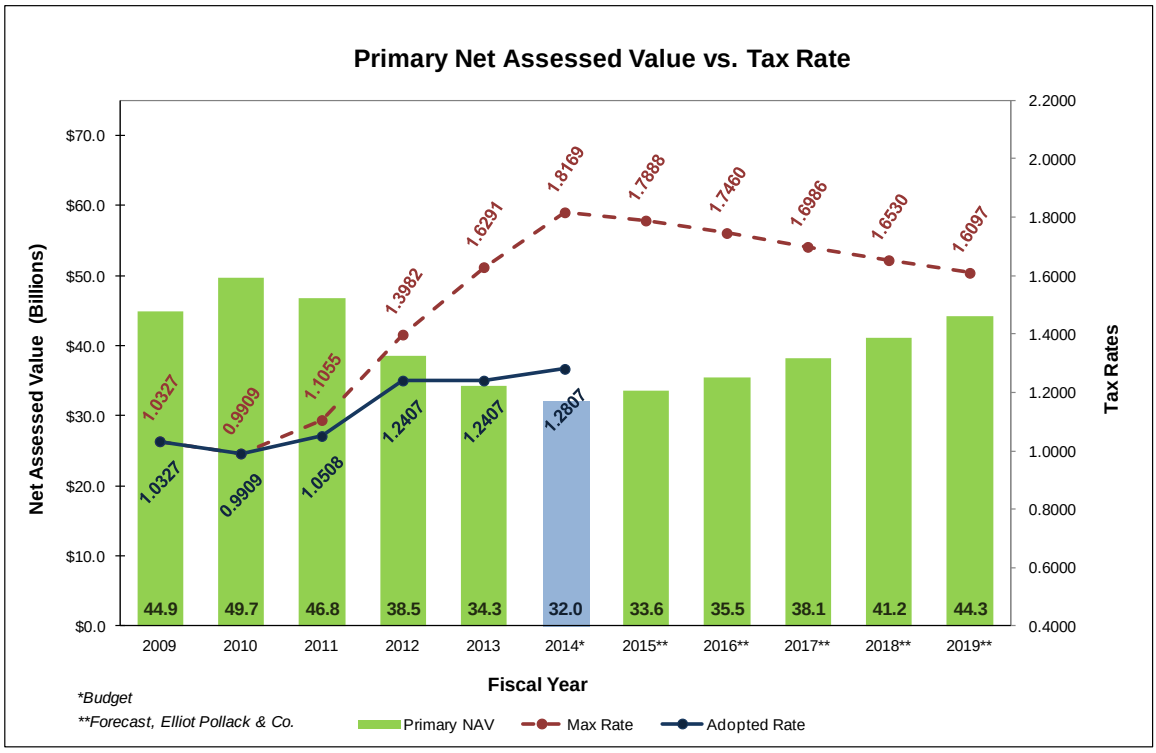
The chart below illustrates that as the housing market rebounds, assessed values will increase and consequently, the constitutionally allowable tax rate will decrease. Conversely, as noted in FY 2011 through 2013, when the housing market worsens, assessed values decrease and the tax rate would need to increase to levy a similar amount of taxes.

Net Assessed Values and Tax Rates

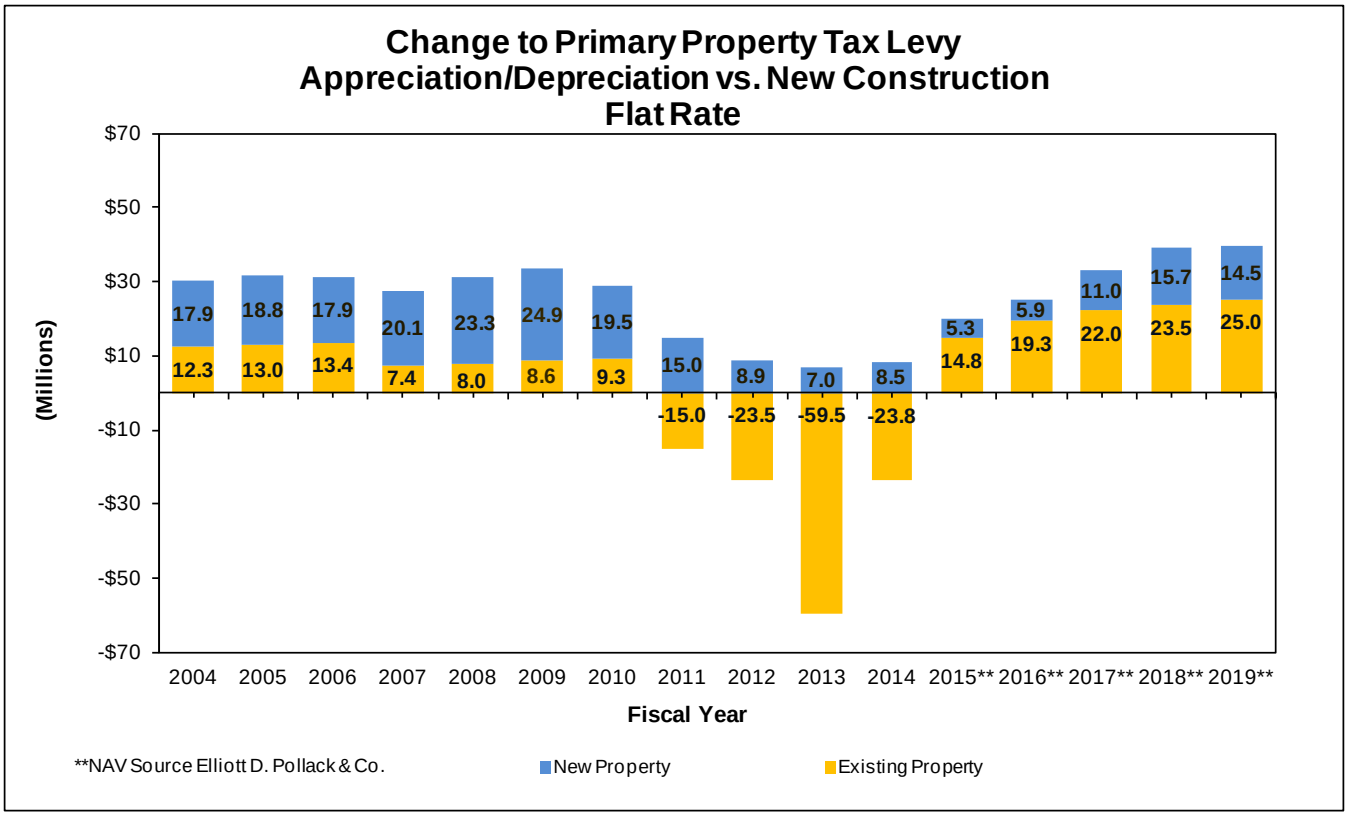
		Primary	
Fiscal Year		Net Assessed Value (Thousands)	Primary Tax Rate (per $100 N.A.V.)
2005		$ 28,070,870	$ 1.2108
2006		31,010,285	1.1971
2007		33,807,465	1.1794
2008		38,930,268	1.1046
2009		44,881,603	1.0327
2010		49,675,117	0.9909
2011		46,842,819	1.0508
2012		38,492,098	1.2407
2013		34,263,842	1.2407
2014	*	31,996,205	1.2807
2015	**	33,564,019	1.7888
2016	**	35,537,583	1.7460
2017	**	38,118,744	1.6986
2018	**	41,175,331	1.6530
2019	**	44,258,785	1.6097

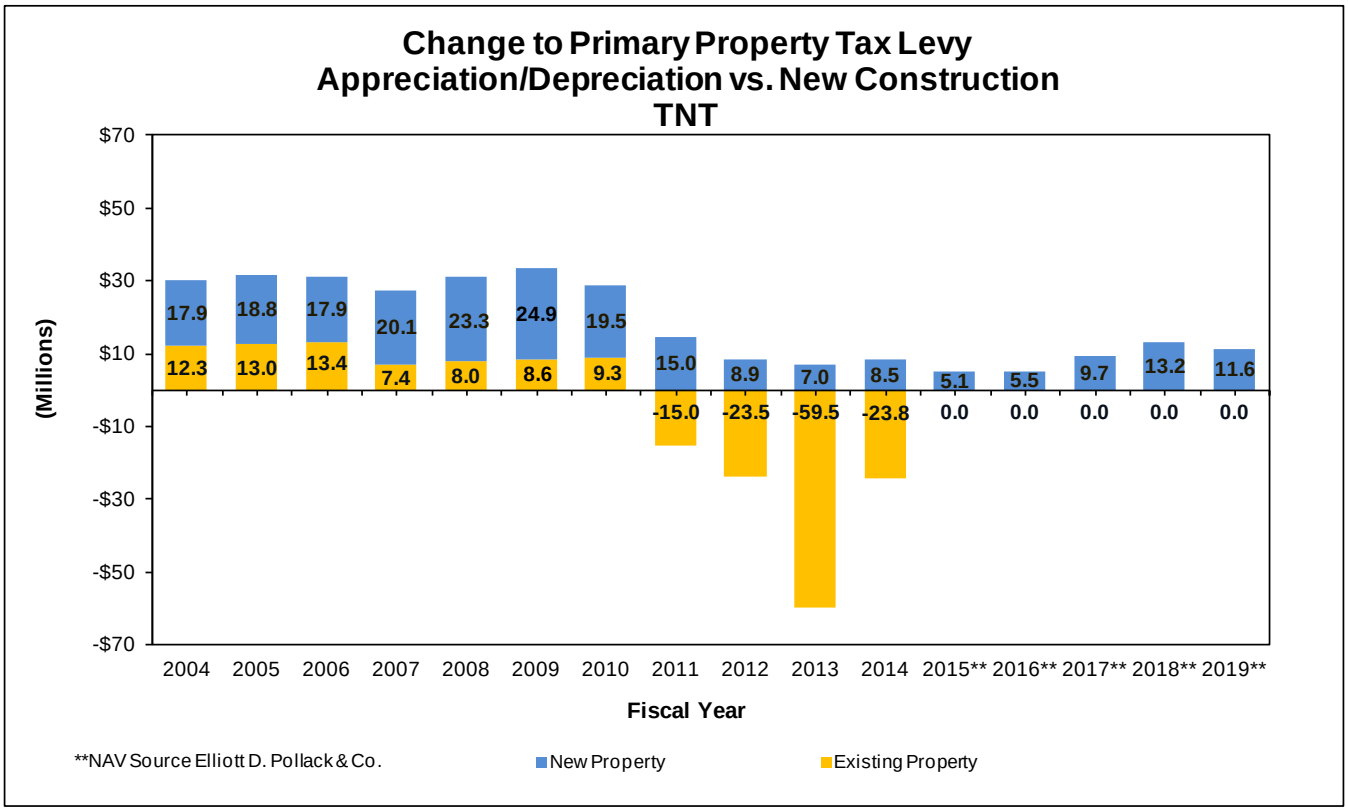
* Budgeted Rate

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

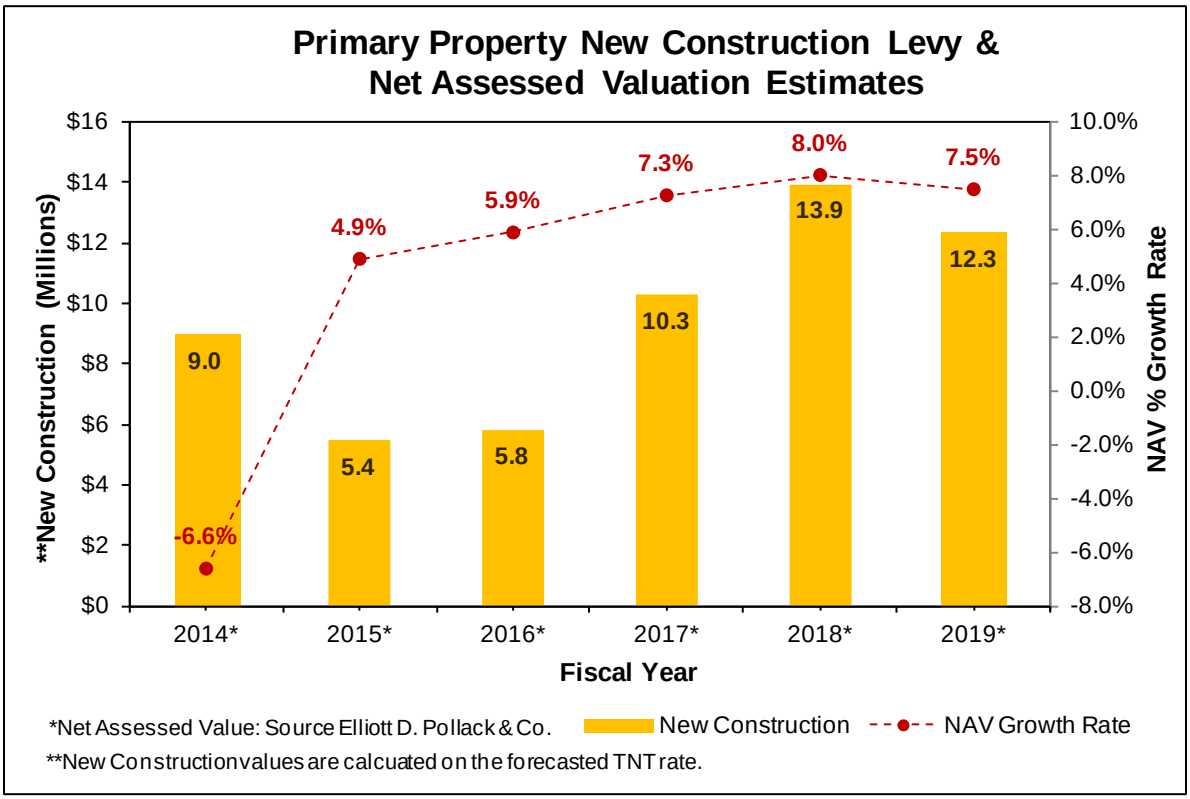


The growth of the property tax base is determined by the appreciation level of existing assessed properties and the amount of new construction. The charts below displays the source of the change in the tax levy each year moving forward from FY 2014 with a flat tax rate and a Truth-in-Taxation (TNT) rate, where the increase in the levy is limited to the amount paid by new construction.


Change to Primary Property Tax Levy
Appreciation/Depreciation vs. New Construction
Flat Rate
$70
$50
$30
$10
-$10
-$30
-$50
-$70
(Millions)
17.9 18.8 17.9 20.1 23.3 24.9 19.5 15.0 8.9 7.0 8.5 5.3 5.9 11.0 15.7 14.5
12.3 13.0 13.4 7.4 8.0 8.6 9.3 -15.0 -23.5 -59.5 -23.8 14.8 19.3 22.0 23.5 25.0
2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015** 2016** 2017** 2018** 2019**
Fiscal Year
**NAV Source Elliott D. Pollack & Co.
New Property
Existing Property


Change to Primary Property Tax Levy
Appreciation/Depreciation vs. New Construction
TNT
$70
$50
$30
$10
-$10
-$30
-$50
-$70
(Millions)
17.9 18.8 17.9 20.1 23.3 24.9 19.5 15.0 8.9 7.0 8.5 5.1 5.5 9.7 13.2 11.6
12.3 13.0 13.4 7.4 8.0 8.6 9.3 -15.0 -23.5 -59.5 -23.8 0.0 0.0 0.0 0.0 0.0
2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015** 2016** 2017** 2018** 2019**
Fiscal Year
**NAV Source Elliott D. Pollack & Co.
New Property
Existing Property

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 2014 through FY 2019 to provide context to the new construction estimates.



The magnitude of growth in new construction is an indication of increased economic recovery for Maricopa County property values. Slow growth is expected until the existing inventory of property, both residential and commercial, is occupied and population growth improves. As noted in the chart above, significant economic improvement is projected for FY 2015. Consequently, due to the 18 month to 2-year lag between market trends and property assessments, property taxes will not be significantly impacted by the increased valuations and accelerated construction until FY 2017.

The budgeted tax rate of $1.2807 would decrease the property tax levy by $15.3 million (excluding Salt River Project) and result in a tax bill reduction for the median home.

FY 2014 ADOPTED PROPERTY TAX LEVIES AND RATES

Description	Net Assessed Value	SRP Eff. Ass. Val.	Total w/SRP	Proceeds of 1-cent Rate	Tax Rate	Tax Levy	SRP PILT	Total Levy & SRP PILT
MARICOPA COUNTY PRIMARY:								
FY 2013-14 Adopted	$ 31,996,204,979	$ 671,847,721	$ 32,668,052,700	$ 3,266,805	$ 1.2807	409,775,397	8,604,354	418,379,751
FY 2012-13 Adopted	34,263,842,274	676,321,912	34,940,164,186	3,494,016	1.2407	425,111,491	8,391,126	433,502,617
FY 2013-14 Adopted Variance	$ (2,267,637,295)	$ (4,474,191)	$ (2,272,111,486)	$ (227,211)	$ 0.0400	$ (15,336,094)	$ 213,228	$ (15,122,866)

FY 2014 PRIMARY PROPERTY TAX LEVY vs. LEVY LIMIT			
FY 2014 Adjusted Allowable Levy Limit	$	581,339,049	
Maximum Tax Rate (per $100 Assessed Value)		1.8169	
FY 2014 Primary Levy (excluding SRP)	$	409,775,397	
Primary Tax Rate (per $100 Assessed Value)		1.2807	
Amount Under Limit:	$	171,563,652	29.5%
		0.5362	

FY 2014 PRIMARY PROPERTY TAX LEVY vs. "TRUTH-IN-TAXATION" LEVY			
FY 2014 "Truth-in-Taxation" Primary Levy	$	434,060,517	
"Truth-in-Taxation" Tax Rate (per $100 Assessed Value)		1.3566	
FY 2014 Primary Levy	$	409,775,397	
Primary Tax Rate (per $100 Assessed Value)		1.2807	
Amount Under/(Over) "Truth-in-Taxation" Levy	$	24,285,120	5.6%
		0.0759	
FY 2014 Median Residential Limited Property Value	$	102,000	
"Truth-in-Taxation" Tax Bill on Median-Valued Home	$	138.37	
Property Tax Bill on Median-Valued Home		130.63	
Tax Bill Savings/(Increase)	$	7.74	5.6%

PRIMARY PROPERTY TAX LEVY FY 2014 vs. FY 2013 TAX BILL IMPACT ON MEDIAN HOME			
FY 2013:			
Median Residential Limited Property Value	$	111,000	
Primary Tax Rate (per $100 Assessed Value)		1.2407	
Property Tax Bill	$	137.72	
FY 2014:			
Median Residential Limited Property Value	$	102,000	
Primary Tax Rate (per $100 Assessed Value)		1.2807	
Property Tax Bill	$	130.63	
Tax Bill Savings/(Increase)	$	7.09	5.1%

In FY 2014, 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
$ 409,775,397	$ 404,902,095	98.8%

Tax Penalties and Interest

Tax Penalties & Interest		
Fiscal Year	Annual Collections	Growth Rate
2005	13,030,957	--
2006	13,063,732	0.3%
2007	13,158,910	0.7%
2008	14,012,181	6.5%
2009	17,842,932	27.3%
2010	24,102,458	35.1%
2011	25,014,288	3.8%
2012	25,175,993	0.6%
2013 *	18,500,000	-26.5%
2014 **	18,500,000	0.0%

* 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 forecast accurately, so it is prudent to budget this revenue conservatively. FY 2013 collections are significantly below FY 2012 monthly receipts, averaging -26% 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 2014, revenues are expected to stabilize at $18.5 million, which is nearly $7 million below collections in FY 2012.

Jail Excise Tax

The County levies a Jail Excise Tax that is collected by the State of Arizona and transmitted to the County Treasurer monthly. The only special sales tax in Maricopa County at this time is the Jail Excise Tax.

In November 1998, Maricopa County voters approved a new Jail Excise Tax to fund construction and operation of adult and juvenile detention facilities. Tax authority began in January 1999 and was to expire after nine years or collections of $900 million. The $900 million was reached in FY 2007. In November 2002, Maricopa County voters approved an extension of the Jail Excise Tax for an additional twenty years after the expiration of the original tax.

Annual growth nearly reached 16% in FY 2006, but progressively declined FY 2007 through FY 2010 due to the Great Recession. In FY 2011, positive year-over-year growth resumed, demonstrating signs of recovery. Although FY 2013 collections are forecasted to be only slightly better than FY 2005 values, in FY 2014, the *Most Likely* revenue forecast projects an increase to $131 million. Subsequent growth is expected to hover around 5% through FY 2019.

Jail Excise Tax			
Fiscal Year		Annual Collections	Growth Rate
2005		$ 119,143,065	10.9%
2006		137,876,660	15.7%
2007		145,389,195	5.4%
2008		138,206,968	-4.9%
2009		116,878,703	-15.4%
2010		107,094,679	-8.4%
2011		112,451,802	5.0%
2012		118,052,954	5.0%
2013	*	121,899,292	3.3%
2014	**	131,106,321	7.6%
2015	***	137,661,637	5.0%
2016	***	145,095,365	5.4%
2017	***	153,365,801	5.7%
2018	***	161,340,823	5.2%
2019	***	169,246,523	4.9%

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

The Jail Excise Tax is levied at a rate of .2% on all taxable purchases in Maricopa County. Therefore, it is not subject to a sharing distribution formula and typically grows at a faster rate than State Shared Sales Tax Revenue.

Licenses and Permits

Maricopa County collects revenue from a variety of licenses and permits that are issued by various County departments. Rates for licenses and permits are approved by the Board of Supervisors, unless otherwise set forth in State statutes. The revenue generated from licenses and permits is generally used to offset the cost of issuance. Examples of licenses and permits include building permits, marriage licenses, dog licenses, and environmental health permits. Listed in the chart to the left are the actual license and permit revenues recorded for the last eight fiscal years, along with forecasted revenues for FY 2013, and the budgeted revenues for FY 2014.

Licenses & Permits Revenues			
Fiscal Year	General Fund	Special Revenue Funds	Total
2005	$ 1,494,043	$ 30,955,888	$ 32,449,930
2006	2,349,225	36,276,380	38,625,605
2007	2,510,840	35,224,846	37,735,686
2008	1,668,162	36,006,592	37,674,754
2009	2,303,516	34,824,035	37,127,551
2010	2,779,039	32,539,247	35,318,286
2011	2,330,508	35,486,437	37,816,945
2012	1,913,679	36,272,999	38,186,678
2013 *	2,283,371	38,732,188	41,015,559
2014 **	2,292,821	38,367,293	40,660,114

*Forecast
**Budget

Special Revenue Fund licenses and permits revenue is expected to decrease slightly in FY 2014. The decrease is primarily due to projected declines in the number of permits requested for right-of-way easements, building inspections, food service inspections dust control inspections, and swimming pool inspections.

General Fund license and permit revenues are detailed below and are expected to marginally increase in FY 2014. The largest component are license fees paid by cable television companies for operation in unincorporated areas and are forecasted to remain flat for FY 2014.

Licenses and Permits General Fund			
Department	FY 2013 Forecast	FY 2014 Budget	Description
Non Departmental	$ 1,676,821	$ 1,676,821	Cable Television Franchise Fees, Liquor Licenses
Clerk of Superior Court	491,800	535,000	Marriage Licenses
Sheriff	114,750	81,000	Pawnshop & Peddler's Licenses
Total	**$ 2,283,371**	**$ 2,292,821**	

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 2013, and the amounts budgeted for FY 2014.

Intergovernmental Revenues							
Fiscal Year	General Fund	Special Revenue Funds	Debt Service	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
2005	$ 626,232,433	$ 250,103,881	$ 2,036,360	$ 8,820,531	$ -	$ 9,647,024	$ 896,840,230
2006	694,985,741	285,620,779	1,395,932	8,847,363	284,611	13,365,808	1,004,500,234
2007	652,535,569	309,172,630	3,346,367	39,089,704	-	8,228,148	1,012,372,418
2008	614,211,708	242,970,178	-	21,946,984	-	-	879,128,870
2009	535,999,337	225,480,770	-	674,870	-	-	762,154,977
2010	500,275,584	248,569,777	-	6,160,540	-	-	755,005,901
2011	514,511,445	240,326,296	-	16,845,284	-	-	771,683,025
2012	530,821,945	241,497,932	-	16,697,782	-	-	789,017,659
2013 *	543,552,938	263,692,814	-	31,182,551	-	-	838,428,303
2014 **	571,935,438	266,285,567	-	13,816,370	-	-	852,037,375

*Forecast
**Budget

Payments in Lieu of Taxes

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

Payments in Lieu of Taxes	FY 2013 Forecast	FY 2014 Budget
Salt River Project	$ 8,515,161	$ 8,604,354
Federal Bureau of Land Management	2,719,556	2,719,556
Cities	648,157	648,157
	$ 11,882,874	**$ 11,972,067**

State Shared Sales Taxes

State Shared Sales Tax			
Fiscal Year		Annual Collections	Growth Rate
2005		$ 397,712,817	11.2%
2006		457,785,986	15.1%
2007		480,411,951	4.9%
2008		460,958,749	-4.0%
2009		394,920,582	-14.3%
2010		366,285,237	-7.3%
2011		385,487,679	5.2%
2012		400,453,542	3.9%
2013	*	409,784,418	2.3%
2014	**	437,402,846	6.7%
2015	***	458,398,183	4.8%
2016	***	481,318,092	5.0%
2017	***	507,790,587	5.5%
2018	***	533,180,116	5.0%
2019	***	558,772,762	4.8%

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

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

Listed to the left are the actual State Shared Sales Tax collections for the last eight fiscal years, estimates for FY 2013, the budget for FY 2014 and forecasted amounts for the next five years. State Shared Sales Tax and Jail Excise Tax revenues have followed similar trends, except that Jail Tax revenues experienced greater declines, but are rebounding more quickly. Annual growth reached 15.1% in FY 2006, but

declined for several years. There was a slight recovery in FY 2011; however, the gains were offset in FY 2012 by the negative impact from the revenue sharing calculation. While the point of sale component increased, Maricopa County's percent of the net assessed valuation and the population declined, thus negatively impacting the County's portion of the sales tax distribution. However, increased retail spending and construction activity in FY 2013 are projected to continue into FY 2014, which is expected to lead to sustained 5% annual growth rates based on the *Most Likely* forecast scenario.

State Shared Highway User Revenues

The State of Arizona collects highway user revenue, principally from a $0.18 per gallon tax on the motor fuel sold within the state. The primary purpose of highway user revenue is to fund construction and maintenance of streets and highways.

The State distributes these highway user funds in approximately the following proportions: 50 percent to the State Highway Fund, 30 percent to cities and towns and 20 percent to counties.

Highway user revenues distributed to the counties are allocated based upon fuel sales and estimated consumption as well as population. Maricopa County Highway User Revenue Funds (HURF) are deposited in the Transportation Operations Fund. Listed to the right are the actual collections of the highway user revenues for the last eight fiscal years, forecasted totals for FY 2013, and the budget for FY 2014.

Fiscal Year		State Shared Highway User Revenues	Growth Rate
2005		$ 90,566,136	4.6%
2006		96,972,512	7.1%
2007		107,593,116	11.0%
2008		102,751,593	-4.5%
2009		90,419,237	-12.0%
2010		84,950,511	-6.0%
2011		85,975,735	1.2%
2012		78,928,601	-8.2%
2013	*	84,652,860	7.3%
2014	**	84,652,860	0.0%

*Forecast
**Budget

In FY 2009, the State of Arizona diverted Highway User Revenue from the distribution base to fund its Department of Public Safety (DPS). That diversion resulted in about $5.5 million less in HURF revenue for Maricopa County. In FY 2012, they increased the amount by more than $3 million and diverted an additional amount for the Motor Vehicle Division (MVD) of the AZ Department of Transportation. That resulted in an additional decrease in funds for Maricopa County of almost $7 million.

In FY 2013, the Arizona Legislature removed the appropriation for MVD funding from the Highway User Revenue Fund, resulting in a distribution increase of approximately $5.6 million. The removal of MVD appropriation accounts for nearly all of the forecasted growth of 7.3% in that year. Independent of the appropriation decisions by the Legislature, HURF has been growing by approximately 1% a year. Due to the volatility in appropriation decisions coupled with low growth rate, HURF Revenue is estimated to remain flat year-over-year. Future revenue collections may vary significantly depending on legislative decisions regarding this funding source.

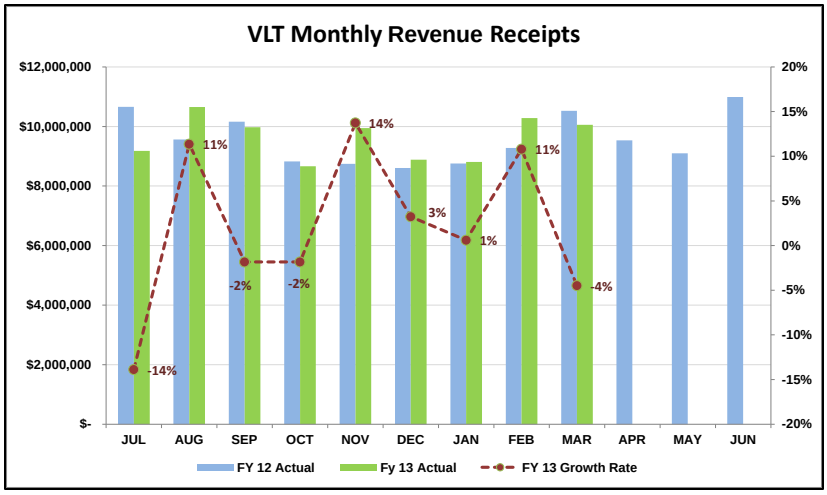
State Shared Vehicle License Taxes

The State of Arizona levies Vehicle License Taxes (VLT) annually on all vehicles, based upon their estimated value. The Vehicle License Tax is essentially a personal property tax on cars and trucks. VLT is paid as part of the annual auto license renewal process, billed and payable during the month in which the vehicle was first registered. VLT rates are applied to a vehicle's depreciated value and as a result, revenue growth depends greatly on the volume of new car sales. VLT revenue is shared with counties and cities, and a portion is also deposited in the Highway User Revenue Fund (HURF), which is also shared with local governments.

State Shared Vehicle License Tax			
Fiscal Year		General Fund	Growth Rate
2005		$ 122,637,826	5.7%
2006		138,003,052	18.9%
2007		143,543,616	4.0%
2008		139,312,595	-2.9%
2009		126,036,362	-9.5%
2010		116,405,328	-7.6%
2011		113,649,012	-2.4%
2012		113,363,659	-0.3%
2013	*	116,452,068	2.7%
2014	**	119,748,223	2.8%
2015	***	123,340,669	3.0%
2016	***	128,274,296	4.0%
2017	***	133,405,268	4.0%
2018	***	138,474,668	3.8%
2019	***	143,736,705	3.8%

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

The table to the left shows actual and forecasted vehicle license tax collections from FY 2004 to FY 2018. Moreover, as noted in the graph below, FY 2013 revenue continues its pattern of monthly volatility in annual growth rates. However, the FY 2013 average growth is positive and expected to continue into FY 2014 and subsequent years as a result of sustained economic recovery resulting in increases in population figures and new car purchases.



Other Intergovernmental Revenue

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

Other Intergovernmental Revenue General Fund			
Department	FY 2013 Forecast	FY 2014 Budget	Description
Elections	$ 4,405,172	$ 1,830,002	Election Cost Reimbursements from Other Jurisdictions
Enterprise GIS	499,600	$ 460,300	Aerial Photography Cost Reimbursements from Participating Government Entities
Juvenile Probation	23,238	5,000	Fort McDowell, Yavapai Nation and U.S. Marshal Detention Holding Fee
Public Defense	11,900	-	State Grand Jury Cost Sharing
Research and Reporting	72,537	72,000	Surveys for Other Governmental Agencies
Sheriff's Office	421,131	445,000	Social Security Administration Pay for Inmate Information and AZ State for Patrol
Total	**$ 5,433,578**	**$ 2,812,302**	

Charges for Services

Charges for Services are a broad category of program revenues that include charges to customers, applicants, or other governments who purchase, use, or directly benefit from the goods, services, or privileges provided, or are otherwise directly affected by the services. Charges for service are also levied internally within Maricopa County government for internal services provided by one County department to another department, but are eliminated within the overall County budget. County policy is to recover fully 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 2013 and the budget amount for FY 2014 for:

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

The significant reductions and ultimate elimination of Enterprise Fund Charges for Services from FY 2005 to FY 2008 revenue is the result of the transfer of the Maricopa Integrated Health Care System and the termination of the County's long-term health care plan. In FY 2008, the County began self-funding employee health and dental benefits, which resulted in an increase in Internal Service Fund revenue. This increase was almost exclusively due to budgeting and accounting procedural changes necessitated by the transition from insured benefits to self-insurance, rather than actual rate increases.

Charges for Service

Fiscal Year	General Fund	Special Revenue Funds	Debt Service Fund	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Eliminations	Total
2005	$ 29,955,025	$ 46,588,972	$ -	$ -	$ 355,475,219	$ 86,706,148	$ (76,001,438)	$442,723,926
2006	33,156,418	53,563,330	-	-	78,515,094	74,861,880	(72,564,571)	167,532,151
2007	31,719,127	55,826,076	-	-	62,873	78,091,596	(70,498,458)	95,201,214
2008	43,177,387	96,369,159	3,054,932	7,300,482	-	199,238,595	(160,036,744)	189,103,811
2009	43,642,013	135,371,562	2,652,765	17,874,757	-	201,910,980	(161,737,799)	239,714,278
2010	40,657,924	129,930,765	2,630,623	17,548,959	-	188,964,926	(133,025,426)	246,707,771
2011	40,745,732	149,482,999	2,640,840	19,037,127	-	193,579,637	(139,567,488)	265,918,847
2012	40,081,935	137,678,743	2,044,982	4,700,587	-	189,393,283	(151,120,029)	222,779,501
2013 *	39,944,934	109,078,922	2,044,612	9,968,913	-	194,625,634	(158,886,875)	196,776,140
2014 **	39,699,561	109,104,750	2,049,965	4,163,593	-	194,721,591	(163,263,729)	186,475,731

* Forecast
** Budget

Intergovernmental Charges for Services

Revenues in this category account for payments as well as for the sale of goods and services to outside governments or Districts. Examples include charges to cities and towns for housing jail inmates. Detail of General Fund Intergovernmental Charges for Service is shown in the following table.

Intergovernmental Charges for Service
General Fund

Department	FY 2013 Forecast	FY 2014 Budget	Description
Education Services	$ 25,500	$ 12,000	Elections Services from School Districts
Non Departmental	2,514,129	2,726,716	District Reimbursements
Non Departmental	261,609	145,843	Industrial Development Authority Reimbursements
Sheriff	9,578,090	10,046,451	Patrol Services Provided to Cities and Towns and to the Stadium and Flood Control Districts
Superior Court	527,473	513,000	Arizona Lengthy Trial Revenue, Municipal Court Juror Fees, Interpreter Fees
Total	**$12,906,801**	**$13,444,010**	

Patient Charges

In the General Fund, patient charges are received by the residual long-term care program. Special Revenue fund patient charges include amounts received by Public Health and by the Sheriff's Office for services provided. The significant change to the Enterprise Fund patient charges in FY 2006 is the result of the Maricopa Integrated Health Care System becoming a distinct governmental entity. The further reduction in FY 2007 is due to the termination of the County's management of the long-term health care program.

Patient Services Revenue

Fiscal Year	General Fund	Special Revenue Funds	Enterprise Funds	Total
2005	$ 29,583	$ 905,752	$ 355,475,219	$ 356,410,554
2006	13,742	2,205,319	78,480,454	80,699,515
2007	7,271	927,913	-	935,184
2008	9,237	1,032,387	-	1,041,624
2009	15,947	1,055,877	-	1,071,824
2010	28,834	1,288,958	-	1,317,792
2011	14,129	1,743,447	-	1,757,576
2012	6,996	1,593,088	-	1,600,084
2013 *	7,482	1,715,086	-	1,722,568
2014 **	7,000	2,207,044	-	2,214,044

*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 2014, internal service charges are budgeted to increase primarily due to increased costs for Risk Management.

Internal Service Charges

	FY 2013 Forecast	FY 2014 Budget
Business Strategies and Healthcare Programs	$ 111,710,544	$ 112,677,440
Enterprise Technology	16,267,126	15,848,890
Equipment Services	14,442,359	13,960,736
Procurement Services	785,926	788,689
Risk Management	15,680,920	19,987,974
Total	**$ 158,886,875**	**$ 163,263,729**

Other Charges for Services

The schedule below lists Maricopa County Other Charges for Service in the General Fund for FY 2013 and FY 2014. FY 2014 collections of Other Charges for Service in the General Fund are anticipated to be slightly lower than FY 2013. This is primarily due to an estimated decrease in fees collected in the Justice Courts resulting from a drop in the number of cases filed, and a decrease in the number of revenue-generating services requested from the Recorder's Office.

Other Charges for Service Summary General Fund			
Department	**FY 2013 Forecast**	**FY 2014 Budget**	**Description**
Clerk of the Superior Court	$ 5,928,933	$ 6,385,000	Filing fees, Passports and Indigent Defense Revenue
Constables	1,569,526	1,515,522	Constable Fees
Education Services	105,399	105,000	Garnishment & Support Processing Fees
Elections	1,243	402	Certifications
Finance	249,903	180,000	Collections Fee
Human Resources	35,108	35,000	Garnishments, Copies, Parking and Lost Bus Card Fees
Justice Courts	4,950,303	4,420,200	Defensive Driving Fees, Civil Trial Jury Fees and Other Miscellaneous Court Fees
Juvenile Probation	12,380	10,000	Miscellaneous Charges and Restitution
Medical Examiner	321,072	322,388	Cremation Certificate Fees and Transport Fees
Non Departmental	2,448,831	2,448,831	Tax Sale Fees and Sheriff Fees
Protective Services	287,864	235,141	Homeless Campus Protective Services Fee
Public Defender	56,577	71,452	Reimbursement for Legal Services
Public Fiduciary	1,184,464	1,150,000	Fiduciary Fees and Probate fees
Recorder	7,821,690	7,329,615	Document Recording Fees
Sheriff	552,897	558,000	Other Tax Sales Fees and Various Civil Fees
Superior Court	1,346,768	1,366,000	Family Court Filings, Civil Trial Jury Fees and Attorney Fees Paid By Parents
Treasurer	50,988	31,000	Miscellaneous Charges
Waste Resources and Recycling	106,705	85,000	Transfer Stations
Total	**$ 27,030,651**	**$ 26,248,551**	

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 2014 is slightly above forecasted collections for FY 2013.

Fines & Forfeits			
Fiscal Year	General Fund	Special Revenue Funds	Total
2005	$ 15,719,102	$ 5,612,192	$ 21,331,294
2006	15,646,210	7,098,112	22,744,322
2007	18,244,455	12,817,703	31,062,158
2008	16,901,603	14,490,595	31,392,198
2009	16,370,071	20,196,311	36,566,382
2010	15,408,833	18,938,132	34,346,965
2011	14,356,767	18,950,986	33,307,753
2012	12,151,054	18,090,680	30,241,734
2013 *	11,874,500	17,894,448	29,768,948
2014 **	12,288,138	18,948,859	31,236,997

* Forecast
** Budget

Fines and Forfeits Summary General Fund			
Department	FY 2013 Forecast	FY 2014 Budget	Description
Clerk of the Superior Court	$ 2,305,944	$ 2,400,000	Superior Court Fines
Elections	20,355	11,000	Campaign Finance Penalty Fees
Environmental Services	11,392	5,400	Code Enforcement Fines
Justice Courts	9,534,570	9,869,138	Civil Traffic, Misdemeanor Criminal Adjudication, Small Civil Cases
Sheriff	1,717	2,500	Civil Sanctions and Traffic Fines
Superior Court	522	100	Juror Fines
Total	**$11,874,500**	**$12,288,138**	

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 2013, plus the budget for FY 2014. 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
2005	$ 15,154,769	$ 19,078,397	$ 1,289,686	$ 6,483,550	$ 591,581	$ 1,345,006	$ 43,942,989
2006	22,714,174	24,869,157	1,077,601	3,229,749	456,261	4,101,900	56,448,842
2007	39,820,380	35,303,667	1,211,040	7,127,256	684,104	3,789,038	87,935,485
2008	32,662,960	40,941,646	1,095,072	19,300,188	-	5,369,946	99,369,812
2009	15,056,656	28,310,635	658,513	15,144,274	-	3,881,287	63,051,365
2010	13,651,212	20,099,288	276,414	5,769,517	-	1,805,553	41,601,984
2011	14,357,522	7,837,262	31,862	(1,016,103)	-	3,226,545	24,437,088
2012	15,242,487	7,675,012	5,234	650,549	-	1,198,400	24,771,682
2013 *	12,647,476	10,817,923	12,766	614,334	-	13,298,822	37,391,321
2014 **	6,725,088	28,612,593	8,300	-	-	550,424	35,896,405

* Forecast
** Budget

General Fund miscellaneous revenue includes interest income, building rental income, public record copy fees, and bad check fees. In FY 2103, Non Department revenue was significantly higher due to one-time revenue from a lawsuit settlement and an AHCCCS and ALTCS refund. Additionally, the Elections Department had increased revenue in FY 2013 due to reimbursements for elections. The consistent largest single component of miscellaneous revenues in the General Fund is interest income, which is budgeted to remain flat at $4 million for FY 2014, as interest rates are at historic lows and fund balance is forecasted to remain flat.

Miscellaneous Revenue General Fund			
Department	**FY 2013 Forecast**	**FY 2014 Budget**	**Description**
Assessor	$ 294,262	$ 240,000	Sale of Maps, Copies, Data, etc.
Assistant County Manager	214,726	203,500	Lease Revenue
Clerk of the Superior Court	51,031	180,000	Sale of Copies & Bad Check Fees, Interest
Constables	209	-	Donations
County Attorney	37,809	39,966	Fees from Private Defense for Discovery Information
County Manager's Office	995	600	Bus Card Replacement
Elections	10,322	3,506	Sale of Copies and Maps
Enterprise Technology	2,232	4,800	Sale of Computer Equipment
Facilities Management	266,272	38,000	Lease Revenue
Human Resources	20,073	11,000	Copies of W-2s and Employee Records
Justice Courts	979,727	949,400	Sale of Copies
Juvenile Probation	3,219	4,750	Insurance Reimbursements/Restitution
Non Departmental	9,274,870	4,300,000	Interest, Loss Reimbursement, Fire District Reimbursement, Tax Deed Sale, AHCCCS and ALTCS Payment Refund
Procurement	520,112	282,000	Purchase Card Rebates
Recorder	408,381	370,197	Micrographics & Photocopy Sales and Postage
Sheriff	319,418	49,000	Sale of Copies and Reimbursement for ID Cards and Impound Fees
Superior Court	2,665	1,000	Sale of Copies
Waste Resources and Recycling	241,153	47,369	Lease Revenue, Scrap Metal Proceeds
Total	**$ 12,647,476**	**$ 6,725,088**	

Other Financing Sources

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

Proceeds of Financing

No revenues are budgeted for Proceeds of Financing in FY 2014. Please refer to the *Debt Service* section of this document for a discussion of Maricopa County's debt policies and additional information on the uses of the proceeds of financing from prior fiscal years.

Fund Transfers In

A schedule of Fund Transfers is provided in the *Budget Summary Schedules* section. There is an on-going transfer from the General Fund to the Detention Fund for the statutorily required Maintenance of Effort payment. The General and Detention Funds also provide one-time transfers to the Capital Projects funds to fund the County's pay-as-you-go capital program. For additional detail, refer to the Fund Transfer schedules found later in this section.

Fund Balance Summary and Variance Commentary

The following schedule lists estimated beginning fund balances, estimated sources and uses for the upcoming fiscal year, along with resulting estimated fund balances at the end of the upcoming fiscal year. "Beginning fund balance" represents resources accumulated within each fund as of the start of the fiscal year, based on actual and projected revenues and expenditures for prior fiscal years. Presentation of fund balances has been adjusted in accordance with Statement 54 of the Government Accounting Standards Board (GASB).

Classification of Fund Balances

For budgeting purposes, fund balances exclude any amounts defined as "non-spendable," such as fixed assets. Ending fund balances are classified as "restricted," "committed," or "unassigned" as appropriate; there are no *budgeted* fund balances that are considered "assigned." "Restricted" fund balances are subject to externally enforceable legal restrictions; for Maricopa County, examples include special revenue funds established by State statute and grant funds. "Committed" fund balances are constrained by limitations that the County imposes upon itself at its highest level of decision-making (i.e., the Board of Supervisors); examples include certain special revenue and capital projects funds established by the Board for specific purposes. "Assigned" fund balances are those that have an intended use established by decision makers. For budget purposes, the County does not classify any fund balances as assigned. The CAFR may classify fund balances as assigned, if the balances have been appropriated in a subsequent period. For the General Fund, any remaining amount that is not restricted or committed is "unassigned," but for other funds, only a negative ending balance would be categorized in this way.

Estimating Fund Balances

The process for estimating all beginning fund balances for the upcoming fiscal year begins with audited actual fund balance information as of the end of the prior fiscal year, as presented in the *Maricopa County Comprehensive Annual Financial Report (CAFR)*. The only exception is the Risk Management Trust Fund (675), in which the actuarially estimated amount of long-term liabilities is added back into the beginning fund balance. This provides a more realistic portrayal of resources available in this fund for budgeting purposes.

Beginning balances for the upcoming fiscal year are estimated by taking the audited ending balance for the prior fiscal year, adding to the forecasted sources for the current fiscal year, and subtracting the forecasted uses for the current fiscal year.

Negative Fund Balances

Negative beginning fund balances are reported for a number of grant funds due to GASB financial reporting requirements that disallow the inclusion of revenues received more than 60 days following the end of the fiscal year. The Department of Finance and the Office of Management and Budget work with affected departments to improve their financial reporting practices, and to ensure that annual expenditures remain within authorized grant awards and that any reimbursements due are received in a timely manner. In addition to the grant funds, the following funds are also projected to have a deficit fund balance at the end of FY 2014:

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, 603, 604 and 619)
The Benefits Trust is an Internal Service Fund comprised of several funds used to account for specific employee benefit plans. Most plans in the trust are achieving favorable financial results, as demonstrated by their positive fund balances. The performance of a few benefit plans has been unfavorable; those funds are anticipated to have negative fund balances. Collectively, the employee benefit plan funds have a significant positive fund balance.

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

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.

All capital project fund balances are changing more than 10%. These funds are part of the County's "pay-as-you-go" capital funding policy. Resources and funds are transferred as needed to fund fully 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. Information on the use of these balances can be found in the fund's reconciliation tables in the Department Strategic Plans & Budgets section of this document.

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*	$ 230,066,825	$1,058,480,141	$1,288,546,966	$ -	$ -	$ -	$ -
SPECIAL REVENUE							
NON-GRANT FUNDS							
201 ADULT PROBATION FEES[1]	$ 1,466,166	$ 12,842,594	$ 13,777,133	$ 531,627	$ -	$ -	$ -
203 SHERIFF DONATIONS	121,841	26,300	26,300	121,841	-	-	-
204 JUSTICE CT JUDICIAL ENHANCEMNT[1]	547,616	792,000	1,042,000	297,616	-	-	-
205 COURT DOCUMENT RETRIEVAL[1]	537,601	1,316,700	1,838,536	15,765	-	-	-
206 OFFICER SAFETY EQUIPMENT	66,263	60,000	60,000	66,263	-	-	-
207 PALO VERDE[1]	333,224	665,916	722,916	276,224	-	-	-
208 JUDICIAL ENHANCEMENT[1]	2,432,461	1,521,600	1,178,994	2,775,067	-	-	-
209 PUBLIC DEFENDER TRAINING[1]	287,842	424,932	710,158	2,616	-	-	-
210 ECONOMIC DEVELOOPMENT[1]	533,774	65,000	543,175	55,599	-	-	-
212 SHERIFF RICO	19,972	2,500,000	2,500,000	19,972	-	-	-
213 COUNTY ATTORNEY RICO[1]	4,028,012	4,000,000	7,574,334	453,678	-	-	-
214 SHERIFF JAIL ENHANCEMENT	2,801,003	1,482,444	1,482,444	2,801,003	-	-	-
215 EMERGENCY MANAGEMENT**	13,108	895,870	931,260	-	-	-	(22,282)
218 CLERK OF COURT FILL THE GAP[1]	414,190	2,104,981	2,314,029	205,142	-	-	-
220 DIVERSION[1]	2,730,110	1,683,250	3,620,100	793,260	-	-	-
221 COUNTY ATTORNEY FILL THE GAP[1]	566,848	1,728,613	1,995,341	300,120	-	-	-
225 SPUR CROSS RANCH CONSERVATION[1]	210,837	266,411	295,960	181,288	-	-	-
226 PLANNING AND DEVELOPMENT FEES	4,249,807	8,004,275	8,057,806	-	4,196,276	-	-
228 JUVENILE PROBATION SPECIAL FEE	1,399,828	3,830,500	3,830,500	1,399,828	-	-	-
229 JUVENILE RESTITUTION	65,541	10,000	10,000	65,541	-	-	-
232 TRANSPORTATION OPERATIONS[1]	29,175,413	94,967,838	106,371,353	17,771,898	-	-	-
236 RECORDERS SURCHARGE[1]	3,744,018	4,575,000	5,757,989	2,561,029	-	-	-
237 JUSTICE COURTS PHOTO ENFORCEMENT[1]	332,957	6,200	312,103	27,054	-	-	-
239 PARKS SOUVENIR	12,573	220,000	220,000	12,573	-	-	-
240 LAKE PLEASANT RECREATION SVCS[1]	1,301,658	2,377,083	3,284,850	393,891	-	-	-
241 PARKS ENHANCEMENT FUND[1]	2,856,304	3,960,786	5,261,068	1,556,022	-	-	-
243 PARKS DONATIONS	642,053	13,905	61,905	594,053	-	-	-
245 JUSTICE COURTS SPECIAL REVENUE	692,559	6,589,500	6,589,500	692,559	-	-	-
252 INMATE SERVICES	7,167,487	11,637,000	11,637,000	7,167,487	-	-	-
254 INMATE HEALTH SERVICES	412,721	165,640	165,640	412,721	-	-	-
255 DETENTION OPERATIONS*	67,400,720	334,766,071	396,388,602	5,778,189	-	-	-
256 PROBATE FEES[1]	231,097	464,531	614,531	81,097	-	-	-
257 CONCILIATION COURT FEES[1]	436,774	1,678,000	1,978,000	136,774	-	-	-
259 TRIAL COURTS SPECIAL REVENUE[1]	1,740,367	4,900,000	6,475,000	165,367	-	-	-
261 LAW LIBRARY FEES	2,035,158	1,296,000	1,296,000	2,035,158	-	-	-
262 PUBLIC DEFENDER FILL THE GAP[1]	329,020	1,235,025	1,564,045	-	-	-	-
263 LEGAL DEFENDER FILL THE GAP	2,243	66,362	66,362	2,243	-	-	-
264 SUPERIOR COURT FILL THE GAP	34,645	2,101,600	2,101,600	34,645	-	-	-
265 PUBLIC HEALTH FEES	5,382,183	5,749,459	6,063,812	5,067,830	-	-	-
266 CHECK ENFORCEMENT PROGRAM	275,630	346,000	359,900	261,730	-	-	-
267 CRIM JUSTICE ENHANCEMENT[1]	508,341	1,405,000	1,624,052	289,289	-	-	-
268 VICTIM COMP AND ASSISTANCE	1,424,564	135,000	135,000	1,424,564	-	-	-
269 VICTIM COMP RESTITUTION INT	789,701	40,000	40,000	789,701	-	-	-
270 CHILD SUPPORT ENHANCEMENT[1]	738,218	88,600	-	826,818	-	-	-
271 EXPEDITED CHILD SUPPORT[1]	376,101	585,000	785,000	176,101	-	-	-
273 VICTIM LOCATION[1]	75,166	2,600	68,000	9,766	-	-	-
274 CLERK OF THE COURT EDMS[1]	653,690	2,868,900	3,522,120	470	-	-	-
275 JUVENILE PROBATION DIVERSION	789,902	304,194	304,194	789,902	-	-	-
276 SPOUSAL MAINT ENF ENHANCEMENT	144,953	115,921	115,921	144,953	-	-	-
277 EMANCIPATION ADMINISTRATION[1]	705	-	700	5	-	-	-
281 CHILDRENS ISSUES EDUCATION[1]	328,312	115,007	415,007	28,312	-	-	-
282 DOM REL MEDIATION EDUCATION	90,824	190,682	190,682	90,824	-	-	-
290 WASTE TIRE	1,377,684	4,756,341	4,748,332	1,385,693	-	-	-
504 AIR QUALITY FEES[1]	6,634,419	10,868,091	12,150,266	5,352,244	-	-	-
506 ENVIRONMTL SVCS ENV HEALTH[1]	9,443,856	19,873,178	23,174,602	-	6,142,432	-	-
572 ANIMAL CONTROL LICENSE/SHELTER	4,295,537	8,783,032	8,783,032	4,295,537	-	-	-
574 ANIMAL CONTROL FIELD OPERATION	1,671,417	3,453,314	3,603,927	1,520,804	-	-	-
669 SMALL SCHOOL SERVICE	147,566	109,657	109,657	147,566	-	-	-
741 TAXPAYER INFORMATION	292,495	304,341	304,341	292,495	-	-	-
780 SCHOOL TRANSPORTATION	226,373	600,000	600,000	226,373	-	-	-
782 SCHOOL COMMUNICATION	145,897	603,452	603,452	145,897	-	-	-
795 COUNTY SCHOOL INDIRECT COST[1]	994,104	353,173	1,061,291	285,986	-	-	-
SUBTOTAL NON-GRANT FUNDS	$ 178,181,449	$ 577,121,469	$ 671,614,513	$ 73,371,979	$ 10,338,708	$ -	$ (22,282)

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
SPECIAL REVENUE (CONT'D)							
GRANT FUNDS							
211 ADULT PROBATION GRANTS	$ (360,005)	$ 3,084,259	$ 3,084,259	$ -	$ -	$ -	$ (360,005)
216 CLERK OF THE COURT GRANTS	(3,647)	1,072,654	1,072,654	-	-	-	(3,647)
217 CDBG HOUSING TRUST	(232,399)	19,897,891	19,897,891	-	-	-	(232,399)
219 COUNTY ATTORNEY GRANTS	506,633	6,938,464	6,938,464	506,633	-	-	-
222 HUMAN SERVICES GRANTS	(860,186)	42,048,808	42,238,808	-	-	-	(1,050,186)
223 TRANSPORTATION GRANTS	-	636,122	636,122	-	-	-	-
224 MEDICAL EXAMINER GRANT	-	63,614	63,614	-	-	-	-
227 JUVENILE PROBATION GRANTS	(63,394)	4,424,881	4,424,881	-	-	-	(63,394)
230 PARKS & REC. GRANTS	25	-	-	25	-	-	-
233 PUBLIC DEFENDER GRANTS	43	303,237	303,237	43	-	-	-
238 TRIAL COURTS GRANTS	(42,887)	2,599,319	2,599,319	-	-	-	(42,887)
248 ELECTIONS GRANT	4,905	2,181,549	2,181,549	4,905	-	-	-
249 NON DEPARTMENTAL GRANT	4,543,919	22,166,516	28,166,516	-	-	-	(1,456,081)
251 SHERIFF GRANTS	1,312,820	8,565,508	8,565,508	1,312,820	-	-	-
292 CORRECTIONAL HEALTH GRANT	-	50,000	50,000	-	-	-	-
503 AIR QUALITY GRANT	305,014	3,925,303	3,924,954	305,363	-	-	-
532 PUBLIC HEALTH GRANTS	(5,241,793)	49,590,797	49,590,797	-	-	-	(5,241,793)
573 ANIMAL CONTROL GRANTS	1,032,009	1,369,571	1,663,711	737,869	-	-	-
715 SCHOOL GRANT	778,396	20,593,590	20,593,590	778,396	-	-	-
SUBTOTAL GRANTS	$ 1,679,453	$ 189,512,083	$ 195,995,874	$ 3,646,054	$ -	$ -	$ (8,450,392)
SPECIAL REVENUE	$ 179,860,902	$ 766,633,552	$ 867,610,387	$ 77,018,033	$ 10,338,708	$ -	$ (8,472,674)
DEBT SERVICE							
320 COUNTY IMPROVEMENT DEBT	$ 29,577,064	$ 5,140,896	$ 16,715,180	$ 14,344,412	$ 3,658,368	$ -	$ -
DEBT SERVICE	$ 29,577,064	$ 5,140,896	$ 16,715,180	$ 14,344,412	$ 3,658,368	$ -	$ -
CAPITAL PROJECT							
234 TRANSPORTATION CAPITAL PROJECT	$ 15,974,251	$ 66,114,760	$ 82,089,011	$ -	$ -	$ -	$ -
422 INTERGOVERNMENTAL CAP PROJ	127,627	-	127,500	-	127	-	-
445 GENERAL FUND CTY IMPROV	254,637,411	145,164,013	119,357,446	-	280,443,978	-	-
455 DETENTION CAPITAL PROJECTS	222,623,580	7,248,089	45,775,001	184,096,668	-	-	-
460 TECHNOLOGY CAP IMPROVEMENT	203,424,582	77,861,471	164,205,773	-	117,080,280	-	-
461 DETENTION TECH CAP IMPROVEMENT	43,085,557	25,000,001	59,061,564	9,023,994	-	-	-
CAPITAL PROJECT	$ 739,873,008	$ 321,388,334	$ 470,616,295	$ 193,120,662	$ 397,524,385	$ -	$ -
INTERNAL SERVICE							
601 CMG HIGH OPTION	$ (3,226,706)	$ 53,061,629	$ 53,061,629	$ -	$ -	$ -	$ (3,226,706)
602 CMG LOW OPTION	1,141,583	-	-	1,141,583	-	-	-
603 OAP IN	(1,764,074)	-	-	-	-	-	(1,764,074)
604 OAP HIGH OPTION	(1,027,719)	35,848,681	35,848,681	-	-	-	(1,027,719)
605 OAP LOW OPTION	1,938,145	-	-	1,938,145	-	-	-
606 CHOICE FUND H.S.A.	1,348,725	15,520,423	15,520,423	1,348,725	-	-	-
607 FI DENTAL PPO	-	5,192,538	5,192,538	-	-	-	-
608 COINSURANCE[1]	15,988,271	8,010,147	15,835,192	8,163,226	-	-	-
609 CONSUMER CHOICE	1,261,278	-	-	1,261,278	-	-	-
610 70% STD	1	-	-	1	-	-	-
611 60% STD[1]	6,586,279	1,408,140	7,608,140	386,279	-	-	-
612 50% STD	1,190,904	304,556	304,556	1,190,904	-	-	-
613 40% STD	722,380	142,180	142,180	722,380	-	-	-
614 BEHAVIORAL HEALTH	5,304,159	1,749,785	1,749,785	5,304,159	-	-	-
615 WELLNESS[1]	3,468,452	1,362,790	1,905,290	2,925,952	-	-	-
616 CONTRACT ADMINISTRATION	599,647	-	-	599,647	-	-	-
618 BENEFIT ADMINISTRATION	4,954,244	2,915,172	3,015,172	4,854,244	-	-	-
619 ONSITE PHARMACY CLINIC	(376,435)	1,736,000	1,736,000	-	-	-	(376,435)
621 FLEX SPENDING HEALTH	-	2,356,070	2,356,070	-	-	-	-
622 FLEX SPENDING DEP CARE	-	888,092	888,092	-	-	-	-
623 VISION	104,987	1,658,880	1,658,880	104,987	-	-	-
625 FI PREPAID DENTAL	-	269,861	269,861	-	-	-	-
626 FI LIFE & AD&D	-	397,832	397,832	-	-	-	-
627 SUPPLEMENTAL LIFE	-	3,140,997	3,140,997	-	-	-	-
628 EMPLOYEE ASSISTANCE	-	369,603	369,603	-	-	-	-
629 SI DENTAL	5,154,094	4,309,610	4,309,610	5,154,094	-	-	-
630 DEPENDENT LIFE	-	348,516	348,516	-	-	-	-
631 VOLUNTARY BENEFITS	-	892,212	892,212	-	-	-	-
632 CIGNA FOR SENIORS	-	638,520	638,520	-	-	-	-
654 EQUIPMENT SERVICES[1]	2,860,517	16,682,320	17,273,320	-	2,269,517	-	-
673 REPROGRAPHICS	218,724	788,689	788,689	-	218,724	-	-
675 RISK MANAGEMENT	(8,547,993)	30,513,489	29,841,029	-	-	-	(7,875,533)
676 COUNTY MANAGER RISK MANAGEMENT	-	5,049,022	5,049,022	-	-	-	-
681 TELECOMMUNICATIONS[1]	3,476,906	15,952,983	16,980,745	-	2,449,144	-	-
INTERNAL SERVICE	$ 41,376,375	$ 210,263,737	$ 225,877,584	$ 35,095,610	$ 4,937,385	$ -	$ (14,270,467)

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
ELIMINATIONS	$ -	$ (660,891,622)	$ (660,891,622)	$ -	$ -	$ -	$ -
ALL FUNDS	$1,220,754,174	$1,701,015,038	$2,208,474,790	$ 319,578,717	$ 416,458,846	$ -	$ (22,743,141)

Structural Balance

The *Budgeting for Results Policy Guidelines* require the budget to be structurally balanced, meaning that recurring expenditures are fully supported by recurring revenues. This FY 2014 budget follows this key guideline in nearly all funds. However, the budgets for a few funds are not structurally balanced, often for technical reasons. Following is an explanation by fund of each instance of structural deficit:

Detention Operations (255)
The Detention Operations fund has a sizeable fund balance. The fund is assuming allowable costs that had been charged to the County's General Fund. The fund balance will be used to support current operations. It is anticipated that this will be a short-term situation and the expenditures will be evaluated each year to make certain they can be sustained.

Benefits Trust Fund (608)
The structural imbalance in FY 2014 is due to the planned spend down of fund balance, which is higher than required.

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

Consolidated Operating Sources, Uses and Structural Balance by Fund

FUND	SOURCES: OPERATING	USES: OPERATING	STRUCT. BALANCE
GENERAL	$ 1,056,343,141	$ 1,056,343,141	$ -
SPECIAL REVENUE			
NON-GRANT FUNDS			
201 ADULT PROBATION FEES	$ 12,842,594	$ 12,842,594	$ -
203 SHERIFF DONATIONS	26,300	26,300	-
204 JUSTICE CT JUDICIAL ENHANCEMNT	792,000	792,000	-
205 COURT DOCUMENT RETRIEVAL	1,316,700	1,316,700	-
206 OFFICER SAFETY EQUIPMENT	60,000	60,000	-
207 PALO VERDE	665,916	665,916	-
208 JUDICIAL ENHANCEMENT	1,521,600	1,178,994	342,606
209 PUBLIC DEFENDER TRAINING	424,932	424,932	-
212 SHERIFF RICO	2,500,000	2,500,000	-
213 COUNTY ATTORNEY RICO	4,000,000	4,000,000	-
214 SHERIFF JAIL ENHANCEMENT	1,482,444	1,482,444	-
215 EMERGENCY MANAGEMENT	844,468	844,468	-
218 CLERK OF COURT FILL THE GAP	2,104,981	2,104,981	-
220 DIVERSION	1,683,250	1,683,250	-
221 COUNTY ATTORNEY FILL THE GAP	1,728,613	1,728,613	-
225 SPUR CROSS RANCH CONSERVATION	266,411	260,960	5,451
226 PLANNING AND DEVELOPMENT FEES	7,874,883	7,677,875	197,008
228 JUVENILE PROBATION SPECIAL FEE	3,830,500	3,830,500	-
229 JUVENILE RESTITUTION	10,000	10,000	-
232 TRANSPORTATION OPERATIONS	94,967,838	58,236,556	36,731,282
236 RECORDERS SURCHARGE	4,575,000	3,557,989	1,017,011
237 JUST COURTS PHOTO ENFORCEMENT	6,200	6,200	-
239 PARKS SOUVENIR	220,000	220,000	-
240 LAKE PLEASANT RECREATION SVCS	2,377,083	2,243,650	133,433
241 PARKS ENHANCEMENT FUND	3,960,786	3,960,786	-
243 PARKS DONATIONS	13,905	13,905	-
245 JUSTICE COURTS SPECIAL REVENUE	6,589,500	6,589,500	-
252 INMATE SERVICES	11,637,000	11,637,000	-
254 INMATE HEALTH SERVICES	165,640	165,640	-
255 DETENTION OPERATIONS	334,766,071	342,412,909	(7,646,838)
256 PROBATE FEES	464,531	464,531	-
257 CONCILIATION COURT FEES	1,678,000	1,678,000	-
259 SUPERIOR COURT SPECIAL REVENUE	4,900,000	4,900,000	-
261 LAW LIBRARY	1,296,000	1,296,000	-
262 PUBLIC DEFENDER FILL THE GAP	840,228	840,228	-
263 LEGAL DEFENDER FILL THE GAP	66,362	66,362	-
264 SUPERIOR COURT FILL THE GAP	2,101,600	2,101,600	-
265 PUBLIC HEALTH FEES	5,749,459	5,749,459	-
266 CHECK ENFORCEMENT PROGRAM	346,000	346,000	-
267 CRIM JUSTICE ENHANCEMENT	1,405,000	1,405,000	-
268 VICTIM COMP AND ASSISTANCE	135,000	135,000	-
269 VICTIM COMP RESTITUTION INT	40,000	40,000	-
270 CHILD SUPPORT ENHANCEMENT	88,600	-	88,600
271 EXPEDITED CHILD SUPPORT	585,000	585,000	-
273 VICTIM LOCATION	2,600	-	2,600
274 CLERK OF THE COURT EDMS	2,868,900	2,868,900	-
275 JUVENILE PROBATION DIVERSION	304,194	304,194	-

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

FUND	SOURCES: OPERATING	USES: OPERATING	STRUCT. BALANCE
276 SPOUSAL MAINT ENF ENHANCEMENT	$ 115,921	$ 115,921	$ -
281 CHILDRENS ISSUES EDUCATION	115,007	115,007	-
282 DOM REL MEDIATION EDUCATION	190,682	190,682	-
290 WASTE TIRE	4,756,341	4,748,332	8,009
504 AIR QUALITY FEES	10,868,091	10,517,273	350,818
506 ENVIRONMTL SVCS ENV HEALTH	19,873,178	19,661,862	211,316
572 ANIMAL CONTROL LICENSE SHELTER	8,783,032	8,783,032	-
574 ANIMAL CONTROL FIELD OPERATION	3,453,314	3,319,206	134,108
669 SMALL SCHOOL SERVICE	109,657	109,657	-
741 TAXPAYER INFORMATION	304,341	304,341	-
780 SCHOOL TRANSPORTATION	600,000	600,000	-
782 SCHOOL COMMUNICATION	603,452	603,452	-
795 EDUCATIONAL SUPPLEMENTAL PROG	353,173	332,292	20,881
SUBTOTAL NON-GRANT FUNDS	$ 576,480,878	$ 544,850,684	$ 31,630,194
GRANT FUNDS			
211 ADULT PROBATION GRANTS	$ 3,084,259	$ 3,084,259	$ -
216 CLERK OF THE COURT GRANTS	1,072,654	1,072,654	-
217 CDBG HOUSING TRUST	19,897,891	19,897,891	-
219 COUNTY ATTORNEY GRANTS	6,938,464	6,938,464	-
222 HUMAN SERVICES GRANTS	42,048,808	42,048,808	-
224 MEDICAL EXAMINER GRANT	63,614	63,614	-
227 JUVENILE PROBATION GRANTS	4,424,881	4,424,881	-
233 PUBLIC DEFENDER GRANTS	303,237	303,237	-
238 SUPERIOR COURT GRANTS	2,599,319	2,599,319	-
248 ELECTIONS GRANT	2,181,549	2,181,549	-
249 NON DEPARTMENTAL GRANT	21,846,828	21,846,828	-
251 SHERIFF GRANTS	8,565,508	8,565,508	-
292 CORRECTIONAL HEALTH GRANT	50,000	50,000	-
503 AIR QUALITY GRANT	3,925,303	3,924,954	349
532 PUBLIC HEALTH GRANTS	49,590,797	49,590,797	-
573 ANIMAL CONTROL GRANTS	1,369,571	1,363,711	5,860
715 SCHOOL GRANT	20,593,590	20,593,590	-
SUBTOTAL GRANTS	$ 188,556,273	$ 188,550,064	$ 6,209
SPECIAL REVENUE	$ 765,037,151	$ 733,400,748	$ 31,636,403
DEBT SERVICE			
320 COUNTY IMPROVEMENT DEBT	$ 3,189,910	$ -	$ 3,189,910
DEBT SERVICE	$ 3,189,910	$ -	$ 3,189,910
CAPITAL PROJECTS			
445 GENERAL FUND CTY IMPROV	$ 11,161,349	$ -	$ 11,161,349
455 DETENTION CAPITAL PROJECTS	587,500	-	587,500
460 TECHNOLOGY CAP IMPROVEMENT	11,640,000	-	11,640,000
CAPITAL PROJECTS	$ 23,388,849	$ -	$ 23,388,849
INTERNAL SERVICE			
601 CMG MEDICAL	$ 53,061,629	$ 53,061,629	$ -
604 OAP MEDICAL	35,848,681	35,848,681	-
606 CHOICE FUND H.S.A.	15,520,423	15,520,423	-
607 FI DENTAL PPO	5,192,538	5,192,538	-
608 COINSURANCE PHARMACY	8,010,147	15,835,192	(7,825,045)

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

FUND	SOURCES: OPERATING	USES: OPERATING	STRUCT. BALANCE
611 60 PERCENT STD	$ 1,408,140	$ 1,408,140	$ -
612 50 PERCENT STD	304,556	304,556	-
613 40 PERCENT STD	142,180	142,180	-
614 BEHAVIORAL HEALTH	1,749,785	1,749,785	-
615 WELLNESS	1,362,790	1,362,790	-
618 BENEFIT ADMINISTRATION	2,915,172	2,915,172	-
619 ONSITE PHARMACY CLINIC	1,736,000	1,736,000	-
621 FLEX SPENDING HEALTH	2,356,070	2,356,070	-
622 FLEX SPENDING DEP CARE	888,092	888,092	-
623 VISION	1,658,880	1,658,880	-
625 FI PREPAID DENTAL	269,861	269,861	-
626 FI LIFE AND AD AND D	397,832	397,832	-
627 SUPPLEMENTAL LIFE	3,140,997	3,140,997	-
628 EMPLOYEE ASSISTANCE	369,603	369,603	-
629 SI DENTAL	4,309,610	4,309,610	-
630 DEPENDENT LIFE	348,516	348,516	-
631 VOLUNTARY BENEFITS	892,212	892,212	-
632 CIGNA FOR SENIORS	638,520	638,520	-
654 EQUIPMENT SERVICES	16,682,320	16,682,320	-
673 REPROGRAPHICS	788,689	788,689	-
675 RISK MANAGEMENT	20,570,789	29,841,029	(9,270,240)
681 TECHNOLOGY INFRASTRUCTURE	15,952,983	15,877,016	75,967
INTERNAL SERVICE	$ 195,272,015	$ 212,291,333	$ (17,019,318)
ELIMINATIONS	$ (361,800,692)	$ (361,800,692)	$ -
ALL FUNDS	$ 1,681,430,374	$ 1,640,234,530	$ 41,195,844

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 2014 Expenditure Limitation	$	1,201,238,124
FY 2014 Expenditures Subject to Limitation	$	1,201,238,123
Expenditures (Over)/Under Limitation	$	1

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

		FY 2013 ADOPTED	FY 2013 REVISED	FY 2014 ADOPTED	(INC.)/DEC FROM REV.
	JUDICIAL				
110	**ADULT PROBATION**				
100	**GENERAL**				
	OPERATING	$ 50,718,625	$ 50,718,625	$ 41,708,509	$ 9,010,116
	NON RECURRING NON PROJECT	-	-	127,030	(127,030)
	ALL FUNCTIONS	$ 50,718,625	$ 50,718,625	$ 41,835,539	$ 8,883,086
201	**ADULT PROBATION FEES**				
	OPERATING	$ 12,842,594	$ 12,842,594	$ 12,842,594	$ -
	NON RECURRING NON PROJECT	1,356,274	1,653,757	934,539	719,218
	ALL FUNCTIONS	$ 14,198,868	$ 14,496,351	$ 13,777,133	$ 719,218
211	**ADULT PROBATION GRANTS**				
	OPERATING	$ 3,557,378	$ 3,742,705	$ 3,084,259	$ 658,446
255	**DETENTION OPERATIONS**				
	OPERATING	$ 10,970,427	$ 10,970,427	$ 23,318,188	$ (12,347,761)
	NON RECURRING NON PROJECT	100,000	100,000	196,860	(96,860)
	ALL FUNCTIONS	$ 11,070,427	$ 11,070,427	$ 23,515,048	$ (12,444,621)
	TOTAL DEPARTMENT	**$ 79,545,298**	**$ 80,028,108**	**$ 82,211,979**	**$ (2,183,871)**
240	**JUSTICE COURTS**				
100	**GENERAL**				
	OPERATING	$ 15,883,469	$ 15,844,479	$ 15,792,908	$ 51,571
	NON RECURRING NON PROJECT	50,000	50,000	-	50,000
	ALL FUNCTIONS	$ 15,933,469	$ 15,894,479	$ 15,792,908	$ 101,571
204	**JUSTICE CT JUDICIAL ENHANCEMNT**				
	OPERATING	$ 792,000	$ 792,000	$ 792,000	$ -
	NON RECURRING NON PROJECT	1,000,000	1,004,059	250,000	754,059
	ALL FUNCTIONS	$ 1,792,000	$ 1,796,059	$ 1,042,000	$ 754,059
237	**JUST COURTS PHOTO ENFORCEMENT**				
	OPERATING	$ 8,700	$ 8,700	$ 6,200	$ 2,500
	ELEC DOCUMENT MGMNT SYSTEM	372,651	372,651	305,903	66,748
	ALL FUNCTIONS	$ 381,351	$ 381,351	$ 312,103	$ 69,248
245	**JUSTICE COURTS SPECIAL REVENUE**				
	OPERATING	$ 6,177,400	$ 6,177,400	$ 6,589,500	$ (412,100)
	NON RECURRING NON PROJECT	-	84,467	-	84,467
	ALL FUNCTIONS	$ 6,177,400	$ 6,261,867	$ 6,589,500	$ (327,633)
	TOTAL DEPARTMENT	**$ 24,284,220**	**$ 24,333,756**	**$ 23,736,511**	**$ 597,245**
270	**JUVENILE PROBATION**				
100	**GENERAL**				
	OPERATING	$ 16,088,443	$ 16,088,443	$ 15,428,434	$ 660,009
227	**JUVENILE PROBATION GRANTS**				
	OPERATING	$ 4,406,449	$ 4,879,835	$ 4,424,881	$ 454,954
	NON RECURRING NON PROJECT	-	85,627	-	85,627
	ALL FUNCTIONS	$ 4,406,449	$ 4,965,462	$ 4,424,881	$ 540,581
228	**JUVENILE PROBATION SPECIAL FEE**				
	OPERATING	$ 3,743,200	$ 3,743,200	$ 3,830,500	$ (87,300)
	NON RECURRING NON PROJECT	-	84,143	-	84,143
	ALL FUNCTIONS	$ 3,743,200	$ 3,827,343	$ 3,830,500	$ (3,157)
229	**JUVENILE RESTITUTION**				
	OPERATING	$ 10,000	$ 10,000	$ 10,000	$ -
255	**DETENTION OPERATIONS**				
	OPERATING	$ 30,679,803	$ 30,679,803	$ 29,539,463	$ 1,140,340
	JUV DETENTION TECH PROJECTS	1,484,321	1,484,321	1,234,321	250,000
	ALL FUNCTIONS	$ 32,164,124	$ 32,164,124	$ 30,773,784	$ 1,390,340
275	**JUVENILE PROBATION DIVERSION**				
	OPERATING	$ 302,870	$ 302,870	$ 304,194	$ (1,324)
	NON RECURRING NON PROJECT	-	8,039	-	8,039
	ALL FUNCTIONS	$ 302,870	$ 310,909	$ 304,194	$ 6,715
	TOTAL DEPARTMENT	**$ 56,715,086**	**$ 57,366,281**	**$ 54,771,793**	**$ 2,594,488**

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

		FY 2013 ADOPTED	FY 2013 REVISED	FY 2014 ADOPTED	(INC.)/DEC FROM REV.
800	**SUPERIOR COURT**				
100	**GENERAL**				
	OPERATING	$ 73,531,080	$ 73,531,080	$ 74,589,379	$ (1,058,299)
	INTEGRATED COURT INFO REWRITE	1,301,750	1,301,750	91,000	1,210,750
	NON RECURRING NON PROJECT	2,030,663	2,030,663	1,412,773	617,890
	ALL FUNCTIONS	$ 76,863,493	$ 76,863,493	$ 76,093,152	$ 770,341
208	**JUDICIAL ENHANCEMENT**				
	OPERATING	$ 521,600	$ 521,600	$ 521,600	$ -
	NON RECURRING NON PROJECT	-	12,329	-	12,329
	ALL FUNCTIONS	$ 521,600	$ 533,929	$ 521,600	$ 12,329
238	**SUPERIOR COURT GRANTS**				
	OPERATING	$ 2,599,319	$ 2,599,319	$ 2,599,319	$ -
256	**PROBATE FEES**				
	OPERATING	$ 464,531	$ 464,531	$ 464,531	$ -
	NON RECURRING NON PROJECT	150,000	157,031	150,000	7,031
	ALL FUNCTIONS	$ 614,531	$ 621,562	$ 614,531	$ 7,031
257	**CONCILIATION COURT FEES**				
	OPERATING	$ 1,390,000	$ 1,390,000	$ 1,678,000	$ (288,000)
	NON RECURRING NON PROJECT	400,000	421,040	300,000	121,040
	ALL FUNCTIONS	$ 1,790,000	$ 1,811,040	$ 1,978,000	$ (166,960)
259	**SUPERIOR COURT SPECIAL REVENUE**				
	OPERATING	$ 4,900,000	$ 4,900,000	$ 4,900,000	$ -
	NON RECURRING NON PROJECT	-	-	275,000	(275,000)
	INTEGRATED COURT INFO REWRITE	-	-	1,300,000	(1,300,000)
	ALL FUNCTIONS	$ 4,900,000	$ 4,900,000	$ 6,475,000	$ (1,575,000)
261	**LAW LIBRARY**				
	OPERATING	$ 1,296,000	$ 1,296,000	$ 1,296,000	$ -
	NON RECURRING NON PROJECT	-	250,000	-	250,000
	ALL FUNCTIONS	$ 1,296,000	$ 1,546,000	$ 1,296,000	$ 250,000
264	**SUPERIOR COURT FILL THE GAP**				
	OPERATING	$ 2,101,600	$ 1,870,465	$ 2,101,600	$ (231,135)
	NON-RECURRING	-	110,685	-	110,685
	ALL FUNCTIONS	$ 2,101,600	$ 1,981,150	$ 2,101,600	$ (120,450)
271	**EXPEDITED CHILD SUPPORT**				
	OPERATING	$ 585,000	$ 585,000	$ 585,000	$ -
	NON RECURRING NON PROJECT	200,000	206,744	200,000	6,744
	ALL FUNCTIONS	$ 785,000	$ 791,744	$ 785,000	$ 6,744
276	**SPOUSAL MAINT ENF ENHANCEMENT**				
	OPERATING	$ 115,921	$ 115,921	$ 115,921	$ -
	NON RECURRING NON PROJECT	-	1,755	-	1,755
	ALL FUNCTIONS	$ 115,921	$ 117,676	$ 115,921	$ 1,755
277	**EMANCIPATION ADMINISTRATION**				
	NON RECURRING NON PROJECT	$ 4,800	$ 4,800	$ 700	$ 4,100
281	**CHILDRENS ISSUES EDUCATION**				
	OPERATING	$ 115,007	$ 115,007	$ 115,007	$ -
	NON RECURRING NON PROJECT	300,000	301,740	300,000	1,740
	ALL FUNCTIONS	$ 415,007	$ 416,747	$ 415,007	$ 1,740
282	**DOM REL MEDIATION EDUCATION**				
	OPERATING	$ 190,682	$ 190,682	$ 190,682	$ -
	NON RECURRING NON PROJECT	-	2,886	-	2,886
	ALL FUNCTIONS	$ 190,682	$ 193,568	$ 190,682	$ 2,886
	TOTAL DEPARTMENT	**$ 92,197,953**	**$ 92,381,028**	**$ 93,186,512**	**$ (805,484)**
	TOTAL JUDICIAL	**$ 252,742,557**	**$ 254,109,173**	**$ 253,906,795**	**$ 202,378**

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

		FY 2013 ADOPTED	FY 2013 REVISED	FY 2014 ADOPTED	(INC.)/DEC FROM REV.
	ELECTED				
010	BOARD OF SUPERVISORS DIST 1				
100	GENERAL				
	OPERATING	$ 353,925	$ 353,925	$ 354,968	$ (1,043)
020	BOARD OF SUPERVISORS DIST 2				
100	GENERAL				
	OPERATING	$ 353,925	$ 353,925	$ 354,968	$ (1,043)
030	BOARD OF SUPERVISORS DIST 3				
100	GENERAL				
	OPERATING	$ 353,925	$ 353,925	$ 354,968	$ (1,043)
040	BOARD OF SUPERVISORS DIST 4				
100	GENERAL				
	OPERATING	$ 353,925	$ 353,925	$ 354,968	$ (1,043)
050	BOARD OF SUPERVISORS DIST 5				
100	GENERAL				
	OPERATING	$ 353,925	$ 353,925	$ 354,968	$ (1,043)
120	ASSESSOR				
100	GENERAL				
	OPERATING	$ 22,530,703	$ 22,530,703	$ 22,390,345	$ 140,358
	NON RECURRING NON PROJECT	230,575	230,575	537,000	(306,425)
	TOTAL DEPARTMENT	**$ 22,761,278**	**$ 22,761,278**	**$ 22,927,345**	**$ (166,067)**
140	CALL CENTER				
100	GENERAL				
	OPERATING	$ 1,566,553	$ 1,566,553	$ 1,554,912	$ 11,641
160	CLERK OF THE SUPERIOR COURT				
100	GENERAL				
	OPERATING	$ 29,638,876	$ 29,638,876	$ 29,421,859	$ 217,017
	NON RECURRING NON PROJECT	2,500,000	2,500,000	2,909,039	(409,039)
	ALL FUNCTIONS	$ 32,138,876	$ 32,138,876	$ 32,330,898	$ (192,022)
205	COURT DOCUMENT RETRIEVAL				
	OPERATING	$ 1,335,000	$ 1,335,000	$ 1,316,700	$ 18,300
	NON RECURRING NON PROJECT	1,000,000	1,029,067	521,836	507,231
	ALL FUNCTIONS	$ 2,335,000	$ 2,364,067	$ 1,838,536	$ 525,531
208	JUDICIAL ENHANCEMENT				
	OPERATING	$ 1,000,000	$ 1,000,000	$ 657,394	$ 342,606
	NON RECURRING NON PROJECT	100,000	386,379	-	386,379
	ALL FUNCTIONS	$ 1,100,000	$ 1,386,379	$ 657,394	$ 728,985
216	CLERK OF THE COURT GRANTS				
	OPERATING	$ 1,389,716	$ 1,464,528	$ 1,072,654	$ 391,874
218	CLERK OF COURT FILL THE GAP				
	OPERATING	$ 2,345,688	$ 2,768,354	$ 2,104,981	$ 663,373
	NON RECURRING NON PROJECT	-	-	209,048	(209,048)
	ALL FUNCTIONS	$ 2,345,688	$ 2,768,354	$ 2,314,029	$ 454,325
270	CHILD SUPPORT ENHANCEMENT				
	NON RECURRING NON PROJECT	$ 100,000	$ 100,000	$ -	$ 100,000
273	VICTIM LOCATION				
	NON RECURRING NON PROJECT	$ 75,000	$ 75,000	$ 68,000	$ 7,000
274	CLERK OF THE COURT EDMS				
	OPERATING	$ 3,000,000	$ 3,000,000	$ 2,868,900	$ 131,100
	NON RECURRING NON PROJECT	2,700,000	2,730,711	653,220	2,077,491
	ALL FUNCTIONS	$ 5,700,000	$ 5,730,711	$ 3,522,120	$ 2,208,591
	TOTAL DEPARTMENT	**$ 45,184,280**	**$ 46,027,915**	**$ 41,803,631**	**$ 4,224,284**

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

		FY 2013 ADOPTED	FY 2013 REVISED	FY 2014 ADOPTED	(INC.)/DEC FROM REV.
190	**COUNTY ATTORNEY**				
100	**GENERAL**				
	OPERATING	$ 69,293,617	$ 69,293,617	$ 70,940,676	$ (1,647,059)
	NON RECURRING NON PROJECT	825,000	825,000	-	825,000
	ALL FUNCTIONS	$ 70,118,617	$ 70,118,617	$ 70,940,676	$ (822,059)
213	**COUNTY ATTORNEY RICO**				
	OPERATING	$ 4,000,000	$ 4,000,000	$ 4,000,000	$ -
	NON RECURRING NON PROJECT	82,949	82,949	3,147,784	(3,064,835)
	MCAO CASE MANAGEMENT SYSTEM	500,000	500,000	426,550	73,450
	ALL FUNCTIONS	$ 4,582,949	$ 4,582,949	$ 7,574,334	$ (2,991,385)
219	**COUNTY ATTORNEY GRANTS**				
	OPERATING	$ 6,915,128	$ 6,915,128	$ 6,938,464	$ (23,336)
	NON RECURRING NON PROJECT	-	108,639	-	108,639
	ALL FUNCTIONS	$ 6,915,128	$ 7,023,767	$ 6,938,464	$ 85,303
220	**DIVERSION**				
	OPERATING	$ 1,600,000	$ 1,600,000	$ 1,683,250	$ (83,250)
	NON RECURRING NON PROJECT	1,271,162	1,287,203	1,936,850	(649,647)
	ALL FUNCTIONS	$ 2,871,162	$ 2,887,203	$ 3,620,100	$ (732,897)
221	**COUNTY ATTORNEY FILL THE GAP**				
	OPERATING	$ 1,728,613	$ 1,728,613	$ 1,728,613	$ -
	NON RECURRING NON PROJECT	318,521	348,603	266,728	81,875
	ALL FUNCTIONS	$ 2,047,134	$ 2,077,216	$ 1,995,341	$ 81,875
266	**CHECK ENFORCEMENT PROGRAM**				
	OPERATING	$ 346,000	$ 346,000	$ 346,000	$ -
	NON RECURRING NON PROJECT	15,000	20,354	13,900	6,454
	ALL FUNCTIONS	$ 361,000	$ 366,354	$ 359,900	$ 6,454
267	**CRIM JUSTICE ENHANCEMENT**				
	OPERATING	$ 1,405,000	$ 1,405,000	$ 1,405,000	$ -
	NON RECURRING NON PROJECT	323,835	355,230	219,052	136,178
	ALL FUNCTIONS	$ 1,728,835	$ 1,760,230	$ 1,624,052	$ 136,178
268	**VICTIM COMP AND ASSISTANCE**				
	OPERATING	$ 135,000	$ 135,000	$ 135,000	$ -
269	**VICTIM COMP RESTITUTION INT**				
	OPERATING	$ 40,000	$ 40,000	$ 40,000	$ -
	TOTAL DEPARTMENT	**$ 88,799,825**	**$ 88,991,336**	**$ 93,227,867**	**$ (4,236,531)**
210	**ELECTIONS**				
100	**GENERAL**				
	OPERATING	$ 9,261,273	$ 9,261,273	$ 8,746,417	$ 514,856
	NON RECURRING NON PROJECT	11,432,897	11,432,897	-	11,432,897
	ALL FUNCTIONS	$ 20,694,170	$ 20,694,170	$ 8,746,417	$ 11,947,753
248	**ELECTIONS GRANT**				
	OPERATING	$ 2,158,820	$ 2,158,820	$ 2,181,549	$ (22,729)
	NON RECURRING NON PROJECT	-	150,000	-	150,000
	ALL FUNCTIONS	$ 2,158,820	$ 2,308,820	$ 2,181,549	$ 127,271
	TOTAL DEPARTMENT	**$ 22,852,990**	**$ 23,002,990**	**$ 10,927,966**	**$ 12,075,024**
250	**CONSTABLES**				
100	**GENERAL**				
	OPERATING	$ 2,696,281	$ 2,696,281	$ 2,749,646	$ (53,365)
	NON RECURRING NON PROJECT	42,200	62,636	-	62,636
	TOTAL DEPARTMENT	**$ 2,738,481**	**$ 2,758,917**	**$ 2,749,646**	**$ 9,271**
360	**RECORDER**				
100	**GENERAL**				
	OPERATING	$ 2,191,256	$ 2,191,256	$ 2,077,838	$ 113,418
236	**RECORDERS SURCHARGE**				
	OPERATING	$ 3,486,738	$ 3,486,738	$ 3,557,989	$ (71,251)
	NON RECURRING NON PROJECT	1,535,000	1,578,397	2,200,000	(621,603)
	ALL FUNCTIONS	$ 5,021,738	$ 5,065,135	$ 5,757,989	$ (692,854)
	TOTAL DEPARTMENT	**$ 7,212,994**	**$ 7,256,391**	**$ 7,835,827**	**$ (579,436)**

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

		FY 2013 ADOPTED	FY 2013 REVISED	FY 2014 ADOPTED	(INC.)/DEC FROM REV.
370	**EDUCATION SERVICE**				
100	**GENERAL**				
	OPERATING	$ 2,076,394	$ 2,258,780	$ 2,318,140	$ (59,360)
	NON RECURRING NON PROJECT	-	-	1,193,762	(1,193,762)
	ALL FUNCTIONS	$ 2,076,394	$ 2,258,780	$ 3,511,902	$ (1,253,122)
255	**DETENTION OPERATIONS**				
	NON RECURRING NON PROJECT	$ 2,787,056	$ 2,787,056	$ 1,654,819	$ 1,132,237
669	**SMALL SCHOOL SERVICE**				
	OPERATING	$ 109,657	$ 109,657	$ 109,657	$ -
715	**SCHOOL GRANT**				
	OPERATING	$ 15,796,099	$ 15,796,099	$ 20,593,590	$ (4,797,491)
780	**SCHOOL TRANSPORTATION**				
	OPERATING	$ 600,000	$ 600,000	$ 600,000	$ -
782	**SCHOOL COMMUNICATION**				
	OPERATING	$ 733,136	$ 733,136	$ 603,452	$ 129,684
795	**EDUCATIONAL SUPPLEMENTAL PROG**				
	OPERATING	$ 858,631	$ 858,631	$ 332,292	$ 526,339
	NON RECURRING NON PROJECT	599,727	599,727	728,999	(129,272)
	ALL FUNCTIONS	$ 1,458,358	$ 1,458,358	$ 1,061,291	$ 397,067
	TOTAL DEPARTMENT	**$ 23,560,700**	**$ 23,743,086**	**$ 28,134,711**	**$ (4,391,625)**
430	**TREASURER**				
100	**GENERAL**				
	OPERATING	$ 4,458,058	$ 4,458,058	$ 4,504,386	$ (46,328)
	NON RECURRING NON PROJECT	193,570	226,445	203,370	23,075
	ALL FUNCTIONS	$ 4,651,628	$ 4,684,503	$ 4,707,756	$ (23,253)
741	**TAXPAYER INFORMATION**				
	OPERATING	$ 304,341	$ 304,341	$ 304,341	$ -
	TOTAL DEPARTMENT	**$ 4,955,969**	**$ 4,988,844**	**$ 5,012,097**	**$ (23,253)**
500	**SHERIFF**				
100	**GENERAL**				
	OPERATING	$ 76,263,918	$ 77,013,918	$ 82,943,096	$ (5,929,178)
	NON RECURRING NON PROJECT	317,940	833,401	4,091,783	(3,258,382)
	ALL FUNCTIONS	$ 76,581,858	$ 77,847,319	$ 87,034,879	$ (9,187,560)
203	**SHERIFF DONATIONS**				
	OPERATING	$ 26,300	$ 26,300	$ 26,300	$ -
206	**OFFICER SAFETY EQUIPMENT**				
	OPERATING	$ 60,000	$ 60,000	$ 60,000	$ -
212	**SHERIFF RICO**				
	OPERATING	$ 2,000,000	$ 2,000,000	$ 2,500,000	$ (500,000)
214	**SHERIFF JAIL ENHANCEMENT**				
	OPERATING	$ 1,482,444	$ 1,482,444	$ 1,482,444	$ -
251	**SHERIFF GRANTS**				
	OPERATING	$ 8,494,509	$ 9,836,586	$ 8,565,508	$ 1,271,078
252	**INMATE SERVICES**				
	OPERATING	$ 12,337,361	$ 12,337,361	$ 11,637,000	$ 700,361
	NON RECURRING NON PROJECT	-	98,058	-	98,058
	ALL FUNCTIONS	$ 12,337,361	$ 12,435,419	$ 11,637,000	$ 798,419
254	**INMATE HEALTH SERVICES**				
	OPERATING	$ 165,640	$ 165,640	$ 165,640	$ -
255	**DETENTION OPERATIONS**				
	OPERATING	$ 178,861,275	$ 179,160,519	$ 185,207,903	$ (6,047,384)
	NON RECURRING NON PROJECT	-	1,913,284	1,462,000	451,284
	ALL FUNCTIONS	$ 178,861,275	$ 181,073,803	$ 186,669,903	$ (5,596,100)
258	**SHERIFF TOWING AND IMPOUND**				
	OPERATING	$ -	$ -	$ 194,691	$ (194,691)
	TOTAL DEPARTMENT	**$ 280,009,387**	**$ 284,927,511**	**$ 298,336,365**	**$ (13,408,854)**
	TOTAL ELECTED	**$ 501,412,082**	**$ 507,794,446**	**$ 514,285,207**	**$ (6,490,761)**

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

		FY 2013 ADOPTED	FY 2013 REVISED	FY 2014 ADOPTED	(INC.)/DEC FROM REV.
	APPOINTED				
060	**CLERK OF THE BOARD**				
100	**GENERAL**				
	OPERATING	$ 1,094,470	$ 1,094,470	$ 1,173,053	$ (78,583)
	NON RECURRING NON PROJECT	408,281	408,281	263,976	144,305
	TOTAL DEPARTMENT	**$ 1,502,751**	**$ 1,502,751**	**$ 1,437,029**	**$ 65,722**
150	**EMERGENCY MANAGEMENT**				
100	**GENERAL**				
	OPERATING	$ 235,265	$ 235,265	$ 234,457	$ 808
207	**PALO VERDE**				
	OPERATING	$ 500,477	$ 500,477	$ 665,916	$ (165,439)
	NON RECURRING NON PROJECT	86,548	94,623	57,000	37,623
	ALL FUNCTIONS	$ 587,025	$ 595,100	$ 722,916	$ (127,816)
215	**EMERGENCY MANAGEMENT**				
	OPERATING	$ 871,853	$ 871,853	$ 844,468	$ 27,385
	NON RECURRING NON PROJECT	275,848	285,259	86,792	198,467
	ALL FUNCTIONS	$ 1,147,701	$ 1,157,112	$ 931,260	$ 225,852
	TOTAL DEPARTMENT	**$ 1,969,991**	**$ 1,987,477**	**$ 1,888,633**	**$ 98,844**
180	**FINANCE**				
100	**GENERAL**				
	OPERATING	$ 3,351,572	$ 3,351,572	$ 2,769,592	$ 581,980
	NON RECURRING NON PROJECT	125,000	125,000	-	125,000
	TOTAL DEPARTMENT	**$ 3,476,572**	**$ 3,476,572**	**$ 2,769,592**	**$ 706,980**
200	**COUNTY MANAGER**				
100	**GENERAL**				
	OPERATING	$ 3,460,422	$ 3,460,422	$ 2,439,400	$ 1,021,022
	NON RECURRING NON PROJECT	1,631,869	1,517,545	-	1,517,545
	ALL FUNCTIONS	$ 5,092,291	$ 4,977,967	$ 2,439,400	$ 2,538,567
249	**NON DEPARTMENTAL GRANT**				
	NON RECURRING NON PROJECT	$ 289,975	$ 3,621,584	$ 2,000	$ 3,619,584
	TOTAL DEPARTMENT	**$ 5,382,266**	**$ 8,599,551**	**$ 2,441,400**	**$ 6,158,151**
220	**HUMAN SERVICES**				
100	**GENERAL**				
	OPERATING	$ 2,260,912	$ 2,260,912	$ 2,260,912	$ -
	NON RECURRING NON PROJECT	100,000	100,000	-	100,000
	ALL FUNCTIONS	$ 2,360,912	$ 2,360,912	$ 2,260,912	$ 100,000
217	**CDBG HOUSING TRUST**				
	OPERATING	$ 14,741,226	$ 14,741,226	$ 19,897,891	$ (5,156,665)
222	**HUMAN SERVICES GRANTS**				
	OPERATING	$ 39,517,512	$ 49,518,215	$ 42,048,808	$ 7,469,407
	NON RECURRING NON PROJECT	-	-	190,000	(190,000)
	ALL FUNCTIONS	$ 39,517,512	$ 49,518,215	$ 42,238,808	$ 7,279,407
255	**DETENTION OPERATIONS**				
	NON RECURRING NON PROJECT	$ 1,328,359	$ 1,328,359	$ 192,235	$ 1,136,124
	TOTAL DEPARTMENT	**$ 57,948,009**	**$ 67,948,712**	**$ 64,589,846**	**$ 3,358,866**
230	**INTERNAL AUDIT**				
100	**GENERAL**				
	OPERATING	$ 1,749,051	$ 1,749,051	$ 1,734,205	$ 14,846

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

		FY 2013 ADOPTED	FY 2013 REVISED	FY 2014 ADOPTED	(INC.)/DEC FROM REV.
260	**CORRECTIONAL HEALTH**				
100	**GENERAL**				
	OPERATING	$ 3,060,790	$ 3,060,790	$ 3,123,860	$ (63,070)
255	**DETENTION OPERATIONS**				
	OPERATING	$ 53,082,654	$ 53,986,969	$ 54,801,713	$ (814,744)
	NON RECURRING NON PROJECT	783,883	783,883	306,108	477,775
	ALL FUNCTIONS	$ 53,866,537	$ 54,770,852	$ 55,107,821	$ (336,969)
292	**CORRECTIONAL HEALTH GRANT**				
	OPERATING	$ 50,000	$ 50,000	$ 50,000	$ -
	TOTAL DEPARTMENT	**$ 56,977,327**	**$ 57,881,642**	**$ 58,281,681**	**$ (400,039)**
290	**MEDICAL EXAMINER**				
100	**GENERAL**				
	OPERATING	$ 7,553,083	$ 7,553,083	$ 7,608,133	$ (55,050)
	NON RECURRING NON PROJECT	-	-	168,542	(168,542)
	ALL FUNCTIONS	$ 7,553,083	$ 7,553,083	$ 7,776,675	$ (223,592)
224	**MEDICAL EXAMINER GRANT**				
	OPERATING	$ 115,864	$ 123,546	$ 63,614	$ 59,932
	TOTAL DEPARTMENT	**$ 7,668,947**	**$ 7,676,629**	**$ 7,840,289**	**$ (163,660)**
300	**PARKS AND RECREATION**				
100	**GENERAL**				
	OPERATING	$ 1,038,769	$ 1,038,769	$ 564,802	$ 473,967
	NON RECURRING NON PROJECT	750,000	750,000	725,210	24,790
	PARKS PLAYGROUNDS UPGRADES	-	-	869,000	(869,000)
	PARKS RESTROOMS UPGRADES	-	-	500,000	(500,000)
	PARKS WATER UPGRADES	-	-	341,500	(341,500)
	ALL FUNCTIONS	$ 1,788,769	$ 1,788,769	$ 3,000,512	$ (1,211,743)
225	**SPUR CROSS RANCH CONSERVATION**				
	OPERATING	$ 260,800	$ 260,800	$ 260,960	$ (160)
	NON RECURRING NON PROJECT	35,000	36,487	35,000	1,487
	ALL FUNCTIONS	$ 295,800	$ 297,287	$ 295,960	$ 1,327
230	**PARKS AND RECREATION GRANTS**				
	NON RECURRING NON PROJECT	$ -	$ 10,000	$ -	$ 10,000
239	**PARKS SOUVENIR**				
	OPERATING	$ 220,000	$ 260,000	$ 220,000	$ 40,000
	NON RECURRING NON PROJECT	-	1,117	-	1,117
	ALL FUNCTIONS	$ 220,000	$ 261,117	$ 220,000	$ 41,117
240	**LAKE PLEASANT RECREATION SVCS**				
	OPERATING	$ 1,989,758	$ 1,989,758	$ 2,243,650	$ (253,892)
	NON RECURRING NON PROJECT	964,600	984,973	1,041,200	(56,227)
	ALL FUNCTIONS	$ 2,954,358	$ 2,974,731	$ 3,284,850	$ (310,119)
241	**PARKS ENHANCEMENT FUND**				
	OPERATING	$ 3,956,520	$ 3,956,520	$ 3,960,786	$ (4,266)
	NON RECURRING NON PROJECT	1,093,555	1,174,102	1,300,282	(126,180)
	ALL FUNCTIONS	$ 5,050,075	$ 5,130,622	$ 5,261,068	$ (130,446)
243	**PARKS DONATIONS**				
	OPERATING	$ 55,698	$ 55,698	$ 13,905	$ 41,793
	NON RECURRING NON PROJECT	120,358	120,358	48,000	72,358
	ALL FUNCTIONS	$ 176,056	$ 176,056	$ 61,905	$ 114,151
900	**ELIMINATIONS**				
	OPERATING	$ (35,050)	$ (75,050)	$ (37,371)	$ (37,679)
	TOTAL DEPARTMENT	**$ 10,450,008**	**$ 10,563,532**	**$ 12,086,924**	**$ (1,523,392)**
310	**HUMAN RESOURCES**				
100	**GENERAL**				
	OPERATING	$ 6,612,353	$ 6,612,353	$ 3,277,286	$ 3,335,067
255	**DETENTION OPERATIONS**				
	OPERATING	$ 48,942	$ 48,942	$ -	$ 48,942
	TOTAL DEPARTMENT	**$ 6,661,295**	**$ 6,661,295**	**$ 3,277,286**	**$ 3,384,009**

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

		FY 2013 ADOPTED	FY 2013 REVISED	FY 2014 ADOPTED	(INC.)/DEC FROM REV.
340	**PUBLIC FIDUCIARY**				
100	**GENERAL**				
	OPERATING	$ 2,954,764	$ 2,954,764	$ 2,911,842	$ 42,922
	NON RECURRING NON PROJECT	-	-	80,000	(80,000)
	TOTAL DEPARTMENT	**$ 2,954,764**	**$ 2,954,764**	**$ 2,991,842**	**$ (37,078)**
390	**BUS STRATEGIES HLTH CARE PROG**				
100	**GENERAL**				
	OPERATING	$ 228,045,053	$ 228,045,053	$ 1,246,548	$ 226,798,505
	NON RECURRING NON PROJECT	1,000,000	1,000,000	750,000	250,000
	ALL FUNCTIONS	$ 229,045,053	$ 229,045,053	$ 1,996,548	$ 227,048,505
532	**PUBLIC HEALTH GRANTS**				
	OPERATING	$ 7,023,535	$ 7,023,535	$ 7,405,038	$ (381,503)
	NON RECURRING NON PROJECT	-	16,443	-	16,443
	ALL FUNCTIONS	$ 7,023,535	$ 7,039,978	$ 7,405,038	$ (365,060)
601	**CMG MEDICAL**				
	OPERATING	$ 45,759,309	$ 45,759,309	$ 53,061,629	$ (7,302,320)
604	**OAP MEDICAL**				
	OPERATING	$ 44,117,011	$ 44,117,011	$ 35,848,681	$ 8,268,330
606	**CHOICE FUND H.S.A.**				
	OPERATING	$ 12,239,116	$ 12,239,116	$ 15,520,423	$ (3,281,307)
607	**FI DENTAL PPO**				
	OPERATING	$ 4,791,276	$ 4,791,276	$ 5,192,538	$ (401,262)
608	**COINSURANCE PHARMACY**				
	OPERATING	$ 12,584,880	$ 12,584,880	$ 15,835,192	$ (3,250,312)
611	**60 PERCENT STD**				
	OPERATING	$ 1,625,925	$ 1,625,925	$ 1,408,140	$ 217,785
	NON RECURRING NON PROJECT	-	-	6,200,000	(6,200,000)
	ALL FUNCTIONS	$ 1,625,925	$ 1,625,925	$ 7,608,140	$ (5,982,215)
612	**50 PERCENT STD**				
	OPERATING	$ 304,556	$ 304,556	$ 304,556	$ -
613	**40 PERCENT STD**				
	OPERATING	$ 142,180	$ 142,180	$ 142,180	$ -
614	**BEHAVIORAL HEALTH**				
	OPERATING	$ 1,889,896	$ 1,889,896	$ 1,749,785	$ 140,111
615	**WELLNESS**				
	OPERATING	$ 1,589,616	$ 1,589,616	$ 1,362,790	$ 226,826
	NON RECURRING NON PROJECT	2,349,445	2,351,199	542,500	1,808,699
	ALL FUNCTIONS	$ 3,939,061	$ 3,940,815	$ 1,905,290	$ 2,035,525
618	**BENEFIT ADMINISTRATION**				
	OPERATING	$ 2,175,472	$ 2,175,472	$ 2,915,172	$ (739,700)
	NON RECURRING NON PROJECT	121,825	150,899	100,000	50,899
	ALL FUNCTIONS	$ 2,297,297	$ 2,326,371	$ 3,015,172	$ (688,801)
619	**ONSITE PHARMACY CLINIC**				
	OPERATING	$ 1,232,000	$ 1,232,000	$ 1,736,000	$ (504,000)
620	**BENEFITS ELIMINATIONS**				
	OPERATING	$ -	$ (1,070,000)	$ (1,245,000)	$ 175,000
621	**FLEX SPENDING HEALTH**				
	OPERATING	$ 2,585,420	$ 2,585,420	$ 2,356,070	$ 229,350
622	**FLEX SPENDING DEP CARE**				
	OPERATING	$ 801,898	$ 801,898	$ 888,092	$ (86,194)
623	**VISION**				
	OPERATING	$ 1,537,504	$ 1,537,504	$ 1,658,880	$ (121,376)
625	**FI PREPAID DENTAL**				
	OPERATING	$ 396,386	$ 396,386	$ 269,861	$ 126,525
626	**FI LIFE AND AD AND D**				
	OPERATING	$ 330,175	$ 330,175	$ 397,832	$ (67,657)
627	**SUPPLEMENTAL LIFE**				
	OPERATING	$ 2,831,922	$ 2,831,922	$ 3,140,997	$ (309,075)

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

		FY 2013 ADOPTED	FY 2013 REVISED	FY 2014 ADOPTED	(INC.)/DEC FROM REV.
628	**EMPLOYEE ASSISTANCE**				
	OPERATING	$ 201,617	$ 201,617	$ 369,603	$ (167,986)
629	**SI DENTAL**				
	OPERATING	$ 3,672,387	$ 3,672,387	$ 4,309,610	$ (637,223)
630	**DEPENDENT LIFE**				
	OPERATING	$ 254,957	$ 254,957	$ 348,516	$ (93,559)
631	**VOLUNTARY BENEFITS**				
	OPERATING	$ 617,672	$ 617,672	$ 892,212	$ (274,540)
632	**CIGNA FOR SENIORS**				
	OPERATING	$ 662,544	$ 662,544	$ 638,520	$ 24,024
900	**ELIMINATIONS**				
	OPERATING	$ (1,070,000)	$ -	$ -	$ -
	TOTAL DEPARTMENT	**$ 379,813,577**	**$ 379,860,848**	**$ 165,346,365**	**$ 214,514,483**
410	**ENTERPRISE TECHNOLOGY**				
100	**GENERAL**				
	OPERATING	$ 9,214,323	$ 9,214,323	$ 9,044,236	$ 170,087
	ENTPRISE DATA CNTR SYSTEMS	-	-	2,708,300	(2,708,300)
	ENTPRISE DATA NETWORKING	-	-	1,980,974	(1,980,974)
	ENTPRISE GEOGRAPHICAL INFO SYS	-	-	238,200	(238,200)
	ENTPRISE SOFTWARE SYSTEMS	-	-	3,164,369	(3,164,369)
	ENTPRISE TELEPHONY	-	-	1,853,727	(1,853,727)
	ENTPRISE DATA CNTR SYSTEMS	-	-	4,700,000	(4,700,000)
	ENTPRISE DATA NETWORKING	-	-	450,000	(450,000)
	NON RECURRING NON PROJECT	211,616	211,616	-	211,616
	ALL FUNCTIONS	$ 9,425,939	$ 9,425,939	$ 24,139,806	$ (14,713,867)
681	**TECHNOLOGY INFRASTRUCTURE**				
	OPERATING	$ 15,856,259	$ 15,856,259	$ 15,877,016	$ (20,757)
	NON RECURRING NON PROJECT	1,638,086	1,740,681	1,103,729	636,952
	ALL FUNCTIONS	17,494,345	17,596,940	16,980,745	616,195
	TOTAL DEPARTMENT	**$ 26,920,284**	**$ 27,022,879**	**$ 41,120,551**	**$ (14,097,672)**
420	**INTEGRATED CRIM JUSTICE INFO**				
255	**DETENTION OPERATIONS**				
	OPERATING	$ 1,445,307	$ 1,497,666	$ 1,564,383	$ (66,717)
	NON RECURRING NON PROJECT	170,000	954,236	-	954,236
	TOTAL DEPARTMENT	**$ 1,615,307**	**$ 2,451,902**	**$ 1,564,383**	**$ 887,519**
440	**PLANNING AND DEVELOPMENT**				
100	**GENERAL**				
	OPERATING	$ 868,232	$ 868,232	$ 868,232	$ -
226	**PLANNING AND DEVELOPMENT FEES**				
	OPERATING	$ 7,832,382	$ 7,832,382	$ 7,677,875	$ 154,507
	NON RECURRING NON PROJECT	357,142	508,316	379,931	128,385
	ALL FUNCTIONS	$ 8,189,524	$ 8,340,698	$ 8,057,806	$ 282,892
235	**DEL WEBB**				
	OPERATING	$ 259	$ 259	$ -	$ 259
	TOTAL DEPARTMENT	**$ 9,058,015**	**$ 9,209,189**	**$ 8,926,038**	**$ 283,151**
460	**RESEARCH AND REPORTING**				
100	**GENERAL**				
	OPERATING	$ 362,280	$ 362,280	$ 326,943	$ 35,337
470	**NON DEPARTMENTAL**				
100	**GENERAL**				
	OPERATING	$ 234,753,290	$ 233,820,904	$ 465,702,973	$ (231,882,069)
	NON RECURRING NON PROJECT	204,134,967	203,700,955	194,551,848	9,149,107
	ALL FUNCTIONS	$ 438,888,257	$ 437,521,859	$ 660,254,821	$ (222,732,962)
210	**WASTE MANAGEMENT**				
	NON RECURRING NON PROJECT	$ 518,714	$ 518,714	$ 543,175	$ (24,461)

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

		FY 2013 ADOPTED	FY 2013 REVISED	FY 2014 ADOPTED	(INC.)/DEC FROM REV.
249	**NON DEPARTMENTAL GRANT**				
	OPERATING	$ 4,301,796	$ 4,136,737	$ 21,846,828	$ (17,710,091)
	NON RECURRING NON PROJECT	9,886,345	2,922,764	6,000,000	(3,077,236)
	ALL FUNCTIONS	$ 14,188,141	$ 7,059,501	$ 27,846,828	$ (20,787,327)
255	**DETENTION OPERATIONS**				
	OPERATING	$ 23,418,073	$ 22,162,155	$ 21,319,515	$ 842,640
	NON RECURRING NON PROJECT	67,730,099	65,032,579	39,837,749	25,194,830
	ALL FUNCTIONS	$ 91,148,172	$ 87,194,734	$ 61,157,264	$ 26,037,470
320	**COUNTY IMPROVEMENT DEBT**				
	OPERATING	$ 9,323,600	$ 9,323,600	$ -	$ 9,323,600
	NON-RECURRING	-	-	16,715,180	(16,715,180)
	ALL FUNCTIONS	$ 9,323,600	$ 9,323,600	$ 16,715,180	$ (7,391,580)
321	**COUNTY IMPROVEMENT DEBT 2**				
	OPERATING	$ 7,413,230	$ 7,413,230	$ -	$ 7,413,230
422	**INTERGOVERNMENTAL CAP PROJ**				
	NON RECURRING NON PROJECT	$ 13,500	$ 13,500	$ -	$ 13,500
	VULTURE MOUNTAIN	124,999	124,999	127,500	(2,501)
	ALL FUNCTIONS	$ 138,499	$ 138,499	$ 127,500	$ 10,999
445	**GENERAL FUND CTY IMPROV**				
	NON RECURRING NON PROJECT	$ 97,416,103	$ 97,416,103	$ 68,281,157	$ 29,134,946
	CLERK OF SUP COURT REMODEL	8,547,017	8,283,157	915,002	7,368,155
	EAST COURT IMPROVEMENTS	3,587,500	4,661,592	9,229,539	(4,567,947)
	APS ES ESCO IMPROVEMENTS	2,929,566	2,134,440	-	2,134,440
	COURT TOWER	750,000	4,948,746	3,411,526	1,537,220
	MARICOPA REGIONAL TRAIL SYSTEM	784,083	784,083	671,440	112,643
	OLD COURTHOUSE REMODEL	-	179,000	-	179,000
	PROJECT RESERVE	214,783	513,400	-	513,400
	SOUTHWEST JUSTICE COURTS	4,034,060	4,034,060	3,884,060	150,000
	SOUTHEAST FACILITY REMODEL	2,000,000	1,486,243	-	1,486,243
	SHERIFF HQ PROJECT	31,727,773	31,727,773	25,665,021	6,062,752
	SECURITY BUILDING	5,965,858	5,965,858	4,135,324	1,830,534
	SWAT COVERED PARKING	2,877,086	3,177,086	3,102,086	75,000
	VULTURE MOUNTAIN	61,111	61,111	62,291	(1,180)
	ALL FUNCTIONS	$ 160,894,940	$ 165,372,652	$ 119,357,446	$ 46,015,206
455	**DETENTION CAPITAL PROJECTS**				
	NON RECURRING NON PROJECT	$ 26,664,891	$ 26,664,891	$ 25,000,001	$ 1,664,890
	4TH AVENUE JAIL	-	2,735,000	2,410,000	325,000
	APS ES ESCO IMPROVEMENTS	460,451	1,302,403	-	1,302,403
	LOWER BUCKEYE JAIL	-	3,715,000	3,365,000	350,000
	PROJECT RESERVE	36,052,052	28,760,100	-	28,760,100
	SHERIFF HQ PROJECT	30,000,000	30,000,000	15,000,000	15,000,000
	ALL FUNCTIONS	$ 93,177,394	$ 93,177,394	$ 45,775,001	$ 47,402,393
460	**TECHNOLOGY CAP IMPROVEMENT**				
	NON RECURRING NON PROJECT	$ -	$ -	$ 2,020,000	$ (2,020,000)
	AV BOS CR AUDITORIUM	750,000	750,000	-	750,000
	BIX ROOM BYTE INFO EXCHANGE	-	-	200,000	(200,000)
	COMPUTER AIDED MASS APPRAISAL	-	-	2,421,367	(2,421,367)
	CONTACT CENTER SYSTEM	1,775,461	1,775,461	1,023,801	751,660
	COUNTY TELEPHONE SYSTEM	9,359,917	9,359,917	8,371,842	988,075
	ENTERPRISE DATA CTNR CT	10,286,400	10,286,400	14,953,400	(4,667,000)
	INFRASTRUCTURE REFRESH PH I	-	-	5,841,773	(5,841,773)
	INFRASTRUCTURE REFRESH PH II	26,944,723	26,944,723	24,161,230	2,783,493
	INTEGRATED WORKPLACE MGMT SYS	859,388	859,388	-	859,388
	MAXIMO MAINT MGMT SYSTEM	-	-	800,000	(800,000)
	PUBLIC SAFETY RADIO	47,554,380	47,554,380	46,177,512	1,376,868
	SHERIFF HQ PROJECT IT INFRA	18,044,810	18,044,810	10,276,315	7,768,495
	PROJECT RESERVE	-	-	47,958,533	(47,958,533)
	ALL FUNCTIONS	$ 115,575,079	$ 115,575,079	$ 164,205,773	$ (48,630,694)

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

		FY 2013 ADOPTED	FY 2013 REVISED	FY 2014 ADOPTED	(INC.)/DEC FROM REV.
461	**DETENTION TECH CAP IMPROVEMENT**				
	CORR HEALTH ZONE H INFRA	$ 3,401,496	$ 3,401,496	$ 820,276	$ 2,581,220
	CHS ELECTRONIC HEALTH RECORDS	3,102,042	3,102,042	4,018,992	(916,950)
	JAIL MGMT INFORMATION SYSTEM	-	2,500,000	2,385,000	115,000
	JAIL SECURITY SYSTEM UPGRADE	5,670,676	5,670,676	25,000,000	(19,329,324)
	PROJECT RESERVE	25,000,000	25,000,000	26,837,296	(1,837,296)
	ALL FUNCTIONS	37,174,214	39,674,214	59,061,564	(19,387,350)
	TOTAL DEPARTMENT	**$ 968,440,240**	**$ 962,969,476**	**$ 1,155,044,552**	**$ (192,075,076)**
490	**MANAGEMENT AND BUDGET**				
100	**GENERAL**				
	OPERATING	$ 3,402,002	$ 3,402,002	$ 2,278,881	$ 1,123,121
520	**PUBLIC DEFENDER**				
100	**GENERAL**				
	OPERATING	$ 33,278,673	$ 33,284,375	$ 33,974,467	$ (690,092)
	NON RECURRING NON PROJECT	111,565	111,565	-	111,565
	ALL FUNCTIONS	$ 33,390,238	$ 33,395,940	$ 33,974,467	$ (578,527)
209	**PUBLIC DEFENDER TRAINING**				
	OPERATING	$ 335,562	$ 335,562	$ 335,562	$ -
	NON RECURRING NON PROJECT	144,143	144,143	215,135	(70,992)
	ALL FUNCTIONS	$ 479,705	$ 479,705	$ 550,697	$ (70,992)
233	**PUBLIC DEFENDER GRANTS**				
	OPERATING	$ 408,499	$ 408,499	$ 303,237	$ 105,262
262	**PUBLIC DEFENDER FILL THE GAP**				
	OPERATING	$ 981,081	$ 981,081	$ 840,228	$ 140,853
	PDS CASE MANAGEMENT SYSTEM	845,984	845,984	723,817	122,167
	ALL FUNCTIONS	$ 1,827,065	$ 1,827,065	$ 1,564,045	$ 263,020
	TOTAL DEPARTMENT	**$ 36,105,507**	**$ 36,111,209**	**$ 36,392,446**	**$ (281,237)**
540	**LEGAL DEFENDER**				
100	**GENERAL**				
	OPERATING	$ 10,345,682	$ 10,351,622	$ 10,324,234	$ 27,388
	NON RECURRING NON PROJECT	36,354	36,354	-	36,354
	ALL FUNCTIONS	$ 10,382,036	$ 10,387,976	$ 10,324,234	$ 63,742
209	**PUBLIC DEFENDER TRAINING**				
	OPERATING	$ 66,374	$ 66,374	$ 66,374	$ -
	NON RECURRING NON PROJECT	78,186	78,186	39,364	38,822
	ALL FUNCTIONS	$ 144,560	$ 144,560	$ 105,738	$ 38,822
263	**LEGAL DEFENDER FILL THE GAP**				
	OPERATING	$ 66,362	$ 66,362	$ 66,362	$ -
	TOTAL DEPARTMENT	**$ 10,592,958**	**$ 10,598,898**	**$ 10,496,334**	**$ 102,564**
550	**LEGAL ADVOCATE**				
100	**GENERAL**				
	OPERATING	$ 9,176,565	$ 9,179,678	$ 9,123,335	$ 56,343
	NON RECURRING NON PROJECT	31,757	31,757	-	31,757
	ALL FUNCTIONS	$ 9,208,322	$ 9,211,435	$ 9,123,335	$ 88,100
209	**PUBLIC DEFENDER TRAINING**				
	OPERATING	$ 22,996	$ 22,996	$ 22,996	$ -
	NON RECURRING NON PROJECT	37,768	37,768	30,727	7,041
	ALL FUNCTIONS	$ 60,764	$ 60,764	$ 53,723	$ 7,041
	TOTAL DEPARTMENT	**$ 9,269,086**	**$ 9,272,199**	**$ 9,177,058**	**$ 95,141**
560	**CONTRACT COUNSEL**				
100	**GENERAL**				
	OPERATING	$ 22,508,120	$ 22,521,509	$ 32,678,730	$ (10,157,221)
	NON RECURRING NON PROJECT	5,627,186	5,627,186	4,330,965	1,296,221
	TOTAL DEPARTMENT	**$ 28,135,306**	**$ 28,148,695**	**$ 37,009,695**	**$ (8,861,000)**

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

		FY 2013 ADOPTED	FY 2013 REVISED	FY 2014 ADOPTED	(INC.)/DEC FROM REV.
570	**PUBLIC ADVOCATE**				
100	**GENERAL**				
	OPERATING	$ 6,809,248	$ 6,820,094	$ 6,888,167	$ (68,073)
	NON RECURRING NON PROJECT	78,333	78,333	-	78,333
	TOTAL DEPARTMENT	**$ 6,887,581**	**$ 6,898,427**	**$ 6,888,167**	**$ 10,260**
640	**TRANSPORTATION**				
223	**TRANSPORTATION GRANTS**				
	NON RECURRING NON PROJECT	$ 404,676	$ 536,798	$ 636,122	$ (99,324)
232	**TRANSPORTATION OPERATIONS**				
	OPERATING	$ 58,019,131	$ 58,019,131	$ 58,236,556	$ (217,425)
	NON RECURRING NON PROJECT	49,600,797	50,193,999	48,134,797	2,059,202
	ALL FUNCTIONS	$ 107,619,928	$ 108,213,130	$ 106,371,353	$ 1,841,777
234	**TRANSPORTATION CAPITAL PROJECT**				
	MAG ALCP PROJECTS	$ 56,214,030	$ 54,637,191	$ 33,284,530	$ 21,352,661
	COUNTY ARTERIALS	7,580,000	10,082,500	8,015,000	2,067,500
	BRIDGE PRESERVATION	2,635,000	1,390,000	2,420,000	(1,030,000)
	DUST MITIGATION	4,255,750	6,595,800	2,975,000	3,620,800
	INTELLIGENT TRANS SYST	1,346,000	2,517,000	1,773,981	743,019
	PAVEMENT PRESERVATION	6,773,000	8,812,000	11,725,000	(2,913,000)
	PARTNERSHIP SUPPORT	2,140,000	3,164,789	1,540,000	1,624,789
	RIGHT-OF-WAY	280,000	980,000	280,000	700,000
	SAFETY PROJECTS	2,560,000	2,281,000	5,590,000	(3,309,000)
	TRANSPORTATION ADMINISTRATION	11,678,230	5,607,230	6,983,500	(1,376,270)
	TRAFFIC IMPROVEMENTS	6,640,000	6,034,500	5,772,000	262,500
	TRANSPORTATION PLANNING	1,830,000	1,830,000	1,730,000	100,000
	ALL FUNCTIONS	$ 103,932,010	$ 103,932,010	$ 82,089,011	$ 21,842,999
900	**ELIMINATIONS**				
	NON RECURRING NON PROJECT	$ (48,134,797)	$ (48,134,797)	$ (48,134,797)	$ -
	TOTAL DEPARTMENT	**$ 163,821,817**	**$ 164,547,141**	**$ 140,961,689**	**$ 23,585,452**
670	**WASTE RESOURCES AND RECYCLING**				
100	**GENERAL**				
	OPERATING	$ 2,318,423	$ 2,318,423	$ 3,214,099	$ (895,676)
	NON RECURRING NON PROJECT	376,500	376,500	2,013,984	(1,637,484)
	ALL FUNCTIONS	$ 2,694,923	$ 2,694,923	$ 5,228,083	$ (2,533,160)
290	**WASTE TIRE**				
	OPERATING	$ 4,748,115	$ 4,748,115	$ 4,748,332	$ (217)
	NON RECURRING NON PROJECT	-	3,872	-	3,872
	ALL FUNCTIONS	$ 4,748,115	$ 4,751,987	$ 4,748,332	$ 3,655
	TOTAL DEPARTMENT	**$ 7,443,038**	**$ 7,446,910**	**$ 9,976,415**	**$ (2,529,505)**
700	**FACILITIES MANAGEMENT**				
100	**GENERAL**				
	OPERATING	$ 35,276,448	$ 35,276,448	$ 33,102,468	$ 2,173,980
	MAJOR MAINTENANCE OPERATING	8,577,906	8,577,906	8,577,906	-
	NON RECURRING NON PROJECT	283,797	283,797	517,664	(233,867)
	CENTRAL COURT BLDG	5,800,000	5,800,000	4,886,978	913,022
	DATA CENTER GENERATOR	255,277	-	-	-
	ELECTIONS WAREHOUSE 6205	475,000	475,000	-	475,000
	FORENSIC SCIENCE BLDG GARAGE	234,000	234,000	-	234,000
	LIFE SAFETY PROJECTS	-	-	2,100,000	(2,100,000)
	LL WEST COURT BLDG RELOC	783,022	636,162	-	636,162
	NE COURT COMPLEX	70,000	70,000	-	70,000
	PROBATION REVOCATION RELO	448,596	850,733	-	850,733
	SECURITY BLDG	2,500,000	2,500,000	1,660,963	839,037
	SIMS RELOCATION	730,815	730,815	797,849	(67,034)
	SOUTH COURT TOWER	-	-	117,000	(117,000)
	UA COOPERATIVE EXTENSION	850,000	850,000	-	850,000
	WEST COURT BLDG	817,500	817,500	500,000	317,500
	ALL FUNCTIONS	$ 57,102,361	$ 57,102,361	$ 52,260,828	$ 4,841,533

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

		FY 2013 ADOPTED	FY 2013 REVISED	FY 2014 ADOPTED	(INC.)/DEC FROM REV.
255	**DETENTION OPERATIONS**				
	OPERATING	$ 20,138,620	$ 20,138,620	$ 19,267,341	$ 871,279
	MAJOR MAINTENANCE OPERATING	6,940,763	6,940,763	6,940,763	-
	DURANGO JAIL INFR IMPROVEMENTS	4,947,948	4,947,948	1,316,601	3,631,347
	4TH AVE JAIL MAINTENANCE	-	-	3,000,000	(3,000,000)
	LBJ COMPLEX	1,000,000	1,000,000	4,775,000	(3,775,000)
	ALL FUNCTIONS	$ 33,027,331	$ 33,027,331	$ 35,299,705	$ (2,272,374)
	TOTAL DEPARTMENT	**$ 90,129,692**	**$ 90,129,692**	**$ 87,560,533**	**$ 2,569,159**
720	**PROTECTIVE SERVICES**				
100	**GENERAL**				
	OPERATING	$ -	$ -	$ 3,719,757	$ (3,719,757)
255	**DETENTION OPERATIONS**				
	OPERATING	$ -	$ -	$ 48,942	$ (48,942)
	TOTAL DEPARTMENT	**$ -**	**$ -**	**$ 3,768,699**	**$ (3,768,699)**
730	**PROCUREMENT SERVICES**				
100	**GENERAL**				
	OPERATING	$ 2,371,282	$ 2,371,282	$ 2,283,205	$ 88,077
	NON RECURRING NON PROJECT	110,000	110,000	60,127	49,873
	ALL FUNCTIONS	$ 2,481,282	$ 2,481,282	$ 2,343,332	$ 137,950
673	**REPROGRAPHICS**				
	OPERATING	$ 761,464	$ 761,464	$ 788,689	$ (27,225)
	NON RECURRING NON PROJECT	-	10,479	-	10,479
	ALL FUNCTIONS	$ 761,464	$ 771,943	$ 788,689	$ (16,746)
	TOTAL DEPARTMENT	**$ 3,242,746**	**$ 3,253,225**	**$ 3,132,021**	**$ 121,204**
740	**EQUIPMENT SERVICES**				
654	**EQUIPMENT SERVICES**				
	OPERATING	$ 15,686,044	$ 18,069,919	$ 16,682,320	$ 1,387,599
	NON RECURRING NON PROJECT	913,630	988,819	591,000	397,819
	TOTAL DEPARTMENT	**$ 16,599,674**	**$ 19,058,738**	**$ 17,273,320**	**$ 1,785,418**
750	**RISK MANAGEMENT**				
675	**RISK MANAGEMENT**				
	OPERATING	$ 33,431,970	$ 33,431,970	$ 29,841,029	$ 3,590,941
	NON RECURRING NON PROJECT	-	12,428,395	-	12,428,395
	ALL FUNCTIONS	$ 33,431,970	$ 45,860,365	$ 29,841,029	$ 16,019,336
676	**COUNTY MANAGER RISK MANAGEMENT**				
	NON RECURRING NON PROJECT	$ 9,620,415	$ 9,620,415	$ 5,049,022	$ 4,571,393
	TOTAL DEPARTMENT	**$ 43,052,385**	**$ 55,480,780**	**$ 34,890,051**	**$ 20,590,729**
790	**ANIMAL CARE AND CONTROL**				
100	**GENERAL**				
	OPERATING	$ 257,903	$ 257,903	$ 258,954	$ (1,051)
	NON RECURRING NON PROJECT	-	-	-	-
	ALL FUNCTIONS	$ 257,903	$ 257,903	$ 258,954	$ (1,051)
572	**ANIMAL CONTROL LICENSE SHELTER**				
	OPERATING	$ 9,333,978	$ 9,333,978	$ 8,783,032	$ 550,946
	NON RECURRING NON PROJECT	55,000	169,660	-	169,660
	ALL FUNCTIONS	$ 9,388,978	$ 9,503,638	$ 8,783,032	$ 720,606
573	**ANIMAL CONTROL GRANTS**				
	OPERATING	$ 944,331	$ 1,121,916	$ 1,363,711	$ (241,795)
	NON RECURRING NON PROJECT	-	7,615	300,000	(292,385)
	ALL FUNCTIONS	$ 944,331	$ 1,129,531	$ 1,663,711	$ (534,180)
574	**ANIMAL CONTROL FIELD OPERATION**				
	OPERATING	$ 3,312,310	$ 3,312,310	$ 3,319,206	$ (6,896)
	NON RECURRING NON PROJECT	162,095	206,837	284,721	(77,884)
	ALL FUNCTIONS	$ 3,474,405	$ 3,519,147	$ 3,603,927	$ (84,780)
	TOTAL DEPARTMENT	**$ 14,065,617**	**$ 14,410,219**	**$ 14,309,624**	**$ 100,595**

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

		FY 2013 ADOPTED	FY 2013 REVISED	FY 2014 ADOPTED	(INC.)/DEC FROM REV.
850	**AIR QUALITY**				
100	**GENERAL**				
	OPERATING	$ 760,773	$ 760,773	$ 760,773	$ -
	NON RECURRING NON PROJECT	402,930	402,930	397,540	5,390
	ALL FUNCTIONS	$ 1,163,703	$ 1,163,703	$ 1,158,313	$ 5,390
503	**AIR QUALITY GRANT**				
	OPERATING	$ 3,769,475	$ 3,769,475	$ 3,924,954	$ (155,479)
	NON RECURRING NON PROJECT	-	87,206	-	87,206
	ALL FUNCTIONS	$ 3,769,475	$ 3,856,681	$ 3,924,954	$ (68,273)
504	**AIR QUALITY FEES**				
	OPERATING	$ 10,744,978	$ 10,744,978	$ 10,517,273	$ 227,705
	NON RECURRING NON PROJECT	749,609	905,671	1,632,993	(727,322)
	ALL FUNCTIONS	$ 11,494,587	$ 11,650,649	$ 12,150,266	$ (499,617)
	TOTAL DEPARTMENT	**$ 16,427,765**	**$ 16,671,033**	**$ 17,233,533**	**$ (562,500)**
860	**PUBLIC HEALTH**				
100	**GENERAL**				
	OPERATING	$ 10,903,279	$ 10,903,279	$ 10,757,580	$ 145,699
265	**PUBLIC HEALTH FEES**				
	OPERATING	$ 4,859,263	$ 4,859,263	$ 5,749,459	$ (890,196)
	NON RECURRING NON PROJECT	-	57,637	314,353	(256,716)
	ALL FUNCTIONS	$ 4,859,263	$ 4,916,900	$ 6,063,812	$ (1,146,912)
532	**PUBLIC HEALTH GRANTS**				
	OPERATING	$ 40,041,018	$ 42,831,945	$ 42,185,759	$ 646,186
	TOTAL DEPARTMENT	**$ 55,803,560**	**$ 58,652,124**	**$ 59,007,151**	**$ (355,027)**
880	**ENVIRONMENTAL SERVICES**				
100	**GENERAL**				
	OPERATING	$ 3,917,367	$ 3,917,367	$ 3,882,968	$ 34,399
	NON RECURRING NON PROJECT	124,000	124,000	57,298	66,702
	ALL FUNCTIONS	$ 4,041,367	$ 4,041,367	$ 3,940,266	$ 101,101
506	**ENVIRONMTL SVCS ENV HEALTH**				
	OPERATING	$ 18,924,710	$ 18,986,755	$ 19,661,862	$ (675,107)
	NON RECURRING NON PROJECT	3,685,106	4,052,599	3,512,740	539,859
	ALL FUNCTIONS	$ 22,609,816	$ 23,039,354	$ 23,174,602	$ (135,248)
	TOTAL DEPARTMENT	**$ 26,651,183**	**$ 27,080,721**	**$ 27,114,868**	**$ (34,147)**
920	**DEPUTY COUNTY MANAGER 920**				
100	**GENERAL**				
	OPERATING	$ -	$ -	$ 1,358,840	$ (1,358,840)
940	**ASSISTANT COUNTY MANAGER 940**				
100	**GENERAL**				
	OPERATING	$ -	$ -	$ 581,036	$ (581,036)
950	**ASSISTANT COUNTY MANAGER 950**				
100	**GENERAL**				
	OPERATING	$ -	$ -	$ 404,312	$ (404,312)
	NON RECURRING NON PROJECT	-	-	797,624	(797,624)
	ALL FUNCTIONS	$ -	$ -	$ 1,201,936	$ (1,201,936)
249	**NON DEPARTMENTAL GRANT**				
	NON RECURRING NON PROJECT	$ -	$ -	$ 317,688	$ (317,688)
255	**DETENTION OPERATIONS**				
	OPERATING	$ -	$ -	$ 404,698	$ (404,698)
	TOTAL DEPARTMENT	**$ -**	**$ -**	**$ 1,924,322**	**$ (1,924,322)**
	TOTAL APPOINTED	**$ 2,074,580,601**	**$ 2,104,040,563**	**$ 2,053,002,242**	**$ 51,038,321**

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

		FY 2013 ADOPTED	FY 2013 REVISED	FY 2014 ADOPTED	(INC.)/DEC FROM REV.
980	**ELIMINATIONS COUNTY**				
900					
	OPERATING	$ (333,260,791)	$ (335,644,666)	$ (361,763,321)	$ 26,118,655
	NON RECURRING NON PROJECT	(216,820,456)	(232,809,506)	(250,956,133)	18,146,627
	TOTAL DEPARTMENT	**$ (550,081,247)**	**$ (568,454,172)**	**$ (612,719,454)**	**$ 44,265,282**
	TOTAL MARICOPA COUNTY	**$ 2,278,653,993**	**$ 2,297,490,010**	**$ 2,208,474,790**	**$ 89,015,220**

Consolidated Expenditures and Other Uses by Fund Type / Department

ALL FUNDS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	$ 77,372,999	$ 79,545,298	$ 80,028,108	$ 78,979,134	$ 82,211,979	$ (2,183,871)	-2.7%
240 - JUSTICE COURTS	21,912,684	24,284,220	24,333,756	23,539,741	23,736,511	597,245	2.5%
270 - JUVENILE PROBATION	52,631,554	56,715,086	57,366,281	52,575,424	54,771,793	2,594,488	4.5%
800 - SUPERIOR COURT	90,099,917	92,197,953	92,381,028	87,725,376	93,186,512	(805,484)	-0.9%
SUBTOTAL	$ 242,017,154	$ 252,742,557	$ 254,109,173	$ 242,819,675	$ 253,906,795	$ 202,378	0.1%
ELECTED							
010 - BOARD OF SUPERVISORS DIST 1	$ 341,750	$ 353,925	$ 353,925	$ 350,371	$ 354,968	$ (1,043)	-0.3%
020 - BOARD OF SUPERVISORS DIST 2	330,120	353,925	353,925	353,924	354,968	(1,043)	-0.3%
030 - BOARD OF SUPERVISORS DIST 3	339,335	353,925	353,925	338,374	354,968	(1,043)	-0.3%
040 - BOARD OF SUPERVISORS DIST 4	342,658	353,925	353,925	337,883	354,968	(1,043)	-0.3%
050 - BOARD OF SUPERVISORS DIST 5	329,371	353,925	353,925	353,489	354,968	(1,043)	-0.3%
120 - ASSESSOR	22,522,634	22,761,278	22,761,278	22,086,505	22,927,345	(166,067)	-0.7%
140 - CALL CENTER	1,526,160	1,566,553	1,566,553	1,550,609	1,554,912	11,641	0.7%
160 - CLERK OF THE SUPERIOR COURT	38,285,059	45,184,280	46,027,915	40,490,432	41,803,631	4,224,284	9.2%
190 - COUNTY ATTORNEY	79,904,784	88,799,825	88,991,336	84,840,631	93,227,867	(4,236,531)	-4.8%
210 - ELECTIONS	10,866,357	22,852,990	23,002,990	20,622,445	10,927,966	12,075,024	52.5%
250 - CONSTABLES	2,672,922	2,738,481	2,758,917	2,670,976	2,749,646	9,271	0.3%
360 - RECORDER	7,683,812	7,212,994	7,256,391	6,656,354	7,835,827	(579,436)	-8.0%
370 - EDUCATION SERVICE	8,953,510	23,560,700	23,743,086	20,597,996	28,134,711	(4,391,625)	-18.5%
430 - TREASURER	4,257,948	4,955,969	4,988,844	4,805,776	5,012,097	(23,253)	-0.5%
500 - SHERIFF	283,291,191	280,009,387	284,927,511	274,099,563	298,336,365	(13,408,854)	-4.7%
SUBTOTAL	$ 461,647,611	$ 501,412,082	$ 507,794,446	$ 480,155,328	$ 514,285,207	$ (6,490,761)	-1.3%
APPOINTED							
060 - CLERK OF THE BOARD	$ 1,202,253	$ 1,502,751	$ 1,502,751	$ 1,207,982	$ 1,437,029	$ 65,722	4.4%
150 - EMERGENCY MANAGEMENT	1,621,779	1,969,991	1,987,477	1,749,623	1,888,633	98,844	5.0%
180 - FINANCE	2,766,688	3,151,551	3,122,440	2,841,307	2,769,592	352,848	11.3%
200 - COUNTY MANAGER	6,616,713	2,575,226	4,665,738	4,480,733	2,441,400	2,224,338	47.7%
220 - HUMAN SERVICES	61,808,398	57,948,009	67,948,712	64,988,192	64,589,846	3,358,866	4.9%
230 - INTERNAL AUDIT	1,580,249	1,749,051	1,749,051	1,717,032	1,734,205	14,846	0.8%
260 - CORRECTIONAL HEALTH	56,550,260	56,977,327	57,881,642	57,658,251	58,281,681	(400,039)	-0.7%
290 - MEDICAL EXAMINER	7,114,900	7,668,947	7,676,629	7,492,293	7,840,289	(163,660)	-2.1%
300 - PARKS AND RECREATION	7,539,792	10,450,008	10,563,532	9,186,282	12,086,924	(1,523,392)	-14.4%
310 - HUMAN RESOURCES	3,362,786	3,529,773	3,535,478	3,166,998	3,277,286	258,192	7.3%
340 - PUBLIC FIDUCIARY	2,816,389	2,954,764	2,954,764	2,745,327	2,991,842	(37,078)	-1.3%
390 - BUS STRATEGIES HLTH CARE PROG	145,319,661	153,298,739	153,256,778	149,592,459	165,346,365	(12,089,587)	-7.9%
410 - ENTERPRISE TECHNOLOGY	25,088,154	26,920,284	27,022,879	25,524,943	41,120,551	(14,097,672)	-52.2%
420 - INTEGRATED CRIM JUSTICE INFO	1,350,271	1,615,307	2,451,902	1,614,658	1,564,383	887,519	36.2%
440 - PLANNING AND DEVELOPMENT	7,577,469	8,167,959	8,296,137	8,350,181	8,926,038	(629,901)	-7.6%
460 - RESEARCH AND REPORTING	282,394	362,280	362,280	294,160	326,943	35,337	9.8%
470 - NON DEPARTMENTAL	874,696,720	1,194,625,449	1,189,154,685	777,118,920	1,155,044,552	34,110,133	2.9%
490 - MANAGEMENT AND BUDGET	1,969,859	2,240,858	2,384,957	2,123,574	2,278,881	106,076	4.4%
520 - PUBLIC DEFENDER	34,908,822	36,105,507	36,111,209	35,101,782	36,392,446	(281,237)	-0.8%
540 - LEGAL DEFENDER	10,246,117	10,592,958	10,598,898	10,663,149	10,496,334	102,564	1.0%
550 - LEGAL ADVOCATE	9,193,734	9,269,086	9,272,199	9,120,251	9,177,058	95,141	1.0%
560 - CONTRACT COUNSEL	28,779,317	28,135,306	28,148,695	32,231,650	37,009,695	(8,861,000)	-31.5%
570 - PUBLIC ADVOCATE	5,884,954	6,887,581	6,898,427	6,759,295	6,888,167	10,260	0.1%
640 - TRANSPORTATION	132,640,718	163,821,817	164,547,141	141,673,211	140,961,689	23,585,452	14.3%
670 - WASTE RESOURCES AND RECYCLING	7,076,498	7,443,038	7,446,910	7,136,775	9,976,415	(2,529,505)	-34.0%
700 - FACILITIES MANAGEMENT	55,227,837	90,129,692	90,129,692	63,994,337	87,560,533	2,569,159	2.9%
720 - PROTECTIVE SERVICES	3,654,056	3,665,411	3,626,530	3,493,460	3,768,699	(142,169)	-3.9%
730 - PROCUREMENT SERVICES	2,622,524	3,242,746	3,253,225	2,899,759	3,132,021	121,204	3.7%
740 - EQUIPMENT SERVICES	18,402,951	16,599,674	19,058,738	17,293,081	17,273,320	1,785,418	9.4%
750 - RISK MANAGEMENT	26,372,805	43,052,385	55,480,780	59,010,086	34,890,051	20,590,729	37.1%
790 - ANIMAL CARE AND CONTROL	13,689,007	14,065,617	14,410,219	14,099,690	14,309,624	100,595	0.7%
850 - AIR QUALITY	14,276,662	16,427,765	16,671,033	14,631,606	17,233,533	(562,500)	-3.4%
860 - PUBLIC HEALTH	53,611,793	55,803,560	58,652,124	56,712,429	59,007,151	(355,027)	-0.6%
880 - ENVIRONMENTAL SERVICES	23,951,938	26,651,183	27,080,721	23,300,281	27,114,868	(34,147)	-0.1%
910 - PUBLIC WORKS	30,638,290	-	-	-	-	-	N/A
920 - DEPUTY COUNTY MANAGER 920	1,008,071	1,046,372	1,024,681	902,009	1,358,840	(334,159)	-32.6%
930 - DEPUTY COUNTY MANAGER 930	731,237	890,056	913,052	1,052,482	-	913,052	100.0%
940 - ASSISTANT COUNTY MANAGER 940	283,512	325,021	354,132	350,271	581,036	(226,904)	-64.1%
950 - ASSISTANT COUNTY MANAGER 950	2,744,917	2,627,320	3,754,093	2,771,638	1,924,322	1,829,771	48.7%
960 - ASSISTANT COUNTY MANAGER 960	72,479	90,232	90,232	88,241	-	90,232	100.0%
SUBTOTAL	$ 1,685,282,974	$ 2,074,580,601	$ 2,104,040,563	$ 1,625,138,398	$ 2,053,002,242	$ 51,038,321	2.4%
ELIMINATIONS							
980 - ELIMINATIONS COUNTY	$ (575,249,037)	$ (550,081,247)	$ (568,454,172)	$ (550,300,891)	$ (612,719,454)	$ 44,265,282	-7.8%
SUBTOTAL	$ (575,249,037)	$ (550,081,247)	$ (568,454,172)	$ (550,300,891)	$ (612,719,454)	$ 44,265,282	-7.8%
MARICOPA COUNTY	$ 1,813,698,702	$ 2,278,653,993	$ 2,297,490,010	$ 1,797,812,510	$ 2,208,474,790	$ 89,015,220	3.9%

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

GENERAL FUND	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	$ 50,495,266	$ 50,718,625	$ 50,718,625	$ 50,678,748	$ 41,835,539	$ 8,883,086	17.5%
240 - JUSTICE COURTS	14,867,271	15,933,469	15,894,479	15,822,961	15,792,908	101,571	0.6%
270 - JUVENILE PROBATION	16,267,277	16,088,443	16,088,443	15,613,001	15,428,434	660,009	4.1%
800 - SUPERIOR COURT	75,540,392	76,863,493	76,863,493	74,700,528	76,093,152	770,341	1.0%
SUBTOTAL	$ 157,170,206	$ 159,604,030	$ 159,565,040	$ 156,815,238	$ 149,150,033	$ 10,415,007	6.5%
ELECTED							
010 - BOARD OF SUPERVISORS DIST 1	$ 341,750	$ 353,925	$ 353,925	$ 350,371	$ 354,968	$ (1,043)	-0.3%
020 - BOARD OF SUPERVISORS DIST 2	330,120	353,925	353,925	353,924	354,968	(1,043)	-0.3%
030 - BOARD OF SUPERVISORS DIST 3	339,335	353,925	353,925	338,374	354,968	(1,043)	-0.3%
040 - BOARD OF SUPERVISORS DIST 4	342,658	353,925	353,925	337,883	354,968	(1,043)	-0.3%
050 - BOARD OF SUPERVISORS DIST 5	329,371	353,925	353,925	353,489	354,968	(1,043)	-0.3%
120 - ASSESSOR	22,522,634	22,761,278	22,761,278	22,086,505	22,927,345	(166,067)	-0.7%
140 - CALL CENTER	1,526,160	1,566,553	1,566,553	1,550,609	1,554,912	11,641	0.7%
160 - CLERK OF THE SUPERIOR COURT	28,971,496	32,138,876	32,138,876	29,229,682	32,330,898	(192,022)	-0.6%
190 - COUNTY ATTORNEY	66,616,865	70,118,617	70,118,617	68,839,617	70,940,676	(822,059)	-1.2%
210 - ELECTIONS	10,781,160	20,694,170	20,694,170	20,454,669	8,746,417	11,947,753	57.7%
250 - CONSTABLES	2,672,922	2,738,481	2,758,917	2,670,976	2,749,646	9,271	0.3%
360 - RECORDER	1,838,036	2,191,256	2,191,256	2,031,807	2,077,838	113,418	5.2%
370 - EDUCATION SERVICE	2,087,635	2,076,394	2,258,780	2,074,666	3,511,902	(1,253,122)	-55.5%
430 - TREASURER	4,257,948	4,651,628	4,684,503	4,514,083	4,707,756	(23,253)	-0.5%
500 - SHERIFF	75,844,802	76,581,858	77,847,319	75,273,394	87,034,879	(9,187,560)	-11.8%
SUBTOTAL	$ 218,802,892	$ 237,288,736	$ 238,789,894	$ 230,460,049	$ 238,357,109	$ 432,785	0.2%
APPOINTED							
060 - CLERK OF THE BOARD	$ 1,202,253	$ 1,502,751	$ 1,502,751	$ 1,207,982	$ 1,437,029	$ 65,722	4.4%
150 - EMERGENCY MANAGEMENT	216,520	235,265	235,265	226,348	234,457	808	0.3%
180 - FINANCE	2,766,688	3,151,551	3,122,440	2,841,307	2,769,592	352,848	11.3%
200 - COUNTY MANAGER	4,757,433	2,565,226	2,565,226	2,383,880	2,439,400	125,826	4.9%
220 - HUMAN SERVICES	2,120,372	2,360,912	2,360,912	2,250,892	2,260,912	100,000	4.2%
230 - INTERNAL AUDIT	1,580,249	1,749,051	1,749,051	1,717,032	1,734,205	14,846	0.8%
260 - CORRECTIONAL HEALTH	3,050,083	3,060,790	3,060,790	3,060,766	3,123,860	(63,070)	-2.1%
290 - MEDICAL EXAMINER	6,897,387	7,553,083	7,553,083	7,381,031	7,776,675	(223,592)	-3.0%
300 - PARKS AND RECREATION	1,097,785	1,788,769	1,788,769	967,159	3,000,512	(1,211,743)	-67.7%
310 - HUMAN RESOURCES	3,362,786	3,529,773	3,535,478	3,166,998	3,277,286	258,192	7.3%
340 - PUBLIC FIDUCIARY	2,816,389	2,954,764	2,954,764	2,745,327	2,991,842	(37,078)	-1.3%
390 - BUS STRATEGIES HLTH CARE PROG	1,787,769	2,530,215	2,440,983	1,627,304	1,996,548	444,435	18.2%
410 - ENTERPRISE TECHNOLOGY	7,921,861	9,425,939	9,425,939	8,554,850	24,139,806	(14,713,867)	-156.1%
440 - PLANNING AND DEVELOPMENT	632,430	868,232	868,232	815,411	868,232	-	0.0%
460 - RESEARCH AND REPORTING	282,394	362,280	362,280	294,160	326,943	35,337	9.8%
470 - NON DEPARTMENTAL	665,932,051	665,073,466	663,707,068	512,797,789	660,254,821	3,452,247	0.5%
490 - MANAGEMENT AND BUDGET	1,969,859	2,240,858	2,384,957	2,123,574	2,278,881	106,076	4.4%
520 - PUBLIC DEFENDER	32,576,796	33,390,238	33,395,940	33,349,989	33,974,467	(578,527)	-1.7%
540 - LEGAL DEFENDER	10,123,217	10,382,036	10,387,976	10,509,413	10,324,234	63,742	0.6%
550 - LEGAL ADVOCATE	9,166,340	9,208,322	9,211,435	9,085,021	9,123,335	88,100	1.0%
560 - CONTRACT COUNSEL	28,779,317	28,135,306	28,148,695	32,231,650	37,009,695	(8,861,000)	-31.5%
570 - PUBLIC ADVOCATE	5,876,777	6,887,581	6,898,427	6,759,295	6,888,167	10,260	0.1%
670 - WASTE RESOURCES AND RECYCLING	-	2,694,923	2,694,923	2,571,622	5,228,083	(2,533,160)	-94.0%
700 - FACILITIES MANAGEMENT	31,586,799	57,102,361	57,102,361	41,845,731	52,260,828	4,841,533	8.5%
730 - PROCUREMENT SERVICES	1,931,090	2,481,282	2,481,282	2,113,833	2,343,332	137,950	5.6%
790 - ANIMAL CARE AND CONTROL	257,441	257,903	257,903	257,897	258,954	(1,051)	-0.4%
850 - AIR QUALITY	1,238,251	1,163,703	1,163,703	1,163,703	1,158,313	5,390	0.5%
860 - PUBLIC HEALTH	10,467,965	10,903,279	10,903,279	10,171,986	10,757,580	145,699	1.3%
880 - ENVIRONMENTAL SERVICES	4,123,293	4,041,367	4,041,367	3,986,117	3,940,266	101,101	2.5%
920 - DEPUTY COUNTY MANAGER 920	1,008,071	1,046,372	1,024,681	902,009	1,358,840	(334,159)	-32.6%
940 - ASSISTANT COUNTY MANAGER 940	283,512	325,021	354,132	350,271	581,036	(226,904)	-64.1%
950 - ASSISTANT COUNTY MANAGER 950	952,123	2,347,345	2,233,021	1,490,079	1,201,936	1,031,085	46.2%
960 - ASSISTANT COUNTY MANAGER 960	72,479	90,232	90,232	88,241	-	90,232	100.0%
SUBTOTAL	$ 850,440,375	$ 885,026,665	$ 883,584,933	$ 714,483,185	$ 901,039,824	$ (17,454,891)	-2.0%
MARICOPA COUNTY	$ 1,226,413,473	$ 1,281,919,431	$ 1,281,939,867	$ 1,101,758,472	$ 1,288,546,966	$ (6,607,099)	-0.5%

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

SPECIAL REVENUE	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
JUDICIAL							
110 - ADULT PROBATION	$ 26,877,733	$ 28,826,673	$ 29,309,483	$ 28,300,386	$ 40,376,440	$ (11,066,957)	-37.8%
240 - JUSTICE COURTS	7,045,413	8,350,751	8,439,277	7,716,780	7,943,603	495,674	5.9%
270 - JUVENILE PROBATION	36,364,277	40,626,643	41,277,838	36,962,423	39,343,359	1,934,479	4.7%
800 - SUPERIOR COURT	14,559,525	15,334,460	15,517,535	13,024,848	17,093,360	(1,575,825)	-10.2%
SUBTOTAL	$ 84,846,948	$ 93,138,527	$ 94,544,133	$ 86,004,437	$ 104,756,762	$ (10,212,629)	-10.8%
ELECTED							
160 - CLERK OF THE SUPERIOR COURT	$ 9,313,563	$ 13,045,404	$ 13,889,039	$ 11,260,750	$ 9,472,733	$ 4,416,306	31.8%
190 - COUNTY ATTORNEY	13,287,919	18,681,208	18,872,719	16,001,014	22,287,191	(3,414,472)	-18.1%
210 - ELECTIONS	85,197	2,158,820	2,308,820	167,776	2,181,549	127,271	5.5%
360 - RECORDER	5,845,776	5,021,738	5,065,135	4,624,547	5,757,989	(692,854)	-13.7%
370 - EDUCATION SERVICE	6,865,875	21,484,306	21,484,306	18,523,330	24,622,809	(3,138,503)	-14.6%
430 - TREASURER	-	304,341	304,341	291,693	304,341	-	0.0%
500 - SHERIFF	207,446,389	203,427,529	207,080,192	198,826,169	211,301,486	(4,221,294)	-2.0%
SUBTOTAL	$ 242,844,719	$ 264,123,346	$ 269,004,552	$ 249,695,279	$ 275,928,098	$ (6,923,546)	-2.6%
APPOINTED							
150 - EMERGENCY MANAGEMENT	$ 1,405,259	$ 1,734,726	$ 1,752,212	$ 1,523,275	$ 1,654,176	$ 98,036	5.6%
200 - COUNTY MANAGER	1,859,280	10,000	2,100,512	2,096,853	2,000	2,098,512	99.9%
220 - HUMAN SERVICES	59,688,026	55,587,097	65,587,800	62,737,300	62,328,934	3,258,866	5.0%
260 - CORRECTIONAL HEALTH	53,500,177	53,916,537	54,820,852	54,597,485	55,157,821	(336,969)	-0.6%
290 - MEDICAL EXAMINER	217,513	115,864	123,546	111,262	63,614	59,932	48.5%
300 - PARKS AND RECREATION	6,503,089	8,696,289	8,849,813	8,254,173	9,123,783	(273,970)	-3.1%
390 - BUS STRATEGIES HLTH CARE PROG	6,368,154	7,023,535	7,039,978	6,661,143	7,405,038	(365,060)	-5.2%
420 - INTEGRATED CRIM JUSTICE INFO	1,350,271	1,615,307	2,451,902	1,614,658	1,564,383	887,519	36.2%
440 - PLANNING AND DEVELOPMENT	6,945,039	7,299,727	7,427,905	7,534,770	8,057,806	(629,901)	-8.5%
470 - NON DEPARTMENTAL	27,748,889	105,855,027	94,772,949	34,590,921	89,547,267	5,225,682	5.5%
520 - PUBLIC DEFENDER	2,332,026	2,715,269	2,715,269	1,751,793	2,417,979	297,290	10.9%
540 - LEGAL DEFENDER	122,900	210,922	210,922	153,736	172,100	38,822	18.4%
550 - LEGAL ADVOCATE	27,394	60,764	60,764	35,230	53,723	7,041	11.6%
570 - PUBLIC ADVOCATE	8,177	-	-	-	-	-	N/A
640 - TRANSPORTATION	82,397,264	108,024,604	108,749,928	103,684,290	107,007,475	1,742,453	1.6%
670 - WASTE RESOURCES AND RECYCLING	7,076,498	4,748,115	4,751,987	4,565,153	4,748,332	3,655	0.1%
700 - FACILITIES MANAGEMENT	23,641,038	33,027,331	33,027,331	22,148,606	35,299,705	(2,272,374)	-6.9%
720 - PROTECTIVE SERVICES	51,461	48,942	48,942	48,942	48,942	-	0.0%
790 - ANIMAL CARE AND CONTROL	13,431,566	13,807,714	14,152,316	13,841,793	14,050,670	101,646	0.7%
850 - AIR QUALITY	13,038,411	15,264,062	15,507,330	13,467,903	16,075,220	(567,890)	-3.7%
860 - PUBLIC HEALTH	43,143,828	44,900,281	47,748,845	46,540,443	48,249,571	(500,726)	-1.0%
880 - ENVIRONMENTAL SERVICES	19,828,645	22,609,816	23,039,354	19,314,164	23,174,602	(135,248)	-0.6%
910 - PUBLIC WORKS	30,638,290	-	-	-	-	-	N/A
930 - DEPUTY COUNTY MANAGER 930	731,237	890,056	913,052	1,052,482	-	913,052	100.0%
950 - ASSISTANT COUNTY MANAGER 950	1,792,794	279,975	1,521,072	1,281,559	722,386	798,686	52.5%
SUBTOTAL	$ 403,847,226	$ 488,441,960	$ 497,374,581	$ 407,607,934	$ 486,925,527	$ 10,449,054	2.1%
MARICOPA COUNTY	$ 731,538,893	$ 845,703,833	$ 860,923,266	$ 743,307,650	$ 867,610,387	$ (6,687,121)	-0.8%

DEBT SERVICE	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
APPOINTED							
470 - NON DEPARTMENTAL	$ 19,408,246	$ 16,736,830	$ 16,736,830	$ 16,736,830	$ 16,715,180	$ 21,650	0.1%
SUBTOTAL	$ 19,408,246	$ 16,736,830	$ 16,736,830	$ 16,736,830	$ 16,715,180	$ 21,650	0.1%
MARICOPA COUNTY	$ 19,408,246	$ 16,736,830	$ 16,736,830	$ 16,736,830	$ 16,715,180	$ 21,650	0.1%

CAPITAL PROJECTS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
APPOINTED							
470 - NON DEPARTMENTAL	$ 161,607,534	$ 406,960,126	$ 413,937,838	$ 212,993,380	$ 388,527,284	$ 25,410,554	6.1%
640 - TRANSPORTATION	78,654,870	103,932,010	103,932,010	86,123,718	82,089,011	21,842,999	21.0%
SUBTOTAL	$ 240,262,404	$ 510,892,136	$ 517,869,848	$ 299,117,098	$ 470,616,295	$ 47,253,553	9.1%
MARICOPA COUNTY	$ 240,262,404	$ 510,892,136	$ 517,869,848	$ 299,117,098	$ 470,616,295	$ 47,253,553	9.1%

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

INTERNAL SERVICE	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
APPOINTED							
200 - COUNTY MANAGER	$ 2,716,417	$ -	$ -	$ -	$ -	$ -	N/A
390 - BUS STRATEGIES HLTH CARE PROG	137,163,738	144,814,989	143,775,817	141,304,012	155,944,779	(12,168,962)	-8.5%
410 - ENTERPRISE TECHNOLOGY	17,166,293	17,494,345	17,596,940	16,970,093	16,980,745	616,195	3.5%
730 - PROCUREMENT SERVICES	691,434	761,464	771,943	785,926	788,689	(16,746)	-2.2%
740 - EQUIPMENT SERVICES	18,402,951	16,599,674	19,058,738	17,293,081	17,273,320	1,785,418	9.4%
750 - RISK MANAGEMENT	26,372,805	43,052,385	55,480,780	59,010,086	34,890,051	20,590,729	37.1%
SUBTOTAL	$ 202,513,638	$ 222,722,857	$ 236,684,218	$ 235,363,198	$ 225,877,584	$ 10,806,634	4.6%
MARICOPA COUNTY	$ 202,513,638	$ 222,722,857	$ 236,684,218	$ 235,363,198	$ 225,877,584	$ 10,806,634	4.6%

ELIMINATIONS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
APPOINTED							
200 - COUNTY MANAGER	$ (2,716,417)	$ -	$ -	$ -	$ -	$ -	N/A
300 - PARKS AND RECREATION	(61,082)	(35,050)	(75,050)	(35,050)	(37,371)	(37,679)	50.2%
390 - BUS STRATEGIES HLTH CARE PROG	-	(1,070,000)	-	-	-	-	N/A
640 - TRANSPORTATION	(28,411,416)	(48,134,797)	(48,134,797)	(48,134,797)	(48,134,797)	-	0.0%
SUBTOTAL	$ (31,188,915)	$ (49,239,847)	$ (48,209,847)	$ (48,169,847)	$ (48,172,168)	$ (37,679)	0.1%
ELIMINATIONS							
980 - ELIMINATIONS COUNTY	$ (575,249,037)	$ (550,081,247)	$ (568,454,172)	$ (550,300,891)	$ (612,719,454)	$ 44,265,282	-7.8%
SUBTOTAL	$ (575,249,037)	$ (550,081,247)	$ (568,454,172)	$ (550,300,891)	$ (612,719,454)	$ 44,265,282	-7.8%
MARICOPA COUNTY	$ (606,437,952)	$ (599,321,094)	$ (616,664,019)	$ (598,470,738)	$ (660,891,622)	$ 44,227,603	-7.2%

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	$ 41,835,539	$ 40,376,440	$ -	$ -	$ -	$ 82,211,979	$ -	$ 82,211,979
240 - JUSTICE COURTS	15,792,908	7,943,603	-	-	-	23,736,511	-	23,736,511
270 - JUVENILE PROBATION	15,428,434	39,343,359	-	-	-	54,771,793	-	54,771,793
800 - SUPERIOR COURT	76,093,152	17,093,360	-	-	-	93,186,512	-	93,186,512
SUBTOTAL	$ 149,150,033	$ 104,756,762	$ -	$ -	$ -	$ 253,906,795	$ -	$ 253,906,795
ELECTED								
010 - BOARD OF SUPERVISORS DIST 1	$ 354,968	$ -	$ -	$ -	$ -	$ 354,968	$ -	$ 354,968
020 - BOARD OF SUPERVISORS DIST 2	354,968	-	-	-	-	354,968	-	354,968
030 - BOARD OF SUPERVISORS DIST 3	354,968	-	-	-	-	354,968	-	354,968
040 - BOARD OF SUPERVISORS DIST 4	354,968	-	-	-	-	354,968	-	354,968
050 - BOARD OF SUPERVISORS DIST 5	354,968	-	-	-	-	354,968	-	354,968
120 - ASSESSOR	22,927,345	-	-	-	-	22,927,345	-	22,927,345
140 - CALL CENTER	1,554,912	-	-	-	-	1,554,912	-	1,554,912
160 - CLERK OF THE SUPERIOR COURT	32,330,898	9,472,733	-	-	-	41,803,631	-	41,803,631
190 - COUNTY ATTORNEY	70,940,676	22,287,191	-	-	-	93,227,867	-	93,227,867
210 - ELECTIONS	8,746,417	2,181,549	-	-	-	10,927,966	-	10,927,966
250 - CONSTABLES	2,749,646	-	-	-	-	2,749,646	-	2,749,646
360 - RECORDER	2,077,838	5,757,989	-	-	-	7,835,827	-	7,835,827
370 - EDUCATION SERVICE	3,511,902	24,622,809	-	-	-	28,134,711	-	28,134,711
430 - TREASURER	4,707,756	304,341	-	-	-	5,012,097	-	5,012,097
500 - SHERIFF	87,034,879	211,301,486	-	-	-	298,336,365	-	298,336,365
SUBTOTAL	$ 238,357,109	$ 275,928,098	$ -	$ -	$ -	$ 514,285,207	$ -	$ 514,285,207
APPOINTED								
060 - CLERK OF THE BOARD	$ 1,437,029	$ -	$ -	$ -	$ -	$ 1,437,029	$ -	$ 1,437,029
150 - EMERGENCY MANAGEMENT	234,457	1,654,176	-	-	-	1,888,633	-	1,888,633
180 - FINANCE	2,769,592	-	-	-	-	2,769,592	-	2,769,592
200 - COUNTY MANAGER	2,439,400	2,000	-	-	-	2,441,400	-	2,441,400
220 - HUMAN SERVICES	2,260,912	62,328,934	-	-	-	64,589,846	-	64,589,846
230 - INTERNAL AUDIT	1,734,205	-	-	-	-	1,734,205	-	1,734,205
260 - CORRECTIONAL HEALTH	3,123,860	55,157,821	-	-	-	58,281,681	-	58,281,681
290 - MEDICAL EXAMINER	7,776,675	63,614	-	-	-	7,840,289	-	7,840,289
300 - PARKS AND RECREATION	3,000,512	9,123,783	-	-	-	12,124,295	(37,371)	12,086,924
310 - HUMAN RESOURCES	3,277,286	-	-	-	-	3,277,286	-	3,277,286
340 - PUBLIC FIDUCIARY	2,991,842	-	-	-	-	2,991,842	-	2,991,842
390 - BUS STRATEGIES HLTH CARE PROG	1,996,548	7,405,038	-	-	155,944,779	165,346,365	-	165,346,365
410 - ENTERPRISE TECHNOLOGY	24,139,806	-	-	-	16,980,745	41,120,551	-	41,120,551
420 - INTEGRATED CRIM JUSTICE INFO	-	1,564,383	-	-	-	1,564,383	-	1,564,383
440 - PLANNING AND DEVELOPMENT	868,232	8,057,806	-	-	-	8,926,038	-	8,926,038
460 - RESEARCH AND REPORTING	326,943	-	-	-	-	326,943	-	326,943
470 - NON DEPARTMENTAL	660,254,821	89,547,267	16,715,180	388,527,284	-	1,155,044,552	-	1,155,044,552
490 - MANAGEMENT AND BUDGET	2,278,881	-	-	-	-	2,278,881	-	2,278,881
520 - PUBLIC DEFENDER	33,974,467	2,417,979	-	-	-	36,392,446	-	36,392,446
540 - LEGAL DEFENDER	10,324,234	172,100	-	-	-	10,496,334	-	10,496,334
550 - LEGAL ADVOCATE	9,123,335	53,723	-	-	-	9,177,058	-	9,177,058
560 - CONTRACT COUNSEL	37,009,695	-	-	-	-	37,009,695	-	37,009,695
570 - PUBLIC ADVOCATE	6,888,167	-	-	-	-	6,888,167	-	6,888,167
640 - TRANSPORTATION	-	107,007,475	-	82,089,011	-	189,096,486	(48,134,797)	140,961,689
670 - WASTE RESOURCES AND RECYCLING	5,228,083	4,748,332	-	-	-	9,976,415	-	9,976,415
700 - FACILITIES MANAGEMENT	52,260,828	35,299,705	-	-	-	87,560,533	-	87,560,533
720 - PROTECTIVE SERVICES	3,719,757	48,942	-	-	-	3,768,699	-	3,768,699
730 - PROCUREMENT SERVICES	2,343,332	-	-	-	788,689	3,132,021	-	3,132,021
740 - EQUIPMENT SERVICES	-	-	-	-	17,273,320	17,273,320	-	17,273,320
750 - RISK MANAGEMENT	-	-	-	-	34,890,051	34,890,051	-	34,890,051
790 - ANIMAL CARE AND CONTROL	258,954	14,050,670	-	-	-	14,309,624	-	14,309,624
850 - AIR QUALITY	1,158,313	16,075,220	-	-	-	17,233,533	-	17,233,533
860 - PUBLIC HEALTH	10,757,580	48,249,571	-	-	-	59,007,151	-	59,007,151
880 - ENVIRONMENTAL SERVICES	3,940,266	23,174,602	-	-	-	27,114,868	-	27,114,868
920 - DEPUTY COUNTY MANAGER 920	1,358,840	-	-	-	-	1,358,840	-	1,358,840
930 - DEPUTY COUNTY MANAGER 930	-	-	-	-	-	-	-	-
940 - ASSISTANT COUNTY MANAGER 940	581,036	-	-	-	-	581,036	-	581,036
950 - ASSISTANT COUNTY MANAGER 950	1,201,936	722,386	-	-	-	1,924,322	-	1,924,322
960 - ASSISTANT COUNTY MANAGER 960	-	-	-	-	-	-	-	-
SUBTOTAL	$ 901,039,824	$ 486,925,527	$ 16,715,180	$ 470,616,295	$ 225,877,584	$ 2,101,174,410	$ (48,172,168)	$ 2,053,002,242
980 - ELIMINATIONS COUNTY	$ -	$ -	$ -	$ -	$ -	$ -	$ (612,719,454)	$ (612,719,454)
MARICOPA COUNTY	$ 1,288,546,966	$ 867,610,387	$ 16,715,180	$ 470,616,295	$ 225,877,584	$ 2,869,366,412	$ (660,891,622)	$ 2,208,474,790

Consolidated Expenditures and Other Uses by Category and Fund Type

ALL FUNDS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 606,944,429	$ 630,986,497	$ 631,752,040	$ 609,798,648	$ 624,087,209	$ 7,664,831	1.2%
0710 - OVERTIME	7,639,694	6,837,902	7,031,604	8,582,312	7,101,983	(70,379)	-1.0%
0750 - FRINGE BENEFITS	230,728,940	251,434,444	252,223,035	245,476,443	261,027,856	(8,804,821)	-3.5%
0790 - OTHER PERSOAL SERVICES	4,332,937	6,125,084	24,612,440	21,051,751	56,965,121	(32,352,681)	-131.4%
0795 - PERSONNEL SERVICES ALLOC-OUT	(95,661,319)	(91,493,919)	(93,802,799)	(92,299,288)	(100,056,165)	6,253,366	6.7%
0796 - PERSONNEL SERVICES ALLOC-IN	92,156,632	91,122,790	94,043,151	91,688,057	98,868,922	(4,825,771)	-5.1%
SUBTOTAL	$ 847,304,428	$ 898,990,822	$ 920,193,647	$ 887,913,947	$ 950,883,113	$ (30,689,466)	-3.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 48,699,163	$ 45,765,728	$ 48,621,109	$ 42,370,537	$ 43,389,042	$ 5,232,067	10.8%
0802 - MEDICAL SUPPLIES	7,551,101	7,294,153	8,189,740	10,002,261	10,147,114	(1,957,374)	-23.9%
0803 - FUEL	10,733,058	9,388,546	9,389,825	10,417,504	10,179,764	(789,939)	-8.4%
0804 - NON-CAPITAL EQUIPMENT	8,409,483	8,056,332	8,589,789	11,874,332	11,492,779	(2,902,990)	-33.8%
0805 - SUPPLIES-ALLOCATION OUT	(4,923,555)	(3,663,396)	(3,671,629)	(4,908,205)	(5,454,865)	1,783,236	48.6%
0806 - SUPPLIES-ALLOCATION IN	4,626,277	3,659,063	3,994,718	4,991,739	5,172,715	(1,177,997)	-29.5%
SUBTOTAL	$ 75,095,527	$ 70,500,426	$ 75,113,552	$ 74,748,168	$ 74,926,549	$ 187,003	0.2%
SERVICES							
0809 - DAMAGES PAID	$ 60	$ -	$ -	$ -	$ -	$ -	N/A
0810 - LEGAL SERVICES	94,399,774	109,286,878	109,835,737	53,572,272	58,019,248	51,816,489	47.2%
0811 - HEALTH CARE SERVICES	43,607,987	44,005,485	44,338,023	43,049,617	56,034,393	(11,696,370)	-26.4%
0812 - OTHER SERVICES	148,202,119	398,622,289	386,983,360	211,900,213	286,537,088	100,446,272	26.0%
0820 - RENT AND OPERATING LEASES	17,291,624	18,015,137	18,164,038	17,664,724	24,278,925	(6,114,887)	-33.7%
0825 - REPAIRS AND MAINTENANCE	68,317,180	82,652,879	83,162,972	68,495,579	93,985,576	(10,822,604)	-13.0%
0830 - INTERGOVERNMENTAL PAYMENTS	274,148,285	242,680,907	243,161,692	240,222,896	250,451,775	(7,290,083)	-3.0%
0839 - INTERNAL SERVICE CHARGES	(2,822,996)	(4,759,387)	(5,592,896)	(5,310,539)	(7,084,666)	1,491,770	26.7%
0841 - TRAVEL	4,089,723	4,395,774	4,435,901	3,581,611	4,501,168	(65,267)	-1.5%
0842 - EDUCATION AND TRAINING	3,736,095	6,652,169	6,721,691	5,414,158	5,445,950	1,275,741	19.0%
0843 - POSTAGE/FREIGHT/SHIPPING	5,511,264	5,677,855	5,732,283	6,092,807	4,395,686	1,336,597	23.3%
0845 - SUPPORT AND CARE OF PERSONS	1,187,732	1,650,992	1,732,192	973,049	1,954,984	(222,792)	-12.9%
0850 - UTILITIES	31,799,097	37,490,122	37,476,589	32,113,126	34,502,238	2,974,351	7.9%
0855 - INTEREST EXPENSE	-	-	(1,799)	-	-	(1,799)	-100.0%
0872 - SERVICES-ALLOCATION OUT	(6,682,301)	(9,909,851)	(9,369,022)	(8,558,974)	(11,403,767)	2,034,745	21.7%
0873 - SERVICES-ALLOCATION IN	6,770,423	9,896,947	8,003,653	7,380,648	11,137,362	(3,133,709)	-39.2%
SUBTOTAL	$ 689,556,066	$ 946,358,196	$ 934,784,414	$ 676,591,187	$ 812,755,960	$ 122,028,454	13.1%
CAPITAL							
0910 - LAND	$ 8,965,868	$ 7,119,999	$ 9,675,999	$ 10,714,344	$ 13,602,500	$ (3,926,501)	-40.6%
0915 - BUILDINGS AND IMPROVEMENTS	66,673,815	138,935,281	144,961,407	42,829,345	101,370,341	43,591,066	30.1%
0920 - CAPITAL EQUIPMENT	36,955,383	111,984,905	115,343,630	23,589,427	173,097,920	(57,754,290)	-50.1%
0930 - VEHICLES & CONSTRUCTION EQUIP	12,027,586	13,189,060	13,307,792	10,713,818	12,905,443	402,349	3.0%
0940 - INFRASTRUCTURE	57,223,457	74,832,515	67,366,780	53,787,334	52,253,511	15,113,269	22.4%
0950 - DEBT SERVICE	19,833,057	16,751,830	16,751,830	16,739,740	16,730,180	21,650	0.1%
0955 - CAPITAL-ALLOCATION OUT	(186,812)	(779,797)	(779,797)	(161,671)	(380,088)	(399,709)	-51.3%
0956 - CAPITAL-ALLOCATION IN	250,326	770,756	770,756	346,871	329,361	441,395	57.3%
SUBTOTAL	$ 201,742,680	$ 362,804,549	$ 367,398,397	$ 158,559,208	$ 369,909,168	$ (2,510,771)	-0.7%
ALL EXPENDITURES	$ 1,813,698,701	$ 2,278,653,993	$ 2,297,490,010	$ 1,797,812,510	$ 2,208,474,790	$ 89,015,220	3.9%
TOTAL USES	$ 1,813,698,702	$ 2,278,653,993	$ 2,297,490,010	$ 1,797,812,510	$ 2,208,474,790	$ 89,015,220	3.9%

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

GENERAL FUND	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 342,230,667	$ 355,132,706	$ 355,403,770	$ 345,417,064	$ 343,282,973	$ 12,120,797	3.4%
0705 - TEMPORARY PAY	878,650	3,160,676	3,229,382	2,740,539	2,008,919	1,220,463	37.8%
0710 - OVERTIME	2,183,526	2,531,319	2,531,319	3,254,906	2,504,411	26,908	1.1%
0750 - FRINGE BENEFITS	129,076,701	140,233,715	140,164,555	137,707,595	143,907,311	(3,742,756)	-2.7%
0790 - OTHER PERSONNEL SERVICES	2,360,647	2,840,931	13,705,585	10,960,601	46,878,862	(33,173,277)	-242.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(63,323,206)	(68,975,353)	(69,976,837)	(69,301,797)	(74,224,449)	4,247,612	6.1%
0796 - PERSONNEL SERVICES ALLOC-IN	12,030,339	12,017,190	12,650,794	13,516,703	12,741,428	(90,634)	-0.7%
SUBTOTAL	$ 425,437,324	$ 446,941,184	$ 457,708,568	$ 444,295,611	$ 477,099,455	$ (19,390,887)	-4.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 11,327,635	$ 10,048,863	$ 11,046,388	$ 9,804,005	$ 11,118,119	$ (71,731)	-0.6%
0802 - MEDICAL SUPPLIES	1,069,746	910,121	954,631	1,154,428	1,183,208	(228,577)	-23.9%
0803 - FUEL	4,145,730	4,611,511	4,611,441	4,240,565	4,483,768	127,673	2.8%
0804 - NON-CAPITAL EQUIPMENT	1,568,286	785,206	785,206	887,961	4,381,509	(3,596,303)	-458.0%
0805 - SUPPLIES-ALLOCATION OUT	(1,997,515)	(2,249,812)	(2,250,112)	(2,213,736)	(2,892,568)	642,456	28.6%
0806 - SUPPLIES-ALLOCATION IN	651,061	331,914	331,914	695,709	522,655	(190,741)	-57.5%
SUBTOTAL	$ 16,764,943	$ 14,437,803	$ 15,479,468	$ 14,568,932	$ 18,796,691	$ (3,317,223)	-21.4%
SERVICES							
0809 - DAMAGES PAID	$ 60	$ -	$ -	$ -	$ -	$ -	N/A
0810 - LEGAL SERVICES	87,324,081	96,160,328	96,684,187	44,831,951	50,125,843	46,558,344	48.2%
0811 - HEALTH CARE SERVICES	2,350,868	2,596,880	2,596,880	2,560,463	3,321,228	(724,348)	-27.9%
0812 - OTHER SERVICES	29,178,639	164,500,203	142,419,780	56,191,533	71,703,612	70,716,168	49.7%
0820 - RENT AND OPERATING LEASES	8,013,482	9,208,208	9,208,208	8,850,949	10,179,653	(971,445)	-10.5%
0825 - REPAIRS AND MAINTENANCE	20,804,773	32,859,057	33,142,772	31,129,156	46,857,943	(13,715,171)	-41.4%
0830 - INTERGOVERNMENTAL PAYMENTS	231,320,025	224,994,180	224,994,180	224,890,627	228,116,656	(3,122,476)	-1.4%
0839 - INTERNAL SERVICE CHARGES	5,607,963	7,321,490	7,321,490	8,233,364	7,444,900	(123,410)	-1.7%
0841 - TRAVEL	1,572,323	1,752,472	1,752,472	1,690,240	1,708,860	43,612	2.5%
0842 - EDUCATION AND TRAINING	1,770,729	3,642,619	3,642,619	3,476,747	2,688,522	954,097	26.2%
0843 - POSTAGE/FREIGHT/SHIPPING	4,620,752	4,811,486	4,811,488	5,392,943	3,536,283	1,275,205	26.5%
0845 - SUPPORT AND CARE OF PERSONS	513,889	520,000	520,000	468,579	609,940	(89,940)	-17.3%
0850 - UTILITIES	10,298,477	14,563,728	14,563,728	11,285,392	12,106,126	2,457,602	16.9%
0872 - SERVICES-ALLOCATION OUT	(3,074,073)	(4,690,014)	(4,690,014)	(4,588,950)	(4,457,895)	(232,119)	-4.9%
0873 - SERVICES-ALLOCATION IN	1,267,069	2,690,764	2,690,764	2,159,656	2,195,876	494,888	18.4%
SUBTOTAL	$ 401,569,057	$ 560,931,401	$ 539,658,554	$ 396,572,650	$ 436,137,547	$ 103,521,007	19.2%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	1,067,185	6,595,000	6,595,000	46,092	2,225,210	4,369,790	66.3%
0920 - CAPITAL EQUIPMENT	2,493,428	2,163,586	2,499,047	1,878,086	2,462,782	36,265	1.5%
0930 - VEHICLES & CONSTRUCTION EQUIP	3,230,555	4,399,245	4,143,968	3,076,533	6,007,200	(1,863,232)	-45.0%
0940 - INFRASTRUCTURE	-	10,000	10,000	-	10,000	-	0.0%
0950 - DEBT SERVICE	220,548	15,000	15,000	2,910	15,000	-	0.0%
0955 - CAPITAL-ALLOCATION OUT	(4,902)	-	-	-	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	69,010	180,917	180,917	115,640	26,548	154,369	85.3%
SUBTOTAL	$ 7,075,824	$ 13,363,748	$ 13,443,932	$ 5,119,261	$ 10,746,740	$ 2,697,192	20.1%
ALL EXPENDITURES	$ 850,847,148	$ 1,035,674,136	$ 1,026,290,522	$ 860,556,454	$ 942,780,433	$ 83,510,089	8.1%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 375,566,325	$ 246,245,295	$ 255,649,345	$ 241,202,018	$ 345,766,533	$ (90,117,188)	-35.3%
ALL OTHER FINANCING USES	$ 375,566,325	$ 246,245,295	$ 255,649,345	$ 241,202,018	$ 345,766,533	$ (90,117,188)	-35.3%
TOTAL USES	$ 1,226,413,473	$ 1,281,919,431	$ 1,281,939,867	$ 1,101,758,472	$ 1,288,546,966	$ (6,607,099)	-0.5%

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

SPECIAL REVENUE	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 256,932,748	$ 267,435,827	$ 267,509,751	$ 255,935,875	$ 271,928,476	$ (4,418,725)	-1.7%
0705 - TEMPORARY PAY	263,031	730,295	984,491	791,798	847,235	137,256	13.9%
0710 - OVERTIME	5,197,759	4,137,687	4,331,389	5,093,622	4,405,307	(73,918)	-1.7%
0750 - FRINGE BENEFITS	98,891,975	108,080,477	108,822,501	104,565,462	113,806,337	(4,983,836)	-4.6%
0790 - OTHER PERSONNEL SERVICES	1,935,619	3,279,635	10,653,232	9,836,942	10,075,122	578,110	5.4%
0795 - PERSONNEL SERVICES ALLOC-OUT	(32,041,309)	(21,742,627)	(22,525,525)	(22,463,208)	(24,655,998)	2,130,473	9.5%
0796 - PERSONNEL SERVICES ALLOC-IN	74,840,326	72,542,902	74,809,659	72,639,508	80,303,726	(5,494,067)	-7.3%
SUBTOTAL	$ 406,020,149	$ 434,464,196	$ 444,585,498	$ 426,399,999	$ 456,710,205	$ (12,124,707)	-2.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 23,533,071	$ 24,528,132	$ 25,498,905	$ 25,998,038	$ 28,369,140	$ (2,870,235)	-11.3%
0802 - MEDICAL SUPPLIES	6,481,355	6,369,032	7,220,109	8,822,833	8,743,480	(1,523,371)	-21.1%
0803 - FUEL	4,043,369	3,690,240	3,711,395	3,706,705	3,700,906	10,489	0.3%
0804 - NON-CAPITAL EQUIPMENT	4,510,988	5,953,000	6,486,457	2,674,148	6,985,168	(498,711)	-7.7%
0805 - SUPPLIES-ALLOCATION OUT	(2,877,030)	(1,413,584)	(1,421,517)	(2,694,469)	(2,562,297)	1,140,780	80.3%
0806 - SUPPLIES-ALLOCATION IN	3,885,456	3,308,868	3,644,523	4,272,253	4,619,498	(974,975)	-26.8%
SUBTOTAL	$ 39,577,209	$ 42,435,688	$ 45,139,872	$ 42,779,508	$ 49,855,895	$ (4,716,023)	-10.4%
SERVICES							
0810 - LEGAL SERVICES	$ 1,669,061	$ 1,001,620	$ 1,026,620	$ 981,161	$ 813,893	$ 212,727	20.7%
0811 - HEALTH CARE SERVICES	19,011,744	18,001,483	18,334,208	19,074,915	24,094,509	(5,760,301)	-31.4%
0812 - OTHER SERVICES	72,621,443	150,020,147	142,134,543	73,009,262	139,700,545	2,433,998	1.7%
0820 - RENT AND OPERATING LEASES	8,562,039	8,739,145	8,888,046	8,735,294	8,577,436	310,610	3.5%
0825 - REPAIRS AND MAINTENANCE	31,366,647	37,814,810	37,994,362	27,222,560	42,737,964	(4,743,602)	-12.5%
0830 - INTERGOVERNMENTAL PAYMENTS	42,400,484	17,028,727	17,509,512	14,828,301	21,827,119	(4,317,607)	-24.7%
0839 - INTERNAL SERVICE CHARGES	24,487,309	23,929,715	24,000,430	23,436,532	25,403,444	(1,403,014)	-5.8%
0841 - TRAVEL	2,504,516	2,622,686	2,662,813	1,840,094	2,630,942	31,871	1.2%
0842 - EDUCATION AND TRAINING	1,931,495	2,477,407	2,546,929	1,783,672	2,243,142	303,787	11.9%
0843 - POSTAGE/FREIGHT/SHIPPING	867,762	847,263	901,689	682,851	837,220	64,469	7.1%
0845 - SUPPORT AND CARE OF PERSONS	673,843	1,130,992	1,212,192	504,470	1,345,044	(132,852)	-11.0%
0850 - UTILITIES	13,234,011	14,963,727	14,950,194	13,155,625	14,923,445	26,749	0.2%
0855 - INTEREST EXPENSE	-	-	(1,799)	-	-	(1,799)	-100.0%
0872 - SERVICES-ALLOCATION OUT	(3,587,545)	(5,219,837)	(4,679,008)	(3,970,024)	(6,783,818)	2,104,810	45.0%
0873 - SERVICES-ALLOCATION IN	5,314,583	7,120,765	5,227,471	4,918,958	8,690,862	(3,463,391)	-66.3%
SUBTOTAL	$ 221,057,392	$ 280,478,650	$ 272,708,202	$ 186,203,671	$ 287,041,747	$ (14,333,545)	-5.3%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 278,745	$ 3,583,449	$ 3,725,571	$ 1,098,634	$ 2,600,282	$ 1,125,289	30.2%
0920 - CAPITAL EQUIPMENT	6,935,747	4,373,362	7,396,626	4,531,642	7,306,088	90,538	1.2%
0930 - VEHICLES & CONSTRUCTION EQUIP	8,318,863	8,289,815	8,663,824	7,637,285	6,578,243	2,085,581	24.1%
0950 - DEBT SERVICE	204,263	-	-	-	-	-	N/A
0955 - CAPITAL-ALLOCATION OUT	(181,910)	(779,797)	(779,797)	(161,671)	(380,088)	(399,709)	-51.3%
0956 - CAPITAL-ALLOCATION IN	181,204	589,839	589,839	231,231	302,813	287,026	48.7%
SUBTOTAL	$ 15,736,912	$ 17,056,668	$ 20,596,063	$ 13,637,121	$ 17,442,338	$ 3,153,725	15.3%
ALL EXPENDITURES	$ 682,391,662	$ 774,435,202	$ 783,029,635	$ 669,020,299	$ 811,050,185	$ (28,020,550)	-3.6%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 49,147,231	$ 71,268,631	$ 77,893,631	$ 74,287,351	$ 56,560,202	$ 21,333,429	27.4%
ALL OTHER FINANCING USES	$ 49,147,231	$ 71,268,631	$ 77,893,631	$ 74,287,351	$ 56,560,202	$ 21,333,429	27.4%
TOTAL USES	$ 731,538,893	$ 845,703,833	$ 860,923,266	$ 743,307,650	$ 867,610,387	$ (6,687,121)	-0.8%

DEBT SERVICE	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
CAPITAL							
0950 - DEBT SERVICE	$ 19,408,246	$ 16,736,830	$ 16,736,830	$ 16,736,830	$ 16,715,180	$ 21,650	0.1%
SUBTOTAL	$ 19,408,246	$ 16,736,830	$ 16,736,830	$ 16,736,830	$ 16,715,180	$ 21,650	0.1%
ALL EXPENDITURES	$ 19,408,246	$ 16,736,830	$ 16,736,830	$ 16,736,830	$ 16,715,180	$ 21,650	0.1%
TOTAL USES	$ 19,408,246	$ 16,736,830	$ 16,736,830	$ 16,736,830	$ 16,715,180	$ 21,650	0.1%

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

CAPITAL PROJECTS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
PERSONAL SERVICES							
0710 - OVERTIME	$ 342	$ -	$ -	$ -	$ -	$ -	N/A
0750 - FRINGE BENEFITS	-	-	-	37,825	-	-	N/A
0790 - OTHER PERSONNEL SERVICES	-	-	(20,000)	50	-	(20,000)	-100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(95,750)	-	-	-	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	3,983,240	4,721,205	4,741,205	3,945,474	4,098,148	643,057	13.6%
SUBTOTAL	$ 3,887,832	$ 4,721,205	$ 4,721,205	$ 4,119,378	$ 4,098,148	$ 623,057	13.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 8,224,703	$ 6,911,184	$ 6,911,184	$ 2,248,745	$ 150,000	$ 6,761,184	97.8%
0804 - NON-CAPITAL EQUIPMENT	2,104,546	635,000	635,000	8,111,373	-	635,000	100.0%
0805 - SUPPLIES-ALLOCATION OUT	(49,010)	-	-	-	-	-	N/A
0806 - SUPPLIES-ALLOCATION IN	49,010	-	-	-	-	-	N/A
SUBTOTAL	$ 10,329,249	$ 7,546,184	$ 7,546,184	$ 10,361,021	$ 150,000	$ 7,396,184	98.0%
SERVICES							
0810 - LEGAL SERVICES	$ 63,402	$ -	$ -	$ 162,817	$ -	$ -	N/A
0812 - OTHER SERVICES	21,273,302	50,430,040	56,386,657	28,803,066	38,070,290	18,316,367	32.5%
0820 - RENT AND OPERATING LEASES	657,519	-	-	11,428	5,447,360	(5,447,360)	N/A
0825 - REPAIRS AND MAINTENANCE	14,109,069	8,459,170	8,505,996	8,041,528	1,686,081	6,819,915	80.2%
0839 - INTERNAL SERVICE CHARGES	492,277	-	-	123,118	-	-	N/A
0841 - TRAVEL	885	-	-	23,152	128,750	(128,750)	N/A
0842 - EDUCATION AND TRAINING	-	480,000	480,000	110,000	450,000	30,000	6.3%
0843 - POSTAGE/FREIGHT/SHIPPING	2,174	-	-	-	-	-	N/A
0850 - UTILITIES	215,011	480,000	480,000	315,514	12,000	468,000	97.5%
0872 - SERVICES-ALLOCATION OUT	(20,683)	-	-	-	-	-	N/A
0873 - SERVICES-ALLOCATION IN	20,683	-	-	-	-	-	N/A
SUBTOTAL	$ 36,813,639	$ 59,849,210	$ 65,852,653	$ 37,590,623	$ 46,789,817	$ 19,062,836	28.9%
CAPITAL							
0910 - LAND	$ 8,965,868	$ 6,119,999	$ 8,675,999	$ 10,414,344	$ 12,602,500	$ (3,926,501)	-45.3%
0915 - BUILDINGS AND IMPROVEMENTS	65,327,885	128,751,832	134,635,836	41,684,619	96,544,849	38,090,987	28.3%
0920 - CAPITAL EQUIPMENT	27,113,025	104,986,697	104,986,697	17,065,285	162,841,312	(57,854,615)	-55.1%
0930 - VEHICLES & CONSTRUCTION EQUIP	24,445	-	-	-	80,000	(80,000)	N/A
0940 - INFRASTRUCTURE	57,223,457	74,822,515	67,356,780	53,787,334	52,208,511	15,148,269	22.5%
SUBTOTAL	$ 158,654,680	$ 314,681,043	$ 315,655,312	$ 122,951,582	$ 324,277,172	$ (8,621,860)	-2.7%
ALL EXPENDITURES	$ 209,685,400	$ 386,797,642	$ 393,775,354	$ 175,022,604	$ 375,315,137	$ 18,460,217	4.7%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 30,577,004	$ 124,094,494	$ 124,094,494	$ 124,094,494	$ 95,301,158	$ 28,793,336	23.2%
ALL OTHER FINANCING USES	$ 30,577,004	$ 124,094,494	$ 124,094,494	$ 124,094,494	$ 95,301,158	$ 28,793,336	23.2%
TOTAL USES	$ 240,262,404	$ 510,892,136	$ 517,869,848	$ 299,117,098	$ 470,616,295	$ 47,253,553	9.1%

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

INTERNAL SERVICE FUNDS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 7,781,014	$ 8,417,964	$ 8,838,519	$ 8,309,680	$ 8,875,760	$ (37,241)	-0.4%
0705 - TEMPORARY PAY	21,434	87,053	120,303	83,687	32,033	88,270	73.4%
0710 - OVERTIME	258,067	168,896	168,896	233,784	192,265	(23,369)	-13.8%
0750 - FRINGE BENEFITS	2,760,264	3,120,252	3,235,979	3,165,561	3,314,208	(78,229)	-2.4%
0790 - OTHER PERSONNEL SERVICES	36,671	4,518	273,623	254,158	11,137	262,486	95.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(201,054)	(775,939)	(1,300,437)	(534,283)	(1,175,718)	(124,719)	-9.6%
0796 - PERSONNEL SERVICES ALLOC-IN	1,302,727	1,841,493	1,841,493	1,586,372	1,725,620	115,873	6.3%
SUBTOTAL	$ 11,959,123	$ 12,864,237	$ 13,178,376	$ 13,098,959	$ 12,975,305	$ 203,071	1.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 5,613,754	$ 4,277,549	$ 5,164,632	$ 4,319,749	$ 3,751,783	$ 1,412,849	27.4%
0802 - MEDICAL SUPPLIES	-	15,000	15,000	25,000	220,426	(205,426)	-1369.5%
0803 - FUEL	9,281,768	8,099,019	9,558,864	9,342,197	9,007,314	551,550	5.8%
0804 - NON-CAPITAL EQUIPMENT	225,663	683,126	683,126	200,850	126,102	557,024	81.5%
0805 - SUPPLIES-ALLOCATION OUT	-	-	-	-	-	-	N/A
0806 - SUPPLIES-ALLOCATION IN	40,750	18,281	18,281	23,777	30,562	(12,281)	-67.2%
SUBTOTAL	$ 15,161,935	$ 13,092,975	$ 15,439,903	$ 13,911,573	$ 13,136,187	$ 2,303,716	14.9%
SERVICES							
0810 - LEGAL SERVICES	$ 5,343,230	$ 12,124,930	$ 12,124,930	$ 7,596,343	$ 7,079,512	$ 5,045,418	41.6%
0811 - HEALTH CARE SERVICES	129,894,073	134,753,971	133,683,784	133,124,783	140,300,760	(6,616,976)	-4.9%
0812 - OTHER SERVICES	25,128,735	33,671,899	46,042,380	53,896,352	37,062,641	8,979,739	19.5%
0820 - RENT AND OPERATING LEASES	58,584	67,784	67,784	67,053	74,476	(6,692)	-9.9%
0825 - REPAIRS AND MAINTENANCE	2,036,691	3,519,842	3,519,842	2,102,335	2,703,588	816,254	23.2%
0830 - INTERGOVERNMENTAL PAYMENTS	427,776	658,000	658,000	503,968	508,000	150,000	22.8%
0839 - INTERNAL SERVICE CHARGES	3,322,977	3,343,009	3,343,009	3,199,912	3,641,055	(298,046)	-8.9%
0841 - TRAVEL	11,999	20,616	20,616	28,125	32,616	(12,000)	-58.2%
0842 - EDUCATION AND TRAINING	33,871	52,143	52,143	43,739	64,286	(12,143)	-23.3%
0843 - POSTAGE/FREIGHT/SHIPPING	20,576	19,106	19,106	17,013	22,183	(3,077)	-16.1%
0850 - UTILITIES	8,051,598	7,482,667	7,482,667	7,356,595	7,460,667	22,000	0.3%
0872 - SERVICES-ALLOCATION OUT	-	-	-	-	(162,054)	162,054	N/A
0873 - SERVICES-ALLOCATION IN	168,088	85,418	85,418	302,034	250,624	(165,206)	-193.4%
SUBTOTAL	$ 174,498,198	$ 195,799,385	$ 207,099,679	$ 208,238,252	$ 199,038,354	$ 8,061,325	3.9%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ 5,000	$ 5,000	$ -	$ -	$ 5,000	100.0%
0920 - CAPITAL EQUIPMENT	413,183	461,260	461,260	114,414	487,738	(26,478)	-5.7%
0930 - VEHICLES & CONSTRUCTION EQUIP	453,723	500,000	500,000	-	240,000	260,000	52.0%
0950 - DEBT SERVICE	-	-	-	-	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	112	-	-	-	-	-	N/A
SUBTOTAL	$ 867,018	$ 966,260	$ 966,260	$ 114,414	$ 727,738	$ 238,522	24.7%
ALL EXPENDITURES	$ 202,486,274	$ 222,722,857	$ 236,684,218	$ 235,363,198	$ 225,877,584	$ 10,806,634	4.6%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 27,364	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 27,364	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 202,513,638	$ 222,722,857	$ 236,684,218	$ 235,363,198	$ 225,877,584	$ 10,806,634	4.6%

ELIMINATIONS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VARIANCE	%
SUPPLIES							
0803 - FUEL	$ (6,737,809)	$ (7,012,224)	$ (8,491,875)	$ (6,872,866)	$ (7,012,224)	$ (1,479,651)	-17.4%
SUBTOTAL	$ (6,737,809)	$ (7,012,224)	$ (8,491,875)	$ (6,872,866)	$ (7,012,224)	$ (1,479,651)	-17.4%
SERVICES							
0811 - HEALTH CARE SERVICES	$ (107,648,698)	$ (111,346,849)	$ (110,276,849)	$ (111,710,544)	$ (112,677,440)	$ 2,400,591	2.2%
0839 - INTERNAL SERVICE CHARGES	(36,733,522)	(39,353,601)	(40,257,825)	(40,303,465)	(43,574,065)	3,316,240	8.2%
SUBTOTAL	$ (144,382,220)	$ (150,700,450)	$ (150,534,674)	$ (152,014,009)	$ (156,251,505)	$ 5,716,831	3.8%
ALL EXPENDITURES	$ (151,120,029)	$ (157,712,674)	$ (159,026,549)	$ (158,886,875)	$ (163,263,729)	$ 4,237,180	2.7%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ (455,317,923)	$ (441,608,420)	$ (457,637,470)	$ (439,583,863)	$ (497,627,893)	$ 39,990,423	8.7%
ALL OTHER FINANCING USES	$ (455,317,923)	$ (441,608,420)	$ (457,637,470)	$ (439,583,863)	$ (497,627,893)	$ 39,990,423	8.7%
TOTAL USES	$ (606,437,952)	$ (599,321,094)	$ (616,664,019)	$ (598,470,738)	$ (660,891,622)	$ 44,227,603	7.2%

Non Departmental Expenditure Summary - Operating

Description	FY2013 ADOPTED	FY2013 REVISED	FY2013 FORECAST	FY2014 ADPTED	REVISED VS. ADOPTED VARIANCE	%
Operating						
General Fund (100)						
4711 - Contingency						
General Fund Operating Contingency	$ 30,825,226	$ 30,105,226	$ 7,000,000	$ -	$ 30,105,226	100.0%
Justice System	1,558,973	1,558,973	-	-	1,558,973	100.0%
MCESA IT	189,969	7,583	189,969	-	7,583	100.0%
Performance Based Pay Plan Annualized	-	-	-	-	-	N/A
Sheriff Office Contingency	11,056,326	10,134,596	-	-	10,134,596	100.0%
	$ 43,630,494	$ 41,806,378	$ 7,189,969	$ -	$ 41,806,378	100.0%
4712 - Other Programs						
Anthem Sheriff Sub Station	$ 40,000	$ 40,000	$ 32,664	$ 40,000	$ -	0.0%
Board NW Regional Service Charges	5,280	5,280	5,280	5,280	-	0.0%
Board of Equalization	150,000	150,000	150,000	150,000	-	0.0%
Compensation Market And Merit	-	-	-	40,051,027	(40,051,027)	N/A
Contract Counsel Rate Increase	-	-	-	1,200,000	(1,200,000)	N/A
County Single Audit	250,000	250,000	220,000	250,000	-	0.0%
Countywide Emergency Issues Fund	100,000	100,000	-	-	100,000	100.0%
Downtown Juror/Employee Shuttle	582,947	582,947	582,947	364,342	218,605	37.5%
Gov Docs	50,000	50,000	50,000	50,000	-	0.0%
Improvement District Allocation	148,083	148,083	115,000	130,545	17,538	11.8%
International Genomics Consortium	1,000,000	1,000,000	1,000,000	1,000,000	-	0.0%
Jail Excise Tax, Maintenance of Effort	170,497,876	170,497,876	170,497,876	173,940,798	(3,442,922)	-2.0%
MCSO Investigations - Southwest Family Advocacy Center	-	171,730	-	-	171,730	100.0%
Orthophotography Program	224,200	224,200	224,200	-	224,200	100.0%
Outside Counsel	2,500,000	3,200,000	2,830,935	2,500,000	700,000	21.9%
Property Tax Billing/Info. Statement Printing and Postage	697,645	697,645	831,000	831,000	(133,355)	-19.1%
Public Fiduciary Operating Case Management	-	20,000	-	-	20,000	100.0%
Real Estate Evaluation, Acquisition & Divestiture	100,000	100,000	50,000	50,000	50,000	50.0%
Relocations/New Facility Startup	200,000	73,500	71,840	-	73,500	100.0%
Risk Management	-	-	-	297,202	(297,202)	N/A
Sheriff Staffing Study	-	-	-	96,950	(96,950)	N/A
Vehicle Replacement	3,000,000	3,000,000	2,942,919	3,000,000	-	0.0%
Human Resources Peak Performers	500,000	500,000	400,000	-	500,000	100.0%
	$ 180,046,031	$ 180,937,761	$ 180,132,821	$ 223,957,144	$ (43,019,383)	-23.8%
4713 - Infrastructure/CIP						
Transfer Out (Court Tower Major Maintenance)	$ 4,949,797	$ 4,949,797	$ 4,949,797	$ 3,769,100	$ 1,180,697	23.9%
Transfer Out (OET MM Project Reserve)	-	-	-	11,640,000	(11,640,000)	N/A
Transfer Out (Election Cycle)	-	-	-	7,039,749	(7,039,749)	N/A
Transfer Out (MCSO HQ Major Maintenance)	-	-	-	352,500	(352,500)	N/A
	4,949,797	4,949,797	4,949,797	22,801,349	(17,851,552)	-360.7%
4714 - Central Service Costs						
CSCA Revenue	$ (11,835,247)	$ (11,835,247)	$ (11,648,247)	$ (12,632,417)	$ 797,170	-6.7%
Enterprise Software License	3,040,000	3,040,000	3,164,369	-	3,040,000	100.0%
Financial Transparency	120,000	120,000	-	-	120,000	100.0%
Human Resources System Operations	3,826,664	3,826,664	3,223,154	2,939,007	887,657	23.2%
IT Infrastructure	2,400,000	2,400,000	2,217,657	-	2,400,000	100.0%
Storm Water Permit Fees	7,500	7,500	7,559	7,500	-	0.0%
	$ (2,441,083)	$ (2,441,083)	$ (3,035,508)	$ (9,685,910)	$ 7,244,827	-296.8%
4715 - Technology Projects	$ 500,000	$ 500,000	$ 416,901	$ 250,000	$ 250,000	50.0%
4716 - Debt Service/Capital Lease						
Admin Fee	$ 20,000	$ 20,000	$ 6,500	$ 20,000	$ -	0.0%
Arbitrage	15,000	15,000	3,500	15,000	-	0.0%
Bond Counsel	50,000	50,000	8,150	-	50,000	100.0%
Financial Advisor	60,000	60,000	-	-	60,000	100.0%
	$ 145,000	$ 145,000	$ 18,150	$ 35,000	$ 110,000	75.9%
4721 - Dues and Memberships						
Arizona Association of Counties	$ 70,082	$ 70,082	$ 70,082	$ 70,082	$ -	0.0%
Arizona Community Foundation	5,000	5,000	-	-	5,000	100.0%
Arizona-Mexico Commission	10,000	10,000	-	-	10,000	100.0%
County Supervisors Association	159,822	159,822	159,822	159,822	-	0.0%
Govt. Finance Officers Assoc.	4,620	4,620	4,620	4,620	-	0.0%
Maricopa Association of Government	24,744	24,744	24,693	24,744	-	0.0%
National Association of Counties	45,000	45,000	45,000	50,000	(5,000)	-11.1%
	$ 319,268	$ 319,268	$ 304,217	$ 309,268	$ 10,000	3.1%

Non Departmental Expenditure Summary - Operating (continued)

Description	FY2013 ADOPTED	FY2013 REVISED	FY2013 FORECAST	FY2014 ADPTED	REVISED VS. ADOPTED VARIANCE	%
4722 - Taxes and Assessments						
City of Phx. Downtown Mun. Serv. Dist.	$ 175,000	$ 175,000	$ 159,860	$ 175,000	$ -	0.0%
4724 - Miscellaneous Services	$ 2,735,237	$ 2,615,237	$ 1,008,231	$ 394,155	$ 2,221,082	84.9%
4725 - Pre AHCCCS Litigation Support	$ 2,000,000	$ 2,000,000	$ 800,000	$ -	$ 2,000,000	100.0%
4726 - Tuition Reimbursement	$ 2,000,000	$ 2,000,000	$ 2,000,000	$ 1,000,000	$ 1,000,000	50.0%
4776 - Cooperative Extension	$ 230,000	$ 350,000	$ 350,000	$ 302,874	$ 47,126	13.5%
4782 - Industrial Development Authority	$ 334,137	$ 334,137	$ 261,609	$ 145,843	$ 188,294	56.4%
4783 - AHCCCS Contribution	$ 20,225,200	$ 20,225,200	$ 20,225,200	$ 19,820,700	$ 404,500	2.0%
4784 - ALTCS Contribution	$ 148,533,600	$ 148,533,600	$ 148,533,600	$ 149,698,100	$ (1,164,500)	-0.8%
4785 - Arnold V Sarn	$ 43,530,556	$ 43,530,556	$ 43,530,556	$ 45,707,084	$ (2,176,528)	-5.0%
4786 - General Mental Health	$ 3,366,705	$ 3,366,705	$ 3,366,705	$ 3,366,705	$ -	0.0%
4787 - LARC	$ 1,489,871	$ 1,489,871	$ 1,489,871	$ 1,489,871	$ -	0.0%
4788 - Mental Health Testimony	$ 800,000	$ 800,000	$ 757,050	$ 800,000	$ -	0.0%
4789 - Mental Health Transports	$ 105,000	$ 105,000	$ 82,568	$ 105,000	$ -	0.0%
4790 - MH Residency Training	$ 3,547,896	$ 3,547,896	$ 3,547,896	$ -	$ 3,547,896	100.0%
4791 - County Residual Long Term Care	$ 205,358	$ 205,358	$ 89,805	$ 320,358	$ (115,000)	-56.0%
4792 - SVP Commitment Payments	$ 4,000,000	$ 4,000,000	$ 3,904,891	$ 4,200,000	$ (200,000)	-5.0%
4793 - Tuberculosis Services	$ 500,000	$ 500,000	$ 24,048	$ 500,000	$ -	0.0%
4794 - MMCS Run Out Operations	$ 10,432	$ 10,432	$ 7,404	$ 10,432	$ -	0.0%
Total General Fund	**$ 460,938,499**	**$ 460,006,113**	**$ 420,115,641**	**$ 465,702,973**	**$ (5,696,860)**	**-1.2%**
Non-Departmental Grants (249)	**$ 4,301,796**	**$ 4,136,737**	**$ -**	**$ 21,846,828**	**$ (17,710,091)**	**-428.1%**
Detention Fund (255)						
4711 - Contingency						
Unreserved Contingency	$ 13,395,935	$ 12,439,261	$ -	$ -	$ 12,439,261	100.0%
Sheriff Office Contingency	8,772,138	8,472,894	-	-	8,472,894	100.0%
	$ 22,168,073	$ 20,912,155	$ -	$ -	$ 20,912,155	100.0%
4712 - Other Programs						
CHS EMR IT Support	$ -	$ -	$ -	$ 1,008,099	(1,008,099)	N/A
Compensation Market And Merit	-	-	-	18,708,747	(18,708,747)	N/A
Human Resources Peak Performers	250,000	250,000	250,000	-	250,000	100.0%
Risk Management	-	-	-	15,169	(15,169)	N/A
Sheriff Staffing Study	-	-	-	-	-	N/A
Vehicle Replacement	1,000,000	1,000,000	992,480	1,000,000	-	0.0%
	$ 1,250,000	$ 1,250,000	$ 1,242,480	$ 20,732,015	$ (19,482,015)	-1558.6%
4713 - Infrastructure/CIP	$ -	$ -	$ -	$ 587,500	$ (587,500)	N/A
Total Detention Fund	**$ 23,418,073**	**$ 22,162,155**	**$ 1,242,480**	**$ 21,319,515**	**$ 842,640**	**3.8%**
County Improvement Debt Fund (320)	**$ 9,323,600**	**$ 9,323,600**	**$ 9,323,600**	**$ -**	**$ 9,323,600**	**100.0%**
County Improvement Debt Fund #2 (321)	**$ 7,413,230**	**$ 7,413,230**	**$ 7,413,230**	**$ -**	**$ 7,413,230**	**100.0%**
Total Operating All Funds	**$ 505,395,198**	**$ 503,041,835**	**$ 438,094,951**	**$ 508,869,316**	**$ (5,827,481)**	**-1.2%**

Non Departmental Expenditure Summary - Non-Recurring

Description	FY2013 ADOPTED	FY2013 REVISED	FY2013 FORECAST	FY2014 ADOPTED	REVISED VS. ADOPTED VARIANCE	%
Non Recurring						
General Fund (100)						
4711 - Contingency						
Unreserved Contingency	$ 7,034,082	$ 4,961,107	$ -	$ 19,779,591	$ (14,818,484)	-298.7%
Unreserved Contingency - South Court Tower	-	337,119	-	-	337,119	100.0%
Assessors Legal Class Verification Affidavit	1,243,000	1,243,000	-	-	1,243,000	100.0%
Capital and Capital PCR	2,968,965	2,968,965	-	-	2,968,965	100.0%
Electronic Poll Books	-	-	-	5,000,000	(5,000,000)	N/A
Recall Election	-	-	-	-	-	N/A
Recall Election Signature Validation	-	-	-	-	-	N/A
Risk Management	8,300,000	-	-	-	-	N/A
Sheriff Office Contingency	4,682,060	4,378,627	210,000	-	4,378,627	100.0%
Performance Incentive Awards	10,846,011	-	-	-	-	N/A
Waste Resource Post Closure	1,261,745	1,261,745	-	-	1,261,745	100.0%
	$ 36,335,863	$ 15,150,563	$ 210,000	$ 24,779,591	$ (9,629,028)	-63.6%
4712 - Other Programs						
Adult Probation Records Imaging	$ 436,945	$ 758,952	$ 758,952	$ -	$ 758,952	100.0%
ASRS Contributions Not Withheld	50,000	50,000	-	-	50,000	100.0%
Assessor Litigation and Appraisal Tools	303,484	303,484	-	-	303,484	100.0%
Board of Health Fee Waivers	-	5,745	5,745	-	5,745	100.0%
Call Center Temporary Staff	50,000	50,000	-	-	50,000	100.0%
Court Master Plan	1,000,000	1,000,000	50,000	950,000	50,000	5.0%
Elected Official and Judicial Branch Unmet Personnel Savings from Chairman's Budget Balancing Adjustment	-	-	-	4,150,161	(4,150,161)	N/A
Employee Communication Monitor	35,000	35,000	35,000	-	35,000	100.0%
First Solar	20,000,000	20,000,000	-	-	20,000,000	100.0%
MCSO Investigations - Southwest Family Advocacy Center	-	123,433	-	-	123,433	100.0%
MCSO Oversight and Review	50,000	50,000	50,000	-	50,000	100.0%
PC/Laptop Replacement	4,687,500	4,687,500	1,500,000	7,875,000	(3,187,500)	-68.0%
Pending Legal Settlements	54,500,000	54,500,000	-	-	54,500,000	100.0%
Performance Incentive Awards	-	10,846,011	10,086,347	-	10,846,011	100.0%
Public Fiduciary One-Time Case Management	-	80,000	-	-	80,000	100.0%
Risk Management Transfer	-	8,300,000	-		8,300,000	100.0%
Technology Inventory	321,000	321,000	-	-	321,000	100.0%
Transfer to Risk Management (675)	-	-	-	9,942,700	(9,942,700)	N/A
Transfer to Risk Management (676)	9,620,415	9,620,415	4,571,393	5,049,022	4,571,393	47.5%
Vehicle Replacement	-	-	-	2,195,200	(2,195,200)	N/A
Parks	250,000	250,000	250,000	-	250,000	100.0%
Sheriff Command	230,000	230,000	-	380,000	(150,000)	-65.2%
Waste Resources & Recycling Water Truck	-	-	-	190,000	(190,000)	N/A
Waste Resources & Recycling	550,000	550,000	-	-	550,000	100.0%
Waste Resources & Recycling Risk Management	738,255	738,255	738,255	-	738,255	100.0%
	$ 92,822,599	$ 112,499,795	$ 18,045,692	$ 30,732,083	$ 81,767,712	72.7%
4713 - Infrastructure/CIP	$ 61,147,207	$ 62,221,299	$ 61,147,207	$ 134,002,664	$ (71,781,365)	-115.4%
4715 - Technology Projects						
Assessor CAMA	$ 917,725	$ 917,725	$ 724,564	$ -	$ 917,725	100.0%
Downtown Infrastructure - Zone 2	6,691,773	6,691,773	850,000	-	6,691,773	100.0%
Human Resources System - Phase 2	2,027,933	2,027,933	600,000	139,614	1,888,319	93.1%
IT Infrastructure	1,505,867	1,505,867	1,479,152	-	1,505,867	100.0%
IT Infrastructure Power	200,000	200,000	200,000	-	200,000	100.0%
	$ 11,343,298	$ 11,343,298	$ 3,853,716	$ 139,614	$ 11,203,684	98.8%
4724 - Miscellaneous Services	$ 2,486,000	$ 2,486,000	$ 1,125,533	$ 1,350,000	$ 1,136,000	45.7%
4790 - MH Residency Training	-	-	-	$ 3,547,896	$ (3,547,896)	N/A
Total General Fund	**$ 204,134,967**	**$ 203,700,955**	**$ 84,382,148**	**$ 194,551,848**	**$ 9,149,107**	**4.5%**
Waste Management Fund (210)	**$ 518,714**	**$ 518,714**	**$ 76,074**	**$ 543,175**	**$ (24,461)**	**-4.7%**
Non-Departmental Grants (249)	**$ 9,886,345**	**$ 2,922,764**	**$ -**	**$ 6,000,000**	**$ (3,077,236)**	**-105.3%**

Non Departmental Expenditure Summary - Non-Recurring (continued)

Description	FY2013 ADOPTED	FY2013 REVISED	FY2013 FORECAST	FY2014 ADOPTED	REVISED VS. ADOPTED VARIANCE	%
Detention Fund (255)						
4711 - Contingency						
Unreserved Contingency	$ 16,397,394	$ 15,161,874	$ -	$ 24,400,732	$ (9,238,858)	-60.9%
Community Reentry Pilot	815,550	815,550	-	-	815,550	100.0%
Risk Management	7,100,000	3,015,000	3,500,000	-	3,015,000	100.0%
Sheriff Office Contingency	10,000,000	6,038,000	-	-	6,038,000	100.0%
Vacation Buyback	4,536,315	-	-	-	-	N/A
	$ 38,849,259	$ 25,030,424	$ 3,500,000	$ 24,400,732	$ 629,692	2.5%
4712 - Other Programs						
Court Tower Equipment	$ 700,000	$ 700,000	$ 417,370	$ -	$ 700,000	100.0%
Elected Official and Judicial Branch Unmet Personnel Savings from Chairman's Budget Balancing Adjustment	-	-	-	1,998,928	(1,998,928)	N/A
Employee Communication Monitor	35,000	35,000	35,000	-	35,000	100.0%
Graves vs. Arpaio	500,000	500,000	100,000	400,000	100,000	20.0%
Jail Master Plan	1,000,000	1,000,000	50,000	1,000,000	-	0.0%
PC/Laptop Replacement	4,687,500	4,687,500	300,000	4,687,500	-	0.0%
Performance Incentive Awards	-	4,536,315	4,413,157	-	4,536,315	100.0%
Risk Management	-	4,085,000	-	-	4,085,000	100.0%
Sheriff Bus Replacements	-	-	-	690,000	(690,000)	N/A
	$ 6,922,500	$ 15,543,815	$ 5,315,527	$ 8,776,428	$ 6,767,387	43.5%
4713 - Infrastructure/CIP						
Transfers Out	$ 21,958,340	$ 24,458,340	$ 24,458,340	$ 6,660,589	$ 17,797,751	72.8%
Total Detention Fund	**$ 67,730,099**	**$ 65,032,579**	**$ 33,273,867**	**$ 39,837,749**	**$ 25,194,830**	**38.7%**
County Improvement Debt Fund (320)	**$ -**	**$ -**	**$ -**	**$ 16,715,180**	**$ (16,715,180)**	**N/A**
Intergovernmental Capital Projects (422)	**$ 138,499**	**$ 138,499**	**$ 13,500**	**$ 127,500**	**$ 10,999**	**7.9%**
General Fund County Improvements (445)	**$ 160,894,940**	**$ 165,372,652**	**$ 124,152,305**	**$ 119,357,446**	**$ 46,015,206**	**27.8%**
Detention Capital Projects (455)	**$ 93,177,394**	**$ 93,177,394**	**$ 43,642,294**	**$ 45,775,001**	**$ 47,402,393**	**50.9%**
Technology Capital Improvements (460)	**$ 115,575,079**	**$ 115,575,079**	**$ 42,716,547**	**$ 164,205,773**	**$ (48,630,694)**	**-42.1%**
Detention Technology Capital Improvements (461)	**$ 37,174,214**	**$ 39,674,214**	**$ 2,468,734**	**$ 59,061,564**	**$ (19,387,350)**	**-48.9%**
Total Non-Recurring Funds	**$ 689,230,251**	**$ 686,112,850**	**$ 330,725,469**	**$ 646,175,236**	**$ 39,937,614**	**5.8%**

Economic Development, Non-Profits and Agricultural Extension

The Board of Supervisors annually awards funds in the budget to several non-profit community agencies that provide economic development and human services. The allocations for FY 2014 are listed in the following schedule:

Agency Supported	Program	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Greater Phoenix Economic Council	Economic Development Action Plan	$ 644,776	$ 644,776	$ 573,675
Southwest Valley Chamber of Commerce	Economic Development Action Plan	3,000	3,000	2,669
Phoenix Chamber of Commerce	Bid Source Program, APTAN	165,000	165,000	146,805
Greater Phoenix Convention & Visitors Bureau	Convention & Tourism Destination Marketing	250,000	250,000	222,431
Phoenix Regional Sports Commission	Enriching Our Community Through Sports	22,500	22,500	20,019
East Valley Partnership	Williams Gateway Area Urban Land Institute Advisory Services Panel Study	15,000	15,000	13,346
Westmarc	Economic Development Support	15,000	15,000	13,346
Wickenburg Chamber of Commerce	Economic Development Action Plan	3,000	3,000	2,669
Collaboration for a New Century	Improving the standard of living for the community by working with issues concerning children, housing, and health care	25,000	25,000	-
International Genomics Consortium*	To put Maricopa County in the forefront of the bio-industry	1,000,000	1,000,000	1,000,000
First Solar**		20,000,000	-	-
Silicon Valley Bank***		1,000,000	250,000	750,000
Total Economic Development Funding		$ 23,143,276	$ 2,393,276	$ 2,744,960

*$5,000,000 was appropriated over 5 years, beginning in FY 2007-08, at $1,000,000 per year.
** The grant will be paid in disbursements of $1 million, each based on achievement of performance thresholds.
***The grant will be paid in dispursements of $250,000, each based on achievement of performance thresholds.

University of Arizona Cooperative Extension	Maricopa County Cooperative Extension	$ 350,000	$ 350,000	$ 302,874
Total Agricultural Extension Funding		$ 350,000	$ 350,000	$ 302,874

Health Care Programs Summary

Description	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS. ADOPTED VARIANCE	%
Operating						
General Fund						
State Healthcare Contributions:						
SMI Mental Health (*Arnold v. Sarn*)	$ 43,530,556	$ 43,530,556	$ 43,530,556	$ 45,707,084	$ (2,176,528)	-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	$ 48,387,132	$ 48,387,132	$ 48,387,132	$ 50,563,660	$ (2,176,528)	-4.50%
AHCCCS Acute Care	$ 20,225,200	$ 20,225,200	$ 20,225,200	$ 19,820,700	$ 404,500	2.00%
ALTCS	148,533,600	148,533,600	148,533,600	149,698,100	(1,164,500)	-0.78%
Subtotal State Contribution	$ 168,758,800	$ 168,758,800	$ 168,758,800	$ 169,518,800	$ (760,000)	-0.45%
Other Mental Health:						
Mental Health Testimony	$ 800,000	$ 800,000	$ 749,838	$ 800,000	$ -	0.00%
Mental Health Orders	105,000	105,000	81,269	105,000	-	0.00%
Mental Health Residency Training	3,547,896	3,547,896	3,547,896	-	3,547,896	100.00%
SVP Commitment Payments	4,000,000	4,000,000	3,869,579	4,200,000	(200,000)	-5.00%
	$ 8,452,896	$ 8,452,896	$ 8,248,582	$ 5,105,000	$ 3,347,896	39.61%
County Residual Long Term Care	$ 205,358	$ 205,358	$ 89,805	$ 320,358	$ (115,000)	-56.00%
Tuberculosis Services	$ 500,000	$ 500,000	$ 24,048	$ 500,000	$ -	0.00%
Litigation Support	$ 2,000,000	$ 2,000,000	$ 800,000	$ -	$ 2,000,000	100.00%
MMCS Run Out Operations	$ 10,432	$ 10,432	$ 7,404	$ 10,432	$ -	0.00%
Subtotal General Fund Operating	$ 228,314,618	$ 228,314,618	$ 226,315,771	$ 226,018,250	$ 2,296,368	1.01%
Non-Recurring						
General Fund						
Mental Health Residency Training	-	-	-	3,547,896	(3,547,896)	
					-	
Subtotal General Fund Non-Recurring	$ -	$ -	$ -	$ 3,547,896	$ (3,547,896)	
Total	**$ 228,314,618**	**$ 228,314,618**	**$ 226,315,771**	**$ 229,566,146**	**$ (1,251,528)**	**-0.55%**

Fund Transfers In

Fund/Function/Transfer	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
GENERAL FUND	**$ -**	**$ -**	**$ -**	**$ 2,137,000**
Non-Recurring	$ -	$ -	$ -	$ 2,137,000
General Fund County Improvement Fund (445)	-	-	-	*117,000*
Technology Improvement Fund (460)				*2,020,000*
OTHER SPECIAL REVENUE	**$ 170,576,426**	**$ 170,646,384**	**$ 171,100,891**	**$ 174,008,169**
Operating	$ 170,562,926	$ 170,602,926	$ 171,081,646	$ 174,008,169
Non-Recurring	$ 13,500	$ 43,458	$ 19,245	$ -
226 - PLANNING AND DEVELOPMENT FEES	$ -	$ -	$ 518,720	$ -
Operating	$ -	$ -	$ 518,720	$ -
Del Web Fund (235)	-	-	*518,720*	
241 - PARKS ENHANCEMENT FUND	$ 35,050	$ 75,050	$ 35,050	$ 37,371
Operating	$ 35,050	$ 75,050	$ 35,050	$ 37,371
Parks Souvenir Fund (239)	*35,050*	*75,050*	*35,050*	*37,371*
255 - DETENTION OPERATIONS	$ 170,497,876	$ 170,522,089	$ 170,497,876	$ 173,940,798
Operating	$ 170,497,876	$ 170,497,876	$ 170,497,876	$ 173,940,798
General Fund (100) Jail Tax Maint. Of Effort	*170,497,876*	*170,497,876*	*170,497,876*	*173,940,798*
Non-Recurring	$ -	$ 24,213	$ -	$ -
General Fund (100) - Juvenile Probation	-	*24,213*	-	-
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	$ -	$ 5,745	$ 5,745	$ -
Non-Recurring	$ -	$ 5,745	$ 5,745	$ -
General Fund (100) - Fee Waivers	-	*5,745*	*5,745*	
572 - ANIMAL CONTROL LICENSE SHELTER	$ 13,500	$ 13,500	$ 13,500	$ -
Non-Recurring	$ 13,500	$ 13,500	$ 13,500	$ -
Intergovernmental Capital Fund (422)	*13,500*	*13,500*	*13,500*	-
DEBT SERVICE	**$ 31,248,230**	**$ 31,248,230**	**$ 31,248,230**	**$ 3,082,631**
Operating	$ 1,140,444	$ 1,140,444	$ 1,140,444	$ 1,139,945
Non-Recurring	$ 30,107,786	$ 30,107,786	$ 30,107,786	$ 1,942,686
320 - COUNTY IMPROVEMENT DEBT	$ 20,515,000	$ 20,515,000	$ 20,515,000	$ 3,082,631
Operating	$ -	$ -	$ -	$ 1,139,945
Animal Control License Shelter (572) - Debt Service	-	-	-	*1,033,474*
Animal Control Field Operations (574) - Debt Service	-	-	-	*106,471*
Non-Recurring	$ 20,515,000	$ 20,515,000	$ 20,515,000	$ 1,942,686
General Fund County Imrpovement Fund (445)	*20,515,000*	*20,515,000*	*20,515,000*	*1,942,686*
321 - COUNTY IMPROVEMENT DEBT 2	$ 10,733,230	$ 10,733,230	$ 10,733,230	$ -
Operating	$ 1,140,444	$ 1,140,444	$ 1,140,444	$ -
Animal Control License Shelter (572) - Debt Service	*1,033,926*	*1,033,926*	*1,033,926*	-
Animal Control Field Operations (574) - Debt Service	*106,518*	*106,518*	*106,518*	-
Non-Recurring	$ 9,592,786	$ 9,592,786	$ 9,592,786	$ -
General Fund County Imrpovement Fund (445)	*9,592,786*	*9,592,786*	*9,592,786*	-

Fund Transfers In (continued)

Fund/Function/Transfer	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
CAPITAL PROJECTS	**$ 230,163,349**	**$ 233,737,441**	**$ 232,663,349**	**$ 303,408,371**
Operating	$ 4,949,797	$ 4,949,797	$ 4,949,797	$ 23,388,849
Non-Recurring	$ 225,213,552	$ 228,787,644	$ 227,713,552	$ 280,019,522
234 - TRANSPORTATION CAPITAL PROJECT	$ 48,134,797	$ 48,134,797	$ 48,134,797	$ 48,134,797
Non-Recurring	$ 48,134,797	$ 48,134,797	$ 48,134,797	$ 48,134,797
Transportation Operations (232)	*48,134,797*	*48,134,797*	*48,134,797*	*48,134,797*
445 - GENERAL FUND CTY IMPROV	$ 66,097,004	$ 67,171,096	$ 66,097,004	$ 145,164,013
Operating	$ 4,949,797	$ 4,949,797	$ 4,949,797	$ 11,161,349
General Fund (100)	*4,949,797*	*4,949,797*	*4,949,797*	*11,161,349*
Non-Recurring	$ 61,147,207	$ 62,221,299	$ 61,147,207	$ 134,002,664
General Fund (100)	*61,147,207*	*62,221,299*	*61,147,207*	*134,002,664*
455 - DETENTION CAPITAL PROJECTS	$ 21,958,340	$ 21,958,340	$ 21,958,340	$ 7,248,089
Operating	$ -	$ -	$ -	$ 587,500
Detention Fund (255)				*587,500*
Non-Recurring	$ 21,958,340	$ 21,958,340	$ 21,958,340	$ 6,660,589
Detention Fund (255)	*21,958,340*	*21,958,340*	*21,958,340*	*6,660,589*
460 - TECHNOLOGY CAP IMPROVEMENT	$ 67,308,317	$ 67,308,317	$ 67,308,317	$ 77,861,471
Operating	$ -	$ -	$ -	$ 11,640,000
General Fund (100)	-	-	-	*11,640,000*
Non-Recurring	$ 67,308,317	$ 67,308,317	$ 67,308,317	$ 66,221,471
General Fund County Improvement Fund (445)	*67,308,317*	*67,308,317*	*67,308,317*	*66,221,471*
461 - DETENTION TECH CAP IMPROVEMENT	$ 26,664,891	$ 29,164,891	$ 29,164,891	$ 25,000,001
Non-Recurring	$ 26,664,891	$ 29,164,891	$ 29,164,891	$ 25,000,001
Detention Capital Projects Fund (455)	*26,664,891*	*29,164,891*	*29,164,891*	*25,000,001*
INTERNAL SERVICE	**$ 9,620,415**	**$ 22,005,415**	**$ 4,571,393**	**$ 14,991,722**
Non-Recurring	$ 9,620,415	$ 22,005,415	$ 4,571,393	$ 14,991,722
675 - RISK MANAGEMENT	$ -	$ 12,385,000	$ -	$ 9,942,700
Non-Recurring	$ -	$ 12,385,000	$ -	$ 9,942,700
General Fund (100)	-	*8,300,000*	-	*9,942,700*
Detention Fund (255)	-	*4,085,000*	-	-
676 - COUNTY MANAGER RISK MANAGEMENT	$ 9,620,415	$ 9,620,415	$ 4,571,393	$ 5,049,022
Non-Recurring	$ 9,620,415	$ 9,620,415	$ 4,571,393	$ 5,049,022
General Fund (100)	*9,620,415*	*9,620,415*	*4,571,393*	*5,049,022*
TOTAL BEFORE ELIMINATIONS	**$ 441,608,420**	**$ 457,637,470**	**$ 439,583,863**	**$ 497,627,893**
Operating	$ 176,653,167	$ 176,693,167	$ 177,171,887	$ 198,536,963
Non-Recurring	$ 264,955,253	$ 280,944,303	$ 262,411,976	$ 284,099,208
ELIMINATIONS	**$ (441,608,420)**	**$ (457,637,470)**	**$ (439,583,863)**	**$ (497,627,893)**
Operating	$ (176,653,167)	$ (176,693,167)	$ (177,171,887)	$ (198,536,963)
Non-Recurring	$ (264,955,253)	$ (280,944,303)	$ (262,411,976)	$ (299,090,930)
ALL FUNDS	**$ -**	**$ -**	**$ -**	**$ -**

Fund Transfers Out

Fund/Function/Transfer	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
GENERAL FUND	**$ 246,245,295**	**$ 255,649,345**	**$ 241,202,018**	**$ 345,766,533**
Operating	$ 175,477,673	$ 175,477,673	$ 175,477,673	$ 196,772,147
Detention Fund (255) - Jail Maint of Effort	*170,497,876*	*170,497,876*	*170,497,876*	*173,940,798*
Public Health Fee Fund (265) - Vital Statistics	*30,000*	*30,000*	*30,000*	*30,000*
General Fund Cap Improvement Fund (445)	*4,949,797*	*4,949,797*	*4,949,797*	*11,161,349*
Technology Cap Improvement Fund (460)				*11,640,000*
Non-Recurring	$ 70,767,622	$ 80,171,672	$ 65,724,345	$ 148,994,386
General Fund Cap Improvement Fund (445)	*61,147,207*	*62,221,299*	*61,147,207*	*134,002,664*
County Manager Risk Fund (676)	*9,620,415*	*9,620,415*	*4,571,393*	*5,049,022*
Risk Management Fund (675)	-	*8,300,000*	-	*9,942,700*
Detention Fund (255) - Juvenile Probation	-	*24,213*	-	-
Environmental Services Fee Fund (506)	-	*5,745*	*5,745*	-
OTHER SPECIAL REVENUE	**$ 71,268,631**	**$ 77,893,631**	**$ 74,287,351**	**$ 56,560,202**
Operating	$ 1,175,494	$ 1,215,494	$ 1,694,214	$ 1,764,816
Non-Recurring	$ 70,093,137	$ 76,678,137	$ 72,593,137	$ 54,795,386
232 - TRANSPORTATION OPERATIONS	$ 48,134,797	$ 48,134,797	$ 48,134,797	$ 48,134,797
Non-Recurring	$ 48,134,797	$ 48,134,797	$ 48,134,797	$ 48,134,797
Transportation Capital Fund (234)	*48,134,797*	*48,134,797*	*48,134,797*	*48,134,797*
235 - DEL WEBB	$ -	$ -	$ 518,720	$ -
Operating	$ -	$ -	$ 518,720	$ -
Planning and Development Fee Fund (226)	-	-	*518,720*	-
239 - PARKS SOUVENIR	$ 35,050	$ 75,050	$ 35,050	$ 37,371
Operating	$ 35,050	$ 75,050	$ 35,050	$ 37,371
Parks Enhancement Fund (241)	*35,050*	*75,050*	*35,050*	*37,371*
255 - DETENTION OPERATIONS	$ 21,958,340	$ 28,543,340	$ 24,458,340	$ 7,248,089
Operating	$ -	$ -	$ -	$ 587,500
Detention Capital Projects Fund (455)				*587,500*
Non-Recurring	$ 21,958,340	$ 28,543,340	$ 24,458,340	$ 6,660,589
Detention Capital Projects Fund (455)	*21,958,340*	*21,958,340*	*21,958,340*	*6,660,589*
Detention Tech Cap Improvement (461)	-	*2,500,000*	*2,500,000*	-
Risk Management Fund (385)	-	*4,085,000*	-	-
572 - ANIMAL CONTROL LICENSE SHELTER	$ 1,033,926	$ 1,033,926	$ 1,033,926	$ 1,033,474
Operating	$ 1,033,926	$ 1,033,926	*1,033,926*	$ 1,033,474
County Improvement Debt Fund (320)	*1,033,926*	*1,033,926*	*1,033,926*	*1,033,474*
574 - ANIMAL CONTROL FIELD OPERATION	$ 106,518	$ 106,518	$ 106,518	$ 106,471
Operating	$ 106,518	$ 106,518	$ 106,518	$ 106,471
County Improvement Debt Fund (320)	*106,518*	*106,518*	*106,518*	*106,471*

Fund Transfers Out (continued)

Fund/Function/Transfer	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
CAPITAL PROJECTS	**$ 124,094,494**	**$ 124,094,494**	**$ 124,094,494**	**$ 95,301,158**
Non-Recurring	$ 124,094,494	$ 124,094,494	$ 124,094,494	$ 95,301,158
422 - INTERGOVERNMENTAL CAP PROJ	$ 13,500	$ 13,500	$ 13,500	$ -
Non-Recurring	$ 13,500	$ 13,500	$ 13,500	$ -
Animal Control License Shelter (572)	*13,500*	*13,500*	*13,500*	-
445 - GENERAL FUND CTY IMPROV	$ 97,416,103	$ 97,416,103	$ 97,416,103	$ 68,281,157
Non-Recurring	$ 97,416,103	$ 97,416,103	$ 97,416,103	$ 68,281,157
Technology Capital Improvement (460)	*67,308,317*	*67,308,317*	*67,308,317*	*66,221,471*
County Improvement Debt Fund (320)	*20,515,000*	*20,515,000*	*20,515,000*	*1,942,686*
County Improvement Debt 2 Fund (321)	*9,592,786*	*9,592,786*	*9,592,786*	-
General Fund (100)	-	-	-	*117,000*
455 - DETENTION CAPITAL PROJECTS	$ 26,664,891	$ 26,664,891	$ 26,664,891	$ 25,000,001
Non-Recurring	$ 26,664,891	$ 26,664,891	$ 26,664,891	$ 25,000,001
Detention Tech Cap Improvement (461)	*26,664,891*	*26,664,891*	*26,664,891*	*25,000,001*
460 - TECHNOLOGY CAP IMPROVEMENT	$ -	$ -	$ -	$ 2,020,000
Non-Recurring	$ -	$ -	$ -	$ 2,020,000
General Fund (100)	-	-	-	*2,020,000*
TOTAL BEFORE ELIMINATIONS	**$ 441,608,420**	**$ 457,637,470**	**$ 439,583,863**	**$ 497,627,893**
Operating	$ 176,653,167	$ 176,693,167	$ 177,171,887	$ 198,536,963
Non-Recurring	$ 264,955,253	$ 280,944,303	$ 262,411,976	$ 299,090,930
ELIMINATIONS	**$ (441,608,420)**	**$ (457,637,470)**	**$ (439,583,863)**	**$ (497,627,893)**
Operating	$ (176,653,167)	$ (176,693,167)	$ (177,171,887)	$ (198,536,963)
Non-Recurring	$ (264,955,253)	$ (280,944,303)	$ (262,411,976)	$ (299,090,930)
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 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Fund Transfers (see Schedule)					
Operating	$ (235,570,721)	$ (176,653,167)	$ (176,693,167)	$ (177,171,887)	$ (198,536,963)
Non-Recurring	(219,747,202)	(264,955,253)	(280,944,303)	(262,411,976)	(299,090,930)
	$ (455,317,923)	$ (441,608,420)	$ (457,637,470)	$ (439,583,863)	$ (497,627,893)
Internal Service Charges	$ (151,120,029)	$ (157,712,674)	$ (159,026,549)	$ (158,886,875)	$ (163,263,729)
Totals	**$ (606,437,952)**	**$ (599,321,094)**	**$ (616,664,019)**	**$ (598,470,738)**	**$ (660,891,622)**

Personnel

Year-over-year, the total number of positions in FY 2014 is decreasing by 0.1% or 7.35 Full-time Equivalent (FTE) positions over the FY 2013 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)
Changes to the Adult Probation staff are as follows:

- 17.9 FTE positions are added to the General Fund to address ongoing caseload growth in the following programs: Community Restitution, Domestic Violence, Drug Treatment and Education, Sex Offenders, and Interstate Compact.
- 24.0 FTE positions are added to the Detention Operations Fund to address ongoing caseload growth in the following programs: Work Furlough, Pretrial Jail, Pretrial Electronic Monitoring and Supervision, and Prison Re-entry.
- 135.0 FTE positions were shifted from the General Fund to the Detention Fund since these positions contribute to the maintenance and operation of jail facilities and potentially reduce the expense of adult jail facilities.

Assistant County Manager (940)
Two FTE were moved from the Finance Department to the Assistant County Manager in FY 2014.

Assistant County Manager (960)
Two FTE were moved from Animal Care and Control to the Assistant County Manager in FY 2014

County Attorney (190)
The Maricopa County Attorney's Office deleted 17.5 Non-Recurring (0001) FTE and created 6.5 Operating (0000) FTE in the Civil Services Division to meet increased demand.

Assistant County Manager (930)
One FTE was moved from the Planning and Development Department to the Deputy County Manager in FY 2014.

Education Services (370)
The department is inactivating 8.0 FTE Education Service Peer Evaluators and 4.0 FTE Schools Program Managers from the School Grant Fund in FY 2014 since the positions are no longer necessary to fulfill grant requirements. One FTE Programmer was added in the General Fund to address the information technology needs within the department.

Environmental Services (880)
The FY 2013 Revised FTE count is artificially low. The FY 2013 Adopted and FY 2013 Forecast reflect a more accurate picture of the FTEs during FY 2013. The variance between the FY 2013 Adopted and FY 2014 Adopted FTE counts is 7, which includes the addition of ten Environmental Services Trainee positions that were added through Board approval to address the backlog of restaurant inspections, as well as a change in philosophy about employees gaining required certifications on their own, rather than through County sponsored methods. Additionally, 3 other positions have been eliminated as the Department’s needs evolved.

Human Services (220)
The staffing is reduced by 17.99 Staff Full Time Equivalents (FTEs) in anticipation of a reduction in funding for FY 2014. Depending on the actual grant awards received by the Department in FY 2014, further staffing reductions may be necessary.

Integrated Criminal Justice System (ICJIS) (420)
ICJIS added one IS Architect mid-year during FY 2013 for FY 2014. This position will serve as a back up to the current IS Architect and will assist in the development of new projects.

Risk management (750)
The Department will add a Workers Compensation Accounting Specialist and a Workers Compensation Claims Adjustor, as Workers Compensation will be managed in-house and not by a third party administrator. A contract Safety Representative position will become a regular full-time position in FY 2014.

Waste Resources and Recycling (670)
Waste Resources and Recycling is experiencing lower demand for Transfer Station services. As a result, the Department is reducing the hours of operation at its Transfer Stations for FY 2014. With a reduction in hours of operations, the Department will reduce its work force by 5 full-time equivalents, which include: 4 Transfer Station Attendant positions and 1 Equipment Operator position.

Personnel Summary by Department and Fund

	DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	3.00	-	0.0%
	Department Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.0%**
040	**BOARD OF SUPERVISORS DIST 4**							
100	GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
	Department Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.0%**
050	**BOARD OF SUPERVISORS DIST 5**							
100	GENERAL	3.00	3.00	3.00	3.00	2.80	(.20)	(6.7%)
	Department Total	**3.00**	**3.00**	**3.00**	**3.00**	**2.80**	**(.20)**	**(6.7%)**
060	**CLERK OF THE BOARD**							
100	GENERAL	12.00	12.00	12.00	12.00	12.00	-	0.0%
	Department Total	**12.00**	**12.00**	**12.00**	**12.00**	**12.00**	**-**	**0.0%**
110	**ADULT PROBATION**							
100	GENERAL	922.00	864.50	859.50	860.00	746.90	(112.60)	(13.1%)
201	ADULT PROBATION FEES	1.50	1.50	1.50	1.50	1.50	-	0.0%
211	ADULT PROBATION GRANTS	68.00	47.50	40.50	50.50	34.75	(5.75)	(14.2%)
255	DETENTION OPERATIONS	80.00	157.00	157.00	157.00	317.00	160.00	101.9%
	Department Total	**1,071.50**	**1,070.50**	**1,058.50**	**1,069.00**	**1,100.15**	**41.65**	**3.9%**
120	**ASSESSOR**							
100	GENERAL	329.46	323.91	324.39	327.39	320.39	(4.00)	(1.2%)
	Department Total	**329.46**	**323.91**	**324.39**	**327.39**	**320.39**	**(4.00)**	**(1.2%)**
140	**CALL CENTER**							
100	GENERAL	27.00	27.00	27.00	27.00	27.00	-	0.0%
	Department Total	**27.00**	**27.00**	**27.00**	**27.00**	**27.00**	**-**	**0.0%**
150	**EMERGENCY MANAGEMENT**							
100	GENERAL	2.00	2.00	2.00	2.00	2.00	-	0.0%
207	PALO VERDE	4.00	4.00	4.00	4.00	5.00	1.00	25.0%
215	EMERGENCY MANAGEMENT	7.50	7.50	7.50	7.50	7.50	-	0.0%
	Department Total	**13.50**	**13.50**	**13.50**	**13.50**	**14.50**	**1.00**	**7.4%**
160	**CLERK OF THE SUPERIOR COURT**							
100	GENERAL	548.00	545.00	550.50	551.00	549.00	(1.50)	(0.3%)
205	COURT DOCUMENT RETRIEVAL	27.00	27.00	25.00	27.00	25.00	-	0.0%
208	JUDICIAL ENHANCEMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
216	CLERK OF THE COURT GRANTS	5.00	4.00	4.00	4.00	4.00	-	0.0%
218	CLERK OF COURT FILL THE GAP	47.00	47.00	47.00	47.00	47.00	-	0.0%
274	CLERK OF THE COURT EDMS	45.00	46.00	48.00	46.00	48.00	-	0.0%
	Department Total	**674.00**	**671.00**	**676.50**	**677.00**	**675.00**	**(1.50)**	**(0.2%)**
180	**FINANCE**							
100	GENERAL	37.00	38.00	37.00	37.00	35.00	(2.00)	(5.4%)
	Department Total	**37.00**	**38.00**	**37.00**	**37.00**	**35.00**	**(2.00)**	**(5.4%)**

Personnel Summary by Department and Fund (continued)

	DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
190	**COUNTY ATTORNEY**							
100	GENERAL	778.00	769.00	765.00	765.00	742.00	(23.00)	(3.0%)
213	COUNTY ATTORNEY RICO	-	1.00	1.00	1.00	1.00	-	0.0%
219	COUNTY ATTORNEY GRANTS	62.00	68.00	77.00	77.00	86.00	9.00	11.7%
220	DIVERSION	19.00	28.00	37.00	37.00	37.00	-	0.0%
221	COUNTY ATTORNEY FILL THE GAP	30.00	33.00	36.50	36.50	36.50	-	0.0%
266	CHECK ENFORCEMENT PROGRAM	8.00	9.00	9.00	9.00	9.00	-	0.0%
267	CRIM JUSTICE ENHANCEMENT	21.00	24.00	24.00	24.00	24.00	-	0.0%
	Department Total	**918.00**	**932.00**	**949.50**	**949.50**	**935.50**	**(14.00)**	**(1.5%)**
200	**COUNTY MANAGER**							
100	GENERAL	20.00	18.00	18.00	18.00	18.00	-	0.0%
676	COUNTY MANAGER RISK MANAGEMENT	1.00	-	-	-	-	-	N/A
	Department Total	**21.00**	**18.00**	**18.00**	**18.00**	**18.00**	**-**	**0.0%**
210	**ELECTIONS**							
100	GENERAL	54.00	52.00	52.00	52.00	52.00	-	0.0%
	Department Total	**54.00**	**52.00**	**52.00**	**52.00**	**52.00**	**-**	**0.0%**
220	**HUMAN SERVICES**							
217	CDBG HOUSING TRUST	8.00	6.00	6.50	7.50	5.00	(1.50)	(23.1%)
222	HUMAN SERVICES GRANTS	370.00	366.00	370.99	377.99	359.50	(11.49)	(3.1%)
255	DETENTION OPERATIONS	7.00	8.00	8.00	8.00	-	(8.00)	(100.0%)
	Department Total	**385.00**	**380.00**	**385.49**	**393.49**	**364.50**	**(20.99)**	**(5.4%)**
230	**INTERNAL AUDIT**							
100	GENERAL	17.00	19.00	19.50	20.00	19.00	(.50)	(2.6%)
	Department Total	**17.00**	**19.00**	**19.50**	**20.00**	**19.00**	**(.50)**	**(2.6%)**
240	**JUSTICE COURTS**							
100	GENERAL	330.03	332.03	330.00	330.00	329.03	(.97)	(0.3%)
204	JUSTICE CT JUDICIAL ENHANCEMNT	3.00	3.00	3.00	3.00	3.00	-	0.0%
	Department Total	**333.03**	**335.03**	**333.00**	**333.00**	**332.03**	**(.97)**	**(0.3%)**
250	**CONSTABLES**							
100	GENERAL	35.00	36.00	36.00	36.00	36.00	-	0.0%
	Department Total	**35.00**	**36.00**	**36.00**	**36.00**	**36.00**	**-**	**0.0%**
260	**CORRECTIONAL HEALTH**							
100	GENERAL	16.00	16.00	16.00	16.00	16.00	-	0.0%
255	DETENTION OPERATIONS	446.50	457.75	477.75	478.75	460.75	(17.00)	(3.6%)
	Department Total	**462.50**	**473.75**	**493.75**	**494.75**	**476.75**	**(17.00)**	**(3.4%)**
270	**JUVENILE PROBATION**							
100	GENERAL	278.00	272.00	266.00	267.00	267.00	1.00	0.4%
227	JUVENILE PROBATION GRANTS	59.00	60.00	61.00	62.00	60.00	(1.00)	(1.6%)
255	DETENTION OPERATIONS	392.10	372.10	366.10	369.10	362.10	(4.00)	(1.1%)
275	JUVENILE PROBATION DIVERSION	4.00	4.00	4.00	4.00	4.00	-	0.0%
	Department Total	**733.10**	**708.10**	**697.10**	**702.10**	**693.10**	**(4.00)**	**(0.6%)**
290	**MEDICAL EXAMINER**							
100	GENERAL	78.40	86.35	87.50	87.00	86.50	(1.00)	(1.1%)
	Department Total	**78.40**	**86.35**	**87.50**	**87.00**	**86.50**	**(1.00)**	**(1.1%)**
300	**PARKS AND RECREATION**							
100	GENERAL	3.00	3.00	3.00	3.00	-	(3.00)	(100.0%)
225	SPUR CROSS RANCH CONSERVATION	2.00	1.00	1.00	1.00	1.00	-	0.0%
239	PARKS SOUVENIR	-	1.00	1.00	1.00	1.00	-	0.0%
240	LAKE PLEASANT RECREATION SVCS	18.00	17.00	18.00	18.00	22.00	4.00	22.2%
241	PARKS ENHANCEMENT FUND	62.00	61.00	61.00	61.00	59.00	(2.00)	(3.3%)
	Department Total	**85.00**	**83.00**	**84.00**	**84.00**	**83.00**	**(1.00)**	**(1.2%)**
310	**HUMAN RESOURCES**							
100	GENERAL	48.80	47.80	49.00	48.00	46.00	(3.00)	(6.1%)
	Department Total	**48.80**	**47.80**	**49.00**	**48.00**	**46.00**	**(3.00)**	**(6.1%)**
340	**PUBLIC FIDUCIARY**							
100	GENERAL	41.30	41.30	41.30	41.29	41.30	-	0.0%
	Department Total	**41.30**	**41.30**	**41.30**	**41.29**	**41.30**	**-**	**0.0%**
360	**RECORDER**							
100	GENERAL	36.00	35.00	35.00	35.00	35.00	-	0.0%
236	RECORDERS SURCHARGE	27.00	27.00	28.00	29.00	27.00	(1.00)	(3.6%)
	Department Total	**63.00**	**62.00**	**63.00**	**64.00**	**62.00**	**(1.00)**	**(1.6%)**

Personnel Summary by Department and Fund (continued)

	DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
370	**EDUCATION SERVICE**							
100	GENERAL	22.00	21.00	21.00	21.00	22.00	1.00	4.8%
255	DETENTION OPERATIONS	-	12.00	12.00	12.00	12.00	-	0.0%
669	SMALL SCHOOL SERVICE	1.00	1.00	1.00	1.00	1.00	-	0.0%
715	SCHOOL GRANT	17.50	58.00	93.00	93.00	81.00	(12.00)	(12.9%)
782	SCHOOL COMMUNICATION	1.00	2.00	4.00	4.00	4.00	-	0.0%
795	EDUCATIONAL SUPPLEMENTAL PROG	18.80	17.00	14.00	14.00	14.00	-	0.0%
	Department Total	**60.30**	**111.00**	**145.00**	**145.00**	**134.00**	**(11.00)**	**(7.6%)**
390	**BUS STRATEGIES HLTH CARE PROG**							
100	GENERAL	5.00	4.00	4.00	4.00	4.00	-	0.0%
532	PUBLIC HEALTH GRANTS	12.00	10.00	11.00	10.00	11.00	-	0.0%
615	WELLNESS	-	2.00	2.00	3.00	6.00	4.00	200.0%
618	BENEFIT ADMINISTRATION	19.00	20.00	20.00	20.00	16.00	(4.00)	(20.0%)
	Department Total	**36.00**	**36.00**	**37.00**	**37.00**	**37.00**	**-**	**0.0%**
410	**ENTERPRISE TECHNOLOGY**							
100	GENERAL	88.71	114.33	120.05	117.05	113.99	(6.06)	(5.0%)
681	TECHNOLOGY INFRASTRUCTURE	44.00	51.00	60.00	60.00	55.00	(5.00)	(8.3%)
	Department Total	**132.71**	**165.33**	**180.05**	**177.05**	**168.99**	**(11.06)**	**(6.1%)**
420	**INTEGRATED CRIM JUSTICE INFO**							
255	DETENTION OPERATIONS	4.00	5.00	6.00	6.00	6.00	-	0.0%
	Department Total	**4.00**	**5.00**	**6.00**	**6.00**	**6.00**	**-**	**0.0%**
430	**TREASURER**							
100	GENERAL	52.00	53.00	52.00	54.00	53.00	1.00	1.9%
	Department Total	**52.00**	**53.00**	**52.00**	**54.00**	**53.00**	**1.00**	**1.9%**
440	**PLANNING AND DEVELOPMENT**							
226	PLANNING AND DEVELOPMENT FEES	75.00	80.00	78.00	80.00	77.00	(1.00)	(1.3%)
	Department Total	**75.00**	**80.00**	**78.00**	**80.00**	**77.00**	**(1.00)**	**(1.3%)**
460	**RESEARCH AND REPORTING**							
100	GENERAL	5.75	5.75	5.75	5.75	5.75	-	0.0%
	Department Total	**5.75**	**5.75**	**5.75**	**5.75**	**5.75**	**-**	**0.0%**
470	**NON DEPARTMENTAL**							
100	GENERAL	1.00	9.00	-	-	-	-	N/A
	Department Total	**1.00**	**9.00**	**-**	**-**	**-**	**-**	**N/A**
490	**MANAGEMENT AND BUDGET**							
100	GENERAL	20.00	18.00	19.00	19.00	19.00	-	0.0%
	Department Total	**20.00**	**18.00**	**19.00**	**19.00**	**19.00**	**-**	**0.0%**
500	**SHERIFF**							
100	GENERAL	971.00	1,046.00	1,042.75	1,045.75	1,044.00	1.25	0.1%
251	SHERIFF GRANTS	29.00	29.00	24.00	24.00	24.00	-	0.0%
252	INMATE SERVICES	95.00	112.00	118.00	118.00	118.00	-	0.0%
255	DETENTION OPERATIONS	2,462.00	2,385.00	2,390.00	2,391.00	2,390.00	-	0.0%
258	SHERIFF TOWING AND IMPOUND	-	-	-	-	2.00	2.00	N/A
	Department Total	**3,557.00**	**3,572.00**	**3,574.75**	**3,578.75**	**3,578.00**	**3.25**	**0.1%**
520	**PUBLIC DEFENDER**							
100	GENERAL	392.48	388.48	406.48	406.58	406.48	-	0.0%
209	PUBLIC DEFENDER TRAINING	3.00	3.00	3.00	3.00	3.00	-	0.0%
233	PUBLIC DEFENDER GRANTS	4.00	4.00	3.00	3.00	3.00	-	0.0%
262	PUBLIC DEFENDER FILL THE GAP	10.00	10.00	9.00	9.00	9.00	-	0.0%
	Department Total	**409.48**	**405.48**	**421.48**	**421.58**	**421.48**	**-**	**0.0%**
540	**LEGAL DEFENDER**							
100	GENERAL	114.00	113.00	114.49	114.49	114.49	-	0.0%
	Department Total	**114.00**	**113.00**	**114.49**	**114.49**	**114.49**	**-**	**0.0%**
550	**LEGAL ADVOCATE**							
100	GENERAL	95.50	93.50	93.50	93.50	93.50	-	0.0%
	Department Total	**95.50**	**93.50**	**93.50**	**93.50**	**93.50**	**-**	**0.0%**

Personnel Summary by Department and Fund (continued)

	DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
560	**CONTRACT COUNSEL**							
100	GENERAL	26.00	28.00	28.00	30.00	28.00	-	0.0%
	Department Total	**26.00**	**28.00**	**28.00**	**30.00**	**28.00**	**-**	**0.0%**
570	**PUBLIC ADVOCATE**							
100	GENERAL	60.45	68.45	71.65	71.65	71.65	-	0.0%
	Department Total	**60.45**	**68.45**	**71.65**	**71.65**	**71.65**	**-**	**0.0%**
640	**TRANSPORTATION**							
223	TRANSPORTATION GRANTS	1.00	1.00	1.00	1.00	1.00	-	0.0%
232	TRANSPORTATION OPERATIONS	489.00	415.50	412.50	416.50	415.50	3.00	0.7%
	Department Total	**490.00**	**416.50**	**413.50**	**417.50**	**416.50**	**3.00**	**0.7%**
670	**WASTE RESOURCES AND RECYCLING**							
100	GENERAL	-	26.00	26.00	26.00	21.00	(5.00)	(19.2%)
290	WASTE TIRE	10.50	2.00	2.00	2.00	2.00	-	0.0%
580	SOLID WASTE MANAGEMENT	18.00	-	-	-	-	-	N/A
	Department Total	**28.50**	**28.00**	**28.00**	**28.00**	**23.00**	**(5.00)**	**(17.9%)**
700	**FACILITIES MANAGEMENT**							
100	GENERAL	119.00	125.00	135.00	135.00	136.00	1.00	0.7%
255	DETENTION OPERATIONS	30.00	30.00	30.00	30.00	30.00	-	0.0%
	Department Total	**149.00**	**155.00**	**165.00**	**165.00**	**166.00**	**1.00**	**0.6%**
720	**PROTECTIVE SERVICES**							
100	GENERAL	74.50	73.50	72.50	72.50	74.50	2.00	2.8%
255	DETENTION OPERATIONS	1.00	-	-	-	-	-	N/A
	Department Total	**75.50**	**73.50**	**72.50**	**72.50**	**74.50**	**2.00**	**2.8%**
730	**PROCUREMENT SERVICES**							
100	GENERAL	25.00	30.00	28.00	30.00	30.00	2.00	7.1%
673	REPROGRAPHICS	9.00	9.00	9.00	9.00	9.00	-	0.0%
	Department Total	**34.00**	**39.00**	**37.00**	**39.00**	**39.00**	**2.00**	**5.4%**
740	**EQUIPMENT SERVICES**							
654	EQUIPMENT SERVICES	52.00	54.00	54.00	54.00	54.00	-	0.0%
	Department Total	**52.00**	**54.00**	**54.00**	**54.00**	**54.00**	**-**	**0.0%**
750	**RISK MANAGEMENT**							
675	RISK MANAGEMENT	23.00	26.00	30.00	28.00	29.00	(1.00)	(3.3%)
	Department Total	**23.00**	**26.00**	**30.00**	**28.00**	**29.00**	**(1.00)**	**(3.3%)**
790	**ANIMAL CARE AND CONTROL**							
572	ANIMAL CONTROL LICENSE SHELTER	111.00	109.00	111.00	111.00	106.00	(5.00)	(4.5%)
573	ANIMAL CONTROL GRANTS	6.00	7.00	11.00	11.00	9.00	(2.00)	(18.2%)
574	ANIMAL CONTROL FIELD OPERATION	52.00	49.00	50.00	50.00	50.00	-	0.0%
	Department Total	**169.00**	**165.00**	**172.00**	**172.00**	**165.00**	**(7.00)**	**(4.1%)**
800	**SUPERIOR COURT**							
100	GENERAL	1,103.50	1,140.00	1,148.00	1,144.00	1,145.00	(3.00)	(0.3%)
208	JUDICIAL ENHANCEMENT	7.00	8.00	8.00	8.00	6.00	(2.00)	(25.0%)
238	SUPERIOR COURT GRANTS	23.00	23.00	27.00	26.00	26.00	(1.00)	(3.7%)
264	SUPERIOR COURT FILL THE GAP	32.00	32.00	33.00	33.00	33.00	-	0.0%
	Department Total	**1,165.50**	**1,203.00**	**1,216.00**	**1,211.00**	**1,210.00**	**(6.00)**	**(0.5%)**
850	**AIR QUALITY**							
503	AIR QUALITY GRANT	24.60	21.60	20.60	20.60	20.60	-	0.0%
504	AIR QUALITY FEES	118.00	119.00	122.50	121.50	120.50	(2.00)	(1.6%)
	Department Total	**142.60**	**140.60**	**143.10**	**142.10**	**141.10**	**(2.00)**	**(1.4%)**
860	**PUBLIC HEALTH**							
100	GENERAL	131.25	131.15	131.25	131.25	134.75	3.50	2.7%
265	PUBLIC HEALTH FEES	53.00	63.00	62.00	63.00	63.00	1.00	1.6%
532	PUBLIC HEALTH GRANTS	429.75	407.20	421.20	423.20	415.20	(6.00)	(1.4%)
	Department Total	**614.00**	**601.35**	**614.45**	**617.45**	**612.95**	**(1.50)**	**(0.2%)**

Personnel Summary by Department and Fund (continued)

	DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
880	**ENVIRONMENTAL SERVICES**							
100	GENERAL	44.00	45.00	43.00	45.00	45.00	2.00	4.7%
506	ENVIRONMTL SVCS ENV HEALTH	240.00	241.00	234.00	247.00	248.00	14.00	6.0%
	Department Total	**284.00**	**286.00**	**277.00**	**292.00**	**293.00**	**16.00**	**5.8%**
920	**DEPUTY COUNTY MANAGER 920**							
100	GENERAL	6.00	10.00	12.00	13.00	13.00	1.00	8.3%
	Department Total	**6.00**	**10.00**	**12.00**	**13.00**	**13.00**	**1.00**	**8.3%**
930	**DEPUTY COUNTY MANAGER 930**							
226	PLANNING AND DEVELOPMENT FEES	32.00	33.25	41.50	41.50	40.50	(1.00)	(2.4%)
	Department Total	**32.00**	**33.25**	**41.50**	**41.50**	**40.50**	**(1.00)**	**(2.4%)**
940	**ASSISTANT COUNTY MANAGER 940**							
100	GENERAL	6.00	5.75	4.63	5.63	7.30	2.68	57.8%
	Department Total	**6.00**	**5.75**	**4.63**	**5.63**	**7.30**	**2.68**	**57.8%**
950	**ASSISTANT COUNTY MANAGER 950**							
100	GENERAL	4.00	5.00	5.00	5.00	3.00	(2.00)	(40.0%)
249	NON DEPARTMENTAL GRANT	-	1.00	1.00	1.00	1.00	-	0.0%
255	DETENTION OPERATIONS	-	-	-	-	4.00	4.00	N/A
	Department Total	**4.00**	**6.00**	**6.00**	**6.00**	**8.00**	**2.00**	**33.3%**
960	**ASSISTANT COUNTY MANAGER 960**							
100	GENERAL	1.00	1.00	1.00	1.00	1.00	-	0.0%
572	ANIMAL CONTROL LICENSE SHELTER	-	-	-	-	2.00	2.00	N/A
	Department Total	**1.00**	**1.00**	**1.00**	**1.00**	**3.00**	**2.00**	**200.0%**
	COUNTY	**13,379.88**	**13,452.69**	**13,587.36**	**13,640.45**	**13,548.22**	**(39.15)**	**(0.3%)**

Personnel Summary by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	48.00	40.00	41.00	42.00	42.00	1.00	2.4%
Accounting Manager – Treasurer	-	1.00	-	-	1.00	1.00	N/A
Accounting Specialist	86.50	82.50	85.50	85.50	83.00	(2.50)	(2.9%)
Accounting Specialist Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Admin & Operations Mgr	4.00	3.00	1.00	1.00	2.00	1.00	100.0%
Admin/Operations Specialist	179.60	184.50	187.50	187.50	181.50	(6.00)	(3.2%)
Admin/Operations Supv	2.00	1.00	-	-	-	-	N/A
Administrative Assistant	-	-	-	-	3.00	3.00	N/A
Administrative Manager	16.00	14.00	9.00	10.00	9.00	-	0.0%
Administrative Services Mgr	-	-	3.00	3.00	3.00	-	0.0%
Administrative Specialist	1.00	-	-	-	-	-	N/A
Administrative Staff Supv	54.00	50.00	42.00	42.00	45.00	3.00	7.1%
Administrative Supervisor	70.00	60.00	62.00	61.00	61.00	(1.00)	(1.6%)
Administrator	17.00	12.00	10.00	11.00	9.00	(1.00)	(10.0%)
Air Instrument Technician Supv	-	2.00	2.00	2.00	2.00	-	0.0%
Air Quality Division Manager	-	4.00	4.00	4.00	4.00	-	0.0%
Air Quality Enforcement Spec	-	3.00	3.00	3.00	3.00	-	0.0%
Air Quality Operations Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Air Quality Planner	-	6.00	6.00	6.00	6.00	-	0.0%
Air Quality Planning Supv	-	2.00	2.00	2.00	2.00	-	0.0%
Air Quality Policy Advisor	-	1.00	1.00	1.00	1.00	-	0.0%
Air Quality Specialist	-	40.00	39.00	39.00	39.00	-	0.0%
Air Quality Specialist Supv	-	6.00	6.00	6.00	6.00	-	0.0%
Animal Care & Control Manager	-	-	2.00	2.00	2.00	-	0.0%
Animal Care Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Animal Care Technician	40.00	41.00	38.00	38.00	38.00	-	0.0%
Animal Care Technician Lead	-	-	3.00	3.00	3.00	-	0.0%
Animal Control Officer	39.00	35.00	34.00	34.00	34.00	-	0.0%
Animal Control Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Animal Health Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Animal Health Technician	13.00	12.00	13.00	13.00	11.00	(2.00)	(15.4%)
Animal Health Technician - Ld	-	-	-	-	-	-	N/A
Animal Health Technician Lead	-	-	1.00	1.00	1.00	-	0.0%
Applications Development Mgr	9.00	9.00	14.00	14.00	13.00	(1.00)	(7.1%)
Applications Development Supv	9.00	13.00	9.00	9.00	7.00	(2.00)	(22.2%)
Appraiser	108.00	99.00	100.48	100.48	100.48	-	0.0%
Appraiser Manager	6.00	6.00	7.00	7.00	7.00	-	0.0%
Appraiser Senior	13.96	11.48	11.48	11.48	11.48	-	0.0%
Appraiser Supervisor	18.00	19.00	17.00	17.00	17.00	-	0.0%
Appraiser Trainee	5.00	16.00	17.00	20.00	17.00	-	0.0%
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	537.29	682.93	699.11	700.21	697.11	(2.00)	(0.3%)
Attorney - Civil Practice Mgr	-	5.00	5.00	5.00	5.00	-	0.0%
Attorney - Senior Counsel	18.00	13.00	13.00	13.00	13.00	-	0.0%
Attorney - Senior Law Researcher	4.00	4.00	6.00	6.00	6.00	-	0.0%
Attorney -Capital Co-Counsel	40.00	-	-	-	-	-	N/A
Attorney -Capital Lead Counsel	43.50	-	-	-	-	-	N/A
Attorney Manager	10.00	-	-	-	-	-	N/A
Attorney Supervisor	45.14	-	-	-	-	-	N/A
Auditor Appraiser	-	5.00	5.00	5.00	5.00	-	0.0%
Auditor Appraiser Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Bailiff	114.00	116.00	117.00	117.00	117.00	-	0.0%
Bd of Supvr's Chief of Staff	6.00	5.00	5.00	5.00	5.00	-	0.0%
Benefits Vendor Relations Mgr	-	-	1.00	1.00	-	(1.00)	(100.0%)
BOS Press Secretary	1.00	-	-	-	-	-	N/A
Budget Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Budget Analyst	13.00	11.00	11.00	11.00	11.00	-	0.0%
Budget Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Business/Systems Analyst	23.00	27.00	27.00	27.00	26.00	(1.00)	(3.7%)
Business/Systems Analyst-Sr/Ld	18.00	20.00	24.00	24.00	22.00	(2.00)	(8.3%)
Call Center Supervisor	-	-	2.00	2.00	2.00	-	0.0%
Call Ctr Representative	22.00	22.00	18.00	18.00	18.00	-	0.0%
Call Ctr Representative - Lead	-	-	4.00	4.00	4.00	-	0.0%
CAMA Manager	1.00	-	-	-	-	-	N/A
CASA Coordinator	-	5.00	7.00	7.00	7.00	-	0.0%
Chaplain	4.00	4.00	4.00	4.00	4.00	-	0.0%
Chemical Applicatns Tech	25.00	27.00	27.00	27.00	27.00	-	0.0%
Chemist	8.00	8.00	8.00	8.00	8.00	-	0.0%
Chemist Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Appraiser - Assessor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Assessor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Clk of Crt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - County Attorney	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Recorder	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Schools	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Sheriff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Treasurer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Medical Examiner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Technology Officer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Veterinarian	1.00	1.00	1.00	1.00	1.00	-	0.0%
Claims Adjuster	4.00	4.00	5.00	3.00	6.00	1.00	20.0%
Claims Adjuster Lead	-	1.00	3.00	3.00	-	(3.00)	(100.0%)
Clerk of Board Assistant	-	-	-	1.00	-	-	N/A
Clerk of Board Supervisor	-	-	2.00	2.00	2.00	-	0.0%
Code Enforcement Officer	4.00	5.00	4.00	4.00	4.00	-	0.0%
Collections Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Collector	21.00	21.00	20.00	20.00	20.00	-	0.0%
Communications Manager-County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	23.00	22.00	25.00	25.00	26.00	1.00	4.0%
Communicatn Officer Supervisor	4.00	3.00	4.00	4.00	4.00	-	0.0%
Communicatns Mgr-Crim Justice	1.00	3.00	4.00	4.00	3.00	(1.00)	(25.0%)
Community Devlpmnt Coordinator	3.00	2.00	3.00	3.00	3.00	-	0.0%
Community Devlpmnt Supervisor	1.00	1.00	-	1.00	-	-	N/A
Community Justice Coordinator	-	4.00	12.00	12.00	8.00	(4.00)	(33.3%)
Compensation Analyst	2.80	2.80	3.00	3.00	3.00	-	0.0%
Compensation Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Computer Forensic Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Computer Operator	13.00	12.00	12.00	12.00	12.00	-	0.0%
Computer Operator - Sr/Ld	5.00	4.00	4.00	4.00	4.00	-	0.0%
Conference Officer	13.00	13.00	13.00	13.00	13.00	-	0.0%
Construction Maintenance Supv	10.00	9.00	10.00	10.00	10.00	-	0.0%
Consultant	3.00	3.75	1.49	1.49	1.00	(.49)	(32.9%)
Correctional Health Legal Liaison	-	-	1.00	1.00	1.00	-	0.0%
Counseling Supervisor	3.00	3.00	2.00	2.00	2.00	-	0.0%
Counselor	39.00	36.00	32.00	32.00	32.00	-	0.0%
County Attorney Special Assistant	3.00	3.00	4.00	4.00	4.00	-	0.0%
County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
County Mgr's Chief of Staff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Court Commissioner	59.00	59.00	59.00	59.00	59.00	-	0.0%
Court Conciliator	-	4.00	11.00	11.00	11.00	-	0.0%
Court Interpreter	32.00	33.00	33.00	33.00	33.00	-	0.0%
Court Interpreter Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Court Interpreter Supervisor	4.00	3.00	3.00	3.00	3.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Court Probate Investigator	-	-	6.00	6.00	6.00	-	0.0%
Court Reporter	51.50	51.50	51.50	51.50	51.50	-	0.0%
Court Reporter Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Courtroom Clerk	214.50	213.50	220.00	220.50	213.50	(6.50)	(3.0%)
Courtroom Services Supervisor	17.00	16.00	16.00	16.00	16.00	-	0.0%
Crew Leader	11.00	11.00	11.00	11.00	11.00	-	0.0%
Crime Scene Specialist	19.00	23.00	23.00	22.50	23.00	-	0.0%
Crime Scene Specialist-Sheriff	8.00	8.00	8.00	8.00	9.00	1.00	12.5%
Crime Scene Supervisor	6.00	6.00	6.00	6.00	6.00	-	0.0%
Criminal Intelligence Analyst	-	-	5.00	5.00	5.00	-	0.0%
Data Security Analyst	3.00	4.00	3.00	3.00	3.00	-	0.0%
Data Security Analyst Sr/Ld	3.00	2.00	2.00	2.00	2.00	-	0.0%
Database Administrator	17.26	18.33	19.00	19.00	18.49	(.51)	(2.7%)
Database Report Writer Analyst	5.00	4.00	4.00	4.00	4.00	-	0.0%
Dental Assistant	3.00	3.00	3.00	3.00	3.00	-	0.0%
Dental Hygienist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dentist	1.50	1.50	1.50	1.50	1.50	-	0.0%
Department Facilities Planner	2.00	2.00	3.00	3.00	3.00	-	0.0%
Deputy Administrator - BOS	5.00	5.00	5.00	5.00	4.80	(.20)	(4.0%)
Deputy Constable	-	-	8.00	8.00	8.00	-	0.0%
Deputy County Manager	1.00	1.00	2.00	2.00	2.00	-	0.0%
Deputy Director	39.00	-	-	-	1.00	1.00	N/A
Deputy Director - Air Quality	-	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Animal Care & Control	-	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	-	0.0%
Deputy Director - Clerk of the Court	-	4.00	4.00	4.00	4.00	-	0.0%
Deputy Director - Elections	-	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Environmental Services	-	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	-	0.0%
Deputy Director - Human Services	-	1.00	-	-	-	-	N/A
Deputy Director - Intrnl Audit	-	-	1.00	1.00	-	(1.00)	(100.0%)
Deputy Director - Justice Courts	-	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Legal Defense	2.00	3.00	3.00	3.00	3.00	-	0.0%
Deputy Director - Materials Management	-	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - OET/Adv Svcs	-	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - OET/Infrastr	-	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Plng & Devel	-	2.00	2.00	2.00	2.00	-	0.0%
Deputy Director - Probation	1.50	7.50	7.50	7.50	7.50	-	0.0%
Deputy Director - Public Health	-	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Risk Mgmt	-	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - Superior Court	-	4.00	4.00	4.00	4.00	-	0.0%
Detention Ofcr Supervisor	-	-	-	1.00	-	-	N/A
Detention Ofcr Supv -Probation	25.00	25.00	27.00	27.00	26.00	(1.00)	(3.7%)
Detention Officer	1,848.00	1,887.00	1,894.00	1,895.00	1,894.00	-	0.0%
Detention Officer - Probation	259.10	240.10	225.10	227.10	220.10	(5.00)	(2.2%)
Detention Officer Captain	11.00	11.00	13.00	13.00	13.00	-	0.0%
Detention Officer Lieutenant	65.00	65.00	65.00	65.00	65.00	-	0.0%
Detention Officer Sergeant	201.00	202.00	203.00	203.00	203.00	-	0.0%
Development Svcs Specialist	23.00	24.00	27.00	27.00	25.00	(2.00)	(7.4%)
Development Svcs Supervisor	7.00	7.00	7.00	7.00	7.00	-	0.0%
Development Svcs Technician	110.00	104.93	97.93	100.93	99.93	2.00	2.0%
Dietitian/Nutritionist	20.20	21.35	26.60	26.60	27.60	1.00	3.8%
Dietitian/Nutritionist Princpl	-	-	1.00	1.00	-	(1.00)	(100.0%)
Dietitian/Nutritionist Supv	4.00	3.00	3.00	3.00	3.00	-	0.0%
Director	3.00	-	1.00	1.00	-	(1.00)	(100.0%)

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Director - Air Quality	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Bus Strat & Hlthcare Prog	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 - Finance	1.00	1.00	-	-	-	-	N/A
Director - Geographic Information Systems	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Govt Relations	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Human Resources	1.00	-	-	-	-	-	N/A
Director - Human Services	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Internal Audit	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Justice Courts	-	1.00	1.00	1.00	1.00	-	0.0%
Director - Legal Defense	5.00	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	-	0.0%
Director - Probation	2.00	2.00	2.00	2.00	2.00	-	0.0%
Director - Public Defense Services	-	1.00	1.00	1.00	1.00	-	0.0%
Director - Public Fiduciary	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Public Health	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Research & Report	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Risk Management	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Solid Waste	1.00	-	-	-	-	-	N/A
Director - STAR Call Center	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Superior Court	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Transportation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dispatcher	29.00	29.00	29.00	29.00	29.00	-	0.0%
Education Manager – Detention	-	1.00	1.00	1.00	1.00	-	0.0%
Education Service Assistant Superintendent	-	3.00	3.00	3.00	3.00	-	0.0%
Education Service Peer Evaluator	-	34.00	42.00	42.00	34.00	(8.00)	(19.0%)
Education Svc Program Coord	2.00	7.00	10.00	10.00	10.00	-	0.0%
Educator	42.00	46.50	40.00	40.00	41.00	1.00	2.5%
Educator - Detention	25.00	25.00	25.00	26.00	26.00	1.00	4.0%
Educator Assistant	53.00	53.00	57.00	57.00	55.00	(2.00)	(3.5%)
Educator Bachelor's	43.00	41.00	51.50	51.50	45.50	(6.00)	(11.7%)
Educator Coordinator	36.00	40.00	34.00	39.00	39.00	5.00	14.7%
Educator Supervisor - Detention	1.00	2.00	2.00	3.00	2.00	-	0.0%
Elected	37.00	38.00	38.00	38.00	38.00	-	0.0%
Electrician	12.00	12.00	12.00	12.00	12.00	-	0.0%
Electronic Technician	10.00	10.00	3.00	3.00	3.00	-	0.0%
Electronic Technician Senior	-	-	7.00	7.00	8.00	1.00	14.3%
Emergency Communication Mgr	-	-	1.00	1.00	1.00	-	0.0%
Emergency Dispatch Supervisor	4.00	4.00	4.00	4.00	4.00	-	0.0%
Emergency Dispatcher	29.00	29.00	29.00	29.00	29.00	-	0.0%
Emergency Operator	6.00	6.00	6.00	6.00	6.00	-	0.0%
Employee Records Specialist	4.00	4.00	2.00	2.00	2.00	-	0.0%
Employee Records Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Employee Relations Analyst-Cty	4.00	4.00	4.00	4.00	4.00	-	0.0%
Engineer	36.00	36.00	36.00	37.00	37.00	1.00	2.8%
Engineer - Air Quality	-	-	2.00	2.00	-	(2.00)	(100.0%)
Engineering Associate	37.00	39.00	35.00	36.00	37.00	2.00	5.7%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Engineering Drainage Mgr	-	-	1.00	1.00	1.00	-	0.0%
Engineering Manager	7.00	5.00	4.00	4.00	4.00	-	0.0%
Engineering Specialist	22.00	19.00	21.00	21.00	21.00	-	0.0%
Engineering Supervisor	12.00	12.00	11.00	11.00	10.00	(1.00)	(9.1%)
Engineering Technician	29.00	23.00	23.00	23.00	23.00	-	0.0%
Enterprise Architect	-	8.00	7.00	7.00	6.00	(1.00)	(14.3%)
Environmental Enforcement Spec	10.00	7.00	7.00	7.00	7.00	-	0.0%
Environmental Spclst Supv	36.00	29.00	28.00	29.00	29.00	1.00	3.6%
Environmental Spec Trainee	-	-	10.00	10.00	10.00	-	0.0%
Environmental Specialist	170.00	128.00	118.00	128.00	128.00	10.00	8.5%
Environmental Svcs Div Mgr	-	-	3.00	3.00	3.00	-	0.0%
Environmental Svcs Opts Supv	-	-	8.00	8.00	8.00	-	0.0%
Epidemiologist	12.40	14.50	16.00	16.00	18.50	2.50	15.6%
Epidemiologist - Principal	-	-	1.00	1.00	1.00	-	0.0%
Epidemiology Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Epidemiology Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Equipment Operator	55.00	54.00	54.00	54.00	53.00	(1.00)	(1.9%)
Equipment Svcs Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Ergonomist - County	3.00	3.00	3.00	3.00	3.00	-	0.0%
Exec Asst to Executive Officer	-	2.00	4.00	4.00	4.00	-	0.0%
Executive Assistant	28.00	25.00	22.00	23.00	20.00	(2.00)	(9.1%)
Executive Assistant - Elected Official	3.00	4.00	8.00	8.00	8.00	-	0.0%
Facil Cap Proj & Plng Div Dir	-	1.00	1.00	1.00	1.00	-	0.0%
Facil Capital Project Div Mgr	-	1.00	1.00	1.00	1.00	-	0.0%
Facil Capital Project Mgr	6.00	4.00	4.00	4.00	4.00	-	0.0%
Facil Capital Project Mgr Sr	-	5.00	6.00	6.00	6.00	-	0.0%
Facil Contract Service Monitor	5.00	5.00	5.00	5.00	5.00	-	0.0%
Facil Lg Capital Project Exec	-	1.00	1.00	1.00	1.00	-	0.0%
Facil Opts & Maint Div Mgr	-	2.00	2.00	2.00	2.00	-	0.0%
Facilities Manager - Capital Projects	1.00	-	-	-	-	-	N/A
Facilities Planner	-	2.00	6.00	6.00	6.00	-	0.0%
Facilities Planning Div Mgr	-	1.00	1.00	1.00	1.00	-	0.0%
Facilities Project Manager	2.00	4.00	5.00	5.00	4.00	(1.00)	(20.0%)
Facilities Project Manager Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Field Operations Supervisor	16.00	18.00	18.00	18.00	18.00	-	0.0%
Finan Compliance Admin - Cnty	1.00	2.00	1.00	1.00	1.00	-	0.0%
Finan/Business Analyst -County	16.00	17.00	16.00	16.00	16.00	-	0.0%
Finance Manager	-	10.00	8.00	8.00	8.00	-	0.0%
Finance Manager - Large	-	8.00	11.00	12.00	12.00	1.00	9.1%
Finance Manager - Sheriff	-	1.00	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	9.00	11.00	11.00	11.00	11.00	-	0.0%
Finance/Business Analyst	28.00	29.00	30.00	29.00	34.00	4.00	13.3%
Financial Manager - County	7.00	6.00	5.00	5.00	5.00	-	0.0%
Financial Supervisor - County	3.00	5.00	4.00	4.00	4.00	-	0.0%
Financial Supervisor - Dept	17.00	-	-	-	-	-	N/A
Fingerprint Analyst	15.00	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	15.00	14.00	14.00	14.00	14.00	-	0.0%
Fleet Parts Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Food Service Worker	10.00	10.00	10.00	10.00	10.00	-	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	12.00	12.00	12.00	12.00	-	0.0%
Food Services Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Forensic Anthropologist	.60	.60	.75	.75	.75	-	0.0%
Forensic Odontologist	.80	.75	.75	.75	.75	-	0.0%
Forensic Services Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Forensic Technician	9.00	9.00	9.00	9.00	9.00	-	0.0%
General Laborer	73.00	79.00	79.00	79.00	78.00	(1.00)	(1.3%)
General Laborer Supervisor	4.00	5.00	5.00	5.00	5.00	-	0.0%
General Maintenance Worker	72.00	70.00	70.00	70.00	70.00	-	0.0%
GIS Programmer/Analyst	16.00	6.00	8.00	8.00	8.00	-	0.0%
GIS Programmer/Analyst - Ld	2.00	2.00	3.00	3.00	2.00	(1.00)	(33.3%)
GIS Technician	23.00	21.50	21.50	21.50	21.50	-	0.0%
Government Relations Liaison	1.00	-	-	-	-	-	N/A
Grant/Contract Admin Supervisor	3.00	4.00	5.00	5.00	5.00	-	0.0%
Grant-Contract Administrator	19.60	19.60	18.60	18.60	15.60	(3.00)	(16.1%)
Guardian/Estate Admin Supv	3.00	3.00	4.00	4.00	3.00	(1.00)	(25.0%)
Guardian/Estate Administrator	24.30	24.30	23.30	23.29	24.30	1.00	4.3%
Guardian/Estate Benefits Specialist	-	2.00	2.00	2.00	2.00	-	0.0%
Health Educator	35.10	35.35	47.35	49.35	45.35	(2.00)	(4.2%)
Health Educator Supervisor	9.00	10.00	10.00	10.00	10.00	-	0.0%
Health Services Aide	115.10	107.10	109.80	109.80	109.80	-	0.0%
Heavy Equipment Operator	30.00	30.00	25.00	25.00	29.00	4.00	16.0%
Heavy Equipment Operator - Sr	-	-	4.00	4.00	-	(4.00)	(100.0%)
Help Desk Coordinator	22.00	24.00	25.00	25.00	26.00	1.00	4.0%
Help Desk Coordinator - Sr/Ld	8.00	10.00	10.00	10.00	10.00	-	0.0%
Highway/Flood Operations Supt	-	-	3.00	3.00	-	(3.00)	(100.0%)
HST Analyst	1.00	3.00	3.00	3.00	3.00	-	0.0%
Human Resources Analyst	27.00	27.00	30.00	30.00	30.00	-	0.0%
Human Resources Associate	11.00	12.00	11.00	10.00	10.00	(1.00)	(9.1%)
Human Resources Manager	-	9.00	10.00	10.00	11.00	1.00	10.0%
Human Resources Manager – Large	-	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
Human Resources Manager – RDSA	-	-	1.00	1.00	1.00	-	0.0%
Human Resources Mngr - County	3.00	2.00	3.00	3.00	3.00	-	0.0%
Human Resources Mngr - Courts	-	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	32.00	29.00	32.00	33.00	31.00	(1.00)	(3.1%)
Human Resources Supervisor	15.00	1.00	-	-	-	-	N/A
Human Resources Supervisor – County	-	5.00	5.00	5.00	5.00	-	0.0%
Human Resources Support Supv	6.00	2.00	2.00	2.00	2.00	-	0.0%
Human Services Program Administrator	3.00	3.00	4.00	4.00	4.00	-	0.0%
HVAC Technician	-	-	14.00	14.00	14.00	-	0.0%
HVAC Technician Senior	-	-	2.00	2.00	-	(2.00)	(100.0%)
Infection Control Specialist	31.00	32.00	32.00	32.00	32.00	-	0.0%
Inspection Division Manager	-	-	1.00	1.00	1.00	-	0.0%
Inspection Supervisor	6.00	7.00	7.00	7.00	7.00	-	0.0%
Inspector	33.00	34.00	31.00	32.00	32.00	1.00	3.2%
Instrumentation Technician Air	13.00	13.00	13.00	13.00	13.00	-	0.0%
Intern	2.50	2.50	2.50	2.50	2.50	-	0.0%
Internal Audit Manager	2.00	2.00	-	1.00	-	-	N/A
Internal Audit Supervisor	4.00	3.00	3.00	3.00	3.00	-	0.0%
Internal Audit Supervisor – Specialized	-	2.00	2.00	2.00	2.00	-	0.0%
Internal Auditor	11.00	4.50	4.50	4.50	4.50	-	0.0%
Internal Auditor Senior	-	4.00	4.50	4.00	5.00	.50	11.1%
Internal Auditor Senior – Specialized	-	2.50	2.50	2.50	2.50	-	0.0%
Interpretive Ranger	12.00	12.00	12.00	12.00	12.00	-	0.0%
Investigation Commander - MCAO	1.00	-	-	-	-	-	N/A
Investigations Supv - Defense	5.00	5.00	5.00	5.00	5.00	-	0.0%
Investigations Supv - MCAO	5.00	5.00	6.00	6.00	6.00	-	0.0%
Investigations Task Force Commander – MCAO	-	1.00	1.00	1.00	1.00	-	0.0%
Investigator	2.00	2.00	1.00	1.00	1.00	-	0.0%
Investigator	34.00	-	-	-	-	-	N/A
Investigator - Defense	43.00	43.00	42.00	42.00	42.00	-	0.0%
Investigator - MCAO	3.00	41.00	48.00	48.00	48.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Investigator Chief - MCAO	1.00	1.00	1.00	1.00	1.00	-	0.0%
IS Architect	9.00	7.00	10.00	9.00	10.00	-	0.0%
IS Project Management Manager	3.00	3.00	3.00	3.00	3.00	-	0.0%
IS Project Manager	10.00	12.00	12.00	13.00	12.00	-	0.0%
IS Project Manager (Senior/Lead)	10.00	10.00	14.00	15.00	13.00	(1.00)	(7.1%)
IT Consultant	9.45	10.00	11.50	12.50	11.50	-	0.0%
IT Division Manager	10.00	12.00	13.00	13.00	12.00	(1.00)	(7.7%)
IT Operations Manager	3.00	3.00	2.00	2.00	1.00	(1.00)	(50.0%)
IT Senior Manager	9.00	7.00	8.00	8.00	8.00	-	0.0%
IT Services Supv	11.00	12.00	12.00	12.00	13.00	1.00	8.3%
Judicial Assistant	158.00	155.00	158.00	158.00	156.00	(2.00)	(1.3%)
Judicial Assistant Coordinator	-	4.00	4.00	4.00	4.00	-	0.0%
Judicial Clerk Supervisor	-	-	-	-	1.00	1.00	N/A
Justice Of The Peace	25.00	26.00	26.00	26.00	26.00	-	0.0%
Justice System Administrator	13.00	15.00	16.00	16.00	15.00	(1.00)	(6.3%)
Justice System Clerk	904.53	891.03	881.00	880.50	875.53	(5.47)	(0.6%)
Justice System Clerk Lead	78.00	81.00	79.00	79.00	79.00	-	0.0%
Justice System Clerk Supv	93.00	93.00	97.00	97.00	95.00	(2.00)	(2.1%)
Justice System Manager	22.00	20.00	23.00	23.00	23.00	-	0.0%
Laboratory Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Laboratory Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Laboratory Technician	2.00	2.00	2.00	2.00	2.00	-	0.0%
Laboratory Technologist	6.25	6.25	6.25	6.25	6.25	-	0.0%
Law Enforcement Captain	17.00	22.00	22.00	22.00	22.00	-	0.0%
Law Enforcement Lieutenant	30.00	30.00	30.00	30.00	30.00	-	0.0%
Law Enforcement Officer	595.00	567.00	550.00	550.00	550.00	-	0.0%
Law Enforcement Sergeant	89.00	89.00	88.00	88.00	88.00	-	0.0%
Legal Assistant	165.00	164.00	157.00	157.00	150.00	(7.00)	(4.5%)
Legal Assistant Supv	13.00	18.00	17.00	17.00	17.00	-	0.0%
Legal Management Assistant	-	4.00	6.00	6.00	5.00	(1.00)	(16.7%)
Legal Order Server	11.00	11.00	5.00	4.00	5.00	-	0.0%
Legal Services Manager	7.00	8.00	7.00	7.00	7.00	-	0.0%
Legal Support Specialist	185.00	188.00	190.00	190.00	190.00	-	0.0%
Legal Support Supervisor	54.00	49.00	49.00	49.00	49.00	-	0.0%
Legislative Analyst	-	2.00	3.00	3.00	2.00	(1.00)	(33.3%)
Legislative Analyst – County	-	1.00	1.00	1.00	1.00	-	0.0%
Librarian	6.00	6.00	5.00	5.00	6.00	1.00	20.0%
Library Clerk	1.50	1.50	1.50	1.50	1.50	-	0.0%
Library Coordinator	-	-	1.00	1.00	-	(1.00)	(100.0%)
Library Manager	1.00	-	-	-	-	-	N/A
Library Paraprofessional	6.00	6.00	6.00	6.00	6.00	-	0.0%
Licensed Practical Nurse	66.00	69.75	78.25	78.25	76.75	(1.50)	(1.9%)
Management Analyst	71.00	77.00	76.63	76.63	73.30	(3.33)	(4.3%)
Management Assistant	4.00	8.00	13.00	13.00	13.00	-	0.0%
Managing for Results Faciltatr	-	2.00	1.00	1.00	1.00	-	0.0%
Materials Handling Worker	18.00	-	-	-	-	-	N/A
Materials Inventory Specialist	31.00	45.00	47.00	47.00	43.00	(4.00)	(8.5%)
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	13.00	15.00	16.00	16.00	16.00	-	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	12.00	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	17.00	16.00	17.00	16.00	15.00	(2.00)	(11.8%)

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Medical Assistant	77.00	79.50	86.00	87.00	79.50	(6.50)	(7.6%)
Medical Death Investigations Manager	1.00	-	-	-	-	-	N/A
Medical Director	2.00	2.00	2.00	2.00	2.00	-	0.0%
Medical Examiner	9.00	11.00	11.00	11.00	11.00	-	0.0%
Medical Records Manager	-	2.00	2.00	2.00	2.00	-	0.0%
Mental Health Director	-	1.00	1.00	1.00	1.00	-	0.0%
Mental Health Director – Juvenile	-	-	2.00	2.00	2.00	-	0.0%
Mental Health Professional	35.50	37.00	38.00	38.00	39.00	1.00	2.6%
Mental Health Professional Supervisor	4.00	4.00	5.00	5.00	6.00	1.00	20.0%
Mitigation Specialist	14.00	13.00	15.00	15.00	15.00	-	0.0%
Mitigation Specialist - Capital Supervisor	-	2.00	2.00	2.00	2.00	-	0.0%
Mitigation Specialist Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Mitigation Specialist-Capital	22.00	20.00	20.00	20.00	20.00	-	0.0%
Network Engineer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Network Engineer - Sr/Ld	3.00	4.00	4.00	4.00	4.00	-	0.0%
Nurse - Correctional	107.00	114.50	117.00	118.00	116.50	(.50)	(0.4%)
Nurse - Correctional/Psychiatric	3.00	1.00	-	-	-	-	N/A
Nurse - Public Health	64.10	63.30	49.60	49.60	50.60	1.00	2.0%
Nurse Legal Consultant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Nurse Pract/Phys Asst	24.00	27.00	26.00	26.00	27.00	1.00	3.8%
Nurse Pract/Phys Asst - Psych	4.00	4.00	4.00	4.00	4.00	-	0.0%
Nursing Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Nursing Informatics Analyst	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
Nursing Manager	5.00	4.00	4.00	4.00	4.00	-	0.0%
Nursing Supervisor	20.00	19.00	20.00	20.00	20.00	-	0.0%
Office Assistant	461.25	426.35	410.60	408.60	406.85	(3.75)	(0.9%)
Office Assistant Specialized	369.50	351.50	357.75	361.75	363.65	5.90	1.6%
Operations Supervisor - PW	10.00	7.00	6.00	7.00	7.00	1.00	16.7%
Operations Support Analyst	6.00	5.00	6.00	6.00	5.00	(1.00)	(16.7%)
Operations Support Anlst-Sr/Ld	3.00	4.00	4.00	4.00	4.00	-	0.0%
Operations/Program Manager	45.00	37.00	23.00	23.00	28.00	5.00	21.7%
Operations/Program Supervisor	49.00	43.00	30.00	30.00	29.00	(1.00)	(3.3%)
Parks Manager	-	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	-	0.0%
Parks Supervisor	-	7.00	7.00	7.00	7.00	-	0.0%
Parks Supervisor-Lake Pleasant	-	1.00	1.00	1.00	1.00	-	0.0%
Payroll Specialist – County	5.00	5.00	3.00	3.00	3.00	-	0.0%
Payroll Specialist Lead – County	-	-	1.00	1.00	1.00	-	0.0%
Payroll/Time and Labor Spec	3.00	2.00	2.00	2.00	2.00	-	0.0%
PC/LAN Analyst	10.00	13.00	18.00	18.00	18.00	-	0.0%
PC/LAN Tech Support	55.50	52.00	49.00	48.00	48.00	(1.00)	(2.0%)
Pharmacist	2.00	3.40	4.00	4.00	4.00	-	0.0%
Pharmacy Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Photographer	2.00	2.00	2.00	3.00	2.00	-	0.0%
Physician	12.75	13.00	14.00	14.00	12.00	(2.00)	(14.3%)
Pilot	3.00	3.00	3.00	3.00	3.00	-	0.0%
Planner	24.00	15.00	9.00	9.00	9.00	-	0.0%
Planner - Emergency Services	9.50	8.50	8.50	8.50	8.50	-	0.0%
Planning Division Manager	-	-	1.00	1.00	1.00	-	0.0%
Planning Supervisor	10.00	7.00	7.00	7.00	7.00	-	0.0%
Planning Supv - Emergency Svcs	-	2.00	2.00	2.00	3.00	1.00	50.0%
Plans Examiner	5.00	5.00	5.00	5.00	5.00	-	0.0%
Plans Examiner Manager	-	-	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	-	0.0%
Policy and Compliance Consultant	1.00	1.00	-	-	1.00	1.00	N/A

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Polygraph Examiner	3.00	4.00	4.00	4.00	4.00	-	0.0%
Polygraph Examiner Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Presentence Screener	52.00	47.00	48.00	49.00	52.00	4.00	8.3%
Preventive Maintenance Tech	5.00	5.00	4.00	4.00	4.00	-	0.0%
Probation Assistant	48.50	46.50	45.50	47.50	45.75	.25	0.5%
Probation Manager	16.00	16.00	15.00	16.00	15.00	-	0.0%
Probation Officer	832.50	838.00	828.00	830.00	856.00	28.00	3.4%
Probation Officer Supervisor	118.00	123.00	126.00	126.00	129.00	3.00	2.4%
Procurement Officer - County	11.50	11.50	9.50	10.50	10.50	1.00	10.5%
Procurement Officer - Dept	2.00	1.00	1.00	1.00	1.00	-	0.0%
Procurement Officer Lead - County	-	-	1.00	1.00	1.00	-	0.0%
Procurement Specialist	31.00	29.00	28.00	28.00	28.00	-	0.0%
Procurement Supervisor - Dept	4.00	4.00	4.00	4.00	4.00	-	0.0%
Procurement Supervisor -County	2.00	3.00	2.00	2.00	2.00	-	0.0%
Program Coordinator	54.50	62.50	62.50	62.50	61.50	(1.00)	(1.6%)
Program Manager - County	2.00	3.00	2.00	3.00	3.00	1.00	50.0%
Program Supervisor	2.00	2.00	-	-	-	-	N/A
Programmer/Analyst	47.00	40.00	35.00	35.00	35.00	-	0.0%
Programmer/Analyst - Sr/Ld	36.00	41.00	49.00	48.00	50.00	1.00	2.0%
Project Administrator	2.00	1.00	-	-	1.00	1.00	N/A
Project Manager	3.00	1.00	-	-	-	-	N/A
Project Manager	3.00	3.00	4.00	4.00	4.00	-	0.0%
Property & Evidence Custodian	5.00	5.00	5.00	5.00	5.00	-	0.0%
Psychiatrist	11.50	12.00	13.50	12.50	12.00	(1.50)	(11.1%)
Psychologist	15.00	19.00	16.00	16.00	16.00	-	0.0%
Psychometrist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Public Health OPR Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Public Health Policy Consultnt	-	-	1.00	1.00	1.00	-	0.0%
Public Health Program Admin	2.00	3.00	3.00	3.00	3.00	-	0.0%
Public Works Chief Appraiser	1.00	-	-	-	-	-	N/A
Quality Assurance Analyst	3.00	3.00	4.00	4.00	3.00	(1.00)	(25.0%)
Quality Assurance Anlyst-Sr/Ld	1.00	1.00	4.00	4.00	4.00	-	0.0%
Radiologic Technologist	3.50	3.50	2.50	2.50	2.50	-	0.0%
RDSA Ombudsman	-	2.00	2.00	2.00	2.00	-	0.0%
Real Estate Manager - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Real Property Specialist	12.00	2.00	2.00	3.00	3.00	1.00	50.0%
Recruiter	3.00	4.00	4.00	4.00	4.00	-	0.0%
Regression Modeler	7.00	6.00	5.00	5.00	5.00	-	0.0%
Regression Modeler Supervisor	-	2.00	2.00	2.00	2.00	-	0.0%
Reprographic Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Reprographic Technician	6.00	6.00	6.00	6.00	6.00	-	0.0%
Risk Management Consultant	1.00	-	-	-	-	-	N/A
Risk Mgmt Supervisor	2.50	2.00	2.00	2.00	2.00	-	0.0%
Road Technician	21.00	21.00	21.00	21.00	21.00	-	0.0%
Roadway Operations Division Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Safety Representative	6.00	6.00	6.00	6.00	8.00	2.00	33.3%
Schools Program Administrator	2.00	-	-	-	-	-	N/A
Schools Program Manager	11.00	17.00	31.00	31.00	27.00	(4.00)	(12.9%)
Security Asst Division Mgr	-	-	1.00	1.00	1.00	-	0.0%
Security Division Manager	-	2.00	2.00	2.00	2.00	-	0.0%
Security Inspector	-	1.00	2.00	2.00	2.00	-	0.0%
Security Officer	176.50	193.50	193.50	193.50	192.50	(1.00)	(0.5%)
Security Officer Manager	7.00	6.00	6.00	6.00	6.00	-	0.0%
Security Officer Supervisor	15.00	15.00	15.00	15.00	15.00	-	0.0%
Sheriff Record Specialist	48.00	48.00	49.00	49.00	49.00	-	0.0%
Sheriff Record Specialist Lead	3.00	3.00	3.00	3.00	3.00	-	0.0%
Sheriff Record Specialist Supv	8.00	8.00	8.00	8.00	8.00	-	0.0%

Personnel Summary by Market Range Title (continued)

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Social Worker	166.00	171.00	166.00	166.00	166.00	-	0.0%
Social Worker Supervisor	19.00	21.00	25.00	25.00	25.00	-	0.0%
Software Sys Engineer - Sr/Ld	1.00	-	1.00	1.00	1.00	-	0.0%
Special Projects Manager	3.00	9.00	11.50	11.50	13.50	2.00	17.4%
Strategic Procurement Consultant - County	.50	.50	.50	.50	.50	-	0.0%
Superior Court Judge	95.00	95.00	95.00	95.00	95.00	-	0.0%
Surveillance Officer	124.00	121.00	119.00	121.00	122.00	3.00	2.5%
Systems Admin & Analysis Mgr	3.00	3.00	4.00	4.00	4.00	-	0.0%
Systems Admin & Analysis Supv	5.00	5.00	3.00	4.00	3.00	-	0.0%
Systems/Network Administrator	22.00	23.00	23.55	23.55	22.00	(1.55)	(6.6%)
Systems/Network Admin-Sr/Ld	23.00	23.00	27.00	27.00	27.00	-	0.0%
Technical Program Supv	1.00	-	-	-	-	-	N/A
Technical Support Mgr	7.00	6.00	6.00	6.00	6.00	-	0.0%
Telecomm Engineer	6.00	6.00	6.00	6.00	6.00	-	0.0%
Telecomm Engineer - Sr/Ld	1.00	1.00	3.00	3.00	3.00	-	0.0%
Telecomm Prgrmr/Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Telecomm Prgrmr/Analyst-Sr/Ld	3.00	3.00	5.00	5.00	5.00	-	0.0%
Telecommunications Tech	7.00	10.00	12.00	12.00	12.00	-	0.0%
Telecommunications Tech-Sr/Ld	10.00	10.00	11.00	11.00	11.00	-	0.0%
Trades Generalist	33.00	33.00	40.00	40.00	40.00	-	0.0%
Trades Manager	1.00	-	-	-	-	-	N/A
Trades Specialist	62.00	60.00	33.00	33.00	35.00	2.00	6.1%
Trades Supervisor	13.00	13.00	13.00	13.00	13.00	-	0.0%
Traffic Signal Technician	9.00	9.00	9.00	9.00	9.00	-	0.0%
Trainer	31.80	36.75	20.00	20.00	20.00	-	0.0%
Training Officer	-	-	5.00	5.00	5.00	-	0.0%
Training Supervisor	-	2.00	2.00	2.00	2.00	-	0.0%
Treasurer Manager	-	-	3.00	4.00	-	(3.00)	(100.0%)
Treasurer Supervisor	-	-	2.00	2.00	-	(2.00)	(100.0%)
Treasurer's Portfolio Manager	-	1.00	-	1.00	1.00	1.00	N/A
Veterinarian	3.00	3.00	4.00	4.00	3.00	(1.00)	(25.0%)
Warehouse/Inventory Supervisor	4.00	4.00	5.00	5.00	5.00	-	0.0%
Web Designer/Developer	13.00	14.00	15.00	14.00	14.00	(1.00)	(6.7%)
Web Designer/Developer-Sr/Ld	8.00	8.00	6.00	6.00	7.00	1.00	16.7%
Workforce Development Coordinator	-	-	5.00	5.00	5.00	-	0.0%
Workforce Development Manager	-	-	4.00	4.00	4.00	-	0.0%
Workforce Development Spec	24.00	26.00	26.00	26.00	23.00	(3.00)	(11.5%)
Workforce Development Specialist Supervisor	-	-	2.00	2.00	2.00	-	0.0%
Workforce Development Supervisor	-	-	4.00	4.00	2.00	(2.00)	(50.0%)
Workforce Development Trainer	-	-	7.00	7.00	7.00	-	0.0%
Total	**13,379.88**	**13,452.69**	**13,587.36**	**13,640.45**	**13,548.22**	**(39.15)**	**(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 merely required contributions, mainly to health care programs, that are managed and directed by the State of Arizona. Ongoing State contributions include the payments to the Arizona Long Term Care System (ALTCS) of $149.7 million, the Arizona Health Care Cost Containment System (AHCCCS) of $19.8 million, contributions to the State Department of Health Services for behavioral health (required by the *Arnold v. Sarn* judgment), which total $50.6 million and $4.2 million to pay for Sexually Violent Persons (SVP) at the Arizona State Hospital. Each of these mandated contributions in budgeted to increase in FY 2014 with the exception of the AHCCCS Contribution.

Mandated State Payments	**FY 2013**	**FY 2014**	**% Chg**
ALTCS Contribution	$ 148,533,600	$ 149,698,100	0.78%
Arnold v Sarn	48,387,132	50,563,660	4.50%
AHCCCS Contribution	20,225,200	19,820,700	-2.00%
State Contribution	-	-	N/A
SVP Commitment Payments	4,000,000	4,200,000	5.00%
Total	$ 221,145,932	$ 224,282,460	1.42%

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

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

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

Summary

To maintain a structurally balanced budget with the continuing decline of property values and the direction to maintain a nearly flat property tax rate, the FY 2014 budget decreased by $70.2 million from the prior year adopted budget.

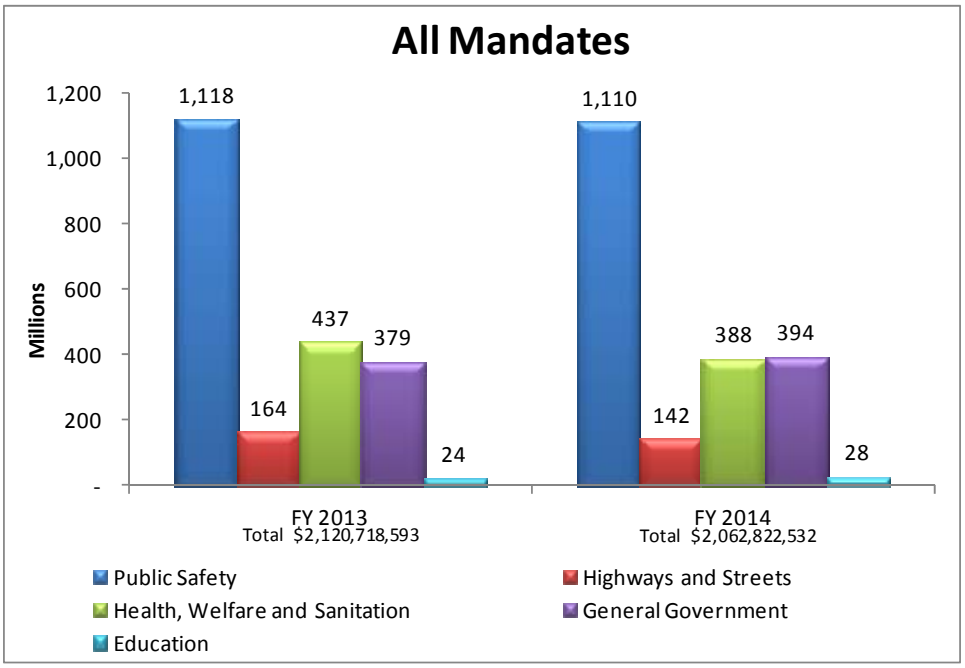
In this section, expenditures are categorized into the functional areas of Education, Culture and Recreation, General Government, Highways and Streets, Health, Welfare and Sanitation, or Public Safety, so that readers have a broad sense of the types of services provided.

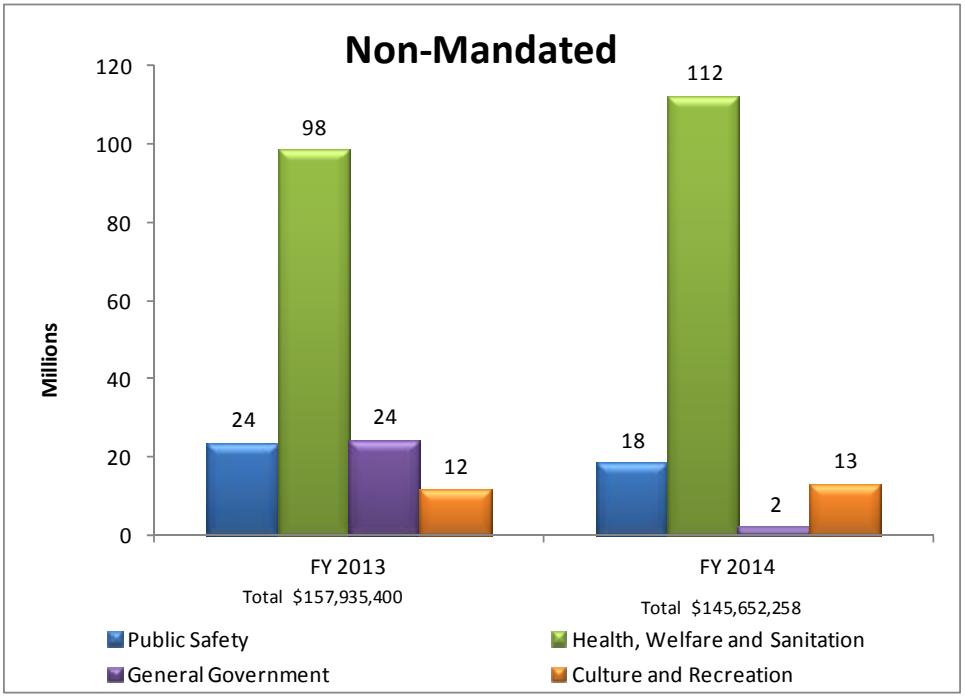
As illustrated in the table below, over $1.5 billion (70.7%) of Maricopa County's budget directly supports mandated payments and services. Of the remaining budget, $503 million (22.7%) is associated with administrative mandates. Only $145.7 million or 6.6% of the County's budgeted expenditures are for non-mandated services.

Summary of FY 2014 Mandated and Non-Mandated Expenditures

Category	Mandated	% of Budget	Mandated State Payments	% of Budget	Administrative Mandates	% of Budget	Not Mandated	% of Budget
Public Safety	$ 952,303,697	43.1%	$ -	0.0%	$ 157,494,889	7.1%	$ 18,336,849	0.8%
Highways and Streets	131,325,901	5.9%	-	0.0%	10,944,670	0.5%	-	0.0%
Health, Welfare and Sanitation	131,611,497	6.0%	224,282,460	10.2%	32,199,094	1.4%	112,260,010	5.1%
General Government	92,092,450	4.2%	-	0.0%	302,198,196	13.7%	1,999,106	0.1%
Education	27,923,581	1.3%	-	0.0%	446,098	0.0%	-	0.0%
Culture and Recreation	-	0.0%	-	0.0%	-	0.0%	13,056,292	0.6%
Totals	$1,335,257,125	60.5%	$ 224,282,460	10.2%	$ 503,282,947	22.7%	$ 145,652,258	6.6%

The table above reflects the distribution of mandated and non-mandated expenditures by functional area. Public Safety comprises the largest portion of the budget, followed by Health, Welfare and Sanitation. The charts below illustrate the year-over-year distribution of the overall mandated and non-mandated expenditures by category. Discussion of the variances between the categories follows.





Public Safety

Public Safety expenditures provide for the safety of Maricopa County citizens while protecting their constitutional rights through due process in the courts. Maricopa County funds prosecutors, defenders, courts, jails and police. The departments that carry out these functions include the Sheriff, County Attorney, Superior Court, Justice Courts, Adult Probation, Juvenile Probation, Correctional Health Services, Emergency Management, Planning and Development, Public Defense Services, Clerk of the Superior Court, and Constables.

Public Safety mandates are over $952 million or 43.1% of the County's total budget. Only .8% 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 2013 and FY 2014.

Public Safety		**FY 2013**		**FY 2014**	**% Chg**
Mandated	$	946,174,084	$	952,303,697	0.65%
Mandated State Payments		-		-	NA
Administrative Mandates		171,341,116		157,494,889	-8.08%
Non-Mandated		23,562,676		18,336,849	-22.18%
Total	$	1,141,077,876	$	1,128,135,436	-1.13%

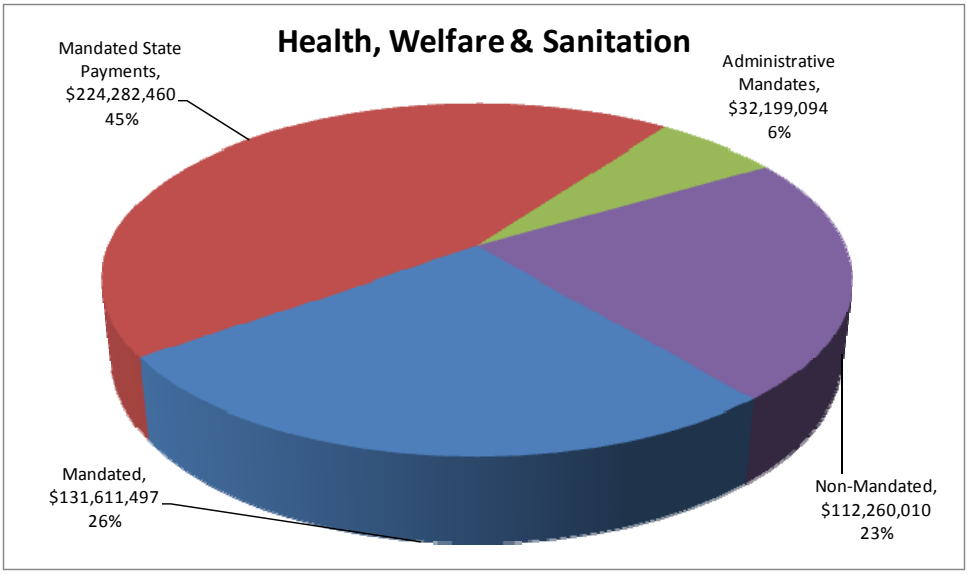
In FY 2014, there is a shift between mandated and non-mandated expenditures as a result of the reclassification of several criminal justice activities. Administrative mandates are decreasing as a result of the reduction and elimination of FY 2014 General Fund contingencies associated with public safety.

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 2014 budget includes over $112 million for non-mandated Health, Welfare and Sanitation services. Non-mandated services in this area are primarily grant-funded, and include community development, Head Start, workforce development programs delivered by the Human Services Department, as well as tobacco cessation and nutrition programs under Public Health. A significant amount of funding for these services is from federal intergovernmental payments. Therefore, the prolongation of sequester cuts increases uncertainty concerning future funding levels.

In addition to the $224.3 million for mandated state payments, mandated expenditures for Health, Welfare and Sanitation activities total $131.6 million or 6.0% of the County's overall expenditures. This is down significantly from FY 2013 due to the settlement of the Pre-AHCCCS litigation that was budgeted in FY 2013. The distribution of mandated versus non-mandated services within the category of Health, Welfare and Sanitation in the FY 2013 and FY 2014 budgets is shown in the table below.

Health, Welfare & Sanitation		**FY 2013**		**FY 2014**	**% Chg**
Mandated	$	179,620,933	$	131,611,497	-26.73%
Mandated State Payments		221,145,932		224,282,460	1.42%
Administrative Mandates		36,044,554		32,199,094	-10.67%
Non-Mandated		98,381,181		112,260,010	14.11%
Total	$	535,192,600	$	500,353,061	-6.51%

Highways and Streets

Maricopa County receives a share of the State Highway User Revenue Fund (HURF) to use for transportation purposes. The Department of Transportation is responsible for designing, constructing, and maintaining roads and bridges, coordinating traffic information, and providing emergency and event control services. All of the Activities in the category of Highways and Streets are mandated. The expenditures for these mandates total more than $131 million, or 5.9% 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, the fund balance available for transportation projects has not increased at the same rate it had in the past, resulting in a reduction of funding available for capital improvement expenditures. The table below reflects the FY 2013 and FY 2014 expenditures for Highways and Streets.

Highways & Streets		**FY 2013**		**FY 2014**	**% Chg**
Mandated	$	153,055,890	$	131,325,901	-14.20%
Mandated State Payments		-		-	NA
Administrative Mandates		10,914,010		10,944,670	0.28%
Non-Mandated		-		-	NA
Total	$	163,969,900	$	142,270,571	-13.23%

The decrease in mandated expenditures is a consequence of timing in the payment cycle for long-term capital projects.

General Government

General Government includes a broad range of mandated Services. Property tax collection, property assessment, elections, document recording, revenue and expenditure accountability, and legal representation make up the majority of these Services. This category also includes budgeted contingencies.

Of the $396.3 million budgeted for General Government expenditures, 99.5% are mandated, either directly or administratively. The table below illustrates the mandated versus non-mandated expenditures in FY 2013 and FY 2014.

General Government		**FY 2013**		**FY 2014**	**% Chg**
Mandated	$	78,870,653	$	92,092,450	16.76%
Mandated State Payments		-		-	NA
Administrative Mandates		299,800,752		302,198,196	0.80%
Non-Mandated		24,291,372		1,999,106	-91.77%
Total	$	402,962,777	$	396,289,751	-1.66%

General Government mandated expenditures are increasing due to costs associated with technology capital improvements for the Treasurer and Assessor. The reduction in non-mandated expenditures is primarily a result of budgeted economic investment incentives of $20.0 million in FY 2013 that were not budgeted in FY 2014.

Culture and Recreation

The quality of life in Maricopa County is enhanced by the Cultural and Recreational services offered by the park facilities and extensive trail system operated by the County. Maricopa County provides summer recreation programs, interpretive programs, community service opportunities, and facilities that can be rented for special uses. Archery ranges, ball fields, equestrian facilities, trails, competitive tracks, camping and picnicking facilities, and special events are also provided by the Parks and Recreation.

None of the activities in the category of Culture and Recreation are mandated. Less than 1% of the County's total budget is spent in this functional area. The table below reflects the FY 2013 and FY 2014 expenditures for Culture and Recreation.

Culture & Recreation			
	FY 2013	**FY 2014**	**% Chg**
Mandated	$ -	$ -	N/A
Mandated State Payments	-	-	N/A
Administrative Mandates	-	-	N/A
Non-Mandated	11,700,171	13,056,292	11.59%
Total	$ 11,700,171	$ 13,056,292	11.59%

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

Education

The Maricopa County Education Service Agency is responsible for providing mandated services through Educational Support activities to the school districts within Maricopa County. Services provided include training, grant support, coordination of special elections, computer system and financial support, and special education services. Services are also provided to private and home-based schools. The Maricopa County Education Service Agency is the only department within the Education category.

Expenditures for Education activities total $28.4 million, about 1% of the County's total expenditures.

Education			
	FY 2013	**FY 2014**	**% Chg**
Mandated	$ 23,270,044	$ 27,923,581	20.00%
Mandated State Payments	-	-	N/A
Administrative Mandates	480,625	446,098	-7.18%
Non-Mandated	-	-	N/A
Total	$ 23,750,669	$ 28,369,679	19.45%

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

Financial Forecast

Executive Summary

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

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

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

The current forecast estimates revenues, expenditures and ending fund balances for five years, beginning with the FY 2014 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 the policies of the Board of Supervisors. The five-year financial forecast reflects the same *most likely* scenario used in development of the FY 2014 Adopted Budget. This forecast provides a base-line assessment of the long-term impact forecasted economic and demographic trends.

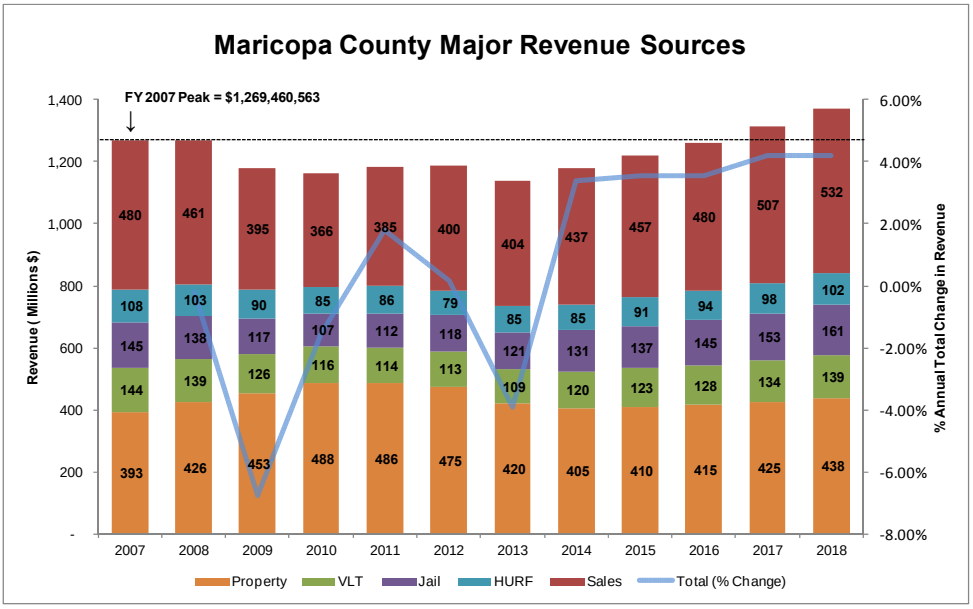
Overall Fiscal Position

The latest five-year financial forecast reflects a post-recession, sustained economic recovery. Property tax valuations are expected to rebound in FY 2015 and 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. The forecast includes several significant trends:

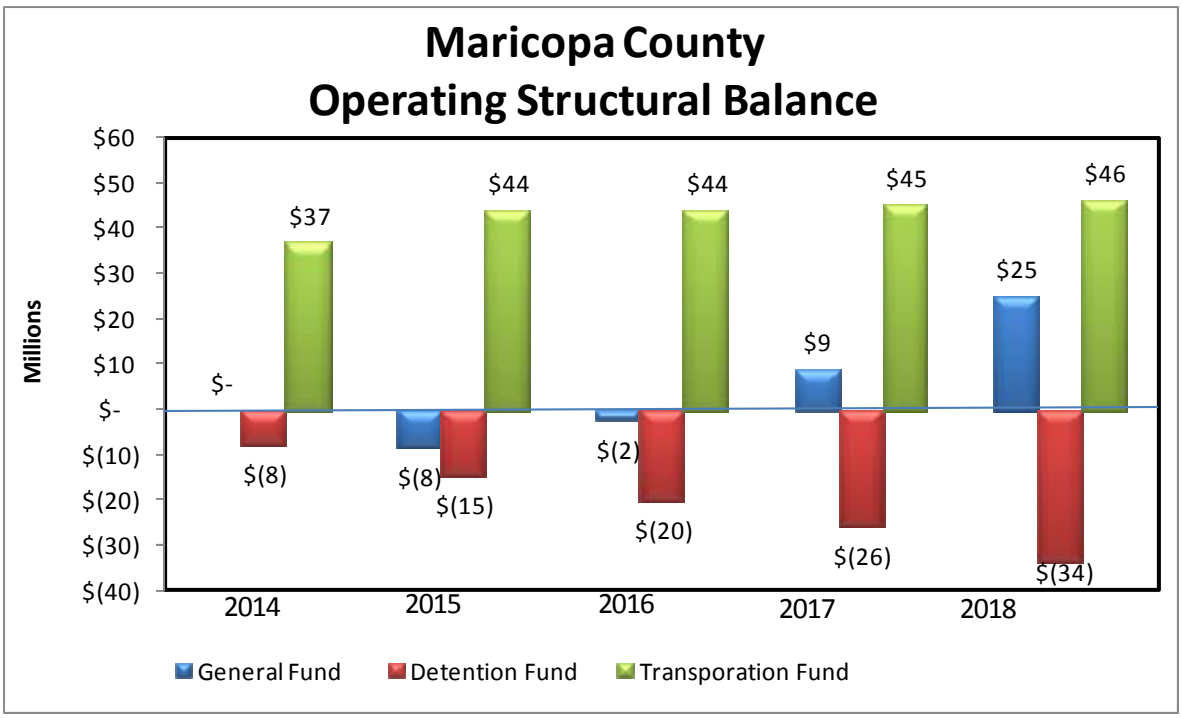
- Net assessed property tax valuations continued to decline for FY 2014, however they are forecasted to increase in FY 2015 for the first time since FY 2010. The growth rate of net assessed valuations is constrained beginning in FY 2016 for most property types due to the passage of Proposition 117, which 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 full-cash values as the economy improves.
- 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 2014, the Board of Supervisors adopted a tax rate of $1.2807 which reduced the tax levy by $15.3 million. This amount is $171 million less than the constitutional maximum and resulted in a $7.74 tax

reduction for a median-valued residential property tax bill. The forecast assumes the property tax rate for FY 2015 through FY 2018 will remain flat at $1.2807. Increases in the valuation of existing property will be limited due to Proposition 117. New construction will contribute largely to increases in property tax revenue.

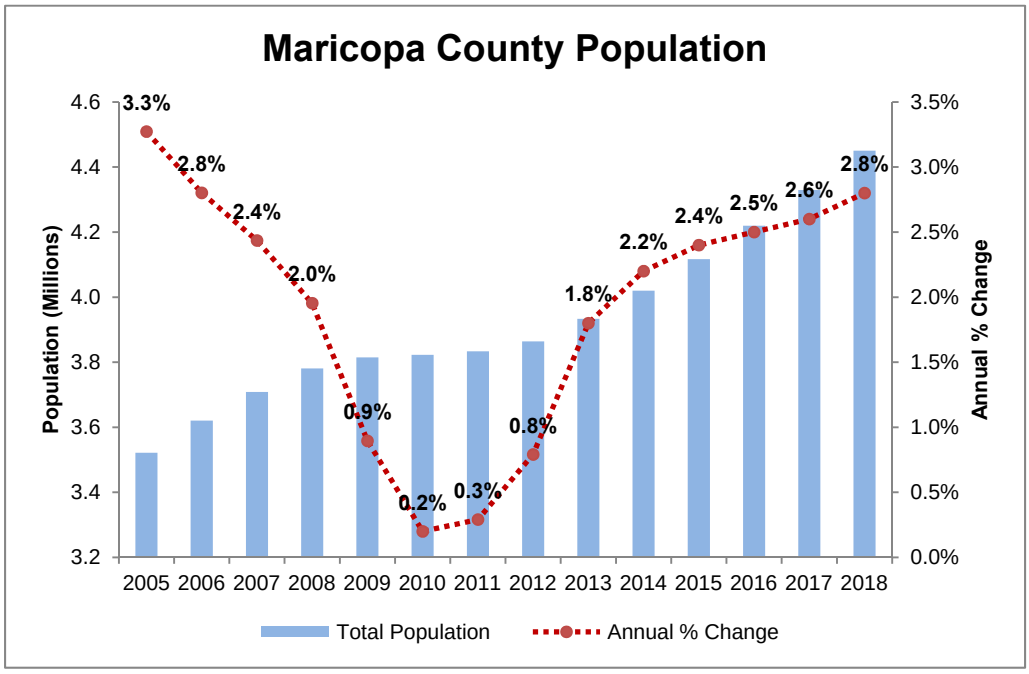
- State Shared Sales Tax collections have continued to improve and are forecasted to increase annually over the next five years at a relatively constant rate of 5%. Similarly, State Shared Vehicle License Tax (VLT) is expected to increase as the economy recovers. Automotive analysts note there is pent-up demand for new cars as the average age of the cars on the road is at record levels and economic conditions continue to improve. VLT revenue is also impacted by increased migration of drivers to Maricopa County. However, the rapid population growth rate Maricopa County is accustomed to following recessionary periods is not expected to occur, and population growth is projected to remain steady around 2.2% to 2.8%. Highway User Revenue Funds have been weak over the past several years and have been subject to reductions as the State of Arizona has diverted these funds to support their Department of Public Safety (DPS) and Motor Vehicle Division (MVD). In FY 2014, Highway User Revenue increased significantly as a result of the state eliminating the revenue shift to MVD. Since this is a one-time occurrence, the HURF revenue growth rate is expected to fall in FY 2013 to 3.3%, and solid growth is expected in subsequent years to hover around 3.0% to 4.1%. County Jail Excise Tax revenue is projected to follow similar growth trends as State Shared Sales Tax revenue. However, Jail Excise Tax receipts increase annually by a higher rate than State Shared Sales Tax revenue since this revenue is Maricopa County specific and is calculated upon the total value of the retail purchases in Maricopa County, not a shared distribution. Collectively, annual receipts for all these major revenue sources are not anticipated to reach the peak levels of FY 2007 until after FY 2017.



As a result of the slow growth rate of revenues, the forecast indicates that Maricopa County will continue to face challenges in maintaining a structurally-balanced budget as demand for ever-higher expenditures could exceed growth in revenues. Operating deficits are forecasted in FY 2015 and FY 2016 in the General Fund. The Detention Fund will be starting FY 2014 with a projected operating deficit which will continue to grow during the forecast period based on current assumptions. No deficits are forecasted in the Transportation Operating Fund, but moderate growth in Highway User Revenue Funds will limit the County's ability to fund an increased level of transportation projects.



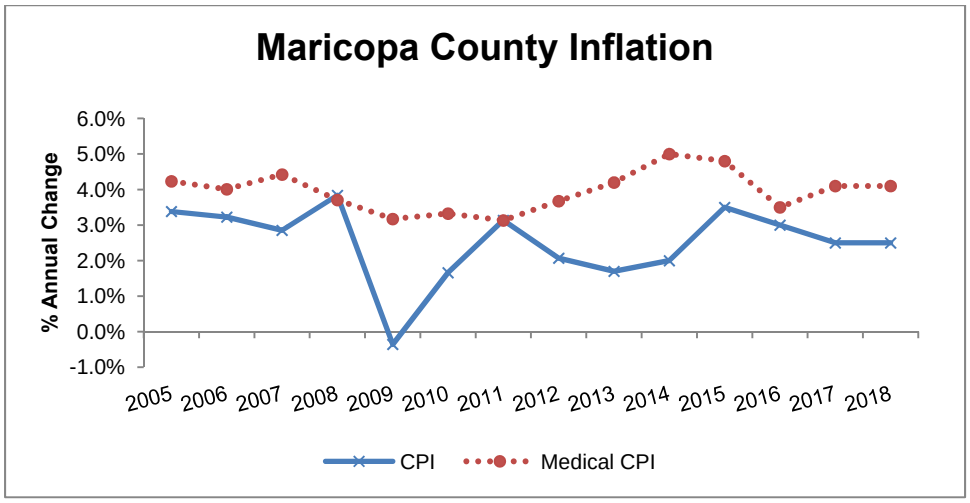
Forecast Drivers



Aside from policy assumptions, the five-year financial forecast considers forecasted population growth, inflation, retail sales and real estate values. Due to record job losses and the real estate slowdown, population growth slowed from historically high rates of the mid-1990's and mid-2000s of 3% to 4%, and approached near-zero growth in 2010. Annual population growth is expected to steadily increase to 2.8% by FY 2018. Population growth, even at lower rates and coupled with inflationary pressures, continues to push forecasted expenditures higher, while County revenues will be lower than historic trends. Despite lower than average population growth rates, Maricopa County's population is projected to reach 4.5 million in FY 2018.

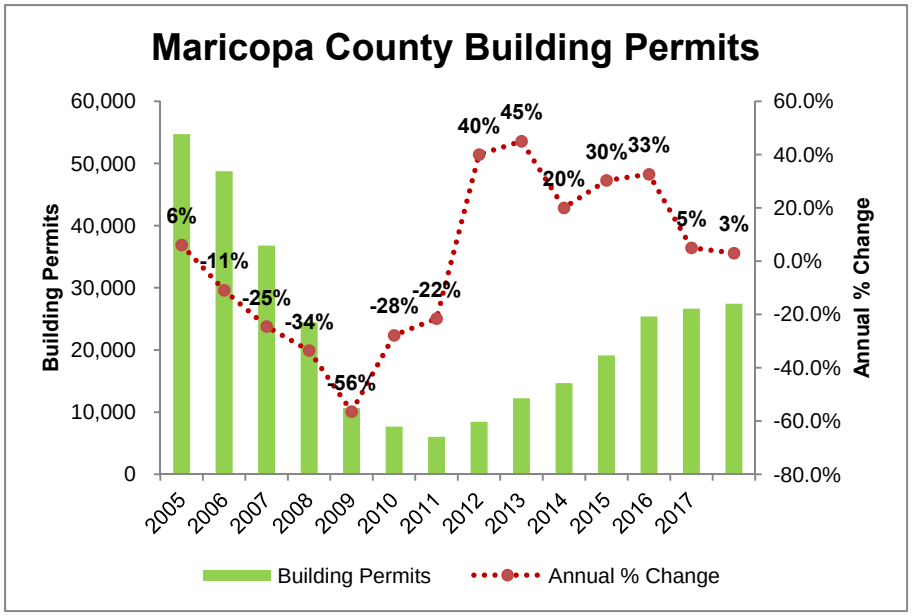
Inflationary pressures continue to drive up the cost of service delivery for Maricopa County. The annual percentage increase in the Consumer Price index (CPI) is forecasted to be 2.0% in FY 2014 and is

estimated to peak at 3.5% in FY 2015. The Medical CPI is forecasted to spike to 5.0% in FY 2014. Medical inflation is a factor not only in the cost of health care provided by County programs, but also in the cost of employee health and dental benefits.



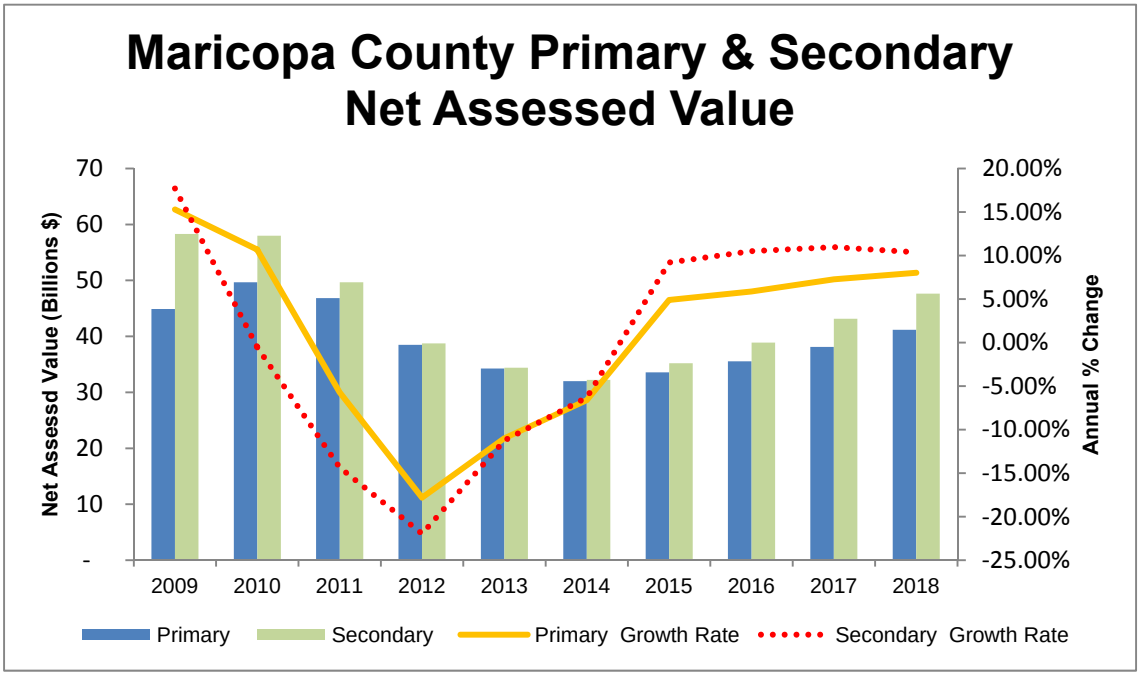
Retail sales are estimated to have increased in FY 2013 by 6.4% to $42 billion in sales. FY 2014 is forecasted to grow at a slightly lower rate of 6.0%. Retail sales are expected to continue increasing by an average of 6.3% in FY 2015 through FY 2018. The steady incremental growth projections in retail sales demonstrate the expected trends for State Shared Sales Taxes and Jail Excise Taxes.

The housing recovery is underway in Maricopa County as noted by the decrease in number of residential property foreclosures and the increase in median sales price of residential homes. However, in order for sustained increase in sale prices which affect homeowner mobility, the unemployment rate (estimated at 6.6% in FY 2013) and personal income growth will need to improve. Moreover, there remains a large inventory of vacant commercial and industrial property in Maricopa County. Therefore, building permits are forecasted to increase slowly over the next 5 years until the existing inventory is absorbed. The forecast assumes that permits will increase to 14,682 in FY 2014, a far cry from the 54,000 plus permits in FY 2005. Permits are projected to reach 27,434 by FY 2018, which represents only 50% of the total building permits at the peak in FY 2005.



Due to the property tax valuation cycle, there is an 18 month to 2 year lag between market trends and property assessments. This explains why the slowdown in the housing market was not felt until FY 2010. Full-cash value, 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. Initially, it was projected that secondary net

assessed value (NAV) would continue to decrease until FY 2016, however more recent forecasts predict an increased secondary NAV in FY 2015. By that year, secondary NAV will have declined by over $23 billion (40%) from its peak in FY 2009. The primary property tax, which supports the general fund, is based on the limited cash value of the property and is statutorily determined. Therefore, it does not experience the same fluctuations. It is still expected to have declined by 32% of total value when it hits bottom by FY 2014, as compared to the peak in FY 2010. The difference in the chart below between the growth rates of primary and secondary NAV is significantly influenced by the assessment limitations imposed by Proposition 117. While the secondary rate would still be determined after FY 2015, it will not be used for taxation purposes.



Forecast Assumptions

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

- The FY 2014 property tax rate is $1.2807. The forecast assumes the rate will remain flat through FY 2018.
- Major revenue sources will increase based on the *most likely* scenario provided by the County's contract economist.
- The County will continue its policy of "pay-as-you-go" financing for projects currently included in the 5-year Capital Improvement Plan and a project currently under consideration.
- No changes in the rates of fees and charges, unless already approved by the Board of Supervisors or the State Legislature.
- There will be no further revenue reductions or cost shifts from the State of Arizona. While such developments continue to be a possibility, they are impossible to predict.
- Mandated payments will increase based on the CPI, the GDP price deflator or other inflators as provided by the County's economist.

- Other revenue and expenditures will increase based on the CPI and will grow at the same pace as the population increase. These inflators are applied to account for increases in costs as well as increased service demands.
- The beginning fund balance for the General Fund is forecasted to be zero for FY 2015 through FY 2018. Therefore, when there is a projected negative ending fund balance in a fiscal year, expenditures will be reduced to budget a zero balance by yearend. Similarly, when a positive ending fund balance is expected, the savings will be utilized or transferred by yearend. The model does not account for these annual budget adjustments due to the level of measurement utilized in the model.

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 2014 through FY 2018. 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 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 CPI and population growth rate.

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

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

State Shared Sales Taxes: After unprecedented record declines in FY 2008 to FY 2010, year-over-year collections improved in FY 2011. State Shared Sales Taxes are forecasted to increase by 4.5% in FY 2014 due to sustained economic recovery. Collections are expected to increase by an average of 5% during FY 2015 through FY 2018. Nevertheless, the base has been reduced so drastically that revenues are not forecasted to return to FY 2007 levels until 2016, representing nearly a decade of decreased revenue collections.

State Shared Vehicle License Taxes: Vehicle License Tax (VLT) collections have also experienced dramatic declines. Because the existing stock of vehicles continually depreciates, growth in VLT is dependent on sales of new vehicles and importation of vehicles from out of state by new residents. New car sales have been weak and the forecasted population growth is slower than historic trends. FY 2013 was the first fiscal year since FY 2007 when there was not year-over-year decrease in the amount of revenue collected. FY 2014 is forecasted to increase by 2.7% due to the improving economy, expectations of new car sales and a growing population. VLT is budgeted to increase by an average of 3.7% over the subsequent four years.

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 the CPI and 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 the CPI and population growth rates.

Interest Earnings: Interest earnings are forecasted at current levels.

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

Transfers In: The Detention Fund's forecasted operating transfer is reflective of the Maintenance of Effort transfer from the General Fund. This is increased annually based on the GDP price deflator forecast.

Expenditures

Wages & Salaries: The forecast assumes that salary expenditures will increase by the CPI and population growth rate.

Employee Benefits: Retirement system contribution rates are assumed to increase based on the CPI and population growth rate. Based on the market situation, there is risk that retirement rates will increase beyond that level, but there is no basis at this time to forecast such increases. Employee health and dental insurance costs are also forecasted to increase based at the same rates as retirement expenditures.

Supplies and Services: Supplies and services are forecasted to increase based on the population growth rate and the CPI.

Capital Outlay: Capital outlay expenditures are generally forecasted to increase based on the population growth rate and the CPI.

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. The ALTCS, AHCCCS Acute Care State Match contribution, Sexually Violent Persons contribution, and Arnold *v. Sarn* contributions are forecasted based on estimates of ALTCS growth rates.

Debt Service: Debt service expenditures are forecasted according to the contractual payment schedule for outstanding debt. Currently, there are no assumptions of the County acquiring additional debt beyond what has already been incurred.

Capital Projects

Capital Project expenditures are forecasted based on the current approved Five-Year Capital Improvement Program for the General, Detention and Transportation Funds. In addition, a project that is in the planning process is included in this forecast. 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 priorities for the next five years are to continue the established priorities:

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

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).

Financial Forecast Schedules

GENERAL FUND	1 FY 2014	2 FY 2015	3 FY 2016	4 FY 2017	5 FY 2018
Beginning Fund Balance	**$ 230,066,825**	**$ -**	**$ -**	**$ -**	**$ -**
Sources of Funds					
Recurring:					
Prop. Taxes	$ 404,902,095	$ 424,740,142	$ 449,712,274	$ 482,372,522	$ 521,048,473
Tax Pen. & Interest	18,500,000	19,591,500	20,669,033	21,723,153	22,874,480
Licenses & Permits	2,292,821	2,428,097	2,561,643	2,692,287	2,834,978
Other Intergovernmental	2,812,302	2,978,228	3,142,030	3,302,274	3,477,294
Payments in Lieu of Taxes	11,972,067	12,678,419	13,375,732	14,057,894	14,802,963
State Shared Sales Tax	437,402,846	457,356,667	480,224,500	506,636,848	531,968,690
State Shared VLT	119,748,223	123,449,888	128,387,883	133,523,398	138,597,288
Intergovernmental Charges	13,444,010	14,237,207	15,020,253	15,786,286	16,622,959
Other Charges for Services	26,255,551	27,804,629	29,333,883	30,829,911	32,463,896
Fines & Forfeits	12,288,138	13,013,138	13,728,861	14,429,033	15,193,771
Interest Earnings	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Miscellaneous Revenue	2,725,088	2,885,868	3,044,591	3,199,865	3,369,458
Total Recurring Sources	**$ 1,056,343,141**	**$ 1,105,163,782**	**$ 1,163,200,683**	**$ 1,232,553,470**	**$ 1,307,254,250**
Net Growth Rate		*4.6%*	*5.3%*	*6.0%*	*6.1%*
Non-Recurring:					
Transfers In From Capital Fund	$ 2,137,000	$ 9,620,000	$ 401,770	$ -	$ 8,552,627
Total Non-Recurring Sources	**$ 2,137,000**	**$ 9,620,000**	**$ 401,770**	**$ -**	**$ 8,552,627**
Total Sources	**$ 1,058,480,141**	**$ 1,114,783,782**	**$ 1,163,602,453**	**$ 1,232,553,470**	**$ 1,315,806,877**
Net Growth Rate		*5.3%*	*4.4%*	*5.9%*	*6.8%*
Uses of Funds					
Recurring:					
Personal Services	$ 470,571,896	$ 498,335,638	$ 525,744,098	$ 552,557,047	$ 581,842,570
Supplies	14,376,837	15,225,070	16,062,449	16,881,634	17,776,361
Services	147,170,051	155,853,084	164,425,004	172,810,679	181,969,645
Capital	3,169,750	3,356,765	3,541,387	3,721,998	3,919,264
Mandated State Contributions	224,282,460	231,962,366	243,317,655	256,433,015	270,269,719
Detention Fund Maintenance of Effort	173,940,798	179,159,022	184,533,793	188,224,468	191,988,958
Other Financing Uses	22,831,349	24,178,399	25,508,211	26,809,129	28,230,013
Debt Service		5,427,508	2,467,148	6,271,305	6,273,632
Total Recurring Uses	**$ 1,056,343,141**	**$ 1,113,497,852**	**$ 1,165,599,745**	**$ 1,223,709,276**	**$ 1,282,270,162**
Net Growth Rate		*5.4%*	*4.7%*	*5.0%*	*4.8%*
Non-Recurring:					
Personal Services	$ 6,527,559	$ -	$ -	$ -	$ -
Supplies	4,419,854	-	-	-	-
Services	64,685,036	9,620,000	401,770	-	8,552,627
Capital	7,576,990	-	-	-	-
Other Financing Uses	148,994,386	-	-	-	-
Total Non-Recurring Uses	**$ 232,203,825**	**$ 9,620,000**	**$ 401,770**	**$ -**	**$ 8,552,627**
Total Uses	**$ 1,288,546,966**	**$ 1,123,117,852**	**$ 1,166,001,515**	**$ 1,223,709,276**	**$ 1,290,822,789**
Net Growth Rate		*-12.8%*	*3.8%*	*4.9%*	*5.5%*
Structural Balance	**$ -**	**$ (8,334,070)**	**$ (2,399,062)**	**$ 8,844,195**	**$ 24,984,088**
Ending Fund Balance	**$ -**	**$ (8,334,070)**	**$ (2,399,062)**	**$ 8,844,195**	**$ 24,984,088**
Unassigned Fund Balance	*$ -*	*$ (8,334,070)*	*$ (2,399,062)*	*$ 8,844,195*	*$ 24,984,088*

Financial Forecast Schedules (continued)

GENERAL FUND CAPITAL FUND	1 FY 2014	2 FY 2015	3 FY 2016	4 FY 2017	5 FY 2018
Beginning Fund Balance	**$ 254,637,411**	**$ 280,432,974**	**$ 229,210,339**	**$ 228,304,762**	**$ 228,192,119**
Sources of Funds					
Transfers In	**$ 145,164,013**	**$ -**	**$ -**	**$ -**	**$ -**
Uses of Funds					
CIP Plan	$ 51,076,289	$ 7,622,635	$ 503,807	$ 112,643	$ -
Southwest Justice Court	-	43,600,000	-	-	-
Reconciling Item from FY 2013	11,004	-	-	-	-
Transfers Out Debt	1,942,686	-	-	-	-
Transfers Out IT	66,221,471	-	-	-	-
Transfers Out To Major Maint. And Elections	117,000	-	401,770	-	8,552,627
Total Uses	**$ 119,368,450**	**$ 51,222,635**	**$ 905,577**	**$ 112,643**	**$ 8,552,627**
Ending Fund Balance	**$ 280,432,974**	**$ 229,210,339**	**$ 228,304,762**	**$ 228,192,119**	**$ 219,639,492**

GENERAL FUND IT CAPITAL FUND	1 FY 2014	2 FY 2015	3 FY 2016	4 FY 2017	5 FY 2018
Beginning Fund Balance	**$ 203,424,582**	**$ 117,080,280**	**$ 47,434,734**	**$ 22,617,316**	**$ 7,101,014**
Sources of Funds					
Transfers In	**$ 77,861,471**	**$ -**	**$ -**	**$ -**	**$ -**
Uses of Funds					
CIP Plan	$ 162,185,773	$ 60,025,546	$ 24,817,418	$ 15,516,302	$ 7,101,014
Transfer Out to Major Maint.	2,020,000	9,620,000	-	-	-
Total Uses	**$ 164,205,773**	**$ 69,645,546**	**$ 24,817,418**	**$ 15,516,302**	**$ 7,101,014**
Ending Fund Balance	**$ 117,080,280**	**$ 47,434,734**	**$ 22,617,316**	**$ 7,101,014**	**$ -**

Financial Forecast Schedules (continued)

DETENTION OPERATIONS (255)	1 FY 2014	2 FY 2015	3 FY 2016	4 FY 2017	5 FY 2018
Beginning Fund Balance	**$ 67,400,720**	**$ 5,778,189**	**$ (8,776,385)**	**$ (28,747,866)**	**$ (54,589,337)**
Sources of Funds					
Recurring:					
Jail Excise Tax	$ 131,106,321	$ 137,429,304	$ 144,850,487	$ 153,106,964	$ 161,068,527
Jail Per Diem & Other Charges	28,085,280	29,742,312	31,378,139	32,978,424	34,726,280
Interest Income	1,600,000	1,694,400	1,787,592	1,878,759	1,978,333
Miscellaneous	33,672	35,659	37,620	39,538	41,634
General Fund Maintenance of Effort	173,940,798	179,159,022	184,533,793	188,224,468	191,988,958
Total Recurring Sources	**$ 334,766,071**	**$ 348,060,696**	**$ 362,587,630**	**$ 376,228,154**	**$ 389,803,732**
Net Growth Rate		*4.0%*	*4.2%*	*3.8%*	*3.6%*
Non-Recurring:					
Total Non-Recurring Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total Sources	**$ 334,766,071**	**$ 348,060,696**	**$ 362,587,630**	**$ 376,228,154**	**$ 389,803,732**
Uses of Funds					
Recurring Uses:					
Personal Services	$ 250,839,570	$ 265,639,105	$ 280,249,255	$ 294,541,967	$ 310,152,692
Supplies	20,224,300	21,417,534	22,595,498	23,747,868	25,006,505
Services	69,374,548	73,467,646	77,508,367	81,461,294	85,778,742
Capital Outlay	1,386,991	1,468,823	1,549,609	1,628,639	1,714,957
Other Financing Uses	587,500	622,163	656,381	689,857	726,419
Total Recurring Uses	**$ 342,412,909**	**$ 362,615,271**	**$ 382,559,111**	**$ 402,069,625**	**$ 423,379,315**
Net Growth Rate		*5.9%*	*5.5%*	*5.1%*	*5.3%*
Non-Recurring Uses:					
Personal Services	$ 3,483,845	$ -	$ -	$ -	$ -
Supplies	329,676	-	-	-	-
Services	41,889,583	-	-	-	-
Capital	1,612,000	-	-	-	-
Other Financing Uses	6,660,589	-	-	-	-
Total Uses	**$ 396,388,602**	**$ 362,615,271**	**$ 382,559,111**	**$ 402,069,625**	**$ 423,379,315**
Structural Balance	**$ (7,646,838)**	**$ (14,554,574)**	**$ (19,971,481)**	**$ (25,841,471)**	**$ (33,575,583)**
Ending Fund Balance	**$ 5,778,189**	**$ (8,776,385)**	**$ (28,747,866)**	**$ (54,589,337)**	**$ (88,164,920)**
Restricted	*$ 5,778,189*	*$ -*	*$ -*	*$ -*	*$ -*
Unassigned Fund Balance	*$ -*	*$ (8,776,385)*	*$ (28,747,866)*	*$ (54,589,337)*	*$ (88,164,920)*

Financial Forecast Schedules (continued)

DETENTION CAPITAL PROJECTS (455)	1 FY 2014	2 FY 2015	3 FY 2016	4 FY 2017	5 FY 2018
Beginning Fund Balance	**$ 222,623,580**	**$ 184,096,668**	**$ 184,096,668**	**$ 184,096,668**	**$ 183,509,168**
Sources of Funds					
Transfers In	$ 7,248,089	$ -	$ -	$ -	$ -
Total Sources	**$ 7,248,089**	**$ -**	**$ -**	**$ -**	**$ -**
Uses of Funds					
Capital	$ 20,775,000	$ -	$ -	$ 587,500	$ -
Other Financing Uses	25,000,001	-	-	-	-
Total Uses	**$ 45,775,001**	**$ -**	**$ -**	**$ 587,500**	**$ -**
Ending Fund Balance	**$ 184,096,668**	**$ 184,096,668**	**$ 184,096,668**	**$ 183,509,168**	**$ 183,509,168**

DETENTION TECHNOLOGY IMPROVEMENTS (461)	1 FY 2014	2 FY 2015	3 FY 2016	4 FY 2017	5 FY 2018
Beginning Fund Balance	**$ 43,085,557**	**$ 9,023,994**	**$ -**	**$ -**	**$ -**
Sources of Funds					
Transfers In	$ 25,000,001	$ -	$ -	$ -	$ -
Total Sources	**$ 25,000,001**	**$ -**	**$ -**	**$ -**	**$ -**
Uses of Funds					
Personal Services	$ 769,992	$ -	$ -	$ -	$ -
Supplies	90,000	-	-	-	-
Services	4,049,520	-	-	-	-
Capital	54,152,052	9,023,994	-	-	-
Total Uses	**$ 59,061,564**	**$ 9,023,994**	**$ -**	**$ -**	**$ -**
Ending Fund Balance	**$ 9,023,994**	**$ -**	**$ -**	**$ -**	**$ -**

Financial Forecast Schedules (continued)

TRANSPORTATION FUND	Adopted FY 2014	2 FY 2015	3 FY 2016	4 FY 2017	5 FY 2018
OPERATIONS (232)					
Beginning Fund Balance	$ 29,175,413	$ 17,771,898	$ 20,000,000	$ 20,000,000	$ 20,000,000
Sources of Funds					
Recurring Sources					
Licenses and Permits	$ 950,000	$ 1,006,050	$ 1,061,383	$ 1,115,513	$ 1,174,635
State Shared Highway User Rev.	84,652,860	91,211,937	93,963,485	97,549,383	101,578,908
State Shared Vehicle License Taxes	8,412,636	8,665,015	9,011,616	9,372,080	9,728,219
Intergovernmental Charges for Service	15,250	16,150	17,038	17,907	18,856
Interest Earnings	500,000	529,500	558,623	587,112	618,229
Grants	4,800	5,083	5,363	5,636	5,935
Miscellaneous Revenue	232,292	245,997	259,527	272,763	287,219
Gain on Fixed Assets	200,000	211,800	223,449	234,845	247,292
Total Recurring Sources	$ 94,967,838	$ 101,891,532	$ 105,100,483	$ 109,155,240	$ 113,659,294
Net Growth Rate	*0.1%*	*7.3%*	*3.0%*	*3.8%*	*4.0%*
Total Non-Recurring Sources	$ -	$ -	$ -	$ -	$ -
Total Sources	$ 94,967,838	$ 101,891,532	$ 105,100,483	$ 109,155,240	$ 113,659,294
Uses of Funds					
Recurring Uses:					
Personal Services	$ 25,454,961	$ 26,956,804	$ 28,439,428	$ 29,889,839	$ 31,474,000
Supplies	3,051,526	3,231,566	3,409,302	3,583,177	3,773,085
Services	25,140,850	26,624,160	28,088,489	29,521,002	31,085,615
Capital Outlay	4,589,219	1,000,000	1,055,000	1,108,805	1,167,572
Total Recurring Uses	$ 58,236,556	$ 57,812,530	$ 60,992,219	$ 64,102,822	$ 67,500,272
Net Growth Rate	*0.4%*	*5.9%*	*3.0%*	*3.8%*	*4.0%*
Non-Recurring Uses:					
Transfer Out to Capital Projects	$ 48,134,797	$ 42,850,900	$ 44,108,264	$ 45,052,418	$ 46,159,023
Total Non-Recurring Uses	$ 48,134,797	$ 42,850,900	$ 44,108,264	$ 45,052,418	$ 46,159,023
Total Uses	$ 106,371,353	$ 100,663,430	$ 105,100,483	$ 109,155,240	$ 113,659,294
Structural Balance	$ 36,731,282	$ 44,079,002	$ 44,108,264	$ 45,052,418	$ 46,159,023
Ending Fund Balance	$ 17,771,898	$ 19,000,000	$ 20,000,000	$ 20,000,000	$ 20,000,000

TRANSPORTATION CAPITAL FUND	Adopted FY 2014	2 FY 2015	3 FY 2016	4 FY 2017	5 FY 2018
Beginning Fund Balance	$ 15,974,251	$ -	$ 3,029,674	$ 5,632,739	$ 8,062,592
Sources of Funds					
Grants	$ 13,816,370	$ 12,200,594	$ 16,892,074	$ 27,871,027	$ 27,682,389
Intergovernmental Charges for Service	4,163,593	6,543,680	8,329,957	2,805,638	6,528,200
Transfer In From Trans. Operations	48,134,797	42,850,900	44,108,264	45,052,418	46,159,023
Total Sources	$ 66,114,760	$ 61,595,174	$ 69,330,295	$ 75,729,083	$ 80,369,612
Total Uses	$ 82,089,011	$ 58,565,500	$ 66,727,230	$ 73,299,230	$ 88,254,230
Ending Fund Balance	$ -	$ 3,029,674	$ 5,632,739	$ 8,062,592	$ 177,973

Adult Probation

Analysis by Mary Driessen, Management and Budget Supervisor

Summary

Mission

The Mission of the Maricopa County Adult Probation Department is to provide assistance and adult pretrial and probation services to neighborhoods, courts, offenders and victims so that they experience enhanced safety and well-being.

Vision

An agency of professionals committed to continuous improvement in the quality of community life by offering hope to neighborhoods, victims and offenders.

Strategic Goals

Safe Communities

By the end of FY 2015, Maricopa County Adult Probation Department (MCAPD) will enhance public safety by achieving the following benchmarks:

- Maintain the rate of successful completions from probation at 60% or higher;
- Reduce the number of probationers convicted of a new felony offense from 8.5% to 8%;
- Reduce the number of probationers committed to the Department of Corrections from 39% to 33%;
- Increase the rate of successful completions from Pretrial Supervision from 80% to 82%.

Status: As of February 2013, Adult Probation (MCAPD) met and exceeded all goals. The rate of successful completions from probation is currently 80%, while the revocation from probation to the Department of Corrections is 17.9%. Furthermore, if the department continues at its current rate, new felony convictions in FY 2013 will decline to 5.82%. Projections indicate the department will surpass these goals in FY 2013; however, performance has declined slightly when compared to previous years. This is likely due to a 4.5% increase in caseload sizes, which will continue to impact achievement of these goals in FY 2014 if staffing levels are unchanged. Pretrial Supervision is exceeding its successful completion rate goal with a current rate of 93.9%; although it is predicted to decrease slightly by the end of FY 2013 and into FY 2014 due to high caseload ratios and increased use of pretrial services.

Quality Workforce

By the end of FY 2015, MCAPD will recruit, hire and retain a quality and diverse workforce, and improve employee satisfaction by achieving the following benchmarks:

- Provide employment opportunities to help achieve employee diversity similar to the Maricopa County population that it serves;
- Increase the Employee Satisfaction Survey overall satisfaction score for

MCAPD staff from 5.47 to 5.6 (8 = total score);

- Increase the average department years of service for badge staff retention rates from 8.55 to 8.9 years.

Status: During FY 2012, the Department completed the Employee Satisfaction Survey with an overall satisfaction score of 5.70, exceeding their goal. The Adult Probation Department participates in the Employee Satisfaction Survey biennially; therefore, there will be no additional results for FY 2013. The average number of years of service for department "badged staff" is 10.72 years.

Access to Justice

By the end of FY 2015, MCAPD customers (neighborhoods, courts, offenders, and victims) will benefit from improved case processing by achieving the following benchmarks:

- Maintain the on-time rate for submitting presentence reports to the Court without a continuance at 98% or higher;
- Increase victim restitution payments collected from 59% to 65%;
- Increase community restitution work hours completed from 55% to 65%.

Status: Presentence is currently meeting its goal regarding submitting on-time reports and is projected to maintain this level of performance in FY 2014. The department relied upon overtime in FY 2013 in order to meet this goal; however, as Presentence is already at capacity and case volume appears to be increasing, on-time rates may decline. The percentage of probationers paying restitution in FY 2013 is projected to meet or exceed the department goal and hold steady at the same rate through FY 2014. Collection of restitution may also be affected by increased caseload sizes, as staff may have less time to devote to collections when ensuring compliance with other court orders is the priority. While additional tools and staff training have been devoted to this area, the collection rates may also be affected by staff turnover. The percentage of probationers performing community work service hours decreased in FY 2012 to 52% and is projected to remain at this rate. The program has been limited in its ability to coordinate enough community service projects to meet the needs of those ordered to perform community hours by the court due to the current staffing levels in the department.

Citizen Satisfaction

By the end of FY 2015, MCAPD will improve services to neighborhoods, courts, offenders, and victims as evidenced by achieving the following benchmarks:

- Increase victim satisfaction from 53% to 60%;
- Increase offender satisfaction from 86% to 89%;
- Maintain criminal court bench satisfaction at 95%;
- Increase community and criminal justice partner satisfaction from 82% to 85%.

Status: During FY 2012, MCAPD achieved a 73% satisfaction rate through its victim survey and an 86% satisfaction rate from its treatment and other community providers. The high satisfaction of stakeholders illustrates the benefits of increased victim awareness and collaborative efforts. The offender survey showed that 86% of respondents were satisfied with MCAPD and the department anticipates maintaining this rate of success in FY 2014. With the additional

training and focus on victim communication in FY 2013, the victim satisfaction rate is expected to increase in FY 2014. However, due to the workload growth MCAPD is experiencing, high rates of customer satisfaction may be difficult to maintain if there is no staff growth.

Quality Workforce

By the end of FY 2015, MCAPD will have industry standard equipment, adequate facilities, and technological interconnectivity with agencies to provide efficient and effective probation services and promote staff and public safety by achieving the following benchmarks:

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

Status: During FY 2013, the results for the employee satisfaction survey exceeded the department goals. Employees rated overall working conditions at an average of 6.21 with physical working conditions (safety) measured at 6.01.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
EDUC - ADULT EDUCATION	$ 234,806	$ 248,529	$ 248,529	$ 164,706	$ 268,911	$ 20,382	8.2%
PRES - PRESENTENCE	118,092	215,000	175,327	207,334	-	(175,327)	-100.0%
TTAC - TRANSITION AND TREATMENT	3,227,049	2,364,026	2,589,026	2,220,493	2,501,039	(87,987)	-3.4%
11BC - BEHAVIORAL CHANGE	$ 3,579,947	$ 2,827,555	$ 3,012,882	$ 2,592,533	$ 2,769,950	$ (242,932)	-8.1%
CMRS - COMMUNITY RESTORATION	$ 125,826	$ 132,684	$ 132,684	$ 106,360	$ 69,184	$ (63,500)	-47.9%
ICMA - IN CUSTODY MANAGEMENT	659,037	940,507	940,507	859,339	870,300	(70,207)	-7.5%
INPB - INTENSIVE PROBATION	449,130	557,124	557,124	552,077	557,124	-	0.0%
SOFF - SEX OFFENDER	47,005	44,897	44,897	53,579	56,400	11,503	25.6%
STDP - STANDARD PROBATION	8,637,561	8,425,199	8,425,199	8,351,334	8,151,648	(273,551)	-3.2%
WARR - FUGITIVE APPREHENSION	352,117	50,225	50,225	45,096	45,000	(5,225)	-10.4%
11CJ - COMMUNITY JUSTICE	$ 10,270,676	$ 10,150,636	$ 10,150,636	$ 9,967,785	$ 9,749,656	$ (400,980)	-4.0%
ODIR - EXECUTIVE MANAGEMENT	$ 28,169	$ 1,780	$ 1,780	$ 5,389	$ -	$ (1,780)	-100.0%
99AS - ADMINISTRATIVE SERVICES	$ 28,169	$ 1,780	$ 1,780	$ 5,389	$ -	$ (1,780)	-100.0%
CSCA - CENTRAL SERVICE COST ALLOC	$ 19,983	$ 55,601	$ 55,601	$ 36,153	$ 42,847	$ (12,754)	-22.9%
GGOV - GENERAL GOVERNMENT	3,389,010	3,364,400	3,364,400	3,599,768	3,364,400	-	0.0%
99GV - GENERAL GOVERNMENT	$ 3,408,993	$ 3,420,001	$ 3,420,001	$ 3,635,921	$ 3,407,247	$ (12,754)	-0.4%
TOTAL PROGRAMS	**$ 17,287,785**	**$ 16,399,972**	**$ 16,585,299**	**$ 16,201,628**	**$ 15,926,853**	**$ (658,446)**	**-4.0%**
USES							
EDUC - ADULT EDUCATION	$ 751,180	$ 1,016,314	$ 1,037,251	$ 785,357	$ 892,002	$ 145,249	14.0%
PRES - PRESENTENCE	8,294,621	8,103,910	8,201,978	8,272,678	8,565,682	(363,704)	-4.4%
PTRI - PRETRIAL INIT AP RELEASE INFO	1,772,944	1,622,725	1,847,880	1,874,047	2,282,874	(434,994)	-23.5%
PTSV - PRETRIAL SUPERVISION	3,774,225	4,347,877	4,305,205	4,803,690	6,478,174	(2,172,969)	-50.5%
TTAC - TRANSITION AND TREATMENT	5,992,599	5,998,343	6,158,275	6,131,815	6,379,250	(220,975)	-3.6%
11BC - BEHAVIORAL CHANGE	$ 20,585,569	$ 21,089,169	$ 21,550,589	$ 21,867,587	$ 24,597,982	$ (3,047,393)	-14.1%
CMRS - COMMUNITY RESTORATION	$ 3,032,045	$ 3,121,157	$ 3,042,605	$ 3,061,791	$ 3,047,128	$ (4,523)	-0.1%
DVIO - DOMESTIC VIOLENCE	1,252,204	1,237,044	1,239,713	1,263,516	1,405,397	(165,684)	-13.4%
ICMA - IN CUSTODY MANAGEMENT	2,478,445	2,636,233	2,617,413	2,452,832	2,572,876	44,537	1.7%
INDS - INDIRECT SERVICES	1,014,123	960,816	1,019,226	1,022,276	1,038,744	(19,518)	-1.9%
INPB - INTENSIVE PROBATION	6,004,942	6,024,618	5,872,892	5,670,702	5,800,847	72,045	1.2%
RPRT - COMPLIANCE MONITORING	4,375,268	4,486,435	4,498,923	4,413,548	4,510,331	(11,408)	-0.3%
SMIL - SERIOUS MENTALLY ILL	1,435,339	1,375,956	1,355,581	1,366,997	1,390,239	(34,658)	-2.6%
SOFF - SEX OFFENDER	4,630,971	4,786,668	4,730,320	4,817,013	5,250,651	(520,331)	-11.0%
STDP - STANDARD PROBATION	24,562,640	25,601,000	25,701,040	24,956,819	25,467,333	233,707	0.9%
TYTH - TRANSFER YOUTH	599,395	593,918	593,918	598,312	651,462	(57,544)	-9.7%
WARR - FUGITIVE APPREHENSION	2,095,913	2,047,198	2,078,810	2,080,342	2,118,897	(40,087)	-1.9%
11CJ - COMMUNITY JUSTICE	$ 51,481,285	$ 52,871,043	$ 52,750,441	$ 51,704,148	$ 53,253,905	$ (503,464)	-1.0%
BDGT - BUDGETING	$ 190,140	$ 190,140	$ 190,140	$ 190,140	$ 190,140	$ -	0.0%
FACI - FACILITIES MGMT PROF SUPP SVCS	5,611	-	-	958	-	-	N/A
FSAC - FINANCIAL SERVICES	448,585	464,445	405,732	405,990	410,412	(4,680)	-1.2%
HRAC - HUMAN RESOURCES	367,193	377,293	398,113	367,552	351,958	46,155	11.6%
ODIR - EXECUTIVE MANAGEMENT	1,662,764	1,616,175	1,781,528	1,490,660	1,384,481	397,047	22.3%
PROC - PROCUREMENT	168,180	168,180	168,180	168,180	168,180	-	0.0%
RMGT - RISK MANAGEMENT	621,843	705,466	728,089	686,858	616,501	111,588	15.3%
99AS - ADMINISTRATIVE SERVICES	$ 3,464,316	$ 3,521,699	$ 3,671,782	$ 3,310,338	$ 3,121,672	$ 550,110	15.0%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 195,203	$ 392,991	$ 392,991	$ 392,888	$ 352,002	$ 40,989	10.4%
POOL - POOLED COSTS	-	-	-	-	(773,600)	773,600	N/A
99GV - GENERAL GOVERNMENT	$ 195,203	$ 392,991	$ 392,991	$ 392,888	$ (421,598)	$ 814,589	207.3%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 366,403	$ 368,502	$ 381,755	$ 440,644	$ 381,256	$ 499	0.1%
DESK - DESKTOP SUPPORT	1,089,494	1,100,459	1,100,459	1,084,739	1,081,942	18,517	1.7%
GISA - GIS APPLICATION DEV AND SUPP	53,706	56,874	41,602	42,799	42,324	(722)	-1.7%
HDSP - HELP DESK SUPPORT	66,118	75,624	69,552	71,166	70,374	(822)	-1.2%
VANS - INFRASTRUCTURE NETWORK SVCS	70,905	68,937	68,937	64,825	84,122	(15,185)	-22.0%
99IT - INFORMATION TECHNOLOGY	$ 1,646,626	$ 1,670,396	$ 1,662,305	$ 1,704,173	$ 1,660,018	$ 2,287	0.1%
TOTAL PROGRAMS	**$ 77,372,999**	**$ 79,545,298**	**$ 80,028,108**	**$ 78,979,134**	**$ 82,211,979**	**$ (2,183,871)**	**-2.7%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 3,649,695	$ 3,017,153	$ 3,290,997	$ 2,858,961	$ 2,934,259	$ (356,738)	-10.8%
0620 - OTHER INTERGOVERNMENTAL	$ -	$ -	$ -	$ -	$ -	$ -	N/A
SUBTOTAL	$ 3,649,695	$ 3,017,153	$ 3,290,997	$ 2,858,961	$ 2,934,259	$ (356,738)	-10.8%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 177,392	$ 225,225	$ 136,708	$ 244,097	$ -	$ (136,708)	-100.0%
0635 - OTHER CHARGES FOR SERVICES	9,872,557	9,704,929	9,704,929	9,687,368	9,539,929	(165,000)	-1.7%
SUBTOTAL	$ 10,049,949	$ 9,930,154	$ 9,841,637	$ 9,931,465	$ 9,539,929	$ (301,708)	-3.1%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 12,379	$ 4,400	$ 4,400	$ 3,746	$ 4,400	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	$ -	$ -	$ -	$ -	$ -	$ -	N/A
SUBTOTAL	$ 12,379	$ 4,400	$ 4,400	$ 3,746	$ 4,400	$ -	0.0%
ALL REVENUES	$ 17,287,785	$ 16,399,972	$ 16,585,299	$ 16,201,628	$ 15,926,853	$ (658,446)	-4.0%
TOTAL SOURCES	$ 17,287,785	$ 16,399,972	$ 16,585,299	$ 16,201,628	$ 15,926,853	$ (658,446)	-4.0%

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 48,598,589	$ 49,308,440	$ 49,238,287	$ 48,214,849	$ 49,248,302	$ (10,015)	0.0%
0705 - TEMPORARY PAY	78,621	281,958	312,209	284,926	352,304	(40,095)	-12.8%
0710 - OVERTIME	133,204	88,925	88,925	284,239	292,268	(203,343)	-228.7%
0750 - FRINGE BENEFITS	18,857,369	19,692,954	19,690,974	19,138,801	21,088,684	(1,397,710)	-7.1%
0790 - OTHER PERSONNEL SERVICES	94,235	75,100	372,583	384,044	63,188	309,395	83.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(12,755,958)	(12,618,267)	(12,640,230)	(12,599,584)	(12,658,962)	18,732	0.1%
0796 - PERSONNEL SERVICES ALLOC-IN	14,432,637	14,346,991	14,364,991	14,389,762	14,306,967	58,024	0.4%
SUBTOTAL	$ 69,438,697	$ 71,176,101	$ 71,427,739	$ 70,097,037	$ 72,692,751	$ (1,265,012)	-1.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 754,313	$ 726,394	$ 861,267	$ 722,476	$ 828,021	$ 33,246	3.9%
0802 - MEDICAL SUPPLIES	67,468	43,200	43,200	31,396	36,000	7,200	16.7%
0803 - FUEL	191,066	204,400	204,400	241,561	256,480	(52,080)	-25.5%
0804 - NON-CAPITAL EQUIPMENT	257,119	1,036,000	1,036,000	463,945	605,800	430,200	41.5%
0805 - SUPPLIES-ALLOCATION OUT	-	-	-	-	-	-	N/A
0806 - SUPPLIES-ALLOCATION IN	-	-	-	-	-	-	N/A
SUBTOTAL	$ 1,269,966	$ 2,009,994	$ 2,144,867	$ 1,459,378	$ 1,726,301	$ 418,566	19.5%
SERVICES							
0809 - DAMAGES PAID	$ 60	$ -	$ -	$ -	$ -	$ -	N/A
0810 - LEGAL SERVICES	100	-	-	5,870	1,200	(1,200)	N/A
0811 - HEALTH CARE SERVICES	298,298	304,215	304,215	323,497	304,400	(185)	-0.1%
0812 - OTHER SERVICES	2,094,116	1,459,713	1,640,172	2,762,472	2,928,298	(1,288,126)	-78.5%
0820 - RENT & OPERATING LEASES	991,852	1,042,520	1,042,520	1,031,991	1,051,464	(8,944)	-0.9%
0825 - REPAIRS AND MAINTENANCE	49,558	52,040	52,040	45,702	46,800	5,240	10.1%
0830 - INTERGOVERNMENTAL PAYMENTS	1,184,337	1,308,990	1,234,430	1,224,251	1,254,000	(19,570)	-1.6%
0839 - INTERNAL SERVICE CHARGES	1,554,808	1,845,822	1,845,822	1,753,300	1,619,533	226,289	12.3%
0841 - TRAVEL	350,610	374,518	374,518	333,375	368,320	6,198	1.7%
0842 - EDUCATION AND TRAINING	48,958	37,889	28,289	44,473	61,080	(32,791)	-115.9%
0843 - POSTAGE/FREIGHT/SHIPPING	56,521	51,650	51,650	59,886	63,060	(11,410)	-22.1%
0845 - SUPPORT AND CARE OF PERSONS	282,203	160,000	160,000	232,256	232,940	(72,940)	-45.6%
0850 - UTILITIES	-	-	-	-	-	-	N/A
0855 - INTEREST EXPENSE	-	-	-	-	-	-	N/A
0872 - SERVICES-ALLOCATION OUT	(688,168)	(688,154)	(688,154)	(689,354)	(688,168)	14	0.0%
0873 - SERVICES-ALLOCATION IN	-	-	-	-	-	-	N/A
SUBTOTAL	$ 6,223,253	$ 5,949,203	$ 6,045,502	$ 7,127,719	$ 7,242,927	$ (1,197,425)	-19.8%
CAPITAL							
0910 - LAND	$ -	$ -	$ -	$ -	$ -	$ -	N/A
0915 - BUILDINGS AND IMPROVEMENTS	-	-	-	-	-	-	N/A
0920 - CAPITAL EQUIPMENT	$ -	$ 50,000	$ 50,000	$ 70,000	$ 50,000	$ -	0.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	416,340	360,000	360,000	225,000	500,000	(140,000)	-38.9%
0940 - INFRASTRUCTURE	-	-	-	-	-	-	N/A
0950 - DEBT SERVICE	17,293	-	-	-	-	-	N/A
0955 - CAPITAL-ALLOCATION OUT	-	-	-	-	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	-	-	-	-	-	-	N/A
SUBTOTAL	$ 433,633	$ 410,000	$ 410,000	$ 295,000	$ 550,000	$ (140,000)	-34.1%
ALL EXPENDITURES	$ 77,365,549	$ 79,545,298	$ 80,028,108	$ 78,979,134	$ 82,211,979	$ (2,183,871)	-2.7%
OTHER FINANCING USES							
0861 - GAIN/LOSS ON FIXED ASSETS	-	-	-	-	-	-	N/A
0880 - TRANSFERS OUT	$ 7,450	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 7,450	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 77,372,999	$ 79,545,298	$ 80,028,108	$ 78,979,134	$ 82,211,979	$ (2,183,871)	-2.7%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
211 ADULT PROBATION GRANTS							
OPERATING	$ 4,243,895	$ 3,557,378	$ 3,742,705	$ 3,367,697	$ 3,084,259	$ (658,446)	-17.6%
FUND TOTAL SOURCES	$ 4,243,895	$ 3,557,378	$ 3,742,705	$ 3,367,697	$ 3,084,259	$ (658,446)	-17.6%
201 ADULT PROBATION FEES							
OPERATING	$ 13,043,890	$ 12,842,594	$ 12,842,594	$ 12,833,931	$ 12,842,594	$ -	0.0%
FUND TOTAL SOURCES	$ 13,043,890	$ 12,842,594	$ 12,842,594	$ 12,833,931	$ 12,842,594	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 17,287,785	$ 16,399,972	$ 16,585,299	$ 16,201,628	$ 15,926,853	$ (658,446)	-4.0%
DEPARTMENT TOTAL SOURCES	$ 17,287,785	$ 16,399,972	$ 16,585,299	$ 16,201,628	$ 15,926,853	$ (658,446)	-4.0%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 50,495,266	$ 50,718,625	$ 50,718,625	$ 50,678,748	$ 41,708,509	$ 9,010,116	17.8%
NON-RECURRING	-	-	-	-	127,030	(127,030)	N/A
FUND TOTAL USES	$ 50,495,266	$ 50,718,625	$ 50,718,625	$ 50,678,748	$ 41,835,539	$ 8,883,086	17.5%
211 ADULT PROBATION GRANTS							
OPERATING	$ 4,393,941	$ 3,557,378	$ 3,742,705	$ 3,367,697	$ 3,084,259	$ 658,446	17.6%
FUND TOTAL USES	$ 4,393,941	$ 3,557,378	$ 3,742,705	$ 3,367,697	$ 3,084,259	$ 658,446	17.6%
201 ADULT PROBATION FEES							
OPERATING	$ 12,667,057	$ 12,842,594	$ 12,842,594	$ 12,833,154	$ 12,842,594	$ -	0.0%
NON-RECURRING	153,839	1,356,274	1,653,757	1,104,510	934,539	719,218	43.5%
FUND TOTAL USES	$ 12,820,896	$ 14,198,868	$ 14,496,351	$ 13,937,664	$ 13,777,133	$ 719,218	5.0%
255 DETENTION OPERATIONS							
OPERATING	$ 9,662,896	$ 10,970,427	$ 10,970,427	$ 10,895,025	$ 23,318,188	$ (12,347,761)	-112.6%
NON-RECURRING	-	100,000	100,000	100,000	196,860	(96,860)	-96.9%
FUND TOTAL USES	$ 9,662,896	$ 11,070,427	$ 11,070,427	$ 10,995,025	$ 23,515,048	$ (12,444,621)	-112.4%
DEPARTMENT OPERATING TOTAL USES	$ 77,219,160	$ 78,089,024	$ 78,274,351	$ 77,774,624	$ 80,953,550	$ (2,679,199)	-3.4%
DEPARTMENT NON-RECURRING TOTAL USES	$ 153,839	$ 1,456,274	$ 1,753,757	$ 1,204,510	$ 1,258,429	$ 495,328	28.2%
DEPARTMENT TOTAL USES	$ 77,372,999	$ 79,545,298	$ 80,028,108	$ 78,979,134	$ 82,211,979	$ (2,183,871)	-2.7%

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	11.00	11.00	11.00	11.00	11.00	-	0.0%
FINANCIAL SERVICES	2.25	1.25	-	-	-	-	N/A
HUMAN RESOURCES	3.25	3.25	3.75	3.75	3.75	-	0.0%
RISK MANAGEMENT	3.50	3.50	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	20.00	19.00	18.75	18.75	18.75	-	0.0%
BEHAVIORAL CHANGE							
ADULT EDUCATION	16.35	13.35	11.10	11.10	12.10	1.00	9.0%
PRESENTENCE	123.60	122.60	124.60	124.60	130.60	6.00	4.8%
PRETRIAL INIT AP RELEASE INFO	24.00	23.00	26.00	26.00	30.00	4.00	15.4%
PRETRIAL SUPERVISION	42.68	53.68	53.68	53.68	69.68	16.00	29.8%
TRANSITION AND TREATMENT	79.95	75.45	73.20	73.20	76.45	3.25	4.4%
PROGRAM TOTAL	286.58	288.08	288.58	288.58	318.83	30.25	10.5%
COMMUNITY JUSTICE							
COMMUNITY RESTORATION	53.02	51.64	48.24	50.24	49.14	.90	1.9%
COMPLIANCE MONITORING	66.05	69.05	68.30	68.30	68.30	-	0.0%
DOMESTIC VIOLENCE	20.35	18.75	18.75	18.75	20.75	2.00	10.7%
FUGITIVE APPREHENSION	33.50	31.00	31.00	31.00	31.00	-	0.0%
IN CUSTODY MANAGEMENT	42.32	41.32	38.32	38.32	39.32	1.00	2.6%
INDIRECT SERVICES	14.05	15.05	16.05	16.05	16.05	-	0.0%
INTENSIVE PROBATION	87.33	85.39	81.68	81.68	81.18	(.50)	(0.6%)
SERIOUS MENTALLY ILL	19.25	19.25	19.25	19.25	19.25	-	0.0%
SEX OFFENDER	68.38	69.28	70.28	70.28	76.28	6.00	8.5%
STANDARD PROBATION	343.42	346.19	342.80	343.30	344.30	1.50	0.4%
TRANSFER YOUTH	7.50	7.75	7.75	7.75	8.25	.50	6.5%
PROGRAM TOTAL	755.17	754.67	742.42	744.92	753.82	11.40	1.5%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	5.40	5.40	5.65	5.65	5.65	-	0.0%
DESKTOP SUPPORT	.20	.20	.20	.20	.20	-	0.0%
GIS APPLICATION DEV AND SUPP	.75	.75	.50	.50	.50	-	0.0%
HELP DESK SUPPORT	1.50	1.50	1.50	1.50	1.50	-	0.0%
INFRASTRUCTURE NETWORK SVCS	.90	.90	.90	.90	.90	-	0.0%
PROGRAM TOTAL	8.75	8.75	8.75	8.75	8.75	-	0.0%
DEPARTMENT TOTAL	1,070.50	1,070.50	1,058.50	1,061.00	1,100.15	41.65	3.9%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accounting Specialist	1.00	-	-	-	-	-	N/A
Admin & Operations Mgr	1.00	-	-	-	-	-	N/A
Admin/Operations Specialist	22.00	22.00	22.00	22.00	23.00	1.00	4.5%
Administrative Specialist	1.00	-	-	-	-	-	N/A
Business/Systems Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Business/Systems Analyst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Collections Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Collector	14.00	14.00	14.00	14.00	14.00	-	0.0%
Counseling Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Counselor	16.00	13.00	13.00	13.00	13.00	-	0.0%
Data Security Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	3.00	-	-	-	-	-	N/A
Deputy Director - Probation	.50	3.50	3.50	3.50	3.50	-	0.0%
Director - Probation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dispatcher	22.00	22.00	21.00	21.00	21.00	-	0.0%
Education Manager – Detention	-	1.00	1.00	1.00	1.00	-	0.0%
Educator - Detention	6.00	6.00	6.00	6.00	7.00	1.00	16.7%
Educator Supervisor - Detention	-	1.00	-	-	-	-	N/A
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
General Laborer	3.00	3.00	3.00	3.00	3.00	-	0.0%
Help Desk Coordinator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
IS Project Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Clerk	78.00	74.50	68.50	69.00	71.00	2.50	3.6%
Justice System Clerk Lead	2.00	2.00	2.00	2.00	2.00	-	0.0%
Justice System Clerk Supv	10.00	9.00	9.00	9.00	9.00	-	0.0%
Management Analyst	5.00	5.00	5.00	5.00	5.00	-	0.0%
Office Assistant Specialized	5.00	3.00	3.00	3.00	3.90	.90	30.0%
Operations/Program Supervisor	2.00	1.00	1.00	1.00	1.00	-	0.0%
Presentence Screener	52.00	47.00	48.00	48.00	52.00	4.00	8.3%
Probation Assistant	48.50	46.50	45.50	45.50	45.75	.25	0.5%
Probation Manager	10.00	10.00	9.00	9.00	9.00	-	0.0%
Probation Officer	584.50	600.00	600.00	600.00	626.00	26.00	4.3%
Probation Officer Supervisor	84.00	88.00	88.00	88.00	91.00	3.00	3.4%
Program Coordinator	8.00	7.00	6.00	6.00	6.00	-	0.0%
Surveillance Officer	77.00	76.00	74.00	76.00	77.00	3.00	4.1%
Trades Generalist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trainer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Training Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**1,070.50**	**1,070.50**	**1,058.50**	**1,061.00**	**1,100.15**	**41.65**	**3.9%**

Staffing by Fund

DEPARTMENT/FUND		FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	921.00	864.50	859.50	860.00	746.90	(112.60)	(13.1%)
201	ADULT PROBATION FEES	1.50	1.50	1.50	1.50	1.50	-	0.0%
211	ADULT PROBATION GRANTS	68.00	47.50	40.50	42.50	34.75	(5.75)	(14.2%)
255	DETENTION OPERATIONS	80.00	157.00	157.00	157.00	317.00	160.00	101.9%
Department Total		**1,070.50**	**1,070.50**	**1,058.50**	**1,061.00**	**1,100.15**	**41.65**	**3.9%**

Significant Variance Analysis

- 17.9 FTE positions are added to the General Fund to address ongoing caseload growth in the following activities: Community Restitution, Domestic Violence, Drug Treatment and Education, Sex Offenders, and Interstate Compact.

- 24.0 FTE positions are added to the Detention Fund to address ongoing caseload growth in the following activities: Work Furlough, Pretrial Jail, Pretrial Electronic Monitoring and Supervision, and Prison Re-entry.
- 135.0 FTE positions were shifted from the General Fund to the Detention Fund as these positions contribute to the maintenance and operation of jail facilities that potentially reduce the expense of adult jail facilities.

General Adjustments

Target Adjustments:

General Fund (100)

- Decrease the expenditure budget by $160,596 to transfer funding to Superior Court for positions that support ICIS-NG (Integrated Court Information System - Next Generation).

Base Adjustments:

General Fund (100) Operating

- Increase personnel savings by $536,901 based on the Chairman's Office request.
- Increase Regular Benefits by $841,723 for the impact of changes in retirement contribution rates.
- Decrease Other Benefits and Internal Services Charges by $88,769 for the impact of the changes in Risk Management charges.

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

- Increase Regular Benefits by $1,983 for the impact of changes in retirement contribution rates.
- Increase Other Personal Services by $6,500.
- Increase Supplies by $500,000 for the replacement of computers and other hardware.
- Increase Supplies by $100,000 for the Communications Center CAD system software and associated hardware upgrade.
- Increase Capital Expenditures by $50,000 to upgrade County-owned vehicles that are scheduled to be replaced in FY 2014 to "mid-sized."
- Increase Capital Expenditures by $200,000 to replace aging state-leased vehicles as the state has suspended purchasing new vehicles.

Adult Probation Grants Fund (211)

- Increase Regular Benefits by $6,805 for the impact of changes in retirement contribution rates.
- Increase Other Benefits and Internal Services Charges by $2,803 for the impact of the changes in Risk Management charges.
- Decrease Revenue by $473,119 for an anticipated reduction in grant funds.
- Decrease Expenditures by $479,924 to structurally balance the fund.

Detention Fund (255) Operating

- Increase personnel savings by $236,699 based on the Chairman's Office request.
- Increase Regular Benefits by $161,164 for the impact of changes in retirement contribution rates.

Programs and Activities

Behavioral Change Program

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

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	71.9%	66.6%	75.7%	73.9%	7.3%	10.9%
Percent of presentence investigation reports submitted to the Court that did not have continuances submitted by MCAPD during the reporting period	97.9%	97.7%	98.3%	97.5%	-0.2%	-0.2%
Percent of Pretrial Initial Appearance defendant packets submitted to the Court within the 24-hour statutory mandate during the reporting period	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of defendants who successfully complete release conditions during the reporting period	90.8%	88.3%	93.3%	91.0%	2.7%	3.1%
Percent of defendants who fail to initially appear to Pretrial Services during the reporting period	11.8%	9.0%	9.6%	10.9%	1.8%	20.5%
Percent of probationers who successfully completed MCAPD operated and/or funded treatment and residential services during the reporting period	63.2%	64.4%	64.0%	65.6%	1.2%	1.9%
Percent of jail days saved by releasing probationers early from jail into treatment during the reporting period	14.2%	14.0%	69.0%	20.1%	6.1%	43.5%

Activities that comprise this program include:

- Adult Education
- Pretrial Supervision
- Presentence
- Pretrial Initial Appearance Release
- Transition and Treatment

Adult Education Activity

The purpose of the Adult Education Activity is to provide services to adult students so they can develop new life skills through successful completion of the education program.

Mandates: A.R.S. §12-299 establishes that the Superior Court, through Adult Probation, is responsible for establishing community punishment programs, including educational services.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	71.9%	66.6%	75.7%	73.9%	7.3%	10.9%
Output	Average number of students who participated in education classes operated by MCAPD during the reporting period	461	518	373	403	(115)	-22.2%
Output	Number of students who terminate (exit) from education classes operated by MCAPD during the reporting period	1,421	1,525	1,456	1,338	(187)	-12.3%
Demand	Average number of students in need (directed, referred, inquiry) of MCAPD operated education services	720	728	520	682	(46)	-6.3%
Efficiency	Average cost per student who participates in MCAPD operated education classes during the reporting period	$ 407.36	$ 500.60	$ 527.09	$ 553.01	$ (52.40)	-10.5%
Revenue							
	211 - ADULT PROBATION GRANTS	$ 229,806	$ 244,769	$ 162,339	$ 266,991	$ 22,222	9.1%
	201 - ADULT PROBATION FEES	5,000	3,760	2,367	1,920	(1,840)	-48.9%
	TOTAL SOURCES	$ 234,806	$ 248,529	$ 164,706	$ 268,911	$ 20,382	8.2%
Expenditure							
	100 - GENERAL	$ 332,453	$ 372,943	$ 365,955	$ 344,577	$ 28,366	7.6%
	211 - ADULT PROBATION GRANTS	418,727	664,308	419,402	547,425	116,883	17.6%
	TOTAL USES	$ 751,180	$ 1,037,251	$ 785,357	$ 892,002	$ 145,249	14.0%

Activity Narrative: According to the Department of Education, the number of adult students in need of education services has decreased statewide; thus decreasing the demand and output from FY 2013 to FY 2014. Since the passage of Prop 300 and establishment of A.R.S. §15-232b, the education program has been required to verify identification to ensure students are legal residents to be eligible for services. This action has led to a decrease in the average number of students eligible for (directed, referred, inquiry) of MCAPD operated education services. Although expenditures for this activity are decreasing, the average cost per student who participates in education classes during the reporting period is increasing by 10.5% as a result of this reduction in the number of students participating.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of presentence investigation reports submitted to the Court that did not have continuances submitted by MCAPD during the reporting period	97.9%	97.7%	98.3%	97.5%	(0.2%)	-0.2%
Output	Number of presentence investigation reports completed during the reporting period	14,988	14,256	15,478	16,984	2,728	19.1%
Demand	Number of presentence investigation reports ordered by the court to be completed during the reporting period	14,988	14,185	15,478	16,984	2,799	19.7%
Efficiency	Average cost per presentence investigation report	$ 553.42	$ 575.34	$ 534.48	$ 504.34	$ 71.00	12.3%
Revenue							
	211 - ADULT PROBATION GRANTS	$ 118,092	$ 175,327	$ 207,334	$ -	$ (175,327)	-100.0%
	TOTAL SOURCES	$ 118,092	$ 175,327	$ 207,334	$ -	$ (175,327)	-100.0%
Expenditure							
	100 - GENERAL	$ 7,533,820	$ 7,370,310	$ 7,437,199	$ 4,747,734	$ 2,622,576	35.6%
	211 - ADULT PROBATION GRANTS	130,052	174,598	137,301	-	174,598	100.0%
	201 - ADULT PROBATION FEES	-	5,600	28,677	-	5,600	100.0%
	255 - DETENTION OPERATIONS	630,749	651,470	669,501	3,817,948	(3,166,478)	-486.1%
	TOTAL USES	$ 8,294,621	$ 8,201,978	$ 8,272,678	$ 8,565,682	$ (363,704)	-4.4%

Activity Narrative: The number of presentence investigation reports provided to the courts is anticipated to rise due to the increase in the number of criminal cases in the criminal justice system.

Base Adjustments:

Expenditures were transferred from the General Fund to the Detention Fund in order to balance these funds at a consolidated level. Positions transferred between funds include 34.0 FTE Probation Officers and 5.0 FTE Probation Officer Supervisors. This transfer did not affect delivery of services.

General Fund (100) Operating

- Increase Personal Services by $324,825 for 4.0 FTE Presentence Screeners and 2.0 FTE Probation Officers to support the caseload increase.

General Fund (100) Non-Recurring Non-Project

- Increase Supplies $4,500 for 3 laptops.

Pretrial Initial Appearance Release Information Activity

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

Mandates: A.R.S. §13-3967 establishes that at an appearance before a judicial officer any person who is charged with a public offense that is bail-able as a matter of right shall be ordered released pending trial on his own recognizance or on the execution of bail in an amount specified by the judicial officer.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	51,910	45,272	50,746	57,772	12,500	27.6%
Demand	Number of Initial Appearance defendant packets ordered by the court during the reporting period	51,910	45,272	50,746	57,772	12,500	27.6%
Efficiency	Average cost per Initial Appearance defendant packets presented to the court	$ 34.15	$ 40.82	$ 36.93	$ 39.52	$ 1.30	3.2%
Expenditure							
	201 - ADULT PROBATION FEES	$ -	$ 14,000	$ 3,116	$ -	$ 14,000	100.0%
	255 - DETENTION OPERATIONS	1,772,944	1,833,880	1,870,931	2,282,874	(448,994)	-24.5%
	TOTAL USES	$ 1,772,944	$ 1,847,880	$ 1,874,047	$ 2,282,874	$ (434,994)	-23.5%

Activity Narrative: The number of packets ordered by the court is increasing.

Base Adjustments:

Detention Fund (255) Operating

- Increase Personal Services by $324,825 for 4.0 FTE Presentence Screeners and 2.0 FTE Probation Officers to support the caseload increase.

Detention Fund (255) Non-Recurring Non-Project

- Increase Supplies $6,000 for 4 laptops.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of defendants who successfully complete release conditions during the reporting period.	90.8%	88.3%	93.3%	91.0%	2.7%	3.1%
Result	Percent of defendants who fail to initially appear to Pretrial Services during the reporting period.	11.8%	9.0%	9.6%	10.9%	1.8%	20.5%
Output	Number of defendants who successfully complete release conditions without termination during the reporting period.	5,072	4,300	5,889	6,862	2,562	59.6%
Output	Average number of defendants who appear for pretrial supervision during the reporting period	2,138	2,274	2,475	3,276	1,003	44.1%
Output	Number of defendants exiting (successful and unsuccessful) from pretrial services during the reporting period.	5,586	4,869	6,312	7,540	2,671	54.9%
Demand	Average number of defendants who appear to pretrial services during the reporting period.	2,138	2,274	2,475	3,276	1,003	44.1%
Efficiency	Average daily cost per defendant on pretrial supervision.	$ 744.13	$ 1,001.21	$ 815.71	$ 944.06	$ 57.15	5.7%
Expenditure							
	100 - GENERAL	$ 96,238	$ 169,624	$ 472,802	$ 216,773	$ (47,149)	-27.8%
	201 - ADULT PROBATION FEES	-	14,000	15,936	-	14,000	100.0%
	255 - DETENTION OPERATIONS	3,677,987	4,121,581	4,314,952	6,261,401	(2,139,820)	-51.9%
	TOTAL USES	$ 3,774,225	$ 4,305,205	$ 4,803,690	$ 6,478,174	$ (2,172,969)	-50.5%

Activity Narrative: The average number of defendants who appear for Pretrial Services during the reporting period is anticipated to increase in FY 2014 based on the FY 2013 Forecast. The number of defendants who successfully complete release conditions is increasing as Pretrial Supervision introduced a pretrial risk assessment in FY 2012. In FY 2013, forecasted performance data was based on data through the first six months of FY 2012 during which the pretrial risk assessment was first implemented. The additional three quarters of data indicates a positive effect.

Base Adjustments:

Detention Fund (255) Operating

- Increase Personnel, Supplies and Services by $1,384,153 including 14.0 FTE Probation Officers, 1.0 FTE Probation Officer Supervisor and 1.0 FTE Justice System Clerk. These positions were added to support the increase in the average number of defendants in Pretrial Supervision.
- Increase Personnel Services Allocation Out by $367,036 to the Juvenile Probation Department for the escalating costs of Pretrial electronic monitoring equipment.

Detention Fund (255) Non-Recurring Non-Project

- Increase Supplies, Services and Equipment $183,450 for 16 laptops and 6 vehicles.

Transition and Treatment Activity

The purpose of the Transition and Treatment Activity is to provide evidence-based practice treatment services to probationers so they can make positive, pro-social behavioral changes and successfully complete the treatment program.

Mandates: A.R.S. §§12-299, 13-3422, and 13-901 establishes that Superior Court, through, Adult Probation, is responsible for establishing community punishment programs, including drug treatment.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	63.2%	64.4%	64.0%	65.6%	1.2%	1.9%
Result	Percent of jail days saved by releasing probationers early from jail into treatment during the reporting period	14.2%	14.0%	69.0%	20.1%	6.1%	43.5%
Output	Average number of probationers who participate in MCAPD operated and/or funded treatment and residential service during the reporting period	1,448	1,407	1,371	1,611	204	14.5%
Output	Number of jail days saved by releasing probationers early from jail into treatment during the reporting period	1,694	1,554	2,284	2,110	556	35.8%
Output	Number of probationers who were terminated from MCAPD operated and/or funded treatment and residential services during the reporting period	1,844	1,138	1,716	2,204	1,066	93.7%
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	1,725	1,804	1,825	1,877	73	4.0%
Demand	Number of jail days ordered for probationers who are released from jail into treatment during the reporting period	11,893	11,111	7,940	10,512	(599)	-5.4%
Efficiency	Average daily cost per probationer to receive MCAPD operated and/or funded treatment and residential services during the reporting period	$ 1,034.63	$ 1,094.22	$ 1,118.33	$ 990.11	$ 104.12	9.5%
Revenue							
	211 - ADULT PROBATION GRANTS	$ 3,227,049	$ 2,589,026	$ 2,213,328	$ 2,495,039	$ (93,987)	-3.6%
	201 - ADULT PROBATION FEES	-	-	7,165	6,000	6,000	N/A
	TOTAL SOURCES	$ 3,227,049	$ 2,589,026	$ 2,220,493	$ 2,501,039	$ (87,987)	-3.4%
Expenditure							
	100 - GENERAL	$ 1,981,353	$ 2,007,753	$ 2,130,134	$ 2,154,992	$ (147,239)	-7.3%
	211 - ADULT PROBATION GRANTS	2,714,128	2,022,529	2,142,375	2,064,309	(41,780)	-2.1%
	201 - ADULT PROBATION FEES	-	14,000	14,686	3,000	11,000	78.6%
	255 - DETENTION OPERATIONS	1,297,118	2,113,993	1,844,620	2,156,949	(42,956)	-2.0%
	TOTAL USES	$ 5,992,599	$ 6,158,275	$ 6,131,815	$ 6,379,250	$ (220,975)	-3.6%

Activity Narrative: The average number of probationers who are referred and/or court-ordered to MCAPD operated and/or funded treatment and residential services is anticipated to increase in FY 2014 based on FY 2013 trends. The number of jail days saved will increase by 43.5% as additional resources have become available to provide community treatment for these individuals.

Base Adjustments:

General Fund (100)

- Increase Personnel, Supplies and Services by a net of $100,854 including 1.0 FTE Administration/Operations Specialist and 1.0 FTE Justice Systems Clerk for increase in administrative workload.

Detention Fund (255) Operating

- Increase Personnel, Supplies and Services by a net of $42,956 including 3.0 FTE Probation Officers for the increase in the average number of probationers who are referred and/or court-ordered to MCAPD operated and/or funded treatment and residential services.

Detention Fund (255) Non-Recurring Non-Project

- Increase Supplies $4,500 for 3 laptops and 3 protective vests.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of probationers who complete community work service hours ordered by the court during the reporting period	51.7%	43.2%	52.0%	52.4%	9.2%	21.4%
Percent of opted-in victims satisfied with MCAPD	72.9%	50.9%	76.6%	80.0%	29.1%	57.0%
Percent of probationers paying restitution during the reporting period	78.2%	80.0%	77.6%	77.0%	-3.0%	-3.8%
Percent of domestic violence probationers who successfully complete probation during the reporting period	63.5%	61.8%	56.3%	62.7%	0.8%	1.3%
Percentage of active domestic violence probationers sentenced for a new felony offense while supervised during the fiscal year	3.0%	4.2%	4.5%	4.5%	0.3%	7.1%
Percent of jail days saved through Court Liaison during the reporting period	45.7%	46.2%	45.9%	49.4%	3.3%	7.0%
Percentage of jailed probationers who received services under In-Custody Management during the reporting period	98.4%	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	98.5%	92.8%	100.0%	98.3%	5.5%	5.9%
Percent of probationers on deportation status through Immigration and Customs Enforcement (ICE) who are returned to MCAPD for action due to arrest, technical violation, or investigation during the reporting period	0.3%	0.4%	0.3%	0.3%	-0.1%	-26.7%
Percent of IPS probationers who successfully exit IPS and are not revoked to prison or jail during the reporting period	59.4%	62.7%	59.2%	59.6%	-3.1%	-5.0%
Percent of active IPS probationers sentenced for a new felony offense while supervised during the reporting period	7.2%	7.8%	8.4%	8.1%	0.3%	4.1%
The percent of Compliance Monitoring probationers who successfully completed supervision during the reporting period	97.3%	96.5%	97.0%	96.8%	0.3%	0.4%
Percentage of active Compliance Monitoring probationers sentenced for a new felony offense while supervised	1.4%	1.1%	2.0%	1.9%	0.8%	73.9%
Percent of seriously mentally ill probationers who successfully complete probation during the reporting period	77.7%	83.4%	72.8%	74.1%	-9.3%	-11.2%
Percent of active seriously mentally ill probationers sentenced for a new felony offense while supervised during the fiscal year	5.7%	3.1%	5.9%	6.2%	3.1%	101.9%
Percent of active Sex Offender probationers sentenced for a new felony offense while supervised during the reporting period	2.4%	2.0%	2.5%	2.4%	0.4%	20.1%

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Percent of standard probationers who successfully complete probation during the reporting period	71.6%	71.8%	70.3%	74.6%	2.8%	3.9%
Percent of active standard probationers convicted of a new felony offense while supervised during the fiscal year	7.5%	7.8%	7.6%	7.5%	-0.3%	-4.0%
Percent of transferred youth probationers who successfully complete probation during the reporting period	51.1%	53.5%	51.1%	52.3%	-1.2%	-2.3%
Percent of active transferred youth sentenced for a new felony offense while supervised during the fiscal year	17.0%	14.7%	15.2%	15.0%	0.2%	1.7%
Percent of newly ordered warrants cleared during the reporting period	67.6%	65.0%	68.5%	69.5%	4.5%	6.9%
Percent of warrants cleared during the fiscal year	51.8%	66.5%	52.0%	58.8%	-7.6%	-11.5%
The percentage of warrants cleared with targeted criteria, out of the total warrants cleared during the reporting period	9.2%	8.2%	12.4%	10.7%	2.6%	31.7%

Activities that comprise this program include:

- Community Restoration
- Domestic Violence
- Fugitive Apprehension
- In Custody Management
- Indirect Services
- Intensive Probation
- Compliance Monitoring
- Seriously Mentally Ill
- Sex Offender
- Standard Probation
- Transferred Youth

Community Restoration Activity

The purpose of the Community Restoration Activity is to provide the collection of victim restitution and the completion of community work service hours to victims and the community so they can recover from financial and emotional harm.

Mandates: A.R.S. §§12-299, 13-914, and 13-916 establishes that Superior Court, through Adult Probation, is responsible for establishing community punishment programs, including community restitution. A.R.S. §13-3825 establishes that community notification of a person convicted of a crime must occur when they arrive in the state. A.R.S. §13-4415 establishes victim notification for any probation modifications.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	51.7%	43.2%	52.0%	52.4%	9.2%	21.4%
Result	Percent of opted-in victims satisfied with MCAPD	72.9%	50.9%	76.6%	80.0%	29.1%	57.0%
Result	Percent of probationers paying restitution during the reporting period	78.2%	80.0%	77.6%	77.0%	(3.0%)	-3.8%
Output	Average number of probationers who paid victim restitution during the reporting period	3,171	4,078	3,309	3,454	(624)	-15.3%
Output	Average number of probationers who performed community work service hours during the reporting period	3,030	2,748	3,075	3,122	374	13.6%
Output	Average number of probationers ordered to pay restitution and/or perform Community Restitution Service during the fiscal year	9,914	11,462	10,174	10,445	(1,017)	-8.9%
Demand	Average number of probationers ordered to pay victim restitution during the reporting period	4,056	5,097	4,266	4,487	(610)	-12.0%
Demand	Average number of probationers ordered to perform community work service hours during the reporting period	5,858	6,365	5,908	5,958	(407)	-6.4%
Efficiency	Average daily cost to provide Financial Compliance and Community Restitution services during the fiscal year	$ 305.83	$ 265.45	$ 300.94	$ 291.73	$ (26.28)	-9.9%
Revenue							
	211 - ADULT PROBATION GRANTS	$ 60,926	$ 71,383	$ 46,635	$ 10,000	$ (61,383)	-86.0%
	201 - ADULT PROBATION FEES	64,900	61,301	59,725	59,184	(2,117)	-3.5%
	TOTAL SOURCES	$ 125,826	$ 132,684	$ 106,360	$ 69,184	$ (63,500)	-47.9%
Expenditure							
	100 - GENERAL	$ 2,855,681	$ 2,863,492	$ 2,899,997	$ 2,893,472	$ (29,980)	-1.0%
	211 - ADULT PROBATION GRANTS	172,090	179,113	160,293	68,726	110,387	61.6%
	201 - ADULT PROBATION FEES	-	-	1,501	-	-	N/A
	255 - DETENTION OPERATIONS	4,274	-	-	84,930	(84,930)	N/A
	TOTAL USES	$ 3,032,045	$ 3,042,605	$ 3,061,791	$ 3,047,128	$ (4,523)	-0.1%

Activity Narrative: The average number of probationers ordered to pay restitution and/or perform Community Restitution Service was overestimated in the FY 2013 Revised budget. Based on the FY 2013 Forecast, the average number of probationers ordered to perform community work service hours and the average number of probationers ordered to pay victim restitution are anticipated to increase in FY 2014 from the FY 2012 Actual.

The percent of opted-in victims satisfied with MCAPD is expected to increase since the Department has provided additional training to employees in victim communication and awareness.

Base Adjustments:

Detention Fund (255)

- Increase Personal Services by $80,930 including 0.9 FTE Office Assistant Specialized for increase in administrative workload.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of domestic violence probationers who successfully complete probation during the reporting period	63.5%	61.8%	56.3%	62.7%	0.8%	1.3%
Result	Percentage of active domestic violence probationers sentenced for a new felony offense while supervised during the fiscal year	3.0%	4.2%	4.5%	4.5%	0.3%	7.1%
Output	Average number of active domestic violence probationers supervised during the reporting period	679	681	663	694	13	1.9%
Output	Number of domestic violence probationers terminated from probation during the reporting period	260	304	279	284	(20)	-6.6%
Output	Average number of domestic violence probationers supervised during the fiscal year Excludes Limited Jurisdiction (LJ) cases	625	622	640	670	48	7.7%
Demand	Average number of active domestic violence probationers ordered to be supervised during the reporting period	679	681	690	694	13	1.9%
Efficiency	Average cost per active domestic violence probationer during the reporting period	$ 460.88	$ 454.94	$ 476.80	$ 506.27	$ (51.33)	-11.3%
Expenditure							
	100 - GENERAL	$ 1,182,701	$ 1,187,884	$ 1,210,692	$ 1,385,387	$ (197,503)	-16.6%
	211 - ADULT PROBATION GRANTS	53,670	51,829	52,824	-	51,829	100.0%
	255 - DETENTION OPERATIONS	15,833	-	-	20,010	(20,010)	N/A
	TOTAL USES	$ 1,252,204	$ 1,239,713	$ 1,263,516	$ 1,405,397	$ (165,684)	-13.4%

Activity Narrative: The average number of active domestic violence probationers supervised is expected to increase in FY 2014.

Base Adjustments:

General Fund (100) Operating

- Increase Personal Services by $129,429 including 1.0 FTE Probation Officer and 1.0 FTE Surveillance Officer to support the increase in this population.

General Fund (100) Non-Recurring Non-Project

- Increase Supplies $5,340 for 2 laptops and 2 handguns.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of newly ordered warrants cleared during the reporting period	67.6%	65.0%	68.5%	69.5%	4.5%	6.9%
Result	Percent of warrants cleared during the fiscal year	51.8%	66.5%	52.0%	58.8%	(7.6%)	-11.5%
Result	The percentage of warrants cleared with targeted criteria, out of the total warrants cleared during the reporting period	9.2%	8.2%	12.4%	10.7%	2.6%	31.7%
Output	Average number of probationers on warrant status being sought by Adult Probation during the reporting period	6,071	5,716	5,554	4,834	(882)	-15.4%
Output	Average number of probationers on warrant status with targeted criteria being sought by Adult Probation during the reporting period	792	629	876	838	209	33.1%
Output	Total number of probationers on warrant status cleared during the reporting period	5,597	5,696	4,601	4,949	(747)	-13.1%
Demand	Total number of probationers newly placed on warrant status by the Court during the reporting period	4,137	4,330	4,064	4,012	(318)	-7.3%
Efficiency	Average daily cost per probationer on warrant status during the reporting period	$ 86.31	$ 90.92	$ 93.65	$ 109.59	$ (18.67)	-20.5%
Revenue							
	211 - ADULT PROBATION GRANTS	$ 352,117	$ 50,225	$ 45,096	$ 45,000	$ (5,225)	-10.4%
	TOTAL SOURCES	$ 352,117	$ 50,225	$ 45,096	$ 45,000	$ (5,225)	-10.4%
Expenditure							
	100 - GENERAL	$ 1,753,651	$ 2,028,585	$ 2,044,334	$ 2,073,897	$ (45,312)	-2.2%
	211 - ADULT PROBATION GRANTS	256,220	50,225	32,822	45,000	5,225	10.4%
	201 - ADULT PROBATION FEES	-	-	3,186	-	-	N/A
	255 - DETENTION OPERATIONS	86,042	-	-	-	-	N/A
	TOTAL USES	$ 2,095,913	$ 2,078,810	$ 2,080,342	$ 2,118,897	$ (40,087)	-1.9%

Activity Narrative: The number of probationers newly placed on warrant status by the Court is projected to decline by 7.3% in FY 2014 based on the FY 2013 Forecast. The percentage of newly ordered warrants cleared during the reporting period in expected to increase due to a decline in the number of new warrants issued. The percentage of warrants cleared during the fiscal year is anticipated to increase by 11.5% due to a decline in the rate of old warrants being purged. The percentage of warrants cleared with targeted criteria, out of the total warrants cleared during the reporting period is expected to increase by 31.7% due to trending patterns in FY 2013.

In Custody Management Activity

The purpose of the In Custody Management Activity is to provide pro-social behaviors through assessment, case planning, treatment, and appropriate responses to probationers so they can be held accountable and increase their success rate of transition to the community post jail release.

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

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of jail days saved through Court Liaison during the reporting period	45.7%	46.2%	45.9%	49.4%	3.3%	7.0%
Result	Percentage of jailed probationers who received services under In-Custody Management during the reporting period	98.4%	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	1,569	1,463	1,507	1,468	5	0.4%
Output	Number of jail days required for probationers going through violation proceedings during the reporting period	148,770	123,982	161,626	181,863	57,881	46.7%
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	1,569	1,463	1,507	1,468	5	0.4%
Efficiency	Average daily cost per probationer to provide In-Custody Management Activity services during the reporting period	$ 395.03	$ 447.42	$ 406.84	$ 438.23	$ 9.19	2.1%
Revenue							
	211 - ADULT PROBATION GRANTS	$ -	$ 269,043	$ 134,521	$ 212,382	$ (56,661)	-21.1%
	201 - ADULT PROBATION FEES	659,037	671,464	724,818	657,918	(13,546)	-2.0%
	TOTAL SOURCES	$ 659,037	$ 940,507	$ 859,339	$ 870,300	$ (70,207)	-7.5%
Expenditure							
	100 - GENERAL	$ 938,808	$ 989,042	$ 950,220	$ 123,331	$ 865,711	87.5%
	211 - ADULT PROBATION GRANTS	213,536	232,071	146,903	96,560	135,511	58.4%
	201 - ADULT PROBATION FEES	-	8,400	6,373	-	8,400	100.0%
	255 - DETENTION OPERATIONS	1,326,101	1,387,900	1,349,336	2,352,985	(965,085)	-69.5%
	TOTAL USES	$ 2,478,445	$ 2,617,413	$ 2,452,832	$ 2,572,876	$ 44,537	1.7%

Activity Narrative: Based on trends in FY 2012 and FY 2013, the number of jail days required for probationers going through violation proceedings during the reporting period is anticipated to increase.

The percent of jail days saved through Court Liaison during the reporting period is increasing due to the Department's efforts in streamlining case processing. Caseload Administrators are taking on a greater responsibility in preparing packets for the court by gathering needed case/client information (e.g., criminal history and additional charge information) and completing initial information for the probation officer. This allows the probation officer to have more time to collaborate with the field officer and the Court, allowing both officers to come to Court more prepared and the Court to be better informed. By having more complete and timely information to the Court, there are fewer continuances and cases move through the system more efficiently.

Base Adjustments:

Expenditures were transferred from the General Fund to the Detention Fund in order to balance these funds at a consolidated level. Positions transferred between funds include 2.0 FTE Justice System Clerks, 1.0 FTE Probation Assistant, 9.0 FTE Probation Officers and 1.0 FTE Probation Officer Supervisor. This transfer did not affect delivery of services.

Detention Fund (255) Operating

- Increase Personal Services by $49,244 including 1.0 FTE Probation Assistant for increase in caseload.

Detention Fund (255) Non-Recurring Non-Project

- Increase Supplies $900 for desktop.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	98.5%	92.8%	100.0%	98.3%	5.5%	5.9%
Result	Percent of probationers on deportation status through Immigration and Customs Enforcement (ICE) who are returned to MCAPD for action due to arrest, technical violation, or investigation during the reporting period	0.3%	0.4%	0.3%	0.3%	(0.1%)	-26.7%
Output	Average number of probationers monitored according to Indirect Services standards during the reporting period	15,687	14,454	14,631	13,444	(1,010)	-7.0%
Output	Number of Sex Offenders whose probation was ordered by the court to start following discharge from Department of Corrections who were required to to report to MCAPD during the reporting period	131	125	163	118	(7)	-5.6%
Output	Average number of probationers on deportation status through ICE during the reporting period	4,973	4,190	3,912	3,335	(855)	-20.4%
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	15,687	14,454	14,631	13,444	(1,010)	-7.0%
Efficiency	Average daily cost per probationer administered by Indirect Services during the reporting period	$ 16.16	$ 17.63	$ 17.47	$ 19.32	$ (1.69)	-9.6%
Expenditure							
	100 - GENERAL	$ 1,014,123	$ 1,019,226	$ 1,022,276	$ 1,038,744	$ (19,518)	-1.9%
	TOTAL USES	$ 1,014,123	$ 1,019,226	$ 1,022,276	$ 1,038,744	$ (19,518)	-1.9%

Activity Narrative: Demand continues to decrease, most notably in the number of Immigration and Customs Enforcement (ICE) probationers. It was established in FY 2012 that probationers with verified deportation could only be sent to Indirect Services. This verification of the probationer's deportation has reduced the average number of probationers on deportation status through ICE during the reporting period. These trends are expected to continue in FY 2014.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	59.4%	62.7%	59.2%	59.6%	(3.1%)	-5.0%
Result	Percent of active IPS probationers sentenced for a new felony offense while supervised during the reporting period	7.2%	7.8%	8.4%	8.1%	0.3%	4.1%
Output	Average number of active IPS probationers supervised during the reporting period	732	780	682	639	(142)	-18.1%
Output	Total number of IPS probationers discharged from IPS during the reporting period	977	820	787	856	36	4.4%
Output	Average number of IPS probationers who are supervised during the fiscal year	732	780	676	639	(141)	-18.1%
Demand	Average number of active IPS probationers ordered to be supervised during the reporting period	732	780	682	639	(142)	-18.1%
Efficiency	Average daily cost per IPS probationer for the reporting period	$ 2,050.17	$ 1,882.34	$ 2,079.47	$ 2,271.28	$ (388.94)	-20.7%
Revenue							
	201 - ADULT PROBATION FEES	$ 449,130	$ 557,124	$ 552,077	$ 557,124	$ -	0.0%
	TOTAL SOURCES	$ 449,130	$ 557,124	$ 552,077	$ 557,124	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 5,972,529	$ 5,873,798	$ 5,650,361	$ 1,487,818	$ 4,385,980	74.7%
	201 - ADULT PROBATION FEES	-	-	20,711	-	-	N/A
	255 - DETENTION OPERATIONS	32,413	(906)	(370)	4,313,029	(4,313,935)	476151.8%
	TOTAL USES	$ 6,004,942	$ 5,872,892	$ 5,670,702	$ 5,800,847	$ 72,045	1.2%

Activity Narrative: The Court is ordering fewer individuals to Intensive Probation (IPS), as evidenced by the decreasing number of active IPS probationers ordered to be supervised in FY 2013. The average number of IPS probationers ordered intensive probation is projected to decrease by 18.1% in FY 2014.

Base Adjustments:

Expenditures were transferred from the General Fund to the Detention Fund in order to balance these funds at a consolidated level. Positions transferred between funds include 5.0 FTE Justice System Clerks, 54.0 FTE Probation Officers and 6.0 FTE Probation Officer Supervisors. This transfer did not affect delivery of services.

Compliance Monitoring Activity

The purpose of the Compliance Monitoring Activity is to provide appropriately reduced levels of supervision to low-risk and compliant offenders so they can enhance their likelihood to remain in the community and successfully complete probation.

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

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	The percent of Compliance Monitoring probationers who successfully completed supervision during the reporting period	97.3%	96.5%	97.0%	96.8%	0.3%	0.4%
Result	Percentage of active Compliance Monitoring probationers sentenced for a new felony offense while supervised	1.4%	1.1%	2.0%	1.9%	0.8%	73.9%
Output	Average number of Compliance Monitoring probationers supervised during the reporting period	10,982	10,984	10,103	9,957	(1,027)	-9.3%
Output	Average number of active Compliance Monitoring probationers monitored during the fiscal year	10,982	10,984	10,271	9,957	(1,027)	-9.3%
Demand	Average number of active probationers ordered by the court and/or transferred from field supervisions to be monitored by Compliance Monitoring during the reporting period	10,982	10,984	10,103	9,957	(1,027)	-9.3%
Efficiency	Average cost per Compliance Monitoring probationer supervised during the reporting period	$ 99.61	$ 102.40	$ 109.22	$ 113.25	$ (10.85)	-10.6%
Expenditure							
	100 - GENERAL	$ 4,234,496	$ 4,358,151	$ 4,264,812	$ 4,510,331	$ (152,180)	-3.5%
	201 - ADULT PROBATION FEES	140,772	140,772	148,736	-	140,772	100.0%
	TOTAL USES	$ 4,375,268	$ 4,498,923	$ 4,413,548	$ 4,510,331	$ (11,408)	-0.3%

Activity Narrative: The number of Compliance Monitoring Probationers is forecasted to decrease in FY 2013 and the trend is expected to continue in FY 2014 since probationers are being diverted to other Adult Probation programs.

The methodology used for measurement data is new in FY 2014, so comparison to the previous year's data is not meaningful. The methodology used in FY 2013 has been updated for FY 2014 so the projections are more accurate.

Seriously Mentally Ill Activity

The purpose of the Seriously Mentally Ill Probation Supervision Activity is to provide specialized supervision and align services to offender risk profiles and criminogenic needs to Seriously Mentally Ill probationers so they can enhance their likelihood to remain in the community and successfully complete probation.

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

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of seriously mentally ill probationers who successfully complete probation during the reporting period	77.7%	83.4%	72.8%	74.1%	(9.3%)	-11.2%
Result	Percent of active seriously mentally ill probationers sentenced for a new felony offense while supervised during the fiscal year	5.7%	3.1%	5.9%	6.2%	3.1%	101.9%
Output	Average number of active seriously mentally ill probationers supervised during the reporting period	634	650	619	645	(6)	-0.8%
Output	Number of active seriously mentally ill probationers terminated from probation during the reporting period	358	404	353	386	(18)	-4.5%
Output	Average number of active seriously mentally ill probationers supervised during the fiscal year	634	650	629	644	(6)	-0.9%
Demand	Average number of active seriously mentally ill probationers ordered to be supervised by the Court during the reporting period	634	650	619	645	(6)	-0.8%
Efficiency	Average cost per active seriously mentally ill probationer for the reporting period	$ 565.76	$ 521.38	$ 551.88	$ 539.27	$ (17.89)	-3.4%
Expenditure							
	100 - GENERAL	$ 1,435,339	$ 1,355,581	$ 1,366,997	$ 1,390,239	$ (34,658)	-2.6%
	TOTAL USES	$ 1,435,339	$ 1,355,581	$ 1,366,997	$ 1,390,239	$ (34,658)	-2.6%

Activity Narrative: The percent of Seriously Mentally Ill (SMI) probationers successfully completing probation has declined. The results may have been affected by cuts to Title XIX services and longer delays in AHCCCS re-enrollment. Additionally, more probationers are transferred from the Re-entry Unit which is not as well equipped to handle the SMI cases. Furthermore, a delay in transfers increases service lags which negatively impacts the results. Finally, a housing shortage for SMI probationers out of jail/prison has led to additional difficulty in stabilizing these clients.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	2.4%	2.0%	2.5%	2.4%	0.4%	20.1%
Output	Average number of Sex Offender probationers supervised during the reporting period	1,910	2,015	1,981	2,091	76	3.8%
Output	Average number of active Sex Offender probationers supervised during the fiscal year	1,910	2,009	1,989	2,091	82	4.1%
Demand	Average number of active Sex Offender probationers ordered to be supervised during the reporting period	1,910	2,010	1,981	2,091	81	4.0%
Efficiency	Average cost per active sex offender probationer for the reporting period	$ 606.31	$ 587.03	$ 607.98	$ 627.92	$ (40.88)	-7.0%
Revenue							
	201 - ADULT PROBATION FEES	$ 47,005	$ 44,897	$ 53,579	$ 56,400	$ 11,503	25.6%
	TOTAL SOURCES	$ 47,005	$ 44,897	$ 53,579	$ 56,400	$ 11,503	25.6%
Expenditure							
	100 - GENERAL	$ 2,417,563	$ 2,827,895	$ 2,831,882	$ 3,535,081	$ (707,186)	-25.0%
	211 - ADULT PROBATION GRANTS	74,560	-	1,507	108,000	(108,000)	N/A
	201 - ADULT PROBATION FEES	2,138,848	1,865,000	1,939,081	1,550,762	314,238	16.8%
	255 - DETENTION OPERATIONS	-	37,425	44,543	56,808	(19,383)	-51.8%
	TOTAL USES	$ 4,630,971	$ 4,730,320	$ 4,817,013	$ 5,250,651	$ (520,331)	-11.0%

Activity Narrative: A significant majority of convicted sex offenders receive lifetime sentences for probation, creating the year-to-year increase in probation supervision. It is anticipated that the percent of active Sex Offender probationers sentenced for a new felony offense while supervised will decrease from the FY 2013 Forecast with the additional staff.

Base Adjustments:

General Fund (100) Operating

- Increase Personal Services by $388,287 including 3.0 FTE Probation Officers and 3.0 Surveillance Officers to support the increase in this population.

General Fund (100) Non-Recurring Non-Project

- Increase Supplies $1,500 for 1 laptop.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of standard probationers who successfully complete probation during the reporting period	71.6%	71.8%	70.3%	74.6%	2.8%	3.9%
Result	Percent of active standard probationers convicted of a new felony offense while supervised during the fiscal year	7.5%	7.8%	7.6%	7.5%	(0.3%)	-4.0%
Output	Average number of active standard probationers supervised for the reporting period	14,723	14,992	14,929	15,417	426	2.8%
Output	Number of Standard probationers terminated from probation during the reporting period	6,112	5,663	5,972	5,612	(51)	-0.9%
Output	Average number of active standard probationers supervised during the fiscal year (Excludes Interstate Compact)	14,014	14,326	14,377	14,675	349	2.4%
Demand	Average number of active standard probationers ordered to be supervised during the reporting period (Includes Interstate Compact)	14,723	14,992	14,929	15,417	426	2.8%
Efficiency	Average daily cost per active Standard Supervision probationer	$ 417.07	$ 428.59	$ 417.93	$ 412.97	$ 15.63	3.6%
Revenue							
	211 - ADULT PROBATION GRANTS	$ 305,965	$ 285,551	$ 239,551	$ 12,000	$ (273,551)	-95.8%
	201 - ADULT PROBATION FEES	8,331,596	8,139,648	8,111,783	8,139,648	-	0.0%
	TOTAL SOURCES	$ 8,637,561	$ 8,425,199	$ 8,351,334	$ 8,151,648	$ (273,551)	-3.2%
Expenditure							
	100 - GENERAL	$ 13,239,787	$ 12,486,471	$ 12,406,177	$ 11,679,824	$ 806,647	6.5%
	211 - ADULT PROBATION GRANTS	248,702	185,972	222,595	132,000	53,972	29.0%
	201 - ADULT PROBATION FEES	10,271,076	12,158,374	11,478,271	11,943,860	214,514	1.8%
	255 - DETENTION OPERATIONS	803,075	870,223	849,776	1,711,649	(841,426)	-96.7%
	TOTAL USES	$ 24,562,640	$ 25,701,040	$ 24,956,819	$ 25,467,333	$ 233,707	0.9%

Activity Narrative: The number of probationers ordered to Standard Probation has continued to increase.

Base Adjustments:

Expenditures were transferred from the General Fund to the Detention Fund in order to balance these funds at a consolidated level. Positions transferred between funds include 6.0 FTE Probation Officers, 1.0 FTE Probation Officer Supervisor and 3.0 FTE Surveillance Officers. This transfer did not affect delivery of services.

General Fund (100) Operating

- Increase Personal Services by $66,597 including 1.0 FTE Probation Officer for increase in the population.

General Fund (100) Non-Recurring Non-Project

- Increase Supplies and Equipment $102,170 for 1 laptop, 1 protective vest and 4 vehicles.

Transfer Youth Activity

The purpose of the Transferred Youth Supervision Activity is to provide specialized supervision and align services to offender risk profiles and criminogenic needs to Transferred Youth probationers so they can enhance their likelihood to remain in the community and successfully complete probation.

Mandates: A.R.S. §§12-251 and 13-901 establishes standard probation, the conditions, and fees and establishes qualifications for probation officers and support staff; A.R.S. §12-253 establishes the powers and duties of adult probation officers; A.R.S. §12-269 requires counties with populations greater

than two million to fund probation services and maintain appropriate ratios of officers to probationers consistent with evidence-based practices in differentiated case management.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of transferred youth probationers who successfully complete probation during the reporting period	51.1%	53.5%	51.1%	52.3%	(1.2%)	-2.3%
Result	Percent of active transferred youth sentenced for a new felony offense while supervised during the fiscal year	17.0%	14.7%	15.2%	15.0%	0.2%	1.7%
Output	Average number of active transferred youth probationers being supervised during the reporting period	229	258	218	207	(51)	-19.9%
Output	Number of transferred youth probationers terminated from probation during the reporting period	88	99	131	153	54	54.5%
Output	Average number of active transferred youth supervised during the reporting period during the fiscal year	229	258	217	207	(51)	-19.8%
Demand	Average number of active transferred youth ordered to be supervised by the Court during the reporting period	229	258	218	207	(51)	-19.9%
Efficiency	Average cost per active transferred youth for the reporting period	$ 653.65	$ 575.50	$ 686.14	$ 787.74	$ (212.24)	-36.9%
Expenditure							
	100 - GENERAL	$ 599,395	$ 593,918	$ 598,312	$ 9,613	$ 584,305	98.4%
	255 - DETENTION OPERATIONS	-	-	-	641,849	(641,849)	N/A
	TOTAL USES	$ 599,395	$ 593,918	$ 598,312	$ 651,462	$ (57,544)	-9.7%

Activity Narrative: The average number of active transferred youth ordered to be supervised by the Court during the reporting period continues to decline. This decrease is potentially due to the Children's Action Alliance, as they have applied pressure to educate law enforcement and prosecutorial agencies about adolescent brain development. The Children's Action Alliance has also encouraged keeping juvenile offenders in the juvenile courts.

Another contributing factor to the decrease in the number of transferred youth is that officers have not been able to screen additional cases that may be eligible for the program. This is due to caseload management and the number of vacant positions.

Finally, the decrease can be attributed to the additional services in place for the Project SAFE (Swift Accountable Fair Enforcement) population. MCAPD's Project SAFE is a program for high-risk youths sentenced in adult court for serious offenses, also known as transferred youths. This program is designed to provide quick punishment and rewards for teens placed on probation, showing them that their actions have consequences.

Base Adjustments:

Expenditures were transferred from the General Fund to the Detention Fund in order to balance these funds at a consolidated level. Positions transferred between funds include 7.0 FTE Probation Officers and 1.0 FTE Probation Officer Supervisor. This transfer did not affect delivery of services.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 50,718,625**	**$ -**
FY 2013 Revised Budget		**$ 50,718,625**	**$ -**
Adjustments:			
Reallocations		**$ (160,596)**	**$ -**
Reallocation Between Depts		*(160,596)*	-
ICIS-NG (Integrated Court Information System - Next Generation) - Position Reorg	*$ (160,596)*		
FY 2014 Budget Target		**$ 50,558,029**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 841,723**	**$ -**
Retirement Contributions		*841,723*	-
Base Adjustments		**$ 918,661**	**$ -**
Adult Probation Caseload Increase		*918,661*	-
Reallocations		**$ (10,034,792)**	**$ -**
Adult Probation Reallocation Between Funds		*(10,034,792)*	-
Budget Balancing		**$ (536,901)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(536,901)*	-
FY 2014 Tentative Budget		**$ 41,746,720**	**$ -**
Percent Change from Target Amount		*-17.4%*	
Adjustments:			
Base Adjustments		**$ (38,211)**	**$ -**
Internal Service Charges		*(38,211)*	-
FY 2014 Adopted Budget		**$ 41,708,509**	**$ -**
Percent Change from Target Amount		*-17.5%*	
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ -**	**$ -**
FY 2013 Revised Budget		**$ -**	**$ -**
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Base Adjustments		**$ 127,030**	**$ -**
Adult Probation Caseload Increase		*127,030*	-
FY 2014 Adopted Budget		**$ 127,030**	**$ -**

Adult Probation Fees Fund (201)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 12,842,594**	**$ 12,842,594**
FY 2013 Revised Budget			**$ 12,842,594**	**$ 12,842,594**
FY 2014 Budget Target			**$ 12,842,594**	**$ 12,842,594**
FY 2014 Adopted Budget			**$ 12,842,594**	**$ 12,842,594**
Percent Change from Target Amount			*0.0%*	*0.0%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ 1,356,274**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 297,483**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*297,483*	-
FY 2013 Revised Budget			**$ 1,653,757**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ (297,483)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*(297,483)*	-
Non Recurring			**$ (1,356,274)**	**$ -**
Other Non-Recurring			*(1,356,274)*	-
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 1,983**	**$ -**
Retirement Contributions			*1,983*	-
Non Recurring			**$ 932,556**	**$ -**
Other Non-Recurring			*932,556*	-
Percentage of Salary and Benefits for Supervisor and Administrator Positions		*$ 76,056*		
Peak Performers		*6,500*		
Laptop/Desktop/Printer Replacement		*500,000*		
State Vehicle Replacements		*200,000*		
County Vehicle Upgrades to Mid-Size		*50,000*		
Communications Center CAD system, software & hardware upgrade		*100,000*		
FY 2014 Adopted Budget			**$ 934,539**	**$ -**

Adult Probation Fees Fund (201) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 2,346,908	$ 2,198,641	$ 2,198,641	$ 2,569,899	$ 1,466,166
Sources:					
Operating	$ 13,043,890	$ 12,842,594	$ 12,842,594	$ 12,833,931	$ 12,842,594
Non-Recurring	-	-	-	-	-
Total Sources:	$ 13,043,890	$ 12,842,594	$ 12,842,594	$ 12,833,931	$ 12,842,594
Uses:					
Operating	$ 12,667,057	$ 12,842,594	$ 12,842,594	$ 12,833,154	$ 12,842,594
Non-Recurring	153,839	1,356,274	1,653,757	1,104,510	934,539
Total Uses:	$ 12,820,896	$ 14,198,868	$ 14,496,351	$ 13,937,664	$ 13,777,133
Structural Balance	$ 376,833	$ -	$ -	$ 777	$ -
Accounting Adjustments	$ (3)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 2,569,899	$ 842,367	$ 544,884	$ 1,466,166	$ 531,627
Total Ending Spendable Fund Balance	$ 2,569,899	$ 842,367	$ 544,884	$ 1,466,166	$ 531,627

Adult Probation Grants Fund (211)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 3,557,378**	**$ 3,557,378**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 185,327**	**$ 185,327**
Adult Probation FY 13 Grants	*C-11-13-004-G-00*	*273,844*	*273,844*
Fill the Gap Plan	*C-80-13-008-2-00*	*(88,517)*	*(88,517)*
FY 2013 Revised Budget		**$ 3,742,705**	**$ 3,742,705**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (185,327)**	**$ (185,327)**
Adult Probation FY 13 Grants	*C-11-13-004-G-00*	*(273,844)*	*(273,844)*
Fill the Gap Plan	*C-80-13-008-2-00*	*88,517*	*88,517*
FY 2014 Budget Target		**$ 3,557,378**	**$ 3,557,378**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 6,805**	**$ -**
Retirement Contributions		*6,805*	*-*
Base Adjustments		**$ (6,805)**	**$ -**
Other Base Adjustments		*(6,805)*	*-*
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (473,119)**	**$ (473,119)**
Grant Reconciliation		*(473,119)*	*(473,119)*
FY 2014 Tentative Budget		**$ 3,084,259**	**$ 3,084,259**
Percent Change from Target Amount		*-13.3%*	*-13.3%*
Adjustments:			
Base Adjustments		**$ -**	**$ -**
Other Base Adjustments		*(2,803)*	*-*
Internal Service Charges		*2,803*	*-*
FY 2014 Adopted Budget		**$ 3,084,259**	**$ 3,084,259**
Percent Change from Target Amount		*-13.3%*	*-13.3%*

Adult Probation Grants Fund (211) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ (209,971)	$ (209,971)	$ (209,971)	$ (360,005)	$ (360,005)
Sources:					
Operating	$ 4,243,895	$ 3,557,378	$ 3,742,705	$ 3,367,697	$ 3,084,259
Non-Recurring	-	-	-	-	-
Total Sources:	$ 4,243,895	$ 3,557,378	$ 3,742,705	$ 3,367,697	$ 3,084,259
Uses:					
Operating	$ 4,393,941	$ 3,557,378	$ 3,742,705	$ 3,367,697	$ 3,084,259
Non-Recurring	-	-	-	-	-
Total Uses:	$ 4,393,941	$ 3,557,378	$ 3,742,705	$ 3,367,697	$ 3,084,259
Structural Balance	$ (150,046)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 12	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ -	$ -
Total Ending Spendable Fund Balance	$ (360,005)	$ (209,971)	$ (209,971)	$ (360,005)	$ (360,005)

Detention Fund (255)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 10,970,427**	**$ -**
FY 2013 Revised Budget	**$ 10,970,427**	**$ -**
FY 2014 Budget Target	**$ 10,970,427**	**$ -**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 161,164**	**$ -**
Retirement Contributions	*161,164*	-
Base Adjustments	**$ 2,388,504**	**$ -**
Adult Probation Caseload Increase	*2,021,468*	-
Operating Fund Transfers	*367,036*	-
Reallocations	**$ 10,034,792**	**$ -**
Adult Probation Reallocation Between Funds	*10,034,792*	-
Budget Balancing	**$ (236,699)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget	*(236,699)*	-
FY 2014 Adopted Budget	**$ 23,318,188**	**$ -**
Percent Change from Target Amount	*112.6%*	

Detention Fund (255) (continued)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2013 Adopted Budget	**$ 100,000**	**$ -**
FY 2013 Revised Budget	**$ 100,000**	**$ -**
Adjustments:		
Non Recurring	**$ (100,000)**	**$ -**
Other Non-Recurring	*(100,000)*	-
FY 2014 Budget Target	**$ -**	**$ -**
Adjustments:		
Base Adjustments	**$ 196,860**	**$ -**
Adult Probation Caseload Increase	*196,860*	-
FY 2014 Adopted Budget	**$ 196,860**	**$ -**

Air Quality

Analysis by Idamarie C. Flaherty, Management and Budget Analyst

Summary

Mission

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

Vision

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

Strategic Goals

Public Health

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

Status: For FY 2012 (the last complete year), air quality at all stations was in compliance with federal health standards 86% of the time.

Public Health

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

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

Citizen Satisfaction

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

Status: The 2012 Citizens' Satisfaction Survey results showed that 71% of the citizens reported being adequately informed. Making clean air choices will be tracked beginning with the 2012 Citizens' Satisfaction Survey; 2012 will be the baseline year.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
AQPI - AQ PUBLIC INFORMATION	$ -	$ -	$ -	$ -	$ 15,000	$ 15,000	N/A
CAQM - AIR QUALITY MONITORING	883,381	-	-	-	-	-	N/A
DCPR - DUST CNTRL PERMIT REGULATION	4,661,253	5,063,725	5,063,725	5,447,321	5,293,512	229,787	4.5%
LREC - LARGE SOURCE PERMIT REGULATION	2,116,062	1,608,636	1,608,636	2,012,370	1,375,766	(232,870)	-14.5%
SREC - SMALL SOURCE PERMIT REGULATION	5,377,695	5,450,532	5,450,532	5,202,326	5,496,798	46,266	0.8%
TRDA - TRIP REDUCTION	1,596,934	1,673,800	1,673,800	1,642,802	1,693,494	19,694	1.2%
85AQ - AIR QUALITY	$ 14,635,325	$ 13,796,693	$ 13,796,693	$ 14,304,819	$ 13,874,570	$ 77,877	0.6%
ODIR - EXECUTIVE MANAGEMENT	$ 4,628	$ 788,462	$ 840,955	$ 965,289	$ 886,784	$ 45,829	5.4%
99AS - ADMINISTRATIVE SERVICES	$ 4,628	$ 788,462	$ 840,955	$ 965,289	$ 886,784	$ 45,829	5.4%
GGOV - GENERAL GOVERNMENT	$ 163,887	$ 32,040	$ 32,040	$ 29,933	$ 32,040	$ -	0.0%
99GV - GENERAL GOVERNMENT	$ 163,887	$ 32,040	$ 32,040	$ 29,933	$ 32,040	$ -	0.0%
TOTAL PROGRAMS	**$ 14,803,840**	**$ 14,617,195**	**$ 14,669,688**	**$ 15,300,041**	**$ 14,793,394**	**$ 123,706**	**0.8%**
USES							
AQPI - AQ PUBLIC INFORMATION	$ 322,588	$ 550,899	$ 550,899	$ 532,348	$ 532,801	$ 18,098	3.3%
CAQM - AIR QUALITY MONITORING	2,711,330	-	-	-	-	-	N/A
DCPR - DUST CNTRL PERMIT REGULATION	2,139,013	2,699,277	2,699,533	2,463,011	2,872,234	(172,701)	-6.4%
LREC - LARGE SOURCE PERMIT REGULATION	1,085,791	1,438,061	1,438,056	1,020,188	2,307,801	(869,745)	-60.5%
SREC - SMALL SOURCE PERMIT REGULATION	2,423,643	2,614,118	2,614,115	2,569,185	2,694,269	(80,154)	-3.1%
TRDA - TRIP REDUCTION	1,563,175	1,610,660	1,610,660	1,431,407	1,655,455	(44,795)	-2.8%
85AQ - AIR QUALITY	$ 10,245,540	$ 8,913,015	$ 8,913,263	$ 8,016,139	$ 10,062,560	$ (1,149,297)	-12.9%
BDGT - BUDGETING	$ 30,191	$ 39,452	$ 39,452	$ 35,483	$ 36,001	$ 3,451	8.7%
FSAC - FINANCIAL SERVICES	169,011	191,405	191,405	180,443	194,368	(2,963)	-1.5%
HRAC - HUMAN RESOURCES	83,210	111,225	302,000	47,272	76,681	225,319	74.6%
ODIR - EXECUTIVE MANAGEMENT	2,806,389	6,247,259	6,299,504	5,427,241	6,038,781	260,723	4.1%
PROC - PROCUREMENT	26,817	26,999	26,999	22,131	27,158	(159)	-0.6%
99AS - ADMINISTRATIVE SERVICES	$ 3,115,618	$ 6,616,340	$ 6,859,360	$ 5,712,570	$ 6,372,989	$ 486,371	7.1%
CSCA - CENTRAL SERVICE COST ALLOC	$ 850,512	$ 819,913	$ 819,913	$ 819,914	$ 700,558	$ 119,355	14.6%
ISFC - INTERNAL SERVICE FUND CHARGES	64,992	78,497	78,497	82,983	97,426	(18,929)	-24.1%
99GV - GENERAL GOVERNMENT	$ 915,504	$ 898,410	$ 898,410	$ 902,897	$ 797,984	$ 100,426	11.2%
TOTAL PROGRAMS	**$ 14,276,662**	**$ 16,427,765**	**$ 16,671,033**	**$ 14,631,606**	**$ 17,233,533**	**$ (562,500)**	**-3.4%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 9,371,519	$ 9,764,372	$ 9,764,372	$ 9,556,878	$ 9,760,589	$ (3,783)	0.0%
SUBTOTAL	$ 9,371,519	$ 9,764,372	$ 9,764,372	$ 9,556,878	$ 9,760,589	$ (3,783)	0.0%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,735,760	$ 2,095,675	$ 2,148,168	$ 2,317,078	$ 2,231,809	$ 83,641	3.9%
0620 - OTHER INTERGOVERNMENTAL	1,681,332	1,673,800	1,673,800	1,642,802	1,693,494	19,694	1.2%
SUBTOTAL	$ 3,417,092	$ 3,769,475	$ 3,821,968	$ 3,959,880	$ 3,925,303	$ 103,335	2.7%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 489,045	$ 386,704	$ 386,704	$ 384,955	$ 410,858	$ 24,154	6.2%
SUBTOTAL	$ 489,045	$ 386,704	$ 386,704	$ 384,955	$ 410,858	$ 24,154	6.2%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 1,447,369	$ 662,600	$ 662,600	$ 1,369,623	$ 662,600	$ -	0.0%
SUBTOTAL	$ 1,447,369	$ 662,600	$ 662,600	$ 1,369,623	$ 662,600	$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 32,364	$ 32,040	$ 32,040	$ 29,933	$ 32,040	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	4,628	2,004	2,004	(1,228)	2,004	-	0.0%
SUBTOTAL	$ 36,992	$ 34,044	$ 34,044	$ 28,705	$ 34,044	$ -	0.0%
ALL REVENUES	$ 14,762,017	$ 14,617,195	$ 14,669,688	$ 15,300,041	$ 14,793,394	$ 123,706	0.8%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 41,823	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING SOURCES	$ 41,823	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL SOURCES	$ 14,803,840	$ 14,617,195	$ 14,669,688	$ 15,300,041	$ 14,793,394	$ 123,706	0.8%

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 6,687,291	$ 7,119,728	$ 7,119,818	$ 6,607,287	$ 7,157,774	$ (37,956)	-0.5%
0705 - TEMPORARY PAY	5,389	30,244	39,001	22,034	30,130	8,871	22.7%
0710 - OVERTIME	61,512	65,064	65,064	74,277	65,064	-	0.0%
0750 - FRINGE BENEFITS	2,455,519	2,717,399	2,708,296	2,555,465	2,771,459	(63,163)	-2.3%
0790 - OTHER PERSONNEL SERVICES	32,141	60,682	251,713	187,299	60,938	190,775	75.8%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,584,913)	(1,392,655)	(1,392,655)	(1,284,809)	(1,518,528)	125,873	9.0%
0796 - PERSONNEL SERVICES ALLOC-IN	1,820,616	2,043,269	2,043,269	1,819,610	2,180,485	(137,216)	-6.7%
SUBTOTAL	$ 9,477,555	$ 10,643,731	$ 10,834,506	$ 9,981,163	$ 10,747,322	$ 87,184	0.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 255,874	$ 301,148	$ 301,148	$ 277,866	$ 304,948	$ (3,800)	-1.3%
0803 - FUEL	156,254	165,191	165,191	146,192	165,191	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	57,366	39,955	39,955	4,094	18,175	21,780	54.5%
0806 - SUPPLIES-ALLOCATION IN	154,246	11,759	11,759	35,606	110,789	(99,030)	-842.2%
SUBTOTAL	$ 577,708	$ 508,367	$ 508,367	$ 451,682	$ 584,053	$ (75,686)	-14.9%
SERVICES							
0812 - OTHER SERVICES	1,012,151	1,663,841	1,716,334	1,225,360	2,813,373	(1,097,039)	-63.9%
0820 - RENT & OPERATING LEASES	803,469	830,412	830,412	871,132	844,254	(13,842)	-1.7%
0825 - REPAIRS AND MAINTENANCE	132,134	64,810	64,810	48,370	64,810	-	0.0%
0830 - INTERGOVERNMENTAL PAYMENTS	-	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	1,179,257	1,172,691	1,172,691	1,159,879	1,060,638	112,053	9.6%
0841 - TRAVEL	13,853	18,110	18,110	7,902	18,560	(450)	-2.5%
0842 - EDUCATION AND TRAINING	20,523	57,241	57,241	41,980	58,641	(1,400)	-2.4%
0843 - POSTAGE/FREIGHT/SHIPPING	36,089	40,648	40,648	31,975	41,398	(750)	-1.8%
0850 - UTILITIES	71,948	85,020	85,020	74,461	85,020	-	0.0%
0873 - SERVICES-ALLOCATION IN	125,553	224,566	224,566	194,932	376,657	(152,091)	-67.7%
SUBTOTAL	$ 3,470,388	$ 4,397,005	$ 4,449,498	$ 3,595,099	$ 5,373,514	$ (924,016)	-20.8%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 549,784	$ 677,930	$ 677,930	$ 402,930	$ 482,540	$ 195,390	28.8%
0950 - DEBT SERVICE	22,680	-	-	-	-	-	N/A
SUBTOTAL	$ 751,011	$ 878,662	$ 878,662	$ 603,662	$ 528,644	$ 350,018	39.8%
ALL EXPENDITURES	$ 14,276,662	$ 16,427,765	$ 16,671,033	$ 14,631,606	$ 17,233,533	$ (562,500)	-3.4%
TOTAL USES	$ 14,276,662	$ 16,427,765	$ 16,671,033	$ 14,631,606	$ 17,233,533	$ (562,500)	-3.4%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
503 AIR QUALITY GRANT							
OPERATING	$ 3,391,168	$ 3,769,475	$ 3,769,475	$ 3,916,950	$ 3,925,303	$ 155,828	4.1%
NON-RECURRING	25,924	-	52,493	42,473	-	(52,493)	-100.0%
FUND TOTAL SOURCES	$ 3,417,092	$ 3,769,475	$ 3,821,968	$ 3,959,423	$ 3,925,303	$ 103,335	2.7%
504 AIR QUALITY FEES							
OPERATING	$ 11,349,480	$ 10,847,720	$ 10,847,720	$ 11,340,618	$ 10,868,091	$ 20,371	0.2%
NON-RECURRING	37,268	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 11,386,748	$ 10,847,720	$ 10,847,720	$ 11,340,618	$ 10,868,091	$ 20,371	0.2%
DEPARTMENT OPERATING TOTAL SOURCES	$ 14,740,648	$ 14,617,195	$ 14,617,195	$ 15,257,568	$ 14,793,394	$ 176,199	1.2%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 63,192	$ -	$ 52,493	$ 42,473	$ -	$ (52,493)	-100.0%
DEPARTMENT TOTAL SOURCES	$ 14,803,840	$ 14,617,195	$ 14,669,688	$ 15,300,041	$ 14,793,394	$ 123,706	0.8%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 763,350	$ 760,773	$ 760,773	$ 760,773	$ 760,773	$ -	0.0%
NON-RECURRING	474,901	402,930	402,930	402,930	397,540	5,390	1.3%
FUND TOTAL USES	$ 1,238,251	$ 1,163,703	$ 1,163,703	$ 1,163,703	$ 1,158,313	$ 5,390	0.5%
503 AIR QUALITY GRANT							
OPERATING	$ 3,366,843	$ 3,769,475	$ 3,769,475	$ 3,577,948	$ 3,924,954	$ (155,479)	-4.1%
NON-RECURRING	38,233	-	87,206	42,473	-	87,206	100.0%
FUND TOTAL USES	$ 3,405,076	$ 3,769,475	$ 3,856,681	$ 3,620,421	$ 3,924,954	$ (68,273)	-1.8%
504 AIR QUALITY FEES							
OPERATING	$ 9,379,556	$ 10,744,978	$ 10,744,978	$ 9,367,974	$ 10,517,273	$ 227,705	2.1%
NON-RECURRING	253,779	749,609	905,671	479,508	1,632,993	(727,322)	-80.3%
FUND TOTAL USES	$ 9,633,335	$ 11,494,587	$ 11,650,649	$ 9,847,482	$ 12,150,266	$ (499,617)	-4.3%
DEPARTMENT OPERATING TOTAL USES	$ 13,509,749	$ 15,275,226	$ 15,275,226	$ 13,706,695	$ 15,203,000	$ 72,226	0.5%
DEPARTMENT NON-RECURRING TOTAL USES	$ 766,913	$ 1,152,539	$ 1,395,807	$ 924,911	$ 2,030,533	$ (634,726)	-45.5%
DEPARTMENT TOTAL USES	$ 14,276,662	$ 16,427,765	$ 16,671,033	$ 14,631,606	$ 17,233,533	$ (562,500)	-3.4%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.50	.50	.50	.50	.50	-	0.0%
EXECUTIVE MANAGEMENT	19.50	36.60	38.10	37.10	36.10	(2.00)	(5.2%)
FINANCIAL SERVICES	3.10	3.10	3.10	3.10	3.10	-	0.0%
PROCUREMENT	.50	.50	.50	.50	.50	-	0.0%
PROGRAM TOTAL	23.60	40.70	42.20	41.20	40.20	(2.00)	(4.7%)
AIR QUALITY							
AIR QUALITY MONITORING	18.00	-	.00	-	-	-	N/A
AQ PUBLIC INFORMATION	2.00	2.00	2.00	2.00	2.00	-	0.0%
DUST CNTRL PERMIT REGULATION	30.45	32.30	32.35	32.85	32.75	.40	1.2%
LARGE SOURCE PERMIT REGULATION	16.20	16.65	16.95	18.15	16.05	(.90)	(5.3%)
SMALL SOURCE PERMIT REGULATION	40.35	36.95	37.60	36.90	38.10	.50	1.3%
TRIP REDUCTION	12.00	12.00	12.00	12.00	12.00	-	0.0%
PROGRAM TOTAL	119.00	99.90	100.90	101.90	100.90	-	0.0%
DEPARTMENT TOTAL	142.60	140.60	143.10	143.10	141.10	(2.00)	(1.4%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin/Operations Specialist	7.00	7.00	8.00	8.00	8.00	-	0.0%
Administrative Supervisor	2.00	3.00	3.00	3.00	3.00	-	0.0%
Air Instrument Technician Supv	-	2.00	2.00	2.00	2.00	-	0.0%
Air Quality Division Manager	-	4.00	4.00	4.00	4.00	-	0.0%
Air Quality Enforcement Spec	-	3.00	3.00	3.00	3.00	-	0.0%
Air Quality Operations Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Air Quality Planner	-	6.00	6.00	6.00	6.00	-	0.0%
Air Quality Planning Supv	-	2.00	2.00	2.00	2.00	-	0.0%
Air Quality Policy Advisor	-	1.00	1.00	1.00	1.00	-	0.0%
Air Quality Specialist	-	40.00	39.00	39.00	39.00	-	0.0%
Air Quality Specialist Supv	-	6.00	6.00	6.00	6.00	-	0.0%
Atmospheric Science Pro	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%
Deputy Director	1.00	-	-	-	-	-	N/A
Deputy Director - Air Quality	-	1.00	1.00	1.00	1.00	-	0.0%
Development Svcs Specialist	-	-	2.00	2.00	2.00	-	0.0%
Development Svcs Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Development Svcs Technician	6.00	6.00	4.00	4.00	4.00	-	0.0%
Director - Air Quality	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineer	-	-	-	2.00	-	-	N/A
Engineer - Air Quality	-	-	2.00	-	-	(2.00)	(100.0%)
Engineering Associate	17.00	18.00	18.00	17.00	18.00	-	0.0%
Engineering Manager	1.00	-	-	-	-	-	N/A
Engineering Supervisor	3.00	3.00	2.00	2.00	2.00	-	0.0%
Environmental Enforcement Spec	3.00	-	-	-	-	-	N/A
Environmental Spclst Supv	7.00	-	-	-	-	-	N/A
Environmental Specialist	41.00	-	-	-	-	-	N/A
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Financial Supervisor - Dept	1.00	-	-	-	-	-	N/A
Grant-Contract Administrator	.60	.60	.60	.60	.60	-	0.0%
Instrumentation Technician Air	13.00	13.00	13.00	13.00	13.00	-	0.0%
IS Project Manager	-	-	1.00	-	-	(1.00)	(100.0%)
Management Analyst	2.00	-	1.00	2.00	1.00	-	0.0%
Management Assistant	1.00	-	-	-	-	-	N/A
Media Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	11.00	11.00	10.00	10.00	10.00	-	0.0%
Operations/Program Manager	3.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Supervisor	2.00	-	-	-	-	-	N/A
Planner	8.00	-	-	-	-	-	N/A
Planning Supervisor	1.00	-	-	-	-	-	N/A
Project Administrator	2.00	1.00	-	1.00	1.00	1.00	N/A
RDSA Ombudsman	-	1.00	1.00	1.00	1.00	-	0.0%
Special Projects Manager	-	-	.50	.50	.50	-	0.0%
Department Total	**142.60**	**140.60**	**143.10**	**143.10**	**141.10**	**(2.00)**	**(1.4%)**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
503 AIR QUALITY GRANT	24.60	21.60	20.60	20.60	20.60	-	0.0%
504 AIR QUALITY FEES	118.00	119.00	122.50	122.50	120.50	(2.00)	(1.6%)
Department Total	**142.60**	**140.60**	**143.10**	**143.10**	**141.10**	**(2.00)**	**(1.4%)**

Staffing Variance Analysis

The variance between FY 2013 Revised and FY 2014 Adopted in the Staffing by Market Range Title Table is due to the repositioning of some FTE's in Fund 504, specifically, Engineer - Air Quality, IS Project Manager and Project Administrator.

General Adjustments

General Fund (100)

Other Base Adjustments:

- The FY 2014 Non Recurring Non Project budget includes $397,540 for Air Quality monitoring equipment.

Air Quality Grant Fund (503)

Personnel:

- Increase Regular Benefits by $3,592 for the changes in retirement contribution rates.

Other Base Adjustments:

- Increase revenue $155,828 and increase expenditures $151,887 for grant reconciliation.

Air Quality Fees Fund (504)

Personnel:

- Increase Regular Benefits by $26,237 for the changes in retirement contribution rates.

Other Base Adjustments:

- Decrease expenditures $161,557 for legal expenses. The Air Quality Department does not expect any defense or prosecution legal activity.
- Decrease expenditures $92,385. ISF fees have dropped $100,528 due to a decrease in the cell phone fleet. Increase Other Benefits and Internal Services Charges by $8,143 for the impact of the changes in Risk Management charges.
- The FY 2014 Non Recurring Non Project budget for $1,632,993 includes:
    - $275,000 carry-over for the completion of the Accela Information System and a 64 unit Vehicle Locator System.
    - $248,623 for Asset management and RDSA IT purchases.
    - $1,000,000 for an Air Quality Improvement Project as designated by the Queen Creek Environmental Settlement received in FY 2013.
    - $109,370 for education and public information designated by the Fisher Settlement, also received in FY 2013.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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".	26.0%	25.0%	72.0%	72.0%	47.0%	188.0%
Percentage of major employer sites with a "Trip Rate for employees/students that use an alternative mode of commuting", of 40% or higher.	9.1%	8.2%	8.0%	8.0%	-0.2%	-2.7%
Percentage of permit actions completed within the Department's timeliness standards.	68.8%	85.7%	42.9%	22.7%	-63.0%	-73.5%
Percentage of large source inspections in compliance.	68.4%	43.3%	76.7%	56.3%	12.9%	29.8%
Percentage of non-title V permit action requests completed within the Department's timeliness standards.	82.9%	89.9%	78.0%	77.9%	-11.9%	-13.3%
Percentage of general permit action requests completed within the Department's timeliness standards.	96.5%	90.7%	99.1%	97.0%	6.3%	6.9%
Percentage of small source inspections in compliance.	79.5%	71.8%	86.2%	75.9%	4.1%	5.7%
Percentage of small source enforcement cases resolved in 60 days.	13.1%	39.9%	23.4%	20.4%	-19.5%	-48.9%
Percentage of dust control inspections in compliance.	95.9%	85.0%	94.1%	96.1%	11.1%	13.0%
Percentage of dust control enforcement cases resolved in 60 days.	8.6%	54.7%	17.1%	8.3%	-46.4%	-84.8%
Percent of contacts from media sources responded to within four business hours.	99.2%	62.2%	97.8%	100.0%	37.8%	60.7%
Percent of requests for information from media sources responded to within 20 business hours.	119.3%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

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

Air Quality Public Information Activity

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

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of contacts from media sources responded to within four business hours.	99.2%	62.2%	97.8%	100.0%	37.8%	60.7%
Result	Percent of requests for information from media sources responded to within 20 business hours.	119.3%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Total Number of responses to requests for information from media sources.	130	45	131	140	95	211.1%
Demand	Total Number of requests for information from media sources.	130	45	131	140	95	211.1%
Efficiency	Total Public Information Office Expenditure per response to requests for information from media sources.	$ 2,481.45	$ 12,242.20	$ 4,063.73	$ 3,805.72	$ 8,436.48	68.9%
Revenue							
	503 - AIR QUALITY GRANT	$ -	$ -	$ -	$ 15,000	$ 15,000	N/A
	TOTAL SOURCES	$ -	$ -	$ -	$ 15,000	$ 15,000	N/A
Expenditure							
	504 - AIR QUALITY FEES	$ 322,588	$ 550,899	$ 532,348	$ 532,801	$ 18,098	3.3%
	TOTAL USES	$ 322,588	$ 550,899	$ 532,348	$ 532,801	$ 18,098	3.3%

Activity Narrative: The Air Quality Public Information Activity supports the Department in meeting 100% of the demand. Expenditures for education purposes will remain the same for FY 2014 as compared to the FY 2013 Forecast.

Dust Control Permit Regulation Activity

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

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

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of dust control inspections in compliance.	95.9%	85.0%	94.1%	96.1%	11.1%	13.0%
Result	Percentage of dust control enforcement cases resolved in 60 days.	8.6%	54.7%	17.1%	8.3%	(46.4%)	-84.8%
Output	Number of dust control compliance inspections completed.	5,841	9,000	5,542	5,874	(3,126)	-34.7%
Output	Number of dust control enforcement cases resolved.	116	190	123	96	(94)	-49.5%
Demand	Number of dust control compliance inspections required.	7,169	7,700	6,000	6,758	(942)	-12.2%
Demand	Number of dust control enforcement cases received that require resolution.	76	205	162	108	(97)	-47.3%
Efficiency	Total Dust Control Permit Regulation Expenditure per inspections completed.	$ 366.21	$ 299.95	$ 444.43	$ 488.97	$ (189.03)	-63.0%
Revenue							
	503 - AIR QUALITY GRANT	$ 805,254	$ 1,309,217	$ 1,350,561	$ 1,332,029	$ 22,812	1.7%
	504 - AIR QUALITY FEES	3,855,999	3,754,508	4,096,760	3,961,483	206,975	5.5%
	TOTAL SOURCES	$ 4,661,253	$ 5,063,725	$ 5,447,321	$ 5,293,512	$ 229,787	4.5%
Expenditure							
	503 - AIR QUALITY GRANT	$ 849,978	$ 1,256,056	$ 1,333,504	$ 1,310,329	$ (54,273)	-4.3%
	504 - AIR QUALITY FEES	1,289,035	1,443,477	1,129,507	1,561,905	(118,428)	-8.2%
	TOTAL USES	$ 2,139,013	$ 2,699,533	$ 2,463,011	$ 2,872,234	$ (172,701)	-6.4%

Activity Narrative: A decrease in revenue over FY 2013 Forecast is due to a decrease in dust control enforcement cases that require resolution. Increase in expenditures for this activity is due to the increase in demand for dust control compliance inspections.

Large Source Permit Regulation Activity

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

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

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of permit actions completed within the Department's timeliness standards.	68.8%	85.7%	42.9%	22.7%	(63.0%)	-73.5%
Result	Percentage of large source inspections in compliance.	68.4%	43.3%	76.7%	56.3%	12.9%	29.8%
Output	Number of completed large source (Title V) permit actions provided.	16	7	14	22	15	214.3%
Output	Number of large source compliance inspections completed.	38	30	30	32	2	6.7%
Demand	Number of requests for Title V permit actions.	10	7	8	10	3	42.9%
Demand	Number of large sources compliance inspections required.	32	35	34	32	(3)	-8.6%
Efficiency	Total Large Source Permit Regulation Activity Expenditure per number of Title V permit actions provided	$ 67,861.94	$ 205,436.57	$ 72,870.57	$ 104,900.05	$ 100,536.53	48.9%
Revenue							
	504 - AIR QUALITY FEES	$ 2,116,062	$ 1,608,636	$ 2,012,370	$ 1,375,766	$ (232,870)	-14.5%
	TOTAL SOURCES	$ 2,116,062	$ 1,608,636	$ 2,012,370	$ 1,375,766	$ (232,870)	-14.5%
Expenditure							
	504 - AIR QUALITY FEES	$ 1,085,791	$ 1,438,056	$ 1,020,188	$ 2,307,801	$ (869,745)	-60.5%
	TOTAL USES	$ 1,085,791	$ 1,438,056	$ 1,020,188	$ 2,307,801	$ (869,745)	-60.5%

Activity Narrative: Title V permit revenue is decreasing, because permits are valid for several years. While the level of service the Department continues to provide increases, the revenue was collected in a prior period.

Small Source Permit Regulation Activity

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

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

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of non-title V permit action requests completed within the Department's timeliness standards.	82.9%	89.9%	78.0%	77.9%	(11.9%)	-13.3%
Result	Percentage of general permit action requests completed within the Department's timeliness standards.	96.5%	90.7%	99.1%	97.0%	6.3%	6.9%
Result	Percentage of small source inspections in compliance.	79.5%	71.8%	86.2%	75.9%	4.1%	5.7%
Result	Percentage of small source enforcement cases resolved in 60 days.	13.1%	39.9%	23.4%	20.4%	(19.5%)	-48.9%
Output	Number of small source non-Title V permit actions provided.	631	632	532	662	30	4.7%
Output	Number of small source general permit actions provided.	342	172	321	328	156	90.7%
Output	Number of small source compliance inspections completed.	2,323	2,072	2,809	2,282	210	10.1%
Output	Number of small source enforcement cases resolved.	373	632	368	358	(274)	-43.4%
Demand	Number of new requests for small source non-Title V permit actions.	500	632	484	516	(116)	-18.4%
Demand	Number of small source compliance inspections required.	2,737	2,766	2,621	2,730	(36)	-1.3%
Demand	Number of new small source enforcement cases requiring resolution.	302	718	296	290	(428)	-59.6%
Demand	Number of new requests for small source general permit actions.	327	172	311	320	148	86.0%
Efficiency	Total Small Source Permit Regulation Activity Expenditure per small source non-title V permit action provided.	$ 3,840.96	$ 4,136.26	$ 4,829.30	$ 4,069.89	$ 66.37	1.6%
Revenue							
	504 - AIR QUALITY FEES	$ 5,377,695	$ 5,450,532	$ 5,202,326	$ 5,496,798	$ 46,266	0.8%
	TOTAL SOURCES	$ 5,377,695	$ 5,450,532	$ 5,202,326	$ 5,496,798	$ 46,266	0.8%
Expenditure							
	504 - AIR QUALITY FEES	$ 2,423,643	$ 2,614,115	$ 2,569,185	$ 2,694,269	$ (80,154)	-3.1%
	TOTAL USES	$ 2,423,643	$ 2,614,115	$ 2,569,185	$ 2,694,269	$ (80,154)	-3.1%

Activity Narrative: An increase in revenue for this Activity is due to an increase in Title V permit actions and an increase in small source compliance inspections required. An increase in expenditure is due to the increase in activity along with the reallocation of internal service fund charges from the Executive Management Activity to this Activity.

Trip Reduction Activity

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

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

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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".	26.0%	25.0%	72.0%	72.0%	47.0%	188.0%
Result	Percentage of major employer sites with a "Trip Rate for employees/students that use an alternative mode of commuting", of 40% or higher.	9.1%	8.2%	8.0%	8.0%	(0.2%)	-2.7%
Output	Number of major employer sites that received Trip Reduction Program services	3,098	3,100	3,100	3,100	-	0.0%
Demand	Number of major employer sites requesting Trip Reduction Program services	3,098	3,100	3,100	3,100	-	0.0%
Efficiency	Total Trip Reduction Program Expenditure per major employer site that received Trip Reduction Program services	$ 504.58	$ 519.57	$ 461.74	$ 534.02	$ (14.45)	-2.8%
Revenue							
	503 - AIR QUALITY GRANT	$ 1,596,934	$ 1,673,800	$ 1,642,802	$ 1,693,494	$ 19,694	1.2%
	TOTAL SOURCES	$ 1,596,934	$ 1,673,800	$ 1,642,802	$ 1,693,494	$ 19,694	1.2%
Expenditure							
	503 - AIR QUALITY GRANT	$ 1,563,175	$ 1,610,660	$ 1,431,407	$ 1,655,455	$ (44,795)	-2.8%
	TOTAL USES	$ 1,563,175	$ 1,610,660	$ 1,431,407	$ 1,655,455	$ (44,795)	-2.8%

Activity Narrative: An increase in revenue is due to additional funding from the Maricopa Association of Governments in FY 2014. The increase in expenditure is due to increased overhead cost and one-time expenditures for technology improvements

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 760,773**	**$ -**
FY 2013 Revised Budget	**$ 760,773**	**$ -**
FY 2014 Budget Target	**$ 760,773**	**$ -**
FY 2014 Adopted Budget	**$ 760,773**	**$ -**
Percent Change from Target Amount	*0.0%*	
	Expenditures	**Revenue**
NON RECURRING NON PROJECT		
FY 2013 Adopted Budget	**$ 402,930**	**$ -**
FY 2013 Revised Budget	**$ 402,930**	**$ -**
Adjustments:		
Non Recurring	**$ (402,930)**	**$ -**
Other Non-Recurring	*(402,930)*	-
FY 2014 Budget Target	**$ -**	**$ -**
Adjustments:		
Non Recurring	**$ 397,540**	**$ -**
Other Non-Recurring	*397,540*	-
FY 2014 Adopted Budget	**$ 397,540**	**$ -**

Air Quality Grant Fund (503)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 3,769,475**	**$ 3,769,475**
FY 2013 Revised Budget		**$ 3,769,475**	**$ 3,769,475**
FY 2014 Budget Target		**$ 3,769,475**	**$ 3,769,475**
Adjustments:			
Employee Retirement and Benefits		**$ 3,592**	**$ -**
Retirement Contributions		*3,592*	*-*
Grants		**$ 151,887**	**$ 155,828**
Grant Reconciliation		*151,887*	*155,828*
FY 2014 Adopted Budget		**$ 3,924,954**	**$ 3,925,303**
Percent Change from Target Amount		*4.1%*	*4.1%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ -**	**$ -**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Salary Adjustments		**$ 34,713**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*	*34,713*	*-*
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 52,493**	**$ 52,493**
Honeywell Aerospace Grant	*C-85-11-016-G-01*	*52,493*	*52,493*
FY 2013 Revised Budget		**$ 87,206**	**$ 52,493**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Salary Adjustments		**$ (34,713)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*	*(34,713)*	*-*
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (52,493)**	**$ (52,493)**
Honeywell Aerospace Grant	*C-85-11-016-G-01*	*(52,493)*	*(52,493)*
FY 2014 Budget Target		**$ -**	**$ -**
FY 2014 Adopted Budget		**$ -**	**$ -**

Air Quality Grant Fund (503) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ (46,014)	$ (94,772)	$ (94,772)	$ (33,988)	$ 305,014
Sources:					
Operating	$ 3,391,168	$ 3,769,475	$ 3,769,475	$ 3,916,950	$ 3,925,303
Non-Recurring	25,924	-	52,493	42,473	-
Total Sources:	$ 3,417,092	$ 3,769,475	$ 3,821,968	$ 3,959,423	$ 3,925,303
Uses:					
Operating	$ 3,366,843	$ 3,769,475	$ 3,769,475	$ 3,577,948	$ 3,924,954
Non-Recurring	38,233	-	87,206	42,473	-
Total Uses:	$ 3,405,076	$ 3,769,475	$ 3,856,681	$ 3,620,421	$ 3,924,954
Structural Balance	$ 24,325	$ -	$ -	$ 339,002	$ 349
Accounting Adjustments	$ 10	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ 305,014	$ 305,363
Total Ending Spendable Fund Balance	$ (33,988)	$ (94,772)	$ (129,485)	$ 305,014	$ 305,363

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 2013 Adopted Budget		**$ 10,744,978**	**$ 10,847,720**
FY 2013 Revised Budget		**$ 10,744,978**	**$ 10,847,720**
FY 2014 Budget Target		**$ 10,744,978**	**$ 10,847,720**
Adjustments:			
Employee Retirement and Benefits		**$ 26,237**	**$ -**
Retirement Contributions		*26,237*	-
Base Adjustments		**$ (262,085)**	**$ -**
Other Base Adjustments		*(161,557)*	-
Internal Service Charges		*(100,528)*	-
Fees and Other Revenues		**$ -**	**$ 20,371**
ProgRevenue Volume Inc/Dec		*-*	*20,371*
FY 2014 Tentative Budget		**$ 10,509,130**	**$ 10,868,091**
Percent Change from Target Amount		*-2.2%*	*0.2%*
Adjustments:			
Base Adjustments		**$ 8,143**	**$ -**
Internal Service Charges		*8,143*	-
FY 2014 Adopted Budget		**$ 10,517,273**	**$ 10,868,091**
Percent Change from Target Amount		*-2.1%*	*0.2%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 749,609**	**$ -**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Salary Adjustments		**$ 156,062**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*	*156,062*	-
FY 2013 Revised Budget		**$ 905,671**	**$ -**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Salary Adjustments		**$ (156,062)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*	*(156,062)*	-
Non Recurring		**$ (749,609)**	**$ -**
Non Recurring Carry Forward		*(440,000)*	-
Other Non-Recurring		*(309,609)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Information and Communications Technology			
Other IT Non-Recurring		*438,623*	-
Non Recurring		**$ 1,194,370**	**$ -**
Other Non-Recurring		*1,194,370*	-
FY 2014 Adopted Budget		**$ 1,632,993**	**$ -**

Air Quality Fee Fund (504) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 3,387,891	$ 2,616,977	$ 2,616,977	$ 5,141,283	$ 6,634,419
Sources:					
Operating	$ 11,349,480	$ 10,847,720	$ 10,847,720	$ 11,340,618	$ 10,868,091
Non-Recurring	37,268	-	-	-	-
Total Sources:	$ 11,386,748	$ 10,847,720	$ 10,847,720	$ 11,340,618	$ 10,868,091
Uses:					
Operating	$ 9,379,556	$ 10,744,978	$ 10,744,978	$ 9,367,974	$ 10,517,273
Non-Recurring	253,779	749,609	905,671	479,508	1,632,993
Total Uses:	$ 9,633,335	$ 11,494,587	$ 11,650,649	$ 9,847,482	$ 12,150,266
Structural Balance	$ 1,969,924	$ 102,742	$ 102,742	$ 1,972,644	$ 350,818
Accounting Adjustments	$ (21)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 5,141,283	$ 1,970,110	$ 1,814,048	$ 6,634,419	$ 5,352,244
Total Ending Spendable Fund Balance	$ 5,141,283	$ 1,970,110	$ 1,814,048	$ 6,634,419	$ 5,352,244

Animal Care and Control

Analysis by Ron Forster, Management and Budget Analyst

Summary

Mission

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

Vision

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

Strategic Goals

Safe Communities

By June 2015, increase dog licensing compliance to 45% from 39% in FY 2009.

Status: The percentage of dogs licensed in Maricopa County for FY 2012 was 39%. The Department continues to actively seek ways to reduce barriers to licensing through internet licensing options and licensing through veterinarian's offices.

Safe Communities

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

Status: In FY 2012, the Department was able to sterilize 8,904 pets through the Uno por Uno Program which services vulnerable neighborhoods and the Maricopa County Spay/Neuter Assistance Program (MCSNAP).

Department Specific

By June 2015, eliminate 100% of euthanasia of "treatable/manageable" pets while maintaining zero euthanasia of "healthy adoptable" pets.

Status: Since 2006, the Department has saved 100% of "healthy adoptable" pets. In FY 2012, the Department saved 65% of "treatable and manageable" pets. The New Hope adoption program has allowed the Department to maintain its zero euthanasia policy.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
ACEF - ANIMAL CONTROL ENFORCEMENT	$ 3,471,870	$ 3,426,390	$ 3,426,390	$ 3,437,224	$ 3,426,216	$ (174)	0.0%
79AC - ANIMAL CONTROL	$ 3,471,870	$ 3,426,390	$ 3,426,390	$ 3,437,224	$ 3,426,216	$ (174)	0.0%
PETA - PET ADOPTION	$ 2,542,858	$ 2,042,353	$ 2,112,353	$ 1,882,847	$ 1,808,850	$ (303,503)	-14.4%
79AP - PET ADOPTION	$ 2,542,858	$ 2,042,353	$ 2,112,353	$ 1,882,847	$ 1,808,850	$ (303,503)	-14.4%
DOGL - DOG LICENSING	$ 6,731,979	$ 7,332,887	$ 7,332,887	$ 6,895,013	$ 7,009,956	$ (322,931)	-4.4%
79PL - PET LICENSING	$ 6,731,979	$ 7,332,887	$ 7,332,887	$ 6,895,013	$ 7,009,956	$ (322,931)	-4.4%
LCSN - LOW COST SPAY NEUTER	$ 1,018,810	$ 879,029	$ 986,614	$ 942,428	$ 1,311,534	$ 324,920	32.9%
79SN - ANIMAL WELFARE SAFETY NET	$ 1,018,810	$ 879,029	$ 986,614	$ 942,428	$ 1,311,534	$ 324,920	32.9%
ODIR - EXECUTIVE MANAGEMENT	$ 4,357	$ -	$ -	$ -	$ -	$ -	N/A
99AS - ADMINISTRATIVE SERVICES	$ 4,357	$ -	$ -	$ -	$ -	$ -	N/A
GGOV - GENERAL GOVERNMENT	$ 28,071	$ 64,464	$ 64,464	$ 84,581	$ 49,361	$ (15,103)	-23.4%
99GV - GENERAL GOVERNMENT	$ 28,071	$ 64,464	$ 64,464	$ 84,581	$ 49,361	$ (15,103)	-23.4%
TOTAL PROGRAMS	**$ 13,797,945**	**$ 13,745,123**	**$ 13,922,708**	**$ 13,242,093**	**$ 13,605,917**	**$ (316,791)**	**-2.3%**
USES							
ACEF - ANIMAL CONTROL ENFORCEMENT	$ 2,899,791	$ 3,019,006	$ 3,019,006	$ 2,942,918	$ 3,074,723	$ (55,717)	-1.8%
79AC - ANIMAL CONTROL	$ 2,899,791	$ 3,019,006	$ 3,019,006	$ 2,942,918	$ 3,074,723	$ (55,717)	-1.8%
PETA - PET ADOPTION	$ 4,881,305	$ 4,870,471	$ 4,989,871	$ 5,083,743	$ 4,829,844	$ 160,027	3.2%
79AP - PET ADOPTION	$ 4,881,305	$ 4,870,471	$ 4,989,871	$ 5,083,743	$ 4,829,844	$ 160,027	3.2%
DOGL - DOG LICENSING	$ 1,833,153	$ 1,960,513	$ 1,960,513	$ 1,764,472	$ 1,710,977	$ 249,536	12.7%
79PL - PET LICENSING	$ 1,833,153	$ 1,960,513	$ 1,960,513	$ 1,764,472	$ 1,710,977	$ 249,536	12.7%
LCSN - LOW COST SPAY NEUTER	$ 918,466	$ 833,250	$ 891,435	$ 874,256	$ 1,508,087	$ (616,652)	-69.2%
79SN - ANIMAL WELFARE SAFETY NET	$ 918,466	$ 833,250	$ 891,435	$ 874,256	$ 1,508,087	$ (616,652)	-69.2%
BDGT - BUDGETING	$ 63,902	$ 63,976	$ 63,976	$ 66,349	$ 64,362	$ (386)	-0.6%
FSAC - FINANCIAL SERVICES	1,197,736	1,234,098	1,234,098	1,206,248	1,186,845	47,253	3.8%
HRAC - HUMAN RESOURCES	69,007	64,898	231,915	74,236	71,683	160,232	69.1%
ODIR - EXECUTIVE MANAGEMENT	713,488	738,348	738,348	799,624	571,039	167,309	22.7%
PROC - PROCUREMENT	60,333	60,017	60,017	62,682	60,380	(363)	-0.6%
99AS - ADMINISTRATIVE SERVICES	$ 2,104,466	$ 2,161,337	$ 2,328,354	$ 2,209,139	$ 1,954,309	$ 374,045	16.1%
CSCA - CENTRAL SERVICE COST ALLOC	$ 864,722	$ 897,966	$ 897,966	$ 897,970	$ 978,503	$ (80,537)	-9.0%
ISFC - INTERNAL SERVICE FUND CHARGES	100,557	243,672	243,672	243,694	169,645	74,027	30.4%
99GV - GENERAL GOVERNMENT	$ 965,279	$ 1,141,638	$ 1,141,638	$ 1,141,664	$ 1,148,148	$ (6,510)	-0.6%
DESK - DESKTOP SUPPORT	$ 86,547	$ 79,402	$ 79,402	$ 83,498	$ 83,536	$ (4,134)	-5.2%
99IT - INFORMATION TECHNOLOGY	$ 86,547	$ 79,402	$ 79,402	$ 83,498	$ 83,536	$ (4,134)	-5.2%
TOTAL PROGRAMS	**$ 13,689,007**	**$ 14,065,617**	**$ 14,410,219**	**$ 14,099,690**	**$ 14,309,624**	**$ 100,595**	**0.7%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 6,731,979	$ 7,332,887	$ 7,332,887	$ 6,895,013	$ 7,009,956	$ (322,931)	-4.4%
SUBTOTAL	$ 6,731,979	$ 7,332,887	$ 7,332,887	$ 6,895,013	$ 7,009,956	$ (322,931)	-4.4%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 42,400	$ -	$ 70,000	$ 28,500	$ 711,534	$ 641,534	916.5%
SUBTOTAL	$ 42,400	$ -	$ 70,000	$ 28,500	$ 711,534	$ 641,534	916.5%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 3,499,880	$ 3,466,929	$ 3,466,929	$ 3,457,776	$ 3,426,570	$ (40,359)	-1.2%
0635 - OTHER CHARGES FOR SERVICES	1,880,276	1,982,042	1,982,042	1,842,668	1,784,282	(197,760)	-10.0%
SUBTOTAL	$ 5,380,156	$ 5,448,971	$ 5,448,971	$ 5,300,444	$ 5,210,852	$ (238,119)	-4.4%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 4,102	$ 4,034	$ 4,034	$ 3,525	$ 3,646	$ (388)	-9.6%
SUBTOTAL	$ 4,102	$ 4,034	$ 4,034	$ 3,525	$ 3,646	$ (388)	-9.6%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 56,571	$ 56,241	$ 56,241	$ 45,219	$ 49,361	$ (6,880)	-12.2%
0650 - MISCELLANEOUS REVENUE	1,582,737	889,490	997,075	955,892	620,568	(376,507)	-37.8%
SUBTOTAL	$ 1,639,308	$ 945,731	$ 1,053,316	$ 1,001,111	$ 669,929	$ (383,387)	-36.4%
ALL REVENUES	$ 13,797,945	$ 13,731,623	$ 13,909,208	$ 13,228,593	$ 13,605,917	$ (303,291)	-2.2%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ -	$ 13,500	$ 13,500	$ 13,500	$ -	$ (13,500)	-100.0%
ALL OTHER FINANCING SOURCES	$ -	$ 13,500	$ 13,500	$ 13,500	$ -	$ (13,500)	-100.0%
TOTAL SOURCES	$ 13,797,945	$ 13,745,123	$ 13,922,708	$ 13,242,093	$ 13,605,917	$ (316,791)	-2.3%

Sources and Uses by Category (continued)

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 5,315,573	$ 5,681,810	$ 5,681,810	$ 5,571,580	$ 5,527,724	$ 154,086	2.7%
0710 - OVERTIME	189,965	108,092	108,092	145,183	90,770	17,322	16.0%
0750 - FRINGE BENEFITS	2,416,286	2,704,958	2,704,958	2,697,137	2,499,477	205,481	7.6%
0790 - OTHER PERSONNEL SERVICES	50,306	59,891	226,908	207,298	54,371	172,537	76.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(476,859)	(553,344)	(553,344)	(553,331)	(553,343)	(1)	0.0%
0796 - PERSONNEL SERVICES ALLOC-IN	474,420	549,844	549,844	549,825	654,640	(104,796)	-19.1%
SUBTOTAL	$ 7,969,691	$ 8,551,251	$ 8,718,268	$ 8,617,692	$ 8,273,639	$ 444,629	5.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 281,051	$ 178,415	$ 248,415	$ 228,710	$ 135,340	$ 113,075	45.5%
0802 - MEDICAL SUPPLIES	446,082	402,664	402,664	398,800	311,916	90,748	22.5%
0803 - FUEL	207,147	175,212	175,212	191,000	185,219	(10,007)	-5.7%
0804 - NON-CAPITAL EQUIPMENT	32,450	-	-	7,617	41,578	(41,578)	N/A
0805 - SUPPLIES-ALLOCATION OUT	(7,344)	(4,822)	(4,822)	(4,817)	(4,822)	-	0.0%
0806 - SUPPLIES-ALLOCATION IN	7,813	4,822	4,822	5,289	5,794	(972)	-20.2%
SUBTOTAL	$ 967,199	$ 756,291	$ 826,291	$ 826,599	$ 675,025	$ 151,266	18.3%
SERVICES							
0811 - HEALTH CARE SERVICES	$ 575,287	$ 442,610	$ 550,195	$ 485,238	$ 620,153	$ (69,958)	-12.7%
0812 - OTHER SERVICES	1,023,031	1,005,679	1,005,679	883,319	1,282,523	(276,844)	-27.5%
0820 - RENT & OPERATING LEASES	21,553	21,889	21,889	23,124	38,676	(16,787)	-76.7%
0825 - REPAIRS AND MAINTENANCE	85,280	74,322	74,322	76,620	71,664	2,658	3.6%
0839 - INTERNAL SERVICE CHARGES	1,261,759	1,384,263	1,384,263	1,361,799	1,352,781	31,482	2.3%
0841 - TRAVEL	6,859	14,591	14,591	15,802	8,042	6,549	44.9%
0842 - EDUCATION AND TRAINING	11,857	11,509	11,509	7,846	7,000	4,509	39.2%
0843 - POSTAGE/FREIGHT/SHIPPING	193,118	169,961	169,961	154,356	173,931	(3,970)	-2.3%
0850 - UTILITIES	322,626	275,712	275,712	290,011	422,492	(146,780)	-53.2%
0872 - SERVICES-ALLOCATION OUT	(37,902)	(57,778)	(57,778)	(57,773)	(57,778)	-	0.0%
0873 - SERVICES-ALLOCATION IN	38,364	57,778	57,778	57,518	58,388	(610)	-1.1%
SUBTOTAL	$ 3,501,832	$ 3,400,536	$ 3,508,121	$ 3,297,860	$ 3,977,872	$ (469,751)	-13.4%
CAPITAL							
0930 - VEHICLES & CONSTRUCTION EQUIP	$ 108,063	$ 217,095	$ 217,095	$ 217,095	$ 243,143	$ (26,048)	-12.0%
0950 - DEBT SERVICE	2,124	-	-	-	-	-	N/A
0955 - CAPITAL-ALLOCATION OUT	(8,538)	-	-	-	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	8,076	-	-	-	-	-	N/A
SUBTOTAL	$ 109,725	$ 217,095	$ 217,095	$ 217,095	$ 243,143	$ (26,048)	-12.0%
ALL EXPENDITURES	$ 12,548,447	$ 12,925,173	$ 13,269,775	$ 12,959,246	$ 13,169,679	$ 100,096	0.8%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 1,140,560	$ 1,140,444	$ 1,140,444	$ 1,140,444	$ 1,139,945	$ 499	0.0%
ALL OTHER FINANCING USES	$ 1,140,560	$ 1,140,444	$ 1,140,444	$ 1,140,444	$ 1,139,945	$ 499	0.0%
TOTAL USES	$ 13,689,007	$ 14,065,617	$ 14,410,219	$ 14,099,690	$ 14,309,624	$ 100,595	0.7%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
573 ANIMAL CONTROL GRANTS							
OPERATING	$ 1,076,932	$ 944,331	$ 1,121,916	$ 1,028,962	$ 1,369,571	$ 247,655	22.1%
FUND TOTAL SOURCES	$ 1,076,932	$ 944,331	$ 1,121,916	$ 1,028,962	$ 1,369,571	$ 247,655	22.1%
572 ANIMAL CONTROL LICENSE SHELTER							
OPERATING	$ 9,224,998	$ 9,333,978	$ 9,333,978	$ 8,738,781	$ 8,783,032	$ (550,946)	-5.9%
NON RECURRING NON PROJECT	4,357	13,500	13,500	13,500	-	(13,500)	-100.0%
FUND TOTAL SOURCES	$ 9,229,355	$ 9,347,478	$ 9,347,478	$ 8,752,281	$ 8,783,032	$ (564,446)	-6.0%
574 ANIMAL CONTROL FIELD OPERATION							
OPERATING	$ 3,491,658	$ 3,453,314	$ 3,453,314	$ 3,460,850	$ 3,453,314	$ -	0.0%
FUND TOTAL SOURCES	$ 3,491,658	$ 3,453,314	$ 3,453,314	$ 3,460,850	$ 3,453,314	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 13,793,588	$ 13,731,623	$ 13,909,208	$ 13,228,593	$ 13,605,917	$ (303,291)	-2.2%
DEPARTMENT TOTAL SOURCES	$ 13,793,588	$ 13,731,623	$ 13,909,208	$ 13,228,593	$ 13,605,917	$ (303,291)	-2.2%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 257,441	$ 257,903	$ 257,903	$ 257,897	$ 258,954	$ (1,051)	-0.4%
NON RECURRING NON PROJECT	-	-	-	-	-	-	N/A
FUND TOTAL USES	$ 257,441	$ 257,903	$ 257,903	$ 257,897	$ 258,954	$ (1,051)	-0.4%
573 ANIMAL CONTROL GRANTS							
OPERATING	$ 997,109	$ 944,331	$ 1,121,916	$ 1,026,736	$ 1,363,711	$ (241,795)	-21.6%
NON RECURRING NON PROJECT	945	-	7,615	7,615	300,000	(292,385)	-3839.6%
FUND TOTAL USES	$ 998,054	$ 944,331	$ 1,129,531	$ 1,034,351	$ 1,663,711	$ (534,180)	-47.3%
572 ANIMAL CONTROL LICENSE SHELTER							
OPERATING	$ 9,157,416	$ 9,333,978	$ 9,333,978	$ 9,284,432	$ 8,783,032	$ 550,946	5.9%
NON RECURRING NON PROJECT	-	55,000	169,660	151,074	-	169,660	100.0%
FUND TOTAL USES	$ 9,157,416	$ 9,388,978	$ 9,503,638	$ 9,435,506	$ 8,783,032	$ 720,606	7.6%
574 ANIMAL CONTROL FIELD OPERATION							
OPERATING	$ 3,168,033	$ 3,312,310	$ 3,312,310	$ 3,173,569	$ 3,319,206	$ (6,896)	-0.2%
NON RECURRING NON PROJECT	108,063	162,095	206,837	198,367	284,721	(77,884)	-37.7%
FUND TOTAL USES	$ 3,276,096	$ 3,474,405	$ 3,519,147	$ 3,371,936	$ 3,603,927	$ (84,780)	-2.4%
DEPARTMENT OPERATING TOTAL USES	$ 13,579,999	$ 13,848,522	$ 14,026,107	$ 13,742,634	$ 13,724,903	$ 301,204	2.1%
DEPARTMENT TOTAL USES	$ 13,579,999	$ 13,848,522	$ 14,026,107	$ 13,742,634	$ 13,724,903	$ 301,204	2.1%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.00	1.00	1.00	1.00	1.00	-	0.0%
EXECUTIVE MANAGEMENT	7.00	8.00	8.00	8.00	5.00	(3.00)	(37.5%)
FINANCIAL SERVICES	2.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
HUMAN RESOURCES	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	12.00	13.00	13.00	13.00	9.00	(4.00)	(30.8%)
ANIMAL CONTROL							
ANIMAL CONTROL ENFORCEMENT	52.00	49.00	50.00	50.00	50.00	-	0.0%
PROGRAM TOTAL	52.00	49.00	50.00	50.00	50.00	-	0.0%
ANIMAL WELFARE SAFETY NET							
LOW COST SPAY NEUTER	4.00	5.00	5.00	5.00	6.00	1.00	20.0%
PROGRAM TOTAL	4.00	5.00	5.00	5.00	6.00	1.00	20.0%
INFORMATION TECHNOLOGY							
DESKTOP SUPPORT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	1.00	1.00	1.00	1.00	1.00	-	0.0%
PET ADOPTION							
PET ADOPTION	79.00	79.00	83.00	83.00	82.00	(1.00)	(1.2%)
PROGRAM TOTAL	79.00	79.00	83.00	83.00	82.00	(1.00)	(1.2%)
PET LICENSING							
DOG LICENSING	21.00	18.00	18.00	18.00	17.00	(1.00)	(5.6%)
PROGRAM TOTAL	21.00	18.00	18.00	18.00	17.00	(1.00)	(5.6%)
DEPARTMENT TOTAL	169.00	165.00	170.00	170.00	165.00	(5.00)	(2.9%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accounting Specialist	2.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
Admin/Operations Specialist	2.00	3.00	5.00	5.00	5.00	-	0.0%
Administrative Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	4.00	4.00	4.00	4.00	4.00	-	0.0%
Administrative Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Animal Care & Control Manager	-	-	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	39.00	40.00	37.00	37.00	37.00	-	0.0%
Animal Care Technician Lead	-	-	3.00	3.00	3.00	-	0.0%
Animal Control Officer	39.00	35.00	34.00	34.00	34.00	-	0.0%
Animal Control Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Animal Health Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Animal Health Technician	13.00	12.00	12.00	12.00	11.00	(1.00)	(8.3%)
Animal Health Technician Lead	-	-	1.00	1.00	1.00	-	0.0%
Assistant County Manager	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
Chief Veterinarian	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	1.00	-	-	-	-	-	N/A
Deputy Director - Animal Care & Control	-	1.00	1.00	1.00	1.00	-	0.0%
Dispatcher	4.00	4.00	5.00	5.00	5.00	-	0.0%
Exec Asst to Executive Officer	-	-	1.00	1.00	-	(1.00)	(100.0%)
Executive Assistant	1.00	1.00	-	-	-	-	N/A
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Associate	1.00	-	-	-	-	-	N/A
Management Assistant	-	-	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	39.00	38.00	39.00	39.00	39.00	-	0.0%
Operations/Program Manager	2.00	2.00	-	-	-	-	N/A
Operations/Program Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
PC/LAN Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	2.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
Trades Generalist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Veterinarian	3.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total	**169.00**	**165.00**	**170.00**	**170.00**	**165.00**	**(5.00)**	**(2.9%)**

Staffing by Fund

DEPARTMENT/FUND		FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
572	ANIMAL CONTROL LICENSE SHELTER	111.00	109.00	112.00	112.00	106.00	(6.00)	(5.4%)
573	ANIMAL CONTROL GRANTS	6.00	7.00	8.00	8.00	9.00	1.00	12.5%
574	ANIMAL CONTROL FIELD OPERATION	52.00	49.00	50.00	50.00	50.00	-	0.0%
Department Total		**169.00**	**165.00**	**170.00**	**170.00**	**165.00**	**(5.00)**	**(2.9%)**

Staffing Variance Analysis

The Animal Care and Control Department has reduced staff to 106 FTE in the Animal Control License/Shelter Fund (572). This was done to maintain a structurally balanced budget as an offset to reduced collection of licensing fees and an increase in its central service cost allocation, utilities, and other services.

General Adjustments

Base Adjustments:

Animal Control License/Shelter Fund (572)

- Increase Regular Benefits by $15,377 for the retirement contribution rate increase.
- Increase Other Benefits and Internal Services Charges by $34,628 for the impact of the changes in Risk Management charges.

Animal Control Grants Fund (573)

- Increase Regular Benefits by $1,440 for the retirement contribution rate increase.

Animal Control Field Operations Fund (574)

- Increase Regular Benefits by $6,896 for the retirement contribution rate increase.

Programs and Activities

Animal Control Program

The purpose of the Animal Control Program is to provide animal control services to licensed dogs and fulfill contractual activities to jurisdictions so they can ensure citizens can be free of animal-related health and safety dangers as well as the dangers associated with irresponsible pet ownership.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of cases resolved within the time limitations of the contract obligation	102.0%	100.0%	100.0%	95.9%	-4.1%	-4.1%
Percent of bite cases responded to within the time limitations of the contract obligation	100.0%	100.0%	100.0%	99.1%	-0.9%	-0.9%

Activities that comprise this program include:

- Animal Control Enforcement

Animal Control Enforcement Activity

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

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

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of cases resolved within the time limitations of the contract obligation	102.0%	100.0%	100.0%	95.9%	(4.1%)	-4.1%
Result	Percent of bite cases responded to within the time limitations of the contract obligation	100.0%	100.0%	100.0%	99.1%	(0.9%)	-0.9%
Output	Number of cases closed	38,714	37,800	38,902	39,000	1,200	3.2%
Output	Number of bite cases closed	5,940	5,350	5,448	5,350	-	0.0%
Demand	Number of cases requested within scope of contract	39,476	39,000	39,504	40,000	1,000	2.6%
Demand	Number of bite cases requested within scope of contract	5,945	5,400	5,482	5,400	-	0.0%
Efficiency	Expenditure per case closed	$ 74.90	$ 79.87	$ 75.65	$ 79.36	$ 0.51	0.6%
Revenue							
	574 - ANIMAL CONTROL FIELD	$ 3,471,870	$ 3,426,390	$ 3,437,224	$ 3,426,216	$ (174)	-0.0%
	TOTAL SOURCES	$ 3,471,870	$ 3,426,390	$ 3,437,224	$ 3,426,216	$ (174)	-0.0%
Expenditure							
	100 - GENERAL	$ 220,269	$ 257,903	$ 257,897	$ 257,917	$ (14)	-0.0%
	574 - ANIMAL CONTROL FIELD	2,679,522	2,761,103	2,685,021	2,816,806	(55,703)	-2.0%
	TOTAL USES	$ 2,899,791	$ 3,019,006	$ 2,942,918	$ 3,074,723	$ (55,717)	-1.8%

Activity Narrative: The FY 2014 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.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of successful adoptions	95.3%	100.0%	96.8%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Pet Adoption

Pet Adoption Activity

The purpose of the Pet Adoption Activity is to provide dog and cat adoption services to pet adopters so they can experience long-term human/animal bonds.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of successful adoptions	95.3%	100.0%	96.8%	100.0%	0.0%	0.0%
Output	Number of adoptions completed	19,778	26,463	23,561	26,463	-	0.0%
Output	Number of cats adopted	2,804	7,821	5,160	7,821	-	0.0%
Output	Number of dogs adopted	16,968	18,642	18,160	18,642	-	0.0%
Demand	Number of people requesting adoptions	24,112	26,000	24,743	26,000	-	0.0%
Demand	Number of adoptable cats available	3,356	9,039	6,150	6,200	(2,839)	-31.4%
Demand	Number of adoptable dogs available	23,065	21,540	21,139	21,540	-	0.0%
Efficiency	Expenditure per adoption completed	$ 246.80	$ 215.01	$ 215.77	$ 182.51	$ 32.50	15.1%
Revenue							
	573 - ANIMAL CONTROL GRANTS	$ 80,365	$ 133,852	$ 54,837	$ 54,840	$ (79,012)	-59.0%
	572 - ANIMAL CONTROL LICENSE SHELTER	2,462,493	1,978,501	1,828,010	1,754,010	(224,491)	-11.3%
	TOTAL SOURCES	$ 2,542,858	$ 2,112,353	$ 1,882,847	$ 1,808,850	$ (303,503)	-14.4%
Expenditure							
	573 - ANIMAL CONTROL GRANTS	$ 77,492	$ 218,029	$ 153,681	$ 148,828	$ 69,201	31.7%
	572 - ANIMAL CONTROL LICENSE SHELTER	4,803,813	4,771,842	4,930,062	4,681,016	90,826	1.9%
	TOTAL USES	$ 4,881,305	$ 4,989,871	$ 5,083,743	$ 4,829,844	$ 160,027	3.2%

Activity Narrative: The FY 2014 budget supports the Department in sustaining a high percentage of successful adoptions in Maricopa County. An unsuccessful adoption occurs when a new pet owner returns the animal to the shelter within a short period of time. The Department utilizes pre-adoption counseling and responsive customer service to achieve a 95% successful adoption rate for FY 2012. The Department's goal is for this number to increase to 100% in FY 2014. The increase in cat and dog adoptions in FY 2014 has been made possible through a generous grant from PetSmart Charities, Inc.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of dogs licensed in Maricopa County	N/A	34.3%	34.3%	34.3%	0.0%	0.0%

Activities that comprise this program include:

- Dog Licensing

Dog Licensing Activity

The purpose of the Dog Licensing Activity is to provide dog licensing to dog owners so they can comply with the law and improve their ability to recover lost dogs.

Mandates: A.R.S. §11-1008 establishes that the Board of Supervisors may set a license fee which shall be paid for each dog three months of age or over that is kept, harbored or maintained; A.R.S. §11-1010 establishes that no dog shall be licensed unless it is vaccinated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of dogs licensed in Maricopa County	N/A	34.3%	34.3%	34.3%	0.0%	0.0%
Output	Number of dog licenses issued.	347,088	316,613	337,636	331,452	14,839	4.7%
Demand	Number of dog licenses requested	405,030	372,486	391,343	386,596	14,110	3.8%
Efficiency	Expenditure per dog license issued	$ 5.28	$ 6.19	$ 5.23	$ 5.16	$ 1.03	16.6%
Revenue							
	572 - ANIMAL CONTROL LICENSE SHELTER	$ 6,722,459	$ 7,316,902	$ 6,880,153	$ 6,993,088	$ (323,814)	-4.4%
	574 - ANIMAL CONTROL FIELD OPERATION	9,520	15,985	14,860	16,868	883	5.5%
	TOTAL SOURCES	$ 6,731,979	$ 7,332,887	$ 6,895,013	$ 7,009,956	$ (322,931)	-4.4%
Expenditure							
	572 - ANIMAL CONTROL LICENSE SHELTER	$ 1,833,153	$ 1,960,513	$ 1,764,472	$ 1,710,977	$ 249,536	12.7%
	TOTAL USES	$ 1,833,153	$ 1,960,513	$ 1,764,472	$ 1,710,977	$ 249,536	12.7%

Activity Narrative: The FY 2014 budget supports the Department in maintaining the percentage of dogs that are licensed in Maricopa County. In FY 2010, the Department instituted an automated system for processing pet owner information that comes from veterinarians. This allows the Department to notify dog owners of their legal responsibility to license their dog. However, the economic downtown has created a challenge as some residents choose not to license their pets as a cost savings measure. In turn, this has led to a continued decline in revenue. The Department has balanced its budget through the inactivation of six positions.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent change in pet intake in Maricopa County	95.7%	(1.1%)	(1.1%)	(1.1%)	0.0%	0.0%

Activities that comprise this program include:

- Low-Cost Spay/Neuter

Low-Cost Spay/Neuter Activity

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

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent change in pet intake in Maricopa County	95.7%	-1.1%	-1.1%	-1.1%	0.0%	0.0%
Output	Number of pet sterilization surgeries provided	6,010	11,931	11,084	16,017	4,086	34.2%
Demand	Number of pet sterilization surgeries requested	12,301	15,907	15,669	22,256	6,349	39.9%
Efficiency	Expenditure per pet sterilization surgery provided	$ 152.82	$ 104.05	$ 78.88	$ 94.16	$ 9.90	9.5%
Revenue							
	573 - ANIMAL CONTROL GRANTS	$ 1,018,810	$ 986,614	$ 942,428	$ 1,311,534	$ 324,920	32.9%
	TOTAL SOURCES	$ 1,018,810	$ 986,614	$ 942,428	$ 1,311,534	$ 324,920	32.9%
Expenditure							
	573 - ANIMAL CONTROL GRANTS	$ 918,466	$ 891,435	$ 874,256	$ 1,508,087	$ (616,652)	-69.2%
	TOTAL USES	$ 918,466	$ 891,435	$ 874,256	$ 1,508,087	$ (616,652)	-69.2%

Activity Narrative: The FY 2014 budget includes an increase in donation revenue compared to FY 2013 Revised which is used to support the Department in providing low cost spay/neuter services. The number of vouchers that are provided is determined by the amount of funding collected through donations. The Department expects more than a 30% increase in the number of surgeries provided in FY 2014 in comparison to those provided in FY 2013 because of new programs and alliances. PetSmart Charities, Inc. has been extremely generous to the community over the years and their contributions in FY 2014 will pay for nearly 5,000 cat and dog spay and neuter surgeries.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 257,903**	**$ -**
FY 2013 Revised Budget	**$ 257,903**	**$ -**
FY 2014 Budget Target	**$ 257,903**	**$ -**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 3**	**$ -**
Retirement Contributions	*3*	-
Reallocations	**$ 1,048**	**$ -**
Reallocation Between Funds	*1,048*	-
FY 2014 Adopted Budget	**$ 258,954**	**$ -**
Percent Change from Target Amount	*0.4%*	
	Expenditures	**Revenue**
NON RECURRING NON PROJECT		
FY 2013 Adopted Budget	**$ -**	**$ -**
FY 2013 Revised Budget	**$ -**	**$ -**
FY 2014 Budget Target	**$ -**	**$ -**
Adjustments:		
Base Adjustments	**$ 300,000**	**$ -**
Other Base Adjustments	*300,000*	-
FY 2014 Tentative Budget	**$ 300,000**	**$ -**
Adjustments:		
Base Adjustments	**$ (300,000)**	**$ -**
Other Base Adjustments	*(300,000)*	-
FY 2014 Adopted Budget	**$ -**	**$ -**

Animal Control License/Shelter Fund (572)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 9,333,978**	**$ 9,333,978**
FY 2013 Revised Budget		**$ 9,333,978**	**$ 9,333,978**
FY 2014 Budget Target		**$ 9,333,978**	**$ 9,333,978**
Adjustments:			
Employee Retirement and Benefits		**$ 15,377**	**$ -**
Retirement Contributions		*15,377*	*-*
Fees and Other Revenues		**$ (566,323)**	**$ (550,946)**
ProgRevenue Volume Inc/Dec		*(566,323)*	*(550,946)*
FY 2014 Tentative Budget		**$ 8,783,032**	**$ 8,783,032**
Percent Change from Target Amount		*-5.9%*	*-5.9%*
Adjustments:			
Base Adjustments		**$ -**	**$ -**
Other Base Adjustments		*(34,628)*	*-*
Internal Service Charges		*34,628*	*-*
FY 2014 Adopted Budget		**$ 8,783,032**	**$ 8,783,032**
Percent Change from Target Amount		*-5.9%*	*-5.9%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 55,000**	**$ 13,500**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Salary Adjustments		**$ 114,660**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*	*114,660*	*-*
Non Recurring		**$ 700,000**	**$ -**
Increase Expenditure Authority for HALO Exp	*C-79-13-140-2-00*	*700,000*	*-*
FY 2013 Revised Budget		**$ 869,660**	**$ 13,500**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Salary Adjustments		**$ (114,660)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*	*(114,660)*	*-*
Non Recurring		**$ (755,000)**	**$ (13,500)**
Transfer to Capital Proj Fund	*C-49-12-056-2-00*	*-*	*(13,500)*
Increase Expenditure Authority for HALO Exp	*C-79-13-140-2-00*	*(700,000)*	*-*
Other Non-Recurring		*(55,000)*	*-*
FY 2014 Budget Target		**$ -**	**$ -**
FY 2014 Adopted Budget		**$ -**	**$ -**

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

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 4,906,816	$ 5,143,377	$ 5,143,377	$ 4,978,762	$ 4,295,537
Sources:					
Operating	$ 9,224,998	$ 9,333,978	$ 9,333,978	$ 8,738,781	$ 8,783,032
Non-Recurring	4,357	13,500	13,500	13,500	-
Total Sources:	$ 9,229,355	$ 9,347,478	$ 9,347,478	$ 8,752,281	$ 8,783,032
Uses:					
Operating	$ 9,157,416	$ 9,333,978	$ 9,333,978	$ 9,284,432	$ 8,783,032
Non-Recurring	-	55,000	869,660	151,074	-
Total Uses:	$ 9,157,416	$ 9,388,978	$ 10,203,638	$ 9,435,506	$ 8,783,032
Structural Balance	$ 67,582	$ -	$ -	$ (545,651)	$ -
Accounting Adjustments	$ 7	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 4,978,762	$ 5,101,877	$ 4,287,217	$ 4,295,537	$ 4,295,537
Total Ending Spendable Fund Balance	$ 4,978,762	$ 5,101,877	$ 4,287,217	$ 4,295,537	$ 4,295,537

Animal Control Donations Fund (573)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 944,331**	**$ 944,331**
Adjustments:	Agenda Item:			
Donations			**$ 94,775**	**$ 94,775**
Timothy T. Day Donation via Friends of ACC	*C-79-13-111-D-00*		*75,000*	*75,000*
FACCS Pets for Life Program Donation	*C-79-13-117-D-00*		*19,775*	*19,775*
Grants			**$ 82,810**	**$ 82,810**
Petsmart Grant Amendment	*C-79-11-142-3-03*		*12,810*	*12,810*
Animal Care Control Grant from ASPCA	*C-79-13-059-3-00*		*70,000*	*70,000*
FY 2013 Revised Budget			**$ 1,121,916**	**$ 1,121,916**
Adjustments:	Agenda Item:			
Donations			**$ (94,775)**	**$ (94,775)**
Timothy T. Day Donation via Friends of ACC	*C-79-13-111-D-00*		*(75,000)*	*(75,000)*
FACCS Pets for Life Program Donation	*C-79-13-117-D-00*		*(19,775)*	*(19,775)*
Grants			**$ (82,810)**	**$ (82,810)**
Petsmart Grant Amendment	*C-79-11-142-3-03*		*(12,810)*	*(12,810)*
Animal Care Control Grant from ASPCA	*C-79-13-059-3-00*		*(70,000)*	*(70,000)*
FY 2014 Budget Target			**$ 944,331**	**$ 944,331**
Adjustments:				
Employee Retirement and Benefits			**$ 1,440**	**$ -**
Retirement Contributions			*1,440*	*-*
Grants			**$ 417,940**	**$ 425,240**
Grant Reconciliation			*417,940*	*425,240*
FY 2014 Adopted Budget			**$ 1,363,711**	**$ 1,369,571**
Percent Change from Target Amount			*44.4%*	*45.0%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ -**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ 7,615**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*7,615*	*-*
Grants, Donations and Intergovernmental Agreements				
Grants			**$ 350,000**	**$ -**
Expenditure Authority for Spay/Neuter Surgeries	*C-79-13-139-2-00*		*350,000*	*-*
FY 2013 Revised Budget			**$ 357,615**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ (7,615)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*(7,615)*	*-*
Grants, Donations and Intergovernmental Agreements				
Grants			**$ (350,000)**	**$ -**
Expenditure Authority for Spay/Neuter Surgeries	*C-79-13-139-2-00*		*(350,000)*	*-*
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Base Adjustments			**$ 300,000**	**$ -**
Other Base Adjustments			*300,000*	*-*
Spay/Neuter Surgeries		*$ 300,000*		
FY 2014 Adopted Budget			**$ 300,000**	**$ -**

Animal Control Donations Fund (573) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 958,514	$ 896,906	$ 896,906	$ 1,037,398	$ 1,032,009
Sources:					
Operating	$ 1,076,932	$ 944,331	$ 1,121,916	$ 1,028,962	$ 1,369,571
Total Sources:	$ 1,076,932	$ 944,331	$ 1,121,916	$ 1,028,962	$ 1,369,571
Uses:					
Operating	$ 997,109	$ 944,331	$ 1,121,916	$ 1,026,736	$ 1,363,711
Non-Recurring	945	-	357,615	7,615	300,000
Total Uses:	$ 998,054	$ 944,331	$ 1,479,531	$ 1,034,351	$ 1,663,711
Structural Balance	$ 79,823	$ -	$ -	$ 2,226	$ 5,860
Accounting Adjustments	$ 6	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,037,398	$ 896,906	$ 539,291	$ 1,032,009	$ 737,869
Total Ending Spendable Fund Balance	$ 1,037,398	$ 896,906	$ 539,291	$ 1,032,009	$ 737,869

Animal Control Field Operations Fund (574)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 3,312,310**	**$ 3,453,314**
FY 2013 Revised Budget	**$ 3,312,310**	**$ 3,453,314**
FY 2014 Budget Target	**$ 3,312,310**	**$ 3,453,314**
Adjustments:		
Employee Retirement and Benefits	**$ 6,896**	**$ -**
Retirement Contributions	*6,896*	-
FY 2014 Adopted Budget	**$ 3,319,206**	**$ 3,453,314**
Percent Change from Target Amount	*0.2%*	*0.0%*

Animal Control Field Operations Fund (574) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ 162,095**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ 44,742**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*44,742*	-
FY 2013 Revised Budget			**$ 206,837**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ (44,742)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*(44,742)*	-
Non Recurring			**$ (162,095)**	**$ -**
Other Non-Recurring			*(162,095)*	-
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Base Adjustments			**$ 284,721**	**$ -**
Other Base Adjustments			*284,721*	-
Vehicle Replacements		*$ 284,721*		
FY 2014 Adopted Budget			**$ 284,721**	**$ -**

Animal Control Field Operations Fund (574) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 1,366,945	$ 1,458,597	$ 1,458,597	$ 1,582,503	$ 1,671,417
Sources:					
Operating	$ 3,491,658	$ 3,453,314	$ 3,453,314	$ 3,460,850	$ 3,453,314
Total Sources:	$ 3,491,658	$ 3,453,314	$ 3,453,314	$ 3,460,850	$ 3,453,314
Uses:					
Operating	$ 3,168,033	$ 3,312,310	$ 3,312,310	$ 3,173,569	$ 3,319,206
Non-Recurring	108,063	162,095	206,837	198,367	284,721
Total Uses:	$ 3,276,096	$ 3,474,405	$ 3,519,147	$ 3,371,936	$ 3,603,927
Structural Balance	$ 323,625	$ 141,004	$ 141,004	$ 287,281	$ 134,108
Accounting Adjustments	$ (4)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,582,503	$ 1,437,506	$ 1,392,764	$ 1,671,417	$ 1,520,804
Total Ending Spendable Fund Balance	$ 1,582,503	$ 1,437,506	$ 1,392,764	$ 1,671,417	$ 1,520,804

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 is fairly and equitably valued.

Vision

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

Strategic Goals

Effective Economy

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

Status: As of March 1, 2013, 100 percent of properties within Maricopa County were fairly and equitably valued. On August 31, 2012, 100 percent of Business Personal Properties were fairly and equitably valued.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
PRAS - PROPERTY ASSESSMENT	$ 398,761	$ 240,000	$ 240,000	$ 294,262	$ 240,000	$ -	0.0%
12PA - PROPERTY ASSESSMENT	$ 398,761	$ 240,000	$ 240,000	$ 294,262	$ 240,000	$ -	0.0%
TOTAL PROGRAMS	**$ 398,761**	**$ 240,000**	**$ 240,000**	**$ 294,262**	**$ 240,000**	**$ -**	**0.0%**
USES							
PRAS - PROPERTY ASSESSMENT	$ 17,868,453	$ 18,200,563	$ 18,121,213	$ 17,433,623	$ 18,754,377	$ (633,164)	-3.5%
12PA - PROPERTY ASSESSMENT	$ 17,868,453	$ 18,200,563	$ 18,121,213	$ 17,433,623	$ 18,754,377	$ (633,164)	-3.5%
BDGT - BUDGETING	$ 40,232	$ 39,866	$ 39,866	$ 40,057	$ 40,129	$ (263)	-0.7%
FSAC - FINANCIAL SERVICES	40,231	39,866	39,866	40,057	40,129	(263)	-0.7%
HRAC - HUMAN RESOURCES	383,885	384,440	384,440	386,210	388,369	(3,929)	-1.0%
ODIR - EXECUTIVE MANAGEMENT	1,022,792	1,066,478	1,053,424	999,461	1,002,218	51,206	4.9%
PROC - PROCUREMENT	73,917	72,135	72,135	71,008	72,565	(430)	-0.6%
99AS - ADMINISTRATIVE SERVICES	$ 1,561,057	$ 1,602,785	$ 1,589,731	$ 1,536,793	$ 1,543,410	$ 46,321	2.9%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 73,908	$ 111,952	$ 111,952	$ 111,948	$ 131,808	$ (19,856)	-17.7%
POOL - POOLED COSTS	-	-	-	-	(223,980)	223,980	N/A
99GV - GENERAL GOVERNMENT	$ 73,908	$ 111,952	$ 111,952	$ 111,948	$ (92,172)	$ 204,124	182.3%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 1,591,144	$ 1,646,126	$ 1,736,037	$ 1,639,541	$ 1,526,602	$ 209,435	12.1%
DACR - DATA CENTER	255,854	245,187	229,716	227,480	203,265	26,451	11.5%
DESK - DESKTOP SUPPORT	324,123	268,261	286,225	290,447	220,406	65,819	23.0%
GISA - GIS APPLICATION DEV AND SUPP	848,095	686,404	686,404	846,673	771,457	(85,053)	-12.4%
99IT - INFORMATION TECHNOLOGY	$ 3,019,216	$ 2,845,978	$ 2,938,382	$ 3,004,141	$ 2,721,730	$ 216,652	7.4%
TOTAL PROGRAMS	**$ 22,522,634**	**$ 22,761,278**	**$ 22,761,278**	**$ 22,086,505**	**$ 22,927,345**	**$ (166,067)**	**-0.7%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 398,761	$ 240,000	$ 240,000	$ 294,262	$ 240,000	$ -	0.0%
SUBTOTAL	$ 398,761	$ 240,000	$ 240,000	$ 294,262	$ 240,000	$ -	0.0%
ALL REVENUES	$ 398,761	$ 240,000	$ 240,000	$ 294,262	$ 240,000	$ -	0.0%
TOTAL SOURCES	$ 398,761	$ 240,000	$ 240,000	$ 294,262	$ 240,000	$ -	0.0%

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 14,260,896	$ 14,744,370	$ 14,731,578	$ 14,181,792	$ 14,159,258	$ 572,320	3.9%
0705 - TEMPORARY PAY	6,048	7,848	8,450	7,092	7,776	674	8.0%
0710 - OVERTIME	7,325	-	-	1,055	-	-	N/A
0750 - FRINGE BENEFITS	5,402,219	5,612,643	5,624,833	5,470,546	5,610,324	14,509	0.3%
0790 - OTHER PERSONNEL SERVICES	14,496	1,000	1,000	10,327	1,000	-	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(404)	-	-	(101)	-	-	N/A
SUBTOTAL	$ 19,690,580	$ 20,365,861	$ 20,365,861	$ 19,670,711	$ 19,778,358	$ 587,503	2.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 309,228	$ 324,986	$ 324,986	$ 278,369	$ 224,588	$ 100,398	30.9%
0803 - FUEL	1,946	3,000	3,000	1,770	2,000	1,000	33.3%
0804 - NON-CAPITAL EQUIPMENT	36,315	-	-	-	-	-	N/A
0806 - SUPPLIES-ALLOCATION IN	78,508	79,200	79,200	78,215	82,426	(3,226)	-4.1%
SUBTOTAL	$ 425,997	$ 407,186	$ 407,186	$ 358,354	$ 309,014	$ 98,172	24.1%
SERVICES							
0810 - LEGAL SERVICES	$ 11,575	$ 15,000	$ 15,000	$ 13,630	$ 16,000	$ (1,000)	-6.7%
0812 - OTHER SERVICES	973,039	528,750	528,750	505,808	928,113	(399,363)	-75.5%
0820 - RENT & OPERATING LEASES	94,818	111,996	111,996	139,627	150,000	(38,004)	-33.9%
0825 - REPAIRS AND MAINTENANCE	158,796	224,750	224,750	184,386	539,273	(314,523)	-139.9%
0839 - INTERNAL SERVICE CHARGES	324,865	307,458	307,458	319,171	323,917	(16,459)	-5.4%
0841 - TRAVEL	99,026	188,677	188,677	157,494	184,900	3,777	2.0%
0842 - EDUCATION AND TRAINING	87,768	61,600	61,600	61,822	73,050	(11,450)	-18.6%
0843 - POSTAGE/FREIGHT/SHIPPING	656,170	550,000	550,000	675,502	624,720	(74,720)	-13.6%
SUBTOTAL	$ 2,406,057	$ 1,988,231	$ 1,988,231	$ 2,057,440	$ 2,839,973	$ (851,742)	-42.8%
ALL EXPENDITURES	$ 22,522,634	$ 22,761,278	$ 22,761,278	$ 22,086,505	$ 22,927,345	$ (166,067)	-0.7%
TOTAL USES	$ 22,522,634	$ 22,761,278	$ 22,761,278	$ 22,086,505	$ 22,927,345	$ (166,067)	-0.7%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 398,761	$ 240,000	$ 240,000	$ 294,262	$ 240,000	$ -	0.0%
FUND TOTAL SOURCES	$ 398,761	$ 240,000	$ 240,000	$ 294,262	$ 240,000	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 398,761	$ 240,000	$ 240,000	$ 294,262	$ 240,000	$ -	0.0%
DEPARTMENT TOTAL SOURCES	$ 398,761	$ 240,000	$ 240,000	$ 294,262	$ 240,000	$ -	0.0%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 22,134,788	$ 22,530,703	$ 22,530,703	$ 21,923,558	$ 22,390,345	$ 140,358	0.6%
NON-RECURRING	387,846	230,575	230,575	162,947	537,000	(306,425)	-132.9%
FUND TOTAL USES	$ 22,522,634	$ 22,761,278	$ 22,761,278	$ 22,086,505	$ 22,927,345	$ (166,067)	-0.7%
DEPARTMENT OPERATING TOTAL USES	$ 22,134,788	$ 22,530,703	$ 22,530,703	$ 21,923,558	$ 22,390,345	$ 140,358	0.6%
DEPARTMENT NON-RECURRING TOTAL USES	$ 387,846	$ 230,575	$ 230,575	$ 162,947	$ 537,000	$ (306,425)	-132.9%
DEPARTMENT TOTAL USES	$ 22,522,634	$ 22,761,278	$ 22,761,278	$ 22,086,505	$ 22,927,345	$ (166,067)	-0.7%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.50	.50	.50	.50	.50	-	0.0%
EXECUTIVE MANAGEMENT	7.48	7.48	6.48	6.48	6.48	-	0.0%
FINANCIAL SERVICES	.50	.50	.50	.50	.50	-	0.0%
HUMAN RESOURCES	4.50	4.50	4.50	4.50	4.50	-	0.0%
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	13.98	13.98	12.98	12.98	12.98	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	15.00	16.00	17.00	17.00	15.00	(2.00)	(11.8%)
DATA CENTER	5.00	3.50	3.00	3.00	3.00	-	0.0%
DESKTOP SUPPORT	3.00	3.50	6.00	6.00	3.00	(3.00)	(50.0%)
GIS APPLICATION DEV AND SUPP	6.00	6.00	9.00	9.00	7.00	(2.00)	(22.2%)
PROGRAM TOTAL	29.00	29.00	35.00	35.00	28.00	(7.00)	(20.0%)
PROPERTY ASSESSMENT							
PROPERTY ASSESSMENT	286.48	280.93	276.41	277.41	279.41	3.00	1.1%
PROGRAM TOTAL	286.48	280.93	276.41	277.41	279.41	3.00	1.1%
DEPARTMENT TOTAL	329.46	323.91	324.39	325.39	320.39	(4.00)	(1.2%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	5.00	-	-	-	-	-	N/A
Admin/Operations Specialist	.50	1.50	1.50	1.50	1.50	-	0.0%
Applications Development Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Supv	-	5.00	5.00	5.00	3.00	(2.00)	(40.0%)
Appraiser	108.00	99.00	100.48	102.48	100.48	-	0.0%
Appraiser Manager	6.00	6.00	7.00	7.00	7.00	-	0.0%
Appraiser Senior	13.96	11.48	11.48	11.48	11.48	-	0.0%
Appraiser Supervisor	18.00	19.00	17.00	17.00	17.00	-	0.0%
Appraiser Trainee	5.00	16.00	17.00	16.00	17.00	-	0.0%
Auditor Appraiser	-	5.00	5.00	5.00	5.00	-	0.0%
Auditor Appraiser Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Business/Systems Analyst	1.00	1.00	-	-	-	-	N/A
Business/Systems Analyst-Sr/Ld	-	-	1.00	1.00	1.00	-	0.0%
CAMA Manager	1.00	-	-	-	-	-	N/A
Chief Appraiser - Assessor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Assessor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	1.00	-	0.0%
Computer Operator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Computer Operator - Sr/Ld	1.00	-	-	-	-	-	N/A
Database Administrator	2.00	2.00	1.00	1.00	1.00	-	0.0%
Development Svcs Specialist	8.00	8.00	7.00	7.00	7.00	-	0.0%
Development Svcs Supervisor	4.00	4.00	4.00	4.00	4.00	-	0.0%
Development Svcs Technician	81.00	76.93	75.93	75.93	74.93	(1.00)	(1.3%)
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	-	-	-	-	N/A
Executive Assistant - Elected Official	-	-	1.00	1.00	1.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Finance Support Supervisor	2.00	1.00	1.00	1.00	1.00	-	0.0%
GIS Programmer/Analyst	2.00	2.00	4.00	4.00	4.00	-	0.0%
GIS Programmer/Analyst - Ld	-	-	1.00	1.00	-	(1.00)	(100.0%)
GIS Technician	18.00	18.00	18.00	18.00	18.00	-	0.0%
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Supervisor	1.00	-	-	-	-	-	N/A
IT Senior Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Legal Assistant	4.00	-	-	-	-	-	N/A
Legal Assistant Supv	-	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant	1.00	1.00	-	-	-	-	N/A
Office Assistant Specialized	4.00	2.00	2.00	2.00	2.00	-	0.0%
Operations Support Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Operations/Program Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
PC/LAN Tech Support	3.00	2.00	3.00	3.00	2.00	(1.00)	(33.3%)
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	4.00	3.00	3.00	3.00	3.00	-	0.0%
Programmer/Analyst - Sr/Ld	4.00	3.00	3.00	3.00	4.00	1.00	33.3%
Project Manager	1.00	1.00	-	-	-	-	N/A
Project Manager	-	-	1.00	1.00	1.00	-	0.0%
Regression Modeler	7.00	6.00	5.00	5.00	5.00	-	0.0%
Regression Modeler Supervisor	-	2.00	2.00	2.00	2.00	-	0.0%
Risk Mgmt Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems Admin & Analysis Supv	1.00	1.00	-	-	-	-	N/A
Systems/Network Administrator	-	1.00	1.00	1.00	1.00	-	0.0%
Systems/Network Admin-Sr/Ld	-	-	1.00	1.00	1.00	-	0.0%
Technical Support Mgr	1.00	-	-	-	-	-	N/A
Web Designer/Developer	-	1.00	1.00	1.00	1.00	-	0.0%
Web Designer/Developer-Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	**329.46**	**323.91**	**324.39**	**325.39**	**320.39**	**(4.00)**	**(1.2%)**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	329.46	323.91	324.39	325.39	320.39	(4.00)	(1.2%)
Department Total	**329.46**	**323.91**	**324.39**	**325.39**	**320.39**	**(4.00)**	**(1.2%)**

General Adjustments

Personnel:

- Increase Regular Benefits by $63,766 for retirement contribution rate increase
- Increase personnel savings by $223,980 based on the Chairman's Office request.
- Increase Other Benefits and Internal Services Charges by $19,856 for the impact of the changes in Risk Management charges.

Capital Improvement:

- The budget includes $2,421,637 in funding in the Technology Capital Improvement Fund (460) for the first phase of the development of a Computer Aided Mass Appraisal (CAMA) system. Additional funds are set aside in Project Reserve for additional implementation costs.

Programs and Activities

Property Assessment

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

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Percent of property assessments provided	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Property Assessment Activity

Property Assessment Activity

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

Mandates: A.R.S. §42-11009 requires public access to valuation and assessment information; A.R.S. §42-13051 requires that no later than December 15 of each year the County Assessor shall identify by diligent inquiry and examination all real property in the county that is subject to taxation; A.R.S. §42-13303 establishes property value limits of mobile homes; A.R.S. §42-15052 requires that demand from each person, firm, or from the president, cashier, treasurer or managing agent of each corporation or association that owns, claims, controls or possesses property in the County a correct report or affirmation of all property in the County that the person, firm, corporation or association owns, claims, possesses or controls; A.R.S. §42-15053 requires on or before February 1 of each year, the assessor shall mail a form, notice or demand to each person who owns or has charge or control of taxable personal property in the state; A.R.S. §42-15057 requires each city, town, county or other governmental entity that requires that a building permit be issued to construct or add to residential or commercial buildings notify the County Assessor in writing; A.R.S. §42-15151 requires the County Assessor to prepare the assessment roll in the form and containing the information prescribed by the department; A.R.S. §42-15101 except as provided by section 42-13254, requires that before March 1 of each year the County Assessor notify each owner of record, or purchaser under a deed of trust or an agreement of sale, of property that is valued by the Assessor as to the property's full cash value and the limited property value, if applicable, to be used for assessment purposes; A.R.S. §42-16054 establishes that at the petitioner's written request, the Assessor will meet with the petitioner at a time and place designated at least ten working days in advance by the Assessor; A.R.S.§42-19051 establishes that the owner of property that is valued by the Assessor may appeal to the Assessor's Office within twenty days after the date of the notice was delivered; A.R.S. §42-16252 establishes if the County Assessor or the department determines that any real or personal property has been assessed improperly as a result of a property tax error, the County Assessor or department will send the taxpayer a notice of error; A.R.S. §42-16254 establishes that the taxpayer can file a notice of claim if they believe that the property was assessed improperly; A.R.S. §42-16255 establishes in any hearing before the County Board, State Board or court either party may present any evidence regarding property tax errors regardless of whether a notice of error or notice of claim was filed; A.R.S. § 42-16258 establishes that after receiving the tax roll, if the County Treasurer determines that any property is omitted from the roll the Treasurer shall immediately list and request the Assessor to determine the valuation of property.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	1,547,609	1,672,819	1,672,819	1,692,000	19,181	1.1%
Demand	Total number of property assessments required	1,547,609	1,672,819	1,672,819	1,692,000	19,181	1.1%
Efficiency	Expenditures per property assessment provided	$ 11.55	$ 10.83	$ 10.42	$ 11.08	$ (0.25)	-2.3%
Revenue							
	100 - GENERAL	$ 398,761	$ 240,000	$ 294,262	$ 240,000	$ -	0.0%
	TOTAL SOURCES	$ 398,761	$ 240,000	$ 294,262	$ 240,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 17,868,453	$ 18,121,213	$ 17,433,623	$ 18,754,377	$ (633,164)	-3.5%
	TOTAL USES	$ 17,868,453	$ 18,121,213	$ 17,433,623	$ 18,754,377	$ (633,164)	-3.5%

Activity Narrative: The FY 2014 budget supports the Department in meeting 100% of the demand. Expenditures in FY 2014 budget increased due to two Non Recurring Non Project endeavors. ESRI Desktop Review (DTR) Pilot Project and Process Manual Development. The DTR solution will show street front photographs, building sketches, and other property characteristics for active parcels from the user's assigned work list all at the same time. The users will be able to review each parcel's image and make necessary changes if needed. New process manuals needing to be written are: New Assessor Employee Orientation Manual, Assessor Clerk Manual, Residential Property Manual, Commercial Property Manual and a Cost Appraisal Manual.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 22,530,703**	**$ 240,000**
FY 2013 Revised Budget			**$ 22,530,703**	**$ 240,000**
FY 2014 Budget Target			**$ 22,530,703**	**$ 240,000**
Adjustments:				
Employee Retirement and Benefits			**$ 63,766**	**$ -**
Retirement Contributions			*63,766*	-
Other Base Adjustments			*154,027*	-
Cell Phone Savings	*$*	*(3,049)*		
LCV Mailouts		*46,800*		
Marshall & Swift contract increase		*110,276*		
Personnel Savings			*(154,027)*	-
Adjustments:				
Budget Balancing			**$ (223,980)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget			*(223,980)*	-
FY 2014 Tentative Budget			**$ 22,370,489**	**$ 240,000**
Percent Change from Target Amount			*-0.7%*	*0.0%*
Adjustments:				
Base Adjustments			**$ 19,856**	**$ -**
Internal Service Charges			*19,856*	-
FY 2014 Adopted Budget			**$ 22,390,345**	**$ 240,000**
Percent Change from Target Amount			*-0.6%*	*0.0%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ 230,575**	**$ -**
FY 2013 Revised Budget			**$ 230,575**	**$ -**
Adjustments:				
Non Recurring			**$ (230,575)**	**$ -**
Other Non-Recurring			*(230,575)*	-
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Base Adjustments			**$ 537,000**	**$ -**
Other Base Adjustments			*537,000*	-
ESRI Desktop Review (DTR) Pilot Project	*$*	*410,000*		
Process Manual Development		*127,000*		
FY 2014 Adopted Budget			**$ 537,000**	**$ -**

Assistant County Manager - 940

Analysis by Karina Araiza, Management and Budget Analyst

Summary

Mission

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

Vision

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

Strategic Goals

Fiscal Strength

By June 30, 2015, Real Estate will obtain an average rental rate of $35 per square foot or less.

Status: The current market survey shows the average asking rent for the total market area to be $22 per square foot. Rental rates are expected to increase by June 30, 2015. Real Estate plans to maintain their performance through aggressive lease renewals and/or negotiations of new leases.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
RLST - REAL ESTATE MANAGEMENT	$ 368,127	$ 299,656	$ 299,656	$ 214,726	$ 203,500	$ (96,156)	-32.1%
18RE - REAL ESTATE	$ 368,127	$ 299,656	$ 299,656	$ 214,726	$ 203,500	$ (96,156)	-32.1%
TOTAL PROGRAMS	**$ 368,127**	**$ 299,656**	**$ 299,656**	**$ 214,726**	**$ 203,500**	**$ (96,156)**	**-32.1%**
USES							
RLST - REAL ESTATE MANAGEMENT	$ 304,507	$ 304,735	$ 354,132	$ 350,271	$ 311,920	$ 42,212	11.9%
18RE - REAL ESTATE	$ 304,507	$ 304,735	$ 354,132	$ 350,271	$ 311,920	$ 42,212	11.9%
FSAC - FINANCIAL SERVICES	$ (20,995)	$ 20,286	$ -	$ -	$ -	$ -	N/A
ODIR - EXECUTIVE MANAGEMENT	-	-	-	-	267,884	(267,884)	N/A
99AS - ADMINISTRATIVE SERVICES	$ (20,995)	$ 20,286	$ -	$ -	$ 267,884	$ (267,884)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	$ -	$ -	$ -	$ -	$ 9,632	$ (9,632)	N/A
POOL - POOLED COSTS	-	-	-	-	(8,400)	8,400	N/A
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ 1,232	$ (1,232)	N/A
TOTAL PROGRAMS	**$ 283,512**	**$ 325,021**	**$ 354,132**	**$ 350,271**	**$ 581,036**	**$ (226,904)**	**-64.1%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 368,127	$ 299,656	$ 299,656	$ 214,726	$ 203,500	$ (96,156)	-32.1%
SUBTOTAL	$ 368,127	$ 299,656	$ 299,656	$ 214,726	$ 203,500	$ (96,156)	-32.1%
ALL REVENUES	$ 368,127	$ 299,656	$ 299,656	$ 214,726	$ 203,500	$ (96,156)	-32.1%
TOTAL SOURCES	$ 368,127	$ 299,656	$ 299,656	$ 214,726	$ 203,500	$ (96,156)	-32.1%
CATEGORY	**FY 2012 ACTUAL**	**FY 2013 ADOPTED**	**FY 2013 REVISED**	**FY 2013 FORECAST**	**FY 2014 ADOPTED**	**REVISED VS ADOPTED VAR**	**%**
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 431,004	$ 510,811	$ 416,959	$ 398,897	$ 535,331	$ (118,372)	-28.4%
0750 - FRINGE BENEFITS	125,117	142,316	122,204	118,755	165,234	(43,030)	-35.2%
0790 - OTHER PERSONNEL SERVICES	-	-	-	10,250	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(274,668)	(331,346)	(188,271)	(179,170)	(143,083)	(45,188)	-24.0%
SUBTOTAL	$ 281,453	$ 321,781	$ 350,892	$ 348,732	$ 557,482	$ (206,590)	-58.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 592	$ 360	$ 360	$ 105	$ 4,605	$ (4,245)	-1179.2%
0803 - FUEL	383	900	900	659	900	-	0.0%
0805 - SUPPLIES-ALLOCATION OUT	-	(1,560)	(1,560)	(922)	(1,560)	-	0.0%
SUBTOTAL	$ 975	$ (300)	$ (300)	$ (158)	$ 3,945	$ (4,245)	-1415.0%
SERVICES							
0812 - OTHER SERVICES	$ 370	$ 500	$ 500	$ 1,059	$ 1,660	$ (1,160)	-232.0%
0830 - INTERGOVERNMENTAL PAYMENTS	172	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	542	1,840	1,840	-	9,165	(7,325)	-398.1%
0841 - TRAVEL	-	-	-	-	7,000	(7,000)	N/A
0842 - EDUCATION AND TRAINING	-	-	-	-	584	(584)	N/A
0850 - UTILITIES	-	1,200	1,200	638	1,200	-	0.0%
SUBTOTAL	$ 1,084	$ 3,540	$ 3,540	$ 1,697	$ 19,609	$ (16,069)	-453.9%
ALL EXPENDITURES	$ 283,512	$ 325,021	$ 354,132	$ 350,271	$ 581,036	$ (226,904)	-64.1%
TOTAL USES	$ 283,512	$ 325,021	$ 354,132	$ 350,271	$ 581,036	$ (226,904)	-64.1%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 368,127	$ 299,656	$ 299,656	$ 214,726	$ 203,500	$ (96,156)	-32.1%
FUND TOTAL SOURCES	$ 368,127	$ 299,656	$ 299,656	$ 214,726	$ 203,500	$ (96,156)	-32.1%
DEPARTMENT OPERATING TOTAL SOURCES	$ 368,127	$ 299,656	$ 299,656	$ 214,726	$ 203,500	$ (96,156)	-32.1%
DEPARTMENT TOTAL SOURCES	$ 368,127	$ 299,656	$ 299,656	$ 214,726	$ 203,500	$ (96,156)	-32.1%
FUND / FUNCTION CLASS	**FY 2012 ACTUAL**	**FY 2013 ADOPTED**	**FY 2013 REVISED**	**FY 2013 FORECAST**	**FY 2014 ADOPTED**	**REVISED VS ADOPTED VAR**	**%**
100 GENERAL							
OPERATING	$ 283,512	$ 325,021	$ 354,132	$ 350,271	$ 581,036	$ (226,904)	-64.1%
FUND TOTAL USES	$ 283,512	$ 325,021	$ 354,132	$ 350,271	$ 581,036	$ (226,904)	-64.1%
DEPARTMENT OPERATING TOTAL USES	$ 283,512	$ 325,021	$ 354,132	$ 350,271	$ 581,036	$ (226,904)	-64.1%
DEPARTMENT TOTAL USES	$ 283,512	$ 325,021	$ 354,132	$ 350,271	$ 581,036	$ (226,904)	-64.1%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	-	-	-	-	2.00	2.00	N/A
FINANCIAL SERVICES	-	2.75	1.30	2.00	1.30	-	0.0%
PROGRAM TOTAL	-	2.75	1.30	2.00	3.30	2.00	153.8%
REAL ESTATE							
REAL ESTATE MANAGEMENT	-	3.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	-	3.00	4.00	4.00	4.00	-	0.0%
DEPARTMENT TOTAL	-	5.75	5.30	6.00	7.30	2.00	37.7%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Assistant County Manager	-	-	-	-	1.00	1.00	N/A
Consultant	-	.75	-	-	-	-	N/A
Executive Assistant - Elected Official	-	-	-	-	1.00	1.00	N/A
Management Analyst	-	2.00	1.30	2.00	1.30	-	0.0%
Real Estate Manager - County	-	1.00	1.00	1.00	1.00	-	0.0%
Real Property Specialist	-	2.00	3.00	3.00	3.00	-	0.0%
Department Total	**-**	**5.75**	**5.30**	**6.00**	**7.30**	**2.00**	**37.7%**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	-	5.75	5.30	6.00	7.30	2.00	37.7%

Significant Variance Analysis

Two FTE were moved from the Finance Department to the Assistant County Manager in FY 2014.

General Adjustments

Target Adjustments:

General Fund (100)

- Restate Personnel and Supplies of $573,434 from the Finance Department to the Assistant County Manager Department - 940.
- Restate Personnel of $11,641 from Non - Departmental to the Assistant County Manager Department - 940.

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $1,944 for the impact of changes in retirement contribution rates.
- Increase Personnel Savings by $8,400 based on the Chairman's Office request.
- Increase Other Benefits and Internal Service Charges by $2,417 for the impact of the changes in Risk Management charges.

Programs and Activities

Real Estate Program

The purpose of the Real Estate Program is to provide real estate services to appointed and elected departments so they can manage County properties in a professional manner.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Percent of customers satisfied with real estate services received from Real Estate Services staff	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Real Estate Management

Real Estate Management Activity

The purpose of the Real Estate Management Activity is to provide Real Estate transaction services for real property rights to the Board of Supervisors, Board of Directors, and County leadership so they can ensure efficient utilization of real estate assets.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of customers satisfied with real estate services received from Real Estate Services staff	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Total number of transactions provided by Real Estate Services staff to its customers	80	80	80	80	-	0.0%
Demand	Total number of transactions requested of Real Estate Services staff by its customers	80	80	80	80	-	0.0%
Efficiency	Expenditures per transactions provided by Real Estate Services staff to its customers	$ 3,806.34	$ 4,426.65	$ 4,378.39	$ 3,899.00	$ 527.65	11.9%
Revenue							
	100 - GENERAL	$ 368,127	$ 299,656	$ 214,726	$ 203,500	$ (96,156)	-32.1%
	TOTAL SOURCES	$ 368,127	$ 299,656	$ 214,726	$ 203,500	$ (96,156)	-32.1%
Expenditure							
	100 - GENERAL	$ 304,507	$ 354,132	$ 350,271	$ 311,920	$ 42,212	11.9%
	TOTAL USES	$ 304,507	$ 354,132	$ 350,271	$ 311,920	$ 42,212	11.9%

Activity Narrative: In FY 2014, revenue will decline due to the termination of two lease agreements in FY 2013. The Department will eliminate a contract Real Estate Specialist position once the vacant Real Estate Specialist position is filled, reducing their expenditures and increasing their efficiency in FY 2014.

Base Adjustments:

General Fund (100)

Decrease revenue by $96,156 due to the termination of two lease agreements in FY 2013.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ -**	**$ -**
FY 2013 Revised Budget	**$ -**	**$ -**
Adjustments:		
Restatements	**$ 585,075**	**$ 299,656**
Finance to ACM	*573,434*	*299,656*
Non Departmental to ACM/DCM	*11,641*	*-*
FY 2014 Budget Target	**$ 585,075**	**$ 299,656**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 1,944**	**$ -**
Retirement Contributions	*1,944*	*-*
Fees and Other Revenues	**$ -**	**$ (96,156)**
ProgRevenue Volume Inc/Dec	*-*	*(96,156)*
Budget Balancing	**$ (8,400)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget	*(8,400)*	*-*
FY 2014 Tentative Budget	**$ 578,619**	**$ 203,500**
Percent Change from Target Amount	*-1.1%*	*-32.1%*
Adjustments:		
Base Adjustments	**$ 2,417**	**$ -**
Internal Service Charges	*2,417*	*-*
FY 2014 Adopted Budget	**$ 581,036**	**$ 203,500**
Percent Change from Target Amount	*-0.7%*	*-32.1%*

Assistant County Manager - 950

Analysis by Karina Araiza, Management and Budget Analyst

Summary

Mission

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

Vision

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

Strategic Goals

TBD: Goals will be developed during the FY 2015 Business Strategic Planning process.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
ACPR - ADULT CRIME PREVENTION	$ 1,761,968	$ -	$ 1,454,404	$ 1,454,489	$ 317,688	$ (1,136,716)	-78.2%
JCPR - JUVENILE CRIME PREVENTION	334,129	-	66,668	66,668	-	(66,668)	-100.0%
42CD - CRIME PREVENTION	$ 2,096,097	$ -	$ 1,521,072	$ 1,521,157	$ 317,688	$ (1,203,384)	-79.1%
GGOV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ 1,158	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ 1,158	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 2,096,097**	**$ -**	**$ 1,521,072**	**$ 1,522,315**	**$ 317,688**	**$ (1,203,384)**	**-79.1%**
USES							
INNV - INNOVATION	$ -	$ 260,567	$ 260,567	$ 201,749	$ 81,105	$ 179,462	68.9%
20IN - INNOVATION	$ -	$ 260,567	$ 260,567	$ 201,749	$ 81,105	$ 179,462	68.9%
ACPR - ADULT CRIME PREVENTION	$ 2,218,186	$ 1,198,914	$ 2,313,450	$ 1,737,565	$ 854,482	$ 1,458,968	63.1%
JCPR - JUVENILE CRIME PREVENTION	416,202	940,958	953,195	602,426	489,777	463,418	48.6%
RSST - RESEARCH AND STATISTICAL REPT	-	74,036	74,036	75,394	74,520	(484)	-0.7%
42CD - CRIME PREVENTION	$ 2,634,388	$ 2,213,908	$ 3,340,681	$ 2,415,385	$ 1,418,779	$ 1,921,902	57.5%
HRAC - HUMAN RESOURCES	$ -	$ -	$ -	$ 1,659	$ -	$ -	N/A
ODIR - EXECUTIVE MANAGEMENT	110,529	152,845	152,845	152,845	423,580	(270,735)	-177.1%
99AS - ADMINISTRATIVE SERVICES	$ 110,529	$ 152,845	$ 152,845	$ 154,504	$ 423,580	$ (270,735)	-177.1%
ISFC - INTERNAL SERVICE FUND CHARGES	$ -	$ -	$ -	$ -	$ 9,546	$ (9,546)	N/A
POOL - POOLED COSTS	-	-	-	-	(18,123)	18,123	N/A
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ (8,577)	$ 8,577	N/A
TOTAL PROGRAMS	**$ 2,744,917**	**$ 2,627,320**	**$ 3,754,093**	**$ 2,771,638**	**$ 1,914,887**	**$ 1,839,206**	**49.0%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 2,093,733	$ -	$ 1,521,072	$ 1,521,073	$ 317,688	$ (1,203,384)	-79.1%
SUBTOTAL	$ 2,093,733	$ -	$ 1,521,072	$ 1,521,073	$ 317,688	$ (1,203,384)	-79.1%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 2,364	$ -	$ -	$ 1,242	$ -	$ -	N/A
SUBTOTAL	$ 2,364	$ -	$ -	$ 1,242	$ -	$ -	N/A
ALL REVENUES	$ 2,096,097	$ -	$ 1,521,072	$ 1,522,315	$ 317,688	$ (1,203,384)	-79.1%
TOTAL SOURCES	$ 2,096,097	$ -	$ 1,521,072	$ 1,522,315	$ 317,688	$ (1,203,384)	-79.1%

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 387,063	$ 457,474	$ 457,474	$ 447,987	$ 651,406	$ (193,932)	-42.4%
0750 - FRINGE BENEFITS	106,919	137,324	137,324	129,095	199,166	(61,842)	-45.0%
0790 - OTHER PERSONNEL SERVICES	-	-	-	1,659	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(298,466)	-	-	(70,213)	(35,942)	35,942	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	353,275	48,240	48,240	177,456	39,773	8,467	17.6%
SUBTOTAL	$ 548,791	$ 643,038	$ 643,038	$ 685,984	$ 854,403	$ (211,365)	-32.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 3,184	$ 7,915	$ 20,152	$ 32,449	$ 3,724	$ 16,428	81.5%
0804 - NON-CAPITAL EQUIPMENT	2,945	-	-	4,989	-	-	N/A
SUBTOTAL	$ 6,129	$ 7,915	$ 20,152	$ 37,438	$ 3,724	$ 16,428	81.5%
SERVICES							
0812 - OTHER SERVICES	$ 671,579	$ 1,973,637	$ 1,940,638	$ 893,707	$ 1,047,025	$ 893,613	46.0%
0820 - RENT & OPERATING LEASES	-	-	-	620	-	-	N/A
0830 - INTERGOVERNMENTAL PAYMENTS	1,511,874	-	1,147,535	1,147,535	-	1,147,535	100.0%
0839 - INTERNAL SERVICE CHARGES	777	-	-	518	8,005	(8,005)	N/A
0841 - TRAVEL	4,350	2,600	2,600	5,689	1,600	1,000	38.5%
0842 - EDUCATION AND TRAINING	175	10	10	10	10	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	1,242	120	120	137	120	-	0.0%
SUBTOTAL	$ 2,189,997	$ 1,976,367	$ 3,090,903	$ 2,048,216	$ 1,056,760	$ 2,034,143	65.8%
ALL EXPENDITURES	$ 2,744,917	$ 2,627,320	$ 3,754,093	$ 2,771,638	$ 1,914,887	$ 1,839,206	49.0%
TOTAL USES	$ 2,744,917	$ 2,627,320	$ 3,754,093	$ 2,771,638	$ 1,914,887	$ 1,839,206	49.0%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
249 NON DEPARTMENTAL GRANT							
NON-RECURRING	$ 2,096,097	$ -	$ 1,521,072	$ 1,522,315	$ 317,688	$ (1,203,384)	-79.1%
FUND TOTAL SOURCES	$ 2,096,097	$ -	$ 1,521,072	$ 1,522,315	$ 317,688	$ (1,203,384)	-79.1%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 2,096,097	$ -	$ 1,521,072	$ 1,522,315	$ 317,688	$ (1,203,384)	-79.1%
DEPARTMENT TOTAL SOURCES	$ 2,096,097	$ -	$ 1,521,072	$ 1,522,315	$ 317,688	$ (1,203,384)	-79.1%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 446,988	$ 715,476	$ 715,476	$ 655,835	$ 404,312	$ 311,164	43.5%
NON-RECURRING	505,135	1,631,869	1,517,545	834,244	797,624	719,921	47.4%
FUND TOTAL USES	$ 952,123	$ 2,347,345	$ 2,233,021	$ 1,490,079	$ 1,201,936	$ 1,031,085	46.2%
249 NON DEPARTMENTAL GRANT							
NON-RECURRING	$ 1,792,794	$ 279,975	$ 1,521,072	$ 1,281,559	$ 317,688	$ 1,203,384	79.1%
FUND TOTAL USES	$ 1,792,794	$ 279,975	$ 1,521,072	$ 1,281,559	$ 317,688	$ 1,203,384	79.1%
255 DETENTION OPERATIONS							
OPERATING	$ -	$ -	$ -	$ -	$ 395,263	$ (395,263)	N/A
FUND TOTAL USES	$ -	$ -	$ -	$ -	$ 395,263	$ (395,263)	N/A
DEPARTMENT OPERATING TOTAL USES	$ 446,988	$ 715,476	$ 715,476	$ 655,835	$ 799,575	$ (84,099)	-11.8%
DEPARTMENT NON-RECURRING TOTAL USES	$ 2,297,929	$ 1,911,844	$ 3,038,617	$ 2,115,803	$ 1,115,312	$ 1,923,305	63.3%
DEPARTMENT TOTAL USES	$ 2,744,917	$ 2,627,320	$ 3,754,093	$ 2,771,638	$ 1,914,887	$ 1,839,206	49.0%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	-	1.15	1.40	1.15	3.40	2.00	142.9%
PROGRAM TOTAL	-	1.15	1.40	1.15	3.40	2.00	142.9%
CRIME PREVENTION							
ADULT CRIME PREVENTION	-	1.80	1.80	1.80	1.80	-	0.0%
JUVENILE CRIME PREVENTION	-	1.30	1.30	1.30	1.30	-	0.0%
RESEARCH AND STATISTICAL REPT	-	.75	.75	.75	.75	-	0.0%
PROGRAM TOTAL	-	3.85	3.85	3.85	3.85	-	0.0%
INNOVATION							
INNOVATION	-	.75	.75	.75	.75	-	0.0%
PROGRAM TOTAL	-	.75	.75	.75	.75	-	0.0%
DEPARTMENT TOTAL	-	5.75	6.00	5.75	8.00	2.00	33.3%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Assistant County Manager	-	-	-	-	1.00	1.00	N/A
Exec Asst to Executive Officer	-	-	-	-	1.00	1.00	N/A
Grant-Contract Administrator	-	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Program Manager - County	-	1.00	1.00	1.00	1.00	-	0.0%
Project Manager	-	3.00	3.00	3.00	3.00	-	0.0%
Department Total	**-**	**6.00**	**6.00**	**6.00**	**8.00**	**2.00**	**33.3%**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	-	5.00	5.00	5.00	3.00	(2.00)	(40.0%)
249 NON DEPARTMENTAL GRANT	-	1.00	1.00	1.00	1.00	-	0.0%
255 DETENTION OPERATIONS	-	-	-	-	4.00	4.00	N/A
Department Total	**-**	**6.00**	**6.00**	**6.00**	**8.00**	**2.00**	**33.3%**

Significant Variance Analysis

The Assistant County Manager and Executive Assistant to Executive Officer positions (2 FTE), were moved from Human Resources to Assistant County Manager – 950.

General Adjustments

Target Adjustments:

General Fund (100)

- Restate expenditures of $7,544 for supplies from Human Resources to Assistant County Manager – 950.
- Restate Personnel and Supplies of $760,793 for Criminal Prevention and Delinquency and Innovations Programs from County Manager to Assistant County Manager – 950.
- Restate personnel expenditures of $244,169 for salary and benefits related to the Assistant County Manager and the Executive Assistant to Executive Officers moving from Non Departmental to Assistant County Manager – 950.

Base Adjustments:

General Fund (100) Operating

- Increase Regular Benefits by $2,486 for the impact of changes in retirement contribution rates.
- Decrease expenditures by $409,538 due to the reallocation of the Crime Prevention and Delinquency Program to Detention Fund (255).
- Increase Personnel Savings by $3,848 based on the Chairman's Office request.
- Decrease Other Benefits and Internal Service Charges by $17,294 for the impact of the changes in Risk Management charges.

General Fund (100) Non Recurring Non Project

- Carry-forward of $797,624 not spent in FY 2013 for activities related to Crime Prevention.

Detention Fund (255)

- Increase expenditures by $409,538 due to the reallocation of the Crime Prevention and Delinquency Program from General Fund (100).
- Increase Personnel Savings by $4,840 based on the Chairman's Office request.

Programs and Activities

Crime Prevention and Delinquency Program

The purpose of the Crime and Delinquency Prevention Program is to provide technical assistance, analytical support, and professional services to County agencies, state and local governments, and community groups so they can implement community and evidence-based prevention strategies.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of juveniles enrolled in prevention or intervention programs who have not committed first-time or repeat criminal offenses within six months of program enrollment	76.5%	86.0%	86.0%	80.0%	-6.0%	-7.0%
Percent of adults enrolled and engaged in ex-offender employment program who have not committed repeat criminal offenses within six months of program enrollment	97.6%	N/A	95.0%	93.7%	N/A	N/A
Percent of report recipients who are satisfied or very satisfied with the reports	N/A	85.0%	85.0%	85.0%	0.0%	0.0%

Activities that comprise this program include:

- Adult Crime Prevention
- Juvenile Crime Prevention
- Research and Statistical Reporting

Adult Crime Prevention Activity

The purpose of the Adult Crime Prevention Activity is to provide replicable, best practice ex-offender employment programs to South Mountain adults so they can avoid committing repeat criminal offenses within six months of program enrollment.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of adults enrolled and engaged in ex-offender employment program who have not committed repeat criminal offenses within six months of program enrollment	97.6%	N/A	95.0%	93.7%	N/A	N/A
Output	Number of adults enrolled and engaged in the ex-offender employment program at six months	84	63	80	63	-	0.0%
Output	Number of adults placed in employment	64	42	60	42	-	0.0%
Output	Number of adults enrolled in ex-offender employment program at six months	N/A	N/A	80	63	N/A	N/A
Demand	Number of adults eligible/enrolled in ex-offender employment program	84	63	80	63	-	0.0%
Efficiency	Expenditure per adult enrolled in ex-offender employment program at six months	$ 26,406.98	N/A	$ 21,719.56	$ 13,563.21	N/A	N/A
Revenue							
	249 - NON DEPARTMENTAL GRANT	$ 1,761,968	$ 1,454,404	$ 1,454,489	$ 317,688	$ (1,136,716)	-78.2%
	TOTAL SOURCES	$ 1,761,968	$ 1,454,404	$ 1,454,489	$ 317,688	$ (1,136,716)	-78.2%
Expenditure							
	100 - GENERAL	$ 661,822	$ 859,046	$ 524,333	$ 447,312	$ 411,734	47.9%
	249 - NON DEPARTMENTAL GRANT	1,556,364	1,454,404	1,213,232	317,688	1,136,716	78.2%
	255 - DETENTION OPERATIONS	-	-	-	89,482	(89,482)	N/A
	TOTAL USES	$ 2,218,186	$ 2,313,450	$ 1,737,565	$ 854,482	$ 1,458,968	63.1%

Activity Narrative: The Adult Crime Prevention Activity will be re-programmed in FY 2014. These measures will be reviewed during the FY 2015 Strategic Business Plan update.

Base Adjustments:

Non Departmental Grant Fund (249) Non Recurring Non Operating

- Increase revenue and expenditures by $317,388 to reflect anticipated grant awards in FY 2014.

Juvenile Crime Prevention Activity

The purpose of the Juvenile Crime Prevention Activity is to provide replicable, best practice prevention and intervention programs to South Mountain at-risk and adjudicated youth so they can avoid first-time or repeat criminal offenses.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of juveniles enrolled in prevention or intervention programs who have not committed first-time or repeat criminal offenses within six months of program enrollment	76.5%	86.0%	86.0%	80.0%	(6.0%)	-7.0%
Output	Number of juveniles enrolled in programs at six months	34	50	50	50	-	0.0%
Output	Number of juveniles enrolled in the programs	34	50	50	50	-	0.0%
Demand	Number of juveniles eligible/enrolled in prevention or intervention program	34	50	50	50	-	0.0%
Efficiency	Expenditure per juvenile enrolled in program	$ 12,241.24	$ 19,063.90	$ 12,048.52	$ 9,795.54	$ 9,268.36	48.6%
Revenue							
	249 - NON DEPARTMENTAL GRANT	$ 334,129	$ 66,668	$ 66,668	$ -	$ (66,668)	-100.0%
	TOTAL SOURCES	$ 334,129	$ 66,668	$ 66,668	$ -	$ (66,668)	-100.0%
Expenditure							
	100 - GENERAL	$ 179,772	$ 886,527	$ 535,758	$ 350,312	$ 536,215	60.5%
	249 - NON DEPARTMENTAL GRANT	236,430	66,668	66,668	-	66,668	100.0%
	255 - DETENTION OPERATIONS	-	-	-	139,465	(139,465)	N/A
	TOTAL USES	$ 416,202	$ 953,195	$ 602,426	$ 489,777	$ 463,418	48.6%

Activity Narrative: The Juvenile Crime Prevention Activity will be re-programmed in FY 2014. These measures will be reviewed during the FY 2015 Strategic Business Plan update.

Research and Statistical Reporting Activity

The purpose of the Research and Statistical Reporting Activity is to provide research and statistical reports to stakeholders in the community and across federal, state, county, and local agencies so they can be more informed about criminal justice issues in Maricopa County.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of report recipients who are satisfied or very satisfied with the reports	N/A	85.0%	85.0%	85.0%	0.0%	0.0%
Output	Number of regularly scheduled reports produced	N/A	19	19	19	-	0.0%
Demand	Number of regularly scheduled reports requested	N/A	19	19	19	-	0.0%
Efficiency	Expenditure per the number of regularly scheduled reports produced	N/A	$ 3,896.63	$ 3,968.11	$ 3,922.11	$ (25.47)	-0.7%
Expenditure							
	100 - GENERAL	$ -	$ 74,036	$ 75,394	$ -	$ 74,036	100.0%
	255 - DETENTION OPERATIONS	-	-	-	74,520	(74,520)	N/A
	TOTAL USES	$ -	$ 74,036	$ 75,394	$ 74,520	$ (484)	-0.7%

Activity Narrative: In FY 2014, expenditures were reallocated from the General Fund (100) to the Detention Fund (255). These measures will be reviewed during the FY 2015 Strategic Business Plan update.

Innovation Program

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

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of departments indicating satisfaction with Innovation facilitation and consulting	N/A	N/A	71.4%	71.4%	N/A	N/A
Percent of ideas moving through the Idea Factory from the Development Stage into the Implementation Stage	N/A	N/A	50.0%	62.5%	N/A	N/A

Activities that comprise this program include:

- Innovation

Innovation Activity

The purpose of the Innovation Activity is to provide facilitation and consulting services to County departments so they can successfully implement creative ideas that improve performance.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of departments indicating satisfaction with Innovation facilitation and consulting services	N/A	N/A	71.4%	71.4%	N/A	N/A
Result	Percent of ideas moving through the Idea Factory from the Development Stage into the Implementation Stage	N/A	N/A	50.0%	62.5%	N/A	N/A
Output	Number of facilitation services provided	N/A	46	24	28	(18)	-39.1%
Demand	Number of facilitation services requested	N/A	46	23	28	(18)	-39.1%
Efficiency	Expenditure per facilitation service provided	N/A	$ 5,664.50	$ 8,406.21	$ 2,896.61	$ 2,767.89	48.9%
Expenditure							
	100 - GENERAL	$ -	$ 260,567	$ 201,749	$ 81,105	$ 179,462	68.9%
	TOTAL USES	$ -	$ 260,567	$ 201,749	$ 81,105	$ 179,462	68.9%

Activity Narrative: In FY 2014, expenditures are expected to decrease due to the cancellation of the IDEA Factory as the program will be restructured. These measures will be reviewed during the FY 2015 Strategic Business Plan update.

Base Adjustments:

General Fund (100)

- Decrease expenditures by $180,000 due to the cancellation of the IDEA Factory contract.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ -**	**$ -**
FY 2013 Revised Budget		**$ -**	**$ -**
Adjustments:			
Restatements		**$ 1,012,506**	**$ -**
Human Resources to ACM		*7,544*	-
County Manager to ACM		*760,793*	-
Non Departmental to ACM/DCM		*244,169*	-
FY 2014 Budget Target		**$ 1,012,506**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 2,486**	**$ -**
Retirement Contributions		*2,486*	-
Base Adjustments		**$ (180,000)**	**$ -**
Other Base Adjustments		*(180,000)*	-
Cancellation of the IDEA Factory contract	*$ (180,000)*		
Reallocations		**$ (409,538)**	**$ -**
Reallocation Between Funds		*(409,538)*	-
Reallocate to Detention Fund 255 Adult and Juvenile Crime Prevention Activities	*$ (409,538)*		
Budget Balancing		**$ (3,848)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(3,848)*	-
FY 2014 Tentative Budget		**$ 421,606**	**$ -**
Percent Change from Target Amount		*-58.4%*	
Adjustments:			
Base Adjustments		**$ (17,294)**	**$ -**
Internal Service Charges		*(17,294)*	-
FY 2014 Adopted Budget		**$ 404,312**	**$ -**
Percent Change from Target Amount		*-60.1%*	
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ -**	**$ -**
FY 2013 Revised Budget		**$ -**	**$ -**
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 797,624**	**$ -**
Non Recurring Carry Forward		*797,624*	-
FY 2014 Adopted Budget		**$ 797,624**	**$ -**
Percent Change from Target Amount			

Non Departmental Grant Fund (249)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ -**	**$ -**
FY 2013 Revised Budget		**$ -**	**$ -**
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 317,688**	**$ 317,688**
Grant Reconciliation		*317,688*	*317,688*
FY 2014 Adopted Budget		**$ 317,688**	**$ 317,688**
Percent Change from Target Amount			

Detention Fund (255)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ -**	**$ -**
FY 2013 Revised Budget		**$ -**	**$ -**
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Reallocations		**$ 409,538**	**$ -**
Reallocation Between Funds		*409,538*	-
Reallocate from General Fund 100 Adult and Juvenile Crime Prevention Activities	*$ 409,538*		
Budget Balancing		**$ (4,840)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(4,840)*	-
FY 2014 Adopted Budget		**$ 404,698**	**$ -**
Percent Change from Target Amount			

Assistant County Manager - Department 960

Analysis by Ron Forster, Management and Budget Analyst

Summary

Mission

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

Vision

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

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
GGDM - GREEN GOVT DATA MANAGEMENT	$ 62,857	$ 21,344	$ 21,344	$ 21,881	$ -	$ 21,344	100.0%
GGIE - INTERNAL GREEN GOVT ECO EDUC	4,811	45,384	45,384	44,242	-	45,384	100.0%
GGPE - PUBLIC GREEN GOVT ECO EDUC	4,811	23,504	23,504	22,118	-	23,504	100.0%
44GG - GREEN GOVERNMENT	$ 72,479	$ 90,232	$ 90,232	$ 88,241	$ -	$ 90,232	100.0%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ -	$ -	$ -	$ -	$ -	N/A
99AS - ADMINISTRATIVE SERVICES	$ -	$ -	$ -	$ -	$ -	$ -	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	$ -	$ -	$ -	$ -	$ -	$ -	N/A
POOL - POOLED COSTS	-	-	-	-	-	-	N/A
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 72,479**	**$ 90,232**	**$ 90,232**	**$ 88,241**	**$ -**	**$ 90,232**	**100.0%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ -	$ 60,964	$ 60,964	$ 62,136	$ 200,136	$ (139,172)	-228.3%
0710 - OVERTIME	-	-	-	-	2,400	(2,400)	N/A
0750 - FRINGE BENEFITS	-	20,408	20,408	20,881	54,436	(34,028)	-166.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	-	-	-	(256,972)	256,972	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	72,479	-	-	-	-	-	N/A
SUBTOTAL	$ 72,479	$ 81,372	$ 81,372	$ 83,017	$ -	$ 81,372	100.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ -	$ 2,500	$ 2,500	$ 1,444	$ 2,400	$ 100	4.0%
0803 - FUEL	-	-	-	-	-	-	N/A
0805 - SUPPLIES-ALLOCATION OUT	-	-	-	-	(2,400)	2,400	N/A
0806 - SUPPLIES-ALLOCATION IN	-	-	-	-	-	-	N/A
SUBTOTAL	$ -	$ 2,500	$ 2,500	$ 1,444	$ -	$ 2,500	100.0%
SERVICES							
0812 - OTHER SERVICES	$ -	$ 2,000	$ 2,000	$ 967	$ -	$ 2,000	100.0%
0820 - RENT & OPERATING LEASES	-	1,200	1,200	879	600	600	50.0%
0839 - INTERNAL SERVICE CHARGES	-	-	-	-	-	-	N/A
0841 - TRAVEL	-	1,500	1,500	991	600	900	60.0%
0842 - EDUCATION AND TRAINING	-	1,660	1,660	943	-	1,660	100.0%
0843 - POSTAGE/FREIGHT/SHIPPING	-	-	-	-	300	(300)	N/A
0872 - SERVICES-ALLOCATION OUT	-	-	-	-	(1,500)	1,500	N/A
0873 - SERVICES-ALLOCATION IN	-	-	-	-	-	-	N/A
SUBTOTAL	$ -	$ 6,360	$ 6,360	$ 3,780	$ -	$ 6,360	100.0%
ALL EXPENDITURES	$ 72,479	$ 90,232	$ 90,232	$ 88,241	$ -	$ 90,232	100.0%
TOTAL USES	$ 72,479	$ 90,232	$ 90,232	$ 88,241	$ -	$ 90,232	100.0%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 72,479	$ 90,232	$ 90,232	$ 88,241	$ -	$ 90,232	100.0%
FUND TOTAL USES	$ 72,479	$ 90,232	$ 90,232	$ 88,241	$ -	$ 90,232	100.0%
DEPARTMENT OPERATING TOTAL USES	$ 72,479	$ 90,232	$ 90,232	$ 88,241	$ -	$ 90,232	100.0%
DEPARTMENT TOTAL USES	$ 72,479	$ 90,232	$ 90,232	$ 88,241	$ -	$ 90,232	100.0%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	-	-	-	-	2.00	2.00	N/A
PROGRAM TOTAL	-	-	-	-	2.00	2.00	N/A
GREEN GOVERNMENT							
GREEN GOVT DATA MANAGEMENT	-	.25	.25	.25	.25	-	0.0%
INTERNAL GREEN GOVT ECO EDUC	-	.50	.50	.50	.50	-	0.0%
PUBLIC GREEN GOVT ECO EDUC	-	.25	.25	.25	.25	-	0.0%
PROGRAM TOTAL	-	1.00	1.00	1.00	1.00	-	0.0%
DEPARTMENT TOTAL	-	1.00	1.00	1.00	3.00	2.00	200.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Assistant County Manager	-	-	-	-	1.00	1.00	N/A
Exec Asst to Executive Officer	-	-	-	-	1.00	1.00	N/A
Program Manager - County	-	1.00	1.00	1.00	1.00	-	0.0%
Department Total		**1.00**	**1.00**	**1.00**	**3.00**	**2.00**	**200.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	-	1.00	1.00	1.00	1.00	-	0.0%
572 ANIMAL CONTROL LICENSE SHELTER	-	-	-	-	2.00	2.00	N/A
Department Total	**-**	**1.00**	**1.00**	**1.00**	**3.00**	**2.00**	**200.0%**

General Adjustments

Personnel: Increase Regular Benefits by $801 in Fund 572 for retirement contribution rate increase.

Green Government Program: All of the activities in the Green Government program have been eliminated as the County will practice the principles of green government within each of its departments rather than having a central director.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ -**	**$ -**
FY 2013 Revised Budget		**$ -**	**$ -**
Adjustments:			
Reallocations		**$ 90,232**	**$ -**
Reallocation Between Depts		*90,232*	-
FY 2014 Budget Target		**$ 90,232**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 245**	**$ -**
Retirement Contributions		*245*	-
Base Adjustments		**$ 790**	**$ -**
Other Base Adjustments		*790*	-
Budget Balancing		**$ (890)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(890)*	-
FY 2014 Tentative Budget		**$ 90,377**	**$ -**
Percent Change from Target Amount		*0.2%*	
Adjustments:			
Reallocations		**$ (90,377)**	**$ -**
Reallocation Between Depts		*(90,377)*	-
To Non Departmental	*$ (90,377)*		
FY 2014 Adopted Budget		**$ -**	**$ -**
Percent Change from Target Amount		*-100.0%*	

Animal Control License/Shelter Fund (572)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ -**	**$ -**
FY 2013 Revised Budget	**$ -**	**$ -**
FY 2014 Budget Target	**$ -**	**$ -**
FY 2014 Adopted Budget	**$ -**	**$ -**

The Animal Control License/Shelter Fund (572) is comprised of the organizational management function for the Assistant County Manager (ACM). 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. This portion of the Department's total operating budget is $260,872.

Board of Supervisors, District 1

Analysis by Angie Flick, Management and Budget Supervisor

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 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
ODIR - EXECUTIVE MANAGEMENT	$ 341,138	$ 353,309	$ 353,309	$ 349,755	$ 357,996	$ (4,687)	-1.3%
99AS - ADMINISTRATIVE SERVICES	$ 341,138	$ 353,309	$ 353,309	$ 349,755	$ 357,996	$ (4,687)	-1.3%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 612	$ 616	$ 616	$ 616	$ 635	$ (19)	-3.1%
POOL - POOLED COSTS	-	-	-	-	(3,663)	3,663	N/A
99GV - GENERAL GOVERNMENT	$ 612	$ 616	$ 616	$ 616	$ (3,028)	$ 3,644	591.6%
TOTAL PROGRAMS	**$ 341,750**	**$ 353,925**	**$ 353,925**	**$ 350,371**	**$ 354,968**	**$ (1,043)**	**-0.3%**

Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 256,260	$ 257,680	$ 257,680	$ 246,900	$ 254,405	$ 3,275	1.3%
0750 - FRINGE BENEFITS	79,072	82,909	82,909	79,796	87,662	(4,753)	-5.7%
SUBTOTAL	$ 335,332	$ 340,589	$ 340,589	$ 326,696	$ 342,067	$ (1,478)	-0.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 109	$ 2,000	$ 2,000	$ 2,184	$ 1,526	$ 474	23.7%
SUBTOTAL	$ 109	$ 2,000	$ 2,000	$ 2,184	$ 1,526	$ 474	23.7%
SERVICES							
0812 - OTHER SERVICES	$ 75	$ 2,646	$ 2,646	$ 12,510	$ 2,681	$ (35)	-1.3%
0839 - INTERNAL SERVICE CHARGES	2,285	2,266	2,266	2,728	2,121	145	6.4%
0841 - TRAVEL	3,446	4,000	4,000	3,683	4,000	-	0.0%
0842 - EDUCATION AND TRAINING	490	2,304	2,304	2,560	2,453	(149)	-6.5%
0843 - POSTAGE/FREIGHT/SHIPPING	13	120	120	10	120	-	0.0%
SUBTOTAL	$ 6,309	$ 11,336	$ 11,336	$ 21,491	$ 11,375	$ (39)	-0.3%
ALL EXPENDITURES	$ 341,750	$ 353,925	$ 353,925	$ 350,371	$ 354,968	$ (1,043)	-0.3%
TOTAL USES	$ 341,750	$ 353,925	$ 353,925	$ 350,371	$ 354,968	$ (1,043)	-0.3%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 341,750	$ 353,925	$ 353,925	$ 350,371	$ 354,968	$ (1,043)	-0.3%
FUND TOTAL USES	$ 341,750	$ 353,925	$ 353,925	$ 350,371	$ 354,968	$ (1,043)	-0.3%
DEPARTMENT OPERATING TOTAL USES	$ 341,750	$ 353,925	$ 353,925	$ 350,371	$ 354,968	$ (1,043)	-0.3%
DEPARTMENT TOTAL USES	$ 341,750	$ 353,925	$ 353,925	$ 350,371	$ 354,968	$ (1,043)	-0.3%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	3.00	-	0.0%
PROGRAM TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.0%**

General Adjustments

Personnel:

- Increase Regular Benefits by $4,652 for retirement contribution rate increase.
- Increase Personnel Savings by $3,663 based on the Chairman's Office request.
- Increase Other Benefits and Internal Services Charges by $54 for the impact of the changes in Risk Management charges.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 353,925**	**$ -**
FY 2013 Revised Budget	**$ 353,925**	**$ -**
FY 2014 Budget Target	**$ 353,925**	**$ -**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 4,652**	**$ -**
Retirement Contributions	*4,652*	*-*
Budget Balancing	**$ (3,663)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget	*(3,663)*	*-*
FY 2014 Tentative Budget	**$ 354,914**	**$ -**
Percent Change from Target Amount	*0.3%*	
Adjustments:		
Base Adjustments	**$ 54**	**$ -**
Internal Service Charges	*54*	*-*
FY 2014 Adopted Budget	**$ 354,968**	**$ -**
Percent Change from Target Amount	*0.3%*	

Board of Supervisors, District 2

Analysis by Angie Flick, Management and Budget Supervisor

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 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
ODIR - EXECUTIVE MANAGEMENT	$ 329,508	$ 353,292	$ 353,292	$ 353,292	$ 357,996	$ (4,704)	-1.3%
99AS - ADMINISTRATIVE SERVICES	$ 329,508	$ 353,292	$ 353,292	$ 353,292	$ 357,996	$ (4,704)	-1.3%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 612	$ 633	$ 633	$ 632	$ 635	$ (2)	-0.3%
POOL - POOLED COSTS	-	-	-	-	(3,663)	3,663	N/A
99GV - GENERAL GOVERNMENT	$ 612	$ 633	$ 633	$ 632	$ (3,028)	$ 3,661	578.4%
TOTAL PROGRAMS	**$ 330,120**	**$ 353,925**	**$ 353,925**	**$ 353,924**	**$ 354,968**	**$ (1,043)**	**-0.3%**

Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 234,536	$ 256,759	$ 257,301	$ 257,512	$ 261,939	$ (4,638)	-1.8%
0750 - FRINGE BENEFITS	74,476	82,747	82,205	79,814	88,822	(6,617)	-8.0%
0790 - OTHER PERSONNEL SERVICES	-	-	-	10,000	-	-	N/A
SUBTOTAL	$ 309,012	$ 339,506	$ 339,506	$ 347,326	$ 350,761	$ (11,255)	-3.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 3,054	$ 5,000	$ 5,000	$ 1,076	$ 1,052	$ 3,948	79.0%
SUBTOTAL	$ 3,054	$ 5,000	$ 5,000	$ 1,076	$ 1,052	$ 3,948	79.0%
SERVICES							
0812 - OTHER SERVICES	$ 166	$ -	$ -	$ 107	$ -	$ -	N/A
0839 - INTERNAL SERVICE CHARGES	1,985	1,918	1,918	1,936	1,971	(53)	-2.8%
0841 - TRAVEL	15,596	5,000	5,000	3,193	684	4,316	86.3%
0842 - EDUCATION AND TRAINING	260	2,501	2,501	260	380	2,121	84.8%
0843 - POSTAGE/FREIGHT/SHIPPING	47	-	-	26	120	(120)	N/A
SUBTOTAL	$ 18,054	$ 9,419	$ 9,419	$ 5,522	$ 3,155	$ 6,264	66.5%
ALL EXPENDITURES	$ 330,120	$ 353,925	$ 353,925	$ 353,924	$ 354,968	$ (1,043)	-0.3%
TOTAL USES	$ 330,120	$ 353,925	$ 353,925	$ 353,924	$ 354,968	$ (1,043)	-0.3%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL OPERATING	$ 330,120	$ 353,925	$ 353,925	$ 353,924	$ 354,968	$ (1,043)	-0.3%
FUND TOTAL USES	$ 330,120	$ 353,925	$ 353,925	$ 353,924	$ 354,968	$ (1,043)	-0.3%
DEPARTMENT OPERATING TOTAL USES	$ 330,120	$ 353,925	$ 353,925	$ 353,924	$ 354,968	$ (1,043)	-0.3%
DEPARTMENT TOTAL USES	$ 330,120	$ 353,925	$ 353,925	$ 353,924	$ 354,968	$ (1,043)	-0.3%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	3.00	-	0.0%
PROGRAM TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.0%**

General Adjustments

Personnel:

- Increase Regular Benefits by $4,652 for retirement contribution rate increase.
- Increase Personnel Savings by $3,663 based on the Chairman's Office request.
- Increase Other Benefits and Internal Services Charges by $54 for the impact of the changes in Risk Management charges.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 353,925**	**$ -**
FY 2013 Revised Budget	**$ 353,925**	**$ -**
FY 2014 Budget Target	**$ 353,925**	**$ -**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 4,652**	**$ -**
Retirement Contributions	*4,652*	*-*
Budget Balancing	**$ (3,663)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget	*(3,663)*	*-*
FY 2014 Tentative Budget	**$ 354,914**	**$ -**
Percent Change from Target Amount	*0.3%*	
Adjustments:		
Base Adjustments	**$ 54**	**$ -**
Internal Service Charges	*54*	*-*
FY 2014 Adopted Budget	**$ 354,968**	**$ -**
Percent Change from Target Amount	*0.3%*	

Board of Supervisors, District 3

Analysis by Angie Flick, Management and Budget Supervisor

Summary

Mission

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

Vision

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

Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
ODIR - EXECUTIVE MANAGEMENT	$ 338,747	$ 353,306	$ 353,306	$ 337,755	$ 357,996	$ (4,690)	-1.3%
99AS - ADMINISTRATIVE SERVICES	$ 338,747	$ 353,306	$ 353,306	$ 337,755	$ 357,996	$ (4,690)	-1.3%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 588	$ 619	$ 619	$ 619	$ 635	$ (16)	-2.6%
POOL - POOLED COSTS	-	-	-	-	(3,663)	3,663	N/A
99GV - GENERAL GOVERNMENT	$ 588	$ 619	$ 619	$ 619	$ (3,028)	$ 3,647	589.2%
TOTAL PROGRAMS	**$ 339,335**	**$ 353,925**	**$ 353,925**	**$ 338,374**	**$ 354,968**	**$ (1,043)**	**-0.3%**

Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 250,400	$ 258,847	$ 258,847	$ 242,697	$ 254,128	$ 4,719	1.8%
0750 - FRINGE BENEFITS	78,700	83,079	83,079	79,389	87,409	(4,330)	-5.2%
SUBTOTAL	$ 329,100	$ 341,926	$ 341,926	$ 322,086	$ 341,537	$ 389	0.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 144	$ 997	$ 997	$ 500	$ 1,133	$ (136)	-13.6%
SUBTOTAL	$ 144	$ 997	$ 997	$ 500	$ 1,133	$ (136)	-13.6%
SERVICES							
0812 - OTHER SERVICES	$ 313	$ 1,000	$ 1,000	$ 492	$ 1,000	$ -	0.0%
0839 - INTERNAL SERVICE CHARGES	3,366	3,402	3,402	4,358	3,283	119	3.5%
0841 - TRAVEL	4,994	3,600	3,600	5,456	4,219	(619)	-17.2%
0842 - EDUCATION AND TRAINING	640	2,500	2,500	2,500	3,676	(1,176)	-47.0%
0843 - POSTAGE/FREIGHT/SHIPPING	778	500	500	2,982	120	380	76.0%
SUBTOTAL	$ 10,091	$ 11,002	$ 11,002	$ 15,788	$ 12,298	$ (1,296)	-11.8%
ALL EXPENDITURES	$ 339,335	$ 353,925	$ 353,925	$ 338,374	$ 354,968	$ (1,043)	-0.3%
TOTAL USES	$ 339,335	$ 353,925	$ 353,925	$ 338,374	$ 354,968	$ (1,043)	-0.3%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL OPERATING	$ 339,335	$ 353,925	$ 353,925	$ 338,374	$ 354,968	$ (1,043)	-0.3%
FUND TOTAL USES	$ 339,335	$ 353,925	$ 353,925	$ 338,374	$ 354,968	$ (1,043)	-0.3%
DEPARTMENT OPERATING TOTAL USES	$ 339,335	$ 353,925	$ 353,925	$ 338,374	$ 354,968	$ (1,043)	-0.3%
DEPARTMENT TOTAL USES	$ 339,335	$ 353,925	$ 353,925	$ 338,374	$ 354,968	$ (1,043)	-0.3%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	3.00	-	0.0%
PROGRAM TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.0%**

General Adjustments

Personnel:

- Increase Regular Benefits by $4,652 for retirement contribution rate increase.
- Increase Personnel Savings by $3,663 based on the Chairman's Office request.
- Increase Other Benefits and Internal Services Charges by $54 for the impact of the changes in Risk Management charges.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 353,925**	**$ -**
FY 2013 Revised Budget	**$ 353,925**	**$ -**
FY 2014 Budget Target	**$ 353,925**	**$ -**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 4,652**	**$ -**
Retirement Contributions	*4,652*	*-*
Budget Balancing	**$ (3,663)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget	*(3,663)*	*-*
FY 2014 Tentative Budget	**$ 354,914**	**$ -**
Percent Change from Target Amount	*0.3%*	
Adjustments:		
Base Adjustments	**$ 54**	**$ -**
Internal Service Charges	*54*	*-*
FY 2014 Adopted Budget	**$ 354,968**	**$ -**
Percent Change from Target Amount	*0.3%*	

Board of Supervisors, District 4

Analysis by Angie Flick, Management and Budget Supervisor

Summary

Mission

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

Vision

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

Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
ODIR - EXECUTIVE MANAGEMENT	$ 342,058	$ 353,312	$ 353,312	$ 337,275	$ 357,996	$ (4,684)	-1.3%
99AS - ADMINISTRATIVE SERVICES	$ 342,058	$ 353,312	$ 353,312	$ 337,275	$ 357,996	$ (4,684)	-1.3%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 600	$ 613	$ 613	$ 608	$ 635	$ (22)	-3.6%
POOL - POOLED COSTS	-	-	-	-	(3,663)	3,663	N/A
99GV - GENERAL GOVERNMENT	$ 600	$ 613	$ 613	$ 608	$ (3,028)	$ 3,641	594.0%
TOTAL PROGRAMS	**$ 342,658**	**$ 353,925**	**$ 353,925**	**$ 337,883**	**$ 354,968**	**$ (1,043)**	**-0.3%**

Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 258,404	$ 255,600	$ 255,600	$ 253,206	$ 250,871	$ 4,729	1.9%
0750 - FRINGE BENEFITS	80,826	82,517	82,517	81,914	87,565	(5,048)	-6.1%
SUBTOTAL	$ 339,230	$ 338,117	$ 338,117	$ 335,120	$ 338,436	$ (319)	-0.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 408	$ 2,759	$ 2,759	$ 337	$ 2,842	$ (83)	-3.0%
SUBTOTAL	$ 408	$ 2,759	$ 2,759	$ 337	$ 2,842	$ (83)	-3.0%
SERVICES							
0812 - OTHER SERVICES	$ 621	$ 2,535	$ 2,535	$ 106	$ 2,500	$ 35	1.4%
0839 - INTERNAL SERVICE CHARGES	2,140	2,014	2,014	2,036	2,165	(151)	-7.5%
0841 - TRAVEL	-	4,000	4,000	149	4,000	-	0.0%
0842 - EDUCATION AND TRAINING	130	4,000	4,000	130	4,905	(905)	-22.6%
0843 - POSTAGE/FREIGHT/SHIPPING	129	500	500	5	120	380	76.0%
SUBTOTAL	$ 3,020	$ 13,049	$ 13,049	$ 2,426	$ 13,690	$ (641)	-4.9%
ALL EXPENDITURES	$ 342,658	$ 353,925	$ 353,925	$ 337,883	$ 354,968	$ (1,043)	-0.3%
TOTAL USES	$ 342,658	$ 353,925	$ 353,925	$ 337,883	$ 354,968	$ (1,043)	-0.3%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 342,658	$ 353,925	$ 353,925	$ 337,883	$ 354,968	$ (1,043)	-0.3%
FUND TOTAL USES	$ 342,658	$ 353,925	$ 353,925	$ 337,883	$ 354,968	$ (1,043)	-0.3%
DEPARTMENT OPERATING TOTAL USES	$ 342,658	$ 353,925	$ 353,925	$ 337,883	$ 354,968	$ (1,043)	-0.3%
DEPARTMENT TOTAL USES	$ 342,658	$ 353,925	$ 353,925	$ 337,883	$ 354,968	$ (1,043)	-0.3%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	3.00	-	0.0%
PROGRAM TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	3.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	3.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	**-**	**0.0%**

General Adjustments

Personnel:

- Increase Regular Benefits by $4,652 for retirement contribution rate increase.
- Increase Personnel Savings by $3,663 based on the Chairman's Office request.
- Increase Other Benefits and Internal Services Charges by $54 for the impact of the changes in Risk Management charges.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 353,925**	**$ -**
FY 2013 Revised Budget	**$ 353,925**	**$ -**
FY 2014 Budget Target	**$ 353,925**	**$ -**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 4,652**	**$ -**
Retirement Contributions	*4,652*	-
Budget Balancing	**$ (3,663)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget	*(3,663)*	-
FY 2014 Tentative Budget	**$ 354,914**	**$ -**
Percent Change from Target Amount	*0.3%*	
Adjustments:		
Base Adjustments	**$ 54**	**$ -**
Internal Service Charges	*54*	-
FY 2014 Adopted Budget	**$ 354,968**	**$ -**
Percent Change from Target Amount	*0.3%*	

Board of Supervisors, District 5

Analysis by Angie Flick, Management and Budget Supervisor

Summary

Mission

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

Vision

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

Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
ODIR - EXECUTIVE MANAGEMENT	$ 328,795	$ 353,036	$ 353,036	$ 352,605	$ 357,996	$ (4,960)	-1.4%
99AS - ADMINISTRATIVE SERVICES	$ 328,795	$ 353,036	$ 353,036	$ 352,605	$ 357,996	$ (4,960)	-1.4%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 576	$ 889	$ 889	$ 884	$ 635	$ 254	28.6%
POOL - POOLED COSTS	-	-	-	-	(3,663)	3,663	N/A
99GV - GENERAL GOVERNMENT	$ 576	$ 889	$ 889	$ 884	$ (3,028)	$ 3,917	440.6%
TOTAL PROGRAMS	**$ 329,371**	**$ 353,925**	**$ 353,925**	**$ 353,489**	**$ 354,968**	**$ (1,043)**	**-0.3%**

Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 RECOMM	REVISED VS RECOMM VAR	REVISED VS RECOMM %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 194,465	$ 235,487	$ 235,487	$ 186,027	$ 224,863	$ 10,624	4.5%
0705 - TEMPORARY PAY	1,254	11,363	11,363	27,036	5,000	6,363	56.0%
0710 - OVERTIME	176	-	-	316	-	-	N/A
0750 - FRINGE BENEFITS	59,657	79,985	79,985	70,826	81,945	(1,960)	-2.5%
SUBTOTAL	$ 255,552	$ 326,835	$ 326,835	$ 284,205	$ 311,808	$ 15,027	4.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 40,858	$ 5,103	$ 5,103	$ 36,193	$ 20,029	$ (14,926)	-292.5%
SUBTOTAL	$ 40,858	$ 5,103	$ 5,103	$ 36,193	$ 20,029	$ (14,926)	-292.5%
SERVICES							
0812 - OTHER SERVICES	$ 5,734	$ 5,000	$ 5,000	$ 5,666	$ 2,000	$ 3,000	60.0%
0820 - RENT & OPERATING LEASES	558	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	4,147	2,266	2,266	4,250	2,865	(599)	-26.4%
0841 - TRAVEL	14,755	7,221	7,221	15,157	14,755	(7,534)	-104.3%
0842 - EDUCATION AND TRAINING	7,660	7,000	7,000	7,910	7,000	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	107	500	500	108	120	380	76.0%
SUBTOTAL	$ 32,961	$ 21,987	$ 21,987	$ 33,091	$ 26,740	$ (4,753)	-21.6%
ALL EXPENDITURES	$ 329,371	$ 353,925	$ 353,925	$ 353,489	$ 358,577	$ (4,652)	-1.3%
TOTAL USES	$ 329,371	$ 353,925	$ 353,925	$ 353,489	$ 358,577	$ (4,652)	-1.3%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL OPERATING	$ 329,371	$ 353,925	$ 353,925	$ 353,489	$ 354,968	$ (1,043)	-0.3%
FUND TOTAL USES	$ 329,371	$ 353,925	$ 353,925	$ 353,489	$ 354,968	$ (1,043)	-0.3%
DEPARTMENT OPERATING TOTAL USES	$ 329,371	$ 353,925	$ 353,925	$ 353,489	$ 354,968	$ (1,043)	-0.3%
DEPARTMENT TOTAL USES	$ 329,371	$ 353,925	$ 353,925	$ 353,489	$ 354,968	$ (1,043)	-0.3%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	2.80	(.20)	(6.7%)
PROGRAM TOTAL	3.00	3.00	3.00	3.00	2.80	(.20)	(6.7%)
DEPARTMENT TOTAL	3.00	3.00	3.00	3.00	2.80	(.20)	(6.7%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	.80	(.20)	(20.0%)
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**3.00**	**3.00**	**3.00**	**3.00**	**2.80**	**(.20)**	**(6.7%)**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	3.00	3.00	3.00	3.00	2.80	(.20)	(6.7%)
Department Total	**3.00**	**3.00**	**3.00**	**3.00**	**2.80**	**(.20)**	**(6.7%)**

General Adjustments

Personnel:

- Increase Regular Benefits by $4,652 for retirement contribution rate increase.
- Increase Personnel Savings by $3,663 based on the Chairman's Office request.
- Increase Other Benefits and Internal Services Charges by $54 for the impact of the changes in Risk Management charges.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 353,925**	**$ -**
FY 2013 Revised Budget	**$ 353,925**	**$ -**
FY 2014 Budget Target	**$ 353,925**	**$ -**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 4,652**	**$ -**
Retirement Contributions	*4,652*	*-*
Budget Balancing	**$ (3,663)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget	*(3,663)*	*-*
FY 2014 Tentative Budget	**$ 354,914**	**$ -**
Percent Change from Target Amount	*0.3%*	
Adjustments:		
Base Adjustments	**$ 54**	**$ -**
Internal Service Charges	*54*	*-*
FY 2014 Adopted Budget	**$ 354,968**	**$ -**
Percent Change from Target Amount	*0.3%*	

Business Strategies and Health Care Programs

Analysis by Karina Araiza, Management and Budget Analyst

Summary

Mission

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

Vision

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

Strategic Goals

Public Health

By 2015, 51% or more of eligible people with HIV/AIDS will enter and remain in medical care, an increase of 10% from FY 2011.

Status: Currently at 33%, the Department expects to achieve this goal by target date through better case management and coordination of care.

Quality Workforce

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, 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. Currently at 52%, the Department expects to achieve this goal by target date by continuing to provide more fitness activity opportunities for employees.

Quality Workforce

By 2017, 45% of benefit-covered County employees and dependents will complete annual Well Adult and Well Child examinations.

Status: The Department recently validated the data supporting this goal as it was found that data for prior years was not reliable. This goal will be reviewed during the FY 2015 Strategic Business Plan update.

Quality Workforce

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: The Department recently validated the data supporting this goal as it was found that data for prior years was not reliable. This goal will be reviewed during the FY 2015 Strategic Business Plan update.

Fiscal Strength

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: Currently at 2.37%, the Department expects rates to increase by 4.7% in FY 2014, largely driven by the expanded benefits and new fees required by the Patient Protection and Affordable Care Act.

Quality Workforce

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: Currently at 75%, the Department expects to achieve this goal by target date by working with County leadership to improve the Wellness programs and extend their reach to all employees.

Quality Workforce

By 2016, 70% or less of employees will be identified with three or more risk factors associated with metabolic syndrome (as determined by Biometric Screening results) a decrease from 74% in FY 2009.

Status: Currently at 72%, the Department expects to achieve this goal by target date by working with County leadership to improve the Wellness programs and extend their reach to all employees.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
WBEG - EMPLOYEE WELLNESS	$ 1,531,945	$ -	$ -	$ -	$ -	$ -	N/A
35EP - EMPLOYEE PROGRAMS	$ 1,531,945	$ -	$ -	$ -	$ -	$ -	N/A
EMPA - EMP SHRT TRM COUNS AND REF	$ 205,470	$ 201,617	$ 201,617	$ 214,224	$ 369,603	$ 167,986	83.3%
FIBP - EMP LIFE INSURANCE BENEFITS	5,322,375	3,417,054	3,417,054	3,887,345	3,887,345	470,291	13.8%
FITN - EMPLOYEE FITNESS	-	-	-	25	-	-	N/A
FSAA - EMP FLEXIBLE SPENDING ACCOUNTS	3,392,102	3,387,318	3,387,318	3,244,162	3,244,162	(143,156)	-4.2%
OTHR - EMP VOL INSURANCE BENEFITS	1,037,070	617,672	617,672	892,212	892,212	274,540	44.4%
SFBH - EMP BEHAVIORAL HEALTH BENEFITS	2,075,501	1,889,896	1,889,896	1,867,712	1,749,785	(140,111)	-7.4%
SFMD - EMPLOYEE MEDICAL BENEFITS	97,442,586	101,877,980	101,877,980	102,321,028	105,240,645	3,362,665	3.3%
SFRX - EMPLOYEE PHARMACY BENEFITS	12,631,282	12,584,880	12,584,880	12,645,511	8,329,755	(4,255,125)	-33.8%
SIDE - EMPLOYEE DENTAL BENEFITS	9,126,351	8,860,049	8,860,049	9,117,259	9,772,009	911,960	10.3%
STDS - EMP SHORT TERM DISABILITY INS	1,845,592	1,854,876	1,854,876	1,854,876	1,854,876	-	0.0%
VISN - EMPLOYEE VISION BENEFITS	1,431,987	1,537,504	1,537,504	1,491,452	1,658,880	121,376	7.9%
39EB - EMP BENEFITS AND WELLNESS	$ 134,510,316	$ 136,228,846	$ 136,228,846	$ 137,535,806	$ 136,999,272	$ 770,426	0.6%
CORE - RYAN WHITE PT A CORE MED SVCS	$ 4,791,098	$ 5,912,135	$ 5,912,135	$ 5,466,299	$ 6,208,293	$ 296,158	5.0%
NMSS - RYAN WHITE PT A NON MED SVCS	1,099,223	1,111,400	1,111,400	1,194,844	1,041,058	(70,342)	-6.3%
RWPC - RYAN WHITE PLNG COUNCIL SUPP	-	-	-	-	155,687	155,687	N/A
39RW - RYAN WHITE HIV AIDS PART A	$ 5,890,321	$ 7,023,535	$ 7,023,535	$ 6,661,143	$ 7,405,038	$ 381,503	5.4%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ 3,765,088	$ 3,765,088	$ 3,968,704	$ 4,277,962	$ 512,874	13.6%
99AS - ADMINISTRATIVE SERVICES	$ -	$ 3,765,088	$ 3,765,088	$ 3,968,704	$ 4,277,962	$ 512,874	13.6%
GGOV - GENERAL GOVERNMENT	$ 443,207	$ -	$ -	$ -	$ -	$ -	N/A
POOL - POOLED COSTS	2,825,347	-	-	-	-	-	N/A
99GV - GENERAL GOVERNMENT	$ 3,268,554	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 145,201,136**	**$ 147,017,469**	**$ 147,017,469**	**$ 148,165,653**	**$ 148,682,272**	**$ 1,664,803**	**1.1%**
USES							
WBEG - EMPLOYEE WELLNESS	$ 1,064,138	$ -	$ -	$ -	$ -	$ -	N/A
35EP - EMPLOYEE PROGRAMS	$ 1,064,138	$ -	$ -	$ -	$ -	$ -	N/A
BCAS - BENEFITS CUSTOMER ASSISTANCE	$ -	$ 548,626	$ 555,964	$ 633,548	$ 609,067	$ (53,103)	-9.6%
EMPA - EMP SHRT TRM COUNS AND REF	205,645	201,617	201,617	214,224	369,603	(167,986)	-83.3%
ERGO - EMPLOYEE ERGONOMICS	263,162	257,174	257,174	268,005	268,268	(11,094)	-4.3%
FIBP - EMP LIFE INSURANCE BENEFITS	5,336,834	3,417,054	3,417,054	3,887,345	3,887,345	(470,291)	-13.8%
FITN - EMPLOYEE FITNESS	-	444,760	444,519	103,060	578,348	(133,829)	-30.1%
FSAA - EMP FLEXIBLE SPENDING ACCOUNTS	3,392,108	3,387,318	3,387,318	3,244,162	3,244,162	143,156	4.2%
MSPM - EMP MET SYN PREV MITIGATION	-	53,982	53,997	1,824	65,298	(11,301)	-20.9%
OTHR - EMP VOL INSURANCE BENEFITS	1,036,950	617,672	617,672	892,212	892,212	(274,540)	-44.4%
PRHT - EMPLOYEE PREVENTIVE HEALTH	-	3,416,337	3,416,548	924,427	765,276	2,651,272	77.6%
SFBH - EMP BEHAVIORAL HEALTH BENEFITS	1,723,269	1,889,896	1,889,896	1,867,613	1,749,785	140,111	7.4%
SFMD - EMPLOYEE MEDICAL BENEFITS	95,512,290	102,939,980	102,939,980	101,121,689	105,240,645	(2,300,665)	-2.2%
SFRX - EMPLOYEE PHARMACY BENEFITS	14,835,704	12,584,880	12,584,880	14,209,784	16,154,800	(3,569,920)	-28.4%
SIDE - EMPLOYEE DENTAL BENEFITS	8,864,282	8,860,049	8,860,049	9,052,451	9,772,009	(911,960)	-10.3%
STDS - EMP SHORT TERM DISABILITY INS	1,648,930	2,072,661	2,072,661	2,082,846	8,054,876	(5,982,215)	-288.6%
TOCE - EMPLOYEE TOBACCO CESSATION	-	23,982	23,997	28,824	228,100	(204,103)	-850.5%
VISN - EMPLOYEE VISION BENEFITS	1,513,431	1,537,504	1,537,504	1,554,939	1,658,880	(121,376)	-7.9%
39EB - EMP BENEFITS AND WELLNESS	$ 134,332,605	$ 142,253,492	$ 142,260,830	$ 140,086,953	$ 153,538,674	$ (11,277,844)	-7.9%
BNPA - BUS AND NON PROFIT ASSISTANCE	$ -	$ 196,000	$ 196,000	$ 196,000	$ 152,143	$ 43,857	22.4%
IPRD - REG INDUSTRY PROMOTION AND DEV	-	1,784,009	1,694,776	924,776	1,360,367	334,409	19.7%
VTPR - REG VISITOR AND TOURISM PROM	-	272,500	272,500	272,500	242,450	30,050	11.0%
39ED - ECONOMIC DEVELOPMENT	$ -	$ 2,252,509	$ 2,163,276	$ 1,393,276	$ 1,754,960	$ 408,316	18.9%
LITG - LITIGATION SUPPORT	$ 428,414	$ -	$ -	$ -	$ -	$ -	N/A
39HC - INDIGENT HEALTH CARE	$ 428,414	$ -	$ -	$ -	$ -	$ -	N/A
CORE - RYAN WHITE PT A CORE MED SVCS	$ 5,121,709	$ 5,912,135	$ 5,928,578	$ 5,466,299	$ 6,208,293	$ (279,715)	-4.7%
NMSS - RYAN WHITE PT A NON MED SVCS	1,246,445	1,111,400	1,111,400	1,194,844	1,041,058	70,342	6.3%
RWPC - RYAN WHITE PLNG COUNCIL SUPP	-	-	-	-	155,687	(155,687)	N/A
39RW - RYAN WHITE HIV AIDS PART A	$ 6,368,154	$ 7,023,535	$ 7,039,978	$ 6,661,143	$ 7,405,038	$ (365,060)	-5.2%
BDGT - BUDGETING	$ 32,154	$ 32,269	$ 32,269	$ 36,065	$ 34,709	$ (2,440)	-7.6%
FSAC - FINANCIAL SERVICES	1,660,865	1,082,561	1,070,200	828,828	1,833,007	(762,807)	-71.3%
HRAC - HUMAN RESOURCES	11,771	11,560	42,388	-	17,080	25,308	59.7%
ODIR - EXECUTIVE MANAGEMENT	150,284	378,556	378,557	341,846	393,717	(15,160)	-4.0%
PROC - PROCUREMENT	-	110,723	115,746	71,872	113,080	2,666	2.3%
99AS - ADMINISTRATIVE SERVICES	$ 1,855,074	$ 1,615,669	$ 1,639,160	$ 1,278,611	$ 2,391,593	$ (752,433)	-45.9%
CSCA - CENTRAL SERVICE COST ALLOC	$ 223,763	$ 145,412	$ 145,412	$ 145,856	$ 236,567	$ (91,155)	-62.7%
ISFC - INTERNAL SERVICE FUND CHARGES	1,620	8,122	8,122	26,620	23,725	(15,603)	-192.1%
POOL - POOLED COSTS	1,045,893	-	-	-	(4,192)	4,192	N/A
99GV - GENERAL GOVERNMENT	$ 1,271,276	$ 153,534	$ 153,534	$ 172,476	$ 256,100	$ (102,566)	-66.8%
TOTAL PROGRAMS	**$ 145,319,661**	**$ 153,298,739**	**$ 153,256,778**	**$ 149,592,459**	**$ 165,346,365**	**$ (12,089,587)**	**-7.9%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 5,890,321	$ 7,023,535	$ 7,023,535	$ 6,661,143	$ 7,405,038	$ 381,503	5.4%
SUBTOTAL	$ 5,890,321	$ 7,023,535	$ 7,023,535	$ 6,661,143	$ 7,405,038	$ 381,503	5.4%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 1,688,451	$ 1,585,698	$ 1,585,698	$ 1,612,141	$ 1,714,739	$ 129,041	8.1%
0635 - OTHER CHARGES FOR SERVICES	29,530,459	28,031,387	28,031,387	27,975,072	26,805,055	(1,226,332)	-4.4%
0636 - INTERNAL SERVICE CHARGES	107,648,698	110,276,849	110,276,849	111,710,544	112,677,440	2,400,591	2.2%
SUBTOTAL	$ 138,867,608	$ 139,893,934	$ 139,893,934	$ 141,297,757	$ 141,197,234	$ 1,303,300	0.9%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 443,207	$ 100,000	$ 100,000	$ 206,753	$ 80,000	$ (20,000)	-20.0%
SUBTOTAL	$ 443,207	$ 100,000	$ 100,000	$ 206,753	$ 80,000	$ (20,000)	-20.0%
ALL REVENUES	$ 145,201,136	$ 147,017,469	$ 147,017,469	$ 148,165,653	$ 148,682,272	$ 1,664,803	1.1%
TOTAL SOURCES	$ 145,201,136	$ 147,017,469	$ 147,017,469	$ 148,165,653	$ 148,682,272	$ 1,664,803	1.1%

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,002,486	$ 2,045,008	$ 2,044,439	$ 1,817,368	$ 2,107,251	$ (62,812)	-3.1%
0705 - TEMPORARY PAY	9,227	33,800	66,550	35,282	34,700	31,850	47.9%
0710 - OVERTIME	4,206	2,100	2,100	10,017	2,004	96	4.6%
0750 - FRINGE BENEFITS	642,090	683,644	666,639	624,826	724,464	(57,825)	-8.7%
0790 - OTHER PERSONNEL SERVICES	22	-	47,271	39,916	-	47,271	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(197,648)	(241,501)	(278,942)	(252,008)	(308,590)	29,648	10.6%
0796 - PERSONNEL SERVICES ALLOC-IN	330,962	275,443	275,443	261,939	340,784	(65,341)	-23.7%
SUBTOTAL	$ 2,791,345	$ 2,798,494	$ 2,823,500	$ 2,537,340	$ 2,900,613	$ (77,113)	-2.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 40,314	$ 587,545	$ 587,246	$ 32,672	$ 38,303	$ 548,943	93.5%
0802 - MEDICAL SUPPLIES	-	15,000	15,000	25,000	220,426	(205,426)	-1369.5%
0803 - FUEL	1,520	2,000	2,000	1,755	2,000	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	73,489	530,825	530,825	48,629	24,000	506,825	95.5%
0805 - SUPPLIES-ALLOCATION OUT	-	-	(300)	-	-	(300)	-100.0%
SUBTOTAL	$ 115,323	$ 1,135,370	$ 1,134,771	$ 108,056	$ 284,729	$ 850,042	74.9%
SERVICES							
0811 - HEALTH CARE SERVICES	$ 129,893,851	$ 133,683,971	$ 133,683,784	$ 133,124,783	$ 146,405,016	$ (12,721,232)	-9.5%
0812 - OTHER SERVICES	11,955,143	14,303,783	14,237,602	13,374,296	15,295,321	(1,057,719)	-7.4%
0820 - RENT & OPERATING LEASES	15,678	9,077	9,077	11,303	17,400	(8,323)	-91.7%
0825 - REPAIRS AND MAINTENANCE	185,892	1,027,319	1,027,319	127,508	22,928	1,004,391	97.8%
0839 - INTERNAL SERVICE CHARGES	334,163	255,617	255,617	277,166	367,280	(111,663)	-43.7%
0841 - TRAVEL	5,835	25,128	25,128	14,268	19,000	6,128	24.4%
0842 - EDUCATION AND TRAINING	15,547	16,984	16,984	11,415	14,300	2,684	15.8%
0843 - POSTAGE/FREIGHT/SHIPPING	6,884	7,996	7,996	6,324	6,153	1,843	23.0%
SUBTOTAL	$ 142,412,993	$ 149,329,875	$ 149,263,507	$ 146,947,063	$ 162,147,398	$ (12,883,891)	-8.6%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ 35,000	$ 35,000	$ -	$ 13,625	$ 21,375	61.1%
SUBTOTAL	$ -	$ 35,000	$ 35,000	$ -	$ 13,625	$ 21,375	61.1%
ALL EXPENDITURES	$ 145,319,661	$ 153,298,739	$ 153,256,778	$ 149,592,459	$ 165,346,365	$ (12,089,587)	-7.9%
TOTAL USES	$ 145,319,661	$ 153,298,739	$ 153,256,778	$ 149,592,459	$ 165,346,365	$ (12,089,587)	-7.9%

Sources by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
532 PUBLIC HEALTH GRANTS							
OPERATING	$ 5,890,321	$ 7,023,535	$ 7,023,535	$ 6,661,143	$ 7,405,038	$ 381,503	5.4%
FUND TOTAL SOURCES	$ 5,890,321	$ 7,023,535	$ 7,023,535	$ 6,661,143	$ 7,405,038	$ 381,503	5.4%
601 CMG MEDICAL							
OPERATING	$ 39,185,493	$ 45,309,309	$ 45,309,309	$ 52,040,495	$ 53,061,629	$ 7,752,320	17.1%
FUND TOTAL SOURCES	$ 39,185,493	$ 45,309,309	$ 45,309,309	$ 52,040,495	$ 53,061,629	$ 7,752,320	17.1%
602 CMG LOW OPTION							
OPERATING	$ 1,217,308	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL SOURCES	$ 1,217,308	$ -	$ -	$ -	$ -	$ -	N/A
603 OAP IN							
OPERATING	$ 16,629,240	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL SOURCES	$ 16,629,240	$ -	$ -	$ -	$ -	$ -	N/A
604 OAP MEDICAL							
OPERATING	$ 28,031,905	$ 43,667,011	$ 43,667,011	$ 35,074,794	$ 35,848,681	$ (7,818,330)	-17.9%
FUND TOTAL SOURCES	$ 28,031,905	$ 43,667,011	$ 43,667,011	$ 35,074,794	$ 35,848,681	$ (7,818,330)	-17.9%
605 OAP LOW OPTION							
OPERATING	$ 2,589,566	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL SOURCES	$ 2,589,566	$ -	$ -	$ -	$ -	$ -	N/A
606 CHOICE FUND H.S.A.							
OPERATING	$ 9,136,524	$ 12,239,116	$ 12,239,116	$ 14,776,543	$ 15,520,423	$ 3,281,307	26.8%
FUND TOTAL SOURCES	$ 9,136,524	$ 12,239,116	$ 12,239,116	$ 14,776,543	$ 15,520,423	$ 3,281,307	26.8%
607 FI DENTAL PPO							
OPERATING	$ 4,927,599	$ 4,791,276	$ 4,791,276	$ 4,917,027	$ 5,192,538	$ 401,262	8.4%
FUND TOTAL SOURCES	$ 4,927,599	$ 4,791,276	$ 4,791,276	$ 4,917,027	$ 5,192,538	$ 401,262	8.4%
608 COINSURANCE PHARMACY							
OPERATING	$ 10,863,399	$ 12,584,880	$ 12,584,880	$ 12,404,897	$ 8,010,147	$ (4,574,733)	-36.4%
FUND TOTAL SOURCES	$ 10,863,399	$ 12,584,880	$ 12,584,880	$ 12,404,897	$ 8,010,147	$ (4,574,733)	-36.4%
609 CONSUMER CHOICE							
OPERATING	$ 1,767,883	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL SOURCES	$ 1,767,883	$ -	$ -	$ -	$ -	$ -	N/A
611 60 PERCENT STD							
OPERATING	$ 1,396,408	$ 1,408,140	$ 1,408,140	$ 1,408,140	$ 1,408,140	$ -	0.0%
FUND TOTAL SOURCES	$ 1,396,408	$ 1,408,140	$ 1,408,140	$ 1,408,140	$ 1,408,140	$ -	0.0%
612 50 PERCENT STD							
OPERATING	$ 306,500	$ 304,556	$ 304,556	$ 304,556	$ 304,556	$ -	0.0%
FUND TOTAL SOURCES	$ 306,500	$ 304,556	$ 304,556	$ 304,556	$ 304,556	$ -	0.0%
613 40 PERCENT STD							
OPERATING	$ 142,684	$ 142,180	$ 142,180	$ 142,180	$ 142,180	$ -	0.0%
FUND TOTAL SOURCES	$ 142,684	$ 142,180	$ 142,180	$ 142,180	$ 142,180	$ -	0.0%
614 BEHAVIORAL HEALTH							
OPERATING	$ 2,075,501	$ 1,889,896	$ 1,889,896	$ 1,867,712	$ 1,749,785	$ (140,111)	-7.4%
FUND TOTAL SOURCES	$ 2,075,501	$ 1,889,896	$ 1,889,896	$ 1,867,712	$ 1,749,785	$ (140,111)	-7.4%
615 WELLNESS							
OPERATING	$ 1,531,945	$ 1,589,616	$ 1,589,616	$ 1,600,471	$ 1,362,790	$ (226,826)	-14.3%
FUND TOTAL SOURCES	$ 1,531,945	$ 1,589,616	$ 1,589,616	$ 1,600,471	$ 1,362,790	$ (226,826)	-14.3%
616 CONTRACT ADMINISTRATION							
OPERATING	$ 281,496	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL SOURCES	$ 281,496	$ -	$ -	$ -	$ -	$ -	N/A
618 BENEFIT ADMINISTRATION							
OPERATING	$ 2,986,886	$ 2,175,472	$ 2,175,472	$ 2,368,258	$ 2,915,172	$ 739,700	34.0%
NON-RECURRING	172	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 2,987,058	$ 2,175,472	$ 2,175,472	$ 2,368,258	$ 2,915,172	$ 739,700	34.0%
619 ONSITE PHARMACY CLINIC							
OPERATING	$ -	$ 1,070,000	$ 1,070,000	$ 1,436,650	$ 1,736,000	$ 666,000	62.2%
FUND TOTAL SOURCES	$ -	$ 1,070,000	$ 1,070,000	$ 1,436,650	$ 1,736,000	$ 666,000	62.2%
620 BENEFITS ELIMINATIONS							
OPERATING	$ -	$ -	$ (1,070,000)	$ (1,436,650)	$ (1,245,000)	$ (175,000)	16.4%
FUND TOTAL SOURCES	$ -	$ -	$ (1,070,000)	$ (1,436,650)	$ (1,245,000)	$ (175,000)	16.4%
621 FLEX SPENDING HEALTH							
OPERATING	$ 2,576,447	$ 2,585,420	$ 2,585,420	$ 2,356,070	$ 2,356,070	$ (229,350)	-8.9%
FUND TOTAL SOURCES	$ 2,576,447	$ 2,585,420	$ 2,585,420	$ 2,356,070	$ 2,356,070	$ (229,350)	-8.9%
622 FLEX SPENDING DEP CARE							
OPERATING	$ 815,655	$ 801,898	$ 801,898	$ 888,092	$ 888,092	$ 86,194	10.7%
FUND TOTAL SOURCES	$ 815,655	$ 801,898	$ 801,898	$ 888,092	$ 888,092	$ 86,194	10.7%
623 VISION							
OPERATING	$ 1,431,986	$ 1,537,504	$ 1,537,504	$ 1,491,452	$ 1,658,880	$ 121,376	7.9%
FUND TOTAL SOURCES	$ 1,431,986	$ 1,537,504	$ 1,537,504	$ 1,491,452	$ 1,658,880	$ 121,376	7.9%
624 STAND ALONE VISION							
OPERATING	$ 1	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL SOURCES	$ 1	$ -	$ -	$ -	$ -	$ -	N/A

Sources by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
625 FI PREPAID DENTAL							
OPERATING	$ 388,868	$ 396,386	$ 396,386	$ 378,093	$ 269,861	$ (126,525)	-31.9%
FUND TOTAL SOURCES	$ 388,868	$ 396,386	$ 396,386	$ 378,093	$ 269,861	$ (126,525)	-31.9%
626 FI LIFE AND AD AND D							
OPERATING	$ 1,067,805	$ 330,175	$ 330,175	$ 397,832	$ 397,832	$ 67,657	20.5%
FUND TOTAL SOURCES	$ 1,067,805	$ 330,175	$ 330,175	$ 397,832	$ 397,832	$ 67,657	20.5%
627 SUPPLEMENTAL LIFE							
OPERATING	$ 3,739,429	$ 2,831,922	$ 2,831,922	$ 3,140,997	$ 3,140,997	$ 309,075	10.9%
FUND TOTAL SOURCES	$ 3,739,429	$ 2,831,922	$ 2,831,922	$ 3,140,997	$ 3,140,997	$ 309,075	10.9%
628 EMPLOYEE ASSISTANCE							
OPERATING	$ 205,470	$ 201,617	$ 201,617	$ 214,224	$ 369,603	$ 167,986	83.3%
FUND TOTAL SOURCES	$ 205,470	$ 201,617	$ 201,617	$ 214,224	$ 369,603	$ 167,986	83.3%
629 SI DENTAL							
OPERATING	$ 3,809,884	$ 3,672,387	$ 3,672,387	$ 3,822,139	$ 4,309,610	$ 637,223	17.4%
FUND TOTAL SOURCES	$ 3,809,884	$ 3,672,387	$ 3,672,387	$ 3,822,139	$ 4,309,610	$ 637,223	17.4%
630 DEPENDENT LIFE							
OPERATING	$ 515,141	$ 254,957	$ 254,957	$ 348,516	$ 348,516	$ 93,559	36.7%
FUND TOTAL SOURCES	$ 515,141	$ 254,957	$ 254,957	$ 348,516	$ 348,516	$ 93,559	36.7%
631 VOLUNTARY BENEFITS							
OPERATING	$ 1,037,070	$ 617,672	$ 617,672	$ 892,212	$ 892,212	$ 274,540	44.4%
FUND TOTAL SOURCES	$ 1,037,070	$ 617,672	$ 617,672	$ 892,212	$ 892,212	$ 274,540	44.4%
632 CIGNA FOR SENIORS							
OPERATING	$ 652,550	$ 662,544	$ 662,544	$ 669,810	$ 638,520	$ (24,024)	-3.6%
FUND TOTAL SOURCES	$ 652,550	$ 662,544	$ 662,544	$ 669,810	$ 638,520	$ (24,024)	-3.6%
900 ELIMINATIONS							
OPERATING	$ -	$ (1,070,000)	$ -	$ -	$ -	$ -	N/A
FUND TOTAL SOURCES	$ -	$ (1,070,000)	$ -	$ -	$ -	$ -	N/A
DEPARTMENT OPERATING TOTAL SOURCES	$ 145,200,964	$ 147,017,469	$ 147,017,469	$ 148,165,653	$ 148,682,272	$ 1,664,803	1.1%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 172	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT TOTAL SOURCES	$ 145,201,136	$ 147,017,469	$ 147,017,469	$ 148,165,653	$ 148,682,272	$ 1,664,803	1.1%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 1,787,769	$ 1,530,215	$ 1,440,983	$ 1,377,304	$ 1,246,548	$ 194,435	13.5%
NON-RECURRING	-	1,000,000	1,000,000	250,000	750,000	250,000	25.0%
FUND TOTAL USES	$ 1,787,769	$ 2,530,215	$ 2,440,983	$ 1,627,304	$ 1,996,548	$ 444,435	18.2%
532 PUBLIC HEALTH GRANTS							
OPERATING	$ 6,368,154	$ 7,023,535	$ 7,023,535	$ 6,661,143	$ 7,405,038	$ (381,503)	-5.4%
NON-RECURRING	-	-	16,443	-	-	16,443	100.0%
FUND TOTAL USES	$ 6,368,154	$ 7,023,535	$ 7,039,978	$ 6,661,143	$ 7,405,038	$ (365,060)	-5.2%
601 CMG MEDICAL							
OPERATING	$ 41,399,502	$ 45,759,309	$ 45,759,309	$ 52,092,112	$ 53,061,629	$ (7,302,320)	-16.0%
FUND TOTAL USES	$ 41,399,502	$ 45,759,309	$ 45,759,309	$ 52,092,112	$ 53,061,629	$ (7,302,320)	-16.0%
602 CMG LOW OPTION							
OPERATING	$ 996,522	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL USES	$ 996,522	$ -	$ -	$ -	$ -	$ -	N/A
603 OAP IN							
OPERATING	$ 14,123,068	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL USES	$ 14,123,068	$ -	$ -	$ -	$ -	$ -	N/A
604 OAP MEDICAL							
OPERATING	$ 28,226,599	$ 44,117,011	$ 44,117,011	$ 34,067,853	$ 35,848,681	$ 8,268,330	18.7%
FUND TOTAL USES	$ 28,226,599	$ 44,117,011	$ 44,117,011	$ 34,067,853	$ 35,848,681	$ 8,268,330	18.7%
605 OAP LOW OPTION							
OPERATING	$ 1,883,669	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL USES	$ 1,883,669	$ -	$ -	$ -	$ -	$ -	N/A
606 CHOICE FUND H.S.A.							
OPERATING	$ 8,249,844	$ 12,239,116	$ 12,239,116	$ 14,247,624	$ 15,520,423	$ (3,281,307)	-26.8%
FUND TOTAL USES	$ 8,249,844	$ 12,239,116	$ 12,239,116	$ 14,247,624	$ 15,520,423	$ (3,281,307)	-26.8%
607 FI DENTAL PPO							
OPERATING	$ 4,929,884	$ 4,791,276	$ 4,791,276	$ 4,917,027	$ 5,192,538	$ (401,262)	-8.4%
FUND TOTAL USES	$ 4,929,884	$ 4,791,276	$ 4,791,276	$ 4,917,027	$ 5,192,538	$ (401,262)	-8.4%
608 COINSURANCE PHARMACY							
OPERATING	$ 13,009,501	$ 12,584,880	$ 12,584,880	$ 13,877,639	$ 15,835,192	$ (3,250,312)	-25.8%
FUND TOTAL USES	$ 13,009,501	$ 12,584,880	$ 12,584,880	$ 13,877,639	$ 15,835,192	$ (3,250,312)	-25.8%
609 CONSUMER CHOICE							
OPERATING	$ 1,826,203	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL USES	$ 1,826,203	$ -	$ -	$ -	$ -	$ -	N/A
611 60 PERCENT STD							
OPERATING	$ 1,281,372	$ 1,625,925	$ 1,625,925	$ 1,731,402	$ 1,408,140	$ 217,785	13.4%
NON-RECURRING	-	-	-	-	6,200,000	(6,200,000)	N/A
FUND TOTAL USES	$ 1,281,372	$ 1,625,925	$ 1,625,925	$ 1,731,402	$ 7,608,140	$ (5,982,215)	-367.9%
612 50 PERCENT STD							
OPERATING	$ 302,616	$ 304,556	$ 304,556	$ 224,266	$ 304,556	$ -	0.0%
FUND TOTAL USES	$ 302,616	$ 304,556	$ 304,556	$ 224,266	$ 304,556	$ -	0.0%
613 40 PERCENT STD							
OPERATING	$ 64,942	$ 142,180	$ 142,180	$ 127,178	$ 142,180	$ -	0.0%
FUND TOTAL USES	$ 64,942	$ 142,180	$ 142,180	$ 127,178	$ 142,180	$ -	0.0%
614 BEHAVIORAL HEALTH							
OPERATING	$ 1,723,269	$ 1,889,896	$ 1,889,896	$ 1,867,613	$ 1,749,785	$ 140,111	7.4%
FUND TOTAL USES	$ 1,723,269	$ 1,889,896	$ 1,889,896	$ 1,867,613	$ 1,749,785	$ 140,111	7.4%
615 WELLNESS							
OPERATING	$ 684,707	$ 1,589,616	$ 1,589,616	$ 944,800	$ 1,362,790	$ 226,826	14.3%
NON-RECURRING	235,907	2,349,445	2,351,199	113,335	542,500	1,808,699	76.9%
FUND TOTAL USES	$ 920,614	$ 3,939,061	$ 3,940,815	$ 1,058,135	$ 1,905,290	$ 2,035,525	51.7%
616 CONTRACT ADMINISTRATION							
OPERATING	$ 264,488	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL USES	$ 264,488	$ -	$ -	$ -	$ -	$ -	N/A
618 BENEFIT ADMINISTRATION							
OPERATING	$ 1,868,613	$ 2,175,472	$ 2,175,472	$ 2,084,405	$ 2,915,172	$ (739,700)	-34.0%
NON-RECURRING	40,580	121,825	150,899	34,207	100,000	50,899	33.7%
FUND TOTAL USES	$ 1,909,193	$ 2,297,297	$ 2,326,371	$ 2,118,612	$ 3,015,172	$ (688,801)	-29.6%
619 ONSITE PHARMACY CLINIC							
OPERATING	$ -	$ 1,232,000	$ 1,232,000	$ 1,813,085	$ 1,736,000	$ (504,000)	-40.9%
FUND TOTAL USES	$ -	$ 1,232,000	$ 1,232,000	$ 1,813,085	$ 1,736,000	$ (504,000)	-40.9%
620 BENEFITS ELIMINATIONS							
OPERATING	$ -	$ -	$ (1,070,000)	$ (1,436,650)	$ (1,245,000)	$ 175,000	-16.4%
FUND TOTAL USES	$ -	$ -	$ (1,070,000)	$ (1,436,650)	$ (1,245,000)	$ 175,000	-16.4%
621 FLEX SPENDING HEALTH							
OPERATING	$ 2,576,447	$ 2,585,420	$ 2,585,420	$ 2,356,070	$ 2,356,070	$ 229,350	8.9%
FUND TOTAL USES	$ 2,576,447	$ 2,585,420	$ 2,585,420	$ 2,356,070	$ 2,356,070	$ 229,350	8.9%
622 FLEX SPENDING DEP CARE							
OPERATING	$ 815,661	$ 801,898	$ 801,898	$ 888,092	$ 888,092	$ (86,194)	-10.7%
FUND TOTAL USES	$ 815,661	$ 801,898	$ 801,898	$ 888,092	$ 888,092	$ (86,194)	-10.7%
623 VISION							
OPERATING	$ 1,513,432	$ 1,537,504	$ 1,537,504	$ 1,554,939	$ 1,658,880	$ (121,376)	-7.9%
FUND TOTAL USES	$ 1,513,432	$ 1,537,504	$ 1,537,504	$ 1,554,939	$ 1,658,880	$ (121,376)	-7.9%

Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
624 STAND ALONE VISION							
OPERATING	$ (1)	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL USES	$ (1)	$ -	$ -	$ -	$ -	$ -	N/A
625 FI PREPAID DENTAL							
OPERATING	$ 389,041	$ 396,386	$ 396,386	$ 378,093	$ 269,861	$ 126,525	31.9%
FUND TOTAL USES	$ 389,041	$ 396,386	$ 396,386	$ 378,093	$ 269,861	$ 126,525	31.9%
626 FI LIFE AND AD AND D							
OPERATING	$ 1,054,014	$ 330,175	$ 330,175	$ 397,832	$ 397,832	$ (67,657)	-20.5%
FUND TOTAL USES	$ 1,054,014	$ 330,175	$ 330,175	$ 397,832	$ 397,832	$ (67,657)	-20.5%
627 SUPPLEMENTAL LIFE							
OPERATING	$ 3,765,035	$ 2,831,922	$ 2,831,922	$ 3,140,997	$ 3,140,997	$ (309,075)	-10.9%
FUND TOTAL USES	$ 3,765,035	$ 2,831,922	$ 2,831,922	$ 3,140,997	$ 3,140,997	$ (309,075)	-10.9%
628 EMPLOYEE ASSISTANCE							
OPERATING	$ 205,645	$ 201,617	$ 201,617	$ 214,224	$ 369,603	$ (167,986)	-83.3%
FUND TOTAL USES	$ 205,645	$ 201,617	$ 201,617	$ 214,224	$ 369,603	$ (167,986)	-83.3%
629 SI DENTAL							
OPERATING	$ 3,545,357	$ 3,672,387	$ 3,672,387	$ 3,757,331	$ 4,309,610	$ (637,223)	-17.4%
FUND TOTAL USES	$ 3,545,357	$ 3,672,387	$ 3,672,387	$ 3,757,331	$ 4,309,610	$ (637,223)	-17.4%
630 DEPENDENT LIFE							
OPERATING	$ 517,785	$ 254,957	$ 254,957	$ 348,516	$ 348,516	$ (93,559)	-36.7%
FUND TOTAL USES	$ 517,785	$ 254,957	$ 254,957	$ 348,516	$ 348,516	$ (93,559)	-36.7%
631 VOLUNTARY BENEFITS							
OPERATING	$ 1,036,950	$ 617,672	$ 617,672	$ 892,212	$ 892,212	$ (274,540)	-44.4%
FUND TOTAL USES	$ 1,036,950	$ 617,672	$ 617,672	$ 892,212	$ 892,212	$ (274,540)	-44.4%
632 CIGNA FOR SENIORS							
OPERATING	$ 633,086	$ 662,544	$ 662,544	$ 669,810	$ 638,520	$ 24,024	3.6%
FUND TOTAL USES	$ 633,086	$ 662,544	$ 662,544	$ 669,810	$ 638,520	$ 24,024	3.6%
900 ELIMINATIONS							
OPERATING	$ -	$ (1,070,000)	$ -	$ -	$ -	$ -	N/A
FUND TOTAL USES	$ -	$ (1,070,000)	$ -	$ -	$ -	$ -	N/A
DEPARTMENT OPERATING TOTAL USES	$ 145,043,174	$ 149,827,469	$ 149,738,237	$ 149,194,917	$ 157,753,865	$ (8,015,628)	-5.4%
DEPARTMENT NON-RECURRING TOTAL USES	$ 276,487	$ 3,471,270	$ 3,518,541	$ 397,542	$ 7,592,500	$ (4,073,959)	-115.8%
DEPARTMENT TOTAL USES	$ 145,319,661	$ 153,298,739	$ 153,256,778	$ 149,592,459	$ 165,346,365	$ (12,089,587)	-7.9%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.70	.40	.40	.40	.40	-	0.0%
EXECUTIVE MANAGEMENT	4.05	3.34	4.34	3.34	5.00	.66	15.2%
FINANCIAL SERVICES	6.10	7.60	7.60	7.60	7.60	-	0.0%
PROCUREMENT	-	1.33	1.33	2.33	1.00	(.33)	(24.8%)
PROGRAM TOTAL	10.85	12.67	13.67	13.67	14.00	.33	2.4%
ECONOMIC DEVELOPMENT							
REG INDUSTRY PROMOTION AND DEV	-	1.00	-	-	-	-	N/A
PROGRAM TOTAL	-	1.00	-	-	-	-	N/A
EMP BENEFITS AND WELLNESS							
BENEFITS CUSTOMER ASSISTANCE	-	7.33	7.33	7.33	6.00	(1.33)	(18.1%)
EMP MET SYN PREV MITIGATION	-	.05	.05	.05	.20	.15	300.0%
EMPLOYEE ERGONOMICS	3.00	3.00	3.00	3.00	3.00	-	0.0%
EMPLOYEE FITNESS	-	1.15	1.15	1.15	1.70	.55	47.8%
EMPLOYEE PREVENTIVE HEALTH	-	.75	.75	.75	1.00	.25	33.3%
EMPLOYEE TOBACCO CESSATION	-	.05	.05	.05	.10	.05	100.0%
PROGRAM TOTAL	3.00	12.33	12.33	12.33	12.00	(.33)	(2.7%)
EMPLOYEE PROGRAMS							
EMPLOYEE WELLNESS	2.00	-	-	-	-	-	N/A
PROGRAM TOTAL	2.00	-	-	-	-	-	N/A
GENERAL GOVERNMENT							
POOLED COSTS	8.15	-	-	-	-	-	N/A
PROGRAM TOTAL	8.15	-	-	-	-	-	N/A
INDIGENT HEALTH CARE							
LITIGATION SUPPORT	1.00	-	-	-	-	-	N/A
PROGRAM TOTAL	1.00	-	-	-	-	-	N/A
PERFORMANCE MANAGEMENT							
PERFORMANCE MANAGEMENT	2.00	-	-	-	-	-	N/A
PROGRAM TOTAL	2.00	-	-	-	-	-	N/A
RYAN WHITE HIV AIDS PART A							
RYAN WHITE PLNG COUNCIL SUPP	-	-	-	-	1.00	1.00	N/A
RYAN WHITE PT A CORE MED SVCS	12.00	10.00	10.00	10.00	10.00	-	0.0%
PROGRAM TOTAL	12.00	10.00	10.00	10.00	11.00	1.00	10.0%
DEPARTMENT TOTAL	39.00	36.00	36.00	36.00	37.00	1.00	2.8%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	3.00	2.00	3.00	2.00	2.00	(1.00)	(33.3%)
Benefits Vendor Relations Mgr	-	-	1.00	1.00	-	(1.00)	(100.0%)
Budget Analyst	2.00	-	-	-	-	-	N/A
Director - Business Strategies & Healthcare Progra	1.00	1.00	1.00	1.00	1.00	-	0.0%
Ergonomist - County	3.00	3.00	3.00	3.00	3.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finan/Business Analyst -County	2.00	2.00	2.00	2.00	2.00	-	0.0%
Finance Support Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	2.00	2.00	1.00	1.00	1.00	-	0.0%
Financial Manager - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Grant/Contract Admin Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Health Educator	2.00	1.00	1.00	1.00	1.00	-	0.0%
Health Educator Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Analyst	4.00	4.00	3.00	3.00	3.00	-	0.0%
Human Resources Mngr - County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Supervisor	1.00	-	-	-	-	-	N/A
Human Resources Supervisor – County	-	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	4.00	4.00	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 - Correctional	1.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	1.00	-	-	-	1.00	1.00	N/A
Operations/Program Manager	2.00	2.00	1.00	2.00	2.00	1.00	100.0%
Operations/Program Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Program Coordinator	-	-	-	-	1.00	1.00	N/A
Special Projects Manager	1.00	1.00	-	-	-	-	N/A
Trainer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**39.00**	**36.00**	**36.00**	**36.00**	**37.00**	**1.00**	**2.8%**

Staffing by Fund

DEPARTMENT/FUND		FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	8.00	4.00	4.00	3.00	4.00	-	0.0%
532	PUBLIC HEALTH GRANTS	12.00	10.00	10.00	10.00	11.00	1.00	10.0%
615	WELLNESS	-	2.00	2.00	2.00	6.00	4.00	200.0%
618	BENEFIT ADMINISTRATION	19.00	20.00	20.00	21.00	16.00	(4.00)	(20.0%)
Department Total		**39.00**	**36.00**	**36.00**	**36.00**	**37.00**	**1.00**	**2.8%**

Significant Variance Analysis

In FY 2014, a Program Coordinator from the Ryan White Planning Support Council-Public Health Department will be moved to the Business Strategies and Health Care Programs.

General Adjustments

Target Adjustments:

General Fund (100)

- Restate expenditures for Healthcare Mandates of $226,314,618 from Business Strategies and Health Care to Non-Departmental.
- Restate expenditures for Economic Development position of $89,233 from Business Strategies to Office of Management and Budget.
- Restate personnel and expenditures for Managing for Results of $200,220 from Business Strategies to Deputy County Manager.

- Restate revenue for Healthcare Mandates of $7,000 from Business Strategies and Health Care to Non-Departmental.

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $1,178 for the impact of changes in retirement contribution.
- Decrease expenditures by $43,229 for a decrease in Supplies and Services.
- Increase Personnel Savings by $4,192 based on the Chairman's Office Request.
- Increase Other Benefits and Internal Service Charges by $125 for the impact of the changes in the Risk Management charges.

Public Health Grant Fund (532)

- Increase Regular Benefits by $2,274 for the impact of changes in retirement contribution.
- Increase revenues by $225,816 and expenditures by $223,542 to reconcile expected grant awards in FY 2014.

Wellness Fund (615) Operating

- Increase Regular Benefits by $1,408 for the impact of changes in retirement contribution rates.
- Increase in expenditures by $6,208 due to the net changes in Supplies and Services.
- Increase expenditures by $3,500 due to an increase in Internal Service Charges.
- Decrease revenue by $226,826 due to the re-direction of the additional revenue from non-participants in wellness incentives to the medical plan funds.

Wellness Fund (615) Non Recurring Non Project

- Increase expenditures by $542,500 for Wellness Programs in the County and upgrades of exercise rooms and equipment.

Benefits Administration Fund (618) Operating

- Increase Regular Benefits by $3,688 for the impact of changes in retirement contribution rates.
- Increase expenditures by $21,072 for the allocation of administrative services.
- Increase expenditures by $1,343 due to net changes in Supplies and Services.
- Increase expenditures by $101,780 due to an increase in Internal Service Charges.
- Increase expenditures by $28,570 to more realistically reflect anticipated Personnel Savings.
- Increase revenue by $739,700 due to an increase in administration charges that are part of the benefits rates.
- Increase expenditures by $739,700 as a result of reallocating ADP payment from Non Departmental.
- Increase Other Benefits and Internal Service charges by $2,632 for the impact of the changes in Risk Management charges.
- Decrease Other Services by $2,632 to maintain structural balance.

Benefits Administration Fund (618) Non Recurring Non Project

- Budget for one-time expenditures of $100,000 for the Data Warehouse implementation.

Benefits Trust Fund (685)

- Decrease expenditures by $1,245,000 to establish Fund 620 – Benefits Eliminations.

Programs and Activities

Voluntary Benefits

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

Activities that comprise this program include:

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

Employee Flexible Spending Accounts Activity

The purpose of the Employee Flexible Spending Accounts Activity is to provide elective reimbursement benefits to Maricopa County active employees so they can contribute pre-tax money to pay for health care expenses that are not covered by their insurance program and to pay for dependent care expenses as defined by the Internal Revenue Code Section 213.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of employees satisfied with their health care flexible spending account.	90.8%	95.3%	95.3%	90.8%	(4.5%)	-4.7%
Result	Percentage of employees satisfied with their dependent care flexible spending account.	84.2%	90.5%	90.5%	100.0%	9.5%	10.5%
Output	Average number of employees participating in a dependent care flexible spending account.	N/A	245	245	276	31	12.7%
Output	Average number of employees participating in a health care flexible spending account.	N/A	1,901	1,901	1,962	61	3.2%
Output	Average number of employees participating in a limited use flexible spending account.	N/A	148	148	148	-	0.0%
Output	Average number of employees participating in a flexible spending account of any type.	N/A	2,294	2,294	2,386	92	4.0%
Demand	Average number of employees enrolled in a dependent care flexible spending account.	N/A	245	245	276	31	12.7%
Demand	Average number of employees enrolled in a health care flexible spending account.	N/A	1,901	1,901	1,962	61	3.2%
Demand	Average number of employees enrolled in a limited use flexible spending account.	N/A	148	148	148	-	0.0%
Demand	Average number of employees enrolled in a flexible spending account of any type.	N/A	2,294	2,294	2,386	92	4.0%
Efficiency	Expenditure per employee participating in a dependent care or health care flexible spending account.	N/A	$ 1,476.60	$ 1,414.19	$ 1,359.67	$ 116.93	7.9%
Revenue							
	621 - FLEX SPENDING HEALTH	$ 2,576,447	$ 2,585,420	$ 2,356,070	$ 2,356,070	$ (229,350)	-8.9%
	622 - FLEX SPENDING DEP CARE	815,655	801,898	888,092	888,092	86,194	10.7%
	TOTAL SOURCES	$ 3,392,102	$ 3,387,318	$ 3,244,162	$ 3,244,162	$ (143,156)	-4.2%
Expenditure							
	621 - FLEX SPENDING HEALTH	$ 2,576,447	$ 2,585,420	$ 2,356,070	$ 2,356,070	$ 229,350	8.9%
	622 - FLEX SPENDING DEP CARE	815,661	801,898	888,092	888,092	(86,194)	-10.7%
	TOTAL USES	$ 3,392,108	$ 3,387,318	$ 3,244,162	$ 3,244,162	$ 143,156	4.2%

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 County benefit-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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of employees receiving child life insurance coverage who are satisfied with the benefit.	53.0%	N/A	N/A	53.0%	N/A	N/A
Result	Percentage of employees receiving additional life insurance who rated the benefit as affordable.	76.0%	N/A	N/A	76.0%	N/A	N/A
Result	Percentage of employees receiving accidental death and dismemberment insurance who rated the benefit as affordable.	71.0%	N/A	N/A	71.0%	N/A	N/A
Result	Percentage of employees receiving spouse life insurance who are satisfied with the benefit.	56.0%	N/A	N/A	56.0%	N/A	N/A
Output	Average number of employees who receive basic life insurance coverage.	N/A	12,307	12,637	12,675	368	3.0%
Output	Average number of employees who receive accidental death and dismemberment insurance coverage.	N/A	12,307	12,634	12,675	368	3.0%
Output	Average number of employees who receive additional life insurance coverage.	N/A	8,141	8,373	8,022	(119)	-1.5%
Output	Average number of employees who receive child life insurance coverage.	N/A	3,666	3,836	3,827	161	4.4%
Output	Average number of employees who receive spouse life insurance coverage.	N/A	3,586	3,381	3,370	(216)	-6.0%
Output	Average number of employees who receive basic life, additional life, accidental death and dismemberment, child life, and spousal life insurance coverage.	N/A	1,795	30,435	1,775	(20)	-1.1%
Demand	Average number of employees enrolled in basic life insurance coverage	N/A	12,307	12,575	12,675	368	3.0%
Demand	Average number of employees enrolled in accidental death and dismemberment insurance coverage	N/A	12,307	12,494	12,675	368	3.0%
Demand	Average number of employees enrolled in additional life and accidental death and dismemberment insurance coverage.	N/A	4,155	3,808	8,022	3,867	93.1%
Demand	Average number of employees enrolled in child life insurance coverage.	N/A	3,666	3,836	3,827	161	4.4%
Demand	Average number of employees enrolled in spouse life insurance coverage.	N/A	3,586	3,381	3,370	(216)	-6.0%
Efficiency	Expenditure per employee who receives basic life, additional life, accidental death and dismemberment, child life and/or spouse life insurance coverage.	N/A	$ 158.64	$ 10.64	$ 182.50	$ (23.87)	-15.0%
Revenue							
	626 - FI LIFE AND AD AND D	$ 1,067,805	$ 330,175	$ 397,832	$ 397,832	$ 67,657	20.5%
	627 - SUPPLEMENTAL LIFE	3,739,429	2,831,922	3,140,997	3,140,997	309,075	10.9%
	630 - DEPENDENT LIFE	515,141	254,957	348,516	348,516	93,559	36.7%
	TOTAL SOURCES	$ 5,322,375	$ 3,417,054	$ 3,887,345	$ 3,887,345	$ 470,291	13.8%
Expenditure							
	626 - FI LIFE AND AD AND D	$ 1,054,014	$ 330,175	$ 397,832	$ 397,832	$ (67,657)	-20.5%
	627 - SUPPLEMENTAL LIFE	3,765,035	2,831,922	3,140,997	3,140,997	(309,075)	-10.9%
	630 - DEPENDENT LIFE	517,785	254,957	348,516	348,516	(93,559)	-36.7%
	TOTAL USES	$ 5,336,834	$ 3,417,054	$ 3,887,345	$ 3,887,345	$ (470,291)	-13.8%

Activity Narrative: In FY 2014, enrollment is expected to remain close to FY 2013 Forecast. However, revenue and expenditures are expected to increase due to an increase in premium rates.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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.	N/A	89.0%	89.0%	85.8%	(3.2%)	-3.6%
Output	Average number of employees receiving group rental insurance coverage.	N/A	3	83	80	77	2566.7%
Output	Average number of employees receiving accident insurance coverage.	N/A	374	328	328	(46)	-12.3%
Output	Average number of employees receiving critical illness insurance coverage.	N/A	128	105	103	(25)	-19.5%
Output	Average number of employees receiving term life insurance coverage.	N/A	63	50	50	(13)	-20.6%
Output	Average number of employees enrolled in whole life insurance coverage.	N/A	137	107	106	(31)	-22.6%
Output	Average number of employees receiving voluntary insurance coverage.	N/A	407	2,248	670	263	64.6%
Output	Average number of employees receiving group prepaid legal services.	N/A	1,797	1,892	1,890	93	5.2%
Demand	Average number of employees enrolled in group rental insurance.	N/A	3	83	80	77	2566.7%
Demand	Average number of employees enrolled in accident insurance.	N/A	374	328	328	(46)	-12.3%
Demand	Average number of employees enrolled in critical illness insurance.	N/A	128	105	103	(25)	-19.5%
Demand	Average number of employees enrolled in term life insurance.	N/A	63	50	50	(13)	-20.6%
Demand	Average number of employees enrolled in whole life insurance.	N/A	137	107	106	(31)	-22.6%
Demand	Average number of employees enrolled in voluntary insurance.	N/A	407	672	670	263	64.6%
Demand	Average number of employees enrolled in group prepaid legal services.	N/A	1,797	1,892	1,890	93	5.2%
Efficiency	Expenditure per employee receiving voluntary insurance coverage.	N/A	$ 126.47	$ 33.07	$ 110.97	$ 15.50	12.3%
Revenue							
	631 - VOLUNTARY BENEFITS	$ 1,037,070	$ 617,672	$ 892,212	$ 892,212	$ 274,540	44.4%
	TOTAL SOURCES	$ 1,037,070	$ 617,672	$ 892,212	$ 892,212	$ 274,540	44.4%
Expenditure							
	631 - VOLUNTARY BENEFITS	$ 1,036,950	$ 617,672	$ 892,212	$ 892,212	$ (274,540)	-44.4%
	TOTAL USES	$ 1,036,950	$ 617,672	$ 892,212	$ 892,212	$ (274,540)	-44.4%

Activity Narrative: In FY 2014, enrollment is expected to remain close to FY 2013 Forecast. Revenue and expenditures are expected to increase due to the addition of employee withholding for MetLife Group Auto and Home Insurance.

Employee Benefits and Wellness Program

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

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of departments who received the services who feel that as a result of services, their employees have the tools and workspace to do their jobs safely (with reduced risk related to ergonomics).	92.0%	72.5%	72.5%	95.0%	22.5%	31.0%
Percentage of employees receiving behavioral health insurance coverage who are satisfied with their benefits	55.0%	67.0%	67.0%	55.0%	-12.0%	-17.9%
Percentage of behavioral health claims expense to premium revenue (loss ratio).	80.5%	100.0%	102.8%	100.0%	0.0%	0.0%
Percentage of employees receiving medical insurance coverage who consider benefits to be affordable according to the benefits customer satisfaction survey.	82.1%	91.1%	91.1%	96.0%	4.9%	5.3%
Percentage of medical claims expense to premium revenue (loss ratio).	98.1%	100.9%	97.3%	100.0%	-0.9%	-0.9%
Percentage of employees receiving medical insurance coverage who are satisfied according to the benefits customer satisfaction survey.	N/A	94.1%	94.1%	96.0%	1.9%	2.0%
Percentage of employees receiving pharmacy insurance coverage who rate their benefits as affordable according to the annual benefit satisfaction survey.	85.0%	91.0%	91.0%	85.0%	-6.0%	-6.6%
Percentage of pharmacy claims expense to premium revenue (loss ratio).	117.5%	101.2%	108.5%	100.0%	-1.2%	-1.2%
Percentage of employees receiving pharmacy insurance coverage who are satisfied according to the benefits customer satisfaction survey.	N/A	87.0%	87.0%	88.0%	1.0%	1.1%
Percentage of employees receiving dental insurance coverage who rate the benefit as affordable according to the annual benefit satisfaction survey.	83.0%	92.9%	92.9%	95.0%	2.1%	2.2%
Percentage of dental claims expense to premium revenue (loss ratio).	96.3%	100.0%	99.8%	100.0%	0.0%	0.0%
Percentage of surveyed employees receiving dental insurance coverage who are satisfied with their benefits according to the benefits customer satisfaction survey.	N/A	82.0%	82.0%	95.0%	13.0%	15.8%
Percentage of employees receiving vision insurance coverage who rated their insurance coverage as affordable.	84.7%	89.2%	89.2%	80.0%	-9.3%	-10.4%
Percentage of vision claims expenses to premium revenue (loss ratio).	104.6%	100.0%	104.0%	100.1%	0.1%	0.1%
Percentage of employees receiving vision insurance coverage who are satisfied according to the benefits customer satisfaction survey	N/A	84.0%	84.0%	87.0%	3.0%	3.5%

Program Results (continued)

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Percentage of employees receiving child life insurance coverage who are satisfied with the benefit.	53.0%	N/A	N/A	53.0%	N/A	N/A
Percentage of employees receiving additional life insurance who rated the benefit as affordable.	76.0%	N/A	N/A	76.0%	N/A	N/A
Percentage of employees receiving accidental death and dismemberment insurance who rated the benefit as affordable.	71.0%	N/A	N/A	71.0%	N/A	N/A
Percentage of employees receiving spouse life insurance who are satisfied with the benefit.	56.0%	N/A	N/A	56.0%	N/A	N/A
Percentage of employees satisfied with their health care flexible spending account.	90.8%	95.3%	95.3%	90.8%	-4.5%	-4.7%
Percentage of employees satisfied with their dependent care flexible spending account.	84.2%	90.5%	90.5%	100.0%	9.5%	10.5%
Percentage of employees receiving voluntary insurance coverage who rated the benefit as affordable according to the annual benefit customer satisfaction survey.	N/A	89.0%	89.0%	85.8%	-3.2%	-3.6%
Percentage of employees receiving counseling services who felt the services helped them to resolve or cope with their issues.	49.9%	62.0%	62.0%	50.1%	-12.0%	-19.3%
Percentage of short-term disability claims expense to premium revenue (loss ratio).	95.8%	111.7%	98.7%	100.0%	-11.7%	-10.5%
Percentage of employees who rate their short-term disability insurance as affordable according to the annual benefit satisfaction survey.	74.0%	73.0%	73.0%	74.0%	1.0%	1.4%
Percentage of 60% short-term disability claims expense to premium revenue (loss ratio).	N/A	115.5%	109.3%	100.0%	-15.5%	-13.4%
Percentage of 50% short-term disability claims expense to premium revenue (loss ratio).	N/A	100.0%	65.1%	100.0%	0.0%	0.0%
Percentage of 40% short-term disability claims expense to premium revenue (loss ratio).	N/A	10.1%	70.7%	100.0%	89.9%	890.3%
Percentage of employees who strongly agree they know more about their health following the screening	N/A	0.0%	0.0%	85.2%	85.2%	N/A
Percentage of employees enrolled in medical insurance coverage who receive the medical insurance premium incentive reduction for completion of both biometric screening and the health assessment	N/A	33.5%	33.5%	33.5%	-0.0%	-0.1%
Percentage of employees and dependents who successfully complete all preventive care required by the Passport to Wellness program	N/A	0.0%	0.0%	0.5%	0.4%	936.5%
Percentage of employees and dependents enrolled in medical insurance coverage who identify a preventable health condition	N/A	0.0%	0.0%	0.0%	0.0%	N/A
Percentage of employees who agree that on-site fitness classes were useful	N/A	95.0%	83.3%	98.9%	3.8%	4.0%

Program Results (continued)

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Percentage of employees whose biometric screening results are favorable on the metabolic syndrome program post-screening	N/A	48.0%	48.0%	N/A	N/A	N/A
Percentage of employees whose biometric screening results are favorable on the metabolic syndrome program pre-screening	N/A	1.0%	1.0%	N/A	N/A	N/A
Percentage of employees who successfully completed the tobacco smoking cessation program	N/A	N/A	50.0%	N/A	N/A	N/A
Percentage of customers indicating they were satisfied with the response to their call	N/A	85.0%	85.0%	87.0%	2.0%	2.4%

Activities that comprise this program include:

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

Employee Behavioral Health Benefits Activity

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

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of employees receiving behavioral health insurance coverage who are satisfied with their benefits	55.0%	67.0%	67.0%	55.0%	(12.0%)	-17.9%
Result	Percentage of behavioral health claims expense to premium revenue (loss ratio).	80.5%	100.0%	102.8%	100.0%	0.0%	0.0%
Output	Average number of subscribers (covered employees and retirees) receiving behavioral health insurance coverage.	N/A	10,149	9,792	9,864	(285)	-2.8%
Output	Average number of members receiving behavioral health insurance coverage.	25,841	23,382	22,510	22,530	(852)	-3.6%
Demand	Average number of subscribers (covered employees and retirees) enrolled in behavioral health insurance coverage.	25,841	10,149	9,792	9,864	(285)	-2.8%
Demand	Average number of members enrolled in behavioral health insurance coverage.	N/A	23,382	22,510	22,530	(852)	-3.6%
Efficiency	Expenditure per subscriber (covered employee or retiree) receiving behavioral health insurance coverage.	$ 5.56	$ 15.52	$ 15.89	$ 14.78	$ 0.74	4.7%
Efficiency	Expenditure per member receiving behavioral health insurance coverage.	N/A	$ 6.74	$ 6.91	$ 6.47	$ 0.26	3.9%
Revenue							
	614 - BEHAVIORAL HEALTH	$ 2,075,501	$ 1,889,896	$ 1,867,712	$ 1,749,785	$ (140,111)	-7.4%
	TOTAL SOURCES	$ 2,075,501	$ 1,889,896	$ 1,867,712	$ 1,749,785	$ (140,111)	-7.4%
Expenditure							
	614 - BEHAVIORAL HEALTH	$ 1,723,269	$ 1,889,896	$ 1,867,613	$ 1,749,785	$ 140,111	7.4%
	TOTAL USES	$ 1,723,269	$ 1,889,896	$ 1,867,613	$ 1,749,785	$ 140,111	7.4%

Employee Benefits Customer Assistance Activity

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

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of customers indicating they were satisfied with the response to their call	N/A	85.0%	85.0%	87.0%	2.0%	2.4%
Output	Number of responses to customer telephone calls and e-mails	N/A	11,323	13,235	13,641	2,318	20.5%
Demand	Number of benefits customer service calls and e-mails	N/A	11,323	13,575	13,848	2,525	22.3%
Efficiency	Total activity expenditure per customer service call and e-mail response	N/A	$ 49.10	$ 47.87	$ 44.65	$ 4.45	9.1%
Expenditure							
	618 - BENEFIT ADMINISTRATION	$ -	$ 555,964	$ 633,548	$ 609,067	$ (53,103)	-9.6%
	TOTAL USES	$ -	$ 555,964	$ 633,548	$ 609,067	$ (53,103)	-9.6%

Activity Narrative: In FY 2014, demand and output data reflects what occurred in FY 2013 Forecast. Customer service calls and email increased due to changes in plan structure and the implementation of the Patient Protection and Affordable Care Act (PPACA). The increase in spending is due to the re-direction of costs, including contract payments for call system maintenance and benefits counseling services.

Base Adjustments:

Benefits Administration Fund (618)

- Increase expenditures by $45,221 for the allocation of Benefits Customer Assistance.

- Increase expenditures by $55,500 due to an increase in benefits consulting, claims auditing and benefits enrollment counselors.

Employee Dental Benefits Activity

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

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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.	83.0%	92.9%	92.9%	95.0%	2.1%	2.2%
Result	Percentage of dental claims expense to premium revenue (loss ratio).	96.3%	100.0%	99.8%	100.0%	0.0%	0.0%
Result	Percentage of surveyed employees receiving dental insurance coverage who are satisfied with their benefits according to the benefits customer satisfaction survey.	N/A	82.0%	82.0%	95.0%	13.0%	15.8%
Output	Average number of subscribers (covered employees and retirees) receiving dental insurance coverage.	N/A	11,315	11,475	11,534	219	1.9%
Output	Average number of subscribers (covered employees and retirees) receiving self-insured dental insurance coverage.	N/A	4,791	4,958	4,983	192	4.0%
Output	Average number of members receiving dental insurance coverage.	26,430	26,204	27,121	27,080	876	3.3%
Output	Average number of subscribers (covered employees and retirees) receiving fully insured dental insurance coverage.	N/A	6,524	6,520	6,551	27	0.4%
Output	Average number of subscribers (covered employees and retirees) receiving pre-paid dental insurance coverage.	N/A	1,702	1,597	1,613	(89)	-5.2%
Output	Average number of members receiving fully insured dental insurance coverage	N/A	11,065	14,894	14,826	3,761	34.0%
Output	Average number of members receiving self-insured dental insurance coverage.	N/A	11,576	12,226	12,254	678	5.9%
Output	Average number of members receiving pre-paid dental insurance coverage.	N/A	3,563	3,360	3,349	(214)	-6.0%
Demand	Average number of subscribers (covered employees and retirees) enrolled in dental insurance coverage.	N/A	11,315	11,475	11,534	219	1.9%
Demand	Average number of members enrolled in dental insurance coverage.	26,430	26,204	27,121	27,080	876	3.3%
Efficiency	Expenditure per member who received dental insurance coverage.	$ 335.39	$ 28.18	$ 27.82	$ 30.07	$ (1.89)	-6.7%
Revenue							
	607 - FI DENTAL PPO	$ 4,927,599	$ 4,791,276	$ 4,917,027	$ 5,192,538	$ 401,262	8.4%
	625 - FI PREPAID DENTAL	388,868	396,386	378,093	269,861	(126,525)	-31.9%
	629 - SI DENTAL	3,809,884	3,672,387	3,822,139	4,309,610	637,223	17.4%
	TOTAL SOURCES	$ 9,126,351	$ 8,860,049	$ 9,117,259	$ 9,772,009	$ 911,960	10.3%
Expenditure							
	607 - FI DENTAL PPO	$ 4,929,884	$ 4,791,276	$ 4,917,027	$ 5,192,538	$ (401,262)	-8.4%
	625 - FI PREPAID DENTAL	389,041	396,386	378,093	269,861	126,525	31.9%
	629 - SI DENTAL	3,545,357	3,672,387	3,757,331	4,309,610	(637,223)	-17.4%
	TOTAL USES	$ 8,864,282	$ 8,860,049	$ 9,052,451	$ 9,772,009	$ (911,960)	-10.3%

Activity Narrative: In FY 2014, enrollment is expected to remain close to FY 2013 Forecast. However, revenue and expenditures are expected to increase due to the increase in premium rates.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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).	92.0%	72.5%	72.5%	95.0%	22.5%	31.0%
Output	Number of ergonomic evaluations completed	4,170	4,920	2,959	3,780	(1,140)	-23.2%
Demand	Number of ergonomic evaluations requested	5,979	4,920	3,472	4,680	(240)	-4.9%
Efficiency	Expenditure per evaluation completed	N/A	$ 52.27	$ 90.57	$ 70.97	$ (18.70)	-35.8%
Expenditure							
	615 - WELLNESS	$ -	$ -	$ -	$ 268,268	$ (268,268)	N/A
	618 - BENEFIT ADMINISTRATION	263,162	257,174	268,005	-	257,174	100.0%
	TOTAL USES	$ 263,162	$ 257,174	$ 268,005	$ 268,268	$ (11,094)	-4.3%

Activity Narrative: Funding for this activity will be exclusively from the Wellness Fund (615) beginning in FY 2014. Demand and output are expected to decrease due to fewer employees requesting ergonomic evaluations.

Base Adjustments:

Wellness Fund (615)

- Increase expenditures by $257,174 as a result of reallocating Ergonomics Activity from the Benefits Administration Fund (618).

Benefits Administration Fund (618)

- Decrease expenditures by $257,174 as a result of reallocating Ergonomics Activity to the Wellness Fund (615).

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of employees who agree that on-site fitness classes were useful	N/A	95.0%	83.3%	98.9%	3.8%	4.0%
Output	Number of participants in on-site fitness classes	N/A	17,492	9,218	10,358	(7,134)	-40.8%
Demand	Number of employees who register for on-site fitness classes	N/A	870	1,403	1,514	644	74.0%
Efficiency	Total activity expenditure per on-site fitness class participant	N/A	$ 25.41	$ 11.18	$ 55.84	$ (30.42)	-119.7%
Revenue							
	615 - WELLNESS	$ -	$ -	$ 25	$ -	$ -	N/A
	TOTAL SOURCES	$ -	$ -	$ 25	$ -	$ -	N/A
Expenditure							
	615 - WELLNESS	$ -	$ 444,519	$ 103,060	$ 578,348	$ (133,829)	-30.1%
	TOTAL USES	$ -	$ 444,519	$ 103,060	$ 578,348	$ (133,829)	-30.1%

Activity Narrative: Budgeted performance in FY 2013 was misestimated as the measures were new and benchmarks were not available at the time. Expenditures are expected to increase in FY 2014 for the contract with the Valley of the Sun YMCA, the replacement of new fitness equipment and the upgrade in facilities.

Employee Medical Benefits Activity

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

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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.	82.1%	91.1%	91.1%	96.0%	4.9%	5.3%
Result	Percentage of medical claims expense to premium revenue (loss ratio).	98.1%	100.9%	97.3%	100.0%	(0.9%)	-0.9%
Result	Percentage of employees receiving medical insurance coverage who are satisfied according to the benefits customer satisfaction survey.	N/A	94.1%	94.1%	96.0%	1.9%	2.0%
Output	Average number of subscribers (covered employees and retirees) receiving high-deductable medical, pharmacy, and behavioral health insurance coverage with a Health Savings Account	N/A	1,276	1,484	1,490	214	16.8%
Output	Average number of subscribers (covered employees and retirees) receiving medical insurance coverage.	N/A	11,133	11,301	11,354	221	2.0%
Output	Average number of members receiving high-deductable medical, pharmacy, and behavioral health insurance coverage with a health savings account.	2,231	2,976	3,743	3,747	771	25.9%
Output	Average number of members receiving medical insurance coverage.	25,841	25,534	26,265	26,277	743	2.9%
Output	Average number of employees receiving medical insurance coverage.	N/A	11,018	11,298	11,342	324	2.9%
Output	Average number of subscribers (covered employees and retirees) receiving HMO medical insurance coverage.	N/A	5,106	6,100	6,131	1,025	20.1%
Output	Average number of subscribers (covered employees and retirees) receiving PPO medical insurance coverage.	N/A	4,751	3,723	3,733	(1,018)	-21.4%
Output	Average number of members receiving HMO medical insurance coverage.	N/A	12,209	14,031	14,083	1,874	15.3%
Output	Average number of members receiving PPO medical insurance coverage.	N/A	10,349	8,488	8,447	(1,902)	-18.4%
Demand	Average number of subscribers (covered eligible employees and retirees) enrolled in medical insurance coverage.	N/A	11,133	11,297	11,354	221	2.0%
Demand	Average number of members enrolled in medical insurance coverage.	25,841	25,534	26,265	26,277	743	2.9%
Efficiency	Expenditure per subscriber (employee or retiree) receiving medical benefit coverage.	N/A	$ 770.53	$ 745.65	$ 772.42	$ (1.89)	-0.2%
Efficiency	Expenditure per member receiving medical benefit coverage.	$ 308.01	$ 335.96	$ 320.84	$ 333.75	$ 2.20	0.7%

Employee Medical Benefits Activity (continued)

Revenue							
	601 - CMG MEDICAL	$ 39,185,493	$ 45,309,309	$ 52,040,495	$ 53,061,629	$ 7,752,320	17.1%
	602 - CMG LOW OPTION	1,217,308	-	-	-	-	N/A
	603 - OAP IN	16,629,240	-	-	-	-	N/A
	604 - OAP MEDICAL	28,031,905	43,667,011	35,074,794	35,848,681	(7,818,330)	-17.9%
	605 - OAP LOW OPTION	2,589,566	-	-	-	-	N/A
	606 - CHOICE FUND H.S.A.	9,136,524	12,239,116	14,776,543	15,520,423	3,281,307	26.8%
	619 - ONSITE PHARMACY CLINIC	-	429,138	81,238	270,392	(158,746)	-37.0%
	620 - BENEFITS ELIMINATIONS	-	(429,138)	(321,852)	(99,000)	330,138	-76.9%
	632 - CIGNA FOR SENIORS	652,550	662,544	669,810	638,520	(24,024)	-3.6%
	TOTAL SOURCES	$ 97,442,586	$101,877,980	$102,321,028	$105,240,645	$ 3,362,665	3.3%
Expenditure							
	601 - CMG MEDICAL	$ 41,399,502	$ 45,759,309	$ 52,092,112	$ 53,061,629	$ (7,302,320)	-16.0%
	602 - CMG LOW OPTION	996,522	-	-	-	-	N/A
	603 - OAP IN	14,123,068	-	-	-	-	N/A
	604 - OAP MEDICAL	28,226,599	44,117,011	34,067,853	35,848,681	8,268,330	18.7%
	605 - OAP LOW OPTION	1,883,669	-	-	-	-	N/A
	606 - CHOICE FUND H.S.A.	8,249,844	12,239,116	14,247,624	15,520,423	(3,281,307)	-26.8%
	619 - ONSITE PHARMACY CLINIC	-	591,138	366,142	270,392	320,746	54.3%
	620 - BENEFITS ELIMINATIONS	-	(429,138)	(321,852)	(99,000)	(330,138)	76.9%
	632 - CIGNA FOR SENIORS	633,086	662,544	669,810	638,520	24,024	3.6%
	TOTAL USES	$ 95,512,290	$102,939,980	$101,121,689	$105,240,645	$ (2,300,665)	-2.2%

Activity Narrative: In FY 2014, enrollment is expected to remain close to FY 2013 Forecast. However, revenue and expenditures are expected to increase due to the increase in premium rates and to meet Patient Protection and Affordable Care Act (PPACA) requirements.

Employee Metabolic Syndrome Activity

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

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of employees whose biometric screening results are favorable on the metabolic syndrome program post screening	N/A	48.0%	48.0%	N/A	N/A	N/A
Result	Percentage of employees whose biometric screening results are favorable on the metabolic syndrome program pre-screening	N/A	1.0%	1.0%	N/A	N/A	N/A
Output	Number of employees who completed the metabolic syndrome program	N/A	50	50	N/A	N/A	N/A
Output	Number of employees who participated in the metabolic syndrome program	N/A	200	200	N/A	N/A	N/A
Demand	Number of employees eligible to participate in the metabolic syndrome program	N/A	6,959	6,959	N/A	N/A	N/A
Efficiency	Total activity expenditure per metabolic syndrome program participant	N/A	$ 269.99	$ 9.12	N/A	N/A	N/A
Expenditure							
	615 - WELLNESS	$ -	$ 53,997	$ 1,824	$ 65,298	$ (11,301)	-20.9%
	TOTAL USES	$ -	$ 53,997	$ 1,824	$ 65,298	$ (11,301)	-20.9%

Activity Narrative: This program will be discontinued in FY 2014 through Cigna. The Department will look to find more effective ways to improve metabolic syndrome screening results. Expenditures in FY 2013 Forecast reflect a staff vacancy that will be filled in FY 2014. These measures will be updated during the FY 2015 Strategic Business Plan update.

Employee Pharmacy Benefits Activity

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

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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.	85.0%	91.0%	91.0%	85.0%	(6.0%)	-6.6%
Result	Percentage of pharmacy claims expense to premium revenue (loss ratio).	117.5%	101.2%	108.5%	100.0%	(1.2%)	-1.2%
Result	Percentage of employees receiving pharmacy insurance coverage who are satisfied according to the benefits customer satisfaction survey.	N/A	87.0%	87.0%	88.0%	1.0%	1.1%
Output	Average number of subscribers (covered employees and retirees) receiving pharmacy insurance coverage.	N/A	9,875	9,814	9,867	(8)	-0.1%
Output	Average number of members receiving pharmacy insurance coverage.	23,595	22,558	22,541	22,539	(19)	-0.1%
Demand	Average number of subscribers (covered employees and retirees) enrolled for pharmacy insurance coverage.	N/A	9,875	9,814	9,867	(8)	-0.1%
Demand	Average number of members enrolled in pharmacy insurance coverage.	23,595	22,558	22,541	22,539	(19)	-0.1%
Efficiency	Expenditure per subscriber (covered employees and retirees) receiving pharmacy insurance coverage.	N/A	$ 106.20	$ 120.66	$ 136.44	$ (30.24)	-28.5%
Efficiency	Expenditure per member receiving pharmacy insurance coverage.	$ 52.40	$ 46.49	$ 52.53	$ 59.73	$ (13.24)	-28.5%
Revenue							
	608 - COINSURANCE PHARMACY	$ 10,863,399	$ 12,584,880	$ 12,404,897	$ 8,010,147	$ (4,574,733)	-36.4%
	609 - CONSUMER CHOICE	1,767,883	-	-	-	-	N/A
	619 - ONSITE PHARMACY CLINIC	-	640,862	1,355,412	1,465,608	824,746	128.7%
	620 - BENEFITS ELIMINATIONS	-	(640,862)	(1,114,798)	(1,146,000)	(505,138)	78.8%
	TOTAL SOURCES	$ 12,631,282	$ 12,584,880	$ 12,645,511	$ 8,329,755	$ (4,255,125)	-33.8%
Expenditure							
	608 - COINSURANCE PHARMACY	$ 13,009,501	$ 12,584,880	$ 13,877,639	$ 15,835,192	$ (3,250,312)	-25.8%
	609 - CONSUMER CHOICE	1,826,203	-	-	-	-	N/A
	619 - ONSITE PHARMACY CLINIC	-	640,862	1,446,943	1,465,608	(824,746)	-128.7%
	620 - BENEFITS ELIMINATIONS	-	(640,862)	(1,114,798)	(1,146,000)	505,138	-78.8%
	TOTAL USES	$ 14,835,704	$ 12,584,880	$ 14,209,784	$ 16,154,800	$ (3,569,920)	-28.4%

Activity Narrative: In FY 2014, enrollment is expected to remain close to FY 2013. Pharmaceutical costs are expected to increase, which is partially attributable to the new Patient Protection and Affordable Care Act (PPACA) requirements. These cost increases will drive increases in Pharmacy expenditure and revenue collected.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	0.0%	0.0%	85.2%	85.2%	N/A
Result	Percentage of employees enrolled in medical insurance coverage who receive the medical insurance premium incentive reduction for completion of both biometric screening and the health assessment	N/A	33.5%	33.5%	33.5%	(0.0%)	-0.1%
Result	Percentage of employees and dependents who successfully complete all preventive care required by the Passport to Wellness program	N/A	0.0%	0.0%	0.5%	0.4%	936.5%
Result	Percentage of employees and dependents enrolled in medical insurance coverage who identify a preventable health condition	N/A	0.0%	0.0%	0.0%	0.0%	N/A
Output	Number of employees who participate in biometric screenings	N/A	9,000	9,000	9,500	500	5.6%
Output	Number of influenza vaccinations administered	N/A	4,060	4,060	4,200	140	3.4%
Demand	Number of biometric screenings requested	N/A	9,000	9,000	9,500	500	5.6%
Demand	Number of influenza vaccinations requested	N/A	4,060	4,060	4,200	140	3.4%
Efficiency	Total activity expenditure per biometric screening conducted	N/A	$ 379.62	$ 102.71	$ 80.56	$ 299.06	78.8%
Expenditure							
	615 - WELLNESS	$ -	$ 3,416,548	$ 924,427	$ 765,276	$ 2,651,272	77.6%
	TOTAL USES	$ -	$ 3,416,548	$ 924,427	$ 765,276	$ 2,651,272	77.6%

Activity Narrative: Expenditures in this activity were right-sized to more appropriately reflect current initiatives. The largest expenditure is for biometric screenings at $46.50 per screening, with the increase in the biometric screening premium reduction incentive from $10 to $20 per month. Additional participation is expected for FY 2014.

Base Adjustments:

Wellness Fund (615)

- Decrease expenditures by $495,116 due to a reduction in Wellness programs.

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 Maricopa County employees and their families so they can live and work well.

Mandates: Administrative mandate.

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percentage of employees receiving counseling services who felt the services helped them to resolve or cope with their issues.	49.9%	62.0%	62.0%	50.1%	(12.0%)	-19.3%
Number of active employees who received short-term counseling and referral services.	13,160	12,354	9,759	12,675	321	2.6%
Number of active employees requesting short-term counseling and referral services.	12,972	12,354	9,759	12,675	321	2.6%
Expenditure per employee receiving short-term counseling and referral services	$ 1.32	$ 1.36	$ 1.83	$ 2.43	$ (1.07)	-78.7%
628 - EMPLOYEE ASSISTANCE	$ 205,470	$ 201,617	$ 214,224	$ 369,603	$ 167,986	83.3%
TOTAL SOURCES	$ 205,470	$ 201,617	$ 214,224	$ 369,603	$ 167,986	83.3%
628 - EMPLOYEE ASSISTANCE	$ 205,645	$ 201,617	$ 214,224	$ 369,603	$ (167,986)	-83.3%
TOTAL USES	$ 205,645	$ 201,617	$ 214,224	$ 369,603	$ (167,986)	-83.3%

Activity Narrative: Demand and output are expected to increase as this is a service that is provided to all employees and family members, which are now included in the measures. Revenue and expenditures are increasing in FY 2014 due to contract rate and volume increases.

Employee Short-Term Disability Activity

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

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of short-term disability claims expense to premium revenue (loss ratio).	95.8%	111.7%	98.7%	100.0%	(11.7%)	-10.5%
Result	Percentage of employees who rate their short-term disability insurance as affordable according to the annual benefit satisfaction survey.	74.0%	73.0%	73.0%	74.0%	1.0%	1.4%
Result	Percentage of 60% short-term disability claims expense to premium revenue (loss ratio).	N/A	115.5%	109.3%	100.0%	(15.5%)	-13.4%
Result	Percentage of 50% short-term disability claims expense to premium revenue (loss ratio).	N/A	100.0%	65.1%	100.0%	0.0%	0.0%
Result	Percentage of 40% short-term disability claims expense to premium revenue (loss ratio).	N/A	10.1%	70.7%	100.0%	89.9%	890.3%
Output	Average number of employees receiving short-term disability insurance.	8,045	8,003	8,329	8,339	336	4.2%
Output	Average number of employees receiving 60% short-term disability insurance.	N/A	5,202	5,383	5,381	179	3.4%
Output	Average number of employees receiving 50% short-term disability insurance.	N/A	1,702	1,785	1,787	85	5.0%
Output	Average number of employees receiving 40% short-term disability insurance.	N/A	1,099	1,158	1,171	72	6.6%
Demand	Average number of employees enrolled in short-term disability insurance.	8,045	8,003	8,329	8,339	336	4.2%
Demand	Average number of employees enrolled in 60% short-term disability insurance.	N/A	5,202	5,387	5,381	179	3.4%
Demand	Average number of employees enrolled in 50% short-term disability insurance.	N/A	1,702	1,785	1,787	85	5.0%
Demand	Average number of employees enrolled in 40% short-term disability insurance.	N/A	1,099	1,158	1,171	72	6.6%
Efficiency	Expenditure per employee who received short-term disability insurance coverage.	$ 17.08	$ 21.58	$ 20.84	$ 80.49	$ (58.91)	-273.0%
Revenue							
	611 - 60 PERCENT STD	$ 1,396,408	$ 1,408,140	$ 1,408,140	$ 1,408,140	$ -	0.0%
	612 - 50 PERCENT STD	306,500	304,556	304,556	304,556	-	0.0%
	613 - 40 PERCENT STD	142,684	142,180	142,180	142,180	-	0.0%
	TOTAL SOURCES	$ 1,845,592	$ 1,854,876	$ 1,854,876	$ 1,854,876	$ -	0.0%
Expenditure							
	611 - 60 PERCENT STD	$ 1,281,372	$ 1,625,925	$ 1,731,402	$ 7,608,140	$ (5,982,215)	-367.9%
	612 - 50 PERCENT STD	302,616	304,556	224,266	304,556	-	0.0%
	613 - 40 PERCENT STD	64,942	142,180	127,178	142,180	-	0.0%
	TOTAL USES	$ 1,648,930	$ 2,072,661	$ 2,082,846	$ 8,054,876	$ (5,982,215)	-288.6%

Activity Narrative: In FY 2014, expenditures are expected to increase due to a one-time premium rebate of $6,200,000. Minimal change in enrollment is expected in FY 2014; however the waiting period to receive benefits will be reduced from three weeks to two weeks, to be consistent with other benchmark employers.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of employees who successfully completed the tobacco smoking cessation program	N/A	N/A	50.0%	20.0%	N/A	N/A
Output	Number of employees that completed the tobacco smoking cessation program	N/A	-	1	2	2	N/A
Output	Number of employees who participate in the tobacco smoking cessation program	N/A	-	10	10	10	N/A
Demand	Number of employees who enroll in the tobacco smoking cessation program	N/A	-	10	10	10	N/A
Efficiency	Total activity expenditure per tobacco smoking cessation program participant	N/A	N/A	$ 2,882.40	$ 22,810.00	N/A	N/A
Expenditure							
	615 - WELLNESS	$ -	$ 23,997	$ 28,824	$ 228,100	$ (204,103)	-850.5%
	TOTAL USES	$ -	$ 23,997	$ 28,824	$ 228,100	$ (204,103)	-850.5%

Activity Narrative: In FY 2012 Open Enrollment, employees were required to participate in the test to validate participation in the non-tobacco use incentive. In FY 2014, an expenditure of $200,000 has been budgeted to purchase saliva test kits to detect tobacco use for FY 2015 Open Enrollment as a large number of employees will need to be re-tested.

Employee Vision Insurance Activity

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

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of employees receiving vision insurance coverage who rated their insurance coverage as affordable.	84.7%	89.2%	89.2%	80.0%	(9.3%)	-10.4%
Result	Percentage of vision claims expenses to premium revenue (loss ratio).	104.6%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percentage of employees receiving vision insurance coverage who are satisfied according to the benefits customer satisfaction survey.	N/A	84.0%	84.0%	87.0%	3.0%	3.5%
Output	Average number of subscribers (employees plus retirees) receiving vision insurance coverage.	N/A	11,432	10,942	10,990	(442)	-3.9%
Output	Average number of members enrolled in vision insurance coverage.	25,852	25,535	25,926	25,927	392	1.5%
Demand	Average number of subscribers (employees Plus retirees) enrolled for vision insurance coverage.	N/A	11,432	10,942	10,990	(442)	-3.9%
Demand	Average number of members enrolled for vision insurance coverage.	25,770	25,535	25,535	25,927	392	1.5%
Efficiency	Expenditure per member who received vision insurance coverage.	$ 4.88	$ 5.02	$ 5.00	$ 5.33	$ (0.31)	-6.3%
Revenue							
	623 - VISION	$ 1,431,986	$ 1,537,504	$ 1,491,452	$ 1,658,880	$ 121,376	7.9%
	624 - STAND ALONE VISION	1	-	-	-	-	N/A
	TOTAL SOURCES	$ 1,431,987	$ 1,537,504	$ 1,491,452	$ 1,658,880	$ 121,376	7.9%
Expenditure							
	623 - VISION	$ 1,513,432	$ 1,537,504	$ 1,554,939	$ 1,658,880	$ (121,376)	-7.9%
	624 - STAND ALONE VISION	(1)	-	-	-	-	N/A
	TOTAL USES	$ 1,513,431	$ 1,537,504	$ 1,554,939	$ 1,658,880	$ (121,376)	-7.9%

Activity Narrative: In FY 2014, enrollment is expected to remain close to FY 2013 Forecast. However, revenues and expenditures are expected to increase due to the increase in premium rates.

Economic Development Program

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

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percentage of local businesses assisted with competing for government contracts that reported adding jobs	N/A	N/A	0.0%	0.0%	N/A	N/A
Actual resort room nights as a percentage of the goal	N/A	N/A	0.0%	0.0%	N/A	N/A
Percentage of jobs created that are high-wage jobs	N/A	43.8%	43.8%	43.8%	0.0%	0.0%

Activities that comprise this program include:

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

Business and Non Profit Assistance Activity

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

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of local businesses assisted with competing for government contracts that reported adding jobs	N/A	N/A	0.0%	0.0%	N/A	N/A
Output	Number of community and faith-based organizations receiving individual technical assistance.	N/A	24	12	12	(12)	-50.0%
Output	Number of local businesses assisted with competing for government contracts.	N/A	-	125	175	175	N/A
Output	Number of local businesses using web page assistance services.	N/A	-	-	5	5	N/A
Output	Number of local businesses and community and faith-based organizations assisted.	N/A	-	137	187	187	N/A
Demand	Number of community and faith-based organizations requiring individual technical assistance.	N/A	24	12	12	(12)	-50.0%
Demand	Number of local businesses requiring assistance with bidding on government contracts.	N/A	-	125	175	175	N/A
Demand	Number of local businesses seeking web page assistance services.	N/A	-	-	5	5	N/A
Efficiency	Expenditures per local business or community and faith-based organization assisted.	N/A	N/A	$ 1,430.66	$ 813.60	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ 196,000	$ 196,000	$ 152,143	$ 43,857	22.4%
	TOTAL USES	$ -	$ 196,000	$ 196,000	$ 152,143	$ 43,857	22.4%

Activity Narrative: The Business and Non Profit Assistance Activity will continue to provide assistance to small businesses. However, these measures are no longer applicable in FY 2014 and will be reviewed during the FY 2015 Strategic Business Plan update.

Base Adjustments:
General Fund (100)

- Decrease expenditures by $43,857 based on Chairman's Office request.

Regional Industry Promotion and Development Activity

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

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of jobs created that are high-wage jobs	N/A	43.8%	43.8%	43.8%	0.0%	0.0%
Output	Number of jobs created	N/A	3,200	3,200	3,200	-	0.0%
Output	Number of qualified prospects relocating to Maricopa County	N/A	-	-	5	5	N/A
Demand	Number of qualified prospects	N/A	200	200	200	-	0.0%
Efficiency	Total activity expenditures per job created	N/A	$ 529.62	$ 288.99	$ 425.11	$ 104.50	19.7%
Expenditure							
	100 - GENERAL	$ -	$ 1,694,776	$ 924,776	$ 1,360,367	$ 334,409	19.7%
	TOTAL USES	$ -	$ 1,694,776	$ 924,776	$ 1,360,367	$ 334,409	19.7%

Activity Narrative: In FY 2013, funds were budgeted for an economic development grant to Silicon Valley Bank. To date, this company has met performance requirements for the first $250,000 payment from the grant. It is not known when the remaining performance requirements will be met. Consequently, the remaining $750,000 is carry-forward to FY 2014.

Base Adjustments:
General Fund (100) Operating

- Decrease expenditures by $74,409 based on Chairman's Office request.

General Fund (100) Non Recurring Non Project

- Carry-forward of $750,000 for Silicon Valley Bank economic development grant.

Regional Visitor and Tourism Activity

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

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Result	Actual resort room nights as a percentage of the goal	N/A	N/A	117.5%	N/A	N/A	N/A
Output	Member Leads/Distributions	N/A	-	200,000	-	-	N/A
Demand	Visitor guide requests	N/A	8,000	8,000	11,000	3,000	37.5%
Efficiency	Total activity expenditure per member leads/distribution	N/A	N/A	$ 1.36	N/A	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ 272,500	$ 272,500	$ 242,450	$ 30,050	11.0%
	TOTAL USES	$ -	$ 272,500	$ 272,500	$ 242,450	$ 30,050	11.0%

Activity Narrative: The Regional Visitor and Tourism Activity will continue to contribute to the economic vitality of Maricopa County. However, these measures are no longer applicable in FY 2014 and will be reviewed during the FY 2015 Strategic Business Plan update.

Base Adjustments:
General Fund (100)

- Decrease expenditures by $30,050 based on Chairman's Office request.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
% of Planning Council members indicating satisfaction w/ staff administrative duties.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of clients tested with a Viral load below level of detection.	21.2%	33.5%	31.6%	30.0%	-3.5%	-10.4%
Percent of eligible clients with referral to non-medical support services who receive medical services or non-medical support services.	N/A	45.5%	62.3%	50.0%	4.5%	10.0%

Activities that comprise this program include:

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

Core Medical Services Activity

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

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of clients tested with a Viral load below level of detection	21.2%	33.5%	31.6%	30.0%	(3.5%)	-10.4%
Output	Number of core medical units of service received	268,426	234,000	306,638	305,556	71,556	30.6%
Output	Average number of eligible clients receiving core medical services	2,404	1,600	2,576	2,500	900	56.3%
Demand	Number of core medical units of service units requested	268,413	234,000	306,638	305,556	71,556	30.6%
Demand	Average number of eligible clients requesting core medical services	3,181	2,800	3,000	3,000	200	7.1%
Efficiency	Expenditure per unit of core medical services received	$ 19.08	$ 25.34	$ 17.83	$ 20.32	$ 5.02	19.8%
Efficiency	Expenditure per eligible client receiving core medical services.	N/A	$ 926.34	$ 530.50	$ 206.94	$ 719.40	77.7%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 4,791,098	$ 5,912,135	$ 5,466,299	$ 6,208,293	$ 296,158	5.0%
	TOTAL SOURCES	$ 4,791,098	$ 5,912,135	$ 5,466,299	$ 6,208,293	$ 296,158	5.0%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 5,121,709	$ 5,928,578	$ 5,466,299	$ 6,208,293	$ (279,715)	-4.7%
	TOTAL USES	$ 5,121,709	$ 5,928,578	$ 5,466,299	$ 6,208,293	$ (279,715)	-4.7%

Activity Narrative: Demand and output are expected to increase due to the State of Arizona excluding childless adults from the Arizona Health Care Cost and Containment System (AHCCCS), which has resulted in the loss of AHCCCS coverage for many participants who will now rely on Ryan White HIV AIDS Part A Program (RWPA) for primary medical services. An anticipated increase in grant award is expected in FY 2014. It is anticipated that the demands and funding for this Activity will be affected significantly by the Affordable Care Act and the related expansion of Medicaid.

Base Adjustments:

Public Health Grant Fund (532)

- Decrease Other Benefits and Internal Service Charges by $965 for the impact of the changes in Risk Management charges.
- Increase Other Services by $965 to reprogram savings from changes in Risk Management charges.

Non-Medical Support Services Activity

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

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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.	N/A	45.5%	62.3%	50.0%	4.5%	10.0%
Output	Number of non-medical support units of service received.	50,697	39,084	42,348	46,644	7,560	19.3%
Output	Average number of eligible clients with referral to non-medical support services.	N/A	110	30	10	(100)	-90.9%
Output	Average number of eligible clients receiving non-medical support services.	N/A	783	1,123	1,059	276	35.2%
Demand	Number of non-medical support units requested.	50,697	39,084	42,348	46,644	7,560	19.3%
Demand	Average number of eligible clients requesting non-medical support services.	N/A	783	1,090	1,059	276	35.2%
Efficiency	Expenditure per non-medical support unit of service received.	$ 24.59	$ 28.44	$ 28.21	$ 22.32	$ 6.12	21.5%
Efficiency	Expenditure per eligible client receiving non-medical support services.	N/A	$ 1,419.41	$ 1,160.42	$ 983.06	$ 436.35	30.7%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 1,099,223	$ 1,111,400	$ 1,194,844	$ 1,041,058	$ (70,342)	-6.3%
	TOTAL SOURCES	$ 1,099,223	$ 1,111,400	$ 1,194,844	$ 1,041,058	$ (70,342)	-6.3%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 1,246,445	$ 1,111,400	$ 1,194,844	$ 1,041,058	$ 70,342	6.3%
	TOTAL USES	$ 1,246,445	$ 1,111,400	$ 1,194,844	$ 1,041,058	$ 70,342	6.3%

Ryan White Planning Council Support Activity

The purpose of the Ryan White Planning Council Support Activity is to provide facilitated meetings to the members of the Ryan White Planning Council so they can meet their legislatively mandated roles and responsibilities.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of Planning Council members indicating satisfaction w/ staff administrative duties	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	# of meetings facilitated	53	60	46	54	(6)	-10.0%
Demand	# of meetings scheduled	81	95	81	65	(30)	-31.6%
Efficiency	cost per meeting held	N/A	N/A	N/A	$ 2,883.09	N/A	N/A
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ -	$ -	$ -	$ 155,687	$ 155,687	N/A
	TOTAL SOURCES	$ -	$ -	$ -	$ 155,687	$ 155,687	N/A
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ -	$ -	$ -	$ 155,687	$ (155,687)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 155,687	$ (155,687)	N/A

Activity Narrative: In FY 2014, the funds for the Ryan White Planning Council Support Activity will be reallocated from the Public Health Department.

Base Adjustments:

Public Health Grant Fund (532)

- Increase revenues and expenditures by $155,687 as a result of reallocating Ryan White Planning Council support from Public Health to Business Strategies and Health Care Programs.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 228,045,053**	**$ 7,000**
FY 2013 Revised Budget		**$ 228,045,053**	**$ 7,000**
Adjustments:			
Restatements		**$ (226,604,071)**	**$ (7,000)**
Non Departmental from Business Strategies		*(226,314,618)*	*(7,000)*
Business Strategies to OMB		*(89,233)*	*-*
Business Strategies to DCM		*(200,220)*	*-*
FY 2014 Budget Target		**$ 1,440,982**	**$ -**
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 1,178**	**$ -**
Retirement Contributions		*1,178*	*-*
Base Adjustments		**$ (43,229)**	**$ -**
Other Base Adjustments		*(43,229)*	*-*
Decrease in Supplies and Services	*$ (43,229)*		
FY 2014 Recommended Budget		**$ 1,398,931**	**$ -**
Percent Change from Target Amount		*-2.9%*	
Adjustments:			
Budget Balancing		**$ (290,011)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(290,011)*	*-*
Personnel Savings Adjustment for Chairman's Budget	*$ (4,192)*		
Economic Development Adjustment for Chairman's Budget	*(285,819)*		
FY 2014 Tentative Budget		**$ 1,108,920**	**$ -**
Percent Change from Target Amount		*-23.0%*	
Adjustments:			
Base Adjustments		**$ 137,628**	**$ -**
Other Base Adjustments		*137,503*	*-*
Restore Economic Development Adjustment	*$ 137,503*		
Internal Service Charges		*125*	*-*
FY 2014 Adopted Budget		**$ 1,246,548**	**$ -**
Percent Change from Target Amount		*-13.5%*	
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 1,000,000**	**$ -**
FY 2013 Revised Budget		**$ 1,000,000**	**$ -**
Adjustments:			
Non Recurring		**$ (1,000,000)**	**$ -**
Non Recurring Carry Forward		*(1,000,000)*	*-*
FY 2014 Budget Target		**$ -**	**$ -**
Non Recurring		**$ 750,000**	**$ -**
Non Recurring Carry Forward		*750,000*	*-*
FY 2014 Adopted Budget		**$ 750,000**	**$ -**
Percent Change from Target Amount			

Public Health Grant Fund (532)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 7,023,535**	**$ 7,023,535**
FY 2013 Revised Budget		**$ 7,023,535**	**$ 7,023,535**
FY 2014 Budget Target		**$ 7,023,535**	**$ 7,023,535**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 2,274**	**$ -**
Retirement Contributions		*2,274*	*-*
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 223,542**	**$ 225,816**
Grant Reconciliation		*223,542*	*225,816*
Reallocations		**$ 155,687**	**$ 155,687**
Reallocation Between Depts		*155,687*	*155,687*
Reallocate Ryan White Planning Council Support from Public Health	*$ 155,687*		
FY 2014 Tentative Budget		**$ 7,405,038**	**$ 7,405,038**
Percent Change from Target Amount		*5.4%*	*5.4%*
Adjustments:			
Base Adjustments		**$ -**	**$ -**
Other Base Adjustments		*965*	*-*
Internal Service Charges		*(965)*	*-*
FY 2014 Adopted Budget		**$ 7,405,038**	**$ 7,405,038**
Percent Change from Target Amount		*5.4%*	*5.4%*

Wellness Fund (615)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 1,589,616**	**$ 1,589,616**
FY 2013 Revised Budget		**$ 1,589,616**	**$ 1,589,616**
FY 2014 Budget Target		**$ 1,589,616**	**$ 1,589,616**
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 1,408**	**$ -**
Retirement Contributions		*1,408*	*-*
Base Adjustments		**$ (485,408)**	**$ (226,826)**
Other Base Adjustments		*(488,908)*	*-*
Reduction in programs provided	*$ (495,116)*		
Net change in Supplies and Services	*6,208*		
Internal Service Charges		*3,500*	*(226,826)*
Reallocations		**$ 257,174**	**$ -**
Reallocation Between Funds		*257,174*	*-*
FY 2014 Adopted Budget		**$ 1,362,790**	**$ 1,362,790**
Percent Change from Target Amount		*-14.3%*	*-14.3%*

Wellness Fund (615) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ 2,349,445**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ 1,754**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*1,754*	-
FY 2013 Revised Budget			**$ 2,351,199**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ (1,754)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*(1,754)*	-
Non Recurring			**$ (2,349,445)**	**$ -**
Other Non-Recurring			*(2,349,445)*	-
FY 2014 Budget Target			**$ -**	**$ -**
Non Recurring			**$ 542,500**	**$ -**
Other Non-Recurring			*542,500*	-
Wellness programs, upgrades of exercise room and equipment		*$ 542,500*		
FY 2014 Adopted Budget			**$ 542,500**	**$ -**
Percent Change from Target Amount				

Benefit Administration Fund (618)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 2,175,472**	**$ 2,175,472**
FY 2013 Revised Budget			**$ 2,175,472**	**$ 2,175,472**
FY 2014 Budget Target			**$ 2,175,472**	**$ 2,175,472**
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 3,688**	**$ -**
Retirement Contributions			*3,688*	-
Base Adjustments			**$ 253,486**	**$ -**
Other Base Adjustments			*123,136*	-
Change in allocation of administrative services		*$ 21,072*		
Allocation of Benefits Customer Assistance		*45,221*		
net change in Supplies and Services		*1,343*		
Increase in benefits consulting, claims auditing and benefits enrollment counselors		*55,500*		
Internal Service Charges			*101,780*	-
Personnel Savings			*28,570*	-
Fees and Other Revenues			**$ -**	**$ 739,700**
ProgRevenue Volume Inc/Dec			*-*	*739,700*
Reallocations			**$ 482,526**	**$ -**
Reallocation Between Funds			*482,526*	-
Reallocate ADP payment from the General Fund in Non-Departmental		*$ 739,700*		
Reallocate Ergonomics to Fund 615-Wellness		*(257,174)*		
FY 2014 Tentative Budget			**$ 2,915,172**	**$ 2,915,172**
Percent Change from Target Amount			*34.0%*	*34.0%*
Adjustments:				
Other Base Adjustments			*(2,632)*	-
Internal Service Charges			*2,632*	-
FY 2014 Adopted Budget			**$ 2,915,172**	**$ 2,915,172**
Percent Change from Target Amount			*34.0%*	*34.0%*

Benefit Administration Fund (618) (continued)

NON RECURRING NON PROJECT					
FY 2013 Adopted Budget			**$ 121,825**	**$**	**-**
Adjustments:	Agenda Item:				
Employee Compensation and Benefits					
Employee Salary Adjustments			**$ 29,074**	**$**	**-**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*29,074*		-
FY 2013 Revised Budget			**$ 150,899**	**$**	**-**
Adjustments:	Agenda Item:				
Employee Compensation and Benefits					
Employee Salary Adjustments			**$ (29,074)**	**$**	**-**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*(29,074)*		-
Non Recurring			**$ (121,825)**	**$**	**-**
Other Non-Recurring			*(121,825)*		-
FY 2014 Budget Target			**$ -**	**$**	**-**
Adjustments:					
Non Recurring			**$ 100,000**	**$**	**-**
Other Non-Recurring			*100,000*		-
Implementation of Data Warehouse system		*$ 100,000*			
FY 2014 Adopted Budget			**$ 100,000**	**$**	**-**
Percent Change from Target Amount					

Benefits Trust Fund (685)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 142,343,719**	**$ 141,063,934**
Adjustments:	Agenda Item:			
Supplemental Funding				
Mid Year Adjustments			**$ (1,070,000)**	**$ (1,070,000)**
Establish Fund 620 - Benefits Eliminations	*C-39-13-027-2-00*		*(1,070,000)*	*(1,070,000)*
FY 2013 Revised Budget			**$ 141,273,719**	**$ 139,993,934**
Adjustments:	Agenda Item:			
Supplemental Funding				
Mid Year Adjustments			**$ 1,070,000**	**$ 1,070,000**
Establish Fund 620 - Benefits Eliminations	*C-39-13-027-2-00*		*1,070,000*	*1,070,000*
FY 2014 Budget Target			**$ 142,343,719**	**$ 141,063,934**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 5,096**	**$ -**
Retirement Contributions			*5,096*	*-*
Base Adjustments			**$ (231,922)**	**$ (226,826)**
Other Base Adjustments			*(365,772)*	*-*
Change in allocation of administrative services in Fund 618 - Benefits Administration		*$ 21,072*		
Allocation of Benefits Customer Assistance in Fund 618 - Benefits Administration		*45,221*		
Net change in Supplies and Services		*7,551*		
Reduction in programs provided in Fund 615 - Wellness		*(495,116)*		
Increase in benefits consulting, claims auditing and benefits enrollment counselors in Fund 618 - Benefits Administration		*55,500*		
Internal Service Charges			*105,280*	*(226,826)*
Personnel Savings			*28,570*	*-*
Fees and Other Revenues			**$ 7,490,686**	**$ 1,685,126**
ProgRevenue Volume Inc/Dec			*7,490,686*	*1,685,126*
Reallocations			**$ 739,700**	**$ -**
Reallocation Between Funds			*739,700*	*-*
Reallocate ADP payment from the General Fund in Non-Departmental		*$ 739,700*		
Supplemental Funding				
Mid Year Adjustments			**$ (1,245,000)**	**$ (1,245,000)**
Establish Fund 620 - Benefits Eliminations	*C-39-13-027-2-00*		*(1,245,000)*	*(1,245,000)*
FY 2014 Tentative Budget			**$ 149,102,279**	**$ 141,277,234**
Percent Change from Target Amount			*4.7%*	*0.2%*
Adjustments:				
Base Adjustments			**$ -**	**$ -**
Other Base Adjustments			*(2,632)*	*-*
Internal Service Charges			*2,632*	*-*
FY 2014 Adopted Budget			**$ 149,107,543**	**$ 141,277,234**
Percent Change from Target Amount			*4.8%*	*0.2%*

Note: Fund 685 Operating is out of structural balance in order to reduce the cost to the County's other operating funds. Fund balance will be used to cover the difference. The use of Fund Balance will not take the balance below suggested reserve levels. This approach will be re-examined in FY 2015.

Benefits Trust Fund (685) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ 2,471,270**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments				
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*30,828*	-
FY 2013 Revised Budget			**$ 2,502,098**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments				
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*(30,828)*	-
Non Recurring			**$ (2,471,270)**	**$ -**
Other Non-Recurring			*(2,471,270)*	-
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Employee Compensation and Benefits				
Fees and Other Revenues			**$ 6,200,000**	**$ -**
ProgRevenue Volume Inc/Dec			*6,200,000*	-
Short-term disability premium rebate		*$ 6,200,000*		
Non Recurring			**$ 642,500**	**$ -**
Other Non-Recurring			*642,500*	-
Wellness prgorams, upgrades of exercise room and equipment in Fund 615		*$ 542,500*		
Implementation of Data Warehouse system in Fund 615		*100,000*		
FY 2014 Adopted Budget			**$ 6,842,500**	**$ -**
Percent Change from Target Amount				

Benefits Trust Fund (685) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 41,023,135	$ 49,274,978	$ 49,274,978	$ 43,167,723	$ 43,368,221
Sources:					
Operating	$ 139,310,643	$ 141,063,934	$ 139,993,934	$ 141,504,510	$ 141,277,234
Total Sources:	$ 139,310,815	$ 141,063,934	$ 139,993,934	$ 141,504,510	$ 141,277,234
Uses:					
Operating	$ 136,887,251	$ 142,343,719	$ 141,273,719	$ 141,156,470	$ 149,102,279
Non-Recurring	276,487	2,471,270	2,502,098	147,542	6,842,500
Total Uses:	$ 137,163,738	$ 144,814,989	$ 143,775,817	$ 141,304,012	$ 155,944,779
Structural Balance	$ 2,423,392	$ (1,279,785)	$ (1,279,785)	$ 348,040	$ (7,825,045)
Accounting Adjustments	$ (2,489)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 50,141,546	$ 48,565,117	$ 48,534,289	$ 49,763,155	$ 35,095,610
Unassigned	(6,973,823)	(3,041,194)	(3,041,194)	(6,394,934)	(6,394,934)
Total Ending Spendable Fund Balance	$ 43,167,723	$ 45,523,923	$ 45,493,095	$ 43,368,221	$ 28,700,676

Call Center

Analysis by Ron Forster, Management and Budget Analyst

Summary

Mission

The mission of the Call Center is to provide information with accuracy and courtesy to callers of the Treasurer, Assessor, Recorder, Elections and the Clerk of the Superior Court offices so they can conduct their business with the County confidently and conveniently.

Vision

The vision of the Call Center is to increase efficiency by expanding the information available on the 24-hour automated system.

Strategic Goals

Citizen Satisfaction

By June, 2013, by collaborating with agencies we serve, the Call Center will increase by 50% the printed and electronic distribution of Frequently Asked Questions (FAQs) for regularly scheduled events (e.g.) tax bills, election and notice of value information so that taxpayers and voters will have sufficient information to preclude the need to contact the Call Center.

Final Status: Frequently Asked Questions (FAQ's) for the Assessor Valuations mailing were revised and posted on the internet before the mailing in February 2012. The system has capability for automation and self-service which will assist citizens with being able to get answers to questions without contacting Call Center staff directly.

Individual Empowerment

By June, 2014, the Call Center will increase in-house agency specific training so that agents will be better able to answer the increasingly complex caller questions making the calling experience more customer-friendly.

Status: The new contact center telephone system is set for a major software upgrade in addition to the new system. Software training has been budgeted to take full advantage of the advancements made available via the upgrade. Additionally, the Department continues to work with the agencies they serve to increase knowledge of the Call Center staff.

Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
TELE - CUSTOMER SERVICE TELEPHONE	$ 1,521,648	$ 1,560,224	$ 1,560,224	$ 1,544,284	$ 1,563,971	$ (3,747)	-0.2%
14SC - STAR CENTER	$ 1,521,648	$ 1,560,224	$ 1,560,224	$ 1,544,284	$ 1,563,971	$ (3,747)	-0.2%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 4,512	$ 6,329	$ 6,329	$ 6,325	$ 5,683	$ 646	10.2%
POOL - POOLED COSTS	-	-	-	-	(14,742)	14,742	N/A
99GV - GENERAL GOVERNMENT	$ 4,512	$ 6,329	$ 6,329	$ 6,325	$ (9,059)	$ 15,388	243.1%
TOTAL PROGRAMS	**$ 1,526,160**	**$ 1,566,553**	**$ 1,566,553**	**$ 1,550,609**	**$ 1,554,912**	**$ 11,641**	**0.7%**

Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 945,056	$ 927,487	$ 925,035	$ 902,310	$ 897,656	$ 27,379	3.0%
0705 - TEMPORARY PAY	15,395	52,829	52,829	17,486	40,872	11,957	22.6%
0710 - OVERTIME	182	-	-	871	-	-	N/A
0750 - FRINGE BENEFITS	411,787	415,792	418,244	415,559	419,047	(803)	-0.2%
0790 - OTHER PERSONNEL SERVICES	-	-	-	900	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	-	(35,000)	(35,000)	-	-	(35,000)	-100.0%
SUBTOTAL	$ 1,372,420	$ 1,361,108	$ 1,361,108	$ 1,337,126	$ 1,357,575	$ 3,533	0.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 6,265	$ 4,920	$ 4,920	$ 3,967	$ 47,916	$ (42,996)	-873.9%
SUBTOTAL	$ 6,265	$ 4,920	$ 4,920	$ 3,967	$ 47,916	$ (42,996)	-873.9%
SERVICES							
0812 - OTHER SERVICES	$ 45,279	$ 58,891	$ 58,891	$ 69,000	$ 64,535	$ (5,644)	-9.6%
0820 - RENT & OPERATING LEASES	1,312	1,980	1,980	1,153	1,980	-	0.0%
0825 - REPAIRS AND MAINTENANCE	98	2,556	2,556	2,556	4,206	(1,650)	-64.6%
0839 - INTERNAL SERVICE CHARGES	100,704	183,303	183,303	133,007	112,913	70,390	38.4%
0842 - EDUCATION AND TRAINING	3	3,695	3,695	3,695	15,687	(11,992)	-324.5%
0843 - POSTAGE/FREIGHT/SHIPPING	79	100	100	105	100	-	0.0%
0872 - SERVICES-ALLOCATION OUT	-	(50,000)	(50,000)	-	(50,000)	-	0.0%
SUBTOTAL	$ 147,475	$ 200,525	$ 200,525	$ 209,516	$ 149,421	$ 51,104	25.5%
ALL EXPENDITURES	$ 1,526,160	$ 1,566,553	$ 1,566,553	$ 1,550,609	$ 1,554,912	$ 11,641	0.7%
TOTAL USES	$ 1,526,160	$ 1,566,553	$ 1,566,553	$ 1,550,609	$ 1,554,912	$ 11,641	0.7%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL OPERATING	$ 1,526,160	$ 1,566,553	$ 1,566,553	$ 1,550,609	$ 1,554,912	$ 11,641	0.7%
FUND TOTAL USES	$ 1,526,160	$ 1,566,553	$ 1,566,553	$ 1,550,609	$ 1,554,912	$ 11,641	0.7%
DEPARTMENT OPERATING TOTAL USES	$ 1,526,160	$ 1,566,553	$ 1,566,553	$ 1,550,609	$ 1,554,912	$ 11,641	0.7%
DEPARTMENT TOTAL USES	$ 1,526,160	$ 1,566,553	$ 1,566,553	$ 1,550,609	$ 1,554,912	$ 11,641	0.7%

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
STAR CENTER							
CUSTOMER SERVICE TELEPHONE	27.00	27.00	27.00	27.00	27.00	-	0.0%
PROGRAM TOTAL	27.00	27.00	27.00	27.00	27.00	-	0.0%
DEPARTMENT TOTAL	27.00	27.00	27.00	27.00	27.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Administrative Supervisor	2.00	2.00	-	-	-	-	N/A
Call Center Supervisor	-	-	2.00	2.00	2.00	-	0.0%
Call Ctr Representative	22.00	22.00	18.00	18.00	18.00	-	0.0%
Call Ctr Representative - Lead	-	-	4.00	4.00	4.00	-	0.0%
Director - STAR Call Center	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	-	-	-	-	-	-	N/A
Management Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems/Network Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**27.00**	**27.00**	**27.00**	**27.00**	**27.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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:

- Increase Regular Benefits by $3,747 for the impact of the changes in retirement contribution rates.
- Increase Personnel Savings by $14,742 based on the Chairman's Office request.

Services:

- Decrease Other Benefits and Internal Services Charges by $646 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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Percent of calls answered within 30 seconds	43.4%	54.8%	50.0%	54.8%	0.0%	0.0%

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of calls answered within 30 seconds	43.4%	54.8%	48.2%	54.8%	0.0%	0.0%
Output	Number of calls answered	905,276	1,044,198	1,031,325	1,044,198	-	0.0%
Demand	Number of calls projected to be offered	905,276	1,044,198	1,031,325	1,044,198	-	0.0%
Efficiency	Average cost of a call answered	$ 1.68	$ 1.49	$ 1.50	$ 1.50	$ (0.00)	-0.2%
Expenditure							
	100 - GENERAL	$ 1,521,648	$ 1,560,224	$ 1,544,284	$ 1,563,971	$ (3,747)	-0.2%
	TOTAL USES	$ 1,521,648	$ 1,560,224	$ 1,544,284	$ 1,563,971	$ (3,747)	-0.2%

Activity Narrative: The Department expects to maintain its call volume based on the continuing uncertainty in the real estate market and related property values. Treasurer and Assessor related call volume will likely remain high in FY 2014. Calls for family support have remained steady. Local elections are a significant portion of call volume in this cycle as well.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 1,566,553**	**$ -**
FY 2013 Revised Budget	**$ 1,566,553**	**$ -**
FY 2014 Budget Target	**$ 1,566,553**	**$ -**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 3,747**	**$ -**
Retirement Contributions	*3,747*	-
Budget Balancing	**$ (14,742)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget	*(14,742)*	-
FY 2014 Tentative Budget	**$ 1,555,558**	**$ -**
Percent Change from Target Amount	*-0.7%*	
Adjustments:		
Base Adjustments	**$ (646)**	**$ -**
Internal Service Charges	*(646)*	-
FY 2014 Adopted Budget	**$ 1,554,912**	**$ -**
Percent Change from Target Amount	*-0.7%*	

Clerk of the Board

Analysis by Angie Flick, Management and Budget Supervisor

Summary

Mission

The mission of the Office of the Clerk of the Board is to provide statutory and policy-related services and official record keeping for the Board of Supervisors, other County Agencies, Special Districts, and the general public, so they can make informed decision and conduct business affairs.

Vision

The vision of the Office of the Clerk of the Board is to be recognized as a leader in the field of statutory and policy procedures and record keeping for the Maricopa County Board of Supervisors and their related Boards.

Strategic Goals

Citizen Satisfaction

By June, 2014, provide 100% of instructional materials (speaker request forms and department agenda heading) related to the Board of Supervisors' Formal Board Meetings translated into Spanish.

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

Department Specific

By June, 2012, provide electronic access to Board of Supervisors' agendas and backup documentation for 50% of counsel to the Board within 30 days of their assignment.

Status: Due to changing outside counsel appointments, the Office of the Clerk of the Board has only been able to move forward in providing access to SOLAR to one member of outside counsel. However, the Office of the Clerk of the Board has moved to a web-based system in anticipation of providing access when appropriate to outside counsel.

Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
USES							
RCRD - RECORDS MANAGEMENT	$ 170,421	$ 351,869	$ 359,699	$ 279,630	$ 364,406	$ (4,707)	-1.3%
06IS - INFORMATION SERVICES	$ 170,421	$ 351,869	$ 359,699	$ 279,630	$ 364,406	$ (4,707)	-1.3%
MTNG - MEETING MANAGEMENT	$ 555,875	$ 766,618	$ 770,412	$ 582,113	$ 752,401	$ 18,011	2.3%
06MM - MEETING MANAGEMENT	$ 555,875	$ 766,618	$ 770,412	$ 582,113	$ 752,401	$ 18,011	2.3%
SDIS - SPECIAL DISTRICTS	$ 64,103	$ 65,583	$ 63,164	$ 62,060	$ 61,638	$ 1,526	2.4%
06SD - SPECIAL DISTRICTS	$ 64,103	$ 65,583	$ 63,164	$ 62,060	$ 61,638	$ 1,526	2.4%
BORD - BOARDS AND COMMISSIONS	$ 9,664	$ 9,662	$ 9,662	$ 9,283	$ 9,226	$ 436	4.5%
LICP - LICENSES AND PERMITS	17,237	19,599	17,180	18,467	18,186	(1,006)	-5.9%
06SS - STATUTORY SERVICES	$ 26,901	$ 29,261	$ 26,842	$ 27,750	$ 27,412	$ (570)	-2.1%
FSAC - FINANCIAL SERVICES	$ 31,389	$ 30,968	$ 30,968	$ 31,145	$ 31,162	$ (194)	-0.6%
ODIR - EXECUTIVE MANAGEMENT	159,332	179,257	172,471	146,089	153,004	19,467	11.3%
99AS - ADMINISTRATIVE SERVICES	$ 190,721	$ 210,225	$ 203,439	$ 177,234	$ 184,166	$ 19,273	9.5%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 194,232	$ 79,195	$ 79,195	$ 79,195	$ 56,098	$ 23,097	29.2%
POOL - POOLED COSTS	-	-	-	-	(9,092)	9,092	N/A
99GV - GENERAL GOVERNMENT	$ 194,232	$ 79,195	$ 79,195	$ 79,195	$ 47,006	$ 32,189	40.6%
TOTAL PROGRAMS	**$ 1,202,253**	**$ 1,502,751**	**$ 1,502,751**	**$ 1,207,982**	**$ 1,437,029**	**$ 65,722**	**4.4%**

Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 582,147	$ 597,650	$ 612,392	$ 603,256	$ 595,737	$ 16,655	2.7%
0705 - TEMPORARY PAY	3,869	-	(4,494)	1,961	-	(4,494)	-100.0%
0710 - OVERTIME	217	-	-	47	-	-	N/A
0750 - FRINGE BENEFITS	209,084	220,532	223,972	223,131	227,976	(4,004)	-1.8%
0790 - OTHER PERSONNEL SERVICES	-	-	-	75	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(118,531)	(21,079)	(21,079)	(24,458)	-	(21,079)	-100.0%
0796 - PERSONNEL SERVICES ALLOC-IN	-	21,079	21,079	22,703	-	21,079	100.0%
SUBTOTAL	$ 676,786	$ 818,182	$ 831,870	$ 826,715	$ 823,713	$ 8,157	1.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 20,404	$ 17,360	$ 9,390	$ 5,317	$ 19,800	$ (10,410)	-110.9%
0804 - NON-CAPITAL EQUIPMENT	1,497	5,000	5,000	-	-	5,000	100.0%
SUBTOTAL	$ 21,901	$ 22,360	$ 14,390	$ 5,317	$ 19,800	$ (5,410)	-37.6%
SERVICES							
0810 - LEGAL SERVICES	$ 226	$ 3,436	$ 3,436	$ 1,508	$ 500	$ 2,936	85.4%
0812 - OTHER SERVICES	267,094	371,435	369,191	271,407	352,204	16,987	4.6%
0820 - RENT & OPERATING LEASES	5,321	6,760	6,760	5,614	6,000	760	11.2%
0825 - REPAIRS AND MAINTENANCE	1,204	19,986	16,512	3,000	8,410	8,102	49.1%
0839 - INTERNAL SERVICE CHARGES	200,373	87,509	87,509	83,188	57,102	30,407	34.7%
0841 - TRAVEL	707	4,200	4,200	1,477	-	4,200	100.0%
0842 - EDUCATION AND TRAINING	1,485	25,400	25,400	3,200	10,100	15,300	60.2%
0843 - POSTAGE/FREIGHT/SHIPPING	357	4,000	4,000	1,556	1,000	3,000	75.0%
SUBTOTAL	$ 476,767	$ 522,726	$ 517,008	$ 370,950	$ 435,316	$ 81,692	15.8%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 26,799	$ 129,483	$ 129,483	$ 5,000	$ 148,200	$ (18,717)	-14.5%
0940 - INFRASTRUCTURE	-	10,000	10,000	-	10,000	-	0.0%
SUBTOTAL	$ 26,799	$ 139,483	$ 139,483	$ 5,000	$ 158,200	$ (18,717)	-13.4%
ALL EXPENDITURES	$ 1,202,253	$ 1,502,751	$ 1,502,751	$ 1,207,982	$ 1,437,029	$ 65,722	4.4%
TOTAL USES	$ 1,202,253	$ 1,502,751	$ 1,502,751	$ 1,207,982	$ 1,437,029	$ 65,722	4.4%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 1,166,802	$ 1,094,470	$ 1,094,470	$ 1,061,950	$ 1,173,053	$ (78,583)	-7.2%
NON-RECURRING	35,451	408,281	408,281	146,032	263,976	144,305	35.3%
FUND TOTAL USES	$ 1,202,253	$ 1,502,751	$ 1,502,751	$ 1,207,982	$ 1,437,029	$ 65,722	4.4%
DEPARTMENT OPERATING TOTAL USES	$ 1,166,802	$ 1,094,470	$ 1,094,470	$ 1,061,950	$ 1,173,053	$ (78,583)	-7.2%
DEPARTMENT NON-RECURRING TOTAL USES	$ 35,451	$ 408,281	$ 408,281	$ 146,032	$ 263,976	$ 144,305	35.3%
DEPARTMENT TOTAL USES	$ 1,202,253	$ 1,502,751	$ 1,502,751	$ 1,207,982	$ 1,437,029	$ 65,722	4.4%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	1.25	1.25	1.25	1.25	1.25	-	0.0%
FINANCIAL SERVICES	.50	.50	.50	.50	.50	-	0.0%
PROGRAM TOTAL	1.75	1.75	1.75	1.75	1.75	-	0.0%
INFORMATION SERVICES							
RECORDS MANAGEMENT	4.40	4.40	4.40	4.40	4.40	-	0.0%
PROGRAM TOTAL	4.40	4.40	4.40	4.40	4.40	-	0.0%
MEETING MANAGEMENT							
MEETING MANAGEMENT	4.25	4.50	4.50	4.50	4.50	-	0.0%
PROGRAM TOTAL	4.25	4.50	4.50	4.50	4.50	-	0.0%
SPECIAL DISTRICTS							
SPECIAL DISTRICTS	.85	.85	.85	.85	.85	-	0.0%
PROGRAM TOTAL	.85	.85	.85	.85	.85	-	0.0%
STATUTORY SERVICES							
BOARDS AND COMMISSIONS	.25	.15	.15	.15	.15	-	0.0%
LICENSES AND PERMITS	.50	.35	.35	.35	.35	-	0.0%
PROGRAM TOTAL	.75	.50	.50	.50	.50	-	0.0%
DEPARTMENT TOTAL	12.00	12.00	12.00	12.00	12.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin/Operations Specialist	1.00	1.00	-	1.00	-	-	N/A
Administrator	1.00	-	-	-	-	-	N/A
Clerk of Board Supervisor	-	-	2.00	1.00	2.00	-	0.0%
Deputy Director - Clerk of the Board	-	1.00	1.00	1.00	1.00	-	0.0%
Director - Clerk of the Board	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	4.00	4.00	3.00	3.00	3.00	-	0.0%
Office Assistant Specialized	4.00	4.00	4.00	4.00	4.00	-	0.0%
Department Total	**12.00**	**12.00**	**12.00**	**12.00**	**12.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	12.00	12.00	12.00	12.00	12.00	-	0.0%
Department Total	**12.00**	**12.00**	**12.00**	**12.00**	**12.00**	**-**	**0.0%**

General Adjustments

Base Adjustments:

Operating

- Increase Regular Benefits by $2,445 for the impact of changes in retirement contribution rates.
- Increase in expenditures for funding 2 ½ FTEs related to document scanning and to meet the increased demand of public records requests.
- Increase Personnel Savings by $9,092 based on the Chairman's Office request.
- Decrease Other Benefits and Internal Services Charges by $31,017 for the impact of the changes in Risk Management charges.

Non Recurring Non Project (0001)

- Non Recurring carry forward of $263,976 for the SOLAR and Electronic Document Management System projects.

Programs and Activities

Information Services Program

The purpose of the Information Services Program is to provide Board of Supervisors' and Board of Countywide Districts' recorded document management services to Maricopa County Departments and the people of Maricopa County so they can have access to the Board's actions and conduct their respective business.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of responses received from the public and/or departments who expressed an opinion that were satisfied with research	99.8%	100.0%	99.7%	100.0%	0.0%	0.0%
Percent of record and information requests processed within five business days	93.1%	75.0%	90.6%	89.9%	14.9%	19.9%

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of responses received from the public and/or departments who expressed an opinion that were satisfied with research.	99.8%	100.0%	99.7%	100.0%	0.0%	0.0%
Result	Percent of record and information requests processed within five business days.	93.1%	75.0%	90.6%	89.9%	14.9%	19.9%
Output	Number of record and information requests processed.	864	800	1,294	1,064	264	33.0%
Demand	Number of record and information requests received.	873	800	1,294	1,077	277	34.6%
Efficiency	Average cost per record and information research request processed.	$ 197.25	$ 450.75	$ 216.10	$ 342.49	$ 108.27	24.0%
Expenditure							
	100 - GENERAL	$ 170,421	$ 360,603	$ 279,630	$ 364,406	$ (3,803)	-1.1%
	TOTAL USES	$ 170,421	$ 360,603	$ 279,630	$ 364,406	$ (3,803)	-1.1%

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 2014. Additionally, the personnel costs of one more full time equivalent have been allocated to this activity for FY 2014.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Board of Supervisors' and Countywide Districts' meetings held in	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Formal Agenda items that require special handling	30.8%	22.9%	21.4%	25.0%	2.1%	9.3%

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Board of Supervisors' and Countywide Districts' meetings held in compliance with the Open Meeting Laws.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Formal Agenda items that require special handling.	30.8%	22.9%	21.4%	25.0%	2.1%	9.3%
Output	Number of Board of Supervisor and Countywide District Formal Agenda items processed.	2,389	2,100	2,245	2,317	217	10.3%
Output	Number of Board of Supervisors' and Countywide Districts' Formal Agenda items requiring special handling.	735	480	481	600	120	25.0%
Output	Number of Board of Supervisors' and Countywide Districts' meetings held.	186	200	200	160	(40)	-20.0%
Demand	Number of Board of Supervisors' and Countywide Districts' Formal Agenda items requested.	2,389	2,100	2,245	2,317	217	10.3%
Demand	Number of Board of Supervisors' and Countywide Districts' meetings requested.	190	200	200	160	(40)	-20.0%
Efficiency	Expenditure per Formal Agenda item processed.	$ 232.68	$ 366.86	$ 259.29	$ 324.73	$ 42.13	11.5%
Expenditure							
	100 - GENERAL	$ 555,875	$ 770,412	$ 582,113	$ 752,401	$ 18,011	2.3%
	TOTAL USES	$ 555,875	$ 770,412	$ 582,113	$ 752,401	$ 18,011	2.3%

Activity Narrative: The total expenditures for this Activity include Non Recurring Non Project funds for the completion of the SOLAR and electronic documents project. This accounts for the substantial variation in the scenarios. The unspent project funding is carried forward into FY 2014. The number of

meetings requested and held is expected to decrease as County department performance and relationships continue to strengthen.

Special Districts Program

The purpose of the Special Districts Program is to provide consultation and administrative services to citizens and Special Districts so they can conduct special district functions.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of requests for information related to Special Districts completed within five business days.	98.3%	75.0%	86.1%	85.0%	10.0%	13.3%

Activities that comprise this program include:

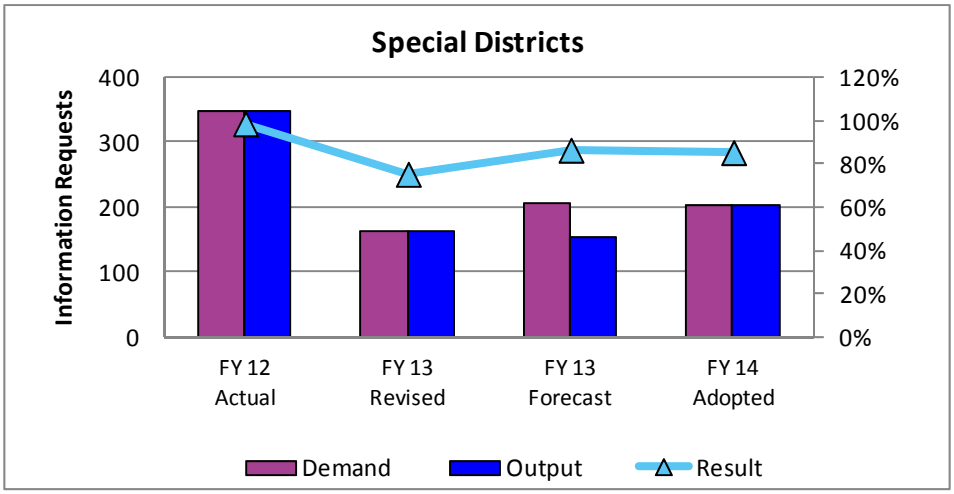
- Special Districts

Special Districts Activity

The purpose of the Special Districts Activity is to provide consultation and administrative services to citizens and special districts so they can conduct special district functions.

Mandates: A.R.S. §48-3602 provides that each county shall organize a county flood control district to include and govern its area of jurisdiction. A.R.S. §48-3901 provides the Board of Supervisors may establish at the county seat a county free library district for the county. A.R.S. §48-4202 through A.R.S. §48-6287 provides details on all other special districts that the Board of Supervisors can organize.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of requests for information related to Special Districts completed within five business days.	98.3%	75.0%	86.1%	85.0%	10.0%	13.3%
Output	Number of requests for information related to special district administrative services completed.	346	160	151	200	40	25.0%
Demand	Number of requests for information related to special districts.	346	160	205	200	40	25.0%
Efficiency	Average cost per information request completed for special district.	$ 185.27	$ 409.89	$ 410.99	$ 308.19	$ 101.70	24.8%
Expenditure							
	100 - GENERAL	$ 64,103	$ 65,583	$ 62,060	$ 61,638	$ 3,945	6.0%
	TOTAL USES	$ 64,103	$ 65,583	$ 62,060	$ 61,638	$ 3,945	6.0%



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. Since the decline in the economy began, many districts have dissolved and there has been a marked decrease in need to create special districts. The economic environment is slowly beginning to turn around creating an expectation of slight growth in demand in FY 2014 in special district requests.

Statutory Services Program

The purpose of the Statutory Services Program is to provide applications processing and assistance for statutorily mandated procedures to applicants and/or requestors so they can conduct or maintain community related activities as needs arise.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Notice of Vacancy Reports sent to Board of Supervisor District Offices	83.3%	100.0%	100.0%	100.0%	0.0%	0.0%
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:

- Licenses and Permits
- Boards and Commissions

Application Processes Activity

The purpose of the Application Processes Activity is to provide processed application and notification to the public so they can operate a licensed activity or function.

Mandates: Liquor Licenses and Permits: A.R.S. Title 4, Chapter 2, among other rules and processes, this Chapter provides that governing body of the county to "enter an order recommending approval or disproval within sixty days after filing of the applications" for a new license and shall file a certified copy of the order with the director. Off-Track Wagering: A.R.S. § 5-111, In Statutorily designated counties, wagering may be permitted in off-track facilities only after "receiving approval for such use by…the Board of Supervisors, if located in an unincorporated area of the County." Fireworks Permit: A.R.S. §36-1603, Application for a permit shall be made in writing not less than five days prior to the date of the display. Bingo License: A.R.S. §5-404 (I), the local governing body shall upon receipt of the application immediately set a hearing on the application to be held within forty-five days.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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.	92	100	100	100	-	0.0%
Output	Number of claims processed.	3,300	4,000	3,507	3,500	(500)	-12.5%
Demand	Number of claims received.	3,300	4,000	3,507	3,500	(500)	-12.5%
Demand	Number of applications received.	92	100	100	100	-	0.0%
Efficiency	Cost per application processed.	$ 187.36	$ 195.99	$ 184.67	$ 181.86	$ 14.13	7.2%
Expenditure							
	100 - GENERAL	$ 17,237	$ 19,599	$ 18,467	$ 18,186	$ 1,413	7.2%
	TOTAL USES	$ 17,237	$ 19,599	$ 18,467	$ 18,186	$ 1,413	7.2%

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 2013. Claims filed against the County are served on the Clerk of the Board's Office, except those served to the County Manager, Deputy County Managers or Elected Officials. Claims may include general lawsuits, property tax legal appeals, and other notices of claim. The performance measure above does not include property classification validation or property tax appeals. While claims are unpredictable, the current trend in claims received is remaining constant.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Notice of Vacancy Reports sent to Board of Supervisor District Offices	83.3%	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	30	60	60	60	-	0.0%
Demand	Number of monthly Notice of Vacancy Reports needed by Board of Supervisor District Offices	60	60	60	60	-	0.0%
Efficiency	Average cost per Notice of Vacancy Report Sent	$ 322.13	$ 161.03	$ 154.72	$ 153.77	$ 7.27	4.5%
Expenditure							
	100 - GENERAL	$ 9,664	$ 9,662	$ 9,283	$ 9,226	$ 436	4.5%
	TOTAL USES	$ 9,664	$ 9,662	$ 9,283	$ 9,226	$ 436	4.5%

Activity Narrative: The workload in this area has returned to normal levels which will allow the staff to meet 100% of the demand for monthly Notice of Vacancy Reports. Demand and expenditures are expected to remain relatively flat.

Appropriated Budget Reconciliation

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 1,094,470**	**$ -**
FY 2013 Revised Budget		**$ 1,094,470**	**$ -**
FY 2014 Budget Target		**$ 1,094,470**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 2,445**	**$ -**
Retirement Contributions		*2,445*	-
Base Adjustments		**$ 116,247**	**$ -**
Other Base Adjustments		*116,247*	-
2.5 FTE for SOLAR, Records Mgmt and Records Requests	*$ 116,247*		
Budget Balancing		**$ (9,092)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(9,092)*	-
FY 2014 Tentative Budget		**$ 1,204,070**	**$ -**
Percent Change from Target Amount		*10.0%*	
Adjustments:			
Base Adjustments		**$ (31,017)**	**$ -**
Internal Service Charges		*(31,017)*	-
FY 2014 Adopted Budget		**$ 1,173,053**	**$ -**
Percent Change from Target Amount		*7.2%*	
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 408,281**	**$ -**
FY 2013 Revised Budget		**$ 408,281**	**$ -**
Adjustments:			
Non Recurring		**$ (408,281)**	**$ -**
Non Recurring Carry Forward		*(281,576)*	-
Other Non-Recurring		*(126,705)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 263,976**	**$ -**
Non Recurring Carry Forward		*263,976*	-
SOLAR and Records Imaging	*$ 263,976*		
FY 2014 Adopted Budget		**$ 263,976**	**$ -**

Clerk of the Superior Court

Analysis by Scott Rothe, Principal Management and Budget Analyst

Summary

Mission

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

Vision

The vision of the Clerk of the Superior Court is to anticipate, meet, and exceed the expectations of our customers.

Strategic Goals

Access to Justice

By December 31, 2013, all parties (100%) who file documents in an adult Superior Court case will have access to electronic filing services so they can submit documents as soon as they are prepared and have filed documents available to the court within two business hours.

Status: In FY 2013 the Clerk's Office revised its eFiled Document Activity measures to reduce the wait time for access to electronic filing services from eight hours to two hours. The Office is also working to provide electronic filing to all parties and case types. The Clerk of the Superior Court will update this goal during the Strategic Business Plan process for FY 2015.

Access to Justice

By January 1, 2013, the Clerk of Superior Court will adopt and maintain the Electronic Court Record (ECR) as the official court record for all Juvenile case types filed on and after January 1, 2013, to provide improved security, management and access to court records for juvenile court stakeholders.

Status: The Clerk's Office implemented the first phase of the Juvenile Electronic Court Record in August, 2012. However, identifying all of the operational requirements necessary to ensure a full and smooth implementation has taken longer than expected. The Clerk of the Superior Court will update this goal during the Strategic Business Plan process for FY 2015.

Access to Justice

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

Status: Having initiated Transcript Imaging and Pre-2002 Imaging, the Clerk is actively working to achieve this goal and will do so by June 30, 2015.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
CASE - CASE ESTABLISHMENT	$ 389,611	$ 240,000	$ 240,000	$ 338,840	$ 385,000	$ 145,000	60.4%
COUR - MEMORIALIZE COURT PROCEEDINGS	3,143,445	3,491,316	3,988,794	3,902,404	3,250,209	(738,585)	-18.5%
EFDC - EFILED DOCUMENT	-	3,000,000	3,000,000	2,863,448	2,868,900	(131,100)	-4.4%
SCDC - SCANNED DOCUMENT	4,451,031	1,335,000	1,335,000	1,314,736	1,316,700	(18,300)	-1.4%
16CR - COURT RECORDS	$ 7,984,087	$ 8,066,316	$ 8,563,794	$ 8,419,428	$ 7,820,809	$ (742,985)	-8.7%
COCL - COURT ORDERED RECEIVABLES	$ 7,395,900	$ 6,872,000	$ 6,872,000	$ 7,346,115	$ 7,680,000	$ 808,000	11.8%
COFR - COURT ORDERED FIN RECORDS	-	5,000	5,000	2,316	2,600	(2,400)	-48.0%
16FS - COURT CLERK FIDUCIARY SERVICES	$ 7,395,900	$ 6,877,000	$ 6,877,000	$ 7,348,431	$ 7,682,600	$ 805,600	11.7%
PURE - PUBLIC REGISTRATIONS	$ 1,211,515	$ 1,138,000	$ 1,138,000	$ 1,092,753	$ 1,435,000	$ 297,000	26.1%
16PR - PUBLIC RECORDS	$ 1,211,515	$ 1,138,000	$ 1,138,000	$ 1,092,753	$ 1,435,000	$ 297,000	26.1%
ODIR - EXECUTIVE MANAGEMENT	$ 890,658	$ 1,117,088	$ 1,117,088	$ 964,606	$ 800,026	$ (317,062)	-28.4%
99AS - ADMINISTRATIVE SERVICES	$ 890,658	$ 1,117,088	$ 1,117,088	$ 964,606	$ 800,026	$ (317,062)	-28.4%
GGOV - GENERAL GOVERNMENT	$ 209,989	$ -	$ -	$ (160,013)	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 209,989	$ -	$ -	$ (160,013)	$ -	$ -	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	$ 194,334	$ 216,000	$ 216,000	$ 192,303	$ 216,000	$ -	0.0%
99IT - INFORMATION TECHNOLOGY	$ 194,334	$ 216,000	$ 216,000	$ 192,303	$ 216,000	$ -	0.0%
TOTAL PROGRAMS	**$ 17,886,483**	**$ 17,414,404**	**$ 17,911,882**	**$ 17,857,508**	**$ 17,954,435**	**$ 42,553**	**0.2%**
USES							
APLS - APPELLATE RECORDS	$ 454,774	$ 454,918	$ 414,574	$ 408,504	$ 396,467	$ 18,107	4.4%
CASE - CASE ESTABLISHMENT	2,876,637	3,243,734	3,623,896	3,343,717	3,403,261	220,635	6.1%
COUR - MEMORIALIZE COURT PROCEEDINGS	12,427,394	11,758,165	12,598,700	12,016,256	12,125,383	473,317	3.8%
DIST - DISTRIBUTION	782,096	781,259	782,502	729,577	747,034	35,468	4.5%
DRPT - DISPOSITION REPORT	255,537	254,569	361,876	334,695	365,607	(3,731)	-1.0%
EFDC - EFILED DOCUMENT	-	811,189	1,049,227	1,094,314	1,129,185	(79,958)	-7.6%
EXCC - EXHIBIT CUSTODY	607,891	698,253	746,975	745,181	743,557	3,418	0.5%
JDOC - JUVENILE SUBSEQUENT DOCUMENT	373,542	360,623	398,456	406,261	420,074	(21,618)	-5.4%
SCDC - SCANNED DOCUMENT	5,774,533	4,552,025	3,941,017	6,587,035	4,432,176	(491,159)	-12.5%
16CR - COURT RECORDS	$ 23,552,404	$ 22,914,735	$ 23,917,223	$ 25,665,540	$ 23,762,744	$ 154,479	0.6%
CFID - COURT CLERK FIDUCIARY	$ 204,575	$ 192,086	$ 186,067	$ 194,034	$ 201,361	$ (15,294)	-8.2%
COCL - COURT ORDERED RECEIVABLES	318,023	266,479	242,952	285,776	296,169	(53,217)	-21.9%
CODS - COURT ORDERED DISBURSEMENT	242,371	298,567	217,353	71,044	-	217,353	100.0%
COFR - COURT ORDERED FIN RECORDS	1,754,765	1,963,055	1,987,585	1,954,260	2,203,267	(215,682)	-10.9%
16FS - COURT CLERK FIDUCIARY SERVICES	$ 2,519,734	$ 2,720,187	$ 2,633,957	$ 2,505,114	$ 2,700,797	$ (66,840)	-2.5%
CDOC - COURT DOCUMENT COPY	$ 1,136,286	$ 1,235,418	$ 1,147,753	$ 1,198,666	$ 1,195,439	$ (47,686)	-4.2%
CTFD - COURT FILE DELIVERY	756,326	580,672	501,872	450,746	490,068	11,804	2.4%
IMDC - IMAGED DOCUMENT	-	4,092,746	3,860,856	405,598	1,345,354	2,515,502	65.2%
PURE - PUBLIC REGISTRATIONS	1,051,187	947,599	1,051,982	1,190,059	1,035,886	16,096	1.5%
16PR - PUBLIC RECORDS	$ 2,943,799	$ 6,856,435	$ 6,562,463	$ 3,245,069	$ 4,066,747	$ 2,495,716	38.0%
BDGT - BUDGETING	$ 63,723	$ 72,787	$ 79,789	$ 75,390	$ 82,103	$ (2,314)	-2.9%
FSAC - FINANCIAL SERVICES	176,595	110,854	126,210	122,258	179,200	(52,990)	-42.0%
HRAC - HUMAN RESOURCES	673,976	556,452	612,651	620,103	582,095	30,556	5.0%
ODIR - EXECUTIVE MANAGEMENT	3,696,881	3,686,533	3,344,689	3,257,192	4,173,806	(829,117)	-24.8%
PROC - PROCUREMENT	117,316	120,628	124,139	94,358	127,041	(2,902)	-2.3%
99AS - ADMINISTRATIVE SERVICES	$ 4,728,491	$ 4,547,254	$ 4,287,478	$ 4,169,301	$ 5,144,245	$ (856,767)	-20.0%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 208,672	$ 725,551	$ 725,551	$ 721,446	$ 120,983	$ 604,568	83.3%
POOL - POOLED COSTS	-	-	-	-	(320,775)	320,775	N/A
99GV - GENERAL GOVERNMENT	$ 208,672	$ 725,551	$ 725,551	$ 721,446	$ (199,792)	$ 925,343	127.5%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 2,971,645	$ 5,951,934	$ 6,445,412	$ 2,992,383	$ 5,135,673	$ 1,309,739	20.3%
DACR - DATA CENTER	775,651	782,564	719,675	603,405	537,209	182,466	25.4%
DESK - DESKTOP SUPPORT	458,312	564,486	615,022	464,412	528,985	86,037	14.0%
HDSP - HELP DESK SUPPORT	126,351	121,134	121,134	123,762	127,023	(5,889)	-4.9%
99IT - INFORMATION TECHNOLOGY	$ 4,331,959	$ 7,420,118	$ 7,901,243	$ 4,183,962	$ 6,328,890	$ 1,572,353	19.9%
TOTAL PROGRAMS	**$ 38,285,059**	**$ 45,184,280**	**$ 46,027,915**	**$ 40,490,432**	**$ 41,803,631**	**$ 4,224,284**	**9.2%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 513,616	$ 478,000	$ 478,000	$ 491,800	$ 535,000	$ 57,000	11.9%
SUBTOTAL	$ 513,616	$ 478,000	$ 478,000	$ 491,800	$ 535,000	$ 57,000	11.9%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,333,587	$ 1,389,716	$ 1,464,528	$ 1,048,632	$ 1,072,654	$ (391,874)	-26.8%
SUBTOTAL	$ 1,333,587	$ 1,389,716	$ 1,464,528	$ 1,048,632	$ 1,072,654	$ (391,874)	-26.8%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 864,734	$ 864,734	$ 833,405	$ 833,405	$ 833,405	$ -	0.0%
0635 - OTHER CHARGES FOR SERVICES	13,025,190	12,904,954	13,358,949	13,113,383	12,927,176	(431,773)	-3.2%
SUBTOTAL	$ 13,889,924	$ 13,769,688	$ 14,192,354	$ 13,946,788	$ 13,760,581	$ (431,773)	-3.0%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 1,890,285	$ 1,668,000	$ 1,668,000	$ 2,305,944	$ 2,400,000	$ 732,000	43.9%
SUBTOTAL	$ 1,890,285	$ 1,668,000	$ 1,668,000	$ 2,305,944	$ 2,400,000	$ 732,000	43.9%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 39,688	$ 9,000	$ 9,000	$ 13,313	$ 6,200	$ (2,800)	-31.1%
0650 - MISCELLANEOUS REVENUE	219,383	100,000	100,000	51,031	180,000	80,000	80.0%
SUBTOTAL	$ 259,071	$ 109,000	$ 109,000	$ 64,344	$ 186,200	$ 77,200	70.8%
ALL REVENUES	$ 17,886,483	$ 17,414,404	$ 17,911,882	$ 17,857,508	$ 17,954,435	$ 42,553	0.2%
TOTAL SOURCES	$ 17,886,483	$ 17,414,404	$ 17,911,882	$ 17,857,508	$ 17,954,435	$ 42,553	0.2%

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 22,884,365	$ 24,160,044	$ 23,958,164	$ 22,908,978	$ 23,738,659	$ 219,505	0.9%
0705 - TEMPORARY PAY	68,073	88,472	188,771	257,377	214,423	(25,652)	-13.6%
0710 - OVERTIME	88,063	72,000	72,000	78,035	83,326	(11,326)	-15.7%
0750 - FRINGE BENEFITS	9,673,377	10,482,978	10,484,992	10,071,764	10,550,942	(65,950)	-0.6%
0790 - OTHER PERSONNEL SERVICES	78,762	108,000	176,489	114,054	108,000	68,489	38.8%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,616,718)	(986,976)	(986,976)	(930,306)	(1,046,446)	59,470	6.0%
0796 - PERSONNEL SERVICES ALLOC-IN	1,606,995	1,016,376	1,289,876	859,264	1,068,846	221,030	17.1%
SUBTOTAL	$ 32,782,917	$ 34,940,894	$ 35,183,316	$ 33,359,166	$ 34,717,750	$ 465,566	1.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 659,188	$ 776,653	$ 793,914	$ 671,239	$ 757,824	$ 36,090	4.5%
0803 - FUEL	17,931	22,800	22,800	19,005	22,800	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	192,205	470,000	513,655	335,400	225,325	288,330	56.1%
0806 - SUPPLIES-ALLOCATION IN	389	-	-	-	-	-	N/A
SUBTOTAL	$ 869,713	$ 1,269,453	$ 1,330,369	$ 1,025,644	$ 1,005,949	$ 324,420	24.4%
SERVICES							
0810 - LEGAL SERVICES	$ 8,911	$ -	$ -	$ 9,300	$ 10,000	$ (10,000)	N/A
0812 - OTHER SERVICES	2,316,541	6,981,881	7,727,961	3,586,151	3,991,311	3,736,650	48.4%
0820 - RENT & OPERATING LEASES	171,601	165,600	203,600	220,134	190,308	13,292	6.5%
0825 - REPAIRS AND MAINTENANCE	415,133	570,500	595,500	720,216	524,090	71,410	12.0%
0839 - INTERNAL SERVICE CHARGES	482,211	454,785	454,785	478,360	482,611	(27,826)	-6.1%
0841 - TRAVEL	43,024	40,000	41,000	38,062	48,000	(7,000)	-17.1%
0842 - EDUCATION AND TRAINING	34,388	95,000	96,189	60,857	111,000	(14,811)	-15.4%
0843 - POSTAGE/FREIGHT/SHIPPING	458,156	499,050	499,050	467,830	509,912	(10,862)	-2.2%
0872 - SERVICES-ALLOCATION OUT	-	(350,027)	(350,027)	(86,387)	(69,622)	(280,405)	-80.1%
0873 - SERVICES-ALLOCATION IN	179,100	517,144	246,172	469,099	232,322	13,850	5.6%
SUBTOTAL	$ 4,109,065	$ 8,973,933	$ 9,514,230	$ 5,963,622	$ 6,029,932	$ 3,484,298	36.6%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 523,364	$ -	$ -	$ 142,000	$ 50,000	$ (50,000)	N/A
SUBTOTAL	$ 523,364	$ -	$ -	$ 142,000	$ 50,000	$ (50,000)	N/A
ALL EXPENDITURES	$ 38,285,059	$ 45,184,280	$ 46,027,915	$ 40,490,432	$ 41,803,631	$ 4,224,284	9.2%
TOTAL USES	$ 38,285,059	$ 45,184,280	$ 46,027,915	$ 40,490,432	$ 41,803,631	$ 4,224,284	9.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 8,997,026	$ 8,250,000	$ 8,250,000	$ 8,777,708	$ 9,500,000	$ 1,250,000	15.2%
FUND TOTAL SOURCES	$ 8,997,026	$ 8,250,000	$ 8,250,000	$ 8,777,708	$ 9,500,000	$ 1,250,000	15.2%
216 CLERK OF THE COURT GRANTS							
OPERATING	$ 1,333,587	$ 1,389,716	$ 1,464,528	$ 1,048,504	$ 1,072,654	$ (391,874)	-26.8%
FUND TOTAL SOURCES	$ 1,333,587	$ 1,389,716	$ 1,464,528	$ 1,048,504	$ 1,072,654	$ (391,874)	-26.8%
205 COURT DOCUMENT RETRIEVAL							
OPERATING	$ 1,344,769	$ 1,335,000	$ 1,335,000	$ 1,316,742	$ 1,316,700	$ (18,300)	-1.4%
FUND TOTAL SOURCES	$ 1,344,769	$ 1,335,000	$ 1,335,000	$ 1,316,742	$ 1,316,700	$ (18,300)	-1.4%
208 JUDICIAL ENHANCEMENT							
OPERATING	$ 1,037,380	$ 1,000,000	$ 1,000,000	$ 986,597	$ 1,000,000	$ -	0.0%
FUND TOTAL SOURCES	$ 1,037,380	$ 1,000,000	$ 1,000,000	$ 986,597	$ 1,000,000	$ -	0.0%
218 CLERK OF COURT FILL THE GAP							
OPERATING	$ 1,941,713	$ 2,345,688	$ 2,768,354	$ 2,768,354	$ 2,104,981	$ (663,373)	-24.0%
FUND TOTAL SOURCES	$ 1,941,713	$ 2,345,688	$ 2,768,354	$ 2,768,354	$ 2,104,981	$ (663,373)	-24.0%
270 CHILD SUPPORT ENHANCEMENT							
OPERATING	$ 90,592	$ 89,000	$ 89,000	$ 88,330	$ 88,600	$ (400)	-0.4%
FUND TOTAL SOURCES	$ 90,592	$ 89,000	$ 89,000	$ 88,330	$ 88,600	$ (400)	-0.4%
273 VICTIM LOCATION							
OPERATING	$ 3,170	$ 5,000	$ 5,000	$ 2,316	$ 2,600	$ (2,400)	-48.0%
FUND TOTAL SOURCES	$ 3,170	$ 5,000	$ 5,000	$ 2,316	$ 2,600	$ (2,400)	-48.0%
274 CLERK OF THE COURT EDMS							
OPERATING	$ 3,138,246	$ 3,000,000	$ 3,000,000	$ 2,868,957	$ 2,868,900	$ (131,100)	-4.4%
FUND TOTAL SOURCES	$ 3,138,246	$ 3,000,000	$ 3,000,000	$ 2,868,957	$ 2,868,900	$ (131,100)	-4.4%
DEPARTMENT OPERATING TOTAL SOURCES	$ 17,886,483	$ 17,414,404	$ 17,911,882	$ 17,857,508	$ 17,954,435	$ 42,553	0.2%
DEPARTMENT TOTAL SOURCES	$ 17,886,483	$ 17,414,404	$ 17,911,882	$ 17,857,508	$ 17,954,435	$ 42,553	0.2%
100 GENERAL							
OPERATING	$ 28,959,335	$ 29,638,876	$ 29,638,876	$ 29,224,322	$ 29,421,859	$ 217,017	0.7%
NON-RECURRING	12,161	2,500,000	2,500,000	5,360	2,909,039	(409,039)	-16.4%
FUND TOTAL USES	$ 28,971,496	$ 32,138,876	$ 32,138,876	$ 29,229,682	$ 32,330,898	$ (192,022)	-0.6%
216 CLERK OF THE COURT GRANTS							
OPERATING	$ 1,334,335	$ 1,389,716	$ 1,464,528	$ 1,048,504	$ 1,072,654	$ 391,874	26.8%
FUND TOTAL USES	$ 1,334,335	$ 1,389,716	$ 1,464,528	$ 1,048,504	$ 1,072,654	$ 391,874	26.8%
205 COURT DOCUMENT RETRIEVAL							
OPERATING	$ 1,369,319	$ 1,335,000	$ 1,335,000	$ 1,293,741	$ 1,316,700	$ 18,300	1.4%
NON-RECURRING	709,298	1,000,000	1,029,067	464,987	521,836	507,231	49.3%
FUND TOTAL USES	$ 2,078,617	$ 2,335,000	$ 2,364,067	$ 1,758,728	$ 1,838,536	$ 525,531	22.2%
208 JUDICIAL ENHANCEMENT							
OPERATING	$ 479,062	$ 1,000,000	$ 1,000,000	$ 537,611	$ 657,394	$ 342,606	34.3%
NON-RECURRING	-	100,000	386,379	277,668	-	386,379	100.0%
FUND TOTAL USES	$ 479,062	$ 1,100,000	$ 1,386,379	$ 815,279	$ 657,394	$ 728,985	52.6%
218 CLERK OF COURT FILL THE GAP							
OPERATING	$ 1,732,665	$ 2,345,688	$ 2,768,354	$ 2,527,701	$ 2,104,981	$ 663,373	24.0%
NON-RECURRING	397,865	-	-	-	209,048	(209,048)	N/A
FUND TOTAL USES	$ 2,130,530	$ 2,345,688	$ 2,768,354	$ 2,527,701	$ 2,314,029	$ 454,325	16.4%
270 CHILD SUPPORT ENHANCEMENT							
NON-RECURRING	$ 15,771	$ 100,000	$ 100,000	$ -	$ -	$ 100,000	100.0%
FUND TOTAL USES	$ 15,771	$ 100,000	$ 100,000	$ -	$ -	$ 100,000	100.0%
273 VICTIM LOCATION							
NON-RECURRING	$ 36,879	$ 75,000	$ 75,000	$ 40,194	$ 68,000	$ 7,000	9.3%
FUND TOTAL USES	$ 36,879	$ 75,000	$ 75,000	$ 40,194	$ 68,000	$ 7,000	9.3%
274 CLERK OF THE COURT EDMS							
OPERATING	$ 3,159,976	$ 3,000,000	$ 3,000,000	$ 2,575,726	$ 2,868,900	$ 131,100	4.4%
NON-RECURRING	78,393	2,700,000	2,730,711	2,494,618	653,220	2,077,491	76.1%
FUND TOTAL USES	$ 3,238,369	$ 5,700,000	$ 5,730,711	$ 5,070,344	$ 3,522,120	$ 2,208,591	38.5%
DEPARTMENT OPERATING TOTAL USES	$ 37,034,692	$ 38,709,280	$ 39,206,758	$ 37,207,605	$ 37,442,488	$ 1,764,270	4.5%
DEPARTMENT NON-RECURRING TOTAL USES	$ 1,250,367	$ 6,475,000	$ 6,821,157	$ 3,282,827	$ 4,361,143	$ 2,460,014	36.1%
DEPARTMENT TOTAL USES	$ 38,285,059	$ 45,184,280	$ 46,027,915	$ 40,490,432	$ 41,803,631	$ 4,224,284	9.2%

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.90	.90	.90	.90	.90	-	0.0%
EXECUTIVE MANAGEMENT	38.80	40.80	38.75	38.75	38.75	-	0.0%
FINANCIAL SERVICES	1.55	1.55	1.55	1.55	1.55	-	0.0%
HUMAN RESOURCES	8.00	8.00	8.00	8.00	8.00	-	0.0%
PROCUREMENT	1.55	1.55	1.55	1.55	1.55	-	0.0%
PROGRAM TOTAL	50.80	52.80	50.75	50.75	50.75	-	0.0%
COURT CLERK FIDUCIARY SERVICES							
COURT CLERK FIDUCIARY	3.25	3.25	3.15	3.15	3.15	-	0.0%
COURT ORDERED DISBURSEMENT	3.95	4.45	.60	.60	-	(.60)	(100.0%)
COURT ORDERED FIN RECORDS	41.90	42.65	46.00	45.00	45.60	(.40)	(0.9%)
COURT ORDERED RECEIVABLES	4.55	5.55	3.65	4.65	4.65	1.00	27.4%
PROGRAM TOTAL	53.65	55.90	53.40	53.40	53.40	-	0.0%
COURT RECORDS							
APPELLATE RECORDS	10.70	8.70	8.00	8.00	8.00	-	0.0%
CASE ESTABLISHMENT	67.70	66.80	75.55	74.55	72.55	(3.00)	(4.0%)
DISPOSITION REPORT	6.20	5.20	7.00	7.00	8.00	1.00	14.3%
DISTRIBUTION	9.00	7.60	6.15	7.15	7.15	1.00	16.3%
EFILED DOCUMENT	-	15.50	23.30	23.30	23.30	-	0.0%
EXHIBIT CUSTODY	15.70	14.70	15.60	15.60	15.60	-	0.0%
JUVENILE SUBSEQUENT DOCUMENT	7.50	7.70	8.25	8.25	8.25	-	0.0%
MEMORIALIZE COURT PROCEEDINGS	234.55	231.25	241.25	241.75	239.75	(1.50)	(0.6%)
SCANNED DOCUMENT	118.25	102.20	89.95	89.95	90.95	1.00	1.1%
PROGRAM TOTAL	469.60	459.65	475.05	475.55	473.55	(1.50)	(0.3%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	22.50	21.50	24.15	24.15	24.15	-	0.0%
DATA CENTER	6.25	6.25	5.50	5.50	5.50	-	0.0%
DESKTOP SUPPORT	6.50	6.50	7.00	7.00	7.00	-	0.0%
HELP DESK SUPPORT	2.25	2.25	2.25	2.25	2.25	-	0.0%
PROGRAM TOTAL	37.50	36.50	38.90	38.90	38.90	-	0.0%
PUBLIC RECORDS							
COURT DOCUMENT COPY	25.20	25.15	22.80	22.80	23.55	.75	3.3%
COURT FILE DELIVERY	17.45	12.40	10.45	10.45	10.45	-	0.0%
IMAGED DOCUMENT	-	8.85	3.20	3.20	3.20	-	0.0%
PUBLIC REGISTRATIONS	19.80	19.75	21.95	21.95	21.20	(.75)	(3.4%)
PROGRAM TOTAL	62.45	66.15	58.40	58.40	58.40	-	0.0%
DEPARTMENT TOTAL	674.00	671.00	676.50	677.00	675.00	(1.50)	(0.2%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	3.00	3.00	2.00	2.00	2.00	-	0.0%
Administrative Staff Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Attorney	1.00	1.00	-	-	1.00	1.00	N/A
Business/Systems Analyst	4.00	4.00	5.00	5.00	5.00	-	0.0%
Business/Systems Analyst-Sr/Ld	2.00	2.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Clk of Crt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatns Mgr-Crim Justice	-	-	1.00	1.00	-	(1.00)	(100.0%)
Courtroom Clerk	214.50	213.50	220.00	220.50	213.50	(6.50)	(3.0%)
Courtroom Services Supervisor	17.00	16.00	16.00	16.00	16.00	-	0.0%
Database Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Database Report Writer Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	4.00	-	-	-	-	-	N/A
Deputy Director - Clerk of the Court	-	4.00	4.00	4.00	4.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant - Elected Official	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager	-	1.00	-	-	-	-	N/A
Finance Manager - Large	-	-	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	6.00	5.00	500.0%
Financial Supervisor - Dept	1.00	-	-	-	-	-	N/A
General Laborer	9.00	9.00	9.00	9.00	9.00	-	0.0%
Help Desk Coordinator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Manager	-	1.00	-	1.00	1.00	1.00	N/A
Human Resources Manager – Large	-	-	1.00	-	-	(1.00)	(100.0%)
Human Resources Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Supervisor	1.00	-	-	-	-	-	N/A
IS Architect	-	1.00	1.00	1.00	1.00	-	0.0%
IS Project Management Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IS Project Manager	3.00	2.00	2.00	2.00	2.00	-	0.0%
IS Project Manager (Senior/Lead)	3.00	2.00	2.00	2.00	2.00	-	0.0%
IT Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Services Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Administrator	6.00	7.00	7.00	7.00	7.00	-	0.0%
Justice System Clerk	287.00	286.00	286.00	286.00	286.00	-	0.0%
Justice System Clerk Lead	23.00	23.00	23.00	23.00	23.00	-	0.0%
Justice System Clerk Supv	21.00	20.00	20.00	20.00	20.00	-	0.0%
Justice System Manager	11.00	10.00	10.00	10.00	10.00	-	0.0%
Management Analyst	2.00	3.00	3.00	3.00	3.00	-	0.0%
Management Assistant	-	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	-	-	-	-	-	N/A
PC/LAN Tech Support	6.50	6.50	6.50	6.50	6.50	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	5.00	5.00	5.00	5.00	5.00	-	0.0%
Programmer/Analyst - Sr/Ld	2.00	2.00	3.00	2.00	2.00	(1.00)	(33.3%)
Project Manager	1.00	-	-	-	-	-	N/A
Quality Assurance Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Quality Assurance Anlyst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Special Projects Manager	-	2.00	2.00	2.00	2.00	-	0.0%
Systems/Network Administrator	3.00	3.00	3.00	3.00	3.00	-	0.0%
Systems/Network Admin-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Technical Support Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trades Generalist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Trainer	3.00	3.00	3.00	3.00	3.00	-	0.0%
Web Designer/Developer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Web Designer/Developer-Sr/Ld	2.00	2.00	1.00	2.00	2.00	1.00	100.0%
Department Total	**674.00**	**671.00**	**676.50**	**677.00**	**675.00**	**(1.50)**	**(0.2%)**

Staffing by Fund

	DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	548.00	545.00	550.50	551.00	549.00	(1.50)	(0.3%)
205	COURT DOCUMENT RETRIEVAL	27.00	27.00	25.00	27.00	25.00	-	0.0%
208	JUDICIAL ENHANCEMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
216	CLERK OF THE COURT GRANTS	5.00	4.00	4.00	4.00	4.00	-	0.0%
218	CLERK OF COURT FILL THE GAP	47.00	47.00	47.00	47.00	47.00	-	0.0%
274	CLERK OF THE COURT EDMS	45.00	46.00	48.00	46.00	48.00	-	0.0%
Department Total		**674.00**	**671.00**	**676.50**	**677.00**	**675.00**	**(1.50)**	**(0.2%)**

Significant Variance Analysis

The Clerk of the Superior inactivated 7.0 FTE temporary Courtroom Clerk positions that served as a floater pool to cover courtrooms in the event of vacancies; expenditures were absorbed through savings within the Clerk's budget. Also noteworthy is the addition of 5.0 FTE contract Credit Analysts for a one-year pilot project to reduce the number of fee deferrals.

General Adjustments

Target Adjustments:

Clerk of the Court Grants Fund (216)

- Decrease Revenues and Expenditures by $74,812 due to the FY 2013 grant reconciliation.

Clerk of the Court Fill the Gap Fund (218)

- Decrease Revenues and Expenditures by $422,666 based on the FY 2013 Court Fill-the-Gap Plan.

Base Adjustments:

General Fund (100) Operating

- Increase personnel savings by $320,775 based on the Chairman's Office request.
- Increase Regular Benefits by $86,307 for the impact of changes in retirement contribution rates.
- Reduce Regular Pay and Benefits by $384,489 to account for changes in pay rates to newly filled positions.
- Increase Other Benefits by $81,761 and reduce Internal Service Charges by $1,022 for the impact of the changes in Risk Management charges.
- Increase salary and benefit savings by $57,563 to offset a portion of the Risk Management charges.
- Reduce Personal Services Allocations-Out by $149,578 and Services Allocations-Out by $280,405. The General Fund will allocate $382,851 less to the Clerk's Grant Fund due to declining IV-D Grant revenue; $48,121 less to the Fill the Gap Fund based on a new agreement with the Administrative Office of the Courts; $10,682 more to special revenue funds due to increased risk management charges; and $9,693 less in services to special revenue funds.
- Reduce Non-Capital Equipment by $254,675 due to declining purchases made by the Information Technology Program.
- Increase Supplies and Services by a net of $187,027.

General Fund (100) Non Recurring Non Project

- Budget Personnel, Supplies and Services of $2,494,640 to support the development of a Restitution, Fines and Reimbursement System replacement.

Court Document Retrieval Fund (205)

- Increase Regular Benefits by $3,521 for the impact of changes in retirement contribution rates.
- Reduce filing fee revenue by $18,300 based on the FY 2013 Forecast.
- Reduce Expenditures by $21,821 to maintain structural balance.

Judicial Enhancement Fund (208)

- Right-size Personnel, Supplies and Services by a net of $343,329 based on the FY 2013 Forecast.

Clerk of the Court Grants Fund (216)

- Increase Regular Benefits by $629 for the impact of changes in retirement contribution rates.
- Reduce Revenue and Expenditures by $317,062 based on a reduction in the IV-D grant awards in FY 2014.

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

- Increase Regular Benefits by $6,258 for the impact of changes in retirement contribution rates.
- Reduce Fill the Gap local revenue by $240,707.
- Increase Personal Services Allocations-Out by $209,048 to the Clerk's Fill the Gap Non Recurring Non Project budget.
- Increase Personal Services by $781.
- Reduce Supplies and Services by a net of $38,698 for structural balance.

Clerk of the Court Fill the Gap Fund (218) Non Recurring Non Project

- Increase Personal Services Allocations-In by $209,048 from the Fill the Gap Fund (218) for project positions assigned to increase case processing efficiencies.

Child Support Enhancement Fund (270)

- Reduce Revenue earned from interest by $400 based on the FY 2013 Forecast.

Victim Location Fund (273) Operating

- Reduce Revenue earned from interest by $2,400 based on the FY 2013 Forecast.

Victim Location Fund (273) Non Recurring Non Project

- Reduce the victim location agreement with the Maricopa County Attorney by $7,000 due to a decline in fund balance.

Electronic Document Management Fund (274) Operating

- Increase Regular Benefits by $6,828 for the impact of changes in retirement contribution rates.
- Reduce filing fee revenue by $131,000 based on the FY 2013 Forecast.
- Reduce Personal Services, Supplies and Services by a net of $137,928 to maintain structural balance.
- Transfer $8,984 from the General Fund to allocate a portion of the Clerk's risk management charges to the EDMS Fund.

Electronic Document Management Fund (274) Non Recurring Non Project

- Budget $653,220 for an electronic imaging project for pre-2002 court case documents

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of records on appeal transmitted to an Appellate Court per mandated timeframes	99.8%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Adult records on appeal transmitted to an Appellate Court per mandated timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Juvenile records on appeal transmitted to an Appellate Court per mandated timeframe, 20 days from the filing date of the Notice of Appeal	98.6%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of new cases established within stated timeframes	99.6%	99.6%	97.1%	97.1%	-2.5%	-2.5%
Percent of Adult cases established within stated timeframes	100.0%	99.6%	96.8%	96.8%	-2.8%	-2.8%
Percent of Juvenile cases established within stated timeframes	96.0%	99.7%	99.7%	99.7%	-0.1%	-0.1%
Percent of Adult minute entries approved for distribution/posting within 7 days from the date of creation	96.2%	96.6%	93.9%	93.9%	-2.6%	-2.7%
Percent of Adult minute entries created within three days from date of hearing	98.1%	98.1%	96.0%	96.0%	-2.1%	-2.1%
Percent of Juvenile minute entries created within three days from date of hearing	83.2%	86.1%	80.0%	80.0%	-6.0%	-7.0%
Percent of minute entries created and approved within 10 days of the hearing (Adult & Juvenile)	99.9%	99.8%	85.8%	85.8%	-14.0%	-14.1%
Percent of Juvenile minute entries approved for distribution/posting within 7 days from the date of creation	99.8%	99.8%	97.4%	97.4%	-2.4%	-2.4%
Percent of received court created documents that were distributed by the next business day after receiving the documents for distribution	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of received Adult court created documents distributed by the next business day after receipt of the documents for distribution	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	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of needed Disposition Reports / Abstracts prepared that are transmitted within established timeframes	99.2%	98.6%	98.4%	98.4%	-0.2%	-0.2%
Percent of Adult sentencings resulting in a Disposition Report that have the Disposition Report transmitted within 40 days of sentencing	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Adult sentencings resulting in an Abstract that have the Abstract transmitted within ten days of sentencing	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
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	72.2%	56.7%	99.8%	99.8%	43.1%	75.9%

Program Results (continued)

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of exhibits received for intake that are available for access within established timeframes	98.9%	99.3%	99.9%	99.9%	0.6%	0.6%
Percent of Adult exhibits received for intake that are available for access within one business day of receipt for storage	99.2%	99.3%	99.7%	99.7%	0.4%	0.4%
Percent of Juvenile exhibits received for intake that are available for access within three business days of receipt for storage	96.6%	99.1%	97.7%	97.7%	-1.4%	-1.5%
Percent of Juvenile subsequent documents docketed within established timeframes	90.3%	98.8%	96.6%	96.6%	-2.2%	-2.2%
Percent of eFiled documents available to all authorized customers within two business hours	N/A	52.8%	46.5%	46.5%	-6.3%	-11.9%
Percentercent of eFiled documents reviewed within one business hour after being submitted	N/A	43.6%	40.6%	40.6%	-3.0%	-6.9%
Percent of eFiled documents docketed within one business hour of Acceptance	N/A	36.0%	51.8%	51.8%	15.8%	43.9%
Percent of properly linked eFiled documents	N/A	99.9%	100.0%	100.0%	0.1%	0.1%
Percent of scanned and docketed documents available to all authorized customers by 5:00 p.m. two business days after being filed in paper format	N/A	60.0%	52.5%	52.5%	-7.5%	-12.5%
Percent of filed paper documents scanned by 5:00 p.m. the business day after being filed	N/A	70.0%	93.7%	93.7%	23.7%	33.9%
Percent of Scanned documents docketed by 5:00 p.m. the business day after being scanned	N/A	50.0%	43.7%	43.7%	-6.3%	-12.5%
Percent of Scanned documents meeting Quality Control standards	N/A	99.9%	99.9%	99.9%	0.0%	0.0%

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 88, Civil Rules of Procedure 76 and Rules of Appellate Procedure 11.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of records on appeal transmitted to an Appellate Court per mandated timeframes	99.8%	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	98.6%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of records transmitted to an Appellate Court	1,620	1,615	1,536	1,536	(79)	-4.9%
Output	Number of Adult records transmitted to an Appellate Court	1,334	1,340	1,261	1,261	(79)	-5.9%
Output	Number of Juvenile records transmitted to an Appellate Court	286	277	275	275	(2)	-0.7%
Demand	Number of records to be transmitted to an Appellate Court	1,680	1,717	1,585	1,585	(132)	-7.7%
Efficiency	Cost per record transmitted to an Appellate Court	$ 280.72	$ 256.70	$ 265.94	$ 258.12	$ (1.41)	-0.6%
Expenditure							
	100 - GENERAL	$ 425,171	$ 414,574	$ 408,322	$ 396,467	$ 18,107	4.4%
	218 - CLERK OF COURT FILL THE GAP	29,603	-	182	-	-	N/A
	TOTAL USES	$ 454,774	$ 414,574	$ 408,504	$ 396,467	$ 18,107	4.4%

Case Establishment Activity

The purpose of the Case Establishment Activity is to provide a Superior Court case number or notification of filing to litigants, process servers, agencies, and other jurisdictions so they can have confirmation of commencement of a Superior Court case within established timeframes of request.

Mandates: The process for initiating complaints, petitions, and submission of subsequent documents are set out in Arizona Rules of Civil Procedure (Rules 3 and 4), Rules of Family Law Procedure (Rule 24), and Rules of Criminal Procedure (Rule 2). Case initiation regarding juveniles: A.R.S. §8-105 and §8-109 (adoption certification and petition), §8-108 (child custody), §8-301 (transfer of juvenile delinquency case), §8-533 (terminating parent-child relationship), §8-841 (dependency), and §14-5207 (appointment of guardianship). Filing fees collected for case initiation (A.R.S. §12-284). The Clerk's Office also completes various mandated processes to support ongoing litigation, including providing proof of process service (Rules of Civil Procedure, Rule 45), transcript preparation for appeals (A.R.S. §22-261 through §22-265), issuance of preliminary injunction pursuant to the dissolution of marriage (A.R.S. §25-315), issuance of change of venue orders and copies of associated transcripts (A.R.S. §12-407), issuance of warrants or summons (Rules of Criminal Procedure, Rule 3), and providing conditions of release bonds (Rules of Criminal Procedure, Rule 7).

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of new cases established within stated timeframes	99.6%	99.6%	97.1%	97.1%	(2.5%)	-2.5%
Result	Percent of Adult cases established within stated timeframes	100.0%	99.6%	96.8%	96.8%	(2.8%)	-2.8%
Result	Percent of Juvenile cases established within stated timeframes	96.0%	99.7%	99.7%	99.7%	(0.1%)	-0.1%
Output	Number of new cases established	159,498	156,926	161,566	161,566	4,640	3.0%
Output	Number of Adult cases established	142,327	139,779	144,964	144,964	5,185	3.7%
Output	Number of Juvenile cases established	17,171	17,147	16,602	16,602	(545)	-3.2%
Demand	Number of new cases to be established	160,036	157,306	162,396	162,396	5,090	3.2%
Efficiency	Cost per new case established	$ 18.04	$ 23.09	$ 20.71	$ 21.06	$ 2.03	8.8%
Revenue							
	100 - GENERAL	$ 389,611	$ 240,000	$ 338,840	$ 385,000	$ 145,000	60.4%
	TOTAL SOURCES	$ 389,611	$ 240,000	$ 338,840	$ 385,000	$ 145,000	60.4%
Expenditure							
	100 - GENERAL	$ 2,426,266	$ 2,900,602	$ 2,802,476	$ 2,768,767	$ 131,835	4.5%
	216 - CLERK OF THE COURT GRANTS	-	178,284	17,920	108,284	70,000	39.3%
	218 - CLERK OF COURT FILL THE GAP	376,175	419,549	406,488	410,486	9,063	2.2%
	274 - CLERK OF THE COURT EDMS	74,196	125,461	116,833	115,724	9,737	7.8%
	TOTAL USES	$ 2,876,637	$ 3,623,896	$ 3,343,717	$ 3,403,261	$ 220,635	6.1%

Activity Narrative: The number of adult cases is expected to be slightly higher than budgeted in FY 2013 due to changes associated with Orders of Protection. Efficiency is decreasing by 8.8% due to the increase in demand and a decline in expenditures.

Base Adjustment:
General Fund (100)

- Increase revenue by $145,000 based on a trend analysis of actuals since July, 2010.

Disposition Report Activity

The purpose of the Disposition Report Activity is to provide disposition reports and abstracts to the Department of Public Safety and the Department of Motor Vehicles so they can have timely access to case disposition information.

Mandates: Arizona Rules of Criminal Procedure (Rule 37) sets out the mandated procedures for the Clerk complete a disposition form and file or forward the disposition of a case. A.R.S. §41-1751 mandates that the Clerk provide records of all dispositions of specified crimes to the Arizona Department of Public Safety. A.R.S. §28-1559 mandates that the Clerk provide records regarding traffic violations and criminal activity involving a vehicle to the Arizona Department of Transportation within 10 days of case resolution.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of needed Disposition Reports / Abstracts prepared that are transmitted within established timeframes	99.2%	98.6%	98.4%	98.4%	(0.2%)	-0.2%
Result	Percent of Adult sentencings resulting in a Disposition Report that have the Disposition Report transmitted within 40 days of sentencing	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Adult sentencings resulting in an Abstract that have the Abstract transmitted within ten days of sentencing	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Juvenile disposition minute entries resulting in an Abstract that have the Abstract transmitted within ten days from the date of the disposition minute entry	72.2%	56.7%	99.8%	99.8%	43.1%	75.9%
Output	Number of Disposition Reports / Abstracts transmitted	52,013	50,496	52,810	52,810	2,314	4.6%
Output	Number of Disposition Reports transmitted	47,385	45,405	48,694	48,694	3,289	7.2%
Output	Number of Adult Abstracts transmitted	3,217	3,462	3,162	3,162	(300)	-8.7%
Output	Number of Juvenile Abstracts transmitted	1,411	1,629	954	954	(675)	-41.4%
Demand	Number of Disposition Reports / Abstracts to be transmitted	63,101	63,191	60,334	60,334	(2,857)	-4.5%
Efficiency	Cost per Disposition Report / Abstract transmitted	$ 4.91	$ 7.17	$ 6.37	$ 6.92	$ 0.24	3.4%
Expenditure							
	100 - GENERAL	$ 243,305	$ 260,925	$ 243,349	$ 257,491	$ 3,434	1.3%
	216 - CLERK OF THE COURT GRANTS	-	1,476	1,419	1,476	-	0.0%
	205 - COURT DOCUMENT RETRIEVAL	12,232	65,052	47,401	64,368	684	1.1%
	274 - CLERK OF THE COURT EDMS	-	34,423	42,526	42,272	(7,849)	-22.8%
	TOTAL USES	$ 255,537	$ 361,876	$ 334,695	$ 365,607	$ (3,731)	-1.0%

Activity Narrative: All sentencings require a disposition report or abstract. Incorrect Juvenile Abstract data reported for FY 2012 Actual and FY 2013 Revised have been corrected in the FY 2013 Forecast and FY 2014 Adopted.

Distribution Activity

The purpose of the Distribution Activity is to provide electronic or paper copies of court documents to litigants, court personnel and government entities so they can have timely notification of court proceedings and decisions.

Mandates: Arizona Rules of Civil Procedure (Rule 58E) and Rules of Procedure for Juvenile Proceedings (Rule 1(D) 5) mandate the distribution of minute entries.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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 distribution	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	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of court created documents distributed	732,928	649,030	786,380	786,380	137,350	21.2%
Output	Number of Adult court created documents distributed	610,322	536,625	653,484	653,484	116,859	21.8%
Output	Number of Juvenile court created documents distributed	122,606	112,408	132,896	132,896	20,488	18.2%
Demand	Number of court created documents received for distribution	732,928	649,030	786,380	786,380	137,350	21.2%
Efficiency	Cost per court created document distributed	$ 1.07	$ 1.21	$ 0.90	$ 0.95	$ 0.26	21.2%
Expenditure							
	100 - GENERAL	$ 782,096	$ 770,646	$ 714,974	$ 735,178	$ 35,468	4.6%
	216 - CLERK OF THE COURT GRANTS	-	11,856	14,603	11,856	-	0.0%
	TOTAL USES	$ 782,096	$ 782,502	$ 729,577	$ 747,034	$ 35,468	4.5%

Activity Narrative: The FY 2013 budgeted output and demand data were understated. The FY 2014 budget is based on data more closely mirroring the FY 2013 Forecast.

eFiled Document Activity

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

Mandates: Superior Court Local Rule for Maricopa County (Rule 2.16) mandates that each document which is separately filed by the Clerk in a particular case shall be sequentially numbered and docketed by that number. A.R.S. §12-282 mandates the rules required by the Clerk in the control and disposition of specified records. A.R.S. §39-101 mandates the quality of records required by the Clerk.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of eFiled documents available to all authorized customers within two business hours	N/A	52.8%	46.5%	46.5%	(6.3%)	-11.9%
Result	Percent of eFiled documents reviewed within one business hour after being submitted	N/A	43.6%	40.6%	40.6%	(3.0%)	-6.9%
Result	Percent of eFiled documents docketed within one business hour of acceptance	N/A	36.0%	51.8%	51.8%	15.8%	43.9%
Result	Percent of properly linked eFiled documents	N/A	99.9%	100.0%	100.0%	0.1%	0.1%
Output	Number of eFiled documents available to all authorized customers	N/A	342,322	368,649	368,649	26,327	7.7%
Output	Number of reviewed eFiled documents	N/A	401,866	409,009	409,009	7,143	1.8%
Output	Number of docketed eFiled documents	N/A	206,619	268,248	268,248	61,629	29.8%
Demand	Number of eFilded documents to be docketed	N/A	373,870	387,858	387,858	13,988	3.7%
Demand	Number of eFiled documents submitted for review	N/A	411,634	414,018	414,018	2,384	0.6%
Efficiency	Cost per eFiled document	N/A	$ 3.07	$ 3.03	$ 3.06	$ 0.00	0.1%
Revenue							
	274 - CLERK OF THE COURT EDMS	$ -	$ 3,000,000	$ 2,863,448	$ 2,868,900	$ (131,100)	-4.4%
	TOTAL SOURCES	$ -	$ 3,000,000	$ 2,863,448	$ 2,868,900	$ (131,100)	-4.4%
Expenditure							
	100 - GENERAL	$ -	$ 449,161	$ 527,410	$ 539,350	$ (90,189)	-20.1%
	216 - CLERK OF THE COURT GRANTS	-	-	3,479	-	-	N/A
	205 - COURT DOCUMENT RETRIEVAL	-	20,360	-	-	20,360	100.0%
	218 - CLERK OF COURT FILL THE GAP	-	84,955	85,293	85,470	(515)	-0.6%
	274 - CLERK OF THE COURT EDMS	-	494,751	478,132	504,365	(9,614)	-1.9%
	TOTAL USES	$ -	$ 1,049,227	$ 1,094,314	$ 1,129,185	$ (79,958)	-7.6%

Activity Narrative: This was a new activity in FY 2013.

Exhibits Custody Activity

The purpose of the Exhibits Custody Activity is to provide for the storage and access of exhibits to the courts and parties of record so they can have timely access to the exhibits.

Mandates: A.R.S §12-282 mandates rules required by the Clerk in the control and disposition of specified records. A.R.S. §39-101 mandates the quality of records required by the Clerk.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of exhibits received for intake that are available for access within established timeframes	98.9%	99.3%	99.9%	99.9%	0.6%	0.6%
Result	Percent of Adult exhibits received for intake that are available for access within one business day of receipt for storage	99.2%	99.3%	99.7%	99.7%	0.4%	0.4%
Result	Percent of Juvenile exhibits received for intake that are available for access within three business days of receipt for storage	96.6%	99.1%	97.7%	97.7%	(1.4%)	-1.5%
Output	Number of exhibits processed for intake	119,538	118,397	119,586	119,586	1,189	1.0%
Output	Number of Adult exhibits processed for intake	104,318	105,110	101,148	101,148	(3,962)	-3.8%
Output	Number of Juvenile exhibits processed for intake	15,220	13,287	18,438	18,438	5,151	38.8%
Demand	Number of exhibits received for intake	119,536	118,666	119,152	119,152	486	0.4%
Efficiency	Cost per exhibit processed for intake	$ 5.09	$ 6.31	$ 6.23	$ 6.22	$ 0.09	1.4%
Expenditure							
	100 - GENERAL	$ 532,465	$ 667,481	$ 664,824	$ 663,619	$ 3,862	0.6%
	218 - CLERK OF COURT FILL THE GAP	75,426	79,494	80,357	79,938	(444)	-0.6%
	TOTAL USES	$ 607,891	$ 746,975	$ 745,181	$ 743,557	$ 3,418	0.5%

Activity Narrative: The number of Juvenile exhibits processed for intake was underestimated, and the number of Adult exhibits processed for intake was overestimated for FY 2013 Revised. The measures for the FY 2013 Forecast and for FY 2014 have been adjusted based on FY 2013 actuals.

Juvenile Subsequent Documents Activity

The purpose of the Juvenile Subsequent Document Activity is to provide an electronic chronological record of pleadings, actions and decisions filed in a Juvenile court case for Juvenile Court stakeholders so they can access court case information within established timeframes.

Mandates: Superior Court Local Rule for Maricopa County (Rule 2.16) mandates that each document which is separately filed by the Clerk in a particular case shall be sequentially numbered and docketed by that number. A.R.S §12-283 mandates that the Clerk shall maintain and provide access to court records in accordance with applicable law or rule of court, and shall keep a docket in the form and style as prescribed by the Supreme Court.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Juvenile subsequent documents docketed within established timeframes	90.3%	98.8%	96.6%	96.6%	(2.2%)	-2.2%
Output	Number of Juvenile subsequent documents docketed	228,884	231,879	239,486	239,486	7,607	3.3%
Demand	Number of Juvenile subsequent documents to be docketed	238,075	238,664	243,302	243,302	4,638	1.9%
Efficiency	Cost per Juvenile subsequent document docketed	$ 1.63	$ 1.72	$ 1.68	$ 1.75	$ (0.04)	-2.1%
Expenditure							
	100 - GENERAL	$ 373,542	$ 398,456	$ 406,261	$ 420,074	$ (21,618)	-5.4%
	TOTAL USES	$ 373,542	$ 398,456	$ 406,261	$ 420,074	$ (21,618)	-5.4%

Memorialize Court Proceedings Activity

The purpose of the Memorialization of Court Proceedings Activity is to provide documentation of court proceedings and decisions to courts and contractor agencies, litigants, and government agencies so they can have timely access to accurate court records.

Mandates: A.R.S. §12-283 mandates that the Clerk attend all sessions of court, maintain and to allow access to all court records. A.R.S. §12-282 mandates that the Clerk take custody and safely keep all court records, ensure the proper disposition of all records, allow the state archives access to all records prior to destruction, and provide parental and child information to the child support case registry. A.R.S. §25-681 mandates that the Clerk issue child support arrest warrants. A.R.S. §14-5701 mandates that the Clerk issue fiduciary arrest warrants upon order of the court. The Rules of Civil Procedure (Rule 64.1C) mandates that the Clerk issue civil arrest warrants upon order of the court. A.R.S. §12-284.01 requires the Presiding Judge to assess a filing fee or appearance fee, and requires the Clerk to utilize the fee to convert and maintain the court's document storage and retrieval system to micrographics or computer automation to improve access to court records.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Adult minute entries approved for distribution/posting within 7 days from the date of creation	96.2%	96.6%	93.9%	93.9%	(2.6%)	-2.7%
Result	Percent of Adult minute entries created within three days from date of hearing	98.1%	98.1%	96.0%	96.0%	(2.1%)	-2.1%
Result	Percent of Juvenile minute entries created within three days from date of hearing	83.2%	86.1%	80.0%	80.0%	(6.0%)	-7.0%
Result	Percent of minute entries created and approved within 10 days of the hearing (Adult & Juvenile)	99.9%	99.8%	85.8%	85.8%	(14.0%)	-14.1%
Result	Percent of Juvenile minute entries approved for distribution/posting within 7 days from the date of creation	99.8%	99.8%	97.4%	97.4%	(2.4%)	-2.4%
Output	Number of minute entries created	625,956	608,489	630,100	630,100	21,611	3.6%
Output	Number of Adult minute entries created	546,150	531,785	549,716	549,716	17,931	3.4%
Output	Number of Juvenile minute entries created	79,806	76,704	80,384	80,384	3,680	4.8%
Demand	Number of minute entries to be created	625,956	608,489	630,100	630,100	21,611	3.6%
Efficiency	Cost per minute entry created	$ 19.85	$ 20.70	$ 19.11	$ 19.24	$ 1.46	7.1%
Revenue							
	216 - CLERK OF THE COURT GRANTS	$ 272,628	$ 347,440	$ 251,426	$ 272,628	$ (74,812)	-21.5%
	208 - JUDICIAL ENHANCEMENT	843,046	784,000	794,294	784,000	-	0.0%
	218 - CLERK OF COURT FILL THE GAP	1,941,713	2,768,354	2,768,354	2,104,981	(663,373)	-24.0%
	270 - CHILD SUPPORT ENHANCEMENT	86,058	89,000	88,330	88,600	(400)	-0.4%
	TOTAL SOURCES	$ 3,143,445	$ 3,988,794	$ 3,902,404	$ 3,250,209	$ (738,585)	-18.5%
Expenditure							
	100 - GENERAL	$ 9,927,216	$ 10,232,294	$ 10,099,811	$ 10,403,517	$ (171,223)	-1.7%
	216 - CLERK OF THE COURT GRANTS	1,304,521	694,273	403,377	428,310	265,963	38.3%
	218 - CLERK OF COURT FILL THE GAP	1,195,657	1,672,133	1,513,068	1,293,556	378,577	22.6%
	TOTAL USES	$ 12,427,394	$ 12,598,700	$ 12,016,256	$ 12,125,383	$ 473,317	3.8%

Activity Narrative: The forecasted increase in output and demand in FY 2013 is related to the anticipated increase in dependency case filings and the Special Warrants Project. The decline in expenditures from the Clerk's Grant Fund is due to a reduction in the Title IV-D grant reimbursement for child support enforcement programs. The decline in expenditures from the Clerk's Fill the Gap Fund is based on a funding agreement with the State Administrative Office of the Courts which anticipates a decline in the State revenue stream to the fund.

Base Adjustments:

General Fund (100) Non Recurring Non Project

- Increase expenditures for a Fee Deferral Pilot Project by $403,099 for 5.0 FTE contract Finance/Business Analysts (Credit Analysts), $10,000 for start-up costs, and $1,300 for other services. The intent of the project is to reduce the number of filing fee deferrals, both at the point of filing and those that have yet to be collected. Anticipated additional revenue associated with this Pilot Project is not reflected in the budget, but will be included in FY 2015 if the Project is successful.

Scanned Document Activity

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

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

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Scanned and docketed documents available to all authorized customers by 5:00 p.m. two business days after being filed in paper format	N/A	60.0%	52.5%	52.5%	(7.5%)	-12.5%
Result	Percent of filed paper documents scanned by 5:00 p.m. the business day after being filed	N/A	70.0%	93.7%	93.7%	23.7%	33.9%
Result	Percent of Scanned documents docketed by 5:00 p.m. the business day after being scanned	N/A	50.0%	43.7%	43.7%	(6.3%)	-12.5%
Result	Percent of Scanned documents meeting Quality Control standards	N/A	99.9%	99.9%	99.9%	0.0%	0.0%
Output	Number of documents both scanned and docketed	N/A	2,435,820	1,445,387	1,445,387	(990,433)	-40.7%
Output	Number of documents scanned	N/A	2,435,820	2,312,598	2,312,598	(123,222)	-5.1%
Output	Number of Scanned documents docketed	N/A	1,948,655	1,156,309	1,156,309	(792,346)	-40.7%
Demand	Number of documents to be scanned	N/A	2,435,820	2,631,636	2,631,636	195,816	8.0%
Demand	Number of Scanned documents to be docketed	N/A	1,948,655	1,156,309	1,156,309	(792,346)	-40.7%
Efficiency	Cost per scanned and docketed document	N/A	$ 1.62	$ 4.59	$ 3.07	$ (1.45)	-89.5%
Revenue							
	205 - COURT DOCUMENT RETRIEVAL	$ 1,334,233	$ 1,335,000	$ 1,314,736	$ 1,316,700	$ (18,300)	-1.4%
	274 - CLERK OF THE COURT EDMS	3,116,798	-	-	-	-	N/A
	TOTAL SOURCES	$ 4,451,031	$ 1,335,000	$ 1,314,736	$ 1,316,700	$ (18,300)	-1.4%
Expenditure							
	100 - GENERAL	$ 2,679,239	$ 1,885,081	$ 2,015,775	$ 2,127,874	$ (242,793)	-12.9%
	216 - CLERK OF THE COURT GRANTS	-	184,512	143,255	168,512	16,000	8.7%
	205 - COURT DOCUMENT RETRIEVAL	1,268,590	478,208	877,301	464,841	13,367	2.8%
	218 - CLERK OF COURT FILL THE GAP	450,387	455,176	425,228	444,579	10,597	2.3%
	274 - CLERK OF THE COURT EDMS	1,376,317	938,040	3,125,476	1,226,370	(288,330)	-30.7%
	TOTAL USES	$ 5,774,533	$ 3,941,017	$ 6,587,035	$ 4,432,176	$ (491,159)	-12.5%

Activity Narrative: This was a new activity for FY 2013; therefore, no historical data is available. The FY 2014 operating budget includes funding for an additional position and new expenditures totaling $321,243 for ongoing supplies and maintenance of the electronic records. The cost per scanned and docketed document in FY 2013 Forecast appears exceptionally high along with the total expenditures in the Electronic Document Management Fund (274) compared to FY 2014 Adopted. The Clerk of the Superior Court charged expenditures for the electronic imaging project for pre-2002 court case documents to this activity in FY 2013. The FY 2013 and FY 2014 budget for the imaging project is included in the Imaged Document Activity. In FY 2014 the Clerk's Office will charge the imaging project expenditures to the Imaged Document Activity.

Fiduciary Services Program

The purpose of the Fiduciary Services Program is to provide payment receipting, checks and financial account records related to Superior Court cases to litigants, crime victims and government entities so they can have timely access to financial obligation information and funds due to them.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of payments posted within established timeframes	96.3%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of checks issued within established timeframes	95.3%	100.0%	N/A	N/A	N/A	N/A
Percent of restitution checks issued within established timeframes	95.1%	100.0%	N/A	N/A	N/A	N/A
Percent of bond checks issued within established timeframes	100.0%	100.0%	N/A	N/A	N/A	N/A
Percent of reconciliations completed within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of financial records available within established timeframes	99.9%	99.8%	99.9%	99.9%	0.1%	0.1%
Percent of accurate Billing financial records in a statistical sample of deferral orders	97.1%	95.7%	92.4%	92.4%	-3.3%	-3.4%
Percent of accurate Trust financial records in a statistical sample of trust orders	99.9%	100.0%	99.9%	99.9%	-0.1%	-0.1%
Percent of accurate Criminal Obligation financial records in a statistical sample of criminal obligation orders	99.0%	98.7%	98.6%	98.6%	-0.1%	-0.1%
Percent of Billing financial records available within one business day of receiving the financial order	100.0%	100.0%	99.8%	99.8%	-0.2%	-0.2%
Percent of Trust financial records available within two business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Support Orders financial records available within established timeframes	100.0%	100.0%	97.1%	97.1%	-2.9%	-2.9%
Percent of Criminal Obligation financial records available within thirty days from the docketed date	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Juvenile financial records available within 30 days from the filing date	97.1%	96.3%	94.3%	94.3%	-2.0%	-2.1%
Percent of Support Orders financial record inquiry resolutions completed within two business days	100.0%	100.0%	99.1%	99.1%	-0.9%	-0.9%
Percent of Criminal Obligation financial record inquiry resolutions completed within two business days	100.0%	100.0%	98.4%	98.4%	-1.6%	-1.6%

Activities that comprise this program include:

- Court Ordered Financial Records
- Court Ordered Receivables
- Fiduciary

Court Ordered Financial Records Activity

The purpose of the Court Ordered Financial Records activity is to provide financial obligation records to crime victims, litigants, government entities and Clerk's Office work units so they can have timely access to accurate financial information.

Mandates: A.R.S. §25-502 mandates the processes and procedures for the Clerk in regards to the transfer of paternal support cases to or from another county. A.R.S. §25-503 mandates that the court receive surety of payment of child support in the event that previous efforts to collect have not been successful, and also sets forth other requirements for the payment of child support and the conditions of payment that the court must verify under special circumstances. A.R.S.§25-504 mandates that the Clerk issue ex parte orders of assignment upon request and sets forth the procedures, requirements, conditions of appeal, and conditions of repeal. A.R.S. §25-505 mandates that the Clerk transfer all receipts of withholdings pursuant to an order of assignment to the support payment clearinghouse.

A.R.S. §25-510 mandates the time frames and fees associated with the duties of the Clerk in depositing any support payments with the support payment clearinghouse. A.R.S §25-510 mandates that the Clerk shall use electronically-accessed data provided by the Arizona Department of Economic Security to provide payment histories to all litigants, attorneys and interested persons and the court, and shall load new orders, modify order amounts, respond to payment inquiries, research payment related issues, release payments pursuant to court orders, and update demographic and new employer information. Further, the Clerk shall provide to the department any new address, order of assignment or employment information the Clerk receives regarding any support order.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of financial records available within established timeframes	99.9%	99.8%	99.9%	99.9%	0.1%	0.1%
Result	Percent of accurate Billing financial records in a statistical sample of deferral orders	97.1%	95.7%	92.4%	92.4%	(3.3%)	-3.4%
Result	Percent of accurate Trust financial records in a statistical sample of trust orders	99.9%	100.0%	99.9%	99.9%	(0.1%)	-0.1%
Result	Percent of accurate Criminal Obligation financial records in a statistical sample of criminal obligation orders	99.0%	98.7%	98.6%	98.6%	(0.1%)	-0.1%
Result	Percent of Billing financial records available within one business day of receiving the financial order	100.0%	100.0%	99.8%	99.8%	(0.2%)	-0.2%
Result	Percent of Trust financial records available within two business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Support Orders financial records available within established timeframes	100.0%	100.0%	97.1%	97.1%	(2.9%)	-2.9%
Result	Percent of Criminal Obligation financial records available within thirty days from the docketed date	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Juvenile financial records available within 30 days from the filing date	97.1%	96.3%	94.3%	94.3%	(2.0%)	-2.1%
Result	Percent of Support Orders financial record inquiry resolutions completed within two business days	100.0%	100.0%	99.1%	99.1%	(0.9%)	-0.9%
Result	Percent of Criminal Obligation financial record inquiry resolutions completed within two business days	100.0%	100.0%	98.4%	98.4%	(1.6%)	-1.6%
Result	Percent of Support Orders financial reports available within established timeframes	94.6%	93.5%	92.3%	92.3%	(1.3%)	-1.3%
Output	Number of financial record orders processed	192,899	199,642	205,079	205,079	5,437	2.7%
Output	Number of Billing Unit financial record orders processed	24,929	24,977	25,875	25,875	898	3.6%
Output	Number of Trust financial record orders processed	4,997	5,784	5,765	5,765	(19)	-0.3%
Output	Number of Criminal Obligation financial record orders processed	128,559	132,410	137,362	137,362	4,952	3.7%
Output	Number of Support Orders financial record orders processed	25,150	26,885	27,659	27,659	774	2.9%
Output	Number of Juvenile financial record orders processed	9,264	9,585	8,182	8,182	(1,403)	-14.6%
Output	Number of Support Orders financial record customer inquiries resolved	22,504	21,394	23,075	23,075	1,681	7.9%
Output	Number of Criminal Obligation financial record customer inquiries resolved	33,896	31,713	29,899	29,899	(1,814)	-5.7%
Output	Number of Support Orders financial reports prepared	5,014	4,359	4,221	4,221	(138)	-3.2%
Demand	Number of financial record orders to be processed	209,113	208,759	212,150	212,150	3,391	1.6%
Efficiency	Cost per financial record processed	$ 9.10	$ 9.96	$ 9.46	$ 10.74	$ (0.79)	-7.9%
Revenue							
	273 - VICTIM LOCATION	$ -	$ 5,000	$ 2,316	$ 2,600	$ (2,400)	-48.0%
	TOTAL SOURCES	$ -	$ 5,000	$ 2,316	$ 2,600	$ (2,400)	-48.0%
Expenditure							
	100 - GENERAL	$ 1,754,765	$ 1,622,924	$ 1,741,913	$ 1,829,807	$ (206,883)	-12.7%
	216 - CLERK OF THE COURT GRANTS	-	338,160	173,352	299,160	39,000	11.5%
	205 - COURT DOCUMENT RETRIEVAL	-	26,501	7,745	-	26,501	100.0%
	208 - JUDICIAL ENHANCEMENT	-	-	-	6,300	(6,300)	N/A
	273 - VICTIM LOCATION	-	-	31,250	68,000	(68,000)	N/A
	TOTAL USES	$ 1,754,765	$ 1,987,585	$ 1,954,260	$ 2,203,267	$ (215,682)	-10.9%

Activity Narrative: Beginning in FY 2014 this activity includes nearly $275,000 in expenditures that fully fund the Court Ordered Disbursement Activity (to be inactivated at the end of FY 2013); the shift accounts for most of the increase in the cost per financial record processed. An anticipated increase in FY 2013 in the number of juvenile financial record orders processed did not materialize. Therefore, the number budgeted for FY 2014 is based on the FY 2013 Forecast.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of payments posted within established timeframes	96.3%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of payments posted	55,943	45,414	48,352	48,352	2,938	6.5%
Demand	Number of payments to be posted	55,943	45,414	48,352	48,352	2,938	6.5%
Efficiency	Cost per payment posted	$ 5.68	$ 5.35	$ 5.91	$ 6.13	$ (0.78)	-14.5%
Revenue							
	100 - GENERAL	$ 7,395,900	$ 6,872,000	$ 7,346,115	$ 7,680,000	$ 808,000	11.8%
	TOTAL SOURCES	$ 7,395,900	$ 6,872,000	$ 7,346,115	$ 7,680,000	$ 808,000	11.8%
Expenditure							
	100 - GENERAL	$ 318,023	$ 213,552	$ 258,568	$ 296,169	$ (82,617)	-38.7%
	208 - JUDICIAL ENHANCEMENT	-	29,400	27,208	-	29,400	100.0%
	TOTAL USES	$ 318,023	$ 242,952	$ 285,776	$ 296,169	$ (53,217)	-21.9%

Activity Narrative: A fifth position is added to this activity for the FY 2014 budget, resulting in increased expenditures in FY 2013 and an associated increase in the cost per payment posted.

Base Adjustments:

General Fund (100)

- Increase revenue by $808,000 based on a monthly trend-line analysis of actual revenue since July, 2010. The budget assumes an increase of $732,000 in case fines, and reimbursement of incarceration costs and public monies; an increase of $80,000 in miscellaneous copy sales and bad check fees; and a decrease of $4,000 in charges for initial complaint filings.

Fiduciary Activity

The purpose of the Fiduciary activity is to provide reconciled accountings to the Superior Court and government entities so they can have timely access to funds due them.

Mandates: Reconciliation of the monthly transmittal is part of the “Reconciled Accountings” Service. A.R.S. §12-284 “Fees” addresses the monthly transmittal of funds to the County Treasurer. It also includes a fee schedule indicating what monies are to be collected by cashiers, and reconciliation of cash drawer and credit card transactions is part of the service. A.R.S. §12-284.03 “Distribution of Fees” addresses how the County Treasurer is to distribute the funds received from the Clerk of the

Superior Court. Administrative Order 2006-121 "Arizona Code of Judicial Administration" Part 1, Ch. 4, §1-401. Minimum Accounting Standards" applies to reconciliations, among other accounting events.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	127,343	114,239	126,866	126,866	12,627	11.1%
Demand	Number of reconciliations to be completed	127,343	114,239	126,866	126,866	12,627	11.1%
Efficiency	Cost per reconciliation completed	$ 1.61	$ 1.63	$ 1.53	$ 1.59	$ 0.04	2.6%
Expenditure							
	100 - GENERAL	$ 204,575	$ 186,067	$ 194,034	$ 201,361	$ (15,294)	-8.2%
	TOTAL USES	$ 204,575	$ 186,067	$ 194,034	$ 201,361	$ (15,294)	-8.2%

Activity Narrative: The number of reconciliations were understated in FY 2013 Revised since the data did not include the use of wiring funds.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of page reproductions completed within established timeframes	99.9%	99.9%	100.0%	100.0%	0.1%	0.1%
Percent of Adult page reproductions completed within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Juvenile page reproductions completed within established timeframes	98.9%	98.3%	100.0%	100.0%	1.7%	1.7%
Percent of files delivered within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Adult files delivered within two business days from time of request	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Juvenile files delivered the same day the pull list requesting the file is received	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of applications processed the same day as requested by the applicant	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of eligible pre-2002 pages that are accessible in electronic format	N/A	30.0%	30.0%	30.0%	0.0%	0.0%

Activities that comprise this program include:

- Court Document Copy
- Court File Delivery
- Imaged Document
- Public Registrations

Court Document Copy Activity

The purpose of the Court Document Copy Activity is to provide copies of electronic or paper court record documents upon request to the public, court, legal community and agencies so they can have timely access to reproductions of case file information.

Mandates: A.R.S. §12-283 mandates that the Clerk attend all sessions of court and maintain and allow access to all court records. A.R.S. §12-282 mandates that the Clerk safely keep all court records and ensure the proper disposition of all records, and provide parental and child information to the child support case registry. A.R.S. §8-208 requires the Clerk to censure juvenile records as mandated by

law. A.R.S. §8-134 mandates the Clerk receive actual and reasonable fees for participation in the confidential intermediary program, and requires the Clerk to provide all receipts to the County Treasurer for deposit into the Juvenile Probation Services Fund.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of page reproductions completed within established timeframes	99.9%	99.9%	100.0%	100.0%	0.1%	0.1%
Result	Percent of Adult page reproductions completed within established timeframes	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Juvenile page reproductions completed within established timeframes	98.9%	98.3%	100.0%	100.0%	1.7%	1.7%
Output	Number of pages reproduced	1,243,414	1,285,590	1,265,462	1,265,462	(20,128)	-1.6%
Output	Number of Adult pages reproduced	1,129,151	1,175,940	1,133,206	1,133,206	(42,734)	-3.6%
Output	Number of Juvenile pages reproduced	114,263	109,649	132,256	132,256	22,607	20.6%
Demand	Number of pages to be reproduced	1,247,397	1,290,595	1,270,484	1,270,484	(20,111)	-1.6%
Efficiency	Cost per page reproduced	$ 0.91	$ 0.89	$ 0.95	$ 0.94	$ (0.05)	-5.8%
Expenditure							
	100 - GENERAL	$ 967,831	$ 898,813	$ 917,367	$ 874,518	$ 24,295	2.7%
	216 - CLERK OF THE COURT GRANTS	-	23,100	29,022	23,100	-	0.0%
	205 - COURT DOCUMENT RETRIEVAL	168,101	225,840	252,277	297,821	(71,981)	-31.9%
	218 - CLERK OF COURT FILL THE GAP	354	-	-	-	-	N/A
	TOTAL USES	$ 1,136,286	$ 1,147,753	$ 1,198,666	$ 1,195,439	$ (47,686)	-4.2%

Activity Narrative: Although customers can remotely access and print electronic court documents, the Forecasted demand for copies is higher than the actual number in FY 2012 (though less than originally anticipated for FY 2013). The cost per copy is increasing for FY 2014 due to the shift of a 0.75 FTE Justice System Clerk from the Public Registrations Activity to ensure that all reproductions are completed within established timeframes.

Base Adjustments:

Court Document Retrieval Fund (205)

- Increase Maintenance of microfilm scanners, readers and printers by $60,139 for FY 2014. Though this expense was inadvertently omitted from FY 2013 Revised, the Forecast includes these costs.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	79,885	75,549	71,196	71,196	(4,353)	-5.8%
Output	Number of Adult files delivered	24,486	24,867	20,534	20,534	(4,333)	-17.4%
Output	Number of Juvenile files delivered	55,399	50,685	50,662	50,662	(23)	-0.0%
Demand	Number of files requested	80,484	75,756	71,616	71,616	(4,140)	-5.5%
Efficiency	Cost per file delivered	$ 9.47	$ 6.64	$ 6.38	$ 6.88	$ (0.24)	-3.6%
Expenditure							
	100 - GENERAL	$ 360,286	$ 286,736	$ 258,635	$ 259,087	$ 27,649	9.6%
	216 - CLERK OF THE COURT GRANTS	-	11,508	9,447	11,508	-	0.0%
	205 - COURT DOCUMENT RETRIEVAL	396,040	203,628	182,664	219,473	(15,845)	-7.8%
	TOTAL USES	$ 756,326	$ 501,872	$ 450,746	$ 490,068	$ 11,804	2.4%

Activity Narrative: Delivery of paper court files has diminished significantly over the last several years due to the transition from maintaining court files in paper format to maintaining and providing the files electronically. The decline appears to be leveling off, as is reflected in the FY 2014 budgeted data.

Imaged Document Activity

The purpose of the Imaged Document Activity is to provide archival quality electronic images of pre-2002 court records currently maintained in paper format to attorneys, the public and agencies so they can access all eligible pre-2002 court records in a secure and electronic format.

Mandates: A.R.S. §12-282 mandates that the clerk safely keep and dispose of all records and photographic/electronic images of records shall be received in evidence in all courts and hearings in like manner as the original.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of eligible pre-2002 pages that are accessible in electronic format	N/A	30.0%	30.0%	30.0%	0.0%	0.0%
Output	Number of pre-2002 pages imaged	N/A	16,943,112	16,943,112	16,943,112	-	0.0%
Demand	Number of pre-2002 pages to be imaged	N/A	16,943,112	16,943,112	16,943,112	-	0.0%
Efficiency	Cost per pre-2002 page imaged	N/A	$ 0.23	$ 0.02	$ 0.08	$ 0.15	65.2%
Expenditure							
	100 - GENERAL	$ -	$ 56,448	$ 60,620	$ 63,299	$ (6,851)	-12.1%
	216 - CLERK OF THE COURT GRANTS	-	-	2,320	-	-	N/A
	205 - COURT DOCUMENT RETRIEVAL	-	1,104,408	104,140	628,835	475,573	43.1%
	274 - CLERK OF THE COURT EDMS	-	2,700,000	238,518	653,220	2,046,780	75.8%
	TOTAL USES	$ -	$ 3,860,856	$ 405,598	$ 1,345,354	$ 2,515,502	65.2%

Activity Narrative: The FY 2013 Revised and FY 2014 Adopted budgets include expenditures for an electronic imaging project for pre-2002 court case documents. Utilizing fund balances from special revenue funds, the Clerk's Office anticipates completing the project in FY 2014 with a budget of $1,175,056. An estimated 29,000,000 pages of pre-2002 court records will be imaged by a private vendor at a rate of 1,900,000 pages per month.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	49,030	39,966	40,846	40,846	880	2.2%
Demand	Number of applications requested	49,030	39,966	40,846	40,846	880	2.2%
Efficiency	Cost per application processed	$ 21.44	$ 26.32	$ 28.85	$ 25.36	$ 0.96	3.7%
Revenue							
	100 - GENERAL	$ 1,211,515	$ 1,138,000	$ 1,092,753	$ 1,435,000	$ 297,000	26.1%
	TOTAL SOURCES	$ 1,211,515	$ 1,138,000	$ 1,092,753	$ 1,435,000	$ 297,000	26.1%
Expenditure							
	100 - GENERAL	$ 828,460	$ 862,942	$ 902,451	$ 853,577	$ 9,365	1.1%
	216 - CLERK OF THE COURT GRANTS	-	4,452	14,043	4,452	-	0.0%
	205 - COURT DOCUMENT RETRIEVAL	222,727	127,608	219,283	120,556	7,052	5.5%
	274 - CLERK OF THE COURT EDMS	-	56,980	54,282	57,301	(321)	-0.6%
	TOTAL USES	$ 1,051,187	$ 1,051,982	$ 1,190,059	$ 1,035,886	$ 16,096	1.5%

Base Adjustments:

General Fund (100)

- Increase Revenue by $297,000 based on a monthly trend-line analysis of actual revenue since July, 2010. It is anticipated that an increase of $240,000 in passport application fees and $57,000 in marriage license fees will occur in FY 2014.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 29,638,876**	**$ 8,250,000**
FY 2013 Revised Budget		**$ 29,638,876**	**$ 8,250,000**
FY 2014 Budget Target		**$ 29,638,876**	**$ 8,250,000**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 86,307**	**$ -**
Retirement Contributions		*86,307*	*-*
Base Adjustments		**$ -**	**$ 1,250,000**
Other Base Adjustments		*-*	*1,250,000*
Increase in Court Ordered Receivables revenue based on trend analysis	*$ 808,000*		
Increase in Court Public Registrations revenue based on trend analysis	*297,000*		
Increase in Case Establishment revenue based on trend analysis	*145,000*		
Budget Balancing		**$ (320,775)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(320,775)*	*-*
FY 2014 Tentative Budget		**$ 29,404,408**	**$ 9,500,000**
Percent Change from Target Amount		*-0.8%*	*15.2%*
Adjustments:			
Base Adjustments		**$ 17,451**	**$ -**
Internal Service Charges		*17,451*	*-*
FY 2014 Adopted Budget		**$ 29,421,859**	**$ 9,500,000**
Percent Change from Target Amount		*-0.7%*	*15.2%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 2,500,000**	**$ -**
FY 2013 Revised Budget		**$ 2,500,000**	**$ -**
Adjustments:			
Non Recurring		**$ (2,500,000)**	**$ -**
Other Non-Recurring		*(2,500,000)*	*-*
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Information and Communications Technology			
Other IT Non-Recurring		*$ 2,494,640*	*$ -*
RFR (Restitution, Fines and Reimbursement) Enhancement Project	*$ 2,494,640*		
Non Recurring		**$ 414,399**	**$ -**
Other Non-Recurring		*414,399*	*-*
Deferral Revenue Enhancement Pilot Project	*$ 414,399*		
FY 2014 Adopted Budget		**$ 2,909,039**	**$ -**
Percent Change from Target Amount			

Court Document Retrieval Fund (205)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 1,335,000**	**$ 1,335,000**
FY 2013 Revised Budget			**$ 1,335,000**	**$ 1,335,000**
FY 2014 Budget Target			**$ 1,335,000**	**$ 1,335,000**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 3,521**	**$ -**
Retirement Contributions			*3,521*	-
Structural Balance			**$ (21,821)**	**$ (18,300)**
Structural Balance			*(21,821)*	*(18,300)*
FY 2014 Adopted Budget			**$ 1,316,700**	**$ 1,316,700**
Percent Change from Target Amount			*-1.4%*	*-1.4%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ 1,000,000**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ 29,067**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*29,067*	-
FY 2013 Revised Budget			**$ 1,029,067**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ (29,067)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*(29,067)*	-
Non Recurring			**$ (1,000,000)**	**$ -**
Other Non-Recurring			*(1,000,000)*	-
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 521,836**	**$ -**
Other Non-Recurring			*521,836*	-
Image and Conversion of Inactive Records Pre-2002		*$ 521,836*		
(Imaged Document Activity)				
FY 2014 Adopted Budget			**$ 521,836**	**$ -**
Percent Change from Target Amount				

Court Document Retrieval Fund (205) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 1,713,435	$ 1,563,435	$ 1,563,435	$ 979,587	$ 537,601
Sources:					
Operating	$ 1,344,769	$ 1,335,000	$ 1,335,000	$ 1,316,742	$ 1,316,700
Total Sources:	$ 1,344,769	$ 1,335,000	$ 1,335,000	$ 1,316,742	$ 1,316,700
Uses:					
Operating	$ 1,369,319	$ 1,335,000	$ 1,335,000	$ 1,293,741	$ 1,316,700
Non-Recurring	709,298	1,000,000	1,029,067	464,987	521,836
Total Uses:	$ 2,078,617	$ 2,335,000	$ 2,364,067	$ 1,758,728	$ 1,838,536
Structural Balance	$ (24,550)	$ -	$ -	$ 23,001	$ -
Ending Spendable Fund Balance:					
Restricted	$ 979,587	$ 563,435	$ 534,368	$ 537,601	$ 15,765
Total Ending Spendable Fund Balance	$ 979,587	$ 563,435	$ 534,368	$ 537,601	$ 15,765

Judicial Enhancement Fund (208)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 1,000,000**	**$ 1,000,000**
FY 2013 Revised Budget		**$ 1,000,000**	**$ 1,000,000**
FY 2014 Budget Target		**$ 1,000,000**	**$ 1,000,000**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 723**	**$ -**
Retirement Contributions		*723*	-
Base Adjustments		**$ (343,329)**	**$ -**
Other Base Adjustments		*(343,329)*	-
Right-size spending due to decrease in qualifying expenditures for Judicial Enhancement	*$ (343,329)*		
FY 2014 Adopted Budget		**$ 657,394**	**$ 1,000,000**
Percent Change from Target Amount		*-34.3%*	*0.0%*

Judicial Enhancement Fund (208) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 1,921,296	$ 2,141,713	$ 2,141,713	$ 2,257,673	$ 2,432,461
Sources:					
Clerk of the Superior Court (160)	$ 1,037,380	$ 1,000,000	$ 1,000,000	$ 986,597	$ 1,000,000
Superior Court (800)	546,929	521,600	521,600	495,423	521,600
Operating	$ 1,584,309	$ 1,521,600	$ 1,521,600	$ 1,482,020	$ 1,521,600
Total Sources:	$ 1,584,309	$ 1,521,600	$ 1,521,600	$ 1,482,020	$ 1,521,600
Uses:					
Clerk of the Superior Court (160)	$ 479,062	$ 1,000,000	$ 1,000,000	$ 537,611	$ 657,394
Superior Court (800)	470,103	521,600	521,600	481,575	521,600
Operating	$ 949,165	$ 1,521,600	$ 1,521,600	$ 1,019,186	$ 1,178,994
Clerk of the Superior Court (160)	$ -	$ 100,000	$ 386,379	$ 277,668	$ -
Superior Court (800)	298,758	-	12,329	10,378	-
Non-Recurring	$ 298,758	$ 100,000	$ 398,708	$ 288,046	$ -
Total Uses:	$ 1,247,923	$ 1,621,600	$ 1,920,308	$ 1,307,232	$ 1,178,994
Structural Balance	$ 635,144	$ -	$ -	$ 462,834	$ 342,606
Accounting Adjustments	$ (9)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 2,257,673	$ 2,041,713	$ 1,743,005	$ 2,432,461	$ 2,775,067
Total Ending Spendable Fund Balance	$ 2,257,673	$ 2,041,713	$ 1,743,005	$ 2,432,461	$ 2,775,067

Clerk of the Superior Court Grants Fund (216)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 1,389,716**	**$ 1,389,716**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 74,812**	**$ 74,812**
Clerk of Superior Court Grant Reconciliation	*C-16-13-012-G-00*	*74,812*	*74,812*
FY 2013 Revised Budget		**$ 1,464,528**	**$ 1,464,528**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (74,812)**	**$ (74,812)**
Clerk of Superior Court Grant Reconciliation	*C-16-13-012-G-00*	*(74,812)*	*(74,812)*
FY 2014 Budget Target		**$ 1,389,716**	**$ 1,389,716**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 629**	**$ -**
Retirement Contributions		*629*	*-*
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (317,691)**	**$ (317,062)**
Grant Reconciliation		*(317,691)*	*(317,062)*
FY 2014 Adopted Budget		**$ 1,072,654**	**$ 1,072,654**
Percent Change from Target Amount		*-22.8%*	*-22.8%*

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

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ (2,900)	$ (2,900)	$ (2,900)	$ (3,647)	$ (3,647)
Sources:					
Operating	$ 1,333,587	$ 1,389,716	$ 1,464,528	$ 1,048,504	$ 1,072,654
Total Sources:	$ 1,333,587	$ 1,389,716	$ 1,464,528	$ 1,048,504	$ 1,072,654
Uses:					
Operating	$ 1,334,335	$ 1,389,716	$ 1,464,528	$ 1,048,504	$ 1,072,654
Total Uses:	$ 1,334,335	$ 1,389,716	$ 1,464,528	$ 1,048,504	$ 1,072,654
Structural Balance	$ (748)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	(3,647)	(2,900)	(2,900)	(3,647)	(3,647)
Total Ending Spendable Fund Balance	$ (3,647)	$ (2,900)	$ (2,900)	$ (3,647)	$ (3,647)

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

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 2,345,688**	**$ 2,345,688**
Adjustments:	Agenda Item:			
Grants, Donations and Intergovernmental Agreements				
Grants			**$ 422,666**	**$ 422,666**
Fill the Gap Plan	*C-80-13-008-2-00*		*422,666*	*422,666*
FY 2013 Revised Budget			**$ 2,768,354**	**$ 2,768,354**
Adjustments:	Agenda Item:			
Grants, Donations and Intergovernmental Agreements				
Grants			**$ (422,666)**	**$ (422,666)**
Fill the Gap Plan	*C-80-13-008-2-00*		*(422,666)*	*(422,666)*
FY 2014 Budget Target			**$ 2,345,688**	**$ 2,345,688**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 6,258**	**$ -**
Retirement Contributions			*6,258*	*-*
Fees and Other Revenues			**$ (246,965)**	**$ (240,707)**
ProgRevenue Volume Inc/Dec			*(246,965)*	*(240,707)*
FY 2014 Adopted Budget			**$ 2,104,981**	**$ 2,104,981**
Percent Change from Target Amount			*-10.3%*	*-10.3%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ -**	**$ -**
FY 2013 Revised Budget			**$ -**	**$ -**
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 209,048**	**$ -**
Other Non-Recurring			*209,048*	*-*
Assistance to Personnel Expenditures in the Operating Budget		*$ 209,048*		
FY 2014 Adopted Budget			**$ 209,048**	**$ -**
Percent Change from Target Amount				

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

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 362,342	$ 415,861	$ 415,861	$ 173,537	$ 414,190
Sources:					
Operating	$ 1,941,713	$ 2,345,688	$ 2,768,354	$ 2,768,354	$ 2,104,981
Total Sources:	$ 1,941,713	$ 2,345,688	$ 2,768,354	$ 2,768,354	$ 2,104,981
Uses:					
Operating	$ 1,732,665	$ 2,345,688	$ 2,768,354	$ 2,527,701	$ 2,104,981
Non-Recurring	397,865	-	-	-	209,048
Total Uses:	$ 2,130,530	$ 2,345,688	$ 2,768,354	$ 2,527,701	$ 2,314,029
Structural Balance	$ 209,048	$ -	$ -	$ 240,653	$ -
Accounting Adjustments	$ 12	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 173,537	$ 415,861	$ 415,861	$ 414,190	$ 205,142
Total Ending Spendable Fund Balance	$ 173,537	$ 415,861	$ 415,861	$ 414,190	$ 205,142

Child Support Enhancement Fund (270)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ -**	**$ 89,000**
FY 2013 Revised Budget		**$ -**	**$ 89,000**
FY 2014 Budget Target		**$ -**	**$ 89,000**
Adjustments:			
Fees and Other Revenues		**$ -**	**$ (400)**
ProgRevenue Volume Inc/Dec		-	*(400)*
Decrease in Interest Revenue	*$ (400)*		
FY 2014 Adopted Budget		**$ -**	**$ 88,600**
Percent Change from Target Amount			*-0.4%*

Child Support Enhancement Fund (270) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 575,066	$ 623,501	$ 623,501	$ 649,888	$ 738,218
Sources:					
Operating	$ 90,592	$ 89,000	$ 89,000	$ 88,330	$ 88,600
Total Sources:	$ 90,592	$ 89,000	$ 89,000	$ 88,330	$ 88,600
Uses:					
Non-Recurring	15,771	100,000	100,000	-	-
Total Uses:	$ 15,771	$ 100,000	$ 100,000	$ -	$ -
Structural Balance	$ 90,592	$ 89,000	$ 89,000	$ 88,330	$ 88,600
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 649,888	$ 612,501	$ 612,501	$ 738,218	$ 826,818
Total Ending Spendable Fund Balance	$ 649,888	$ 612,501	$ 612,501	$ 738,218	$ 826,818

Victim Location Fund (273)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ -**	**$ 5,000**
FY 2013 Revised Budget		**$ -**	**$ 5,000**
FY 2014 Budget Target		**$ -**	**$ 5,000**
Adjustments:			
Fees and Other Revenues		**$ -**	**$ (2,400)**
ProgRevenue Volume Inc/Dec		-	*(2,400)*
Decrease in Interest Revenue	*$ (2,400)*		
FY 2014 Adopted Budget		**$ -**	**$ 2,600**
Percent Change from Target Amount			*-48.0%*

Victim Location Fund (273) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 75,000**	**$ -**
FY 2013 Revised Budget		**$ 75,000**	**$ -**
Adjustments:			
Non Recurring		**$ (75,000)**	**$ -**
Other Non-Recurring		*(75,000)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 68,000**	**$ -**
Other Non-Recurring		*68,000*	-
Intergovernmental Agreement for Victim Location with the Maricopa County Attorney	*$ 68,000*		
FY 2014 Adopted Budget		**$ 68,000**	**$ -**
Percent Change from Target Amount			

Victim Location Fund (273) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 146,753	$ 104,571	$ 104,571	$ 113,044	$ 75,166
Sources:					
Operating	$ 3,170	$ 5,000	$ 5,000	$ 2,316	$ 2,600
Total Sources:	$ 3,170	$ 5,000	$ 5,000	$ 2,316	$ 2,600
Uses:					
Non-Recurring	36,879	75,000	75,000	40,194	68,000
Total Uses:	$ 36,879	$ 75,000	$ 75,000	$ 40,194	$ 68,000
Structural Balance	$ 3,170	$ 5,000	$ 5,000	$ 2,316	$ 2,600
Ending Spendable Fund Balance:					
Restricted	$ 113,044	$ 34,571	$ 34,571	$ 75,166	$ 9,766
Total Ending Spendable Fund Balance	$ 113,044	$ 34,571	$ 34,571	$ 75,166	$ 9,766

Electronic Document Management System Fund (274)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 3,000,000**	**$ 3,000,000**
FY 2013 Revised Budget			**$ 3,000,000**	**$ 3,000,000**
FY 2014 Budget Target			**$ 3,000,000**	**$ 3,000,000**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 6,828**	**$ -**
Retirement Contributions			*6,828*	-
Fees and Other Revenues			**$ (137,928)**	**$ (131,100)**
ProgRevenue Volume Inc/Dec			*(137,928)*	*(131,100)*
FY 2014 Tentative Budget			**$ 2,868,900**	**$ 2,868,900**
Percent Change from Target Amount			*-4.4%*	*-4.4%*
Adjustments:				
Other Base Adjustments			*$ (5,725)*	*$ -*
Internal Service Charges			*5,725*	-
FY 2014 Adopted Budget			**$ 2,868,900**	**$ 2,868,900**
Percent Change from Target Amount			*-4.4%*	*-4.4%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ 2,700,000**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ 30,711**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*30,711*	-
FY 2013 Revised Budget			**$ 2,730,711**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ (30,711)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*(30,711)*	-
Non Recurring			**$ (2,700,000)**	**$ -**
Other Non-Recurring			*(2,700,000)*	-
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 653,220**	**$ -**
Other Non-Recurring			*653,220*	-
Pre-2002 Inactive Case Imaging (Imaged Document Activity)		*$ 653,220*		
FY 2014 Adopted Budget			**$ 653,220**	**$ -**
Percent Change from Target Amount				

Electronic Document Management System Fund (274) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 2,955,202	$ 3,085,824	$ 3,085,824	$ 2,855,077	$ 653,690
Sources:					
Operating	$ 3,138,246	$ 3,000,000	$ 3,000,000	$ 2,868,957	$ 2,868,900
Total Sources:	$ 3,138,246	$ 3,000,000	$ 3,000,000	$ 2,868,957	$ 2,868,900
Uses:					
Operating	$ 3,159,976	$ 3,000,000	$ 3,000,000	$ 2,575,726	$ 2,868,900
Non-Recurring	78,393	2,700,000	2,730,711	2,494,618	653,220
Total Uses:	$ 3,238,369	$ 5,700,000	$ 5,730,711	$ 5,070,344	$ 3,522,120
Structural Balance	$ (21,730)	$ -	$ -	$ 293,231	$ -
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 2,855,077	$ 385,824	$ 355,113	$ 653,690	$ 470
Total Ending Spendable Fund Balance	$ 2,855,077	$ 385,824	$ 355,113	$ 653,690	$ 470

Constables

Analysis by Jacqueline M. Edwards, Senior Management and Budget Analyst

Summary

Mission

The mission of the Constables is to provide execution of mandated civil and criminal process to citizens of Maricopa County so they can receive timely, cost effective and professional service.

Vision

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

Strategic Goals

Department Specific

By June 2014, the Constables will generate at least 100% of their operating costs on an annual basis.

Status: The Department has encountered difficulties obtaining the data to measure their success in reaching this goal. This goal will be updated during the FY 2015 strategic plan process.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
SERV - SERVICE OF PROCESS	$ 1,456,577	$ 1,515,522	$ 1,535,958	$ 1,569,735	$ 1,515,522	$ (20,436)	-1.3%
25PS - SERVICE OF PROCESS	$ 1,456,577	$ 1,515,522	$ 1,535,958	$ 1,569,735	$ 1,515,522	$ (20,436)	-1.3%
TOTAL PROGRAMS	**$ 1,456,577**	**$ 1,515,522**	**$ 1,535,958**	**$ 1,569,735**	**$ 1,515,522**	**$ (20,436)**	**-1.3%**
USES							
SERV - SERVICE OF PROCESS	$ 2,657,790	$ 2,716,879	$ 2,737,315	$ 2,649,381	$ 2,754,767	$ (17,452)	-0.6%
25PS - SERVICE OF PROCESS	$ 2,657,790	$ 2,716,879	$ 2,737,315	$ 2,649,381	$ 2,754,767	$ (17,452)	-0.6%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 15,132	$ 21,602	$ 21,602	$ 21,595	$ 23,321	$ (1,719)	-8.0%
POOL - POOLED COSTS	-	-	-	-	(28,442)	28,442	N/A
99GV - GENERAL GOVERNMENT	$ 15,132	$ 21,602	$ 21,602	$ 21,595	$ (5,121)	$ 26,723	123.7%
TOTAL PROGRAMS	**$ 2,672,922**	**$ 2,738,481**	**$ 2,758,917**	**$ 2,670,976**	**$ 2,749,646**	**$ 9,271**	**0.3%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 14,550	$ -	$ 20,227	$ -	$ -	$ (20,227)	-100.0%
SUBTOTAL	$ 14,550	$ -	$ 20,227	$ -	$ -	$ (20,227)	-100.0%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 1,441,823	$ 1,515,522	$ 1,515,522	$ 1,569,526	$ 1,515,522	$ -	0.0%
SUBTOTAL	$ 1,441,823	$ 1,515,522	$ 1,515,522	$ 1,569,526	$ 1,515,522	$ -	0.0%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 204	$ -	$ 209	$ 209	$ -	$ (209)	-100.0%
SUBTOTAL	$ 204	$ -	$ 209	$ 209	$ -	$ (209)	-100.0%
ALL REVENUES	$ 1,456,577	$ 1,515,522	$ 1,535,958	$ 1,569,735	$ 1,515,522	$ (20,436)	-1.3%
TOTAL SOURCES	$ 1,456,577	$ 1,515,522	$ 1,535,958	$ 1,569,735	$ 1,515,522	$ (20,436)	-1.3%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,744,529	$ 1,711,065	$ 1,705,543	$ 1,689,723	$ 1,698,586	$ 6,957	0.4%
0710 - OVERTIME	-	-	-	1,840	-	-	N/A
0750 - FRINGE BENEFITS	737,470	783,394	788,694	771,074	863,027	(74,333)	-9.4%
0790 - OTHER PERSONNEL SERVICES	-	-	-	400	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(44,469)	-	-	-	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	44,469	-	-	-	-	-	N/A
SUBTOTAL	$ 2,481,999	$ 2,494,459	$ 2,494,237	$ 2,463,037	$ 2,561,613	$ (67,376)	-2.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 21,428	$ 10,060	$ 30,496	$ 7,620	$ 9,000	$ 21,496	70.5%
0803 - FUEL	68,265	78,300	78,300	69,053	75,000	3,300	4.2%
0804 - NON-CAPITAL EQUIPMENT	-	13,200	13,200	1,966	-	13,200	100.0%
SUBTOTAL	$ 89,693	$ 101,560	$ 121,996	$ 78,639	$ 84,000	$ 37,996	31.1%
SERVICES							
0812 - OTHER SERVICES	$ 3,969	$ 4,065	$ 4,287	$ 4,043	$ 4,065	$ 222	5.2%
0825 - REPAIRS AND MAINTENANCE	-	350	350	-	350	-	0.0%
0839 - INTERNAL SERVICE CHARGES	87,088	94,831	94,831	98,672	88,398	6,433	6.8%
0841 - TRAVEL	3,181	2,952	2,952	2,526	2,100	852	28.9%
0842 - EDUCATION AND TRAINING	6,976	12,144	12,144	10,006	9,000	3,144	25.9%
0843 - POSTAGE/FREIGHT/SHIPPING	16	120	120	53	120	-	0.0%
SUBTOTAL	$ 101,230	$ 114,462	$ 114,684	$ 115,300	$ 104,033	$ 10,651	9.3%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ 28,000	$ 28,000	$ 14,000	$ -	$ 28,000	100.0%
SUBTOTAL	$ -	$ 28,000	$ 28,000	$ 14,000	$ -	$ 28,000	100.0%
ALL EXPENDITURES	$ 2,672,922	$ 2,738,481	$ 2,758,917	$ 2,670,976	$ 2,749,646	$ 9,271	0.3%
TOTAL USES	$ 2,672,922	$ 2,738,481	$ 2,758,917	$ 2,670,976	$ 2,749,646	$ 9,271	0.3%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 1,456,577	$ 1,515,522	$ 1,515,522	$ 1,569,526	$ 1,515,522	$ -	0.0%
NON-RECURRING	-	-	20,436	209	-	(20,436)	-100.0%
FUND TOTAL SOURCES	$ 1,456,577	$ 1,515,522	$ 1,535,958	$ 1,569,735	$ 1,515,522	$ (20,436)	-1.3%
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,456,577	$ 1,515,522	$ 1,515,522	$ 1,569,526	$ 1,515,522	$ -	0.0%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ -	$ -	$ 20,436	$ 209	$ -	$ (20,436)	-100.0%
DEPARTMENT TOTAL SOURCES	$ 1,456,577	$ 1,515,522	$ 1,535,958	$ 1,569,735	$ 1,515,522	$ (20,436)	-1.3%
100 GENERAL							
OPERATING	$ 2,427,313	$ 2,696,281	$ 2,696,281	$ 2,656,976	$ 2,749,646	$ (53,365)	-2.0%
NON-RECURRING	245,609	42,200	62,636	14,000	-	62,636	100.0%
FUND TOTAL USES	$ 2,672,922	$ 2,738,481	$ 2,758,917	$ 2,670,976	$ 2,749,646	$ 9,271	0.3%
DEPARTMENT OPERATING TOTAL USES	$ 2,427,313	$ 2,696,281	$ 2,696,281	$ 2,656,976	$ 2,749,646	$ (53,365)	-2.0%
DEPARTMENT NON-RECURRING TOTAL USES	$ 245,609	$ 42,200	$ 62,636	$ 14,000	$ -	$ 62,636	100.0%
DEPARTMENT TOTAL USES	$ 2,672,922	$ 2,738,481	$ 2,758,917	$ 2,670,976	$ 2,749,646	$ 9,271	0.3%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
SERVICE OF PROCESS							
SERVICE OF PROCESS	35.00	36.00	36.00	36.00	36.00	-	0.0%
PROGRAM TOTAL	35.00	36.00	36.00	36.00	36.00	-	0.0%
DEPARTMENT TOTAL	35.00	36.00	36.00	36.00	36.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Deputy Constable	-	-	8.00	8.00	8.00	-	0.0%
Elected	25.00	26.00	26.00	26.00	26.00	-	0.0%
Legal Order Server	8.00	8.00	-	-	-	-	N/A
Office Assistant Specialized	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	**35.00**	**36.00**	**36.00**	**36.00**	**36.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	35.00	36.00	36.00	36.00	36.00	-	0.0%
Department Total	**35.00**	**36.00**	**36.00**	**36.00**	**36.00**	**-**	**0.0%**

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Percent of fines collected within 30 days	N/A	37.5%	31.9%	37.5%	0.0%	0.0%
Percent of warrant service attempts that resulted in defendants paying or being put on a payment plan	N/A	46.7%	33.1%	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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of fines collected within 30 days	N/A	37.5%	31.9%	37.5%	0.0%	0.0%
Result	Percent of warrant service attempts that resulted in defendants paying or being put on a payment plan	N/A	46.7%	33.1%	46.7%	0.0%	0.0%
Output	Number Of Writs of Restitution	9,596	17,600	21,700	17,600	-	0.0%
Output	Dollars of outstanding fines collected	N/A	412,900	537,440	412,900	-	0.0%
Output	Number of outstanding fines collected	N/A	800	843	800	-	0.0%
Demand	Number of Writs of Restitution required	9,596	17,600	21,700	17,600	-	0.0%
Demand	Dollars of outstanding fines to be collected from assigned warrants	N/A	860,000	1,102,084	860,000	-	0.0%
Demand	Number of outstanding fines to be collected	N/A	160,000	696	160,000	-	0.0%
Efficiency	Expenditure per dollar of fines collected	N/A	$ 6.63	$ 4.93	$ 6.67	$ (0.09)	-1.4%
Revenue							
	100 - GENERAL	$ 1,456,577	$ 1,535,958	$ 1,569,735	$ 1,515,522	$ (20,436)	-1.3%
	TOTAL SOURCES	$ 1,456,577	$ 1,535,958	$ 1,569,735	$ 1,515,522	$ (20,436)	-1.3%
Expenditure							
	100 - GENERAL	$ 2,657,790	$ 2,737,315	$ 2,649,381	$ 2,754,767	$ (17,452)	-0.6%
	TOTAL USES	$ 2,657,790	$ 2,737,315	$ 2,649,381	$ 2,754,767	$ (17,452)	-0.6%

Activity Narrative: The Constables' demand and revenue are closely tied to the economy. Historically, rental eviction rates have been inversely related to vacancy rates; landlords are less likely to evict problem tenants in times when there are fewer potential tenants to replace them. FY 2014 revenue and demand are budgeted slightly below the FY 2013 Forecast levels as these outputs and demands are expected to stabilize and decrease as the economy continues to improve.

Target Adjustments:

General Fund (100)

- Increase Salary and Benefits by $34,566 to annualize the Constable position associated with the creation of a new Constable Precinct that began operation in January 1, 2013.

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $73,041 for the impact of changes in retirement contribution rates.
- Decrease supplies, fuel, training, and postage based FY 2012 Actuals and FY 2013 forecasted expenditures.
- Decrease Internal Service charges by $10,354 for lower than anticipated telecommunication and vehicle repair costs.
- Decrease Salaries and Benefits of Constables by $9,809 to adjust for the number of pay periods in the fiscal year so the Constables receive their Arizona Revised Statute set salaries in a calendar year.
- Increase personnel savings by $28,442 based on the Chairman's Office request.
- Increase Other Benefits and Internal Services Charges by $1,719 for the impact of the changes in Risk Management charges.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 2,696,281**	**$ 1,515,522**
FY 2013 Revised Budget		**$ 2,696,281**	**$ 1,515,522**
Adjustments:			
Other Mandates		**$ 34,566**	**$ -**
New Justice Precincts		*34,566*	-
FY 2014 Budget Target		**$ 2,730,847**	**$ 1,515,522**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 73,041**	**$ -**
Retirement Contributions		*73,041*	-
Base Adjustments		**$ (27,519)**	**$ -**
Other Base Adjustments		*(27,519)*	-
Right-size Supplies and Services	*$ (17,710)*		
Right-size Constables' Salaries & Benefits to adjust for pay periods in fiscal year	*(9,809)*		
Budget Balancing		**$ (28,442)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(28,442)*	-
FY 2014 Tentative Budget		**$ 2,747,927**	**$ 1,515,522**
Percent Change from Target Amount		*0.6%*	*0.0%*
Adjustments:			
Base Adjustments		**$ 1,719**	**$ -**
Internal Service Charges		*1,719*	-
FY 2014 Adopted Budget		**$ 2,749,646**	**$ 1,515,522**
Percent Change from Target Amount		*0.7%*	*0.0%*

Correctional Health Services

Analysis by Jacqueline M. Edwards, Senior Management and Budget Analyst

Summary

Mission

The mission of the Correctional Health Services Department is to provide cost effective, medically necessary, integrated health care services to patients in the County jails so they can process through the judicial process.

Vision

Correctional Health Services will be a nationally recognized leader in providing correctional health services in a work environment that fosters employee pride and dedication.

Strategic Goals

Public Health

By 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 Jan 31, 2013, the Department has a 6.4% direct patient care vacancy rate.

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: The Department is currently in the mid-stages of implementing an electronic medical records system that will hold patient health records. Implementation is expected to go live by end of calendar year 2013, and complete implementation and functionality is expected to occur by June 30, 2014.

Public Health

By June 30, 2016, 80% of patients will receive specialty or hospital care within the provider-requested timeframe.

Status: This is a new goal for the Department in FY 2014.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
CLSP - CLINICAL SUPPORT	$ 54,491	$ 56,500	$ 56,500	$ 58,134	$ 56,500	$ -	0.0%
26SS - CORRECTIONAL HEALTH SUPP SVCS	$ 54,491	$ 56,500	$ 56,500	$ 58,134	$ 56,500	$ -	0.0%
GGOV - GENERAL GOVERNMENT	$ 4,166	$ -	$ -	$ -	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 4,166	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 58,657**	**$ 56,500**	**$ 56,500**	**$ 58,134**	**$ 56,500**	**$ -**	**0.0%**
USES							
IPMD - INPATIENT MEDICAL	$ 6,090,338	$ 5,234,411	$ 5,269,469	$ 6,470,312	$ 5,679,203	$ (409,734)	-7.8%
IPMH - INPATIENT MENTAL HEALTH	6,504,433	6,835,547	6,749,816	6,725,207	6,796,454	(46,638)	-0.7%
26IP - INPATIENT	$ 12,594,771	$ 12,069,958	$ 12,019,285	$ 13,195,519	$ 12,475,657	$ (456,372)	-3.8%
INHA - INITIAL HEALTH ASSESSMENT	$ 2,739,202	$ 2,840,299	$ 2,842,343	$ 2,800,918	$ 3,082,372	$ (240,029)	-8.4%
OPTE - OUTPATIENT TREATMENT AND EVAL	30,089,142	29,967,927	31,139,610	30,345,284	31,389,594	(249,984)	-0.8%
PBHS - PRE BOOKING HEALTH SCREENING	820,914	1,205,730	1,017,097	994,593	1,060,617	(43,520)	-4.3%
26OP - OUTPATIENT	$ 33,649,258	$ 34,013,956	$ 34,999,050	$ 34,140,795	$ 35,532,583	$ (533,533)	-1.5%
CLSP - CLINICAL SUPPORT	$ 3,383,859	$ 3,821,222	$ 3,776,013	$ 3,689,708	$ 3,479,555	$ 296,458	7.9%
26SS - CORRECTIONAL HEALTH SUPP SVCS	$ 3,383,859	$ 3,821,222	$ 3,776,013	$ 3,689,708	$ 3,479,555	$ 296,458	7.9%
CURE - CUSTODY RESTORATION AND EVAL	$ 1,581,749	$ 1,630,521	$ 1,557,094	$ 1,411,263	$ 1,467,580	$ 89,514	5.7%
EVAL - ADULT COMPETENCY EVALUATIONS	1,279,245	1,282,167	1,355,594	1,463,294	1,511,463	(155,869)	-11.5%
JVAL - JUVENILE COMPETENCY EVALUATION	185,465	145,549	145,549	185,147	155,387	(9,838)	-6.8%
80RE - RESTORATION TO COMPETENCY	$ 3,046,459	$ 3,058,237	$ 3,058,237	$ 3,059,704	$ 3,134,430	$ (76,193)	-2.5%
BDGT - BUDGETING	$ 109,196	$ 100,937	$ 100,937	$ 100,761	$ 103,266	$ (2,329)	-2.3%
FSAC - FINANCIAL SERVICES	384,339	445,401	458,548	347,129	398,520	60,028	13.1%
HRAC - HUMAN RESOURCES	396,783	386,832	386,832	392,636	397,580	(10,748)	-2.8%
ODIR - EXECUTIVE MANAGEMENT	726,106	665,559	674,213	607,231	372,290	301,923	44.8%
PROC - PROCUREMENT	59,277	54,231	54,231	61,699	55,270	(1,039)	-1.9%
99AS - ADMINISTRATIVE SERVICES	$ 1,675,701	$ 1,652,960	$ 1,674,761	$ 1,509,456	$ 1,326,926	$ 347,835	20.8%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 1,510,704	$ 1,130,477	$ 1,130,477	$ 1,093,950	$ 2,567,522	$ (1,437,045)	-127.1%
POOL - POOLED COSTS	-	-	-	-	(417,268)	417,268	N/A
99GV - GENERAL GOVERNMENT	$ 1,510,704	$ 1,130,477	$ 1,130,477	$ 1,093,950	$ 2,150,254	$ (1,019,777)	-90.2%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 344,210	$ 378,162	$ 371,464	$ 440,596	$ 192,008	$ 179,456	48.3%
DESK - DESKTOP SUPPORT	345,298	852,355	852,355	528,523	(9,732)	862,087	101.1%
99IT - INFORMATION TECHNOLOGY	$ 689,508	$ 1,230,517	$ 1,223,819	$ 969,119	$ 182,276	$ 1,041,543	85.1%
TOTAL PROGRAMS	**$ 56,550,260**	**$ 56,977,327**	**$ 57,881,642**	**$ 57,658,251**	**$ 58,281,681**	**$ (400,039)**	**-0.7%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ -	0.0%
SUBTOTAL	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ -	0.0%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 8,657	$ 6,500	$ 6,500	$ 8,134	$ 6,500	$ -	0.0%
SUBTOTAL	$ 8,657	$ 6,500	$ 6,500	$ 8,134	$ 6,500	$ -	0.0%
ALL REVENUES	$ 58,657	$ 56,500	$ 56,500	$ 58,134	$ 56,500	$ -	0.0%
TOTAL SOURCES	$ 58,657	$ 56,500	$ 56,500	$ 58,134	$ 56,500	$ -	0.0%

Sources and Uses by Category (continued)

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 25,215,136	$ 25,950,502	$ 26,530,366	$ 25,860,930	$ 26,035,456	$ 494,910	1.9%
0710 - OVERTIME	867,953	1,061,244	1,061,244	965,645	906,384	154,860	14.6%
0750 - FRINGE BENEFITS	8,576,674	9,051,419	9,250,905	9,022,488	9,320,287	(69,382)	-0.8%
0790 - OTHER PERSONNEL SERVICES	440,819	653,875	650,296	694,983	430,878	219,418	33.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(100,666)	(749,149)	(749,149)	(378,138)	(119,228)	(629,921)	-84.1%
0796 - PERSONNEL SERVICES ALLOC-IN	1,121,231	2,078,248	2,078,248	1,575,438	743,840	1,334,408	64.2%
SUBTOTAL	$ 36,121,147	$ 38,046,139	$ 38,821,910	$ 37,741,346	$ 37,317,617	$ 1,504,293	3.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 115,822	$ 114,046	$ 114,046	$ 104,201	$ 98,580	$ 15,466	13.6%
0802 - MEDICAL SUPPLIES	4,781,244	4,300,000	4,300,000	5,258,834	5,269,879	(969,879)	-22.6%
0803 - FUEL	10,196	10,800	10,800	10,774	11,472	(672)	-6.2%
0804 - NON-CAPITAL EQUIPMENT	72,382	18,429	18,429	13,734	3,204	15,225	82.6%
0806 - SUPPLIES-ALLOCATION IN	25,223	181,150	181,150	-	63,689	117,461	64.8%
SUBTOTAL	$ 5,004,867	$ 4,624,425	$ 4,624,425	$ 5,387,543	$ 5,446,824	$ (822,399)	-17.8%
SERVICES							
0810 - LEGAL SERVICES	$ 1,457,741	$ 1,400,636	$ 1,400,636	$ 1,445,152	$ 1,451,636	$ (51,000)	-3.6%
0811 - HEALTH CARE SERVICES	11,962,682	11,493,572	11,622,116	11,589,185	11,242,209	379,907	3.3%
0812 - OTHER SERVICES	209,759	205,875	205,875	335,026	97,224	108,651	52.8%
0820 - RENT & OPERATING LEASES	104,207	107,965	107,965	104,164	104,712	3,253	3.0%
0825 - REPAIRS AND MAINTENANCE	54,890	99,474	99,474	53,369	48,870	50,604	50.9%
0839 - INTERNAL SERVICE CHARGES	1,574,948	916,402	916,402	922,886	2,512,113	(1,595,711)	-174.1%
0841 - TRAVEL	22,977	17,860	17,860	33,171	24,485	(6,625)	-37.1%
0842 - EDUCATION AND TRAINING	11,697	39,000	39,000	23,309	14,175	24,825	63.7%
0843 - POSTAGE/FREIGHT/SHIPPING	6,303	6,126	6,126	5,391	5,112	1,014	16.6%
0850 - UTILITIES	19,042	19,853	19,853	17,709	16,704	3,149	15.9%
SUBTOTAL	$ 15,424,246	$ 14,306,763	$ 14,435,307	$ 14,529,362	$ 15,517,240	$ (1,081,933)	-7.5%
ALL EXPENDITURES	$ 56,550,260	$ 56,977,327	$ 57,881,642	$ 57,658,251	$ 58,281,681	$ (400,039)	-0.7%
TOTAL USES	$ 56,550,260	$ 56,977,327	$ 57,881,642	$ 57,658,251	$ 58,281,681	$ (400,039)	-0.7%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
292 CORRECTIONAL HEALTH GRANT							
OPERATING	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ -	0.0%
FUND TOTAL SOURCES	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ -	0.0%
255 DETENTION OPERATIONS							
OPERATING	$ 8,657	$ 6,500	$ 6,500	$ 8,134	$ 6,500	$ -	0.0%
FUND TOTAL SOURCES	$ 8,657	$ 6,500	$ 6,500	$ 8,134	$ 6,500	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 58,657	$ 56,500	$ 56,500	$ 58,134	$ 56,500	$ -	0.0%
DEPARTMENT TOTAL SOURCES	$ 58,657	$ 56,500	$ 56,500	$ 58,134	$ 56,500	$ -	0.0%
100 GENERAL							
OPERATING	$ 3,050,083	$ 3,060,790	$ 3,060,790	$ 3,060,766	$ 3,123,860	$ (63,070)	-2.1%
FUND TOTAL USES	$ 3,050,083	$ 3,060,790	$ 3,060,790	$ 3,060,766	$ 3,123,860	$ (63,070)	-2.1%
292 CORRECTIONAL HEALTH GRANT							
OPERATING	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ -	0.0%
FUND TOTAL USES	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ -	0.0%
255 DETENTION OPERATIONS							
OPERATING	$ 53,106,986	$ 53,082,654	$ 53,986,969	$ 53,986,378	$ 54,801,713	$ (814,744)	-1.5%
NON-RECURRING	343,191	783,883	783,883	561,107	306,108	477,775	60.9%
FUND TOTAL USES	$ 53,450,177	$ 53,866,537	$ 54,770,852	$ 54,547,485	$ 55,107,821	$ (336,969)	-0.6%
DEPARTMENT OPERATING TOTAL USES	$ 56,207,069	$ 56,193,444	$ 57,097,759	$ 57,097,144	$ 57,975,573	$ (877,814)	-1.5%
DEPARTMENT NON-RECURRING TOTAL USES	$ 343,191	$ 783,883	$ 783,883	$ 561,107	$ 306,108	$ 477,775	60.9%
DEPARTMENT TOTAL USES	$ 56,550,260	$ 56,977,327	$ 57,881,642	$ 57,658,251	$ 58,281,681	$ (400,039)	-0.7%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.20	1.20	1.20	1.20	1.20	-	0.0%
EXECUTIVE MANAGEMENT	5.20	3.10	3.10	3.10	3.10	-	0.0%
FINANCIAL SERVICES	5.70	6.70	6.70	5.70	5.70	(1.00)	(14.9%)
HUMAN RESOURCES	5.00	5.00	5.00	5.00	5.00	-	0.0%
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	18.10	17.00	17.00	16.00	16.00	(1.00)	(5.9%)
CORRECTIONAL HEALTH SUPP SVCS							
CLINICAL SUPPORT	51.10	55.20	54.20	55.20	53.20	(1.00)	(1.8%)
PROGRAM TOTAL	51.10	55.20	54.20	55.20	53.20	(1.00)	(1.8%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	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%
INPATIENT							
INPATIENT MEDICAL	20.80	18.98	17.98	17.98	17.98	-	0.0%
INPATIENT MENTAL HEALTH	55.40	59.78	59.78	59.78	58.78	(1.00)	(1.7%)
PROGRAM TOTAL	76.20	78.75	77.75	77.75	76.75	(1.00)	(1.3%)
OUTPATIENT							
INITIAL HEALTH ASSESSMENT	29.30	30.60	32.30	32.20	33.40	1.10	3.4%
OUTPATIENT TREATMENT AND EVAL	261.05	262.50	274.90	275.50	269.50	(5.40)	(2.0%)
PRE BOOKING HEALTH SCREENING	7.75	11.70	10.10	10.10	9.90	(.20)	(2.0%)
PROGRAM TOTAL	298.10	304.80	317.30	317.80	312.80	(4.50)	(1.4%)
RESTORATION TO COMPETENCY							
ADULT COMPETENCY EVALUATIONS	4.00	4.00	5.00	5.00	5.00	-	0.0%
CUSTODY RESTORATION AND EVAL	12.00	12.00	11.00	11.00	11.00	-	0.0%
PROGRAM TOTAL	16.00	16.00	16.00	16.00	16.00	-	0.0%
DEPARTMENT TOTAL	462.50	473.75	484.25	484.75	476.75	(7.50)	(1.5%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	5.00	8.00	8.00	8.00	8.00	-	0.0%
Administrative Staff Supv	1.00	-	-	-	-	-	N/A
Administrative Supervisor	-	1.00	1.00	-	-	(1.00)	(100.0%)
Business/Systems Analyst	1.00	-	-	-	-	-	N/A
Consultant	1.00	1.00	-	-	-	-	N/A
Correctional Health Legal Liaison	-	-	1.00	1.00	1.00	-	0.0%
Dental Assistant	3.00	3.00	3.00	3.00	3.00	-	0.0%
Dentist	1.50	1.50	1.50	1.50	1.50	-	0.0%
Deputy Director	1.00	-	-	-	-	-	N/A
Director - Correctional Health	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager - Large	-	-	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Financial Manager - County	1.00	1.00	-	-	-	-	N/A
General Laborer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Manager	-	-	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	2.00	3.00	2.00	2.00	2.00	-	0.0%
IS Project Manager	1.00	-	-	-	-	-	N/A
IT Consultant	1.00	-	-	-	-	-	N/A
Legal Assistant	1.00	1.00	-	-	-	-	N/A
Legal Support Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Licensed Practical Nurse	57.00	61.75	67.75	66.75	66.75	(1.00)	(1.5%)
Management Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Materials Inventory Specialist	5.00	5.00	5.00	5.00	5.00	-	0.0%
Medical Assistant	65.00	65.50	67.50	68.50	68.50	1.00	1.5%
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	-	0.0%
Mental Health Director	-	1.00	1.00	1.00	1.00	-	0.0%
Mental Health Professional	35.50	37.00	38.00	38.00	39.00	1.00	2.6%
Mental Health Professional Supervisor	4.00	4.00	5.00	5.00	6.00	1.00	20.0%
Nurse - Correctional	93.00	99.50	100.50	101.50	100.50	-	0.0%
Nurse - Correctional/Psychiatric	3.00	1.00	-	-	-	-	N/A
Nurse Pract/Phys Asst	13.00	16.00	16.00	16.00	16.00	-	0.0%
Nurse Pract/Phys Asst - Psych	4.00	4.00	4.00	4.00	4.00	-	0.0%
Nursing Director	1.00	1.00	1.00	1.00	1.00	-	0.0%
Nursing Informatics Analyst	1.00	-	-	-	-	-	N/A
Nursing Manager	3.00	2.00	2.00	2.00	2.00	-	0.0%
Nursing Supervisor	11.00	10.00	10.00	10.00	10.00	-	0.0%
Office Assistant	83.00	78.00	78.00	79.00	69.00	(9.00)	(11.5%)
Office Assistant Specialized	5.00	5.00	6.00	6.00	6.00	-	0.0%
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Supervisor	1.00	-	-	-	-	-	N/A
Payroll/Time and Labor Spec	1.00	-	-	-	-	-	N/A
Pharmacist	-	1.00	1.00	1.00	1.00	-	0.0%
Physician	10.00	11.00	11.00	11.00	11.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst - Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Psychiatrist	11.00	12.00	12.50	12.00	12.00	(.50)	(4.0%)
Psychologist	10.00	10.00	10.00	10.00	10.00	-	0.0%
Psychometrist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Radiologic Technologist	1.50	1.50	1.50	1.50	1.50	-	0.0%
Social Worker	8.00	9.00	9.00	9.00	10.00	1.00	11.1%
Trainer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Training Supervisor	-	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	**462.50**	**473.75**	**484.25**	**484.75**	**476.75**	**(7.50)**	**(1.5%)**

Staffing by Fund

DEPARTMENT/FUND		FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	16.00	16.00	16.00	16.00	16.00	-	0.0%
255	DETENTION OPERATIONS	446.50	457.75	468.25	468.75	460.75	(7.50)	(1.6%)
Department Total		**462.50**	**473.75**	**484.25**	**484.75**	**476.75**	**(7.50)**	**(1.5%)**

Significant Variance Analysis

The Department has increased their staff by a net of one position to meet increasing needs in two areas. The Social Worker position will work as a Discharge Planner to assist patients in their community re-entry, as recommended by the National Commission on Correctional Health Care. The Mental Health Professional position will meet the increased demand in patient mental health assessments at their initial time of entry into the County jail, which will allow for necessary mental health treatments to be determined and implemented more quickly.

General Adjustments

Base Adjustments:

General Fund (100)

- Increase Benefits by $4,065 for the impact of changes in retirement contribution rates.
- Increase Benefits by $6,982 to fully fund the Unemployment and Workers' Compensation allocation for General Fund staff positions.
- Increase salaries and benefits expenditures by $12,935 to allow for the hiring of vacant positions at the maximum rate to increase market competitiveness.
- Decrease Other Benefits and Internal Services Charges by $5,379 for the impact of the changes in Risk Management charges.
- Increase personnel savings by $14,726 based on the Chairman's Office request.

Detention Fund (255) Operating

- Increase Benefits by $110,729 for the impact of changes in retirement contribution rates.
- Reduce Personal Services by $263,702 due to a decrease of $0.3933 in the average pay rate for personnel resulting from employee turnover.
- Reduce Overtime Salaries and Benefits expenditures by $75,111 based on the FY 2013 Forecast.
- Decrease Salary and Benefits Savings by $260,274 based on prior years' actuals and FY 2013 Forecast. This results in changing the budgeted personnel savings rate from 9.53% in FY 2013 to 8.63% in FY 2014.
- Decrease Non-Capital Equipment by $11,796 as the computer replacement process with be managed by the Office of Enterprise Technology.
- Reduce of Legal Services, Other Services, Rent, Travel, Education, Postage, and Utilities by a net amount of $36,996 based on FY 2013 forecasted expenditures.
- Decrease Repairs and Maintenance by $42,388 to right-size expenditures based on the FY 2012 Actuals and the FY 2013 Forecast.
- Right-size Health Care Services and Supplies by a net decrease of $62,683 based on the FY 2013 Forecast. This adjustment also reflects a correction to the recording of laboratory costs transferred from the Public Health Department.
- Increase Other Benefits and Internal Services Charges by $1,439,206 for the impact of the changes in Risk Management charges.
- Increase personnel savings by $402,542 based on the Chairman's Office request.

- Decrease expenditures by $1,008,099 as a result of reallocating funds for Information Technology operations to Non Departmental.

Detention Fund (255) Non Recurring Non Project

- Carry forward $306,108 in one-time funding for the conversion of patient medical records from paper files to the electronic medical records system.

Programs and Activities

Inpatient Program

The purpose of the Inpatient Program is to provide medically necessary mental health and medical services to patients housed in the inpatient units so they can return to lower levels of treatment.

Mandates: Arizona Constitution, Article 12, Sections 3 and 4, and its implementation in A.R.S. §11-441, require the county sheriff to take charge and keep the county jail. The U.S. Supreme Court in 1976, Estelle v Gamble, 429 U.S. 97, 97 S. Ct 285 (1976), established that prisoners have a right to be free from "deliberate indifference to their serious health care needs", setting the basic standard for the county to provide 'medically necessary' health care for serious medical needs. Two Arizona class actions also mandate provision of specific health and mental health services to inmates: Hart v. Hill (U.S. District Court of Arizona, CIV1977-00479 PHX EHC) and Arnold v. Sarn (Maricopa County Superior Court CV000-432355). Arnold v Sarn mandates the county with regard to services for seriously mentally ill inmates.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of patients discharged within 16 calendar days	85.5%	86.0%	86.0%	86.3%	0.3%	0.4%
Percent of patients discharged within 25 calendar days	86.9%	86.1%	88.9%	92.1%	6.0%	7.0%

Activities that comprise this program include:

- Inpatient Medical
- Inpatient Mental Health

Inpatient Medical Activity

The purpose of the Inpatient Medical Activity is to provide medically necessary services to patients admitted to an inpatient setting so they can return to lower levels of treatment.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of patients discharged within 16 calendar days	85.5%	86.0%	86.0%	86.3%	0.3%	0.4%
Output	Number of bed days received	19,033	18,402	15,756	19,663	1,261	6.9%
Output	Number of patients discharged	1,244	1,155	986	1,226	71	6.1%
Demand	Number of patients referred to an inpatient medical setting	1,252	1,171	993	1,226	55	4.7%
Efficiency	Cost per bed day received	$ 319.99	$ 286.35	$ 410.66	$ 288.83	$ (2.47)	-0.9%
Expenditure							
	255 - DETENTION OPERATIONS	$ 6,090,338	$ 5,269,469	$ 6,470,312	$ 5,679,203	$ (409,734)	-7.8%
	TOTAL USES	$ 6,090,338	$ 5,269,469	$ 6,470,312	$ 5,679,203	$ (409,734)	-7.8%

Activity Narrative: To meet the 4.7% rise in the number of patients referred to an inpatient medical setting in FY 2014 as well as ensure the necessary 24 hours a day, 7 days a week medical staff coverage, the Department is utilizing additional temporary registry staff. This increased usage of registry staff is in direct correlation to the Department's inability to attract experienced healthcare staff. The Department's inability to hire and retain the necessary experienced healthcare staff is believed to be the result of a pay structure that is not competitive with the private sector.

Base Adjustments:

Detention Fund (255)

- Increase Medical Supplies by $275,616 for the rise of pharmaceutical costs based on previous years' actual expenditures and the forecast of FY 2013.
- Increase Health Care Services by $415,675 to right-size expenditures based on the FY 2013 Forecast and the FY 2012 actual expenditures.

Inpatient Mental Health Activity

The purpose of the Inpatient Mental Health Activity is to provide medically necessary mental health services to patients with mental illness housed in the psychiatric units so they can return to lower levels of treatment.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of patients discharged within 25 calendar days	86.9%	86.1%	88.9%	92.1%	6.0%	7.0%
Output	Number of mental health bed days received	46,160	47,791	37,763	43,495	(4,296)	-9.0%
Output	Number of patients discharged	3,247	3,218	2,711	3,331	113	3.5%
Demand	Number of patients referred to an inpatient mental health setting	3,258	3,225	2,701	3,302	77	2.4%
Efficiency	Cost per mental health bed days received	$ 140.91	$ 141.24	$ 178.09	$ 156.26	$ (15.02)	-10.6%
Expenditure							
	255 - DETENTION OPERATIONS	$ 6,504,433	$ 6,749,816	$ 6,725,207	$ 6,796,454	$ (46,638)	-0.7%
	TOTAL USES	$ 6,504,433	$ 6,749,816	$ 6,725,207	$ 6,796,454	$ (46,638)	-0.7%

Activity Narrative: The demand for inpatient mental health services has continued to increase over the last two fiscal years due to service reductions by the State mental health provider (Magellan) and the State budget cuts eliminating AHCCCS coverage for childless adults. However, with the additional mental health staff added in FY 2012, the Department has continued to improve results. Even though demand is expected to increase again in FY 2014, the Department will be capable of providing more individualized support and treatment resulting in a shorter stay for patients in the psychiatric 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: Arizona Constitution, Article 12, Sections 3 and 4, and its implementation in A.R.S. §11-441, require the county sheriff to take charge and keep the county jail. The U.S. Supreme Court in 1976, Estelle v Gamble, 429 U.S. 97, 97 S. Ct 285 (1976), established that prisoners have a right to be free from "deliberate indifference to their serious health care needs", setting the basic standard for the county to provide 'medically necessary' health care for serious medical needs. Two Arizona class actions also mandate provision of specific health and mental health services to inmates: Hart v. Hill (U.S. District Court of Arizona, CIV1977-00479 PHX EHC) and Arnold v. Sarn (Maricopa County Superior Court CV000-432355). Arnold v Sarn mandates the county with regard to services for seriously mentally ill inmates.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Percent of patients triaged within 24 hours	99.5%	99.6%	99.5%	99.4%	-0.2%	-0.2%
Percent of scheduled appointments kept	83.2%	84.3%	83.1%	81.8%	-2.5%	-2.9%
Percent of prescriptions written that are given within three days	96.8%	96.0%	96.5%	97.2%	1.2%	1.2%
Percent of initial health assessments completed within 14 calendar days	93.9%	92.3%	92.7%	93.2%	0.9%	1.0%
Percent of screened inmates booked	99.5%	100.0%	100.0%	99.4%	-0.6%	-0.6%

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of patients triaged within 24 hours	99.5%	99.6%	99.5%	99.4%	(0.2%)	-0.2%
Result	Percent of scheduled appointments kept	83.2%	84.3%	83.1%	81.8%	(2.5%)	-2.9%
Result	Percent of prescriptions written that are given within three days	96.8%	96.0%	96.5%	97.2%	1.2%	1.2%
Output	Number of health service requests triaged	94,789	89,564	80,974	106,001	16,437	18.4%
Output	Number of health service requests triaged within 24 hours	94,271	89,203	80,544	105,324	16,121	18.1%
Output	Number of appointments kept	392,169	417,027	333,278	383,096	(33,931)	-8.1%
Output	Number of health service requests	94,789	89,564	80,974	106,001	16,437	18.4%
Output	Number of prescription orders written	227,332	188,908	225,834	355,680	166,772	88.3%
Output	Number of appointments scheduled	471,228	494,642	401,044	468,066	(26,576)	-5.4%
Demand	Number of health service requests	94,789	89,564	80,974	106,001	16,437	18.4%
Demand	Number of scheduled appointments	471,228	494,642	401,044	468,067	(26,575)	-5.4%
Demand	Number of outpatient prescription orders written	227,332	188,908	225,834	355,680	166,772	88.3%
Efficiency	Cost per appointment kept	$ 76.72	$ 74.67	$ 91.05	$ 81.94	$ (7.25)	-9.7%
Expenditure							
	255 - DETENTION OPERATIONS	$ 30,089,142	$ 31,139,610	$ 30,345,284	$ 31,389,594	$ (249,984)	-0.8%
	TOTAL USES	$ 30,089,142	$ 31,139,610	$ 30,345,284	$ 31,389,594	$ (249,984)	-0.8%

Activity Narrative: The Department has been able to reduce Health Care Services usage by increasing their staff efficiency through adjusting schedules and using on-call staff. However, the overall efficiency for this activity is decreasing in FY 2014 due to the substantial increase in the cost of medications and the increased need for high-priced psychotropic drugs. The Department is currently exploring various options to decrease their pharmaceutical costs, including partnering with the Public Health Department pharmacy, robotic medication dispensing, and alternate pharmaceutical suppliers.

Base Adjustments:

Detention Fund (255)

- Increase of $649,925 for the rise of pharmaceutical costs, especially for psychotropic medications.
- Decrease Health Care Services by $593,110 to right-size expenditures based on the FY 2013 Forecast.
- Increase Salaries and Benefits by $71,157 to fully fund a Social Worker position.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of screened inmates booked	99.5%	100.0%	100.0%	99.4%	(0.6%)	-0.6%
Output	Number screenings completed and inmate subsequently booked	101,050	101,188	85,171	104,609	3,421	3.4%
Output	Number of inmates screened	101,595	101,188	85,171	105,216	4,028	4.0%
Demand	Number of inmates presented at booking sites	101,595	101,764	85,663	105,221	3,457	3.4%
Efficiency	Expenditure of screenings completed and inmate subsequently booked	$ 8.12	$ 10.05	$ 11.68	$ 10.14	$ (0.09)	-0.9%
Expenditure							
	255 - DETENTION OPERATIONS	$ 820,914	$ 1,017,097	$ 994,593	$ 1,060,617	$ (43,520)	-4.3%
	TOTAL USES	$ 820,914	$ 1,017,097	$ 994,593	$ 1,060,617	$ (43,520)	-4.3%

Activity Narrative: The anticipated rise in demand is a result of the expected increase in law enforcement activity throughout communities in the County. The Department will meet this demand by utilizing registry services to supplement their own staff needs.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of initial health assessments completed within 14 calendar days	93.9%	92.3%	92.7%	93.2%	0.9%	1.0%
Output	Number of initial health assessments completed within 14 days	23,306	22,558	17,572	24,912	2,354	10.4%
Output	Number of initial health assessments completed	24,233	24,185	18,585	25,944	1,759	7.3%
Output	Number of initial health assessments required	24,824	24,431	18,946	26,724	2,293	9.4%
Demand	Number of initial health assessments required	24,824	24,431	18,946	26,724	2,293	9.4%
Efficiency	Cost per initial health assessment completed	$ 113.04	$ 117.53	$ 150.71	$ 118.81	$ (1.45)	-1.2%
Expenditure							
	255 - DETENTION OPERATIONS	$ 2,739,202	$ 2,842,343	$ 2,800,918	$ 3,082,372	$ (240,029)	-8.4%
	TOTAL USES	$ 2,739,202	$ 2,842,343	$ 2,800,918	$ 3,082,372	$ (240,029)	-8.4%

Activity Narrative: The demand for initial health assessments is expected to increase by 9.4% in FY 2014 consistent with the anticipated increase in jail bookings. To meet this demand, increase the number of health assessments completed within fourteen days, and respond to the increasing mental health needs of the individuals booked into jail, the Department is adding a Mental Health Professional position and also expects to increase their use of registry services, which provides additional temporary healthcare staff as needed.

Base Adjustments:

Detention Fund (255)

- Increase Salaries and Benefits by $88,589 to fully fund a Mental Health Professional position.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Percent of complete medical records provided to external requestors within 7 days	100.0%	100.0%	100.0%	79.7%	-20.3%	-20.3%
Percent of filed grievances resolved within CHS/MCSO	98.7%	98.8%	98.8%	98.8%	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: Arizona Constitution, Article 12, Sections 3 and 4, and its implementation in A.R.S. §11-441, require the county sheriff to take charge and keep the county jail. The U.S. Supreme Court in 1976, Estelle v Gamble, 429 U.S. 97, 97 S. Ct 285 (1976), established that prisoners have a right to be free from "deliberate indifference to their serious health care needs", setting the basic standard for the county to provide 'medically necessary' health care for serious medical needs. Two Arizona class actions also mandate provision of specific health and mental health services to inmates: Hart v. Hill (U.S. District Court of Arizona, CIV1977-00479 PHX EHC) and Arnold v. Sarn (Maricopa County Superior Court CV000-432355). Arnold v Sarn mandates the county with regard to services for seriously mentally ill inmates.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of complete medical records provided to external requestors within 7 days	100.0%	100.0%	100.0%	79.7%	(20.3%)	-20.3%
Result	Percent of filed grievances resolved within CHS/MCSO	98.7%	98.8%	98.8%	98.8%	0.0%	0.0%
Output	Number of complete medical records provided to external requestors	2,777	3,099	2,310	3,120	21	0.7%
Output	Number of grievances resolved internally	1,953	1,920	1,772	2,359	439	22.9%
Output	Number of external records requested	2,976	3,123	2,681	3,353	230	7.4%
Output	Number of grievances filed	1,979	1,944	1,794	2,388	444	22.8%
Demand	Number of external medical records requested	2,976	3,123	2,681	3,353	230	7.4%
Demand	Number of grievances filed	1,979	1,944	1,794	2,388	444	22.8%
Efficiency	Expenditure per external medical record provided	$ 1,218.53	$ 1,218.46	$ 1,597.28	$ 1,115.24	$ 102.69	8.4%
Revenue							
	292 - CORRECTIONAL HEALTH GRANT	$ 45,834	$ 50,000	$ 50,000	$ 50,000	$ -	0.0%
	255 - DETENTION OPERATIONS	8,657	6,500	8,134	6,500	-	0.0%
	TOTAL SOURCES	$ 54,491	$ 56,500	$ 58,134	$ 56,500	$ -	0.0%
Expenditure							
	292 - CORRECTIONAL HEALTH GRANT	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ -	0.0%
	255 - DETENTION OPERATIONS	3,333,859	3,726,013	3,639,708	3,429,555	296,458	8.0%
	TOTAL USES	$ 3,383,859	$ 3,776,013	$ 3,689,708	$ 3,479,555	$ 296,458	7.9%

Activity Narrative: The Department expects initial delays in providing medical records with the implementation of the electronic medical record system, which is expected to cause a delay in the provision of medical records to external requestors. It is expected that this result measure will increase in subsequent years as the electronic medical record system becomes integrated into the Department's processes. In FY 2014 efficiency is improving by 8.4% due to a decrease in employee pay, which is the result of the County' stagnant pay structure. If the healthcare staff salary structure problem

continues, there is concern that the output and results, especially those associated with grievances, will be adversely affected and may increase grievance-related expenditures.

Restoration to Competency and Evaluation Program

The purpose of the Rule 11 Custody Restoration Program is to provide timely treatment to incompetent criminal defendants so they become able to understand the nature and object of the criminal proceedings against them or to assist in their legal defense or are found not restorable.

Mandates: A.R.S § 13-4512 gives the County Board of Supervisors the authority to designate a treatment program for court ordered competency restoration treatment. A County treatment program can provide competency restoration treatment to a defendant in the county jail, including inpatient and obtain court orders to transport the defendant to other providers, including the Arizona State Hospital.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of competency determinations performed within 78 days	88.9%	78.6%	77.7%	91.7%	13.1%	16.7%
Percent of inmates found not restorable within 15 months of the determination of incompetency	30.7%	29.9%	29.2%	37.5%	7.6%	25.5%
Percent of Rule 11 evaluations performed within 21 days	44.0%	48.4%	48.2%	44.7%	-3.8%	-7.8%
Percent of rule 11 juvenile evaluation performed within 21 days	100.0%	50.0%	50.0%	50.0%	0.0%	0.0%

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: A.R.S § 13-4512F and G state that if the court finds the defendant is unable to pay all or a portion on the costs of inpatient, in custody treatment, the state shall pay the costs of inpatient, in custody competency restoration treatment at the Arizona State Hospital that are incurred until seven days after the hospital submits a report to the court stating that the defendant has regained competency or there is no substantial probability that the defendant will regain competency within twenty-one months after the date of the original finding of incompetency, the treatment order expires, or seven days after the charges are dismissed. The County shall pay the hospital costs that are incurred after the period and time designated above and shall also pay for the costs of inpatient, in custody restoration treatment in court approved programs that are not programs at the Arizona State Hospital.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of competency determinations performed within 78 days	88.9%	78.6%	77.7%	91.7%	13.1%	16.7%
Result	Percent of inmates found not restorable within 15 months of the determination of incompetency	30.7%	29.9%	29.2%	37.5%	7.6%	25.5%
Output	Number of inmates evaluated	316	312	286	314	2	0.6%
Output	Number of inmates restored or found not restorable	316	336	290	300	(36)	-10.7%
Demand	Number of inmates under orders of restoration delivered to CHS	968	314	286	312	(2)	-0.6%
Efficiency	Cost per inmate evaluated	$ 5,005.53	$ 4,990.69	$ 4,934.49	$ 4,673.82	$ 316.86	6.3%
Expenditure							
	100 - GENERAL	$ 1,581,749	$ 1,557,094	$ 1,411,263	$ 1,467,580	$ 89,514	5.7%
	TOTAL USES	$ 1,581,749	$ 1,557,094	$ 1,411,263	$ 1,467,580	$ 89,514	5.7%

Activity Narrative: The cost for pharmaceuticals is increasing 183% over the FY 2013 Revised budget amount due to the rise in prescription costs as well as the growing number requiring high-priced psychotropic medications. Increased complexity of inmates' mental health issues has increased the percent of inmates found not restorable within 15 months by 25.5%.

Base Adjustments:

General Fund (100)

- Decrease Non-Capital Equipment and General Supplies by $1,289 as the computer replacement process will be managed by the Office of Enterprise Technology.
- Decrease Services by $32,030 to right-size expenditures based on the FY 2013 forecasted expenditures.
- Increase of $41,632 for the rise of pharmaceutical costs, especially for psychotropic medications.
- Decrease Legal Services by $99,851 based on the previous year's actual expenditures and the FY 2013 forecast.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Rule 11 evaluations performed within 21 days	44.0%	48.4%	48.2%	44.7%	(3.8%)	-7.8%
Output	Number of incompetent inmates found not restorable	17	6	11	17	11	183.3%
Output	Number of Rule 11 competency evaluations completed	745	768	677	714	(54)	-7.0%
Output	Number of inmates found competent or incompetent	745	768	677	714	(54)	-7.0%
Demand	Number of Rule 11 competency evaluations ordered	718	768	692	744	(24)	-3.1%
Efficiency	Cost per inmate competency evaluation	$ 1,717.11	$ 1,765.10	$ 2,161.44	$ 2,116.89	$ (351.80)	-19.9%
Expenditure							
	100 - GENERAL	$ 1,279,245	$ 1,355,594	$ 1,463,294	$ 1,511,463	$ (155,869)	-11.5%
	TOTAL USES	$ 1,279,245	$ 1,355,594	$ 1,463,294	$ 1,511,463	$ (155,869)	-11.5%

Activity Narrative: Based on the actual demand level in FY 2013, the Department is expecting the number of competency evaluations ordered and completed to decrease in FY 2014. Although these demands and outputs are decreasing, the funding for this activity is increasing by 11.5% from the FY 2013 Revised budget due to the increased usage of outside evaluators. The increase usage of outside evaluators is the result of the Department's inability to attract and retain qualified professional level positions, such as psychiatrists and psychologists. Consequently, the increased use of outside evaluators is expected to decrease the percent of evaluations performed within 21 days in FY 2014.

Base Adjustments:

General Fund (100)

- Increase Legal Services by $133,584 based on the previous year's actual expenditures and the FY 2013 forecast.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of rule 11 juvenile evaluation performed within 21 days	100.0%	50.0%	50.0%	50.0%	0.0%	0.0%
Output	Number of juveniles found competent or incompetent	264	264	266	312	48	18.2%
Output	Number of incompetent juveniles found not restorable	15	72	42	24	(48)	-66.7%
Output	Number of juvenile evaluations completed	264	336	296	312	(24)	-7.1%
Demand	Number of Rule 11 juvenile competency evaluations ordered	324	336	308	336	-	0.0%
Efficiency	Cost per juvenile competency evaluation	$ 702.52	$ 433.18	$ 625.50	$ 498.04	$ (64.85)	-15.0%
Expenditure							
	100 - GENERAL	$ 185,465	$ 145,549	$ 185,147	$ 155,387	$ (9,838)	-6.8%
	TOTAL USES	$ 185,465	$ 145,549	$ 185,147	$ 155,387	$ (9,838)	-6.8%

Activity Narrative: Similar to the Adult Competency Evaluations, this activity also has an issue attracting and retaining professional level staff, (e.g. psychologists and psychiatrists), which has caused the Department to increase use of outside evaluators. The increase in FY 2014 expenditures in comparison to the FY 2013 Revised budget is a direct result in the need for outside evaluators. The decrease in FY 2014 expenditures compared to the FY 2013 forecasted expenditures is due to a shift in administrative costs to Adult Competency Evaluations, and not based on demand.

Base Adjustments:

General Fund (100)

- Increase Legal Services by $17,147 based on the previous year's actual expenditures and the FY 2013 forecast.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 3,060,790**	**$ -**
FY 2013 Revised Budget		**$ 3,060,790**	**$ -**
FY 2014 Budget Target		**$ 3,060,790**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 4,065**	**$ -**
Retirement Contributions		*4,065*	-
Base Adjustments		**$ 79,110**	**$ -**
Other Base Adjustments		*79,110*	-
Increase Benefits to Fully Fund Unemployment & Worker's Compensation	*$ 6,982*		
Right-size Salary and Benefits	*12,935*		
Increase Legal Services in Juvenile Competency Evaluations Activity	*17,147*		
Increase Custody Restoration and Evaluation Activity for Pharmaceutical Costs	*41,632*		
Increase Legal Services in Adult Competency Evaluations Activity	*133,584*		
Decrease Non-Capital Equipment and General Supplies	*(1,289)*		
Right-size All Services in Custody Restoration and Evaluation Activity	*(32,030)*		
Decrease Legal Services in Custody Restoration and Evaluation Activity	*(99,851)*		
Budget Balancing		**$ (14,726)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(14,726)*	-
FY 2014 Tentative Budget		**$ 3,129,239**	**$ -**
Percent Change from Target Amount		*2.2%*	
Adjustments:			
Base Adjustments		**$ (5,379)**	**$ -**
Internal Service Charges		*(5,379)*	-
FY 2014 Adopted Budget		**$ 3,123,860**	**$ -**
Percent Change from Target Amount		*2.1%*	

Detention Operations Fund (255)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 53,082,654**	**$ 6,500**
Adjustments:	Agenda Item:			
Supplemental Funding				
Mid Year Adjustments			**$ 904,315**	**$ -**
Correctional Health Towers Jail Exp Auth	*C-26-13-003-M-00*		*904,315*	-
FY 2013 Revised Budget			**$ 53,986,969**	**$ 6,500**
FY 2014 Budget Target			**$ 53,986,969**	**$ 6,500**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 110,729**	**$ -**
Retirement Contributions			*110,729*	-
Base Adjustments			**$ 675,450**	**$ -**
Other Base Adjustments			*675,450*	-
Increase Outpatient Treatment and Evaluation Activity for Pharmaceutical Costs		*$ 649,925*		
Right-size Health Care Services in Inpatient Medical Activity		*415,675*		
Increase Inpatient Medical Activity for Pharmaceutical Costs		*275,616*		
Personnel Savings decreased from 9.53% to 8.63%		*260,274*		
Increase Salary & Benefits for creation of Mental Health Professional and Social Worker positions		*159,746*		
Decrease Non-Capital Equipment		*(11,796)*		
Net decrease of Services		*(36,996)*		
Right-size Repairs & Maintenance		*(42,388)*		
Right-size Health Care Services And Supplies		*(62,683)*		
Right-size Overtime Salary & Benefits		*(75,111)*		
Right-size Personnel Services to adjust for Floater Positions		*(263,702)*		
Right-size Health Care Services in Outpatient Treatment and Evaluation Activity		*(593,110)*		
Budget Balancing			**$ (402,542)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget			*(402,542)*	-
FY 2014 Tentative Budget			**$ 54,370,606**	**$ 6,500**
Percent Change from Target Amount			*0.7%*	*0.0%*
Adjustments:				
Base Adjustments			**$ 1,439,206**	**$ -**
Internal Service Charges			*1,439,206*	-
Reallocations			**$ (1,008,099)**	**$ -**
Reallocation Between Depts			*(1,008,099)*	-
Reallocate funds for Information Technology operations to Non Departmental		*$ (1,008,099)*		
FY 2014 Adopted Budget			**$ 54,801,713**	**$ 6,500**
Percent Change from Target Amount			*1.5%*	*0.0%*

Detention Operations Fund (255) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 783,883**	**$ -**
FY 2013 Revised Budget		**$ 783,883**	**$ -**
Adjustments:			
Non Recurring		**$ (783,883)**	**$ -**
Other Non-Recurring		*(783,883)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 306,108**	**$ -**
Non Recurring Carry Forward		*306,108*	-
Paper file Conversion to the Electronic Medical Records System	*$ 306,108*		
FY 2014 Adopted Budget		**$ 306,108**	**$ -**
Percent Change from Target Amount			

Correctional Health Grant Fund (292)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 50,000**	**$ 50,000**
FY 2013 Revised Budget	**$ 50,000**	**$ 50,000**
FY 2014 Budget Target	**$ 50,000**	**$ 50,000**
FY 2014 Adopted Budget	**$ 50,000**	**$ 50,000**
Percent Change from Target Amount	*0.0%*	*0.0%*

Correctional Health Grant Fund (292) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Sources:					
Operating	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000
Total Sources:	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000
Uses:					
Operating	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000
Total Uses:	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000
Ending Spendable Fund Balance:					
Total Ending Spendable Fund Balance	$ -	$ -	$ -	$ -	$ -

County Attorney

Analysis by Lauren M. Cochran, Management and Budget Supervisor

Summary

Mission

The mission of the Maricopa County Attorney's Office is to provide quality prosecution, victim services, crime prevention and legal counsel for county government on behalf of the people of Maricopa County so that they can live in a safe and well-governed community.

Vision

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

Strategic Goals

The Department strategic goals are outdated and new goals will be developed during the FY 2015 Strategic Planning update process.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
VCAC - VICTIM COMPENSATION	$ 1,686,197	$ 2,372,550	$ 2,372,550	$ 2,318,227	$ 2,531,432	$ 158,882	6.7%
19CS - COMMUNITY SERVICES	$ 1,686,197	$ 2,372,550	$ 2,372,550	$ 2,318,227	$ 2,531,432	$ 158,882	6.7%
CHAC - CHARGING ACTIVITY	$ 776,902	$ 1,728,613	$ 1,728,613	$ 1,579,713	$ 1,728,613	$ -	0.0%
CHCK - CHECK ENFORCEMENT	442,323	346,000	346,000	346,121	346,000	-	0.0%
IVAC - COUNTY ATTORNEY INITIATED INV	-	-	-	1,666	-	-	N/A
METH - METH MAJOR DRUGS PROSECUTION	451,957	-	-	-	-	-	N/A
TRLA - TRIAL	9,293,616	9,387,524	9,387,524	9,607,459	9,251,378	(136,146)	-1.5%
VTAA - VICTIM ASSISTANCE	722,397	735,054	735,054	232,932	735,654	600	0.1%
19PP - PROSECUTION	$ 11,687,195	$ 12,197,191	$ 12,197,191	$ 11,767,891	$ 12,061,645	$ (135,546)	-1.1%
FSAC - FINANCIAL SERVICES	$ 48,284	$ 48,000	$ 48,000	$ 36,143	$ 39,966	$ (8,034)	-16.7%
ODIR - EXECUTIVE MANAGEMENT	1,568,827	1,600,000	1,600,000	1,696,965	1,683,250	83,250	5.2%
99AS - ADMINISTRATIVE SERVICES	$ 1,617,111	$ 1,648,000	$ 1,648,000	$ 1,733,108	$ 1,723,216	$ 75,216	4.6%
GGOV - GENERAL GOVERNMENT	$ 181,383	$ -	$ -	$ 605,360	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 181,383	$ -	$ -	$ 605,360	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 15,171,886**	**$ 16,217,741**	**$ 16,217,741**	**$ 16,424,586**	**$ 16,316,293**	**$ 98,552**	**0.6%**
USES							
LAAC - LEGAL ADVICE	$ 8,468,636	$ 8,619,920	$ 8,753,633	$ 8,605,481	$ 8,545,859	$ 207,774	2.4%
19CL - CIVIL LEGAL SERVICES	$ 8,468,636	$ 8,619,920	$ 8,753,633	$ 8,605,481	$ 8,545,859	$ 207,774	2.4%
VCAC - VICTIM COMPENSATION	$ 1,937,091	$ 2,237,836	$ 2,218,594	$ 2,170,497	$ 2,622,112	$ (403,518)	-18.2%
19CS - COMMUNITY SERVICES	$ 1,937,091	$ 2,237,836	$ 2,218,594	$ 2,170,497	$ 2,622,112	$ (403,518)	-18.2%
AUTO - AUTO THEFT PROSECUTION	$ 10,805	$ -	$ -	$ -	$ -	$ -	N/A
CHAC - CHARGING ACTIVITY	11,337,464	12,990,212	13,217,790	12,656,978	13,339,435	(121,645)	-0.9%
CHCK - CHECK ENFORCEMENT	324,526	361,000	366,354	328,078	345,226	21,128	5.8%
IDNT - IDENTITY THEFT PROSECUTION	(10,233)	-	-	-	-	-	N/A
IVAC - COUNTY ATTORNEY INITIATED INV	4,631,183	5,478,854	5,335,005	5,009,975	6,288,025	(953,020)	-17.9%
METH - METH MAJOR DRUGS PROSECUTION	199,936	-	-	-	-	-	N/A
TRLA - TRIAL	41,743,301	46,402,987	46,576,253	43,418,220	48,921,023	(2,344,770)	-5.0%
VTAA - VICTIM ASSISTANCE	3,802,519	4,219,026	4,236,999	3,975,319	4,296,650	(59,651)	-1.4%
19PP - PROSECUTION	$ 62,039,501	$ 69,452,079	$ 69,732,401	$ 65,388,570	$ 73,190,359	$ (3,457,958)	-5.0%
BDGT - BUDGETING	$ 100,819	$ 97,630	$ 97,630	$ 100,648	$ 101,322	$ (3,692)	-3.8%
FSAC - FINANCIAL SERVICES	573,133	575,150	583,221	634,030	652,518	(69,297)	-11.9%
HRAC - HUMAN RESOURCES	274,140	314,951	341,031	359,691	386,892	(45,861)	-13.4%
ODIR - EXECUTIVE MANAGEMENT	2,963,855	3,808,736	3,719,124	3,638,320	3,934,232	(215,108)	-5.8%
PROC - PROCUREMENT	55,832	53,208	53,208	59,252	55,139	(1,931)	-3.6%
99AS - ADMINISTRATIVE SERVICES	$ 3,967,779	$ 4,849,675	$ 4,794,214	$ 4,791,941	$ 5,130,103	$ (335,889)	-7.0%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 843	$ 162,974	$ -	$ 849	$ 151,843	$ (151,843)	N/A
POOL - POOLED COSTS	-	-	-	-	(643,880)	643,880	N/A
99GV - GENERAL GOVERNMENT	$ 843	$ 162,974	$ -	$ 849	$ (492,037)	$ 492,037	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	$ 801,511	$ 1,013,458	$ 992,486	$ 837,825	$ 1,054,471	$ (61,985)	-6.2%
DACR - DATA CENTER	1,342,873	947,521	965,662	1,538,882	1,562,976	(597,314)	-61.9%
DESK - DESKTOP SUPPORT	849,854	959,768	925,317	931,335	936,742	(11,425)	-1.2%
HDSP - HELP DESK SUPPORT	496,696	556,594	609,029	575,251	677,282	(68,253)	-11.2%
99IT - INFORMATION TECHNOLOGY	$ 3,490,934	$ 3,477,341	$ 3,492,494	$ 3,883,293	$ 4,231,471	$ (738,977)	-21.2%
TOTAL PROGRAMS	**$ 79,904,784**	**$ 88,799,825**	**$ 88,991,336**	**$ 84,840,631**	**$ 93,227,867**	**$ (4,236,531)**	**-4.8%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 5,750,739	$ 6,907,128	$ 6,907,128	$ 6,907,202	$ 6,933,464	$ 26,336	0.4%
0620 - OTHER INTERGOVERNMENTAL	2,177,062	2,022,468	2,022,468	1,591,615	1,400,000	(622,468)	-30.8%
SUBTOTAL	$ 7,927,801	$ 8,929,596	$ 8,929,596	$ 8,498,817	$ 8,333,464	$ (596,132)	-6.7%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ -	$ -	$ 621,268	$ 622,468	$ 622,468	N/A
0635 - OTHER CHARGES FOR SERVICES	1,102,545	1,102,545	1,102,545	955,444	1,102,545	-	0.0%
SUBTOTAL	$ 1,102,545	$ 1,102,545	$ 1,102,545	$ 1,576,712	$ 1,725,013	$ 622,468	56.5%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 5,984,758	$ 6,065,500	$ 6,065,500	$ 5,965,705	$ 6,156,750	$ 91,250	1.5%
SUBTOTAL	$ 5,984,758	$ 6,065,500	$ 6,065,500	$ 5,965,705	$ 6,156,750	$ 91,250	1.5%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 89,340	$ 72,100	$ 72,100	$ 95,422	$ 61,100	$ (11,000)	-15.3%
0650 - MISCELLANEOUS REVENUE	59,992	48,000	48,000	287,930	39,966	(8,034)	-16.7%
SUBTOTAL	$ 149,332	$ 120,100	$ 120,100	$ 383,352	$ 101,066	$ (19,034)	-15.8%
ALL REVENUES	$ 15,164,436	$ 16,217,741	$ 16,217,741	$ 16,424,586	$ 16,316,293	$ 98,552	0.6%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 7,450	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING SOURCES	$ 7,450	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL SOURCES	$ 15,171,886	$ 16,217,741	$ 16,217,741	$ 16,424,586	$ 16,316,293	$ 98,552	0.6%

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 46,620,175	$ 51,939,471	$ 51,932,722	$ 48,131,002	$ 50,613,243	$ 1,319,479	2.5%
0705 - TEMPORARY PAY	11,291	192,293	165,724	64,375	100,317	65,407	39.5%
0710 - OVERTIME	276,660	257,463	257,463	352,649	344,721	(87,258)	-33.9%
0750 - FRINGE BENEFITS	16,192,653	18,113,298	18,146,524	17,098,498	18,865,354	(718,830)	-4.0%
0790 - OTHER PERSONNEL SERVICES	927,621	986,033	1,177,544	1,060,248	959,964	217,580	18.5%
0795 - PERSONNEL SERVICES ALLOC-OUT	(790,326)	(186,934)	(186,934)	(414,627)	(992,980)	806,046	431.2%
0796 - PERSONNEL SERVICES ALLOC-IN	704,893	111,934	111,934	319,275	924,980	(813,046)	-726.4%
SUBTOTAL	$ 63,942,967	$ 71,413,558	$ 71,604,977	$ 66,611,420	$ 70,815,599	$ 789,378	1.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,762,138	$ 1,222,634	$ 1,222,796	$ 1,471,435	$ 2,657,451	$ (1,434,655)	-117.3%
0802 - MEDICAL SUPPLIES	25,914	-	-	3,902	-	-	N/A
0803 - FUEL	89,773	107,331	107,261	106,701	102,065	5,196	4.8%
0804 - NON-CAPITAL EQUIPMENT	554,184	1,025,000	1,025,000	173,328	1,500,000	(475,000)	-46.3%
SUBTOTAL	$ 2,432,009	$ 2,354,965	$ 2,355,057	$ 1,755,366	$ 4,259,516	$ (1,904,459)	-80.9%
SERVICES							
0810 - LEGAL SERVICES	$ 750,541	$ 880,052	$ 736,052	$ 854,642	$ 600,587	$ 135,465	18.4%
0811 - HEALTH CARE SERVICES	2,377,971	2,139,790	2,139,790	3,418,406	3,083,378	(943,588)	-44.1%
0812 - OTHER SERVICES	2,291,001	2,955,480	3,099,480	2,899,159	3,575,185	(475,705)	-15.3%
0820 - RENT & OPERATING LEASES	1,630,432	1,723,676	1,723,676	1,792,862	1,867,807	(144,131)	-8.4%
0825 - REPAIRS AND MAINTENANCE	968,175	907,240	907,240	1,416,970	1,330,759	(423,519)	-46.7%
0830 - INTERGOVERNMENTAL PAYMENTS	353,243	700,000	700,000	444,550	450,000	250,000	35.7%
0839 - INTERNAL SERVICE CHARGES	2,748,465	3,241,632	3,241,632	3,122,697	3,141,952	99,680	3.1%
0841 - TRAVEL	253,675	398,700	398,700	263,093	281,400	117,300	29.4%
0842 - EDUCATION AND TRAINING	257,067	403,400	403,400	296,102	263,400	140,000	34.7%
0843 - POSTAGE/FREIGHT/SHIPPING	208,065	197,460	197,460	199,888	213,078	(15,618)	-7.9%
0845 - SUPPORT AND CARE OF PERSONS	482,295	868,872	868,872	229,644	1,113,316	(244,444)	-28.1%
0850 - UTILITIES	181,797	115,000	115,000	154,040	131,890	(16,890)	-14.7%
SUBTOTAL	$ 12,502,727	$ 14,531,302	$ 14,531,302	$ 15,092,053	$ 16,052,752	$ (1,521,450)	-10.5%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 723,443	$ 500,000	$ 500,000	$ 1,343,046	$ 2,100,000	$ (1,600,000)	-320.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	303,638	-	-	38,746	-	-	N/A
SUBTOTAL	$ 1,027,081	$ 500,000	$ 500,000	$ 1,381,792	$ 2,100,000	$ (1,600,000)	-320.0%
ALL EXPENDITURES	$ 79,904,784	$ 88,799,825	$ 88,991,336	$ 84,840,631	$ 93,227,867	$ (4,236,531)	-4.8%
TOTAL USES	$ 79,904,784	$ 88,799,825	$ 88,991,336	$ 84,840,631	$ 93,227,867	$ (4,236,531)	-4.8%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 48,284	$ 48,000	$ 48,000	$ 37,809	$ 39,966	$ (8,034)	-16.7%
FUND TOTAL SOURCES	$ 48,284	$ 48,000	$ 48,000	$ 37,809	$ 39,966	$ (8,034)	-16.7%
219 COUNTY ATTORNEY GRANTS							
OPERATING	$ 5,756,584	$ 6,915,128	$ 6,915,128	$ 6,912,103	$ 6,938,464	$ 23,336	0.3%
FUND TOTAL SOURCES	$ 5,756,584	$ 6,915,128	$ 6,915,128	$ 6,912,103	$ 6,938,464	$ 23,336	0.3%
213 COUNTY ATTORNEY RICO							
OPERATING	$ 3,846,955	$ 4,000,000	$ 4,000,000	$ 4,002,936	$ 4,000,000	$ -	0.0%
FUND TOTAL SOURCES	$ 3,846,955	$ 4,000,000	$ 4,000,000	$ 4,002,936	$ 4,000,000	$ -	0.0%
220 DIVERSION							
OPERATING	$ 1,588,594	$ 1,600,000	$ 1,600,000	$ 1,696,965	$ 1,683,250	$ 83,250	5.2%
FUND TOTAL SOURCES	$ 1,588,594	$ 1,600,000	$ 1,600,000	$ 1,696,965	$ 1,683,250	$ 83,250	5.2%
221 COUNTY ATTORNEY FILL THE GAP							
OPERATING	$ 1,884,897	$ 1,728,613	$ 1,728,613	$ 1,579,713	$ 1,728,613	$ -	0.0%
FUND TOTAL SOURCES	$ 1,884,897	$ 1,728,613	$ 1,728,613	$ 1,579,713	$ 1,728,613	$ -	0.0%
266 CHECK ENFORCEMENT PROGRAM							
OPERATING	$ 332,127	$ 346,000	$ 346,000	$ 346,000	$ 346,000	$ -	0.0%
NON-RECURRING	112,001	-	-	121	-	-	N/A
FUND TOTAL SOURCES	$ 444,128	$ 346,000	$ 346,000	$ 346,121	$ 346,000	$ -	0.0%
267 CRIM JUSTICE ENHANCEMENT							
OPERATING	$ 1,404,196	$ 1,405,000	$ 1,405,000	$ 1,595,566	$ 1,405,000	$ -	0.0%
FUND TOTAL SOURCES	$ 1,404,196	$ 1,405,000	$ 1,405,000	$ 1,595,566	$ 1,405,000	$ -	0.0%
268 VICTIM COMP AND ASSISTANCE							
OPERATING	$ 173,631	$ 135,000	$ 135,000	$ 223,106	$ 135,000	$ -	0.0%
FUND TOTAL SOURCES	$ 173,631	$ 135,000	$ 135,000	$ 223,106	$ 135,000	$ -	0.0%
269 VICTIM COMP RESTITUTION INT							
OPERATING	$ 24,617	$ 40,000	$ 40,000	$ 30,267	$ 40,000	$ -	0.0%
FUND TOTAL SOURCES	$ 24,617	$ 40,000	$ 40,000	$ 30,267	$ 40,000	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 15,059,885	$ 16,217,741	$ 16,217,741	$ 16,424,465	$ 16,316,293	$ 98,552	0.6%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 112,001	$ -	$ -	$ 121	$ -	$ -	N/A
DEPARTMENT TOTAL SOURCES	$ 15,171,886	$ 16,217,741	$ 16,217,741	$ 16,424,586	$ 16,316,293	$ 98,552	0.6%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 66,063,842	$ 69,293,617	$ 69,293,617	$ 68,120,891	$ 70,940,676	$ (1,647,059)	-2.4%
NON RECURRING NON PROJECT	553,023	825,000	825,000	718,726	-	825,000	100.0%
FUND TOTAL USES	$ 66,616,865	$ 70,118,617	$ 70,118,617	$ 68,839,617	$ 70,940,676	$ (822,059)	-1.2%
219 COUNTY ATTORNEY GRANTS							
OPERATING	$ 5,797,428	$ 6,915,128	$ 6,915,128	$ 6,318,202	$ 6,938,464	$ (23,336)	-0.3%
NON RECURRING NON PROJECT	-	-	108,639	-	-	108,639	100.0%
FUND TOTAL USES	$ 5,797,428	$ 6,915,128	$ 7,023,767	$ 6,318,202	$ 6,938,464	$ 85,303	1.2%
213 COUNTY ATTORNEY RICO							
OPERATING	$ 2,418,805	$ 4,000,000	$ 4,000,000	$ 3,998,834	$ 4,000,000	$ -	0.0%
NON RECURRING NON PROJECT	-	82,949	82,949	75,865	3,147,784	(3,064,835)	-3694.8%
MCAO CASE MANAGEMENT SYSTEM	703,992	500,000	500,000	73,450	426,550	73,450	14.7%
FUND TOTAL USES	$ 3,122,797	$ 4,582,949	$ 4,582,949	$ 4,148,149	$ 7,574,334	$ (2,991,385)	-65.3%
220 DIVERSION							
OPERATING	$ 1,205,214	$ 1,600,000	$ 1,600,000	$ 1,480,944	$ 1,683,250	$ (83,250)	-5.2%
NON RECURRING NON PROJECT	-	1,271,162	1,287,203	312,451	1,936,850	(649,647)	-50.5%
FUND TOTAL USES	$ 1,205,214	$ 2,871,162	$ 2,887,203	$ 1,793,395	$ 3,620,100	$ (732,897)	-25.4%
221 COUNTY ATTORNEY FILL THE GAP							
OPERATING	$ 1,661,020	$ 1,728,613	$ 1,728,613	$ 1,550,909	$ 1,728,613	$ -	0.0%
NON RECURRING NON PROJECT	254	318,521	348,603	152,400	266,728	81,875	23.5%
FUND TOTAL USES	$ 1,661,274	$ 2,047,134	$ 2,077,216	$ 1,703,309	$ 1,995,341	$ 81,875	3.9%
266 CHECK ENFORCEMENT PROGRAM							
OPERATING	$ 309,146	$ 346,000	$ 346,000	$ 317,561	$ 346,000	$ -	0.0%
NON RECURRING NON PROJECT	15,380	15,000	20,354	10,517	13,900	6,454	31.7%
FUND TOTAL USES	$ 324,526	$ 361,000	$ 366,354	$ 328,078	$ 359,900	$ 6,454	1.8%
267 CRIM JUSTICE ENHANCEMENT							
OPERATING	$ 1,145,052	$ 1,405,000	$ 1,405,000	$ 1,346,924	$ 1,405,000	$ -	0.0%
NON RECURRING NON PROJECT	6,026	323,835	355,230	287,916	219,052	136,178	38.3%
FUND TOTAL USES	$ 1,151,078	$ 1,728,835	$ 1,760,230	$ 1,634,840	$ 1,624,052	$ 136,178	7.7%
268 VICTIM COMP AND ASSISTANCE							
OPERATING	$ -	$ 135,000	$ 135,000	$ 56,250	$ 135,000	$ -	0.0%
FUND TOTAL USES	$ -	$ 135,000	$ 135,000	$ 56,250	$ 135,000	$ -	0.0%
269 VICTIM COMP RESTITUTION INT							
OPERATING	$ 25,602	$ 40,000	$ 40,000	$ 18,791	$ 40,000	$ -	0.0%
FUND TOTAL USES	$ 25,602	$ 40,000	$ 40,000	$ 18,791	$ 40,000	$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	$ 78,626,109	$ 85,463,358	$ 85,463,358	$ 83,209,306	$ 87,217,003	$ (1,753,645)	-2.1%
DEPARTMENT TOTAL USES	$ 78,626,109	$ 85,463,358	$ 85,463,358	$ 83,209,306	$ 87,217,003	$ (1,753,645)	-2.1%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.00	1.00	1.00	1.00	1.00	-	0.0%
EXECUTIVE MANAGEMENT	30.00	34.00	34.00	33.00	35.00	1.00	2.9%
FINANCIAL SERVICES	7.00	6.00	6.00	6.00	6.00	-	0.0%
HUMAN RESOURCES	3.00	5.00	6.00	6.00	6.00	-	0.0%
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	42.00	47.00	48.00	47.00	49.00	1.00	2.1%
CIVIL LEGAL SERVICES							
LEGAL ADVICE	-	96.00	97.00	97.00	86.00	(11.00)	(11.3%)
PROGRAM TOTAL	-	96.00	97.00	97.00	86.00	(11.00)	(11.3%)
COMMUNITY SERVICES							
VICTIM COMPENSATION	6.00	7.00	6.00	6.00	6.00	-	0.0%
PROGRAM TOTAL	6.00	7.00	6.00	6.00	6.00	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	10.00	10.00	10.00	11.00	10.00	-	0.0%
DATA CENTER	1.00	1.00	1.00	1.00	1.00	-	0.0%
DESKTOP SUPPORT	10.00	10.00	9.00	9.00	9.00	-	0.0%
HELP DESK SUPPORT	9.00	9.00	11.00	11.00	11.00	-	0.0%
PROGRAM TOTAL	30.00	30.00	31.00	32.00	31.00	-	0.0%
PROSECUTION							
AUTO THEFT PROSECUTION	14.00	-	-	-	-	-	N/A
CHARGING ACTIVITY	159.00	160.00	165.50	169.50	167.50	2.00	1.2%
CHECK ENFORCEMENT	8.00	9.00	9.00	9.00	9.00	-	0.0%
COUNTY ATTORNEY INITIATED INV	58.00	59.00	62.00	62.00	62.00	-	0.0%
IDENTITY THEFT PROSECUTION	20.00	-	-	-	-	-	N/A
METH MAJOR DRUGS PROSECUTION	32.00	-	-	-	-	-	N/A
TRIAL	382.00	455.00	459.00	455.00	455.00	(4.00)	(0.9%)
VICTIM ASSISTANCE	71.00	69.00	70.00	70.00	70.00	-	0.0%
PROGRAM TOTAL	744.00	752.00	765.50	765.50	763.50	(2.00)	(0.3%)
DEPARTMENT TOTAL	822.00	932.00	947.50	947.50	935.50	(12.00)	(1.3%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	3.00	3.00	3.00	3.00	3.00	-	0.0%
Admin/Operations Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Administrative Staff Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrator	1.00	1.00	-	-	-	-	N/A
Applications Development Mgr	1.00	1.00	-	-	-	-	N/A
Attorney	243.50	342.50	346.00	346.00	343.00	(3.00)	(0.9%)
Attorney - Civil Practice Mgr	-	5.00	5.00	5.00	5.00	-	0.0%
Attorney - Senior Counsel	-	13.00	13.00	13.00	13.00	-	0.0%
Attorney -Capital Co-Counsel	22.00	-	-	-	-	-	N/A
Attorney -Capital Lead Counsel	15.00	-	-	-	-	-	N/A
Attorney Manager	6.00	-	-	-	-	-	N/A
Attorney Supervisor	25.00	-	-	-	-	-	N/A
Business/Systems Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Chief Deputy - County Attorney	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	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%
County Attorney Special Assistant	3.00	3.00	4.00	4.00	4.00	-	0.0%
Data Security Analyst Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Database Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Facilities Planner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	2.00	2.00	2.00	2.00	2.00	-	0.0%
Finance Manager - Large	-	1.00	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	-	1.00	1.00	-	-	(1.00)	(100.0%)
Financial Supervisor - Dept	1.00	-	-	-	-	-	N/A

Staffing by Market Range Title (continued)

General Laborer	-	3.00	3.00	3.00	3.00	-	0.0%
Grant-Contract Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Help Desk Coordinator	2.00	2.00	4.00	4.00	4.00	-	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	-	0.0%
Human Resources Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Supervisor	1.00	-	-	-	-	-	N/A
Intern	.50	.50	.50	.50	.50	-	0.0%
Investigation Commander - MCAO	1.00	-	-	-	-	-	N/A
Investigations Supv - MCAO	5.00	5.00	6.00	6.00	6.00	-	0.0%
Investigations Task Force Commander – MCAO	-	1.00	1.00	1.00	1.00	-	0.0%
Investigator	34.00	-	-	-	-	-	N/A
Investigator - MCAO	3.00	41.00	48.00	48.00	48.00	-	0.0%
Investigator Chief - MCAO	1.00	1.00	1.00	1.00	1.00	-	0.0%
IS Architect	1.00	1.00	1.00	1.00	1.00	-	0.0%
IS Project Manager (Senior/Lead)	-	-	1.00	1.00	1.00	-	0.0%
IT Division Manager	1.00	-	-	-	-	-	N/A
IT Senior Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Legal Assistant	86.00	104.00	104.00	104.00	97.00	(7.00)	(6.7%)
Legal Assistant Supv	8.00	13.00	13.00	13.00	13.00	-	0.0%
Legal Management Assistant	-	4.00	5.00	5.00	5.00	-	0.0%
Legal Order Server	-	-	2.00	2.00	2.00	-	0.0%
Legal Services Manager	1.00	3.00	3.00	3.00	3.00	-	0.0%
Legal Support Specialist	90.00	104.00	104.00	104.00	104.00	-	0.0%
Legal Support Supervisor	38.00	36.00	36.00	36.00	36.00	-	0.0%
Management Analyst	2.00	4.00	4.00	4.00	3.00	(1.00)	(25.0%)
Media Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Nurse Legal Consultant	-	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	115.00	112.00	112.00	112.00	112.00	-	0.0%
Office Assistant Specialized	7.00	18.00	16.00	16.00	16.00	-	0.0%
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
PC/LAN Tech Support	5.00	5.00	5.00	5.00	5.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	1.00	2.00	2.00	2.00	2.00	-	0.0%
Programmer/Analyst	3.00	3.00	1.00	2.00	1.00	-	0.0%
Programmer/Analyst - Sr/Ld	2.00	2.00	3.00	3.00	3.00	-	0.0%
Social Worker	47.00	47.00	47.00	47.00	47.00	-	0.0%
Social Worker Supervisor	8.00	8.00	8.00	8.00	8.00	-	0.0%
Software Sys Engineer - Sr/Ld	-	-	1.00	1.00	1.00	-	0.0%
Special Projects Manager	-	-	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/Network Administrator	4.00	4.00	3.00	3.00	3.00	-	0.0%
Systems/Network Admin-Sr/Ld	4.00	4.00	4.00	4.00	4.00	-	0.0%
Technical Support Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trainer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Web Designer/Developer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	**822.00**	**932.00**	**947.50**	**947.50**	**935.50**	**(12.00)**	**(1.3%)**

Staffing by Fund

	DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	682.00	769.00	763.00	763.00	742.00	(21.00)	(2.8%)
213	COUNTY ATTORNEY RICO	-	1.00	1.00	1.00	1.00	-	0.0%
219	COUNTY ATTORNEY GRANTS	62.00	68.00	77.00	77.00	86.00	9.00	11.7%
220	DIVERSION	19.00	28.00	37.00	37.00	37.00	-	0.0%
221	COUNTY ATTORNEY FILL THE GAP	30.00	33.00	36.50	36.50	36.50	-	0.0%
266	CHECK ENFORCEMENT PROGRAM	8.00	9.00	9.00	9.00	9.00	-	0.0%
267	CRIM JUSTICE ENHANCEMENT	21.00	24.00	24.00	24.00	24.00	-	0.0%
Department Total		**822.00**	**932.00**	**947.50**	**947.50**	**935.50**	**(12.00)**	**(1.3%)**

Staffing Variance Analysis

The Maricopa County Attorney's Office deleted 17.5 Non Recurring (0001) FTE and created 6.5 Operating (0000) FTE in the Civil Services Division to meet increased demand.

General Adjustments

Base Adjustments:

General Fund (100)

- Decrease revenues by $8,034 due to a decrease in the collection of copying charges for providing discovery documents to opposing counsel.
- Increase Regular Benefits by $324,908 for the impact of changes in retirement contribution rates.
- Increase Personnel Savings by $643,880 based on the Chairman's Office request.
- Increase expenditures by $133,451 due an increase in lease and rental costs associated with the Luhr's building.
- Increase expenditures by $423,759 to appropriately budget for repairs and maintenance.
- Increase expenditures by $203,642 due to an increase in supplies, training and postage based on FY 2013 Forecast.
- Increase benefits by $561,070 to fund Alternative Rate Contribution requirements and PSPRSI Retirement contributions.
- Increase expenditures by $64,814 due to an increase in Overtime.
- Decrease expenditures by $71,156 due to a decrease in Temporary Pay.
- Reduce Legal and Other Services by $222,327 to be in line with FY 2013 Forecast.
- Reduce expenditures by $627,503 to more accurately reflect Personnel Savings.

County Attorney Grants Fund (219)

- Increase revenue $23,336 due to an increase in grant funding received from several grants.
- Increase Regular Benefits by $18,372 for the impact of changes in retirement contribution rates.
- Increase expenditures by $4,964 to right-size services based on expanded revenue.

Diversion Fund (220) Operating

- Increase revenues by $83,250 due to an increase in collection of diversion fees**.**
- Increase Regular Benefits by $3,693 for the impact of changes in retirement contribution rates.
- Increase expenditures by $79,557 to right-size services based on expanded revenue.

Diversion Fund (220) Non Recurring Non Project

- Increase expenditures by $1,932,868 for carry-forward of contract positions created in FY 2012, associated with special projects.
- Increase Regular Benefits by $3,982 for the impact of changes in retirement contribution rates.

County Attorney Fill the Gap Fund (221) Operating

- Increase Regular Benefits by $5,042 for the impact of changes in retirement contribution rates.
- Decrease expenditures by $5,042 to maintain structural balance.

County Attorney Fill the Gap Fund (221) Non Recurring Non Project

- Increase expenditures by $265,573 for carry-forward of contract positions created in FY 2012, associated with special projects.
- Increase Regular Benefits by $1,155 for the impact of changes in retirement contribution rates.

Check Enforcement Program Fund (266)

- Increase Regular benefits by $1,104 for the impact of changes in retirement contribution rates.
- Reduce expenditures by $1,104 to maintain structural balance.

Criminal Justice Enhancement Fund (267)

- Increase Regular Benefits by $3,966 for the impact of changes in retirement contribution rates.
- Decrease expenditures by $3,966 to maintain structural balance.

Programs and Activities

Civil Legal Services Program

The purpose of the Civil Legal Services Program is to provide legal advice and representation to County officers, administrators and managers so that they can manage the affairs of the County with the benefit of timely and responsive legal advice and representation.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of clients satisfied with legal advice provided as determined by a customer	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Legal Advice Activity

Legal Advice Activity

The purpose of the Legal Advice Activity is to provide legal advice to county officers, administrators and managers so that they can have timely and quality advice to manage the affairs of county government

Mandates: A.R.S. §11-532 establishes that the County Attorney's Office will provide written opinions to County officers regarding the duties of their offices. Further, the County Attorney's Office will act as legal advisor to the Board of Supervisors and represent the County in legal affairs.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of clients satisfied with legal advice provided as determined by a customer satisfaction survey.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of claims, protests, lawsuits, appeals, and responses to requests for legal advice completed	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of claims, protests, lawsuits, appeals, and requests for legal advice opened.	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Cost per claim, protest, lawsuit, appeal, and response to request for legal advice	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure							
	100 - GENERAL	$ 8,468,636	$ 8,753,633	$ 8,605,481	$ 8,545,859	$ 207,774	2.4%
	TOTAL USES	$ 8,468,636	$ 8,753,633	$ 8,605,481	$ 8,545,859	$ 207,774	2.4%

Base Adjustments:

General Fund (100)

- Increase expenditures by $766,419 due to the addition of 6.5 operating FTE. This increase is offset by the deletion of 17.5 non-operating FTE.

Community Services Program

The purpose of the Community Services Program is to provide a variety of special services and assistance to people in Maricopa County so that the office fulfills its statutory mandates.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
TBD	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Victim Compensation

Victim Compensation Activity

The purpose of the Victim Compensation Activity is to provide financial reimbursement to victims of violent crimes so that they can recover eligible crime related financial loss.

Mandates: A.R.S. §11-538 establishes that the County Attorney's Office shall, if a victim compensation fund has been established, use such funds to assist "eligible victims of crime" with medical, counseling, funeral expenses and lost wages according to the eligibility rules established by the Arizona Criminal Justice Commission.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	TBD	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of victim compensation claims completed.	365	648	634	648	-	0.0%
Demand	Number of victim compensation claims received.	676	832	416	832	-	0.0%
Efficiency	Cost to process each victim compensation claim completed.	$ 5,307.10	$ 3,423.76	$ 3,423.50	$ 4,046.47	$ (622.71)	-18.2%
Revenue							
	219 - COUNTY ATTORNEY GRANTS	$ 1,502,297	$ 2,197,550	$ 2,064,854	$ 2,356,432	$ 158,882	7.2%
	268 - VICTIM COMP AND ASSISTANCE	164,940	135,000	223,106	135,000	-	0.0%
	269 - VICTIM COMP RESTITUTION INT	18,960	40,000	30,267	40,000	-	0.0%
	TOTAL SOURCES	$ 1,686,197	$ 2,372,550	$ 2,318,227	$ 2,531,432	$ 158,882	6.7%
Expenditure							
	100 - GENERAL	$ 163,057	$ 127,293	$ 162,543	$ 90,680	$ 36,613	28.8%
	219 - COUNTY ATTORNEY GRANTS	1,748,432	1,916,301	1,932,913	2,356,432	(440,131)	-23.0%
	268 - VICTIM COMP AND ASSISTANCE	-	135,000	56,250	135,000	-	0.0%
	269 - VICTIM COMP RESTITUTION INT	25,602	40,000	18,791	40,000	-	0.0%
	TOTAL USES	$ 1,937,091	$ 2,218,594	$ 2,170,497	$ 2,622,112	$ (403,518)	-18.2%

Prosecution Program

The purpose of the Prosecution Program is to provide comprehensive felony, misdemeanor, delinquency and incorrigibility prosecution in the adult and juvenile courts on behalf of the people of Maricopa County so that they can be assured that justice has been served and offenders are held accountable for their criminal or delinquent acts.

Mandates: A.R.S. §11-532 establishes that the County Attorney's Office shall conduct all prosecutions in the Superior Court for public offenses committed within the County on behalf of the state.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Rate of conviction - Auto Theft	72.0%	91.3%	77.1%	91.3%	0.0%	0.0%
Percent of vehicle theft prosecutions completed within 90 days of arraignment	N/A	0.0%	0.0%	0.0%	0.0%	N/A
Percent of vehicle theft prosecutions completed within 180 days of arraignment	N/A	0.0%	0.0%	0.0%	0.0%	N/A
Percent of adult criminal cases filed within deadlines.	N/A	0.0%	0.0%	0.0%	0.0%	N/A
Percent of juvenile cases filed within deadlines.	N/A	N/A	N/A	N/A	N/A	N/A
Rate of conviction - ID Theft	69.8%	134.7%	124.7%	134.7%	0.0%	0.0%
Percent of identity theft prosecutions completed within 90 days of arraignment	N/A	0.0%	0.0%	0.0%	0.0%	N/A
Percent of identity theft prosecutions completed within 180 days of arraignment	N/A	0.0%	0.0%	0.0%	0.0%	N/A
Rate of conviction - Meth and Major Drug	71.1%	212.5%	127.1%	212.5%	0.0%	0.0%
Percent of meth and major drug offenses completed within 90 days of arraignment	N/A	0.0%	0.0%	0.0%	0.0%	N/A
Percent of meth and major drug offenses completed within 180 days of arraignment	N/A	0.0%	0.0%	0.0%	0.0%	N/A
Percent of adult criminal cases completed within 180 days.	N/A	0.0%	0.0%	0.0%	0.0%	N/A
Percent of victims satisfied as determined by a satisfaction survey.	79.0%	69.0%	77.1%	69.0%	0.0%	0.0%

Activities that comprise this program include:

- Auto Theft Prosecution
- Charging
- Check Enforcement Program
- Identity Theft Prosecution
- County Attorney-Initiated Investigations
- Meth & Major Drug Prosecution
- Trial
- Victim Assistance

Auto Theft Prosecution Activity

The purpose of the Vehicle Theft Prosecution Activity is to prosecute persons accused of theft of motor vehicles for crime victims and the public so that offenders will receive just punishment and crime will be prevented.

Mandates: This Activity supports overall Prosecution Program mandates.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Rate of conviction	72.0%	-	-	-	-	-
Result	Percent of vehicle theft prosecutions completed within 90 days of arraignment	-	-	-	-	-	-
Result	Percent of vehicle theft prosecutions completed within 180 days of arraignment	-	-	-	-	-	-
Output	Number of vehicle thefts prosecuted	1,065	-	-	-	-	-
Demand	Number of vehicle thefts submitted by law enforcement	1,518	-	-	-	-	-
Efficiency	Cost per vehicle theft prosecuted	$ 10.15	-	-	-	-	-
Expenditure							
	100 - GENERAL	$ 1	$ -	$ -	$ -	$ -	-
	219 - COUNTY ATTORNEY GRANTS	10,804	-	-	-	-	-
	TOTAL USES	$ 10,805	$ -	$ -	$ -	$ -	-

Activity Narrative: The County Attorney's Office has discontinued use of this Activity. Auto Theft Prosecution is now budgeted in the Trial Activity.

Charging Activity

The purpose of the Charging Activity is to provide prompt charging decisions, criminal filings and juvenile petitions to law enforcement agencies and victims so they can see that offenders are held accountable and that justice is served.

Mandates: This Activity supports overall Prosecution Program mandates.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of adult criminal cases filed within deadlines.	N/A	0.0%	0.0%	0.0%	0.0%	N/A
Output	Number of adult criminal cases filed.	45,341	38,108	34,658	38,108	-	0.0%
Demand	Number of adult criminal cases submitted.	45,319	40,168	44,803	40,168	-	0.0%
Efficiency	Cost of adult criminal case filed	$ 250.05	$ 346.85	$ 365.20	$ 350.04	$ (3.19)	-0.9%
Revenue							
	221 - COUNTY ATTORNEY FILL THE GAP	$ 776,902	$ 1,728,613	$ 1,579,713	$ 1,728,613	$ -	0.0%
	TOTAL SOURCES	$ 776,902	$ 1,728,613	$ 1,579,713	$ 1,728,613	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 8,797,970	$ 10,211,750	$ 9,997,950	$ 10,380,601	$ (168,851)	-1.7%
	219 - COUNTY ATTORNEY GRANTS	91,558	243,894	169,396	291,811	(47,917)	-19.6%
	220 - DIVERSION	936,653	926,808	849,433	870,202	56,606	6.1%
	221 - COUNTY ATTORNEY FILL THE GAP	1,248,099	1,547,710	1,353,228	1,473,536	74,174	4.8%
	266 - CHECK ENFORCEMENT PROGRAM	-	-	-	13,900	(13,900)	N/A
	267 - CRIM JUSTICE ENHANCEMENT	263,184	287,628	286,971	309,385	(21,757)	-7.6%
	TOTAL USES	$ 11,337,464	$ 13,217,790	$ 12,656,978	$ 13,339,435	$ (121,645)	-0.9%

Base Adjustments:

Check Enforcement Program Fund (266) Non Recurring Non Project

- Increase expenditures by $13,900 for carry-forward of contract positions associated with special projects originally created in FY 2012.

Check Enforcement Program Activity

The purpose of the Check Enforcement Diversion activity is to provide recovery of monies from bad check writers and to deter the writing of bad checks through prosecution, education and the assessment of fines, so that Maricopa County residents and businesses will see successful recovery of lost monies and that offenders are held accountable.

Mandates: Recovery of damages from bad check writers is not a mandated duty of the County Attorney's Office. A.R.S. §13-1807 establishes the circumstances under which bad check issuance is considered a crime. Prosecution of criminal fraudulent check writers – a mandated duty – is not included in this Activity.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	TBD	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of checks resolved through collection of restitution	6,198	6,860	6,632	6,860	-	0.0%
Output	TBD	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of checks received into the Check Enforcement Program.	5,951	6,296	5,606	6,296	-	0.0%
Efficiency	Cost per check resolved through collection of restitution	$ 52.36	$ 53.40	$ 49.47	$ 50.32	$ 3.08	5.8%
Revenue							
	266 - CHECK ENFORCEMENT PROGRAM	$ 442,323	$ 346,000	$ 346,121	$ 346,000	$ -	0.0%
	TOTAL SOURCES	$ 442,323	$ 346,000	$ 346,121	$ 346,000	$ -	0.0%
Expenditure							
	266 - CHECK ENFORCEMENT PROGRAM	$ 324,526	$ 366,354	$ 328,078	$ 345,226	$ 21,128	5.8%
	TOTAL USES	$ 324,526	$ 366,354	$ 328,078	$ 345,226	$ 21,128	5.8%

Identity Theft Prosecution Activity

The purpose of the Identity Theft Prosecution Activity is to provide prosecution of persons who commit ID Theft to crime victims and the public so that they can be assured that offenders will receive just punishment and crime will be prevented.

Mandates: This Activity supports overall Prosecution Program mandates.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Rate of conviction	69.8%	-	-	-	-	-
Result	Percent of identity theft prosecutions completed within 90 days of arraignment	N/A	-	-	-	-	-
Result	Percent of identity theft prosecutions completed within 180 days of arraignment	N/A	-	-	-	-	-
Output	Number of identity thefts prosecuted	1,215	-	-	-	-	-
Demand	Number of identity thefts submitted by law enforcement	1,569	-	-	-	-	-
Efficiency	Cost per identity theft prosecuted	$ (8.42)	-	-	-	-	-
Expenditure							
	100 - GENERAL	$ (10,233)	$ -	$ -	$ -	$ -	-
	TOTAL USES	$ (10,233)	$ -	$ -	$ -	$ -	-

County Attorney Initiated Investigations Activity

The purpose of the County Attorney Initiated Investigations Activity is to provide original investigative and surveillance findings to the County Attorney and Chief Deputy so that they can determine if further legal action is needed.

Mandates: This Activity supports overall Prosecution Program mandates.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	TBD	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of County Attorney pre-filing initiated investigative inquiries completed.	5,222	15,376	11,110	15,376	-	0.0%
Demand	Number of County Attorney pre-filing initiated investigative inquiries requested.	6,826	14,780	9,830	14,780	-	0.0%
Efficiency	Cost per investigative services request completed.	$ 886.86	$ 346.97	$ 450.94	$ 408.95	$ (61.98)	-17.9%
Revenue							
	100 - GENERAL	$ -	$ -	$ 1,666	$ -	$ -	N/A
	TOTAL SOURCES	$ -	$ -	$ 1,666	$ -	$ -	N/A
Expenditure							
	100 - GENERAL	$ 4,397,480	$ 4,183,751	$ 4,354,487	$ 4,882,170	$ (698,419)	-16.7%
	219 - COUNTY ATTORNEY GRANTS	192,125	320,843	248,238	346,754	(25,911)	-8.1%
	213 - COUNTY ATTORNEY RICO	-	82,949	75,865	47,784	35,165	42.4%
	220 - DIVERSION	-	572,504	234,835	858,676	(286,172)	-50.0%
	221 - COUNTY ATTORNEY FILL THE GAP	41,578	174,958	96,550	152,641	22,317	12.8%
	TOTAL USES	$ 4,631,183	$ 5,335,005	$ 5,009,975	$ 6,288,025	$ (953,020)	-17.9%

Base Adjustments:

County Attorney RICO Fund (213) Non Recurring Non Project

- Increase expenditures $47,784 for on-going information technology initiatives.

Meth and Major Drug Prosecution Activity

The purpose of the Meth and Major Drug Prosecution Activity is to provide prosecution of persons who commit meth and drug crimes to crime victims and the public so they can be assured that offenders will receive just punishment and crime will be prevented.

Mandates: This Activity supports overall Prosecution Program mandates.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Rate of conviction	71.1%	-	-	-	-	-
Result	Percent of meth and major drug offenses completed within 90 days of arraignment	N/A	-	-	-	-	-
Result	Percent of meth and major drug offenses completed within 180 days of arraignment	N/A	-	-	-	-	-
Output	Number of meth and major drug offenses prosecuted	1,942	-	-	-	-	-
Demand	Number of meth and major drug offenses submitted by law enforcement	2,362	-	-	-	-	-
Efficiency	Cost per meth and major drug offense prosecuted	$ 102.95	-	-	-	-	-
Revenue							
	219 - COUNTY ATTORNEY GRANTS	$ 451,957	$ -	$ -	$ -	$ -	$ -
	TOTAL SOURCES	$ 451,957	$ -	$ -	$ -	$ -	$ -
Expenditure							
	100 - GENERAL	$ 32,243	$ -	$ -	$ -	$ -	$ -
	219 - COUNTY ATTORNEY GRANTS	167,693	-	-	-	-	-
	TOTAL USES	$ 199,936	$ -	$ -	$ -	$ -	$ -

Activity Narrative: The County Attorney's Office has discontinued use of this Activity. Meth and Major Drug Prosecution is now budgeted in the Trial Activity.

Trial Activity

The purpose of the Trial Activity is to provide criminal and juvenile prosecution of offenders to the people of Maricopa County so that they can live in a safer community.

Mandates: This Activity supports overall Prosecution Program mandates.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of adult criminal cases completed within 180 days.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of adult criminal cases completed.	16,086	34,620	33,232	34,620	-	0.0%
Demand	Number of adult criminal cases filed.	45,341	38,108	34,658	38,108	-	0.0%
Efficiency	Cost per adult criminal case completed.	$ 2,595.01	$ 1,345.36	$ 1,306.52	$ 1,413.09	$ (67.73)	-5.0%
Revenue							
	219 - COUNTY ATTORNEY GRANTS	$ 2,943,956	$ 3,982,524	$ 4,008,957	$ 3,846,378	$ (136,146)	-3.4%
	213 - COUNTY ATTORNEY RICO	3,846,955	4,000,000	4,002,936	4,000,000	-	0.0%
	221 - COUNTY ATTORNEY FILL THE GAP	1,102,545	-	-	-	-	N/A
	267 - CRIM JUSTICE ENHANCEMENT	1,400,160	1,405,000	1,595,566	1,405,000	-	0.0%
	TOTAL SOURCES	$ 9,293,616	$ 9,387,524	$ 9,607,459	$ 9,251,378	$ (136,146)	-1.5%
Expenditure							
	100 - GENERAL	$ 34,827,251	$ 35,992,483	$ 34,653,966	$ 35,557,152	$ 435,331	1.2%
	219 - COUNTY ATTORNEY GRANTS	2,701,406	3,557,284	3,045,682	2,986,104	571,180	16.1%
	213 - COUNTY ATTORNEY RICO	3,122,797	4,500,000	4,072,284	7,526,550	(3,026,550)	-67.3%
	220 - DIVERSION	-	896,420	245,538	1,364,350	(467,930)	-52.2%
	221 - COUNTY ATTORNEY FILL THE GAP	371,597	354,548	253,531	369,164	(14,616)	-4.1%
	267 - CRIM JUSTICE ENHANCEMENT	720,250	1,275,518	1,147,219	1,117,703	157,815	12.4%
	TOTAL USES	$ 41,743,301	$ 46,576,253	$ 43,418,220	$ 48,921,023	$ (2,344,770)	-5.0%

Base Adjustments:

General Fund (100)

- Increase Health Care Services expenditures by $733,862 due to an increase in the utilization and cost associated with Sexual Assault and Domestic Violence Examinations.

County Attorney RICO Fund (213) MCAO Case Management System

- Increase expenditures by $426,550 for carry-forward of the case management system project started in FY 2012.

County Attorney RICO Fund (213) Non Recurring Non Project

- Increase expenditures $3,100,000 for on-going information technology initiatives.

Criminal Justice Enhancement Fund (267) Non Recurring Non Project

- Increase expenditures by $218,185 for carry-forward of contract positions associated with special projects originally created in FY 2012.
- Increase Regular Benefits $867 due to the increase in retirement contribution rates.

Victim Assistance Activity

The purpose of the Victim Assistance Activity is to provide victims' rights and victim assistance services to victims of crimes committed in Maricopa County so that they can experience a reduction in trauma, strive to feel whole again, and be informed of criminal or juvenile justice proceedings.

Mandates: This Activity supports overall Prosecution Program mandates.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of victims satisfied as determined by a satisfaction survey.	79.0%	69.0%	77.1%	69.0%	0.0%	0.0%
Output	Number of victims receiving services.	4,978	7,216	6,134	7,216	-	0.0%
Output	Number of victims participating in satisfaction survey	357	752	568	752	-	0.0%
Demand	Number of victims entitled to receive victim services.	22,920	18,988	21,294	18,988	-	0.0%
Efficiency	Cost per victim who received services.	$ 763.86	$ 587.17	$ 648.08	$ 595.43	$ (8.27)	-1.4%
Revenue							
	219 - COUNTY ATTORNEY GRANTS	$ 722,397	$ 735,054	$ 232,932	$ 735,654	$ 600	0.1%
	TOTAL SOURCES	$ 722,397	$ 735,054	$ 232,932	$ 735,654	$ 600	0.1%
Expenditure							
	100 - GENERAL	$ 2,951,524	$ 3,289,641	$ 3,094,916	$ 3,378,448	$ (88,807)	-2.7%
	219 - COUNTY ATTORNEY GRANTS	780,087	854,832	788,231	826,282	28,550	3.3%
	267 - CRIM JUSTICE ENHANCEMENT	70,908	92,526	92,172	91,920	606	0.7%
	TOTAL USES	$ 3,802,519	$ 4,236,999	$ 3,975,319	$ 4,296,650	$ (59,651)	-1.4%

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 69,293,617**	**$ 48,000**
FY 2013 Revised Budget		**$ 69,293,617**	**$ 48,000**
FY 2014 Budget Target		**$ 69,293,617**	**$ 48,000**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 182,099**	**$ -**
Retirement Contributions		*182,099*	*-*
Base Adjustments		**$ 1,966,031**	**$ -**
Other Base Adjustments		*2,593,534*	*-*
Increase for Sexual Assault and Domestic Violence Examinations	*$ 733,862*		
Increase for Lease and Rental Costs Associated with Luhr's	*133,451*		
Increase Repairs and Maintenance	*423,759*		
Increase Supplies, Training and Postage	*203,642*		
Increase to Fund Alternative Rate Contribution and PSPRSI	*561,070*		
Increase for 6.5 Civil Attorney Positions	*766,419*		
Increase for Overtime Usage	*64,814*		
Decrease Temporary Pay Usage	*(71,156)*		
Reduce Legal and Other Services	*(222,327)*		
Personnel Savings		*(627,503)*	*-*
Fees and Other Revenues		**$ -**	**$ (8,034)**
ProgRevenue Volume Inc/Dec		*-*	*(8,034)*
Budget Balancing		**$ (643,880)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(643,880)*	*-*
FY 2014 Tentative Budget		**$ 70,797,867**	**$ 39,966**
Percent Change from Target Amount		*2.2%*	*-16.7%*
Adjustments:			
Base Adjustments		**$ 142,809**	**$ -**
Internal Service Charges		*142,809*	*-*
FY 2014 Adopted Budget		**$ 70,940,676**	**$ 39,966**
Percent Change from Target Amount		*2.4%*	*-16.7%*

County Attorney RICO Fund (213)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 4,000,000**	**$ 4,000,000**
FY 2013 Revised Budget		**$ 4,000,000**	**$ 4,000,000**
FY 2014 Budget Target		**$ 4,000,000**	**$ 4,000,000**
FY 2014 Adopted Budget		**$ 4,000,000**	**$ 4,000,000**
Percent Change from Target Amount		*0.0%*	*0.0%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 82,949**	**$ -**
FY 2013 Revised Budget		**$ 82,949**	**$ -**
Adjustments:			
Non Recurring		**$ (82,949)**	**$ -**
Non Recurring Carry Forward		*(82,949)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 249**	**$ -**
Retirement Contributions		*249*	-
Non Recurring		**$ 3,147,535**	**$ -**
Non Recurring Carry Forward		*47,535*	-
Other Non-Recurring		*3,100,000*	-
On-going Information Technology Initiatives	*$ 3,100,000*		
FY 2014 Adopted Budget		**$ 3,147,784**	**$ -**
Percent Change from Target Amount			
		Expenditures	**Revenue**
MCAO CASE MANAGEMENT SYSTEM			
FY 2013 Adopted Budget		**$ 500,000**	**$ -**
FY 2013 Revised Budget		**$ 500,000**	**$ -**
Adjustments:			
Non Recurring		**$ (500,000)**	**$ -**
Non Recurring Carry Forward		*(500,000)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 426,550**	**$ -**
Non Recurring Carry Forward		*426,550*	-
FY 2014 Adopted Budget		**$ 426,550**	**$ -**
Percent Change from Target Amount			

County Attorney RICO Fund (213) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 3,449,068	$ 1,768,274	$ 1,768,274	$ 4,173,225	$ 4,028,012
Sources:					
Operating	$ 3,846,955	$ 4,000,000	$ 4,000,000	$ 4,002,936	$ 4,000,000
Total Sources:	$ 3,846,955	$ 4,000,000	$ 4,000,000	$ 4,002,936	$ 4,000,000
Uses:					
Operating	$ 2,418,805	$ 4,000,000	$ 4,000,000	$ 3,998,834	$ 4,000,000
Non-Recurring	703,992	582,949	582,949	149,315	3,574,334
Total Uses:	$ 3,122,797	$ 4,582,949	$ 4,582,949	$ 4,148,149	$ 7,574,334
Structural Balance	$ 1,428,150	$ -	$ -	$ 4,102	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 4,173,225	$ 1,185,325	$ 1,185,325	$ 4,028,012	$ 453,678
Total Ending Spendable Fund Balance	$ 4,173,225	$ 1,185,325	$ 1,185,325	$ 4,028,012	$ 453,678

County Attorney Grants Fund (219)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 6,915,128**	**$ 6,915,128**
FY 2013 Revised Budget	**$ 6,915,128**	**$ 6,915,128**
FY 2014 Budget Target	**$ 6,915,128**	**$ 6,915,128**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 18,372**	**$ -**
Retirement Contributions	*18,372*	*-*
Grants, Donations and Intergovernmental Agreements		
Grants	**$ 4,964**	**$ 23,336**
Grant Reconciliation	*4,964*	*23,336*
FY 2014 Adopted Budget	**$ 6,938,464**	**$ 6,938,464**
Percent Change from Target Amount	*0.3%*	*0.3%*

County Attorney Grants Fund (219) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ (46,431)	$ 366,385	$ 366,385	$ (87,268)	$ 506,633
Sources:					
Operating	$ 5,756,584	$ 6,915,128	$ 6,915,128	$ 6,912,103	$ 6,938,464
Total Sources:	$ 5,756,584	$ 6,915,128	$ 6,915,128	$ 6,912,103	$ 6,938,464
Uses:					
Operating	$ 5,797,428	$ 6,915,128	$ 6,915,128	$ 6,318,202	$ 6,938,464
Non-Recurring	-	-	108,639	-	-
Total Uses:	$ 5,797,428	$ 6,915,128	$ 7,023,767	$ 6,318,202	$ 6,938,464
Structural Balance	$ (40,844)	$ -	$ -	$ 593,901	$ -
Accounting Adjustments	$ 7	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 366,385	$ 257,746	$ 506,633	$ 506,633
Unassigned	(87,268)	-	-	-	-
Total Ending Spendable Fund Balance	$ (87,268)	$ 366,385	$ 257,746	$ 506,633	$ 506,633

Diversion Fund (220)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 1,600,000**	**$ 1,600,000**
FY 2013 Revised Budget	**$ 1,600,000**	**$ 1,600,000**
FY 2014 Budget Target	**$ 1,600,000**	**$ 1,600,000**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 3,693**	**$ -**
Retirement Contributions	*3,693*	-
Fees and Other Revenues	**$ -**	**$ 83,250**
ProgRevenue Volume Inc/Dec	-	*83,250*
Structural Balance	**$ 79,557**	**$ -**
Structural Balance	*79,557*	-
FY 2014 Adopted Budget	**$ 1,683,250**	**$ 1,683,250**
Percent Change from Target Amount	*5.2%*	*5.2%*

Diversion Fund (220) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 1,271,162**	**$ -**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ 16,041**	
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*	*16,041*	-
FY 2013 Revised Budget		**$ 1,287,203**	**$ -**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ (16,041)**	
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*	*(16,041)*	-
Non Recurring		**$ (1,271,162)**	**$ -**
Non Recurring Carry Forward		*(1,271,162)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 3,982**	**$ -**
Retirement Contributions		*3,982*	-
Non Recurring		**$ 1,932,868**	**$ -**
Non Recurring Carry Forward		*1,932,868*	-
FY 2014 Adopted Budget		**$ 1,936,850**	**$ -**
Percent Change from Target Amount			

Diversion Fund (220) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 2,443,161	$ 1,968,600	$ 1,968,600	$ 2,826,540	$ 2,730,110
Sources:					
Operating	$ 1,588,594	$ 1,600,000	$ 1,600,000	$ 1,696,965	$ 1,683,250
Total Sources:	$ 1,588,594	$ 1,600,000	$ 1,600,000	$ 1,696,965	$ 1,683,250
Uses:					
Operating	$ 1,205,214	$ 1,600,000	$ 1,600,000	$ 1,480,944	$ 1,683,250
Non-Recurring	-	1,271,162	1,287,203	312,451	1,936,850
Total Uses:	$ 1,205,214	$ 2,871,162	$ 2,887,203	$ 1,793,395	$ 3,620,100
Structural Balance	$ 383,380	$ -	$ -	$ 216,021	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 2,826,540	$ 697,438	$ 681,397	$ 2,730,110	$ 793,260
Total Ending Spendable Fund Balance	$ 2,826,540	$ 697,438	$ 681,397	$ 2,730,110	$ 793,260

County Attorney Fill the Gap Fund (221)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 1,728,613**	**$ 1,728,613**
FY 2013 Revised Budget		**$ 1,728,613**	**$ 1,728,613**
FY 2014 Budget Target		**$ 1,728,613**	**$ 1,728,613**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 5,042**	**$ -**
Retirement Contributions		*5,042*	-
Structural Balance		**$ (5,042)**	**$ -**
Structural Balance		*(5,042)*	-
FY 2014 Adopted Budget		**$ 1,728,613**	**$ 1,728,613**
Percent Change from Target Amount		*0.0%*	*0.0%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 318,521**	**$ -**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ 30,082**	
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*	*30,082*	-
FY 2013 Revised Budget		**$ 348,603**	**$ -**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ (30,082)**	
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*	*(30,082)*	-
Non Recurring		**$ (318,521)**	**$ -**
Non Recurring Carry Forward		*(318,521)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 1,155**	**$ -**
Retirement Contributions		*1,155*	-
Non Recurring		**$ 265,573**	**$ -**
Non Recurring Carry Forward		*265,573*	-
FY 2014 Adopted Budget		**$ 266,728**	**$ -**
Percent Change from Target Amount			

County Attorney Fill the Gap Fund (221) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 466,815	$ 326,963	$ 326,963	$ 690,444	$ 566,848
Sources:					
Operating	$ 1,884,897	$ 1,728,613	$ 1,728,613	$ 1,579,713	$ 1,728,613
Total Sources:	$ 1,884,897	$ 1,728,613	$ 1,728,613	$ 1,579,713	$ 1,728,613
Uses:					
Operating	$ 1,661,020	$ 1,728,613	$ 1,728,613	$ 1,550,909	$ 1,728,613
Non-Recurring	254	318,521	348,603	152,400	266,728
Total Uses:	$ 1,661,274	$ 2,047,134	$ 2,077,216	$ 1,703,309	$ 1,995,341
Structural Balance	$ 223,877	$ -	$ -	$ 28,804	$ -
Accounting Adjustments	$ 6	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 690,444	$ 8,442	$ -	$ 566,848	$ 300,120
Unassigned	-	-	(21,640)	-	-
Total Ending Spendable Fund Balance	$ 690,444	$ 8,442	$ (21,640)	$ 566,848	$ 300,120

Check Enforcement Fund (266)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 346,000**	**$ 346,000**
FY 2013 Revised Budget	**$ 346,000**	**$ 346,000**
FY 2014 Budget Target	**$ 346,000**	**$ 346,000**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 1,104**	**$ -**
Retirement Contributions	*1,104*	-
Structural Balance	**$ (1,104)**	**$ -**
Structural Balance	*(1,104)*	-
FY 2014 Adopted Budget	**$ 346,000**	**$ 346,000**
Percent Change from Target Amount	*0.0%*	*0.0%*

Check Enforcement Fund (266) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 15,000**	**$ -**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Salary Adjustments		**$ 5,354**	
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*	*5,354*	-
FY 2013 Revised Budget		**$ 20,354**	**$ -**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Salary Adjustments		**$ (5,354)**	
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*	*(5,354)*	-
Non Recurring		**$ (15,000)**	**$ -**
Non Recurring Carry Forward		*(15,000)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Non Recurring		**$ 13,900**	**$ -**
Non Recurring Carry Forward		*13,900*	-
FY 2014 Adopted Budget		**$ 13,900**	**$ -**
Percent Change from Target Amount			

Check Enforcement Program Fund (266) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 137,983	$ 118,150	$ 118,150	$ 257,587	$ 275,630
Sources:					
Operating	$ 332,127	$ 346,000	$ 346,000	$ 346,000	$ 346,000
Non-Recurring	112,001	-	-	121	-
Total Sources:	$ 444,128	$ 346,000	$ 346,000	$ 346,121	$ 346,000
Uses:					
Operating	$ 309,146	$ 346,000	$ 346,000	$ 317,561	$ 346,000
Non-Recurring	15,380	15,000	20,354	10,517	13,900
Total Uses:	$ 324,526	$ 361,000	$ 366,354	$ 328,078	$ 359,900
Structural Balance	$ 22,981	$ -	$ -	$ 28,439	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 257,587	$ 103,150	$ 97,796	$ 275,630	$ 261,730
Total Ending Spendable Fund Balance	$ 257,587	$ 103,150	$ 97,796	$ 275,630	$ 261,730

Criminal Justice Enhancement Fund (267)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 1,405,000**	**$ 1,405,000**
FY 2013 Revised Budget		**$ 1,405,000**	**$ 1,405,000**
FY 2014 Budget Target		**$ 1,405,000**	**$ 1,405,000**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 3,966**	**$ -**
Retirement Contributions		*3,966*	-
Structural Balance		**$ (3,966)**	**$ -**
Structural Balance		*(3,966)*	-
FY 2014 Adopted Budget		**$ 1,405,000**	**$ 1,405,000**
Percent Change from Target Amount		*0.0%*	*0.0%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 323,835**	**$ -**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ 31,395**	
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*	*31,395*	-
FY 2013 Revised Budget		**$ 355,230**	**$ -**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ (31,395)**	
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*	*(31,395)*	-
Non Recurring		**$ (323,835)**	**$ -**
Non Recurring Carry Forward		*(323,835)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 867**	**$ -**
Retirement Contributions		*867*	-
Non Recurring		**$ 218,185**	**$ -**
Non Recurring Carry Forward		*218,185*	-
FY 2014 Adopted Budget		**$ 219,052**	**$ -**
Percent Change from Target Amount			

Criminal Justice Enhancement Fund (267) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 294,511	$ 398,046	$ 398,046	$ 547,615	$ 508,341
Sources:					
Operating	$ 1,404,196	$ 1,405,000	$ 1,405,000	$ 1,595,566	$ 1,405,000
Total Sources:	$ 1,404,196	$ 1,405,000	$ 1,405,000	$ 1,595,566	$ 1,405,000
Uses:					
Operating	$ 1,145,052	$ 1,405,000	$ 1,405,000	$ 1,346,924	$ 1,405,000
Non-Recurring	6,026	323,835	355,230	287,916	219,052
Total Uses:	$ 1,151,078	$ 1,728,835	$ 1,760,230	$ 1,634,840	$ 1,624,052
Structural Balance	$ 259,144	$ -	$ -	$ 248,642	$ -
Accounting Adjustments	$ (14)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 547,615	$ 74,211	$ 42,816	$ 508,341	$ 289,289
Total Ending Spendable Fund Balance	$ 547,615	$ 74,211	$ 42,816	$ 508,341	$ 289,289

Victim Compensation and Assistance Fund (268)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 135,000**	**$ 135,000**
FY 2013 Revised Budget	**$ 135,000**	**$ 135,000**
FY 2014 Budget Target	**$ 135,000**	**$ 135,000**
FY 2014 Adopted Budget	**$ 135,000**	**$ 135,000**
Percent Change from Target Amount	*0.0%*	*0.0%*

Victim Compensation and Assistance Fund (268) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 1,084,076	$ 1,189,970	$ 1,189,970	$ 1,257,708	$ 1,424,564
Sources:					
Operating	$ 173,631	$ 135,000	$ 135,000	$ 223,106	$ 135,000
Total Sources:	$ 173,631	$ 135,000	$ 135,000	$ 223,106	$ 135,000
Uses:					
Operating	$ -	$ 135,000	$ 135,000	$ 56,250	$ 135,000
Total Uses:	$ -	$ 135,000	$ 135,000	$ 56,250	$ 135,000
Structural Balance	$ 173,631	$ -	$ -	$ 166,856	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,257,708	$ 1,189,970	$ 1,189,970	$ 1,424,564	$ 1,424,564
Total Ending Spendable Fund Balance	$ 1,257,708	$ 1,189,970	$ 1,189,970	$ 1,424,564	$ 1,424,564

Victim Compensation Restitution Interest Fund (269)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 40,000**	**$ 40,000**
FY 2013 Revised Budget	**$ 40,000**	**$ 40,000**
FY 2014 Budget Target	**$ 40,000**	**$ 40,000**
FY 2014 Adopted Budget	**$ 40,000**	**$ 40,000**
Percent Change from Target Amount	*0.0%*	*0.0%*

Victim Compensation Restitution Interest Fund (269) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 779,211	$ 780,181	$ 780,181	$ 778,225	$ 789,701
Sources:					
Operating	$ 24,617	$ 40,000	$ 40,000	$ 30,267	$ 40,000
Total Sources:	$ 24,617	$ 40,000	$ 40,000	$ 30,267	$ 40,000
Uses:					
Operating	$ 25,602	$ 40,000	$ 40,000	$ 18,791	$ 40,000
Total Uses:	$ 25,602	$ 40,000	$ 40,000	$ 18,791	$ 40,000
Structural Balance	$ (985)	$ -	$ -	$ 11,476	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 778,225	$ 780,181	$ 780,181	$ 789,701	$ 789,701
Total Ending Spendable Fund Balance	$ 778,225	$ 780,181	$ 780,181	$ 789,701	$ 789,701

County Manager

Analysis by Karina Araiza, Management and Budget Analyst

Summary

Mission

The mission of the County Manager's Office is to provide leadership and direction to County departments and agencies so that they can deliver quality services countywide.

Vision

To manage, lead, and direct Countywide services. This includes managing the continued financial stabilization plan, responding to citizenry and meeting public needs, providing leadership for County initiatives, initiating program development, and implementation in response to policy direction set by the Board of Supervisors, coordinating County issues which have regional impact, providing leadership related to county legislative initiatives and intergovernmental issues, and providing information to employees and the public concerning County activities. To assist the Board of Supervisors in every way possible in meeting the challenges facing the County in the years ahead. These include the efficient responsive provision of services, sound financial planning, growth management, and insightful policy recommendations.

Strategic Goals

Citizen Satisfaction

By December 2013, 68% of citizens responding to annual citizen survey will indicate some knowledge of County structure and organization.

Status: Based on the FY 2012 Maricopa County Customer Satisfaction Survey results, 69% of those surveyed responded that they had some knowledge of the County structure and organization. This goal will be updated during the FY 2015 Strategic Business Plan update process.

Citizen Satisfaction

By December 2013, 80% of citizens responding to citizen survey are satisfied with Maricopa County government.

Status: The FY 2012 Maricopa County Customer Satisfaction Survey indicated that 71% of those surveyed were satisfied or very satisfied with Maricopa County government. The County Manager will continue to work toward the goal of 80%. This goal will be updated during the FY 2015 Strategic Business Plan update process.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
COMM - COMMUTE OPTIONS	$ 815	$ 600	$ 600	$ 995	$ 600	$ -	0.0%
71CT - COMMUTE OPTIONS	$ 815	$ 600	$ 600	$ 995	$ 600	$ -	0.0%
GGOV - GENERAL GOVERNMENT	$ 1,555,955	$ 289,975	$ 2,098,853	$ 2,098,853	$ 2,000	$ (2,096,853)	-99.9%
99GV - GENERAL GOVERNMENT	$ 1,555,955	$ 289,975	$ 2,098,853	$ 2,098,853	$ 2,000	$ (2,096,853)	-99.9%
TOTAL PROGRAMS	**$ 1,556,770**	**$ 290,575**	**$ 2,099,453**	**$ 2,099,848**	**$ 2,600**	**$ (2,096,853)**	**-99.9%**
USES							
CMSV - COMMUNICATION SERVICES	$ 522,283	$ 625,698	$ 610,385	$ 532,074	$ 606,088	$ 4,297	0.7%
GOVR - GOVERNMENT RELATIONS	409,782	964,080	964,080	955,481	977,640	(13,560)	-1.4%
20GC - GOVT RELATIONS AND COMM	$ 932,065	$ 1,589,778	$ 1,574,465	$ 1,487,555	$ 1,583,728	$ (9,263)	-0.6%
COMM - COMMUTE OPTIONS	$ 54,744	$ 42,505	$ 42,505	$ 34,311	$ 47,975	$ (5,470)	-12.9%
71CT - COMMUTE OPTIONS	$ 54,744	$ 42,505	$ 42,505	$ 34,311	$ 47,975	$ (5,470)	-12.9%
HRAC - HUMAN RESOURCES	$ -	$ -	$ 1,659	$ -	$ -	$ 1,659	100.0%
ODIR - EXECUTIVE MANAGEMENT	1,043,383	860,653	875,966	789,719	813,669	62,297	7.1%
RMGT - RISK MANAGEMENT	2,716,417	-	-	-	-	-	N/A
99AS - ADMINISTRATIVE SERVICES	$ 3,759,800	$ 860,653	$ 877,625	$ 789,719	$ 813,669	$ 63,956	7.3%
GGOV - GENERAL GOVERNMENT	$ 1,859,280	$ 10,000	$ 2,098,853	$ 2,096,853	$ 2,000	$ 2,096,853	99.9%
ISFC - INTERNAL SERVICE FUND CHARGES	10,824	72,290	72,290	72,295	12,877	59,413	82.2%
POOL - POOLED COSTS	-	-	-	-	(18,849)	18,849	N/A
99GV - GENERAL GOVERNMENT	$ 1,870,104	$ 82,290	$ 2,171,143	$ 2,169,148	$ (3,972)	$ 2,175,115	100.2%
TOTAL PROGRAMS	**$ 6,616,713**	**$ 2,575,226**	**$ 4,665,738**	**$ 4,480,733**	**$ 2,441,400**	**$ 2,224,338**	**47.7%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,555,955	$ 289,975	$ 2,098,853	$ 2,098,853	$ 2,000	$ (2,096,853)	-99.9%
SUBTOTAL	$ 1,555,955	$ 289,975	$ 2,098,853	$ 2,098,853	$ 2,000	$ (2,096,853)	-99.9%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 815	$ 600	$ 600	$ 995	$ 600	$ -	0.0%
SUBTOTAL	$ 815	$ 600	$ 600	$ 995	$ 600	$ -	0.0%
ALL REVENUES	$ 1,556,770	$ 290,575	$ 2,099,453	$ 2,099,848	$ 2,600	$ (2,096,853)	-99.9%
TOTAL SOURCES	$ 1,556,770	$ 290,575	$ 2,099,453	$ 2,099,848	$ 2,600	$ (2,096,853)	-99.9%

Sources and Uses by Category (continued)

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,519,443	$ 1,325,941	$ 1,323,650	$ 1,268,556	$ 1,296,033	$ 27,617	2.1%
0705 - TEMPORARY PAY	1,440	-	10,890	13,338	15,138	(4,248)	-39.0%
0710 - OVERTIME	30	-	-	437	-	-	N/A
0750 - FRINGE BENEFITS	429,409	407,921	399,322	382,550	411,504	(12,182)	-3.1%
0790 - OTHER PERSONNEL SERVICES	-	-	1,659	25	-	1,659	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(86,124)	-	-	-	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	-	1,755	-	-	N/A
SUBTOTAL	$ 1,864,198	$ 1,733,862	$ 1,735,521	$ 1,666,661	$ 1,722,675	$ 12,846	0.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 23,876	$ 34,932	$ 34,932	$ 19,791	$ 27,018	$ 7,914	22.7%
0803 - FUEL	584	1,500	1,500	698	1,500	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	2,256	6,200	6,200	3,620	6,200	-	0.0%
SUBTOTAL	$ 26,716	$ 42,632	$ 42,632	$ 24,109	$ 34,718	$ 7,914	18.6%
SERVICES							
0810 - LEGAL SERVICES	$ 1,355,718	$ -	$ -	$ -	$ -	$ -	N/A
0812 - OTHER SERVICES	3,330,279	640,691	2,729,544	2,669,841	610,986	2,118,558	77.6%
0820 - RENT & OPERATING LEASES	4,327	4,800	4,800	4,330	5,800	(1,000)	-20.8%
0825 - REPAIRS AND MAINTENANCE	-	12,000	12,000	2,500	12,000	-	0.0%
0839 - INTERNAL SERVICE CHARGES	27,804	97,742	97,742	92,570	22,722	75,020	76.8%
0841 - TRAVEL	17,625	41,225	41,225	19,255	30,225	11,000	26.7%
0842 - EDUCATION AND TRAINING	305	675	675	675	675	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	6,141	1,599	1,599	792	1,599	-	0.0%
0872 - SERVICES-ALLOCATION OUT	(16,400)	-	-	-	-	-	N/A
SUBTOTAL	$ 4,725,799	$ 798,732	$ 2,887,585	$ 2,789,963	$ 684,007	$ 2,203,578	76.3%
ALL EXPENDITURES	$ 6,616,713	$ 2,575,226	$ 4,665,738	$ 4,480,733	$ 2,441,400	$ 2,224,338	47.7%
TOTAL USES	$ 6,616,713	$ 2,575,226	$ 4,665,738	$ 4,480,733	$ 2,441,400	$ 2,224,338	47.7%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 815	$ 600	$ 600	$ 995	$ 600	$ -	0.0%
FUND TOTAL SOURCES	$ 815	$ 600	$ 600	$ 995	$ 600	$ -	0.0%
249 NON DEPARTMENTAL GRANT							
OPERATING	$ (312,024)	$ -	$ -	$ -	$ -	$ -	N/A
NON-RECURRING	1,867,979	289,975	2,098,853	2,098,853	2,000	(2,096,853)	-99.9%
FUND TOTAL SOURCES	$ 1,555,955	$ 289,975	$ 2,098,853	$ 2,098,853	$ 2,000	$ (2,096,853)	-99.9%
676 COUNTY MANAGER RISK MANAGEMENT							
NON-RECURRING	$ 2,716,417	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL SOURCES	$ 2,716,417	$ -	$ -	$ -	$ -	$ -	N/A
900 ELIMINATIONS							
NON-RECURRING	$ (2,716,417)	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL SOURCES	$ (2,716,417)	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT OPERATING TOTAL SOURCES	$ (311,209)	$ 600	$ 600	$ 995	$ 600	$ -	0.0%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 1,867,979	$ 289,975	$ 2,098,853	$ 2,098,853	$ 2,000	$ (2,096,853)	-99.9%
DEPARTMENT TOTAL SOURCES	$ 1,556,770	$ 290,575	$ 2,099,453	$ 2,099,848	$ 2,600	$ (2,096,853)	-99.9%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 2,041,016	$ 2,565,226	$ 2,565,226	$ 2,383,880	$ 2,439,400	$ 125,826	4.9%
NON-RECURRING	2,716,417	-	-	-	-	-	N/A
FUND TOTAL USES	$ 4,757,433	$ 2,565,226	$ 2,565,226	$ 2,383,880	$ 2,439,400	$ 125,826	4.9%
249 NON DEPARTMENTAL GRANT							
NON-RECURRING	$ 1,859,280	$ 10,000	$ 2,100,512	$ 2,096,853	$ 2,000	$ 2,098,512	99.9%
FUND TOTAL USES	$ 1,859,280	$ 10,000	$ 2,100,512	$ 2,096,853	$ 2,000	$ 2,098,512	99.9%
676 COUNTY MANAGER RISK MANAGEMENT							
NON-RECURRING	$ 2,716,417	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL USES	$ 2,716,417	$ -	$ -	$ -	$ -	$ -	N/A
900 ELIMINATIONS							
NON-RECURRING	$ (2,716,417)	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL USES	$ (2,716,417)	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT OPERATING TOTAL USES	$ 2,041,016	$ 2,565,226	$ 2,565,226	$ 2,383,880	$ 2,439,400	$ 125,826	4.9%
DEPARTMENT NON-RECURRING TOTAL USES	$ 4,575,697	$ 10,000	$ 2,100,512	$ 2,096,853	$ 2,000	$ 2,098,512	99.9%
DEPARTMENT TOTAL USES	$ 6,616,713	$ 2,575,226	$ 4,665,738	$ 4,480,733	$ 2,441,400	$ 2,224,338	47.7%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	9.30	7.40	7.40	7.40	7.50	.10	1.4%
RISK MANAGEMENT	1.00	-	-	-	-	-	N/A
PROGRAM TOTAL	10.30	7.40	7.40	7.40	7.50	.10	1.4%
COMMUTE OPTIONS							
COMMUTE OPTIONS	.40	.40	.40	.40	.50	.10	25.0%
PROGRAM TOTAL	.40	.40	.40	.40	.50	.10	25.0%
CRIME PREVENTION							
ADULT CRIME PREVENTION	1.70	-	-	-	-	-	N/A
JUVENILE CRIME PREVENTION	1.40	-	-	-	-	-	N/A
PROGRAM TOTAL	3.10	-	-	-	-	-	N/A
DIVERSITY							
DIVERSITY	1.00	-	-	-	-	-	N/A
PROGRAM TOTAL	1.00	-	-	-	-	-	N/A
GOVT RELATIONS AND COMM							
COMMUNICATION SERVICES	7.20	6.20	6.20	6.20	6.00	(.20)	(3.2%)
GOVERNMENT RELATIONS	4.00	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	11.20	10.20	10.20	10.20	10.00	(.20)	(2.0%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	4.00	-	-	-	-	-	N/A
PROGRAM TOTAL	4.00	-	-	-	-	-	N/A
DEPARTMENT TOTAL	30.00	18.00	18.00	18.00	18.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin/Operations Specialist	3.00	3.00	2.00	2.00	3.00	1.00	50.0%
BOS Press Secretary	1.00	-	-	-	-	-	N/A
Communications Manager-County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	2.00	2.00	2.00	2.00	2.00	-	0.0%
County Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
County Mgr's Chief of Staff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Communications	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Govt Relations	1.00	1.00	1.00	1.00	1.00	-	0.0%
Exec Asst to Executive Officer	-	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	-	-	-	-	-	N/A
Government Relations Liaison	1.00	-	-	-	-	-	N/A
IS Architect	1.00	-	-	-	-	-	N/A
IT Consultant	1.00	-	-	-	-	-	N/A
Legislative Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
Legislative Analyst – County	-	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	3.00	2.00	3.00	3.00	2.00	(1.00)	(33.3%)
Office Assistant Specialized	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	1.00	-	-	-	-	-	N/A
Program Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Manager - County	2.00	-	-	-	-	-	N/A
Programmer/Analyst - Sr/Ld	1.00	-	-	-	-	-	N/A
Project Manager	1.00	-	-	-	-	-	N/A
Project Manager	3.00	-	-	-	-	-	N/A
Risk Management Consultant	1.00	-	-	-	-	-	N/A
Department Total	**30.00**	**18.00**	**18.00**	**18.00**	**18.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND		FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	25.00	18.00	18.00	18.00	18.00	-	0.0%
255	DETENTION OPERATIONS	4.00	-	-	-	-	-	N/A
676	COUNTY MANAGER RISK MANAGEMENT	1.00	-	-	-	-	-	N/A
Department Total		**30.00**	**18.00**	**18.00**	**18.00**	**18.00**	**-**	**0.0%**

General Adjustments

Target Adjustments:

General Fund (100)

- Decrease expenditures by $90,232 due to the reallocation of funds from the County Manager's Office to the Assistant County Manager – 960 for the Sustainability Program.
- Restate expenditures for Crime Prevention and Delinquency Program, and Innovation Program of $760,793 from the County Manager's Office to the Assistant County Manager – 950.
- Restate the Diversity Program expenditures of $89,488 from the County Manager's Office to the Human Resources Department.
-

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $5,298 for the impact of changes in retirement contribution rates.
- Decrease expenditures by $508 due to net change in Supplies and Services.
- Decrease expenditures by $25,326 to more accurately budget Personnel Savings.
- Decrease Other Benefits and Internal Service Charges by $41,124 for the impact of the changes in Risk Management charges.
- Increase Personnel Savings by $18,849 based on the Chairman's Office request.

Non-Departmental Grant Fund (249)

- Increase revenue and expenditures by $2,000 for expected Tribal Gaming Grants.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Percent of citizens responding to annual survey who indicate they know about the structure and organization of Maricopa County	69.5%	66.9%	69.1%	71.5%	4.6%	6.9%
Percent of state bills tracked whose outcome is favorable to the County	100.0%	27.6%	97.1%	97.3%	69.7%	252.2%

Activities that comprise this program include:

- Communications Services
- Government Relations

Communications Services

The purpose of the Communication Services Activity is to provide communication services to elected officials, the general public, and County employees so they can increase awareness of and be more informed about services and actions of Maricopa County government.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	69.5%	66.9%	69.1%	71.5%	4.6%	6.9%
Output	Number of video broadcasts produced	40	99	45	60	(39)	-39.4%
Output	Number of print media produced	652	99	707	800	701	708.1%
Demand	Number of video broadcasts requested	40	99	45	60	(39)	-39.4%
Demand	Number of print media requested	700	1,650	738	800	(850)	-51.5%
Efficiency	Expenditure per print media produced	$ 801.05	$ 6,165.51	$ 752.58	$ 757.61	$ 5,407.90	87.7%
Expenditure							
	100 - GENERAL	$ 522,283	$ 610,385	$ 532,074	$ 606,088	$ 4,297	0.7%
	TOTAL USES	$ 522,283	$ 610,385	$ 532,074	$ 606,088	$ 4,297	0.7%

Activity Narrative: In FY 2014 when compared to FY 2013 Forecast, demand and output are expected to increase as a result of new Board members requesting additional press releases, videos and print media to communicate their vision and philosophy for their respective districts. The Department expects to fill a vacant Media Specialist position, which will result in an increase in production of communication materials. These measures will be reviewed during the FY 2015 Strategic Business Plan update.

Government Relations Activity

The purpose of the Government Relations Activity is to provide legislative and consulting services to the Board of Supervisors and County departments so they can maximize the positive impact and minimize the negative impact of federal, state, and tribal government actions affecting County finances and operations.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of state bills tracked whose outcome is favorable to the County	100.0%	27.6%	97.1%	97.3%	69.7%	252.2%
Output	Number of state legislative bills tracked with positive outcomes	443	424	443	483	59	13.9%
Output	Number of state legislative bills tracked	443	1,535	1,545	1,578	43	2.8%
Demand	Number of state legislative bills with County impacts tracked	443	1,535	443	483	(1,052)	-68.5%
Efficiency	Expenditure per state legislative bill tracked	$ 925.02	$ 628.07	$ 618.43	$ 619.54	$ 8.52	1.4%
Expenditure							
	100 - GENERAL	$ 409,782	$ 964,080	$ 955,481	$ 977,640	$ (13,560)	-1.4%
	TOTAL USES	$ 409,782	$ 964,080	$ 955,481	$ 977,640	$ (13,560)	-1.4%

Activity Narrative: Data is now being pulled from the on-line legislative tracking system. This does not enable a comparison across years. The FY 2013 Forecast and FY 2014 Adopted are accurate. These measures will be reviewed during the FY 2015 Strategic Business Plan update.

Commute Options Program

The purpose of the Commute Options program is to provide trip reduction services to Maricopa County employees so they can reduce their single occupancy trips to and from work.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of County employees who use an alternative mode of transportation.	34.9%	45.0%	47.0%	49.0%	4.0%	8.9%

Activities that comprise this program include:

- Commute Options

Commute Options Activity

The purpose of the Commute Options Activity is to provide administrative support and coordination services of the trip reduction program to Maricopa County employees so they can have information about commute options and select alternative forms of transportation to work.

Mandates: A.R.S. §11-251 (53) establishes the powers of the Board including the responsibility to make and enforce ordinances to provide for the reimbursement of up to one hundred per cent of the cost to County employees of public bus or van pool transportation to and from their place of employment; 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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of County employees who use an alternative mode of transportation.	34.9%	45.0%	47.0%	49.0%	4.0%	8.9%
Output	Number of platinum bus passes provided	5,808	2,000	1,878	2,112	112	5.6%
Output	Number of vanpool subsidy applications approved	2,437	2,400	2,544	2,720	320	13.3%
Demand	Number of platinum bus passes requested	5,808	2,000	1,868	2,112	112	5.6%
Demand	Number of vanpool subsidy applications received	2,437	2,400	2,544	2,720	320	13.3%
Efficiency	Expenditure per platinum bus pass provided	$ 9.43	$ 21.25	$ 18.27	$ 22.72	$ (1.46)	-6.9%
Revenue							
	100 - GENERAL	$ 815	$ 600	$ 995	$ 600	$ -	0.0%
	TOTAL SOURCES	$ 815	$ 600	$ 995	$ 600	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 54,744	$ 42,505	$ 34,311	$ 47,975	$ (5,470)	-12.9%
	TOTAL USES	$ 54,744	$ 42,505	$ 34,311	$ 47,975	$ (5,470)	-12.9%

Activity Narrative: As transit service reductions are implemented, the demand for other modes of transportation such as vanpools will increase and require additional resources for outreach, training, and marketing. Expenditures are expected to increase as FY 2014 will be the third year of a three-year replacement cycle and additional bus cards will be purchased. These measures will be reviewed during the FY 2015 Strategic Business Plan update.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 3,460,422**	**$ 600**
FY 2013 Revised Budget		**$ 3,460,422**	**$ 600**
Adjustments:			
Reallocations		**$ (90,232)**	**$ -**
Reallocation Between Depts		*(90,232)*	-
Restatements		**$ (850,281)**	**$ -**
County Manager to ACM		*(760,793)*	-
County Manager to Human Resources		*(89,488)*	-
FY 2014 Budget Target		**$ 2,519,909**	**$ 600**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 5,298**	**$ -**
Retirement Contributions		*5,298*	-
Base Adjustments		**$ (25,834)**	**$ -**
Other Base Adjustments		*(508)*	-
Net change in Supplies and Services	*$ (508)*		
Personnel Savings		*(25,326)*	-
Budget Balancing		**$ (18,849)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(18,849)*	-
FY 2014 Tentative Budget		**$ 2,480,524**	**$ 600**
Percent Change from Target Amount		*-1.6%*	*0.0%*
Adjustments:			
Base Adjustments		**$ (41,124)**	**$ -**
Internal Service Charges		*(41,124)*	-
FY 2014 Adopted Budget		**$ 2,439,400**	**$ 600**
Percent Change from Target Amount		*-3.2%*	*0.0%*

Non-Departmental Grant (249)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 289,975**	**$ 289,975**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Salary Adjustments		**$ 1,659**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*	*1,659*	*-*
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 3,307,902**	**$ 3,307,902**
County Manager Grant Reconciliation	*C-20-13-028-G-00*	*3,307,902*	*3,307,902*
Non Recurring		**$ 22,048**	**$ 22,048**
County Manager Appropriated Grant Budget Adjustment	*C-20-13-008-2-00*	*22,048*	*22,048*
FY 2013 Revised Budget		**$ 3,621,584**	**$ 3,619,925**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Salary Adjustments		**$ (1,659)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*	*(1,659)*	*-*
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (3,307,902)**	**$ (3,307,902)**
County Manager Grant Reconciliation	*C-20-13-028-G-00*	*(3,307,902)*	*(3,307,902)*
Non Recurring		**$ (312,023)**	**$ (312,023)**
County Manager Appropriated Grant Budget Adjustment	*C-20-13-008-2-00*	*(22,048)*	*(22,048)*
Non Recurring Carry Forward		*(289,975)*	*(289,975)*
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 2,000**	**$ 2,000**
Grant Reconciliation		*2,000*	*2,000*
FY 2014 Adopted Budget		**$ 2,000**	**$ 2,000**
Percent Change from Target Amount			

Deputy County Manager - Department 920

Analysis by Zach Wolfe, Management and Budget Analyst

Summary

Mission

The Mission of Deputy County Manager 920 is to provide regional leadership and fiscally responsible, necessary public services to residents so they can enjoy living in a healthy and safe environment.

Vision

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

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
PFMG - PERFORMANCE MANAGEMENT	$ 358,769	$ 200,220	$ 185,220	$ 145,510	$ 261,055	$ (75,835)	-40.9%
39PM - PERFORMANCE MANAGEMENT	$ 358,769	$ 200,220	$ 185,220	$ 145,510	$ 261,055	$ (75,835)	-40.9%
BDMF - BUDGET DEV MON FORECASTING	$ 71,601	$ 80,101	$ 80,101	$ 78,680	$ -	$ 80,101	100.0%
49PB - PLANNING AND BUDGETING	$ 71,601	$ 80,101	$ 80,101	$ 78,680	$ -	$ 80,101	100.0%
POCO - POLICY AND COMPLIANCE	$ -	$ 359,866	$ 351,114	$ 264,647	$ 363,444	$ (12,330)	-3.5%
49PC - POLICY AND COMPLIANCE	$ -	$ 359,866	$ 351,114	$ 264,647	$ 363,444	$ (12,330)	-3.5%
OPAD - OFFICE OF PROGRAM ADVOCACY	$ -	$ -	$ -	$ -	$ 196,949	$ (196,949)	N/A
92OP - PROGRAM ADVOCACY	$ -	$ -	$ -	$ -	$ 196,949	$ (196,949)	N/A
BDGT - BUDGETING	$ -	$ -	$ -	$ -	$ 70,647	$ (70,647)	N/A
ODIR - EXECUTIVE MANAGEMENT	576,645	403,613	405,674	410,604	477,682	(72,008)	-17.8%
99AS - ADMINISTRATIVE SERVICES	$ 576,645	$ 403,613	$ 405,674	$ 410,604	$ 548,329	$ (142,655)	-35.2%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 1,056	$ 2,572	$ 2,572	$ 2,568	$ 3,051	$ (479)	-18.6%
POOL - POOLED COSTS	-	-	-	-	(13,988)	13,988	N/A
99GV - GENERAL GOVERNMENT	$ 1,056	$ 2,572	$ 2,572	$ 2,568	$ (10,937)	$ 13,509	525.2%
TOTAL PROGRAMS	**$ 1,008,071**	**$ 1,046,372**	**$ 1,024,681**	**$ 902,009**	**$ 1,358,840**	**$ (334,159)**	**-32.6%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 707,227	$ 785,902	$ 1,005,610	$ 759,139	$ 976,269	$ 29,341	2.9%
0710 - OVERTIME	207	-	-	441	-	-	N/A
0750 - FRINGE BENEFITS	202,052	232,784	294,996	214,309	301,445	(6,449)	-2.2%
0790 - OTHER PERSONNEL SERVICES	6,332	-	-	14,748	11,712	(11,712)	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(83,765)	-	(410,006)	(198,136)	-	(410,006)	-100.0%
0796 - PERSONNEL SERVICES ALLOC-IN	-	-	106,395	87,990	-	106,395	100.0%
SUBTOTAL	$ 832,053	$ 1,018,686	$ 996,995	$ 878,491	$ 1,289,426	$ (292,431)	-29.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 780	$ 20,886	$ 20,886	$ 16,036	$ 9,061	$ 11,825	56.6%
0804 - NON-CAPITAL EQUIPMENT	1,825	4,000	4,000	4,000	1,500	2,500	62.5%
SUBTOTAL	$ 2,605	$ 24,886	$ 24,886	$ 20,036	$ 10,561	$ 14,325	57.6%
SERVICES							
0812 - OTHER SERVICES	$ 171,236	$ -	$ -	$ 130	$ 30,575	$ (30,575)	N/A
0820 - RENT & OPERATING LEASES	-	-	-	-	6,828	(6,828)	N/A
0825 - REPAIRS AND MAINTENANCE	-	-	-	-	1,050	(1,050)	N/A
0839 - INTERNAL SERVICE CHARGES	-	-	-	85	17,080	(17,080)	N/A
0841 - TRAVEL	1,573	1,000	1,000	1,461	1,000	-	0.0%
0842 - EDUCATION AND TRAINING	604	1,800	1,800	1,806	1,820	(20)	-1.1%
0843 - POSTAGE/FREIGHT/SHIPPING	-	-	-	-	500	(500)	N/A
SUBTOTAL	$ 173,413	$ 2,800	$ 2,800	$ 3,482	$ 58,853	$ (56,053)	-2001.9%
ALL EXPENDITURES	$ 1,008,071	$ 1,046,372	$ 1,024,681	$ 902,009	$ 1,358,840	$ (334,159)	-32.6%
TOTAL USES	$ 1,008,071	$ 1,046,372	$ 1,024,681	$ 902,009	$ 1,358,840	$ (334,159)	-32.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 1,008,071	$ 1,046,372	$ 1,024,681	$ 902,009	$ 1,358,840	$ (334,159)	-32.6%
FUND TOTAL USES	$ 1,008,071	$ 1,046,372	$ 1,024,681	$ 902,009	$ 1,358,840	$ (334,159)	-32.6%
DEPARTMENT OPERATING TOTAL USES	$ 1,008,071	$ 1,046,372	$ 1,024,681	$ 902,009	$ 1,358,840	$ (334,159)	-32.6%
DEPARTMENT TOTAL USES	$ 1,008,071	$ 1,046,372	$ 1,024,681	$ 902,009	$ 1,358,840	$ (334,159)	-32.6%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	-	-	.00	-	.30	.30	N/A
EXECUTIVE MANAGEMENT	-	3.70	8.70	7.70	3.70	(5.00)	(57.5%)
PROGRAM TOTAL	-	3.70	8.70	7.70	4.00	(4.70)	(54.0%)
PERFORMANCE MANAGEMENT							
PERFORMANCE MANAGEMENT	-	2.00	.00	-	3.00	3.00	N/A
PROGRAM TOTAL	-	2.00	-	-	3.00	3.00	N/A
PLANNING AND BUDGETING							
BUDGET DEV MON FORECASTING	-	.30	.30	.30	-	(.30)	(100.0%)
PROGRAM TOTAL	-	.30	.30	.30	-	(.30)	(100.0%)
POLICY AND COMPLIANCE							
POLICY AND COMPLIANCE	-	4.00	3.00	3.00	4.00	1.00	33.3%
PROGRAM TOTAL	-	4.00	3.00	3.00	4.00	1.00	33.3%
PROGRAM ADVOCACY							
OFFICE OF PROGRAM ADVOCACY	-	-	.00	-	2.00	2.00	N/A
PROGRAM TOTAL	-	-	-	-	2.00	2.00	N/A
DEPARTMENT TOTAL	-	10.00	12.00	11.00	13.00	1.00	8.3%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Administrator	-	-	1.00	-	-	(1.00)	(100.0%)
Communicatn Ofcr/Govt Liaison	-	1.00	1.00	1.00	1.00	-	0.0%
Deputy County Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Director	-	-	1.00	-	-	(1.00)	(100.0%)
Exec Asst to Executive Officer	-	1.00	1.00	1.00	1.00	-	0.0%
HRIS Senior Consultant	-	-	-	-	-	-	N/A
IS Project Manager (Senior/Lead)	-	-	1.00	1.00	1.00	-	0.0%
Management Analyst	-	3.00	4.00	4.00	5.00	1.00	25.0%
Managing for Results Faciltatr	-	2.00	1.00	1.00	1.00	-	0.0%
Policy and Compliance Consultant	-	1.00	-	-	1.00	1.00	N/A
Program Manager - County	-	-	-	1.00	1.00	1.00	N/A
Special Projects Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**-**	**10.00**	**12.00**	**11.00**	**13.00**	**1.00**	**8.3%**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	-	10.00	12.00	11.00	13.00	1.00	8.3%
Department Total	**-**	**10.00**	**12.00**	**11.00**	**13.00**	**1.00**	**8.3%**

General Adjustments

Target Adjustments:

- Restate personnel and supplies of $889,992 from the Office of Management and Budget to the Deputy County Manager Department – 920.
- Restate expenditures of $69,327 from Human Resources to the Deputy County Manager Department – 920 which were repurposed for a position to support Managing for Results.
- Restate the Managing for Results personnel and expenditures of $200,220 from Business Strategies to the Deputy County Manager Department - 920.
- Restate Program Advocacy personnel expenditures of $208,671 from Non-Departmental to the Deputy County Manager Department – 920.

Base Adjustments:

- Increase Regular benefits by $3,944 for the impact of changes in retirement contributions rates.
- Increase personnel savings by $13,988 based on the Chairman's Office request.
- Increase Other Benefits and Internal Service Charges by $674 for the impact of the changes in Risk Management charges.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of employees who believe that Managing for Results will increase	69.0%	55.0%	70.0%	68.4%	13.4%	24.3%
Percent of departments rating Managing for Results consultation services as very helpful.	84.6%	80.0%	84.6%	84.6%	4.6%	5.8%

Activities that comprise this program include:

- 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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of employees who believe that Managing for Results will increase organizational effectiveness.	69.0%	55.0%	70.0%	68.4%	13.4%	24.3%
Result	Percent of departments rating Managing for Results consultation services as very helpful.	84.6%	80.0%	84.6%	84.6%	4.6%	5.8%
Output	Number of facilitated department strategic business plans.	N/A	27	35	35	8	29.6%
Output	Number of strategic business plan reviews.	N/A	27	35	35	8	29.6%
Demand	Number of strategic business plan reviews requested.	36	27	35	35	8	29.6%
Demand	Number of department strategic business plans to be updated	N/A	27	35	35	8	29.6%
Efficiency	Expenditure per updated department strategic business plan.	N/A	$ 6,860.00	$ 4,157.43	$ 7,458.71	$ (598.71)	-8.7%
Expenditure							
	100 - GENERAL	$ 358,769	$ 185,220	$ 145,510	$ 261,055	$ (75,835)	-40.9%
	TOTAL USES	$ 358,769	$ 185,220	$ 145,510	$ 261,055	$ (75,835)	-40.9%

Activity Narrative: In FY 2012, 69% of employees noted they agree with the statement that Managing for Results (MFR) will increase organizational effectiveness. This number of respondents indicating agreement with this question (2,176) demonstrates the familiarity with the MFR process across diverse functional areas within the County. For FY 2013 and FY 2014, these values are expected to remain relatively stable.

When examining the percentage of departments indicating they found the MFR consultation services very helpful in FY 2012, 84.6% of responded positively. This measure is a departmental question (one response per department) and therefore the respondents are usually administrative staff. The high percentage of agreement for this question demonstrates the value perceived by the collective departments for consultation services provided by the Business Performance Management staff. Similarly, Business Performance Management staff are expecting continued success in FY 2013 and 2014 in providing relevant and useful services to departments. This is confirmed by the 34 departments which have requested assistance in modifying their departmental plans, outcomes and measures for FY 2015.

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, districts so they can benefit from standardized methodologies, sound policies, and financial economies of scale that minimizes risk exposure and are understandable to all parts of the organization.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of approved policies available online within one business week	N/A	N/A	N/A	100.0%	N/A	N/A

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 minimizes risk exposure and are understandable to all parts of the organization.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of approved policies available online within one business week	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of policies reviewed	N/A	16	29	30	14	87.5%
Demand	Number of policy reviews requested	N/A	16	29	30	14	87.5%
Efficiency	Expenditure per policy reviewed	N/A	$ 21,944.63	$ 9,125.76	$ 12,114.80	$ 9,829.83	44.8%
Expenditure							
	100 - GENERAL	$ -	$ 351,114	$ 264,647	$ 363,444	$ (12,330)	-3.5%
	TOTAL USES	$ -	$ 351,114	$ 264,647	$ 363,444	$ (12,330)	-3.5%

Activity Narrative: Although all activity measures are not new for FY 2014; those directly related to the result measure are new and therefore no historical comparison is possible. In spite of the lack of historical data, the output and demand data for FY 2013 indicate there is both significant interest and capacity for policy review.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Percent of project management class participants who report they are familiar with	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of project management class participants, who have completed a project, that report they used project management best practices	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of OPA-guided projects completed on time	N/A	N/A	N/A	87.5%	N/A	N/A
Percent of OPA-guided projects completed on or under budget	N/A	N/A	N/A	87.5%	N/A	N/A
Percent of OPA-guided projects determined to be suitable for their intended purpose after one year in production.	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Program Advocacy Program

Program Advocacy Activity

The purpose of the Program Advocacy Activity is to provide non-capital project management expertise and consulting services for requested projects to County departments so they can increase County knowledge of project management best practices likely to lead to high-quality projects being completed on time and within budget.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of project management class participants who report they are familiar with project management best practices	N/A	N/A	N/A	100.0%	N/A	N/A
Result	Percent of project management class participants, who have completed a project, that report they used project management best practices	N/A	N/A	N/A	100.0%	N/A	N/A
Result	Percent of OPA-guided projects completed on time	N/A	N/A	N/A	87.5%	N/A	N/A
Result	Percent of OPA-guided projects completed on or under budget	N/A	N/A	N/A	87.5%	N/A	N/A
Result	Percent of OPA-guided projects determined to be suitable for their intended purpose after one year in production.	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of employees who participated in project management classes	N/A	N/A	N/A	10	N/A	N/A
Output	Number of mentored projects	N/A	N/A	N/A	8	N/A	N/A
Output	Number of project management process/methodology consultations	N/A	N/A	N/A	12	N/A	N/A
Demand	Number of employees who signed up for project management classes	N/A	N/A	N/A	10	N/A	N/A
Demand	Number of requests for project mentoring	N/A	N/A	N/A	8	N/A	N/A
Demand	Number of requests for project management process/methodology consultations	N/A	N/A	N/A	12	N/A	N/A
Efficiency	Total activity expenditure per project management class participant	N/A	N/A	N/A	$ 19,694.90	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 196,949	$ (196,949)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 196,949	$ (196,949)	N/A

Activity Narrative: The activity measures are new for FY 2014; therefore no historical comparison is possible.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ -**	**$ -**
FY 2013 Revised Budget		**$ -**	**$ -**
Adjustments:	Agenda Item:		
Restatements		**$ 1,368,210**	**$ -**
OMB to DCM		*889,992*	-
Human Resources to DCM		*69,327*	-
Business Strategies to DCM		*200,220*	-
Non Departmental to ACM/DCM		*208,671*	-
FY 2014 Budget Target		**$ 1,368,210**	**$ -**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 3,944**	**$ -**
Retirement Contributions		*3,944*	-
Budget Balancing		**$ (13,988)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(13,988)*	-
FY 2014 Tentative Budget		**$ 1,358,166**	**$ -**
Percent Change from Target Amount		*-0.7%*	
Adjustments:	Agenda Item:		
Base Adjustments		**$ 674**	**$ -**
Internal Service Charges		*674*	-
FY 2014 Adopted Budget		**$ 1,358,840**	**$ -**
Percent Change from Target Amount		*-0.7%*	

Deputy County Manager - Department 930

Analysis by Ron Forster, Management and Budget Analyst

Summary

Mission

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

Vision

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

Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
GGDM - GREEN GOVT DATA MANAGEMENT	$ 1	$ -	$ -	$ -	$ -	$ -	N/A
GGIE - INTERNAL GREEN GOVT ECO EDUC	(2)	-	-	-	-	-	N/A
GGPE - PUBLIC GREEN GOVT ECO EDUC	(2)	-	-	-	-	-	N/A
44GG - GREEN GOVERNMENT	$ (3)	$ -	$ -	$ -	$ -	$ -	N/A
HRAC - HUMAN RESOURCES	$ 77,595	$ 114,072	$ 126,238	$ 198,446	$ -	$ 126,238	100.0%
ODIR - EXECUTIVE MANAGEMENT	59,628	143,183	147,165	237,164	-	147,165	100.0%
99AS - ADMINISTRATIVE SERVICES	$ 137,223	$ 257,255	$ 273,403	$ 435,610	$ -	$ 273,403	100.0%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 99,646	$ 141,673	$ 140,879	$ 225,325	$ -	$ 140,879	100.0%
DACR - DATA CENTER	124,322	210,317	217,959	129,767	-	217,959	100.0%
DESK - DESKTOP SUPPORT	289,620	100,360	100,360	123,719	-	100,360	100.0%
GISA - GIS APPLICATION DEV AND SUPP	60,398	136,958	136,958	91,457	-	136,958	100.0%
HDSP - HELP DESK SUPPORT	20,031	43,493	43,493	46,604	-	43,493	100.0%
99IT - INFORMATION TECHNOLOGY	$ 594,017	$ 632,801	$ 639,649	$ 616,872	$ -	$ 639,649	100.0%
TOTAL PROGRAMS	**$ 731,237**	**$ 890,056**	**$ 913,052**	**$ 1,052,482**	**$ -**	**$ 913,052**	**100.0%**

Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,866,041	$ 2,060,354	$ 2,558,074	$ 2,441,249	$ 2,503,207	$ 54,867	2.1%
0710 - OVERTIME	946	-	-	512	-	-	N/A
0750 - FRINGE BENEFITS	601,027	687,549	836,028	801,973	845,368	(9,340)	-1.1%
0790 - OTHER PERSONNEL SERVICES	7,966	3,276	3,276	64,535	8,000	(4,724)	-144.2%
0795 - PERSONNEL SERVICES ALLOC-OUT	(2,134,404)	(2,281,921)	(2,905,124)	(2,496,346)	(3,356,575)	451,451	15.5%
0796 - PERSONNEL SERVICES ALLOC-IN	29,340	29,359	29,359	-	-	29,359	100.0%
SUBTOTAL	$ 370,916	$ 498,617	$ 521,613	$ 811,923	$ -	$ 521,613	100.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 2,113	$ 8,100	$ 8,100	$ 35,444	$ 12,800	$ (4,700)	-58.0%
0803 - FUEL	470	400	400	369	400	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	572,236	2,000	2,000	262,968	306,250	(304,250)	-15212.5%
0805 - SUPPLIES-ALLOCATION OUT	(525,033)	(8,649)	(8,649)	(264,987)	(319,450)	310,801	3593.5%
0806 - SUPPLIES-ALLOCATION IN	55,828	56,320	56,320	55,619	-	56,320	100.0%
SUBTOTAL	$ 105,614	$ 58,171	$ 58,171	$ 89,413	$ -	$ 58,171	100.0%
SERVICES							
0810 - LEGAL SERVICES	$ -	$ -	$ -	$ 495	$ -	$ -	N/A
0812 - OTHER SERVICES	86,827	-	-	17,656	1,000	(1,000)	N/A
0825 - REPAIRS AND MAINTENANCE	467,307	677,386	677,386	324,947	1,090,770	(413,384)	-61.0%
0839 - INTERNAL SERVICE CHARGES	623	1,239	1,239	1,311	-	1,239	100.0%
0841 - TRAVEL	3,123	3,500	3,500	1,076	15,500	(12,000)	-342.9%
0842 - EDUCATION AND TRAINING	6,581	104,985	104,985	39,645	79,474	25,511	24.3%
0843 - POSTAGE/FREIGHT/SHIPPING	1,499	155	155	115	300	(145)	-93.5%
0872 - SERVICES-ALLOCATION OUT	(244,259)	(636,582)	(636,582)	(402,586)	(1,242,314)	605,732	95.2%
0873 - SERVICES-ALLOCATION IN	55,756	53,182	53,182	54,531	55,270	(2,088)	-3.9%
SUBTOTAL	$ 377,457	$ 203,865	$ 203,865	$ 37,190	$ -	$ 203,865	100.0%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ (18,481)	$ 909,200	$ 909,200	$ 275,627	$ 380,088	$ 529,112	58.2%
0950 - DEBT SERVICE	7,272	-	-	-	-	-	N/A
0955 - CAPITAL-ALLOCATION OUT	(111,541)	(779,797)	(779,797)	(161,671)	(380,088)	(399,709)	-51.3%
SUBTOTAL	$ (122,750)	$ 129,403	$ 129,403	$ 113,956	$ -	$ 129,403	100.0%
ALL EXPENDITURES	$ 731,237	$ 890,056	$ 913,052	$ 1,052,482	$ -	$ 913,052	100.0%
TOTAL USES	$ 731,237	$ 890,056	$ 913,052	$ 1,052,482	$ -	$ 913,052	100.0%

Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
226 PLANNING AND DEVELOPMENT FEES							
OPERATING	$ 426,645	$ 718,199	$ 741,195	$ 961,909	$ -	$ 741,195	100.0%
NON RECURRING NON PROJECT	304,592	171,857	171,857	90,573	-	171,857	100.0%
FUND TOTAL USES	$ 731,237	$ 890,056	$ 913,052	$ 1,052,482	$ -	$ 913,052	100.0%
DEPARTMENT OPERATING TOTAL USES	$ 426,645	$ 718,199	$ 741,195	$ 961,909	$ -	$ 741,195	100.0%
DEPARTMENT TOTAL USES	$ 426,645	$ 718,199	$ 741,195	$ 961,909	$ -	$ 741,195	100.0%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	-	4.00	4.00	4.00	2.00	(2.00)	(50.0%)
HUMAN RESOURCES	-	6.75	12.00	14.00	11.00	(1.00)	(8.3%)
PROGRAM TOTAL	-	10.75	16.00	18.00	13.00	(3.00)	(18.8%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	-	9.00	12.00	12.00	14.00	2.00	16.7%
DATA CENTER	-	4.00	4.00	4.00	4.00	-	0.0%
DESKTOP SUPPORT	-	5.00	5.00	5.00	5.00	-	0.0%
GIS APPLICATION DEV AND SUPP	-	2.50	2.50	2.50	2.50	-	0.0%
HELP DESK SUPPORT	-	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	-	22.50	25.50	25.50	27.50	2.00	7.8%
DEPARTMENT TOTAL	-	33.25	41.50	43.50	40.50	(1.00)	(2.4%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Applications Development Mgr	-	-	1.00	1.00	1.00	-	0.0%
Assistant County Manager	-	1.00	-	-	-	-	N/A
Business/Systems Analyst	-	2.00	2.00	2.00	2.00	-	0.0%
Business/Systems Analyst-Sr/Ld	-	1.00	2.00	2.00	2.00	-	0.0%
Database Administrator	-	1.00	1.00	1.00	1.00	-	0.0%
Deputy County Manager	-	-	1.00	1.00	1.00	-	0.0%
GIS Programmer/Analyst	-	2.00	2.00	2.00	2.00	-	0.0%
GIS Technician	-	.50	.50	.50	.50	-	0.0%
Help Desk Coordinator	-	1.00	1.00	1.00	1.00	-	0.0%
Help Desk Coordinator - Sr/Ld	-	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Analyst	-	2.00	3.00	4.00	3.00	-	0.0%
Human Resources Associate	-	-	3.00	3.00	3.00	-	0.0%
Human Resources Manager – Large	-	1.00	-	-	-	-	N/A
Human Resources Manager – RDSA	-	-	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	-	3.00	4.00	5.00	3.00	(1.00)	(25.0%)
IS Project Manager (Senior/Lead)	-	2.00	2.00	2.00	2.00	-	0.0%
IT Division Manager	-	1.00	1.00	1.00	1.00	-	0.0%
IT Services Supv	-	1.00	-	-	-	-	N/A
Management Analyst	-	1.00	-	-	-	-	N/A
Office Assistant	-	-	1.00	1.00	1.00	-	0.0%
PC/LAN Analyst	-	4.00	4.00	4.00	4.00	-	0.0%
Programmer/Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst - Sr/Ld	-	5.00	5.00	5.00	5.00	-	0.0%
Special Projects Manager	-	-	1.00	1.00	1.00	-	0.0%
Systems Admin & Analysis Supv	-	-	1.00	1.00	1.00	-	0.0%
Systems/Network Administrator	-	1.00	1.00	1.00	1.00	-	0.0%
Systems/Network Admin-Sr/Ld	-	1.00	2.00	2.00	2.00	-	0.0%
Trainer	-	.75	-	-	-	-	N/A
Department Total	**-**	**33.25**	**41.50**	**43.50**	**40.50**	**(1.00)**	**(2.4%)**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
226 PLANNING AND DEVELOPMENT FEES	-	33.25	41.50	43.50	40.50	(1.00)	(2.4%)
Department Total	**-**	**33.25**	**41.50**	**43.50**	**40.50**	**(1.00)**	**(2.4%)**

Appropriated Budget Reconciliations

Planning and Development Fees Fund (226)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	$ -	$ -
FY 2013 Revised Budget	$ -	$ -
FY 2014 Budget Target	$ -	$ -
FY 2014 Adopted Budget	$ -	$ -
	Expenditures	**Revenue**
NON RECURRING NON PROJECT		
FY 2013 Adopted Budget	$ -	$ -
FY 2013 Revised Budget	$ -	$ -
FY 2014 Budget Target	$ -	$ -
FY 2014 Adopted Budget	$ -	$ -

The Planning and Development Fees Fund (226) is comprised of the organizational management function for the Deputy County Manager (DCM). 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 FY 2014 expenditures are provided below:

FY 2014 Operating		
Administration	$	297,770
Human Resources		714,852
Information Technology		2,343,953
Total:	$	3,356,575

FY 2014 Non Recurring Non Project		
Administration	$	-
Human Resources		-
Information Technology		689,338
Total:	$	689,338

Education Services

Analysis by Mary Driessen, Management and Budget Supervisor

Summary

Mission

The mission of the Education Services Agency is to provide support for innovation and excellence in educational services through alliances to school districts and charter schools throughout Maricopa County so they can ensure that all children and youth will succeed.

Vision

Setting the standards of excellence in educational innovation, economic management and executive leadership with unparalleled competence and levels of service.

Strategic Goals

Fiscal Strength

By June 30, 2015, Maricopa County Education Service Agency will increase fiscal prudence for all County school districts by 10 percent as evidenced by having 60% of all districts in Maricopa County Schools rating "compliant" and 12% of districts rating "non-compliant" according to the Arizona Auditor General.

Status: Only four (4) school districts were labeled with marginal compliance, and no school districts were in non-compliance with their financial audits according to the most recent data from the Auditor General. MCESA has implemented two programs designed to facilitate this goal: the School Business Resident program and the Itinerant Business Manager program. The School Business Resident program provides training for qualified individuals to master the skill of school district finance all while in a school district setting. This program is a rigorous training that provides expert coaching in conjunction with partner school districts, vested organizations, and State and County government. The Itinerant Business Manager program supports school districts by providing consulting as well as strategic and tactical support. Business managers are able to build their capacity and ultimately reduce audit findings.

A continued focus on Audit trends and other issues have brought increased training on the school district financial system(s) in order for districts to reduce their audit findings. MCESA is currently developing additional trainings for FY 2013-14.

Individual Empowerment

By June 30, 2015, Maricopa County Education Service Agency (MCESA) will increase student academic progress, achievement, and success in Maricopa County Schools and Districts by 3%, as evidenced by an average Measure of Academic Progress (MAP) score of 53%.

Status: On January 20, 2011, the Education Service Agency began Interactive Video Learning (IVL) for multiple schools in Maricopa County, providing expert content and classroom instruction in science and technology. Since May, 2013, the department has expanded the use of IVL by providing professional development to teachers through classroom instruction. Future on-line courses are being planned for Common Core implementation.

With the Teacher Incentive Fund grant, *Rewarding Excellence in Instruction and Leadership (REIL)*, awarded in FY 2012-2013, the department entered partnerships with 6 school districts to create a systemic K–12 performance-based compensation system (PBCS). Once implemented, the system will transform how districts recruit, retain, support, and compensate teachers and principals in the neediest schools. In FY 2013-14, teacher and principal performance-based compensation will be awarded to those who have met the challenge of improving student achievement and become highly effective teachers/principals.

With the Teacher Incentive Fund grant, *Rewarding Excellence in Instruction and Leadership, the Next Generation (REIL-TNG)*, the department will begin partnering with 7 additional school districts in FY 2014 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.

There is no current information on the Measure of Academic Progress (MAP) score.

Citizen Satisfaction

By June 30, 2015, Maricopa County Education Service Agency will increase satisfaction in education by 7%, as evidenced by 55% of Maricopa County residents surveyed in the *Expect More Arizona* survey rating education as "good" or "excellent."

Status: The completion date for the *Expect More Arizona* survey is unknown at this time.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
ELDR - EXECUTIVE LEADERSHIP	$ -	$ 12,000	$ 12,000	$ 25,500	$ 12,000	$ -	0.0%
37EL - EXECUTIVE LEADERSHIP	$ -	$ 12,000	$ 12,000	$ 25,500	$ 12,000	$ -	0.0%
EMGT - ECONOMIC MANAGEMENT	$ 570,420	$ 943,136	$ 943,136	$ 593,274	$ 943,136	$ -	0.0%
37EM - ECONOMIC MANAGEMENT	$ 570,420	$ 943,136	$ 943,136	$ 593,274	$ 943,136	$ -	0.0%
EINN - EDUCATIONAL INNOVATION	$ 5,578,089	$ 17,259,387	$ 17,259,387	$ 17,336,845	$ 21,421,736	$ 4,162,349	24.1%
37SC - EDUCATIONAL INNOVATION	$ 5,578,089	$ 17,259,387	$ 17,259,387	$ 17,336,845	$ 21,421,736	$ 4,162,349	24.1%
GGOV - GENERAL GOVERNMENT	$ 108,709	$ -	$ -	$ 80,377	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 108,709	$ -	$ -	$ 80,377	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 6,257,218**	**$ 18,214,523**	**$ 18,214,523**	**$ 18,035,996**	**$ 22,376,872**	**$ 4,162,349**	**22.9%**
USES							
ELDR - EXECUTIVE LEADERSHIP	$ 415,357	$ 548,539	$ 548,026	$ 716,146	$ 601,884	$ (53,858)	-9.8%
37EL - EXECUTIVE LEADERSHIP	$ 415,357	$ 548,539	$ 548,026	$ 716,146	$ 601,884	$ (53,858)	-9.8%
EMGT - ECONOMIC MANAGEMENT	$ 2,110,131	$ 2,409,858	$ 2,370,882	$ 1,976,158	$ 3,824,934	$ (1,454,052)	-61.3%
37EM - ECONOMIC MANAGEMENT	$ 2,110,131	$ 2,409,858	$ 2,370,882	$ 1,976,158	$ 3,824,934	$ (1,454,052)	-61.3%
EINN - EDUCATIONAL INNOVATION	$ 5,995,739	$ 20,121,678	$ 20,134,672	$ 17,451,264	$ 23,261,795	$ (3,127,123)	-15.5%
37SC - EDUCATIONAL INNOVATION	$ 5,995,739	$ 20,121,678	$ 20,134,672	$ 17,451,264	$ 23,261,795	$ (3,127,123)	-15.5%
FACM - FACILITIES CONSTRUCTION MGMT	$ -	$ -	$ -	$ 230	$ -	$ -	N/A
91FD - CAPITAL FACILITIES DEVELOPMENT	$ -	$ -	$ -	$ 230	$ -	$ -	N/A
HRAC - HUMAN RESOURCES	$ 63,696	$ 58,298	$ 58,298	$ 60,875	$ 61,971	$ (3,673)	-6.3%
ODIR - EXECUTIVE MANAGEMENT	356,923	335,557	362,052	344,637	355,845	6,207	1.7%
99AS - ADMINISTRATIVE SERVICES	$ 420,619	$ 393,855	$ 420,350	$ 405,512	$ 417,816	$ 2,534	0.6%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 11,664	$ 86,770	$ 86,770	$ 48,686	$ 45,557	$ 41,213	47.5%
POOL - POOLED COSTS	-	-	-	-	(17,275)	17,275	N/A
99GV - GENERAL GOVERNMENT	$ 11,664	$ 86,770	$ 86,770	$ 48,686	$ 28,282	$ 58,488	67.4%
TOTAL PROGRAMS	**$ 8,953,510**	**$ 23,560,700**	**$ 23,560,700**	**$ 20,597,996**	**$ 28,134,711**	**$ (4,574,011)**	**-19.4%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 4,830,224	$ 15,671,099	$ 15,671,099	$ 16,220,471	$ 20,468,590	$ 4,797,491	30.6%
0620 - OTHER INTERGOVERNMENTAL	1,230,440	1,693,288	1,693,288	1,093,411	1,187,830	(505,458)	-29.9%
SUBTOTAL	$ 6,060,664	$ 17,364,387	$ 17,364,387	$ 17,313,882	$ 21,656,420	$ 4,292,033	24.7%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ -	$ 537,000	$ 537,000	$ 470,245	$ 250,136	$ (286,864)	-53.4%
0635 - OTHER CHARGES FOR SERVICES	179,928	313,136	313,136	247,535	470,316	157,180	50.2%
SUBTOTAL	$ 179,928	$ 850,136	$ 850,136	$ 717,780	$ 720,452	$ (129,684)	-15.3%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 16,576	$ -	$ -	$ 4,334	$ -	$ -	N/A
0650 - MISCELLANEOUS REVENUE	50	-	-	-	-	-	N/A
SUBTOTAL	$ 16,626	$ -	$ -	$ 4,334	$ -	$ -	N/A
ALL REVENUES	$ 6,257,218	$ 18,214,523	$ 18,214,523	$ 18,035,996	$ 22,376,872	$ 4,162,349	22.9%
TOTAL SOURCES	$ 6,257,218	$ 18,214,523	$ 18,214,523	$ 18,035,996	$ 22,376,872	$ 4,162,349	22.9%

Sources and Uses by Category (continued)

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 3,055,996	$ 8,113,752	$ 7,867,075	$ 6,524,180	$ 8,018,763	$ (151,688)	-1.9%
0705 - TEMPORARY PAY	7,543	31,756	194,507	77,131	166,700	27,807	14.3%
0710 - OVERTIME	26,034	23,236	23,236	29,002	23,236	-	0.0%
0750 - FRINGE BENEFITS	995,470	2,744,130	2,821,435	2,059,888	2,877,344	(55,909)	-2.0%
0790 - OTHER PERSONNEL SERVICES	-	-	-	59,959	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(253,521)	(36,316)	(36,316)	(88,731)	(284,373)	248,057	683.1%
0796 - PERSONNEL SERVICES ALLOC-IN	253,522	36,316	36,316	444,731	432,622	(396,306)	-1091.3%
SUBTOTAL	$ 4,085,044	$ 10,912,874	$ 10,906,253	$ 9,106,160	$ 11,234,292	$ (328,039)	-3.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 379,644	$ 509,824	$ 537,056	$ 588,832	$ 588,658	$ (51,602)	-9.6%
0803 - FUEL	5,781	11,830	11,830	6,892	11,830	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	88,040	320,200	320,200	388,866	133,256	186,944	58.4%
SUBTOTAL	$ 473,465	$ 841,854	$ 869,086	$ 984,590	$ 733,744	$ 135,342	15.6%
SERVICES							
0812 - OTHER SERVICES	$ 2,587,354	$ 10,256,930	$ 10,418,705	$ 9,347,806	$ 14,327,897	$ (3,909,192)	-37.5%
0820 - RENT & OPERATING LEASES	276,234	748,956	748,956	763,324	776,313	(27,357)	-3.7%
0839 - INTERNAL SERVICE CHARGES	278,435	128,026	128,026	183,454	187,715	(59,689)	-46.6%
0841 - TRAVEL	581,132	619,350	619,350	158,060	620,750	(1,400)	-0.2%
0842 - EDUCATION AND TRAINING	636,136	51,310	51,310	50,210	20,500	30,810	60.0%
0843 - POSTAGE/FREIGHT/SHIPPING	5,933	1,400	1,400	4,392	3,500	(2,100)	-150.0%
0850 - UTILITIES	6,690	-	-	-	-	-	N/A
0872 - SERVICES-ALLOCATION OUT	-	-	-	-	(427,855)	427,855	N/A
0873 - SERVICES-ALLOCATION IN	-	-	-	-	427,855	(427,855)	N/A
SUBTOTAL	$ 4,371,914	$ 11,805,972	$ 11,967,747	$ 10,507,246	$ 15,936,675	$ (3,968,928)	-33.2%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 23,087	$ -	$ -	$ -	$ 230,000	$ (230,000)	N/A
SUBTOTAL	$ 23,087	$ -	$ -	$ -	$ 230,000	$ (230,000)	N/A
ALL EXPENDITURES	$ 8,953,510	$ 23,560,700	$ 23,743,086	$ 20,597,996	$ 28,134,711	$ (4,391,625)	-18.5%
TOTAL USES	$ 8,953,510	$ 23,560,700	$ 23,743,086	$ 20,597,996	$ 28,134,711	$ (4,391,625)	-18.5%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 266	$ 117,000	$ 117,000	$ 130,899	$ 117,000	$ -	0.0%
FUND TOTAL SOURCES	$ 266	$ 117,000	$ 117,000	$ 130,899	$ 117,000	$ -	0.0%
715 SCHOOL GRANT							
OPERATING	$ 4,826,842	$ 15,796,099	$ 15,796,099	$ 16,221,218	$ 20,593,590	$ 4,797,491	30.4%
NON-RECURRING	7,000	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 4,833,842	$ 15,796,099	$ 15,796,099	$ 16,221,218	$ 20,593,590	$ 4,797,491	30.4%
669 SMALL SCHOOL SERVICE							
OPERATING	$ 110,569	$ 109,657	$ 109,657	$ 110,033	$ 109,657	$ -	0.0%
FUND TOTAL SOURCES	$ 110,569	$ 109,657	$ 109,657	$ 110,033	$ 109,657	$ -	0.0%
780 SCHOOL TRANSPORTATION							
OPERATING	$ 390,492	$ 600,000	$ 600,000	$ 310,274	$ 600,000	$ -	0.0%
FUND TOTAL SOURCES	$ 390,492	$ 600,000	$ 600,000	$ 310,274	$ 600,000	$ -	0.0%
782 SCHOOL COMMUNICATION							
OPERATING	$ 179,662	$ 733,136	$ 733,136	$ 586,881	$ 603,452	$ (129,684)	-17.7%
FUND TOTAL SOURCES	$ 179,662	$ 733,136	$ 733,136	$ 586,881	$ 603,452	$ (129,684)	-17.7%
795 EDUCATIONAL SUPPLEMENTAL PROG							
OPERATING	$ 742,387	$ 858,631	$ 858,631	$ 676,691	$ 353,173	$ (505,458)	-58.9%
FUND TOTAL SOURCES	$ 742,387	$ 858,631	$ 858,631	$ 676,691	$ 353,173	$ (505,458)	-58.9%
DEPARTMENT OPERATING TOTAL SOURCES	$ 6,250,218	$ 18,214,523	$ 18,214,523	$ 18,035,996	$ 22,376,872	$ 4,162,349	22.9%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 7,000	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT TOTAL SOURCES	$ 6,257,218	$ 18,214,523	$ 18,214,523	$ 18,035,996	$ 22,376,872	$ 4,162,349	22.9%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 2,087,635	$ 2,076,394	$ 2,258,780	$ 2,074,666	$ 2,318,140	$ (59,360)	-2.6%
NON-RECURRING	-	-	-	-	1,193,762	(1,193,762)	N/A
FUND TOTAL USES	$ 2,087,635	$ 2,076,394	$ 2,258,780	$ 2,074,666	$ 3,511,902	$ (1,253,122)	-55.5%
715 SCHOOL GRANT							
OPERATING	$ 5,040,450	$ 15,796,099	$ 15,796,099	$ 15,184,462	$ 20,593,590	$ (4,797,491)	-30.4%
NON-RECURRING	(1)	-	-	-	-	-	N/A
FUND TOTAL USES	$ 5,040,449	$ 15,796,099	$ 15,796,099	$ 15,184,462	$ 20,593,590	$ (4,797,491)	-30.4%
255 DETENTION OPERATIONS							
NON-RECURRING	$ -	$ 2,787,056	$ 2,787,056	$ 1,132,237	$ 1,654,819	$ 1,132,237	40.6%
FUND TOTAL USES	$ -	$ 2,787,056	$ 2,787,056	$ 1,132,237	$ 1,654,819	$ 1,132,237	40.6%
669 SMALL SCHOOL SERVICE							
OPERATING	$ 86,386	$ 109,657	$ 109,657	$ 105,735	$ 109,657	$ -	0.0%
FUND TOTAL USES	$ 86,386	$ 109,657	$ 109,657	$ 105,735	$ 109,657	$ -	0.0%
780 SCHOOL TRANSPORTATION							
OPERATING	$ 529,039	$ 600,000	$ 600,000	$ 310,274	$ 600,000	$ -	0.0%
FUND TOTAL USES	$ 529,039	$ 600,000	$ 600,000	$ 310,274	$ 600,000	$ -	0.0%
782 SCHOOL COMMUNICATION							
OPERATING	$ 88,849	$ 733,136	$ 733,136	$ 585,332	$ 603,452	$ 129,684	17.7%
FUND TOTAL USES	$ 88,849	$ 733,136	$ 733,136	$ 585,332	$ 603,452	$ 129,684	17.7%
795 EDUCATIONAL SUPPLEMENTAL PROG							
OPERATING	$ 623,747	$ 858,631	$ 858,631	$ 676,691	$ 332,292	$ 526,339	61.3%
NON-RECURRING	497,405	599,727	599,727	528,599	728,999	(129,272)	-21.6%
FUND TOTAL USES	$ 1,121,152	$ 1,458,358	$ 1,458,358	$ 1,205,290	$ 1,061,291	$ 397,067	27.2%
DEPARTMENT OPERATING TOTAL USES	$ 8,456,106	$ 20,173,917	$ 20,356,303	$ 18,937,160	$ 24,557,131	$ (4,200,828)	-20.6%
DEPARTMENT NON-RECURRING TOTAL USES	$ 497,404	$ 3,386,783	$ 3,386,783	$ 1,660,836	$ 3,577,580	$ (190,797)	-5.6%
DEPARTMENT TOTAL USES	$ 8,953,510	$ 23,560,700	$ 23,743,086	$ 20,597,996	$ 28,134,711	$ (4,391,625)	-18.5%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	3.00	-	0.0%
HUMAN RESOURCES	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	4.00	4.00	4.00	4.00	4.00	-	0.0%
ECONOMIC MANAGEMENT							
ECONOMIC MANAGEMENT	21.60	21.35	23.60	23.60	22.50	(1.10)	(4.7%)
PROGRAM TOTAL	21.60	21.35	23.60	23.60	22.50	(1.10)	(4.7%)
EDUCATIONAL INNOVATION							
EDUCATIONAL INNOVATION	31.10	82.05	114.80	121.80	102.50	(12.30)	(10.7%)
PROGRAM TOTAL	31.10	82.05	114.80	121.80	102.50	(12.30)	(10.7%)
EXECUTIVE LEADERSHIP							
EXECUTIVE LEADERSHIP	3.60	3.60	2.60	3.60	5.00	2.40	92.3%
PROGRAM TOTAL	3.60	3.60	2.60	3.60	5.00	2.40	92.3%
DEPARTMENT TOTAL	60.30	111.00	145.00	153.00	134.00	(11.00)	(7.6%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accounting Specialist	7.00	7.00	7.00	7.00	7.00	-	0.0%
Admin/Operations Specialist	5.50	6.00	5.00	5.00	6.00	1.00	20.0%
Administrative Supervisor	1.00	-	-	-	-	-	N/A
Chief Deputy - Schools	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	2.00	2.00	2.00	-	0.0%
Community Justice Coordinator	-	-	8.00	8.00	8.00	-	0.0%
Database Report Writer Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Education Service Assistant Superintendent	-	3.00	3.00	3.00	3.00	-	0.0%
Education Service Peer Evaluator	-	34.00	42.00	49.00	34.00	(8.00)	(19.0%)
Education Svc Program Coord	2.00	7.00	10.00	10.00	10.00	-	0.0%
Educator - Detention	2.00	2.00	2.00	2.00	2.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant - Elected Official	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finan/Business Analyst -County	-	1.00	-	-	-	-	N/A
Finance/Business Analyst	3.00	2.00	4.00	4.00	4.00	-	0.0%
Financial Manager - County	1.00	-	-	-	-	-	N/A
Grant-Contract Administrator	2.00	1.00	-	-	-	-	N/A
Help Desk Coordinator	1.00	1.00	-	-	1.00	1.00	N/A
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Intern	2.00	2.00	2.00	2.00	2.00	-	0.0%
IS Project Manager	-	1.00	1.00	1.00	1.00	-	0.0%
IT Operations Manager	1.00	1.00	-	-	-	-	N/A
Management Analyst	-	-	1.00	2.00	2.00	1.00	100.0%
Management Assistant	-	2.00	3.00	3.00	3.00	-	0.0%
Media Specialist	1.00	1.00	3.00	2.00	2.00	(1.00)	(33.3%)
Office Assistant	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	1.00	2.00	5.00	5.00	5.00	-	0.0%
Operations Support Analyst	-	-	1.00	2.00	-	(1.00)	(100.0%)
Operations/Program Supervisor	1.00	-	-	-	-	-	N/A
PC/LAN Analyst	-	-	1.00	1.00	1.00	-	0.0%
PC/LAN Tech Support	2.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	-	-	1.00	1.00	1.00	-	0.0%
Programmer/Analyst - Sr/Ld	-	1.00	1.00	1.00	2.00	1.00	100.0%
Schools Program Administrator	2.00	-	-	-	-	-	N/A
Schools Program Manager	11.00	17.00	31.00	31.00	27.00	(4.00)	(12.9%)
Systems/Network Administrator	1.00	1.00	2.00	2.00	1.00	(1.00)	(50.0%)
Trainer	3.80	9.00	1.00	1.00	1.00	-	0.0%
Web Designer/Developer	1.00	-	-	-	-	-	N/A
Department Total	**60.30**	**111.00**	**145.00**	**153.00**	**134.00**	**(11.00)**	**(7.6%)**

Staffing by Fund

DEPARTMENT/FUND		FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	22.00	21.00	21.00	21.00	22.00	1.00	4.8%
255	DETENTION OPERATIONS	-	12.00	12.00	12.00	12.00	-	0.0%
669	SMALL SCHOOL SERVICE	1.00	1.00	1.00	1.00	1.00	-	0.0%
715	SCHOOL GRANT	17.50	58.00	93.00	100.00	81.00	(12.00)	(12.9%)
782	SCHOOL COMMUNICATION	1.00	2.00	4.00	5.00	4.00	-	0.0%
795	EDUCATIONAL SUPPLEMENTAL PROG	18.80	17.00	14.00	14.00	14.00	-	0.0%
Department Total		**60.30**	**111.00**	**145.00**	**153.00**	**134.00**	**(11.00)**	**(7.6%)**

Significant Variance Analysis

- The department is inactivating 8.0 FTE Education Service Peer Evaluators and 4.0 FTE Schools Program Managers from the School Grant Fund in FY 2014 since the positions are no longer necessary to fulfill grant requirements.

- One FTE Programmer was added in the General Fund to address the information technology needs within the department.

General Adjustments

Base Adjustments:

General Fund (100)

- Increase personnel savings by $17,275 based on the Chairman's Office request.
- Increase Regular Benefits by $7,944 for the impact of changes in retirement contribution rates.
- Increase Other Benefits and Internal Services Charges by $18,880 for the impact of the changes in Risk Management charges.
- Decrease Personal Services by $125,299 through reorganization and lower salary rates for new hires.
- Increase Personal Services by $99,064 for the addition of one FTE Programmer position.
- Increase in personnel savings by $119,116 based on FY 2013 actuals. This results in changing the budgeted personnel saving rate from 11.7% to 3.8%.
- Increase Personal Services Allocation In by $148,249 for the Office of Enterprise Technology (OET) partnership.
- Increase Rent & Operating Leases by $332,789; to be offset by an increase in Services Allocation Out.
- Increase Internal Service Charges by $95,066 for additional Telecom charges which will be partially offset by an increase in the Services Allocation Out.
- Increase Services Allocation Out by $427,855 from the School Grant Fund to pay for indirect costs in the General Fund.
- Decrease Supplies and Services by $8,933 based on FY 2013 forecasted expenditures.

Small Schools Fund (669)

- Increase Regular Benefits by $237 for the impact of changes in retirement contribution rates.

School Grant Fund (715)

- Increase Regular Benefits by $20,555 for the impact of changes in retirement contribution rates.

School Communication Fund (782)

- Increase Regular Benefits by $890 for the impact of changes in retirement contribution rates.
- Decrease revenues $129,684 based on limited professional development funds for school districts.
- Net decrease in Personnel Services, Supplies and Services of $130,574 to maintain structural balance.

Educational Supplemental Programming Fund (795) Operating

- Increase Regular Benefits by $1,906 for the impact of changes in retirement contribution rates.
- Decrease revenues by $505,458 due to a decline in the indirect fees recovered by school districts for MCESA.
- Increase Personnel Services Allocation Out to Educational Supplemental Programming Fund (795) Non Recurring Non Project by $248,057 for payment of Contract Positions.
- Reduce expenditures by $280,188 to structurally balance expenditures with revenue.

Educational Supplemental Programming Fund (795) Non Recurring Non Project

- Increase Regular Benefits by $1,601 for the impact of changes in retirement contribution rates.

- Increase Personnel Services Allocation In from Educational Supplemental Programming Fund (795) Operating by $248,057 for payment of contract positions.
- Increase Personnel Services, Supplies and Services by $480,842 to conduct one-time initiatives and increase student academic achievement.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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-§15-310 establishes more specific powers and duties as well as other functions of the Superintendent of Schools. The Maricopa County Superintendent of Schools is responsible for providing mandated services through educational support to the school districts within Maricopa County. Services provided include training, grant support, coordination of special elections, computer system and financial support, and special education services. Services are also provided to private and home-based schools.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	360	160	80	160	-	0.0%
Demand	Number of educational professional development sessions requested	360	80	40	80	-	0.0%
Efficiency	Expenditure per educational professional development session provided	$ 16,654.83	$ 125,840.31	$ 218,140.80	$ 145,386.22	$ (19,545.91)	-15.5%
Revenue							
	715 - SCHOOL GRANT	$ 4,738,141	$ 15,796,099	$ 16,130,752	$ 20,593,590	$ 4,797,491	30.4%
	669 - SMALL SCHOOL SERVICE	109,657	109,657	109,657	109,657	-	0.0%
	782 - SCHOOL COMMUNICATION	-	495,000	419,745	365,316	(129,684)	-26.2%
	795 - EDUCATIONAL SUPPLEMENTAL PROG	730,291	858,631	676,691	353,173	(505,458)	-58.9%
	TOTAL SOURCES	$ 5,578,089	$ 17,259,387	$ 17,336,845	$ 21,421,736	$ 4,162,349	24.1%
Expenditure							
	100 - GENERAL	$ 238,563	$ 190,086	$ 143,255	$ 192,466	$ (2,380)	-1.3%
	715 - SCHOOL GRANT	4,956,047	15,757,318	15,168,072	20,593,590	(4,836,272)	-30.7%
	255 - DETENTION OPERATIONS	-	2,787,056	1,132,237	1,654,819	1,132,237	40.6%
	669 - SMALL SCHOOL SERVICE	86,386	69,899	20,368	31,402	38,497	55.1%
	782 - SCHOOL COMMUNICATION	38,914	492,874	334,843	363,591	129,283	26.2%
	795 - EDUCATIONAL SUPPLEMENTAL PROG	675,829	837,216	652,489	425,927	411,289	49.1%
	TOTAL USES	$ 5,995,739	$ 20,134,449	$ 17,451,264	$ 23,261,795	$ (3,127,346)	-15.5%

Activity Narrative: The FY 2014 budget reflects further implementation of the REIL and REIL-TNG Grant Programs in the School Grant Fund. MCESA is receiving increased funding due to IGA's with several school districts that will implement the REIL program on a cost recovery basis, rather than as part of the grant. Cost per educational development session provided is increasing due to the increased contracts for performance-based compensation payouts.

The number of educational professional development services requested and provided in the FY 2013 Forecast is less than the FY 2014 Adopted because the department provided longer sessions, which included training and additional information, and scheduled sessions less frequently. In FY 2014, demand and output should increase as sessions will be shorter and more sessions are added.

Base Adjustments:

Detention Fund (255) Non-Recurring Non-Operating

- Increase Personnel, Supplies, and Services by $1,654,819 for the second year of the Juvenile Transition Pilot Program. The purpose of this program is to reintegrate juvenile offenders back into a school setting, thereby reducing recidivism and costs associated with repeat incarceration.

School Grant Fund (715)

- Increase Revenues by $4,797,491 due to an increase in use of REIL grant funding.
- Increase Expenditures by $4,815,717 to maintain structural balance.

Economic Management Program

The purpose of the Economic Management Program is to provide consulting, grant and finance management, professional development, customer support, technology support and advocacy to school district employees so they can increase fiscal prudence in their operations to enhance student learning.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of districts in compliance	139.0%	81.0%	81.0%	100.0%	19.0%	23.4%
Percent of districts that move out of non-compliance	1.8%	17.2%	17.2%	6.9%	-10.3%	-60.0%

Activities that comprise this program include:

- Economic Management Activity

Economic Management Activity

The purpose of the Economic Management Program is to provide consulting, grant and finance management, professional development, customer support, technology support and advocacy to school district employees so they can increase fiscal prudence in their operations to enhance student learning.

Mandates: A.R.S. §11-511 establishes powers and duties of the Superintendent of Schools; A.R.S. §15-301-§15-310 establishes more specific powers and duties as well as other functions of the Superintendent of Schools. The Maricopa County Superintendent of Schools is responsible for providing mandated services through educational support to the school districts within Maricopa County. Services provided include training, grant support, coordination of special elections, computer system and financial support, and special education services. Services are also provided to private and home-based schools.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of districts in compliance	139.0%	81.0%	81.0%	100.0%	19.0%	23.4%
Result	Percent of districts that move out of non-compliance	1.8%	17.2%	17.2%	6.9%	(10.3%)	-60.0%
Output	Number of fiscal professional development sessions delivered	63	40	38	40	-	0.0%
Demand	Number of requests for fiscal professional development sessions	58	47	42	47	-	0.0%
Efficiency	Expenditure per fiscal professional development sessions provided	$ 33,494.14	$ 63,994.13	$ 79,046.32	$ 95,623.35	$ (31,629.23)	-49.4%
Revenue							
	100 - GENERAL	$ 266	$ 105,000	$ 105,399	$ 105,000	$ -	0.0%
	715 - SCHOOL GRANT	-	-	10,089	-	-	N/A
	669 - SMALL SCHOOL SERVICE	-	-	376	-	-	N/A
	780 - SCHOOL TRANSPORTATION	390,492	600,000	310,274	600,000	-	0.0%
	782 - SCHOOL COMMUNICATION	179,662	238,136	167,136	238,136	-	0.0%
	TOTAL SOURCES	$ 570,420	$ 943,136	$ 593,274	$ 943,136	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 1,033,466	$ 1,156,446	$ 1,027,649	$ 2,406,692	$ (1,250,246)	-108.1%
	715 - SCHOOL GRANT	84,402	-	-	-	-	N/A
	669 - SMALL SCHOOL SERVICE	-	38,611	84,887	78,255	(39,644)	-102.7%
	780 - SCHOOL TRANSPORTATION	529,039	600,000	110,274	600,000	-	0.0%
	782 - SCHOOL COMMUNICATION	49,935	238,822	249,889	238,421	401	0.2%
	795 - EDUCATIONAL SUPPLEMENTAL PROG	413,289	525,886	503,459	501,566	24,320	4.6%
	TOTAL USES	$ 2,110,131	$ 2,559,765	$ 1,976,158	$ 3,824,934	$ (1,265,169)	-49.4%

Activity Narrative:

The Department provides professional development sessions to school district employees to enhance business management skills with the expectation that the districts will achieve fiscal compliance. Requests for these sessions have decreased from FY 2012 since fewer sessions are needed for school

districts as they move out of non-compliance and into compliance status. Although it is anticipated that 100% of school districts will be in compliance in FY 2014, the demand for sessions will continue at the same level due to a higher expected turnover rate for finance staff as the economy continues to improve and more financial positions become available.

Base Adjustments:

General Fund (100) Non-Recurring Non-Operating

- Increase Other Services by $963,762 for the renewal of the Financial System 5-year Maintenance Payment.
- Increase Capital Equipment by $230,000 for hardware replacement.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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-§15-310 establishes more specific powers and duties as well as other functions of the Superintendent of Schools. The Maricopa County Superintendent of Schools is responsible for providing mandated services through educational support to the school districts within Maricopa County. Services provided include training, grant support, coordination of special elections, computer system and financial support, and special education services. Services are also provided to private and home-based schools.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	4	5	2	5	-	0.0%
Demand	Number of board training sessions requested	4	5	2	5	-	0.0%
Efficiency	Expenditure per board training session provided	$ 103,839.25	$ 108,350.40	$ 358,073.00	$ 120,376.80	$ (12,026.40)	-11.1%
Revenue							
	100 - GENERAL	$ -	$ 12,000	$ 25,500	$ 12,000	$ -	0.0%
	TOTAL SOURCES	$ -	$ 12,000	$ 25,500	$ 12,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 383,323	$ 472,356	$ 475,384	$ 468,086	$ 4,270	0.9%
	780 - SCHOOL TRANSPORTATION	-	-	200,000	-	-	N/A
	795 - EDUCATIONAL SUPPLEMENTAL PROG	32,034	69,396	40,762	133,798	(64,402)	-92.8%
	TOTAL USES	$ 415,357	$ 541,752	$ 716,146	$ 601,884	$ (60,132)	-11.1%

Activity Narrative: FY 2014 is an election year for school board seats. The increased demand in the number of board training sessions from the FY 2013 Forecast measures to the FY 2014 Adopted measures are a direct result of the election.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 2,076,394**	**$ 117,000**
Adjustments:	Agenda Item:			
Non Recurring			**$ 182,386**	**$ -**
MCESA IT - Transfer Expenditure Authority	*C-37-13-013-2-00*		*182,386*	-
FY 2013 Revised Budget			**$ 2,258,780**	**$ 117,000**
Adjustments:	Agenda Item:			
Non Recurring			**$ (182,386)**	**$ -**
MCESA IT - Transfer Expenditure Authority	*C-37-13-013-2-00*		*(182,386)*	-
FY 2014 Budget Target			**$ 2,076,394**	**$ 117,000**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 7,944**	**$ -**
Retirement Contributions			*7,944*	-
Base Adjustments			**$ 232,197**	**$ -**
Other Base Adjustments			*232,197*	-
Changes within Salary and Benefits through the Hiring Process and Reorganization		*$ (125,299)*		
Programmer Position		*99,064*		
Salary and Benefit Savings		*119,116*		
Office of Enterprise Technology (OET) Partnership		*148,249*		
Increase in Rent & Operating Leases		*332,789*		
Increase in General Supplies		*7,687*		
Decrease in Other Services		*(25,120)*		
Increase in Internal Service Charges		*95,066*		
Increase in Travel and Training		*5,000*		
Increase in Postage/Freight/Shipping		*3,500*		
Increase in Services Allocation Out from Grant Fund		*(427,855)*		
Budget Balancing			**$ (17,275)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget			*(17,275)*	-
FY 2014 Tentative Budget			**$ 2,299,260**	**$ 117,000**
Percent Change from Target Amount			*10.7%*	*0.0%*
Adjustments:				
Base Adjustments			**$ 18,880**	**$ -**
Internal Service Charges			*18,880*	-
FY 2014 Adopted Budget			**$ 2,318,140**	**$ 117,000**
Percent Change from Target Amount			*11.6%*	*0.0%*

General Fund (100) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ -**	**$ -**
FY 2013 Revised Budget		**$ -**	**$ -**
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Information and Communications Technology			
Other IT Non-Recurring		*1,193,762*	-
5-year Maintenance Payment for Financial System	*$ 963,762*		
Hardware Replacement	*230,000*		
FY 2014 Adopted Budget		**$ 1,193,762**	**$ -**
Percent Change from Target Amount			

Detention Fund (255)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 2,787,056**	**$ -**
FY 2013 Revised Budget		**$ 2,787,056**	**$ -**
Adjustments:			
Non Recurring		**$ (2,787,056)**	**$ -**
Other Non-Recurring		*(2,787,056)*	-
Juvenile Transition Program Pilot Project (Funding for FY 2013 and FY 2014)	*$ (2,787,056)*		
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 2,417**	**$ -**
Retirement Contributions		*2,417*	-
Non Recurring		**$ 1,652,402**	**$ -**
Non Recurring Carry Forward		*1,652,402*	-
Juvenile Transition Program Pilot Project- Year 2	*$ 1,652,402*		
FY 2014 Adopted Budget		**$ 1,654,819**	**$ -**
Percent Change from Target Amount			

Small Schools Fund (669)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 109,657**	**$ 109,657**
FY 2013 Revised Budget		**$ 109,657**	**$ 109,657**
FY 2014 Budget Target		**$ 109,657**	**$ 109,657**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 237**	**$ -**
Retirement Contributions		*237*	-
Base Adjustments		**$ (237)**	**$ -**
Other Base Adjustments		*(237)*	-
Decrease in Other Services	*$ (237)*		
FY 2014 Adopted Budget		**$ 109,657**	**$ 109,657**
Percent Change from Target Amount		*0.0%*	*0.0%*

Small Schools Fund (669) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 119,086	$ 162,470	$ 162,470	$ 143,268	$ 147,566
Sources:					
Operating	$ 110,569	$ 109,657	$ 109,657	$ 110,033	$ 109,657
Non-Recurring	-	-	-	-	-
Total Sources:	$ 110,569	$ 109,657	$ 109,657	$ 110,033	$ 109,657
Uses:					
Operating	$ 86,386	$ 109,657	$ 109,657	$ 105,735	$ 109,657
Non-Recurring	-	-	-	-	-
Total Uses:	$ 86,386	$ 109,657	$ 109,657	$ 105,735	$ 109,657
Structural Balance	$ 24,183	$ -	$ -	$ 4,298	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 143,268	$ 162,470	$ 162,470	$ 147,566	$ 147,566
Total Ending Spendable Fund Balance	$ 143,268	$ 162,470	$ 162,470	$ 147,566	$ 147,566

School Grant Fund (715)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 15,796,099**	**$ 15,796,099**
FY 2013 Revised Budget		**$ 15,796,099**	**$ 15,796,099**
FY 2014 Budget Target		**$ 15,796,099**	**$ 15,796,099**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 20,555**	**$ -**
Retirement Contributions		*20,555*	-
Base Adjustments		**$ (20,555)**	**$ -**
Other Base Adjustments		*(20,555)*	-
Decrease in Supplies and Services	*$ (20,555)*		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 4,797,491**	**$ 4,797,491**
Grant Reconciliation		*4,797,491*	*4,797,491*
FY 2014 Adopted Budget		**$ 20,593,590**	**$ 20,593,590**
Percent Change from Target Amount		*30.4%*	*30.4%*

School Grant Fund (715) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ (51,754)	$ (96,866)	$ (96,866)	$ (258,360)	$ 778,396
Sources:					
Operating	$ 4,826,842	$ 15,796,099	$ 15,796,099	$ 16,221,218	$ 20,593,590
Non-Recurring	7,000	-	-	-	-
Total Sources:	$ 4,833,842	$ 15,796,099	$ 15,796,099	$ 16,221,218	$ 20,593,590
Uses:					
Operating	$ 5,040,450	$ 15,796,099	$ 15,796,099	$ 15,184,462	$ 20,593,590
Non-Recurring	(1)	-	-	-	-
Total Uses:	$ 5,040,449	$ 15,796,099	$ 15,796,099	$ 15,184,462	$ 20,593,590
Structural Balance	$ (213,608)	$ -	$ -	$ 1,036,756	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ 778,396	$ 778,396
Total Ending Spendable Fund Balance	$ (258,360)	$ (96,866)	$ (96,866)	$ 778,396	$ 778,396

Note: Grant revenue is received as a reimbursement which results in a deficit balance at the close of fiscal year-end.

School Transportation Fund (780)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 600,000**	**$ 600,000**
FY 2013 Revised Budget	**$ 600,000**	**$ 600,000**
FY 2014 Budget Target	**$ 600,000**	**$ 600,000**
FY 2014 Adopted Budget	**$ 600,000**	**$ 600,000**
Percent Change from Target Amount	*0.0%*	*0.0%*

School Transportation Fund (780) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 364,921	$ 399,306	$ 399,306	$ 226,373	$ 226,373
Sources:					
Operating	$ 390,492	$ 600,000	$ 600,000	$ 310,274	$ 600,000
Non-Recurring	-	-	-	-	-
Total Sources:	$ 390,492	$ 600,000	$ 600,000	$ 310,274	$ 600,000
Uses:					
Operating	$ 529,039	$ 600,000	$ 600,000	$ 310,274	$ 600,000
Non-Recurring	-	-	-	-	-
Total Uses:	$ 529,039	$ 600,000	$ 600,000	$ 310,274	$ 600,000
Structural Balance	$ (138,547)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 226,373	$ 399,306	$ 399,306	$ 226,373	$ 226,373
Total Ending Spendable Fund Balance	$ 226,373	$ 399,306	$ 399,306	$ 226,373	$ 226,373

School Communication Fund (782)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 733,136**	**$ 733,136**
FY 2013 Revised Budget			**$ 733,136**	**$ 733,136**
FY 2014 Budget Target			**$ 733,136**	**$ 733,136**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 890**	**$ -**
Retirement Contributions			*890*	-
Base Adjustments			**$ (130,574)**	**$ (129,684)**
Other Base Adjustments			*(130,574)*	*(129,684)*
Expenditures				
Structural Balance		*(130,574)*		
Revenues				
Program Revenue Volume Decrease	*$*	*(129,684)*		
FY 2014 Adopted Budget			**$ 603,452**	**$ 603,452**
Percent Change from Target Amount			*-17.7%*	*-17.7%*

School Communication Fund (782) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 53,535	$ 54,148	$ 54,148	$ 144,348	$ 145,897
Sources:					
Operating	$ 179,662	$ 733,136	$ 733,136	$ 586,881	$ 603,452
Non-Recurring	-	-	-	-	-
Total Sources:	$ 179,662	$ 733,136	$ 733,136	$ 586,881	$ 603,452
Uses:					
Operating	$ 88,849	$ 733,136	$ 733,136	$ 585,332	$ 603,452
Non-Recurring	-	-	-	-	-
Total Uses:	$ 88,849	$ 733,136	$ 733,136	$ 585,332	$ 603,452
Structural Balance	$ 90,813	$ -	$ -	$ 1,549	$ -
Accounting Adjustments	$ -	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 144,348	$ 54,148	$ 54,148	$ 145,897	$ 145,897
Total Ending Spendable Fund Balance	$ 144,348	$ 54,148	$ 54,148	$ 145,897	$ 145,897

Educational Supplemental Programming Fund (795)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 858,631**	**$ 858,631**
FY 2013 Revised Budget			**$ 858,631**	**$ 858,631**
FY 2014 Budget Target			**$ 858,631**	**$ 858,631**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 1,906**	**$ -**
Retirement Contributions			*1,906*	*-*
Base Adjustments			**$ (528,245)**	**$ (505,458)**
Other Base Adjustments			*(528,245)*	*(505,458)*
Expenditures				
Increase in Personnel Services Allocation Out to Non Operating	*$*	*(248,057)*		
Decrease in Other Personnel Expenditures		*(14,151)*		
Decrease in Other Services		*(223,192)*		
Decrease in Internal Service Charges		*(20,588)*		
Increase in Salary and Benefit Savings		*(22,257)*		
Revenues				
Program Revenue Volume Decrease	*$*	*(505,458)*		
FY 2014 Adopted Budget			**$ 332,292**	**$ 353,173**
Percent Change from Target Amount			*-61.3%*	*-58.9%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ 599,727**	**$ -**
FY 2013 Revised Budget			**$ 599,727**	**$ -**
FY 2014 Budget Target			**$ -**	**$ -**
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 1,601**	**$ -**
Retirement Contributions			*1,601*	*-*
Non Recurring			**$ 727,398**	**$ -**
Other Non-Recurring			*727,398*	*-*
Spending Down of Fund Balance by conducting one-time initiatives to increase student academic achievement	*$*	*727,398*		
FY 2014 Adopted Budget			**$ 728,999**	**$ -**
Percent Change from Target Amount				

Educational Supplemental Programming Fund (795) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 1,901,454	$ 1,316,972	$ 1,316,972	$ 1,522,703	$ 994,104
Sources:					
Operating	$ 742,387	$ 858,631	$ 858,631	$ 676,691	$ 353,173
Non-Recurring	-	-	-	-	-
Total Sources:	$ 742,387	$ 858,631	$ 858,631	$ 676,691	$ 353,173
Uses:					
Operating	$ 623,747	$ 858,631	$ 858,631	$ 676,691	$ 332,292
Non-Recurring	497,405	599,727	599,727	528,599	728,999
Total Uses:	$ 1,121,152	$ 1,458,358	$ 1,458,358	$ 1,205,290	$ 1,061,291
Structural Balance	$ 118,640	$ -	$ -	$ -	$ 20,881
Accounting Adjustments	$ 14	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,522,703	$ 717,245	$ 717,245	$ 994,104	$ 285,986
Total Ending Spendable Fund Balance	$ 1,522,703	$ 717,245	$ 717,245	$ 994,104	$ 285,986

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

Citizen Satisfaction

By December 2016, there will be a 5% reduction in negative post-election contacts (indicating satisfaction with access and ability to vote).

Status: For the Presidential General Election in 2012, the Elections Department surveyed 190 voters of which 18 were not satisfied (9.47%) with the ease of voting, and another 5 were somewhat satisfied (2.63%). Three voters surveyed did not answer the question (1.58%), while 164 voters were satisfied with their access and ability to vote (86.32%). The Presidential General Election in 2008 had a slightly higher percentage of satisfied voters (91.73%). We anticipate that voters will continue to be satisfied with the ease of voting.

Department Specific

By June, 2016, 75% of total votes cast will be done by mail.

Status: The November 2012 Presidential General Election had 69.1% of total ballots cast as early ballots (960,389 of 1,390,836). For the Presidential General Election in 2008, we had 55.1%. The previous General Election in 2006 had 49.1% of total ballots cast as early ballots. The 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 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
ELEC - ELECTION PROCESSING	$ 4,860,139	$ 5,778,923	$ 5,778,923	$ 4,408,672	$ 4,015,152	$ (1,763,771)	-30.5%
21EL - ELECTIONS	$ 4,860,139	$ 5,778,923	$ 5,778,923	$ 4,408,672	$ 4,015,152	$ (1,763,771)	-30.5%
CAND - CANDIDATE FILING CAMPAIGN FIN	$ 13,116	$ 12,001	$ 12,001	$ 20,637	$ 11,001	$ (1,000)	-8.3%
VREG - VOTER REGISTRATION	11,396	904	904	25,559	304	(600)	-66.4%
21PE - PRE ELECTION PROCESSING	$ 24,512	$ 12,905	$ 12,905	$ 46,196	$ 11,305	$ (1,600)	-12.4%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ 2	$ 150,002	$ 150,000	$ 2	$ (150,000)	-100.0%
99AS - ADMINISTRATIVE SERVICES	$ -	$ 2	$ 150,002	$ 150,000	$ 2	$ (150,000)	-100.0%
GGOV - GENERAL GOVERNMENT	$ 64,992	$ -	$ -	$ 4,905	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 64,992	$ -	$ -	$ 4,905	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 4,949,643**	**$ 5,791,830**	**$ 5,941,830**	**$ 4,609,773**	**$ 4,026,459**	**$ (1,915,371)**	**-32.2%**
USES							
ELEC - ELECTION PROCESSING	$ 7,780,445	$ 17,335,677	$ 17,335,677	$ 15,838,474	$ 7,317,337	$ 10,018,340	57.8%
PELP - POST ELECTION PROCESSING	256,309	1,481,629	1,481,629	972,518	1,262,654	218,975	14.8%
21EL - ELECTIONS	$ 8,036,754	$ 18,817,306	$ 18,817,306	$ 16,810,992	$ 8,579,991	$ 10,237,315	54.4%
CAND - CANDIDATE FILING CAMPAIGN FIN	$ 134,764	$ 138,087	$ 138,087	$ 138,257	$ 141,199	$ (3,112)	-2.3%
VREG - VOTER REGISTRATION	1,544,815	2,678,902	2,678,902	2,287,740	1,091,964	1,586,938	59.2%
21PE - PRE ELECTION PROCESSING	$ 1,679,579	$ 2,816,989	$ 2,816,989	$ 2,425,997	$ 1,233,163	$ 1,583,826	56.2%
BDGT - BUDGETING	$ 126,252	$ 125,324	$ 125,324	$ 126,153	$ 126,167	$ (843)	-0.7%
FSAC - FINANCIAL SERVICES	164,400	165,988	165,988	169,963	168,047	(2,059)	-1.2%
HRAC - HUMAN RESOURCES	51,813	54,896	54,896	65,892	52,158	2,738	5.0%
ODIR - EXECUTIVE MANAGEMENT	771,883	812,330	962,330	963,296	742,201	220,129	22.9%
99AS - ADMINISTRATIVE SERVICES	$ 1,114,348	$ 1,158,538	$ 1,308,538	$ 1,325,304	$ 1,088,573	$ 219,965	16.8%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 35,676	$ 60,157	$ 60,157	$ 60,152	$ 60,835	$ (678)	-1.1%
POOL - POOLED COSTS	-	-	-	-	(34,596)	34,596	N/A
99GV - GENERAL GOVERNMENT	$ 35,676	$ 60,157	$ 60,157	$ 60,152	$ 26,239	$ 33,918	56.4%
TOTAL PROGRAMS	**$ 10,866,357**	**$ 22,852,990**	**$ 23,002,990**	**$ 20,622,445**	**$ 10,927,966**	**$ 12,075,024**	**52.5%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 72,489	$ 2,158,820	$ 2,308,820	$ 167,776	$ 2,181,549	$ (127,271)	-5.5%
0620 - OTHER INTERGOVERNMENTAL	4,808,591	3,610,002	3,610,002	4,405,172	1,830,002	(1,780,000)	-49.3%
SUBTOTAL	$ 4,881,080	$ 5,768,822	$ 5,918,822	$ 4,572,948	$ 4,011,551	$ (1,907,271)	-32.2%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 367	$ 1,002	$ 1,002	$ 1,243	$ 402	$ (600)	-59.9%
SUBTOTAL	$ 367	$ 1,002	$ 1,002	$ 1,243	$ 402	$ (600)	-59.9%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 11,185	$ 12,000	$ 12,000	$ 20,355	$ 11,000	$ (1,000)	-8.3%
SUBTOTAL	$ 11,185	$ 12,000	$ 12,000	$ 20,355	$ 11,000	$ (1,000)	-8.3%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 12,706	$ -	$ -	$ 4,905	$ -	$ -	N/A
0650 - MISCELLANEOUS REVENUE	44,305	10,006	10,006	10,322	3,506	(6,500)	-65.0%
SUBTOTAL	$ 57,011	$ 10,006	$ 10,006	$ 15,227	$ 3,506	$ (6,500)	-65.0%
ALL REVENUES	$ 4,949,643	$ 5,791,830	$ 5,941,830	$ 4,609,773	$ 4,026,459	$ (1,915,371)	-32.2%
TOTAL SOURCES	$ 4,949,643	$ 5,791,830	$ 5,941,830	$ 4,609,773	$ 4,026,459	$ (1,915,371)	-32.2%

Sources and Uses by Category (continued)

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,182,617	$ 2,251,256	$ 2,296,406	$ 2,245,128	$ 2,193,299	$ 103,107	4.5%
0705 - TEMPORARY PAY	274,706	1,368,054	1,368,054	807,771	219,433	1,148,621	84.0%
0710 - OVERTIME	179,803	770,144	770,144	549,123	80,956	689,188	89.5%
0750 - FRINGE BENEFITS	935,319	1,167,513	1,182,563	1,177,087	979,685	202,878	17.2%
0790 - OTHER PERSONNEL SERVICES	24,375	1,750	1,750	18,121	-	1,750	100.0%
0796 - PERSONNEL SERVICES ALLOC-IN	-	35,000	35,000	28,375	-	35,000	100.0%
SUBTOTAL	$ 3,596,820	$ 5,593,717	$ 5,653,917	$ 4,825,605	$ 3,473,373	$ 2,180,544	38.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 108,363	$ 646,632	$ 646,632	$ 108,812	$ 138,450	$ 508,182	78.6%
0803 - FUEL	8,617	22,000	22,000	24,772	9,000	13,000	59.1%
0804 - NON-CAPITAL EQUIPMENT	-	1,505,100	1,505,100	3,000	2,092,049	(586,949)	-39.0%
SUBTOTAL	$ 116,980	$ 2,173,732	$ 2,173,732	$ 136,584	$ 2,239,499	$ (65,767)	-3.0%
SERVICES							
0810 - LEGAL SERVICES	$ 9,655	$ 18,000	$ 18,000	$ 10,200	$ 7,000	$ 11,000	61.1%
0812 - OTHER SERVICES	5,420,888	12,352,861	12,432,661	13,089,013	4,243,826	8,188,835	65.9%
0820 - RENT & OPERATING LEASES	35,375	292,417	292,417	193,994	53,625	238,792	81.7%
0825 - REPAIRS AND MAINTENANCE	860	3,300	3,300	1,054	1,000	2,300	69.7%
0839 - INTERNAL SERVICE CHARGES	125,132	144,239	144,239	152,929	86,552	57,687	40.0%
0841 - TRAVEL	29,712	92,700	102,700	96,492	18,175	84,525	82.3%
0842 - EDUCATION AND TRAINING	15,243	21,900	21,900	11,781	43,050	(21,150)	-96.6%
0843 - POSTAGE/FREIGHT/SHIPPING	1,482,238	2,072,624	2,072,624	2,056,604	705,666	1,366,958	66.0%
0850 - UTILITIES	33,454	17,500	17,500	48,189	56,200	(38,700)	-221.1%
0872 - SERVICES-ALLOCATION OUT	-	-	-	(85,000)	-	-	N/A
0873 - SERVICES-ALLOCATION IN	-	50,000	50,000	85,000	-	50,000	100.0%
SUBTOTAL	$ 7,152,557	$ 15,065,541	$ 15,155,341	$ 15,660,256	$ 5,215,094	$ 9,940,247	65.6%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ 20,000	$ 20,000	$ -	$ -	$ 20,000	100.0%
SUBTOTAL	$ -	$ 20,000	$ 20,000	$ -	$ -	$ 20,000	100.0%
ALL EXPENDITURES	$ 10,866,357	$ 22,852,990	$ 23,002,990	$ 20,622,445	$ 10,927,966	$ 12,075,024	52.5%
TOTAL USES	$ 10,866,357	$ 22,852,990	$ 23,002,990	$ 20,622,445	$ 10,927,966	$ 12,075,024	52.5%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 4,864,448	$ 3,633,010	$ 3,633,010	$ 4,437,092	$ 1,844,910	$ (1,788,100)	-49.2%
FUND TOTAL SOURCES	$ 4,864,448	$ 3,633,010	$ 3,633,010	$ 4,437,092	$ 1,844,910	$ (1,788,100)	-49.2%
248 ELECTIONS GRANT							
OPERATING	$ 85,195	$ 2,158,820	$ 2,158,820	$ 22,681	$ 2,181,549	$ 22,729	1.1%
NON-RECURRING	-	-	150,000	150,000	-	(150,000)	-100.0%
FUND TOTAL SOURCES	$ 85,195	$ 2,158,820	$ 2,308,820	$ 172,681	$ 2,181,549	$ (127,271)	-5.5%
DEPARTMENT OPERATING TOTAL SOURCES	$ 4,949,643	$ 5,791,830	$ 5,791,830	$ 4,459,773	$ 4,026,459	$ (1,765,371)	-30.5%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ -	$ -	$ 150,000	$ 150,000	$ -	$ (150,000)	-100.0%
DEPARTMENT TOTAL SOURCES	$ 4,949,643	$ 5,791,830	$ 5,941,830	$ 4,609,773	$ 4,026,459	$ (1,915,371)	-32.2%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 10,781,160	$ 9,261,273	$ 9,261,273	$ 9,261,253	$ 8,746,417	$ 514,856	5.6%
NON-RECURRING	-	11,432,897	11,432,897	11,193,416	-	11,432,897	100.0%
FUND TOTAL USES	$ 10,781,160	$ 20,694,170	$ 20,694,170	$ 20,454,669	$ 8,746,417	$ 11,947,753	57.7%
248 ELECTIONS GRANT							
OPERATING	$ 85,197	$ 2,158,820	$ 2,158,820	$ 17,776	$ 2,181,549	$ (22,729)	-1.1%
NON-RECURRING	-	-	150,000	150,000	-	150,000	100.0%
FUND TOTAL USES	$ 85,197	$ 2,158,820	$ 2,308,820	$ 167,776	$ 2,181,549	$ 127,271	5.5%
DEPARTMENT OPERATING TOTAL USES	$ 10,866,357	$ 11,420,093	$ 11,420,093	$ 9,279,029	$ 10,927,966	$ 492,127	4.3%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 11,432,897	$ 11,582,897	$ 11,343,416	$ -	$ 11,582,897	100.0%
DEPARTMENT TOTAL USES	$ 10,866,357	$ 22,852,990	$ 23,002,990	$ 20,622,445	$ 10,927,966	$ 12,075,024	52.5%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.00	1.00	1.00	1.00	1.00	-	0.0%
EXECUTIVE MANAGEMENT	8.00	8.00	8.00	8.00	8.00	-	0.0%
FINANCIAL SERVICES	2.00	2.00	2.00	2.00	2.00	-	0.0%
HUMAN RESOURCES	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	12.00	12.00	12.00	12.00	12.00	-	0.0%
ELECTIONS							
ELECTION PROCESSING	21.00	21.00	21.00	21.00	20.00	(1.00)	(4.8%)
POST ELECTION PROCESSING	3.00	3.00	3.00	3.00	3.00	-	0.0%
PROGRAM TOTAL	24.00	24.00	24.00	24.00	23.00	(1.00)	(4.2%)
PRE ELECTION PROCESSING							
CANDIDATE FILING CAMPAIGN FIN	2.00	2.00	2.00	2.00	2.00	-	0.0%
VOTER REGISTRATION	16.00	14.00	14.00	14.00	15.00	1.00	7.1%
PROGRAM TOTAL	18.00	16.00	16.00	16.00	17.00	1.00	6.3%
DEPARTMENT TOTAL	54.00	52.00	52.00	52.00	52.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin/Operations Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Staff Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business/Systems Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	1.00	-	0.0%
Consultant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Database Report Writer Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	1.00	-	-	-	-	-	N/A
Deputy Director - Elections	-	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 - Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
GIS Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Materials Inventory Specialist	2.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	23.00	21.00	21.00	21.00	21.00	-	0.0%
Office Assistant Specialized	7.00	8.00	8.00	8.00	8.00	-	0.0%
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**54.00**	**52.00**	**52.00**	**52.00**	**52.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	54.00	52.00	52.00	52.00	52.00	-	0.0%
Department Total	**54.00**	**52.00**	**52.00**	**52.00**	**52.00**	**-**	**0.0%**

General Adjustments

Personnel:

- Increase Regular Benefits by $9,085 for retirement contribution rate increase.
- Increase personnel savings by $34,596 based on the Chairman's Office request.

- Increase Other Benefits and Internal Services Charges by $678 for the impact of the changes in Risk Management charges.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Fines levied as a percentage of active political committees	1.4%	6.9%	2.8%	0.8%	-6.1%	-88.9%
Percentage of all valid registrations processed in time to meet election deadlines	100.0%	96.7%	99.5%	100.0%	3.3%	3.4%

Activities that comprise this program include:

- Candidate Filing/Campaign Finance
- Voter Registration

Candidate Filing/Campaign Finance Activity

The purpose of the Candidate Filing/Campaign Finance Activity is to provide the necessary knowledge to special interest groups and prospective candidates so that they may comply with Federal and State Regulations.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Department.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Fines levied as a percentage of active political committees	1.4%	6.9%	2.8%	0.8%	(6.1%)	-88.9%
Output	Number of candidates trained, precinct committeemen processed and filings processed	5,241	875	7,938	5,250	4,375	500.0%
Output	Number of candidate filings and active committees	5,148	875	8,394	2,000	1,125	128.6%
Demand	Number of candidates running for office, precinct committeemen processed and filings	193	875	655	5,250	4,375	500.0%
Efficiency	Cost per candidate trained	$ 25.71	$ 157.81	$ 17.42	$ 26.90	$ 130.92	83.0%
Revenue							
	100 - GENERAL	$ 13,116	$ 12,001	$ 20,637	$ 11,001	$ (1,000)	-8.3%
	TOTAL SOURCES	$ 13,116	$ 12,001	$ 20,637	$ 11,001	$ (1,000)	-8.3%
Expenditure							
	100 - GENERAL	$ 134,764	$ 138,087	$ 138,257	$ 141,199	$ (3,112)	-2.3%
	TOTAL USES	$ 134,764	$ 138,087	$ 138,257	$ 141,199	$ (3,112)	-2.3%

Activity Narrative: The Campaign Finance Political Committee report deadlines cross-over fiscal years, however the expenses associated with these reports (mailing them out, printing them, etc.) occur primarily in the fiscal year prior to the election. It is handled in this manner to meet the report

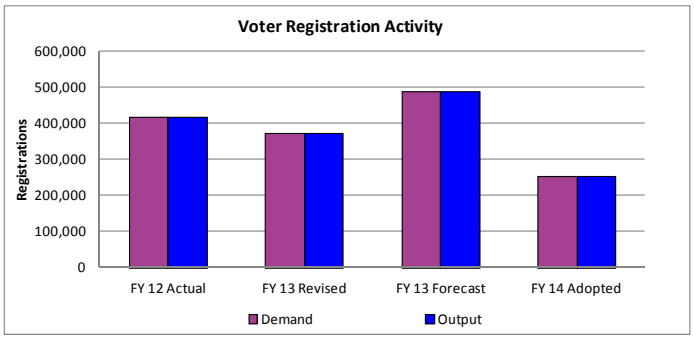
deadlines. The decrease in demand relates to the cyclical nature of filings, which is every other year. FY 2013's revenues have increased due to an increase in fines collected.

Voter Registration Activity

The purpose of the Voter Registration Activity is to provide registration services to eligible citizens who maintain residency in the County so they may readily express their preferences through the electoral process.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Department.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of all valid registrations processed in time to meet election deadlines	100.0%	96.7%	99.5%	100.0%	3.3%	3.4%
Output	Number of registrations processed	414,452	370,000	485,452	250,000	(120,000)	-32.4%
Demand	Number of registrations to be processed	414,452	370,000	485,452	250,000	(120,000)	-32.4%
Efficiency	Cost per registration processed	$ 3.73	$ 7.24	$ 4.71	$ 4.37	$ 2.87	39.7%
Revenue							
	100 - GENERAL	$ 11,396	$ 904	$ 25,559	$ 304	$ (600)	-66.4%
	TOTAL SOURCES	$ 11,396	$ 904	$ 25,559	$ 304	$ (600)	-66.4%
Expenditure							
	100 - GENERAL	$ 1,544,815	$ 2,678,902	$ 2,287,740	$ 1,091,964	$ 1,586,938	59.2%
	TOTAL USES	$ 1,544,815	$ 2,678,902	$ 2,287,740	$ 1,091,964	$ 1,586,938	59.2%



Activity Narrative: Fiscal Year 2013 saw an increase in registrations due to the interest in the Presidential Election. The decrease in the number of registrations is a reflection of the activity associated with jurisdictional elections. FY 2013 revenues increased due to payments from the State of Arizona for reimbursement of signature verification programs.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Voter Turnout (as percentage of total voters)	32.1%	67.3%	67.3%	60.0%	-7.3%	-10.8%
Percent of provisional ballots that were valid	58.0%	69.3%	90.0%	100.0%	30.7%	44.3%
Percent of tallies transmitted within timeliness standards	100.0%	96.9%	100.0%	75.0%	-21.9%	-22.6%

Activities that comprise this program include:

- Elections Processing
- Post-Election Processing

Elections Processing Activity

The purpose of the Elections Processing Activity is to process ballots for voters to ensure the security of the ballot and to provide special processing for ballots not handled by the normal ballot tabulation process.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Department.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Result	Voter Turnout (as percentage of total voters)	32.1%	67.3%	67.3%	60.0%	(7.3%)	-10.8%
Output	Number of voters receiving ballots	662,229	1,550,000	1,445,674	790,000	(760,000)	-49.0%
Demand	Number of voters requesting ballots	1,039,909	1,550,000	1,931,176	790,000	(760,000)	-49.0%
Efficiency	Cost per voter receiving a ballot	$ 11.75	$ 11.18	$ 10.96	$ 9.26	$ 1.92	17.2%
Revenue							
	100 - GENERAL	$ 4,839,936	$ 3,620,103	$ 4,390,896	$ 1,833,603	$ (1,786,500)	-49.3%
	248 - ELECTIONS GRANT	20,203	2,158,820	17,776	2,181,549	22,729	1.1%
	TOTAL SOURCES	$ 4,860,139	$ 5,778,923	$ 4,408,672	$ 4,015,152	$ (1,763,771)	-30.5%
Expenditure							
	100 - GENERAL	$ 7,695,248	$ 15,176,857	$ 15,820,698	$ 5,135,788	$ 10,041,069	66.2%
	248 - ELECTIONS GRANT	85,197	2,158,820	17,776	2,181,549	(22,729)	-1.1%
	TOTAL USES	$ 7,780,445	$ 17,335,677	$ 15,838,474	$ 7,317,337	$ 10,018,340	57.8%

Activity Narrative: Revenues are decreasing in FY 2014 due to a reduction in how the calculation for jurisdictional elections billings is handled. Expenditures are decreasing in FY 2014 due to the Elections Department holding fewer jurisdictional elections in August, March and May and School Districts in November.

Post-Election Processing Activity

The purpose of the Post-Election Processing Activity is to provide tabulation and data services to the County, State, and underlying jurisdictions so they can be assured that they are accurately and quickly informed of election results.

Mandates: Titles 16 and 19 of the Arizona Revised Statute along with the Arizona State Constitution establishes the powers and duties, as well as the functions of the Elections Department.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of provisional ballots that were valid	58.0%	69.3%	90.0%	100.0%	30.7%	44.3%
Result	Percent of tallies transmitted within timeliness standards	100.0%	96.9%	100.0%	75.0%	(21.9%)	-22.6%
Output	Number of provisional ballots processed	15,809	151,250	137,032	8,250	(143,000)	-94.5%
Output	Number of election tallies transmitted	656,229	180,000	1,891,123	730,750	550,750	306.0%
Demand	Number of provisional ballots expected to be submitted	15,809	151,250	137,032	8,250	(143,000)	-94.5%
Demand	Number of election tallies required to be transmitted	656,229	180,000	138,282	730,750	550,750	306.0%
Efficiency	Cost per provisional ballot processed	$ 16.21	$ 9.80	$ 7.10	$ 153.05	$ (143.25)	-1462.4%
Efficiency	Cost per election tally transmitted	$ 0.39	$ 8.23	$ 0.51	$ 1.73	$ 6.50	79.0%
Expenditure							
	100 - GENERAL	$ 256,309	$ 1,481,629	$ 972,518	$ 1,262,654	$ 218,975	14.8%
	TOTAL USES	$ 256,309	$ 1,481,629	$ 972,518	$ 1,262,654	$ 218,975	14.8%

Activity Narrative: The FY 2014 budget supports the Department in meeting 100% of the demand in Post-Election Processing which includes accommodating an increasing voter turnout. The increase in FY 2014 expenditures compared to FY 2013 Forecast is due to the increasing software maintenance costs of the tallying software.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 9,261,273**	**$ 3,633,010**
FY 2013 Revised Budget	**$ 9,261,273**	**$ 3,633,010**
FY 2014 Budget Target	**$ 9,261,273**	**$ 3,633,010**
Adjustments:		
Employee Retirement and Benefits	**$ 9,085**	**$ -**
Retirement Contributions	*9,085*	*-*
Other Mandates	**$ (490,023)**	**$ (1,788,100)**
Primary and General Elections	*(490,023)*	*(1,788,100)*
Adjustments:		
Budget Balancing	**$ (34,596)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget	*(34,596)*	*-*
FY 2014 Tentative Budget	**$ 8,745,739**	**$ 1,844,910**
Percent Change from Target Amount	*-5.6%*	*-49.2%*
Adjustments:		
Base Adjustments	**$ 678**	**$ -**
Internal Service Charges	*678*	*-*
FY 2014 Adopted Budget	**$ 8,746,417**	**$ 1,844,910**
Percent Change from Target Amount	*-5.6%*	*-49.2%*
	Expenditures	**Revenue**
NON RECURRING NON PROJECT		
FY 2013 Adopted Budget	**$ 11,432,897**	**$ -**
FY 2013 Revised Budget	**$ 11,432,897**	**$ -**
Adjustments:		
Other Mandates	**$ (11,432,897)**	**$ -**
Primary and General Elections	*(11,432,897)*	*-*
FY 2014 Budget Target	**$ -**	**$ -**
FY 2014 Adopted Budget	**$ -**	**$ -**

Elections Grant Fund (248)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 2,158,820**	**$ 2,158,820**
FY 2013 Revised Budget		**$ 2,158,820**	**$ 2,158,820**
FY 2014 Budget Target		**$ 2,158,820**	**$ 2,158,820**
Adjustments:	Agenda Item:		
Grants		**$ 22,729**	**$ 22,729**
Help America Vote Grant	*C-21-09-004-G-00*	*22,729*	*22,729*
FY 2014 Adopted Budget		**$ 2,181,549**	**$ 2,181,549**
Percent Change from Target Amount		*1.1%*	*1.1%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ -**	**$ -**
Adjustments:	Agenda Item:		
Grants		**$ 150,000**	**$ 150,000**
Department of Defense Voting Grant	*C-21-12-009-G-00*	*150,000*	*150,000*
FY 2013 Revised Budget		**$ 150,000**	**$ 150,000**
Adjustments:	Agenda Item:		
Grants		**$ (150,000)**	**$ (150,000)**
Department of Defense Voting Grant	*C-21-12-009-G-00*	*(150,000)*	*(150,000)*
FY 2014 Budget Target		**$ -**	**$ -**
FY 2014 Adopted Budget		**$ -**	**$ -**

Elections Grant Fund (248) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ -	$ -	$ -	$ -	$ 4,905
Sources:					
Operating	$ 85,195	$ 2,158,820	$ 2,158,820	$ 22,681	$ 2,181,549
Non-Recurring	-	-	150,000	150,000	-
Total Sources:	$ 85,195	$ 2,158,820	$ 2,308,820	$ 172,681	$ 2,181,549
Uses:					
Operating	$ 85,197	$ 2,158,820	$ 2,158,820	$ 17,776	$ 2,181,549
Non-Recurring	-	-	150,000	150,000	-
Total Uses:	$ 85,197	$ 2,158,820	$ 2,308,820	$ 167,776	$ 2,181,549
Structural Balance	$ (2)	$ -	$ -	$ 4,905	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ 4,905	$ 4,905
Total Ending Spendable Fund Balance	$ -	$ -	$ -	$ 4,905	$ 4,905

The Elections Department plans to utilize any surplus fund balance from the Help America Vote Grant in out years until expiration in FY 2016.

Emergency Management

Analysis by Ron Forster, Management and Budget Analyst

Summary

Mission

The mission of the Maricopa County Department of Emergency Management (MCDEM) is to provide community-wide education, planning, coordination, and continuity of government for the people of Maricopa County in order to protect lives, property and the environment in the event of a major emergency.

Vision

We will be a respected and effective leader in providing all aspects of a comprehensive emergency management program, including mitigation, preparedness, response, and recovery, in a proactive manner.

Strategic Goals

Safe Communities

By December 31, 2014, Emergency Management will be able to communicate to 40% of our residents within 30 minutes as evidenced by a 70% success rate on activating available channels (mediums) through exercise or real event.

Status: In Fiscal Year 2013, the Joint Information Center was utilized for both the Statewide Exercise, as well as the Flood Exercise.

A total of nine staff members have completed the courses offered by Integrated Public Alert & Warning System (IPAWS) which is anticipated to be implemented on a national level in calendar year 2013. Another five are anticipated to complete the coursework by the end of the fiscal year. This system will greatly improve the Department's ability to reach a larger percentage of the public immediately impacted by an emergency event.

An informal agreement between the Arizona Department of Health Services, Arizona Department of Public Health, Arizona Department of Emergency Management and MCDEM was formed. This understanding is designed to implement rapid alert and warning information to the public in the event a catastrophic manmade disaster that potentially would incapacitate any (or multiple) agencies with the messaging responsibility. This agreement was adopted by the Board of Supervisors in FY 2013.

MCDEM has also just recently initiated the development of social media outlets and will begin the process of developing these tools and their potential use for alert and warning. MCDEM also beta tested and implemented a Reverse 911 registration system to facilitate emergency notification.

Safe Communities

By June 2015 Emergency Management will coordinate 60% completion of Emergency Support Functions (ESF) based plans for cities/towns as evidenced by a 65% success rate through exercise or real event activation of those plans.

Status: In FY 2013, the Emergency Operation Center was utilized for both the Statewide Exercise, as well as the Flood Exercise**.**

Staff completed a rewrite of the County's emergency operations plan which will serve as the foundation of municipal plan conversions to the ESF format. Because that project is complete, focus on the municipal plans will resume. A total of 35% of municipal plans will be completed by the end of the fiscal year.

A flood tabletop exercise is tentatively scheduled for FY 2014. This may involve a maximum of three municipalities.

In November 2012, MCDEM participated in a Statewide exercise. The department has also initiated the process of involving municipalities in the FY 2014 Statewide Exercise. It is estimated that over half will be involved in some capacity.

A total of four exercises were scheduled for Palo Verde in FY 2013, including a siren exercise, a reception and care center exercise, a dress rehearsal plume exercise and a federally-graded plume exercise. Buckeye has been involved with the latter three of these exercises.

A Public Health Point of Distribution exercise is scheduled for the end of FY 2014. This will involve Phoenix, Gilbert, Mesa and Glendale.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
PLAN - PLANNING	$ 1,449,449	$ 1,533,732	$ 1,533,732	$ 1,359,726	$ 1,561,786	$ 28,054	1.8%
15PR - PREPAREDNESS	$ 1,449,449	$ 1,533,732	$ 1,533,732	$ 1,359,726	$ 1,561,786	$ 28,054	1.8%
GGOV - GENERAL GOVERNMENT	$ 146,096	$ -	$ -	$ 105,346	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 146,096	$ -	$ -	$ 105,346	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 1,595,545**	**$ 1,533,732**	**$ 1,533,732**	**$ 1,465,072**	**$ 1,561,786**	**$ 28,054**	**1.8%**
USES							
PLAN - PLANNING	$ 1,433,986	$ 1,779,524	$ 1,779,524	$ 1,589,472	$ 1,695,878	$ 83,646	4.7%
15PR - PREPAREDNESS	$ 1,433,986	$ 1,779,524	$ 1,779,524	$ 1,589,472	$ 1,695,878	$ 83,646	4.7%
EMER - EMERGENCY OPERATIONS MGMT	$ 94,292	$ 113,106	$ 113,106	$ 82,795	$ 92,451	$ 20,655	18.3%
15RR - RESPONSE AND RECOVERY	$ 94,292	$ 113,106	$ 113,106	$ 82,795	$ 92,451	$ 20,655	18.3%
HRAC - HUMAN RESOURCES	$ -	$ -	$ 17,486	$ -	$ -	$ 17,486	100.0%
ODIR - EXECUTIVE MANAGEMENT	6,457	-	-	-	-	-	N/A
99AS - ADMINISTRATIVE SERVICES	$ 6,457	$ -	$ 17,486	$ -	$ -	$ 17,486	100.0%
CSCA - CENTRAL SERVICE COST ALLOC	$ 84,260	$ 73,927	$ 73,927	$ 73,927	$ 97,990	$ (24,063)	-32.5%
ISFC - INTERNAL SERVICE FUND CHARGES	2,784	3,434	3,434	3,429	3,643	(209)	-6.1%
POOL - POOLED COSTS	-	-	-	-	(1,329)	1,329	N/A
99GV - GENERAL GOVERNMENT	$ 87,044	$ 77,361	$ 77,361	$ 77,356	$ 100,304	$ (22,943)	-29.7%
TOTAL PROGRAMS	**$ 1,621,779**	**$ 1,969,991**	**$ 1,987,477**	**$ 1,749,623**	**$ 1,888,633**	**$ 98,844**	**5.0%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,448,640	$ 1,363,076	$ 1,363,076	$ 1,286,317	$ 1,355,962	$ (7,114)	-0.5%
SUBTOTAL	$ 1,448,640	$ 1,363,076	$ 1,363,076	$ 1,286,317	$ 1,355,962	$ (7,114)	-0.5%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 143,883	$ 170,656	$ 170,656	$ 177,382	$ 205,824	$ 35,168	20.6%
SUBTOTAL	$ 143,883	$ 170,656	$ 170,656	$ 177,382	$ 205,824	$ 35,168	20.6%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 2,772	$ -	$ -	$ 1,373	$ -	$ -	N/A
0650 - MISCELLANEOUS REVENUE	250	-	-	-	-	-	N/A
SUBTOTAL	$ 3,022	$ -	$ -	$ 1,373	$ -	$ -	N/A
ALL REVENUES	$ 1,595,545	$ 1,533,732	$ 1,533,732	$ 1,465,072	$ 1,561,786	$ 28,054	1.8%
TOTAL SOURCES	$ 1,595,545	$ 1,533,732	$ 1,533,732	$ 1,465,072	$ 1,561,786	$ 28,054	1.8%

Sources and Uses by Category (continued)

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 672,102	$ 701,661	$ 701,536	$ 666,477	$ 742,185	$ (40,649)	-5.8%
0710 - OVERTIME	3,847	10,500	10,500	6,433	6,500	4,000	38.1%
0750 - FRINGE BENEFITS	237,438	256,219	256,344	246,878	274,453	(18,109)	-7.1%
0790 - OTHER PERSONNEL SERVICES	9,740	11,000	28,486	24,169	11,000	17,486	61.4%
0795 - PERSONNEL SERVICES ALLOC-OUT	(66,195)	(59,303)	(59,303)	(59,309)	(74,045)	14,742	24.9%
0796 - PERSONNEL SERVICES ALLOC-IN	172,286	208,213	208,213	214,124	216,997	(8,784)	-4.2%
SUBTOTAL	$ 1,029,218	$ 1,128,290	$ 1,145,776	$ 1,098,772	$ 1,177,090	$ (31,314)	-2.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 44,950	$ 81,891	$ 81,891	$ 99,056	$ 123,064	$ (41,173)	-50.3%
0803 - FUEL	2,285	10,240	10,240	6,564	4,388	5,852	57.1%
0804 - NON-CAPITAL EQUIPMENT	4,949	-	-	-	-	-	N/A
0806 - SUPPLIES-ALLOCATION IN	459	220	220	6,288	28,074	(27,854)	-12660.9%
SUBTOTAL	$ 52,643	$ 92,351	$ 92,351	$ 111,908	$ 155,526	$ (63,175)	-68.4%
SERVICES							
0812 - OTHER SERVICES	$ 137,600	$ 400,806	$ 400,806	$ 279,596	$ 192,545	$ 208,261	52.0%
0820 - RENT & OPERATING LEASES	-	-	-	-	3,381	(3,381)	N/A
0825 - REPAIRS AND MAINTENANCE	57,867	23,204	23,204	4,912	19,068	4,136	17.8%
0839 - INTERNAL SERVICE CHARGES	185,796	167,213	167,213	164,706	195,510	(28,297)	-16.9%
0841 - TRAVEL	9,142	18,500	18,500	5,294	18,500	-	0.0%
0842 - EDUCATION AND TRAINING	2,261	4,850	4,850	1,100	4,350	500	10.3%
0843 - POSTAGE/FREIGHT/SHIPPING	305	500	500	400	500	-	0.0%
0850 - UTILITIES	276	-	-	64	-	-	N/A
0873 - SERVICES-ALLOCATION IN	25,132	48,955	48,955	28,574	47,163	1,792	3.7%
SUBTOTAL	$ 418,379	$ 664,028	$ 664,028	$ 484,646	$ 481,017	$ 183,011	27.6%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ 8,449	$ 8,449	$ -	$ -	$ 8,449	100.0%
0920 - CAPITAL EQUIPMENT	106,244	-	-	-	-	-	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	-	52,400	52,400	29,900	-	52,400	100.0%
0956 - CAPITAL-ALLOCATION IN	15,295	24,473	24,473	24,397	75,000	(50,527)	-206.5%
SUBTOTAL	$ 121,539	$ 85,322	$ 85,322	$ 54,297	$ 75,000	$ 10,322	12.1%
ALL EXPENDITURES	$ 1,621,779	$ 1,969,991	$ 1,987,477	$ 1,749,623	$ 1,888,633	$ 98,844	5.0%
TOTAL USES	$ 1,621,779	$ 1,969,991	$ 1,987,477	$ 1,749,623	$ 1,888,633	$ 98,844	5.0%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
207 PALO VERDE							
OPERATING	$ 503,699	$ 500,477	$ 500,477	$ 376,599	$ 665,916	$ 165,439	33.1%
FUND TOTAL SOURCES	$ 503,699	$ 500,477	$ 500,477	$ 376,599	$ 665,916	$ 165,439	33.1%
215 EMERGENCY MANAGEMENT							
OPERATING	$ 1,170,777	$ 871,853	$ 871,853	$ 880,393	$ 844,468	$ (27,385)	-3.1%
NON-RECURRING	(78,931)	161,402	161,402	208,080	51,402	(110,000)	-68.2%
FUND TOTAL SOURCES	$ 1,091,846	$ 1,033,255	$ 1,033,255	$ 1,088,473	$ 895,870	$ (137,385)	-13.3%
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,674,476	$ 1,372,330	$ 1,372,330	$ 1,256,992	$ 1,510,384	$ 138,054	10.1%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ (78,931)	$ 161,402	$ 161,402	$ 208,080	$ 51,402	$ (110,000)	-68.2%
DEPARTMENT TOTAL SOURCES	$ 1,595,545	$ 1,533,732	$ 1,533,732	$ 1,465,072	$ 1,561,786	$ 28,054	1.8%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 216,520	$ 235,265	$ 235,265	$ 226,348	$ 234,457	$ 808	0.3%
FUND TOTAL USES	$ 216,520	$ 235,265	$ 235,265	$ 226,348	$ 234,457	$ 808	0.3%
207 PALO VERDE							
OPERATING	$ 424,642	$ 500,477	$ 500,477	$ 434,219	$ 665,916	$ (165,439)	-33.1%
NON-RECURRING	43,449	86,548	94,623	86,548	57,000	37,623	39.8%
FUND TOTAL USES	$ 468,091	$ 587,025	$ 595,100	$ 520,767	$ 722,916	$ (127,816)	-21.5%
215 EMERGENCY MANAGEMENT							
OPERATING	$ 729,029	$ 871,853	$ 871,853	$ 779,399	$ 844,468	$ 27,385	3.1%
NON-RECURRING	208,139	275,848	285,259	223,109	86,792	198,467	69.6%
FUND TOTAL USES	$ 937,168	$ 1,147,701	$ 1,157,112	$ 1,002,508	$ 931,260	$ 225,852	19.5%
DEPARTMENT OPERATING TOTAL USES	$ 1,370,191	$ 1,607,595	$ 1,607,595	$ 1,439,966	$ 1,744,841	$ (137,246)	-8.5%
DEPARTMENT NON-RECURRING TOTAL USES	$ 251,588	$ 362,396	$ 379,882	$ 309,657	$ 143,792	$ 236,090	62.1%
DEPARTMENT TOTAL USES	$ 1,621,779	$ 1,969,991	$ 1,987,477	$ 1,749,623	$ 1,888,633	$ 98,844	5.0%

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
PREPAREDNESS PLANNING	13.50	13.50	13.50	13.50	14.50	1.00	7.4%
PROGRAM TOTAL	13.50	13.50	13.50	13.50	14.50	1.00	7.4%
DEPARTMENT TOTAL	13.50	13.50	13.50	13.50	14.50	1.00	7.4%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin/Operations Specialist	1.00	-	-	-	-	-	N/A
Director - Emergency Mgt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Assistant	-	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	1.00	1.00	1.00	1.00	1.00	-	0.0%
Planner - Emergency Services	6.50	6.50	6.50	6.50	6.50	-	0.0%
Planning Supervisor	2.00	-	-	-	-	-	N/A
Planning Supv - Emergency Svcs	-	2.00	2.00	2.00	3.00	1.00	50.0%
Department Total	**13.50**	**13.50**	**13.50**	**13.50**	**14.50**	**1.00**	**7.4%**

Staffing by Fund

DEPARTMENT/FUND		FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	2.00	2.00	2.00	2.00	2.00	-	0.0%
207	PALO VERDE	4.00	4.00	4.00	4.00	5.00	1.00	25.0%
215	EMERGENCY MANAGEMENT	7.50	7.50	7.50	7.50	7.50	-	0.0%
Department Total		**13.50**	**13.50**	**13.50**	**13.50**	**14.50**	**1.00**	**7.4%**

General Adjustments

Revenue: Funding is expected to increase in Palo Verde (207) due to House Bill 2034. Emergency Management (215) funds are expected to decrease for FY 2014 due to a reduction in the Emergency Management Planning Grant (EMPG).

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $386 for the impact of changes in retirement contribution rates.
- Increase Other Benefits and Internal Service Charges by $135 for the impact of the changes in Risk Management charges.

Palo Verde Fund (207)

- Increase Regular Benefits by $782 for the impact of changes in retirement contribution rates.
- Increase Other Benefits and Internal Service Charges by $61 for the impact of the changes in Risk Management charges.

Emergency Management Fund (215)

- Increase Regular Benefits by $1,799 for the impact of changes in retirement contribution rates.
- Increase Other Benefits and Internal Service Charges by $13 for the impact of the changes in Risk Management charges.

Programs and Activities

Preparedness Program

The purpose of the Preparedness Program is to provide plans, exercises, training, and information to communities, organizations, and individuals so they can be able to respond to and survive the effects of disasters.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of cities, towns, tribes, fire districts, and key county departments that have completed a National Incident Management System Compliance Assistance Support Tool (NIMSCAST) that meets federal compliance standards	81.8%	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	99.8%	63.0%	62.0%	64.0%	1.0%	1.6%

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of cities, towns, tribes, fire districts, and key county departments that have completed a National Incident Management System Compliance Assistance Support Tool (NIMSCAST) that meets federal compliance standards	81.8%	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	99.8%	63.0%	62.0%	64.0%	1.0%	1.6%
Output	Number of County, public and private sector exercises and training sessions supported (excludes cities and towns)	42	20	16	30	10	50.0%
Output	Total number of Palo Verde Nuclear Generating Station Exercises conducted	1	2	2	3	1	50.0%
Demand	Number of city/town exercises requested to be conducted, supported or participated in	36	5	5	24	19	350.0%
Demand	Number of Palo Verde Nuclear Generating Station exercises required to be conducted during the year by Federal Emergency Management Agency (FEMA)	3	2	2	3	1	50.0%
Demand	Total number of plan reviews requested	96	27	50	102	75	277.8%
Demand	Number of city/town training sessions requested to be conducted and/or supported	N/A	N/A	N/A	24	N/A	N/A
Efficiency	Total Activity expenditure per exercise or training session	$ 34,142.52	$ 88,976.20	$ 99,342.00	$ 56,529.27	$ 32,446.93	36.5%
Revenue							
	207 - PALO VERDE	$ 501,208	$ 500,477	$ 376,599	$ 665,916	$ 165,439	33.1%
	215 - EMERGENCY MANAGEMENT	948,241	1,033,255	983,127	895,870	(137,385)	-13.3%
	TOTAL SOURCES	$ 1,449,449	$ 1,533,732	$ 1,359,726	$ 1,561,786	$ 28,054	1.8%
Expenditure							
	100 - GENERAL	$ 137,153	$ 193,338	$ 184,206	$ 207,080	$ (13,742)	-7.1%
	207 - PALO VERDE	419,798	527,714	468,432	648,313	(120,599)	-22.9%
	215 - EMERGENCY MANAGEMENT	877,035	1,058,472	936,834	840,485	217,987	20.6%
	TOTAL USES	$ 1,433,986	$ 1,779,524	$ 1,589,472	$ 1,695,878	$ 83,646	4.7%

Activity Narrative: In FY 2014, MCDEM will continue working with municipalities reviewing their emergency operations plans. The number of exercises required at the Palo Verde Nuclear Generating Station has increased by one and the Department is adequately funded to meet the expectation of 100% of exercises conducted as required by the Federal Emergency Management Agency. The decrease in expenditures is due to one-time costs budgeted in FY 2013.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	N/A	N/A	100.0%	N/A	N/A

Activities that comprise this program include:

- Emergency Operations Management

Emergency Operations Activity

The purpose of the Emergency Operations Management Activity is to provide notifications and resources to public and private entities, and residents of Maricopa County so they can obtain the knowledge needed to respond to an actual emergency.

Mandates: A.R.S. §26-308 establishes that each county and incorporated city and town of the state shall establish and provide for emergency management within its jurisdiction in accordance with state emergency plans and programs.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	N/A	N/A	100.0%	N/A	N/A
Output	Number of total days in which 24-hour-a-day response and recovery function capable of responding within 15 minutes are maintained	366	365	365	365	-	0.0%
Output	Number of emergency notifications made within 15 minutes of decision	185	250	67	150	(100)	-40.0%
Output	Number of emergency notifications made	185	250	67	150	(100)	-40.0%
Output	Number of county/cities/towns EOC activations	N/A	N/A	N/A	9	N/A	N/A
Demand	Number of emergency notifications required	180	250	67	150	(100)	-40.0%
Efficiency	Total activity expenditure per notification	$ 509.69	$ 452.42	$ 1,235.75	$ 616.34	$ (163.92)	-36.2%
Expenditure							
	100 - GENERAL	$ 70,882	$ 41,549	$ 40,707	$ 27,979	$ 13,570	32.7%
	207 - PALO VERDE	22,780	32,506	25,818	31,006	1,500	4.6%
	215 - EMERGENCY MANAGEMENT	630	39,051	16,270	33,466	5,585	14.3%
	TOTAL USES	$ 94,292	$ 113,106	$ 82,795	$ 92,451	$ 20,655	18.3%

Activity Narrative: The FY 2014 budget supports the Department in meeting 100% of the demand. A new counting method will be implemented on the number of emergency notifications made, decreasing the outputs for FY 2014. The decrease in expenditures is due to the expected decrease in the number of emergency notifications expected. Projections for results reporting are dependent on long-term forecasts provided in part by the National Weather Service and are subject to actual weather conditions.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 235,265**	**$ -**
FY 2013 Revised Budget	**$ 235,265**	**$ -**
FY 2014 Budget Target	**$ 235,265**	**$ -**
Adjustments:		
Employee Retirement and Benefits	**$ 386**	**$ -**
Retirement Contributions	*386*	-
Budget Balancing	**$ (1,329)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget	*(1,329)*	-
FY 2014 Tentative Budget	**$ 234,322**	**$ -**
Percent Change from Target Amount	*-0.4%*	
Adjustments:		
Base Adjustments	**$ 135**	**$ -**
Internal Service Charges	*135*	-
FY 2014 Adopted Budget	**$ 234,457**	**$ -**
Percent Change from Target Amount	*-0.3%*	

Palo Verde Fund (207)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 500,477**	**$ 500,477**
FY 2013 Revised Budget	**$ 500,477**	**$ 500,477**
FY 2014 Budget Target	**$ 500,477**	**$ 500,477**
Adjustments:		
Employee Retirement and Benefits	**$ 782**	**$ -**
Retirement Contributions	*782*	-
Base Adjustments	**$ (782)**	**$ -**
Other Base Adjustments	*(782)*	-
FY 2014 Tentative Budget	**$ 500,477**	**$ 500,477**
Percent Change from Target Amount	*0.0%*	*0.0%*
Adjustments:		
Base Adjustments	**$ -**	**$ -**
Other Base Adjustments	*(61)*	-
Internal Service Charges	*61*	-
Grants	**$ 165,439**	**$ 165,439**
Grant Reconciliation	*165,439*	*165,439*
FY 2014 Adopted Budget	**$ 665,916**	**$ 665,916**
Percent Change from Target Amount	*33.1%*	*33.1%*

Palo Verde Fund (207) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ 86,548**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 8,075**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*8,075*	-
FY 2013 Revised Budget			**$ 94,623**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ (8,075)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*(8,075)*	-
Non Recurring			**$ (86,548)**	**$ -**
Other Non-Recurring			*(86,548)*	-
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Information and Communications Technology			**$ 57,000**	
Other IT Non-Recurring			*57,000*	-
Server Equipment		*$ 57,000*		
FY 2014 Adopted Budget			**$ 57,000**	**$ -**

Palo Verde Fund (207) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 441,781	$ 449,980	$ 449,980	$ 477,392	$ 333,224
Sources:					
Operating	$ 503,699	$ 500,477	$ 500,477	$ 376,599	$ 665,916
Total Sources:	$ 503,699	$ 500,477	$ 500,477	$ 376,599	$ 665,916
Uses:					
Operating	$ 424,642	$ 500,477	$ 500,477	$ 434,219	$ 665,916
Non-Recurring	43,449	86,548	94,623	86,548	57,000
Total Uses:	$ 468,091	$ 587,025	$ 595,100	$ 520,767	$ 722,916
Structural Balance	$ 79,057	$ -	$ -	$ (57,620)	$ -
Accounting Adjustments	$ 3	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 477,392	$ 363,432	$ 355,357	$ 333,224	$ 276,224
Total Ending Spendable Fund Balance	$ 477,392	$ 363,432	$ 355,357	$ 333,224	$ 276,224

Emergency Management Fund (215)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 871,853**	**$ 871,853**
FY 2013 Revised Budget	**$ 871,853**	**$ 871,853**
FY 2014 Budget Target	**$ 871,853**	**$ 871,853**
Adjustments:		
Employee Retirement and Benefits	**$ 1,799**	**$ -**
Retirement Contributions	*1,799*	*-*
Base Adjustments	**$ (1,799)**	**$ -**
Other Base Adjustments	*(1,799)*	*-*
Grants	**$ (27,385)**	**$ (27,385)**
Grant Reconciliation	*(27,385)*	*(27,385)*
FY 2014 Tentative Budget	**$ 844,468**	**$ 844,468**
Percent Change from Target Amount	*-3.1%*	*-3.1%*
Adjustments:		
Base Adjustments	**$ -**	**$ -**
Other Base Adjustments	*(13)*	*-*
Internal Service Charges	*13*	*-*
FY 2014 Adopted Budget	**$ 844,468**	**$ 844,468**
Percent Change from Target Amount	*-3.1%*	*-3.1%*

				Expenditures	Revenue
NON RECURRING NON PROJECT					
FY 2013 Adopted Budget				**$ 275,848**	**$ 161,402**
Adjustments:	Agenda Item:				
Employee Salary Adjustments				**$ 9,411**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*			*9,411*	*-*
FY 2013 Revised Budget				**$ 285,259**	**$ 161,402**
Adjustments:	Agenda Item:				
Employee Salary Adjustments				**$ (9,411)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*			*(9,411)*	*-*
Non Recurring				**$ (275,848)**	**$ (161,402)**
Other Non-Recurring				*(275,848)*	*(161,402)*
FY 2014 Budget Target				**$ -**	**$ -**
Adjustments:					
Base Adjustments				**$ 35,390**	**$ -**
Other Base Adjustments				*35,390*	*-*
Forestry Fees - Titel III - Firewise Communities		*$*	*35,390*		
Grants				**$ 51,402**	**$ 51,402**
Grant Reconciliation				*51,402*	*51,402*
BLM - Community Wildfire Protection Plan		*$*	*51,402*		
FY 2014 Adopted Budget				**$ 86,792**	**$ 51,402**

Emergency Management Fund (215) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ (227,535)	$ (206,951)	$ (206,951)	$ (72,857)	$ 13,108
Sources:					
Operating	$ 1,170,777	$ 871,853	$ 871,853	$ 880,393	$ 844,468
Non-Recurring	(78,931)	161,402	161,402	208,080	51,402
Total Sources:	$ 1,091,846	$ 1,033,255	$ 1,033,255	$ 1,088,473	$ 895,870
Uses:					
Operating	$ 729,029	$ 871,853	$ 871,853	$ 779,399	$ 844,468
Non-Recurring	208,139	275,848	285,259	223,109	86,792
Total Uses:	$ 937,168	$ 1,147,701	$ 1,157,112	$ 1,002,508	$ 931,260
Structural Balance	$ 441,748	$ -	$ -	$ 100,994	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ 13,108	$ -
Unassigned	(72,857)	(321,397)	(330,808)	-	(22,282)
Total Ending Spendable Fund Balance	$ (72,857)	$ (321,397)	$ (330,808)	$ 13,108	$ (22,282)

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

Enterprise Technology

Analysis by Ron Forster, Management and Budget Analyst

Summary

Mission

The mission of the Office of Enterprise Technology (OET) is to provide secure, cost-efficient, and high-quality technology solutions to County departments so they can best serve our citizens and communities.

Vision

We are dedicated to providing outstanding, value-added customer service. We are committed to treating others with kindness, dignity and respect. We strive to be the best in all that we do. We demonstrate professionalism and integrity in the performance of our duties.

Strategic Goals

Citizen Satisfaction

By October, 2016, 75% of IT services will be in compliance with approved IT standards.

Status: OET is currently focused internally on ensuring OET staff is well trained and OET internal operating procedures are aligned with Information Technology Industry Library (ITIL) standards. The Department is also establishing standard operating procedures throughout the organization and documenting key processes such as a Department Change Control Policy that aligns with established ITIL operating standards.

Quality Workforce

By June, 2013, OET will improve employee satisfaction as evidenced by an increase in our employee satisfaction score to 85%.

Final Status: A number of initiatives have been implemented within OET to improve employee morale and employee satisfaction. These initiatives include internal rewards and recognition programs, training to enhance our employee's skills, creating action plans based upon employee responses to the employee satisfaction survey and regular all-hands meetings with the Chief Information Officer. The result from these initiatives was an increase in the Department's overall employee satisfaction score from 5.74 in FY 2011 to 5.99 in FY 2012. An overall employee satisfaction score of 5.99 translates on an 8 point scale to 74.9% employee satisfaction.

Department Specific

By June, 2013, OET will improve customer satisfaction with the timeliness and quality of services as evidenced by an increase in our customer satisfaction score to 98%.

Final Status: OET continually strives to provide outstanding service to our customers. In order to measure our success, Customer Satisfaction Surveys are regularly provided to our customers to rate their experience and provide feedback to improve our services. During FY 2012, 5,490 OET customers completed a Customer Satisfaction Survey with 91.0% indicating satisfaction with the service they received. Additionally during FY 2012, the OET Customer Care Center processed 35,165 Help Desk Tickets. This is an increase of 2,760 (8%) tickets from FY 2011. Of the total Help Desk Tickets processed during FY 2012, 15,214 (43%) were resolved during the initial customer contact. The remaining more complicated tickets were escalated for completion by an OET technical subject matter expert.

Department Specific

By June, 2014, OET will ensure 95% of the OET-managed County technology infrastructure will be within current lifecycle standards to meet customer demands and industry best practices.

Status: For technology infrastructure areas that have been targeted for technology upgrades and refresh activity such as the Downtown Campus for Zone 3, the County's Enterprise Contact Center System, the County's Enterprise Disaster Recovery Site, and the Telephone System – Core Equipment, approximately 95% or greater of the infrastructure has been restored to current industry lifecycle standards as recommended by the vendor community and industry organizations such as BICSI. Other technology infrastructure areas currently underway for upgrades and refresh activity include the Durango Campus, Southeast Campus, other County remote sites, Correctional Health – Zone H, and the County's Public Safety Radio System.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
ENET - ENTERPRISE NETWORK SERVICES	$ 5,009,483	$ 4,187,091	$ 4,187,091	$ 4,883,071	$ 4,833,967	$ 646,876	15.4%
OCTR - OPERATIONS COMMAND CENTER	8,319,490	8,840,720	8,840,720	8,594,954	8,264,620	(576,100)	-6.5%
RDNW - WIRELESS SYSTEMS RADIO	2,823,519	2,915,172	2,915,172	3,118,625	2,835,396	(79,776)	-2.7%
41IF - INFO TECHNOLOGY INFRASTRUCTURE	$ 16,152,492	$ 15,942,983	$ 15,942,983	$ 16,596,650	$ 15,933,983	$ (9,000)	-0.1%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ 14,800	$ 14,800	$ 15,243	$ 13,800	$ (1,000)	-6.8%
99AS - ADMINISTRATIVE SERVICES	$ -	$ 14,800	$ 14,800	$ 15,243	$ 13,800	$ (1,000)	-6.8%
GGOV - GENERAL GOVERNMENT	$ 27,964	$ -	$ -	$ -	$ 10,000	$ 10,000	N/A
99GV - GENERAL GOVERNMENT	$ 27,964	$ -	$ -	$ -	$ 10,000	$ 10,000	N/A
GISA - GIS APPLICATION DEV AND SUPP	$ -	$ 496,600	$ 496,600	$ 499,600	$ 460,300	$ (36,300)	-7.3%
99IT - INFORMATION TECHNOLOGY	$ -	$ 496,600	$ 496,600	$ 499,600	$ 460,300	$ (36,300)	-7.3%
TOTAL PROGRAMS	**$ 16,180,456**	**$ 16,454,383**	**$ 16,454,383**	**$ 17,111,493**	**$ 16,418,083**	**$ (36,300)**	**-0.2%**
USES							
ENET - ENTERPRISE NETWORK SERVICES	$ 7,497,949	$ 7,530,642	$ 7,502,466	$ 7,158,790	$ 20,593,135	$ (13,090,669)	-174.5%
OCTR - OPERATIONS COMMAND CENTER	9,195,786	9,725,135	9,768,839	8,955,257	10,887,803	(1,118,964)	-11.5%
RDNW - WIRELESS SYSTEMS RADIO	2,244,632	2,173,474	2,173,474	2,188,755	2,247,109	(73,635)	-3.4%
41IF - INFO TECHNOLOGY INFRASTRUCTURE	$ 18,938,367	$ 19,429,251	$ 19,444,779	$ 18,302,802	$ 33,728,047	$ (14,283,268)	-73.5%
APPD - APP DEVELOPMENT AND SUPP SVCS	$ 2,137,633	$ 2,724,377	$ 2,738,435	$ 2,305,268	$ 2,530,365	$ 208,070	7.6%
ITCN - IT CONSULTING	827,051	920,629	926,037	1,036,398	807,915	118,122	12.8%
41MG - INFO TECHNOLOGY MANAGEMENT	$ 2,964,684	$ 3,645,006	$ 3,664,472	$ 3,341,666	$ 3,338,280	$ 326,192	8.9%
FSAC - FINANCIAL SERVICES	$ 210,349	$ 203,464	$ 210,106	$ 220,980	$ 1,292,689	$ (1,082,583)	-515.3%
HRAC - HUMAN RESOURCES	52,423	133,150	193,324	67,735	60,304	133,020	68.8%
ODIR - EXECUTIVE MANAGEMENT	1,827,986	1,844,584	1,845,369	1,985,819	1,038,072	807,297	43.7%
99AS - ADMINISTRATIVE SERVICES	$ 2,090,758	$ 2,181,198	$ 2,248,799	$ 2,274,534	$ 2,391,065	$ (142,266)	-6.3%
CSCA - CENTRAL SERVICE COST ALLOC	$ 371,759	$ 353,042	$ 353,042	$ 353,042	$ 515,096	$ (162,054)	-45.9%
ISFC - INTERNAL SERVICE FUND CHARGES	722,486	543,238	543,238	485,040	291,416	251,822	46.4%
POOL - POOLED COSTS	-	-	-	-	(117,507)	117,507	N/A
99GV - GENERAL GOVERNMENT	$ 1,094,245	$ 896,280	$ 896,280	$ 838,082	$ 689,005	$ 207,275	23.1%
GISA - GIS APPLICATION DEV AND SUPP	$ 100	$ 768,549	$ 768,549	$ 767,859	$ 974,154	$ (205,605)	-26.8%
99IT - INFORMATION TECHNOLOGY	$ 100	$ 768,549	$ 768,549	$ 767,859	$ 974,154	$ (205,605)	-26.8%
TOTAL PROGRAMS	**$ 25,088,154**	**$ 26,920,284**	**$ 27,022,879**	**$ 25,524,943**	**$ 41,120,551**	**$ (14,097,672)**	**-52.2%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	$ -	$ 496,600	$ 496,600	$ 499,600	$ 460,300	$ (36,300)	-7.3%
SUBTOTAL	$ -	$ 496,600	$ 496,600	$ 499,600	$ 460,300	$ (36,300)	-7.3%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 65,356	$ 83,093	$ 83,093	$ 109,566	$ 83,093	$ -	0.0%
0636 - INTERNAL SERVICE CHARGES	16,074,676	15,848,890	15,848,890	16,267,126	15,848,890	-	0.0%
SUBTOTAL	$ 16,140,032	$ 15,931,983	$ 15,931,983	$ 16,376,692	$ 15,931,983	$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 27,964	$ 10,000	$ 10,000	$ 13,011	$ 10,000	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	12,460	15,800	15,800	222,190	15,800	-	0.0%
SUBTOTAL	$ 40,424	$ 25,800	$ 25,800	$ 235,201	$ 25,800	$ -	0.0%
ALL REVENUES	$ 16,180,456	$ 16,454,383	$ 16,454,383	$ 17,111,493	$ 16,418,083	$ (36,300)	-0.2%
TOTAL SOURCES	$ 16,180,456	$ 16,454,383	$ 16,454,383	$ 17,111,493	$ 16,418,083	$ (36,300)	-0.2%

Sources and Uses by Category (continued)

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 8,039,894	$ 10,801,730	$ 11,407,934	$ 9,914,901	$ 10,957,496	$ 450,438	3.9%
0705 - TEMPORARY PAY	8,712	22,880	31,022	56,866	22,968	8,054	26.0%
0710 - OVERTIME	116,529	74,735	74,735	119,136	96,704	(21,969)	-29.4%
0750 - FRINGE BENEFITS	2,542,676	3,483,511	3,649,250	3,205,303	3,589,176	60,074	1.6%
0790 - OTHER PERSONNEL SERVICES	49,781	20,137	122,732	135,134	20,137	102,595	83.6%
0795 - PERSONNEL SERVICES ALLOC-OUT	(2,421,090)	(4,832,173)	(5,612,258)	(3,800,566)	(5,282,613)	(329,645)	-5.9%
0796 - PERSONNEL SERVICES ALLOC-IN	972,233	1,538,566	1,538,566	1,299,551	1,353,903	184,663	12.0%
SUBTOTAL	$ 9,308,735	$ 11,109,386	$ 11,211,981	$ 10,930,325	$ 10,757,771	$ 454,210	4.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,989,860	$ 1,026,602	$ 1,026,602	$ 1,020,833	$ 1,069,315	$ (42,713)	-4.2%
0803 - FUEL	35,192	34,768	34,768	36,633	42,376	(7,608)	-21.9%
0804 - NON-CAPITAL EQUIPMENT	114,347	88,901	88,901	161,623	2,680,000	(2,591,099)	-2914.6%
0805 - SUPPLIES-ALLOCATION OUT	(50,937)	(382,078)	(382,078)	(36,371)	(388,562)	6,484	1.7%
0806 - SUPPLIES-ALLOCATION IN	37,255	12,678	12,678	18,470	12,678	-	0.0%
SUBTOTAL	$ 2,125,717	$ 780,871	$ 780,871	$ 1,201,188	$ 3,415,807	$ (2,634,936)	-337.4%
SERVICES							
0812 - OTHER SERVICES	$ 1,600,740	$ 2,843,899	$ 2,843,899	$ 1,920,428	$ 4,128,212	$ (1,284,313)	-45.2%
0820 - RENT & OPERATING LEASES	20,218	11,242	11,242	20,312	1,670,759	(1,659,517)	-14761.8%
0825 - REPAIRS AND MAINTENANCE	2,472,637	4,148,563	4,148,563	3,460,022	12,738,521	(8,589,958)	-207.1%
0830 - INTERGOVERNMENTAL PAYMENTS	19,684	8,000	8,000	3,968	8,000	-	0.0%
0839 - INTERNAL SERVICE CHARGES	1,175,993	858,533	858,533	900,390	1,092,284	(233,751)	-27.2%
0841 - TRAVEL	18,477	9,460	9,460	16,040	8,260	1,200	12.7%
0842 - EDUCATION AND TRAINING	96,360	101,850	101,850	73,049	89,609	12,241	12.0%
0843 - POSTAGE/FREIGHT/SHIPPING	3,411	5,033	5,033	3,363	5,033	-	0.0%
0850 - UTILITIES	7,985,058	7,392,667	7,392,667	7,283,363	7,392,667	-	0.0%
0872 - SERVICES-ALLOCATION OUT	(188,631)	(450,784)	(450,784)	(698,630)	(676,089)	225,305	50.0%
0873 - SERVICES-ALLOCATION IN	161,186	83,564	83,564	300,683	243,979	(160,415)	-192.0%
SUBTOTAL	$ 13,365,133	$ 15,012,027	$ 15,012,027	$ 13,282,988	$ 26,701,235	$ (11,689,208)	-77.9%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 256,665	$ 18,000	$ 18,000	$ 110,167	$ 245,738	$ (227,738)	-1265.2%
0930 - VEHICLES & CONSTRUCTION EQUIP	8,949	-	-	275	-	-	N/A
0950 - DEBT SERVICE	2,109	-	-	-	-	-	N/A
0955 - CAPITAL-ALLOCATION OUT	(112)	-	-	-	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	112	-	-	-	-	-	N/A
SUBTOTAL	$ 267,723	$ 18,000	$ 18,000	$ 110,442	$ 245,738	$ (227,738)	-1265.2%
ALL EXPENDITURES	$ 25,067,308	$ 26,920,284	$ 27,022,879	$ 25,524,943	$ 41,120,551	$ (14,097,672)	-52.2%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 20,846	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 20,846	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 25,088,154	$ 26,920,284	$ 27,022,879	$ 25,524,943	$ 41,120,551	$ (14,097,672)	-52.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ -	$ 501,400	$ 501,400	$ 501,832	$ 465,100	$ (36,300)	-7.2%
FUND TOTAL SOURCES	$ -	$ 501,400	$ 501,400	$ 501,832	$ 465,100	$ (36,300)	-7.2%
681 TECHNOLOGY INFRASTRUCTURE							
OPERATING	$ 16,176,425	$ 15,952,983	$ 15,952,983	$ 16,609,661	$ 15,952,983	$ -	0.0%
NON RECURRING NON PROJECT	4,031	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 16,180,456	$ 15,952,983	$ 17,202,983	$ 16,609,661	$ 15,952,983	$ (1,250,000)	-7.3%
DEPARTMENT OPERATING TOTAL SOURCES	$ 16,176,425	$ 16,454,383	$ 16,454,383	$ 17,111,493	$ 16,418,083	$ (36,300)	-0.2%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 4,031	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT TOTAL SOURCES	$ 16,180,456	$ 16,454,383	$ 16,454,383	$ 17,111,493	$ 16,418,083	$ (36,300)	-0.2%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
ENTPRISE DATA CNTR SYSTEMS	$ -	$ -	$ -	$ -	$ 2,708,300	$ (2,708,300)	N/A
ENTPRISE DATA NETWORKING	-	-	-	-	1,980,974	(1,980,974)	N/A
ENTPRISE GEOGRAPHICAL INFO SYS	-	-	-	-	238,200	(238,200)	N/A
ENTPRISE SOFTWARE SYSTEMS	-	-	-	-	3,164,369	(3,164,369)	N/A
ENTPRISE TELEPHONY	-	-	-	-	1,853,727	(1,853,727)	N/A
OPERATING	7,870,693	9,214,323	9,214,323	8,454,850	9,044,236	170,087	1.8%
NON RECURRING NON PROJECT	51,168	211,616	211,616	100,000	-	211,616	100.0%
ENTPRISE DATA CNTR SYSTEMS	-	-	-	-	4,700,000	(4,700,000)	N/A
ENTPRISE DATA NETWORKING	-	-	-	-	450,000	(450,000)	N/A
FUND TOTAL USES	$ 7,921,861	$ 9,425,939	$ 9,425,939	$ 8,554,850	$ 24,139,806	$ (14,713,867)	-156.1%
681 TECHNOLOGY INFRASTRUCTURE							
OPERATING	$ 16,843,003	$ 15,856,259	$ 15,856,259	$ 15,779,252	$ 15,877,016	$ (20,757)	-0.1%
NON RECURRING NON PROJECT	323,290	1,638,086	1,740,681	1,190,841	1,103,729	636,952	36.6%
FUND TOTAL USES	$ 17,166,293	$ 17,494,345	$ 18,846,940	$ 16,970,093	$ 16,980,745	$ 1,866,195	9.9%
DEPARTMENT OPERATING TOTAL USES	$ 24,713,696	$ 25,070,582	$ 25,070,582	$ 24,234,102	$ 34,866,822	$ (9,796,240)	-39.1%
DEPARTMENT NON-RECURRING TOTAL USES	$ 374,458	$ 1,849,702	$ 1,952,297	$ 1,290,841	$ 6,253,729	$ (4,301,432)	-220.3%
DEPARTMENT TOTAL USES	$ 25,088,154	$ 26,920,284	$ 27,022,879	$ 25,524,943	$ 41,120,551	$ (14,097,672)	-52.2%

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	5.00	7.00	7.00	7.00	7.00	-	0.0%
FINANCIAL SERVICES	6.00	6.00	6.00	6.00	6.00	-	0.0%
HUMAN RESOURCES	2.00	3.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	13.00	16.00	15.00	15.00	15.00	-	0.0%
INFO TECHNOLOGY INFRASTRUCTURE							
ENTERPRISE NETWORK SERVICES	33.00	45.00	48.05	47.05	45.50	(2.55)	(5.3%)
OPERATIONS COMMAND CENTER	30.00	35.00	39.50	39.50	39.50	-	0.0%
WIRELESS SYSTEMS RADIO	16.00	15.00	17.00	17.00	17.00	-	0.0%
PROGRAM TOTAL	79.00	95.00	104.55	103.55	102.00	(2.55)	(2.4%)
INFO TECHNOLOGY MANAGEMENT							
APP DEVELOPMENT AND SUPP SVCS	28.26	34.33	37.00	32.00	34.49	(2.51)	(6.8%)
IT CONSULTING	11.45	18.00	18.50	18.50	15.50	(3.00)	(16.2%)
PROGRAM TOTAL	39.71	52.33	55.50	50.50	49.99	(5.51)	(9.9%)
INFORMATION TECHNOLOGY							
GIS APPLICATION DEV AND SUPP	-	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	-	2.00	2.00	2.00	2.00	-	0.0%
DEPARTMENT TOTAL	131.71	165.33	177.05	171.05	168.99	(8.06)	(4.6%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	1.00	2.00	2.00	2.00	2.00	-	0.0%
Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Mgr	-	1.00	2.00	2.00	1.00	(1.00)	(50.0%)
Applications Development Supv	2.00	3.00	2.00	2.00	2.00	-	0.0%
Business/Systems Analyst	2.00	3.00	1.00	2.00	1.00	-	0.0%
Business/Systems Analyst-Sr/Ld	4.00	6.00	7.00	6.00	5.00	(2.00)	(28.6%)
Chief Technology Officer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Computer Operator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Data Security Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Data Security Analyst Sr/Ld	2.00	1.00	1.00	1.00	1.00	-	0.0%
Database Administrator	5.26	6.33	8.00	7.00	7.49	(.51)	(6.4%)
Database Report Writer Analyst	1.00	-	-	-	-	-	N/A
Deputy Director - OET/Adv Svcs	-	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director - OET/Infrastr	-	1.00	1.00	1.00	1.00	-	0.0%
Director - Geographic Information Systems	-	1.00	1.00	1.00	1.00	-	0.0%
Enterprise Architect	-	7.00	7.00	7.00	6.00	(1.00)	(14.3%)
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Help Desk Coordinator	3.00	5.00	5.00	5.00	5.00	-	0.0%
Help Desk Coordinator - Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
HST Analyst	1.00	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%
IS Architect	6.00	-	-	-	-	-	N/A
IS Project Management Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IS Project Manager	1.00	5.00	5.00	5.00	5.00	-	0.0%
IS Project Manager (Senior/Lead)	3.00	3.00	3.00	3.00	3.00	-	0.0%
IT Consultant	5.45	7.00	8.50	8.50	8.50	-	0.0%
IT Division Manager	2.00	4.00	4.00	4.00	4.00	-	0.0%
IT Operations Manager	-	1.00	1.00	1.00	-	(1.00)	(100.0%)
IT Senior Manager	5.00	3.00	3.00	3.00	3.00	-	0.0%
IT Services Supv	3.00	4.00	4.00	4.00	4.00	-	0.0%
Management Analyst	1.00	2.00	1.00	1.00	1.00	-	0.0%
Media Specialist	-	1.00	1.00	-	1.00	-	0.0%
Network Engineer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Network Engineer - Sr/Ld	3.00	4.00	4.00	4.00	4.00	-	0.0%
Nursing Informatics Analyst	-	1.00	1.00	1.00	-	(1.00)	(100.0%)
Office Assistant	1.00	-	-	-	-	-	N/A
Operations Support Analyst	2.00	1.00	1.00	1.00	1.00	-	0.0%
Operations Support Anlst-Sr/Ld	-	1.00	2.00	2.00	2.00	-	0.0%
PC/LAN Analyst	1.00	3.00	5.00	5.00	5.00	-	0.0%
PC/LAN Tech Support	9.00	11.00	8.00	8.00	7.00	(1.00)	(12.5%)
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst - Sr/Ld	8.00	8.00	9.00	7.00	9.00	-	0.0%
Systems Admin & Analysis Mgr	1.00	1.00	2.00	2.00	2.00	-	0.0%
Systems Admin & Analysis Supv	3.00	3.00	2.00	2.00	2.00	-	0.0%
Systems/Network Administrator	3.00	5.00	5.55	5.55	5.00	(.55)	(9.9%)
Systems/Network Admin-Sr/Ld	7.00	7.00	9.00	8.00	9.00	-	0.0%
Telecomm Engineer	5.00	5.00	6.00	6.00	6.00	-	0.0%
Telecomm Engineer - Sr/Ld	1.00	1.00	2.00	2.00	2.00	-	0.0%
Telecomm Prgrmr/Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Telecomm Prgrmr/Analyst-Sr/Ld	3.00	3.00	5.00	5.00	5.00	-	0.0%
Telecommunications Tech	6.00	9.00	11.00	11.00	11.00	-	0.0%
Telecommunications Tech-Sr/Ld	7.00	7.00	8.00	8.00	8.00	-	0.0%
Web Designer/Developer	2.00	3.00	3.00	2.00	3.00	-	0.0%
Web Designer/Developer-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**131.71**	**165.33**	**177.05**	**171.05**	**168.99**	**(8.06)**	**(4.6%)**

Staffing by Fund

DEPARTMENT/FUND		FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	87.71	114.33	117.05	112.05	113.99	(3.06)	(2.6%)
681	TECHNOLOGY INFRASTRUCTURE	44.00	51.00	60.00	59.00	55.00	(5.00)	(8.3%)
Department Total		**131.71**	**165.33**	**177.05**	**171.05**	**168.99**	**(8.06)**	**(4.6%)**

Staffing Variance Analysis

The Office of Enterprise Technology staffing level has decreased since the beginning of FY 2013. Two positions have been reduced in relation to the front-end of the badge/access system moving to Protective Services. The remainder of the variance is due to the timing of position changes in FY 2013 Revised.

General Adjustments

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $31,976 for the impact of changes in retirement contribution rates.
- Increase Other Benefits and Internal Services Charges by $1,948 for the impact of the changes in Risk Management charges.

Telecommunications Fund (681)

- Increase Regular Benefits by $14,346 for the impact of changes in retirement contribution rates.
- Increase Other Benefits and Internal Services Charges by $6,411 for the impact of the changes in Risk Management charges.

Non Departmental General Fund:

Funding that has been set aside for the Department in Non Departmental in past years is now built in to the Department's operating budget. The funds are specifically tracked in major maintenance categories and are reflected in additional reconciliation tables.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of all completed radio service requests finished within two business days or less	92.9%	99.0%	96.1%	80.0%	(19.0%)	-19.2%
Percent "uptime" of radio network	99.9%	99.4%	99.9%	99.5%	0.1%	0.1%
Percent of time external systems (Internet) access is available	99.8%	99.8%	99.9%	99.8%	0.0%	0.0%
Percent of time enterprise email is available	99.8%	100.0%	100.0%	100.0%	(0.0%)	-0.0%
Percent of time Smart devices enterprise services are available	99.3%	100.0%	99.9%	100.0%	0.0%	0.0%
Percent of new service work orders resolved	80.8%	90.6%	84.1%	90.0%	(0.6%)	-0.7%
Percent of help requests resolved during reporting period	84.0%	75.0%	77.8%	82.5%	7.5%	10.0%

Activities that comprise this program include:

- Enterprise Network Services
- Operations Command Center
- Wireless Systems

Enterprise Network Services Activity

The purpose of the Enterprise Network Services Activity is to provide enterprise-level network and network monitoring services to County government so they can access all technology services to meet organizational goals.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of time external systems (Internet) access is available	99.8%	99.8%	99.9%	99.8%	0.0%	0.0%
Result	Percent of time enterprise email is available	99.8%	100.0%	100.0%	100.0%	(0.0%)	-0.0%
Result	Percent of time Smart devices enterprise services are available	99.3%	100.0%	99.9%	100.0%	0.0%	0.0%
Result	Percent of new service work orders resolved	80.8%	90.6%	84.1%	90.0%	(0.6%)	-0.7%
Output	Number of new service work order requests received during the reporting period	616	385	610	1,000	615	159.7%
Demand	Number of new service work order requests received	498	385	528	1,000	615	159.7%
Efficiency	Total expenditure per new work order request resolved	$ 12,172.00	$ 19,486.92	$ 11,735.72	$ 20,593.14	$ (1,106.21)	-5.7%
Revenue							
	681 - TECHNOLOGY INFRASTRUCTURE	$ 5,009,483	$ 4,187,091	$ 4,883,071	$ 4,833,967	$ 646,876	15.4%
	TOTAL SOURCES	$ 5,009,483	$ 4,187,091	$ 4,883,071	$ 4,833,967	$ 646,876	15.4%
Expenditure							
	100 - GENERAL	$ 2,417,671	$ 3,070,753	$ 2,477,979	$ 16,277,777	$(13,207,024)	-430.1%
	681 - TECHNOLOGY INFRASTRUCTURE	5,080,278	4,431,713	4,680,811	4,315,358	116,355	2.6%
	TOTAL USES	$ 7,497,949	$ 7,502,466	$ 7,158,790	$ 20,593,135	$(13,090,669)	-174.5%

Activity Narrative: The FY 2014 budget supports the Department in meeting 100% of the demand for service access and maintenance. The revenue and expenditures are increasing due to an expected increase in demand. Services contained in this activity include DNS/Wins/Directory/Authentication; Electronic Communications; Internal County Applications; External Systems Access; Network Monitoring and Maintenance; New Technology Access; and Reliable, Redundant Enterprise Network Services.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of help requests resolved during reporting period	84.0%	75.0%	77.1%	82.5%	7.5%	10.0%
Output	Number of help request resolved	30,518	31,000	29,934	35,900	4,900	15.8%
Demand	Number of help requests received	36,343	31,000	33,322	35,900	4,900	15.8%
Efficiency	Total expenditure per help resolution resolved	$ 301.32	$ 315.12	$ 299.17	$ 303.28	$ 11.84	3.8%
Revenue							
	681 - TECHNOLOGY INFRASTRUCTURE	$ 8,319,490	$ 8,840,720	$ 8,594,954	$ 8,264,620	$ (576,100)	-6.5%
	TOTAL SOURCES	$ 8,319,490	$ 8,840,720	$ 8,594,954	$ 8,264,620	$ (576,100)	-6.5%
Expenditure							
	100 - GENERAL	$ 1,183,032	$ 993,255	$ 921,121	$ 2,714,805	$ (1,721,550)	-173.3%
	681 - TECHNOLOGY INFRASTRUCTURE	8,012,754	8,775,584	8,034,136	8,172,998	602,586	6.9%
	TOTAL USES	$ 9,195,786	$ 9,768,839	$ 8,955,257	$ 10,887,803	$ (1,118,964)	-11.5%

Activity Narrative: The FY 2014 budget supports the Department in meeting 100% of demand for assistance. There has been an increase in the number of help requests resolved in FY 2013 from the backlog created in FY 2012. FY 2013 also was a year of transitioning to a new helpdesk software package. This activity includes services for support of computer hardware and software, incident tracking, outage notifications, password reset, and telephony / voicemail.

Wireless Systems Activity

The purpose of the Wireless Systems Activity is to provide public safety radio communications and maintenance services to county and other government public safety radio users so they can communicate across a reliable private wireless network.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of all completed radio service requests finished within two business days or less	92.9%	99.0%	96.1%	80.0%	(19.0%)	-19.2%
Result	Percent "uptime" of radio network	99.9%	99.4%	99.9%	99.5%	0.1%	0.1%
Output	Number of radio service requests completed	4,572	3,300	3,997	4,800	1,500	45.5%
Demand	Number of push-to-talk transmissions attempted	2,711,621	32,000,000	18,022,220	16,000,000	(16,000,000)	-50.0%
Demand	Number of radio service requests requested	4,572	3,300	3,997	4,800	1,500	45.5%
Efficiency	Total expenditure per radio service request completed	$ 490.95	$ 658.63	$ 547.60	$ 468.15	$ 190.48	28.9%
Revenue							
	681 - TECHNOLOGY INFRASTRUCTURE	$ 2,823,519	$ 2,915,172	$ 3,118,625	$ 2,835,396	$ (79,776)	-2.7%
	TOTAL SOURCES	$ 2,823,519	$ 2,915,172	$ 3,118,625	$ 2,835,396	$ (79,776)	-2.7%
Expenditure							
	681 - TECHNOLOGY INFRASTRUCTURE	$ 2,244,632	$ 2,173,474	$ 2,188,755	$ 2,247,109	$ (73,635)	-3.4%
	TOTAL USES	$ 2,244,632	$ 2,173,474	$ 2,188,755	$ 2,247,109	$ (73,635)	-3.4%

Activity Narrative: New software was implemented in FY 2013 which changed the reporting from the number of push-to-talk transmissions to the number of radio transmissions. The FY 2013 Revised was based on an estimate of the number of radio transmission prior to the implementation of the new

counting method. The increase in expenditures is due to more work orders being created on the expanded system.

Information Technology Management Program

The purpose of the Information Technology Management Program is to provide IT management, leadership and services to client departments so they can obtain maximum benefit from the IT resource.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of support requests completed and initial project contacts established within the established standard timeframe	N/A	87.0%	87.3%	90.0%	3.0%	3.4%
Percent of Production Support service requests resolved	100.0%	100.0%	98.9%	90.0%	-10%	-10.0%
Percent of Project Development service requests resolved	100.0%	100.0%	91.1%	100.0%	0.0%	0.0%
Percent of analyses completed	90.0%	90.0%	82.3%	80.0%	-10.0%	-11.1%
Percent of customers satisfied with quality of services performed	87.2%	90.3%	89.3%	90.0%	-0.3%	-0.3%

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of support requests completed and initial project contacts established within the established standard timeframe	N/A	87.0%	87.3%	90.0%	3.0%	3.4%
Result	Percent of Production Support service requests resolved	100.0%	100.0%	98.9%	90.0%	(10.0%)	-10.0%
Result	Percent of Project Development service requests resolved	100.0%	100.0%	91.1%	100.0%	0.0%	0.0%
Output	Number of Production Support service requests resolved	4,219	3,525	3,194	2,800	(725)	-20.6%
Output	Number of Project Development service requests resolved	1,468	1,350	776	400	(950)	-70.4%
Demand	Number of Production Support service requests	4,053	3,525	3,194	2,800	(725)	-20.6%
Demand	Number of Project Development service requests	1,528	1,350	707	400	(950)	-70.4%
Efficiency	Total expenditure per Production Support requests completed	$ 506.67	$ 776.86	$ 729.52	$ 1,004.11	$ (227.25)	-29.3%
Expenditure							
	100 - GENERAL	$ 2,137,633	$ 2,738,435	$ 2,305,268	$ 2,530,365	$ 208,070	7.6%
	TOTAL USES	$ 2,137,633	$ 2,738,435	$ 2,305,268	$ 2,530,365	$ 208,070	7.6%

Activity Narrative: The FY 2014 budget supports the Department in meeting 100% of the demand for customer support requests. The number of project development service requests has dropped due to the implementation of new software and its method of counting requests. Costs are increasing due to the increased personnel associated with the internet and intranet. Services contained in this activity include General Ledger Application Support; Internet/Intranet Hosting; Other Application Support; and Website Development Services.

IT Consulting Activity

The purpose of the IT Consulting Activity is to provide technology evaluation services to county departments so they can provide IT-enabled, high quality, cost effective services to customers.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of analyses completed	90.0%	90.0%	82.3%	80.0%	(10.0%)	-11.1%
Result	Percent of customers satisfied with quality of services performed	87.2%	90.3%	89.3%	90.0%	(0.3%)	-0.3%
Output	Number of initial analyses provided	408	490	570	600	110	22.4%
Output	Total number of customer survey responses	109	545	345	120	(425)	-78.0%
Demand	Number of analysis requests initiated	408	490	575	600	110	22.4%
Efficiency	Total expenditure per analysis provided	$ 2,253.54	$ 2,099.86	$ 2,209.80	$ 1,683.16	$ 416.70	19.8%
Expenditure							
	100 - GENERAL	$ 827,051	$ 926,037	$ 1,036,398	$ 807,915	$ 118,122	12.8%
	TOTAL USES	$ 827,051	$ 926,037	$ 1,036,398	$ 807,915	$ 118,122	12.8%

Activity Narrative: The FY 2014 budget supports the Department in meeting 100% of the demand for initial analysis. Once an initial analysis has been provided, the customer determines if they wish to continue with a project, then a complete analysis is provided. Services include Business Analysis; Electronic Document Management and Workflow Analysis; Project Management; and Technology Evaluation Services.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 9,214,323**	**$ 501,400**
FY 2013 Revised Budget		**$ 9,214,323**	**$ 501,400**
Adjustments:			
Reallocations		**$ 3,000**	**$ -**
Reallocation Between Depts		*3,000*	-
Annual Open Book Maintenance - Financial Transparency	*$ 3,000*		
FY 2014 Budget Target		**$ 9,217,323**	**$ 501,400**
Adjustments:			
Employee Retirement and Benefits		**$ 31,976**	**$ -**
Retirement Contributions		*31,976*	-
Base Adjustments		**$ (89,504)**	**$ -**
Other Base Adjustments		*(89,504)*	-
Fees and Other Revenues		**$ -**	**$ (36,300)**
ProgRevenue Volume Inc/Dec		-	*(36,300)*
Budget Balancing		**$ (117,507)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(117,507)*	-
FY 2014 Tentative Budget		**$ 9,042,288**	**$ 465,100**
Percent Change from Target Amount		*-1.9%*	*-7.2%*
Adjustments:			
Base Adjustments		**$ 1,948**	**$ -**
Internal Service Charges		*1,948*	-
FY 2014 Adopted Budget		**$ 9,044,236**	**$ 465,100**
Percent Change from Target Amount		*-1.9%*	*-7.2%*

General Fund (100) (continued)

			Expenditures	Revenue
ENTPRISE DATA CNTR SYSTEMS				
FY 2013 Adopted Budget			**$ -**	**$ -**
FY 2013 Revised Budget			**$ -**	**$ -**
Adjustments:				
Restatements			**$ 1,200,000**	**$ -**
Non Departmental to OET			*1,200,000*	-
IT Infrastructure: Lease - Disaster Recovery Site	*$*	*1,200,000*		
FY 2014 Budget Target			**$ 1,200,000**	**$ -**
Adjustments:				
Technology Projects			**$ 1,508,300**	**$ -**
IT Infrastructure			*1,508,300*	
Enterprise Data Center	*$*	*1,508,300*		
FY 2014 Adopted Budget			**$ 2,708,300**	**$ -**
Percent Change from Target Amount			*125.7%*	

			Expenditures	Revenue
ENTPRISE DATA NETWORKING				
FY 2013 Adopted Budget			**$ -**	**$ -**
FY 2013 Revised Budget			**$ -**	**$ -**
Adjustments:				
Restatements			**$ 1,200,000**	**$ -**
Non Departmental to OET			*1,200,000*	-
IT Infrastructure: Infrastructure Maintenance - SmartNet	*$*	*1,200,000*		
FY 2014 Budget Target			**$ 1,200,000**	**$ -**
Adjustments:				
Information and Communications Technology				
Technology Projects			**$ 780,974**	**$ -**
IT Infrastructure			*780,974*	-
IT Infrastructure: Infrastructure Maintenance - SmartNet	*$*	*780,974*		
FY 2014 Adopted Budget			**$ 1,980,974**	**$ -**
Percent Change from Target Amount			*65.1%*	

General Fund (100) (continued)

		Expenditures	Revenue
ENTPRISE GEOGRAPHICAL INFO SYS			
FY 2013 Adopted Budget		**$ -**	**$ -**
FY 2013 Revised Budget		**$ -**	**$ -**
Adjustments:			
Restatements		**$ 224,200**	**$ -**
Non Departmental to OET		*224,200*	-
Orthophotography for County General Fund Departments	*$ 224,200*		
FY 2014 Budget Target		**$ 224,200**	**$ -**
Adjustments:			
Technology Projects		**$ 14,000**	**$ -**
IT Infrastructure		*14,000*	-
Orthophotography for County General Fund Departments	*$ 14,000*		
FY 2014 Adopted Budget		**$ 238,200**	**$ -**
Percent Change from Target Amount		*6.2%*	

		Expenditures	Revenue
ENTPRISE TELEPHONY			
FY 2013 Adopted Budget		**$ -**	**$ -**
FY 2013 Revised Budget		**$ -**	**$ -**
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Technology Projects		**$ 1,853,727**	**$ -**
IT Infrastructure		*1,853,727*	-
Voice Over Internet Protocol (VOIP) Phone Technology Annual Maintenance	*$ 1,359,574*		
Contact Call Center Technology Annual Maintenance	*494,153*		
FY 2014 Adopted Budget		**$ 1,853,727**	**$ -**

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 211,616**	**$ -**
FY 2013 Revised Budget		**$ 211,616**	**$ -**
Adjustments:			
Non Recurring		**$ (211,616)**	**$ -**
Non Recurring Carry Forward		*(211,616)*	-
FY 2014 Budget Target		**$ -**	**$ -**
FY 2014 Adopted Budget		**$ -**	**$ -**

General Fund (100) (continued)

		Expenditures	Revenue
ENTPRISE DATA CNTR SYSTEMS NON RECURRING			
FY 2013 Adopted Budget		**$ -**	**$ -**
FY 2013 Revised Budget		**$ -**	**$ -**
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Technology Projects		**$ 4,700,000**	**$ -**
IT Infrastructure		*4,700,000*	-
Data Center Hardware Refresh	*$ 2,320,000*		
Data Center Software Tools	*2,020,000*		
Data Center Capacity Expansion	*360,000*		
FY 2014 Adopted Budget		**$ 4,700,000**	**$ -**

		Expenditures	Revenue
ENTPRISE DATA NETWORKING NON RECURRING			
FY 2013 Adopted Budget		**$ -**	**$ -**
FY 2013 Revised Budget		**$ -**	**$ -**
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Technology Projects		**$ 450,000**	**$ -**
IT Infrastructure		*450,000*	-
Dark Fiber Lease - Forensic Science Bldg to Security Bldg	*$ 450,000*		
FY 2014 Adopted Budget		**$ 450,000**	**$ -**

Telecommunication Fund (681)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 15,856,259**	**$ 15,952,983**
FY 2013 Revised Budget	**$ 15,856,259**	**$ 15,952,983**
FY 2014 Budget Target	**$ 15,856,259**	**$ 15,952,983**
Adjustments:		
Employee Retirement and Benefits	**$ 14,346**	**$ -**
Retirement Contributions	*14,346*	-
FY 2014 Tentative Budget	**$ 15,870,605**	**$ 15,952,983**
Percent Change from Target Amount	*0.1%*	*0.0%*
Adjustments:		
Base Adjustments	**$ 6,411**	**$ -**
Internal Service Charges	*6,411*	-
FY 2014 Adopted Budget	**$ 15,877,016**	**$ 15,952,983**
Percent Change from Target Amount	*0.1%*	*0.0%*

Telecommunication Fund (681) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ 1,638,086**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 102,595**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*102,595*	-
FY 2013 Revised Budget			**$ 1,740,681**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ (102,595)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*(102,595)*	-
Non Recurring			**$ (1,638,086)**	**$ -**
Non Recurring Carry Forward			*(169,585)*	-
Other Non-Recurring			*(1,468,501)*	-
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 1,103,729**	**$ -**
Other Non-Recurring			*1,103,729*	-
Key System Maintenance Refresh		*$ 169,000*		
Capital Equipment		*311,697*		
Telecommunications Director & Systems Administrator for Badge System		*260,978*		
Operational Costs Not Included in FY14 Rates		*362,054*		
FY 2014 Adopted Budget			**$ 1,103,729**	**$ -**

Telecommunications Fund (681) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 4,823,159	$ 3,783,913	$ 3,783,913	$ 3,837,338	$ 3,476,906
Sources:					
Operating	$ 16,176,425	$ 15,952,983	$ 15,952,983	$ 16,609,661	$ 15,952,983
Non-Recurring	4,031	-	-	-	-
Total Sources:	$ 16,180,456	$ 15,952,983	$ 15,952,983	$ 16,609,661	$ 15,952,983
Uses:					
Operating	$ 16,843,003	$ 15,856,259	$ 15,856,259	$ 15,779,252	$ 15,877,016
Non-Recurring	323,290	1,638,086	1,740,681	1,190,841	1,103,729
Total Uses:	$ 17,166,293	$ 17,494,345	$ 17,596,940	$ 16,970,093	$ 16,980,745
Structural Balance	$ (666,578)	$ 96,724	$ 96,724	$ 830,409	$ 75,967
Accounting Adjustments	$ 16	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Committed	$ 3,837,338	$ 2,242,551	$ 2,139,956	$ 3,476,906	$ 2,449,144
Total Ending Spendable Fund Balance	$ 3,837,338	$ 2,242,551	$ 2,139,956	$ 3,476,906	$ 2,449,144

Environmental Services

Analysis by Idamarie C. Flaherty, Management and Budget Analyst

Summary

Mission

The mission of the Environmental Services Department is to provide safe food, water, waste disposal and vector borne disease reduction controls to the people of Maricopa County so they may enjoy living in a healthy and safe community.

Vision

As the recognized regional environmental leader, we will develop and foster innovative environmental health protection programs for the safety of our residents and their environment.

Strategic Goals

Department Specific

By June 30, 2015, 75% of customer requests will be processed online to address customer demands.

Status: Many materials are online such as the Maricopa County Environmental Health Code, food handlers test study guide, locations and maps, plan review applications and restaurant ratings. Additionally, the online payment processing project is in process and is anticipated to be completed by the end of FY 2014. The online plan review submission project will be underway by the end of FY 2014 and is expected to be complete prior to the end of FY 2015.

Public Health

By June 30, 2015, reduce vector borne mosquito populations by 5% from 136 positive mosquitoes in fiscal year 2008 to 129 positive mosquitoes.

Status: Based on the number of West Nile Virus positive mosquitoes trapped in the first quarter of FY 2012 and prior year experience of the proportion of positive mosquitoes trapped each quarter, the number of positive mosquitoes is expected to be significantly lower than FY 2011 numbers and a continued improvement over the FY 2008 baseline amount. Mosquito testing using the new Polymerase Chain Reaction (PCR) machine acquired in FY 2012 will enable the program to eliminate false positives and better target areas for treating with adulticide. The introduction of the new testing equipment (PCR) is much more sensitive in detecting West Nile Virus in mosquito samples than the old (RAMP) testing methods previously used.

Quality Workforce

By June 30, 2018, 90% of new employees will be retained for at least one year to meet customer demands for safe food, water, waste disposal and vector borne disease reduction controls.

Status: With continued emphasis on improving employee satisfaction and engagement, turnover of the first year employees is expected to approach (if not exceed) this goal in FY 2018. The Department projects that this strategic goal will be met prior to the goal date of June 30, 2018.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
HCPA - HEALTH CODE PERMITTING	$ 1,173	$ 600	$ 600	$ 679	$ 1,800	$ 1,200	200.0%
88BP - BUSINESS SERVICES	$ 1,173	$ 600	$ 600	$ 679	$ 1,800	$ 1,200	200.0%
EHPR - ENV HEALTH PLAN REVIEW	$ 814,339	$ 1,212,906	$ 1,212,906	$ 1,248,892	$ 1,212,906	$ -	0.0%
FSIA - FOOD NON FOOD INSPECTIONS	12,040,790	11,902,593	11,908,338	12,055,492	12,220,386	312,048	2.6%
FSLC - FOOD SERVICE LICENSE	1,345,135	1,347,226	1,347,226	1,291,910	1,161,317	(185,909)	-13.8%
FWBI - ENV RELATED ILLNESS INVESTIG	33,770	17,280	17,280	15,780	43,200	25,920	150.0%
88EH - ENVIRONMENTAL HEALTH SERVICES	$ 14,234,034	$ 14,480,005	$ 14,485,750	$ 14,612,074	$ 14,637,809	$ 152,059	1.0%
EHEN - ENV HEALTH ENFORCEMENT	$ 210,786	$ 120,000	$ 120,000	$ 178,956	$ 120,000	$ -	0.0%
NPRC - NONPERMIT RELATED COMPLIANCE	19,781	12,001	12,001	11,430	5,508	(6,493)	-54.1%
88EP - ENVIRONMENTAL ENFORCEMENT	$ 230,567	$ 132,001	$ 132,001	$ 190,386	$ 125,508	$ (6,493)	-4.9%
PUBW - PUBLIC WATER PLAN REVIEW	$ 306,667	$ 252,526	$ 252,526	$ 327,132	$ 326,780	$ 74,254	29.4%
SOLW - SOLID WASTE INSPECTION	459,079	451,175	451,175	479,100	450,290	(885)	-0.2%
SPCI - SWIMMING POOL INSPECTIONS	2,383,161	2,305,396	2,305,396	2,321,651	2,229,475	(75,921)	-3.3%
SPPR - SWIM POOL PLAN REV CONST INSP	395,550	323,353	323,353	343,910	381,385	58,032	17.9%
SSFA - SUBDIV SANITARY FACILITIES	49,075	43,090	43,090	60,550	49,473	6,383	14.8%
SWPA - STORMWATER CONSTRUCTION	22,850	12,375	12,375	15,950	16,500	4,125	33.3%
WASW - WASTEWATER PLAN REVIEW	908,203	733,777	733,777	888,167	952,103	218,326	29.8%
WFIA - PUB WATER FACILITY INSPECTIONS	538,425	504,680	504,680	564,825	540,455	35,775	7.1%
WWFI - WASTEWATER FACILITY INSPECTION	140,700	119,700	119,700	149,760	147,000	27,300	22.8%
88WW - WATER AND WASTE MANAGEMENT	$ 5,203,710	$ 4,746,072	$ 4,746,072	$ 5,151,045	$ 5,093,461	$ 347,389	7.3%
ODIR - EXECUTIVE MANAGEMENT	$ 704,766	$ -	$ -	$ -	$ -	$ -	N/A
99AS - ADMINISTRATIVE SERVICES	$ 704,766	$ -	$ -	$ -	$ -	$ -	N/A
GGOV - GENERAL GOVERNMENT	$ 61,030	$ 20,000	$ 20,000	$ 29,367	$ 20,000	$ -	0.0%
99GV - GENERAL GOVERNMENT	$ 61,030	$ 20,000	$ 20,000	$ 29,367	$ 20,000	$ -	0.0%
TOTAL PROGRAMS	**$ 20,435,280**	**$ 19,378,678**	**$ 19,384,423**	**$ 19,983,551**	**$ 19,878,578**	**$ 494,155**	**2.5%**

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
USES							
HCPA - HEALTH CODE PERMITTING	$ 629,242	$ 908,496	$ 893,813	$ 848,866	$ 968,241	$ (74,428)	-8.3%
88BP - BUSINESS SERVICES	$ 629,242	$ 908,496	$ 893,813	$ 848,866	$ 968,241	$ (74,428)	-8.3%
EHPR - ENV HEALTH PLAN REVIEW	$ 658,903	$ 1,007,440	$ 988,297	$ 1,012,846	$ 1,046,364	$ (58,067)	-5.9%
FSIA - FOOD NON FOOD INSPECTIONS	8,840,290	10,496,764	10,629,111	7,831,548	10,487,956	141,155	1.3%
FSLC - FOOD SERVICE LICENSE	671,047	802,947	793,375	580,002	636,760	156,615	19.7%
FWBI - ENV RELATED ILLNESS INVESTIG	250,821	249,419	249,419	252,755	251,885	(2,466)	-1.0%
88EH - ENVIRONMENTAL HEALTH SERVICES	$ 10,421,061	$ 12,556,570	$ 12,660,202	$ 9,677,151	$ 12,422,965	$ 237,237	1.9%
EHEN - ENV HEALTH ENFORCEMENT	$ 496,493	$ 498,969	$ 488,222	$ 461,308	$ 493,010	$ (4,788)	-1.0%
NPRC - NONPERMIT RELATED COMPLIANCE	571,005	606,008	607,318	604,302	598,226	9,092	1.5%
88EP - ENVIRONMENTAL ENFORCEMENT	$ 1,067,498	$ 1,104,977	$ 1,095,540	$ 1,065,610	$ 1,091,236	$ 4,304	0.4%
VCCM - VECTOR CONTROL COMPLAINT MGMT	$ 1,027,593	$ -	$ -	$ -	$ -	$ -	N/A
VECT - VECTOR CTRL PUB ED SURV TRTMNT	1,815,493	2,767,808	2,767,808	2,715,685	2,545,548	222,260	8.0%
88VC - VECTOR CONTROL	$ 2,843,086	$ 2,767,808	$ 2,767,808	$ 2,715,685	$ 2,545,548	$ 222,260	8.0%
PUBW - PUBLIC WATER PLAN REVIEW	$ 275,014	$ 392,890	$ 392,890	$ 368,305	$ 405,315	$ (12,425)	-3.2%
SOLW - SOLID WASTE INSPECTION	247,789	244,841	240,055	133,435	137,814	102,241	42.6%
SPCI - SWIMMING POOL INSPECTIONS	1,008,354	946,013	946,013	1,047,651	1,052,155	(106,142)	-11.2%
SPPR - SWIM POOL PLAN REV CONST INSP	405,437	324,160	324,160	306,662	319,442	4,718	1.5%
SSFA - SUBDIV SANITARY FACILITIES	16,671	36,296	36,296	51,525	50,892	(14,596)	-40.2%
SWCE - STORMWATER PUBLIC EDUCATION	93,111	90,335	90,335	86,732	90,480	(145)	-0.2%
SWIA - STORMWATER DISCHARGE	327,028	364,613	364,613	374,561	387,649	(23,036)	-6.3%
SWPA - STORMWATER CONSTRUCTION	119,753	60,011	60,011	45,114	46,799	13,212	22.0%
WASW - WASTEWATER PLAN REVIEW	1,110,268	1,108,166	1,105,773	1,085,422	1,156,677	(50,904)	-4.6%
WFIA - PUB WATER FACILITY INSPECTIONS	435,600	495,727	495,727	466,817	492,348	3,379	0.7%
WWFI - WASTEWATER FACILITY INSPECTION	105,017	118,888	118,888	118,518	116,630	2,258	1.9%
88WW - WATER AND WASTE MANAGEMENT	$ 4,144,042	$ 4,181,940	$ 4,174,761	$ 4,084,742	$ 4,256,201	$ (81,440)	-2.0%
BDGT - BUDGETING	$ 86,150	$ 97,551	$ 97,551	$ 69,423	$ 117,084	$ (19,533)	-20.0%
FSAC - FINANCIAL SERVICES	122,498	115,987	172,730	150,694	242,476	(69,746)	-40.4%
HRAC - HUMAN RESOURCES	728,384	803,190	1,142,895	1,008,448	859,364	283,531	24.8%
ODIR - EXECUTIVE MANAGEMENT	1,579,364	1,473,180	1,473,180	1,365,829	1,921,640	(448,460)	-30.4%
PROC - PROCUREMENT	92,246	94,044	37,301	8,463	-	37,301	100.0%
RECO - RECORDS MANAGEMENT	41,183	51,893	51,893	43,838	55,584	(3,691)	-7.1%
99AS - ADMINISTRATIVE SERVICES	$ 2,649,825	$ 2,635,845	$ 2,975,550	$ 2,646,695	$ 3,196,148	$ (220,598)	-7.4%
CSCA - CENTRAL SERVICE COST ALLOC	$ 724,710	$ 874,879	$ 874,879	$ 873,282	$ 988,056	$ (113,177)	-12.9%
ISFC - INTERNAL SERVICE FUND CHARGES	134,855	120,887	120,887	117,311	141,746	(20,859)	-17.3%
POOL - POOLED COSTS	-	-	-	-	(26,434)	26,434	N/A
99GV - GENERAL GOVERNMENT	$ 859,565	$ 995,766	$ 995,766	$ 990,593	$ 1,103,368	$ (107,602)	-10.8%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 1,337,619	$ 1,499,781	$ 1,517,281	$ 1,270,939	$ 1,531,161	$ (13,880)	-0.9%
99IT - INFORMATION TECHNOLOGY	$ 1,337,619	$ 1,499,781	$ 1,517,281	$ 1,270,939	$ 1,531,161	$ (13,880)	-0.9%
TOTAL PROGRAMS	**$ 23,951,938**	**$ 26,651,183**	**$ 27,080,721**	**$ 23,300,281**	**$ 27,114,868**	**$ (34,147)**	**-0.1%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 15,562,155	$ 16,630,770	$ 16,630,770	$ 16,856,993	$ 16,792,123	$ 161,353	1.0%
SUBTOTAL	$ 15,562,155	$ 16,630,770	$ 16,630,770	$ 16,856,993	$ 16,792,123	$ 161,353	1.0%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 689,500	$ -	$ -	$ -	$ -	$ -	N/A
SUBTOTAL	$ 689,500	$ -	$ -	$ -	$ -	$ -	N/A
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 3,875,589	$ 2,595,307	$ 2,595,307	$ 2,900,381	$ 2,939,147	$ 343,840	13.2%
SUBTOTAL	$ 3,875,589	$ 2,595,307	$ 2,595,307	$ 2,900,381	$ 2,939,147	$ 343,840	13.2%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 230,567	$ 132,001	$ 132,001	$ 190,386	$ 125,508	$ (6,493)	-4.9%
SUBTOTAL	$ 230,567	$ 132,001	$ 132,001	$ 190,386	$ 125,508	$ (6,493)	-4.9%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 60,030	$ 20,000	$ 20,000	$ 29,367	$ 20,000	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	17,439	600	600	679	1,800	1,200	200.0%
SUBTOTAL	$ 77,469	$ 20,600	$ 20,600	$ 30,046	$ 21,800	$ 1,200	5.8%
ALL REVENUES	$ 20,435,280	$ 19,378,678	$ 19,378,678	$ 19,977,806	$ 19,878,578	$ 499,900	2.6%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ -	$ -	$ 5,745	$ 5,745	$ -	$ (5,745)	-100.0%
ALL OTHER FINANCING SOURCES	$ -	$ -	$ 5,745	$ 5,745	$ -	$ (5,745)	-100.0%
TOTAL SOURCES	$ 20,435,280	$ 19,378,678	$ 19,384,423	$ 19,983,551	$ 19,878,578	$ 494,155	2.5%

Sources and Uses by Category (continued)

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 12,257,991	$ 12,609,962	$ 12,659,670	$ 12,508,053	$ 12,661,251	$ (1,581)	0.0%
0710 - OVERTIME	75,654	76,951	76,951	117,766	46,950	30,001	39.0%
0750 - FRINGE BENEFITS	4,628,199	4,905,449	4,890,469	4,937,554	4,952,746	(62,277)	-1.3%
0790 - OTHER PERSONNEL SERVICES	34,530	-	349,993	301,858	-	349,993	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(877,947)	(468,332)	(468,332)	(407,163)	(341,658)	(126,674)	-27.0%
0796 - PERSONNEL SERVICES ALLOC-IN	1,821,787	1,337,793	1,337,793	1,327,213	1,437,564	(99,771)	-7.5%
SUBTOTAL	$ 17,940,214	$ 18,461,823	$ 18,846,544	$ 18,785,281	$ 18,756,853	$ 89,691	0.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 848,100	$ 877,174	$ 880,177	$ 831,523	$ 763,963	$ 116,214	13.2%
0803 - FUEL	275,139	365,508	365,508	316,230	298,145	67,363	18.4%
0804 - NON-CAPITAL EQUIPMENT	355,001	532,400	549,900	9,344	511,400	38,500	7.0%
0805 - SUPPLIES-ALLOCATION OUT	(11,712)	(4,464)	(4,464)	(4,443)	(3,360)	(1,104)	-24.7%
0806 - SUPPLIES-ALLOCATION IN	178,966	8,512	8,512	233,255	80,928	(72,416)	-850.8%
SUBTOTAL	$ 1,645,494	$ 1,779,130	$ 1,799,633	$ 1,385,909	$ 1,651,076	$ 148,557	8.3%
SERVICES							
0810 - LEGAL SERVICES	$ -	$ 15,000	$ 15,000	$ 5,000	$ 15,000	$ -	0.0%
0812 - OTHER SERVICES	1,209,384	726,218	726,218	133,018	621,044	105,174	14.5%
0820 - RENT & OPERATING LEASES	962,076	903,362	903,362	900,257	948,008	(44,646)	-4.9%
0825 - REPAIRS AND MAINTENANCE	43,380	57,721	57,721	41,560	31,125	26,596	46.1%
0839 - INTERNAL SERVICE CHARGES	1,571,743	1,609,626	1,633,940	1,590,183	1,767,358	(133,418)	-8.2%
0841 - TRAVEL	67,199	71,096	71,096	88,414	112,730	(41,634)	-58.6%
0842 - EDUCATION AND TRAINING	115,626	94,365	94,365	67,947	246,902	(152,537)	-161.6%
0843 - POSTAGE/FREIGHT/SHIPPING	67,932	84,040	84,040	82,771	83,840	200	0.2%
0872 - SERVICES-ALLOCATION OUT	(262,061)	(191,375)	(191,375)	(180,442)	(174,960)	(16,415)	-8.6%
0873 - SERVICES-ALLOCATION IN	288,801	395,102	395,102	281,228	596,832	(201,730)	-51.1%
SUBTOTAL	$ 4,064,080	$ 3,765,155	$ 3,789,469	$ 3,009,936	$ 4,247,879	$ (458,410)	-12.1%
CAPITAL							
0910 - LAND	$ -	$ 1,000,000	$ 1,000,000	$ -	$ 1,000,000	$ -	0.0%
0915 - BUILDINGS AND IMPROVEMENTS	-	1,000,000	1,000,000	-	1,000,000	-	0.0%
0920 - CAPITAL EQUIPMENT	164,576	93,000	93,000	93,000	37,500	55,500	59.7%
0930 - VEHICLES & CONSTRUCTION EQUIP	-	174,024	174,024	-	289,576	(115,552)	-66.4%
0950 - DEBT SERVICE	1,138	-	-	-	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	99,679	378,051	378,051	26,155	131,984	246,067	65.1%
SUBTOTAL	$ 265,393	$ 2,645,075	$ 2,645,075	$ 119,155	$ 2,459,060	$ 186,015	7.0%
ALL EXPENDITURES	$ 23,915,181	$ 26,651,183	$ 27,080,721	$ 23,300,281	$ 27,114,868	$ (34,147)	-0.1%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 36,757	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 36,757	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 23,951,938	$ 26,651,183	$ 27,080,721	$ 23,300,281	$ 27,114,868	$ (34,147)	-0.1%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 19,717	$ 12,000	$ 12,000	$ 11,392	$ 5,400	$ (6,600)	-55.0%
FUND TOTAL SOURCES	$ 19,717	$ 12,000	$ 12,000	$ 11,392	$ 5,400	$ (6,600)	-55.0%
505 ENVIRONMENTAL SERVICES GRANT							
OPERATING	$ 690,443	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL SOURCES	$ 690,443	$ -	$ -	$ -	$ -	$ -	N/A
506 ENVIRONMTL SVCS ENV HEALTH							
OPERATING	$ 19,725,120	$ 19,366,678	$ 19,366,678	$ 19,972,159	$ 19,873,178	$ 506,500	2.6%
NON-RECURRING	-	-	5,745	-	-	(5,745)	-100.0%
FUND TOTAL SOURCES	$ 19,725,120	$ 19,366,678	$ 19,372,423	$ 19,972,159	$ 19,873,178	$ 500,755	2.6%
DEPARTMENT OPERATING TOTAL SOURCES	$ 20,435,280	$ 19,378,678	$ 19,378,678	$ 19,983,551	$ 19,878,578	$ 499,900	2.6%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ -	$ -	$ 5,745	$ -	$ -	$ (5,745)	-100.0%
DEPARTMENT TOTAL SOURCES	$ 20,435,280	$ 19,378,678	$ 19,384,423	$ 19,983,551	$ 19,878,578	$ 494,155	2.5%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 3,909,397	$ 3,917,367	$ 3,917,367	$ 3,862,117	$ 3,882,968	$ 34,399	0.9%
NON-RECURRING	213,896	124,000	124,000	124,000	57,298	66,702	53.8%
FUND TOTAL USES	$ 4,123,293	$ 4,041,367	$ 4,041,367	$ 3,986,117	$ 3,940,266	$ 101,101	2.5%
505 ENVIRONMENTAL SERVICES GRANT							
OPERATING	$ 689,440	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL USES	$ 689,440	$ -	$ -	$ -	$ -	$ -	N/A
506 ENVIRONMTL SVCS ENV HEALTH							
OPERATING	$ 17,445,876	$ 18,924,710	$ 18,986,755	$ 18,432,258	$ 19,661,862	$ (675,107)	-3.6%
NON-RECURRING	1,693,329	3,685,106	4,052,599	881,906	3,512,740	539,859	13.3%
FUND TOTAL USES	$ 19,139,205	$ 22,609,816	$ 23,039,354	$ 19,314,164	$ 23,174,602	$ (135,248)	-0.6%
DEPARTMENT OPERATING TOTAL USES	$ 22,044,713	$ 22,842,077	$ 22,904,122	$ 22,294,375	$ 23,544,830	$ (640,708)	-2.8%
DEPARTMENT NON-RECURRING TOTAL USES	$ 1,907,225	$ 3,809,106	$ 4,176,599	$ 1,005,906	$ 3,570,038	$ 606,561	14.5%
DEPARTMENT TOTAL USES	$ 23,951,938	$ 26,651,183	$ 27,080,721	$ 23,300,281	$ 27,114,868	$ (34,147)	-0.1%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	VARIANCE	REVISED TO VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	2.00	1.50	1.50	1.50	1.50	-	0.0%
EXECUTIVE MANAGEMENT	6.00	6.00	6.00	6.00	6.00	-	0.0%
FINANCIAL SERVICES	3.00	1.50	3.50	3.50	3.50	-	0.0%
HUMAN RESOURCES	8.00	10.50	9.00	10.00	10.00	1.00	11.1%
PROCUREMENT	2.00	2.00	.00	-	-	-	N/A
RECORDS MANAGEMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	22.00	22.50	21.00	22.00	22.00	1.00	4.8%
BUSINESS SERVICES							
HEALTH CODE PERMITTING	8.10	15.20	14.20	14.20	15.20	1.00	7.0%
PROGRAM TOTAL	8.10	15.20	14.20	14.20	15.20	1.00	7.0%
ENVIRONMENTAL ENFORCEMENT							
ENV HEALTH ENFORCEMENT	6.85	7.25	5.75	6.75	6.75	1.00	17.4%
NONPERMIT RELATED COMPLIANCE	9.15	9.25	9.25	9.25	9.25	-	0.0%
PROGRAM TOTAL	16.00	16.50	15.00	16.00	16.00	1.00	6.7%
ENVIRONMENTAL HEALTH SERVICES							
ENV HEALTH PLAN REVIEW	9.11	14.77	11.77	14.77	14.77	3.00	25.5%
ENV RELATED ILLNESS INVESTIG	4.00	4.00	4.00	4.00	4.00	-	0.0%
FOOD NON FOOD INSPECTIONS	116.56	111.43	117.98	122.23	122.23	4.25	3.6%
FOOD SERVICE LICENSE	12.23	11.80	8.80	9.80	9.80	1.00	11.4%
PROGRAM TOTAL	141.90	142.00	142.55	150.80	150.80	8.25	5.8%
VECTOR CONTROL							
VECTOR CONTROL COMPLAINT MGMT	19.00	-	.00	-	-	-	N/A
VECTOR CTRL PUB ED SURV TRTMNT	16.00	36.00	36.00	36.00	36.00	-	0.0%
PROGRAM TOTAL	35.00	36.00	36.00	36.00	36.00	-	0.0%
WATER AND WASTE MANAGEMENT							
PUB WATER FACILITY INSPECTIONS	7.14	7.24	6.29	7.24	7.24	.95	15.1%
PUBLIC WATER PLAN REVIEW	4.26	4.94	4.24	4.79	4.79	.55	13.0%
SOLID WASTE INSPECTION	3.18	3.20	1.50	2.00	2.00	.50	33.3%
STORMWATER CONSTRUCTION	3.00	.60	.50	.50	.50	-	0.0%
STORMWATER DISCHARGE	6.00	6.00	4.00	6.00	6.00	2.00	50.0%
STORMWATER PUBLIC EDUCATION	1.00	1.00	1.00	1.00	1.00	-	0.0%
SUBDIV SANITARY FACILITIES	.30	.45	.60	.60	.60	-	0.0%
SWIM POOL PLAN REV CONST INSP	6.80	4.70	4.35	4.35	4.35	-	0.0%
SWIMMING POOL INSPECTIONS	13.43	12.94	14.09	14.09	14.09	-	0.0%
WASTEWATER FACILITY INSPECTION	1.80	1.20	1.20	1.20	1.20	-	0.0%
WASTEWATER PLAN REVIEW	14.09	11.53	10.48	11.23	11.23	.75	7.2%
PROGRAM TOTAL	61.00	53.80	48.25	53.00	53.00	4.75	9.8%
DEPARTMENT TOTAL	284.00	286.00	277.00	292.00	293.00	16.00	5.8%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	6.00	6.00	6.00	6.00	6.00	-	0.0%
Administrative Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	4.00	4.00	3.00	3.00	3.00	-	0.0%
Chemical Applicatns Tech	25.00	27.00	27.00	27.00	27.00	-	0.0%
Collector	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	1.00	-	-	-	-	-	N/A
Deputy Director - Environmental Services	-	1.00	1.00	1.00	1.00	-	0.0%
Development Svcs Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Development Svcs Technician	19.00	19.00	16.00	19.00	19.00	3.00	18.8%
Director - Environmental Svcs	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineer	10.00	10.00	9.00	10.00	10.00	1.00	11.1%
Engineering Associate	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineering Manager	2.00	2.00	1.00	1.00	1.00	-	0.0%
Engineering Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Environmental Enforcement Spec	7.00	7.00	7.00	7.00	7.00	-	0.0%
Environmental Spclst Supv	29.00	29.00	28.00	29.00	29.00	1.00	3.6%
Environmental Spec Trainee	-	-	10.00	10.00	10.00	-	0.0%
Environmental Specialist	125.00	124.00	114.00	124.00	124.00	10.00	8.8%
Environmental Svcs Div Mgr	-	-	3.00	3.00	3.00	-	0.0%
Environmental Svcs Opts Supv	-	-	8.00	8.00	8.00	-	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	-	0.0%
Finance/Business Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
Financial Supervisor - Dept	1.00	-	-	-	-	-	N/A
Management Analyst	5.00	5.00	5.00	5.00	5.00	-	0.0%
Office Assistant	13.00	13.00	11.00	12.00	12.00	1.00	9.1%
Office Assistant Specialized	10.00	10.00	11.00	10.00	11.00	-	0.0%
Operations/Program Manager	4.00	4.00	-	-	-	-	N/A
Operations/Program Supervisor	8.00	8.00	-	-	-	-	N/A
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**284.00**	**286.00**	**277.00**	**292.00**	**293.00**	**16.00**	**5.8%**

Staffing by Fund

DEPARTMENT/FUND		FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	44.00	45.00	43.00	45.00	45.00	2.00	4.7%
506	ENVIRONMTL SVCS ENV HEALTH	240.00	241.00	234.00	247.00	248.00	14.00	6.0%
Department Total		**284.00**	**286.00**	**277.00**	**292.00**	**293.00**	**16.00**	**5.8%**

Staffing Variance Analysis

The FY 2013 Revised FTE count is artificially low. The FY 2013 Adopted and FY 2013 Forecast reflect a more accurate picture of the FTEs during FY 2013. The variance between the FY 2013 Adopted and FY 2014 Adopted FTE counts is 7 which includes the addition of ten Environmental Services Trainee positions which were added through Board approval to address the backlog of restaurant inspections, as well as a change in philosophy about employees gaining required certifications on their own rather than through County sponsored methods. Additionally, 3 other positions have been eliminated as the Department's needs evolved.

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General Adjustments

General Fund (100)

Personnel:

- Increase Regular Benefits by $7,366 for the net impact of changes in retirement contribution rates.

Other Base Adjustments:

- Increase personnel savings by $17,302 based on analyst review.
- Fees and Other Revenues were reduced $6,600, reflecting an expected drop in fines.
- Increase personnel savings by $26,434 based on the Chairman's Office request
- Increase Other Benefits and Internal Services Charges by $1,971 for the impact of the changes in Risk Management charges.
- The FY 2014 Non Recurring Non Project budget includes $57,298 for ESX Server, SAN Solution, UPS/Power Distribution Reconfiguration and 3 electric foggers.

Environmental Services Environmental Health Fund (506)

Personnel:

- Increase Regular Benefits by $57,771 for the net impact of changes in retirement contribution rates.

Other Base Adjustments:

- The FY 2014 Operating budget includes an expenditure increase of $190,750 in tuition reimbursement.
- The FY 2014 Operating budget includes a revenue increase in Other Charges for Services (0635) for $506,500.
- The FY 2014 Operating budget includes an increase of $416,411 to Supplies and General Services to support increase in revenue.
- Increase Other Benefits and Internal Services Charges by $10,175 for the impact of the changes in Risk Management.
- The FY 2014 Non Recurring Non Project budget of $3,512,740 includes $289,576 for 8 vehicles, 4 of which are electric, $185,587 for Information and Communications Technology upgrades, $3,000,000 to purchase a new regional office, and $37,577 in general office and testing equipment.

Programs and Activities

Business Operations Program

The purpose of the Business Operations Program is to provide permitting services to regulated businesses within Maricopa County so they can operate with a valid permit.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of permit renewal applications/payments processed within 1 business day of receipt	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

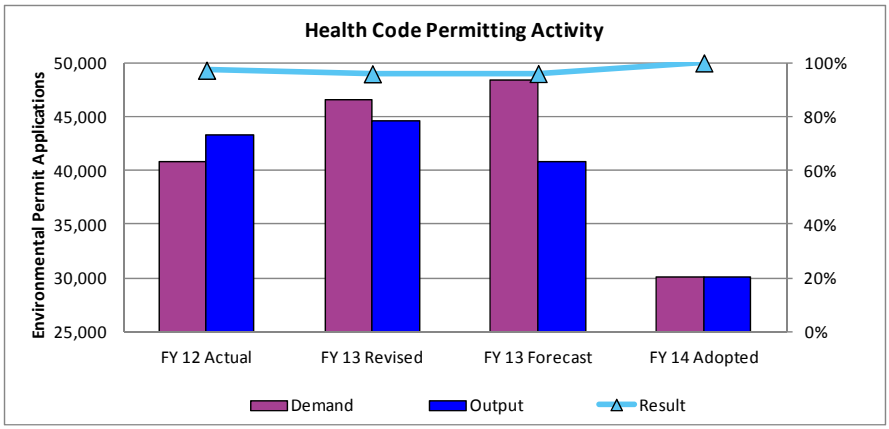
- Health Code Permitting

Health Code Permitting Activity

The Purpose of the Environmental Health Code Permitting Activity is to provide permitting services to regulated businesses within Maricopa County so they can operate with a valid permit.

Mandates: A.R.S. §36-601 outlines public nuisances dangerous to public health and A.R.S. §36-136 establishes the powers and duties of the department of health services and the power to delegate authority to local and county government.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of permit renewal applications/payments processed within 1 business day of receipt	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of permit renewal applications/payments processed	N/A	N/A	N/A	30,050	N/A	N/A
Demand	Number of permit renewal applications/permits submitted	N/A	N/A	N/A	30,050	N/A	N/A
Efficiency	Cost per permit renewal application processed	N/A	N/A	N/A	$ 32.22	N/A	N/A
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 1,173	$ 600	$ 679	$ 1,800	$ 1,200	200.0%
	TOTAL SOURCES	$ 1,173	$ 600	$ 679	$ 1,800	$ 1,200	200.0%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 629,242	$ 893,813	$ 848,866	$ 968,241	$ (74,428)	-8.3%
	TOTAL USES	$ 629,242	$ 893,813	$ 848,866	$ 968,241	$ (74,428)	-8.3%



Activity Narrative: The FY 2014 budget supports the Department in meeting 100% of the demand. The FY 2014 increase in expenditures is due to five Development Service Technicians and a Development Services Supervisor being reallocated to this Activity.

Enforcement Program

The purpose of the Enforcement Program is to provide complaint intake, investigations and enforcement proceedings for violators/complainants of the Maricopa County Health Code so they can either receive due process in resolving non-compliance issues and/or an environmental problem solution.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Percent of enforcement actions processed within 10 calendar days	N/A	N/A	N/A	85.0%	N/A	N/A
Percent of nuisance complaint investigations initiated within 7 calendar days	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of nuisance complaint investigations resolved within 60 calendar days	N/A	N/A	N/A	86.9%	N/A	N/A

Activities that comprise this program include:

- Enforcement Activity
- Non-Permit Related Compliance

Enforcement Activity

The purpose of the Enforcement Activity is to provide enforcement proceedings for the regulated community of Maricopa County so they can receive due process in resolving non-compliance issues.

Mandates: A.R.S. §36-601 outlines public nuisances dangerous to public health and A.R.S. §36-136 establishes the powers and duties of the department of health services and the power to delegate authority to local and county government.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of enforcement actions processed within 10 calendar days	N/A	N/A	N/A	85.0%	N/A	N/A
Output	Number of enforcement actions processed	813	2,000	1,152	1,100	(900)	-45.0%
Demand	Number of enforcement actions requested	1,169	2,400	1,130	1,100	(1,300)	-54.2%
Efficiency	Cost per enforcement action processed	$ 610.69	$ 244.11	$ 400.44	$ 448.19	$ (204.08)	-83.6%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 210,786	$ 120,000	$ 178,956	$ 120,000	$ -	0.0%
	TOTAL SOURCES	$ 210,786	$ 120,000	$ 178,956	$ 120,000	$ -	0.0%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 496,493	$ 488,222	$ 461,308	$ 493,010	$ (4,788)	-1.0%
	TOTAL USES	$ 496,493	$ 488,222	$ 461,308	$ 493,010	$ (4,788)	-1.0%

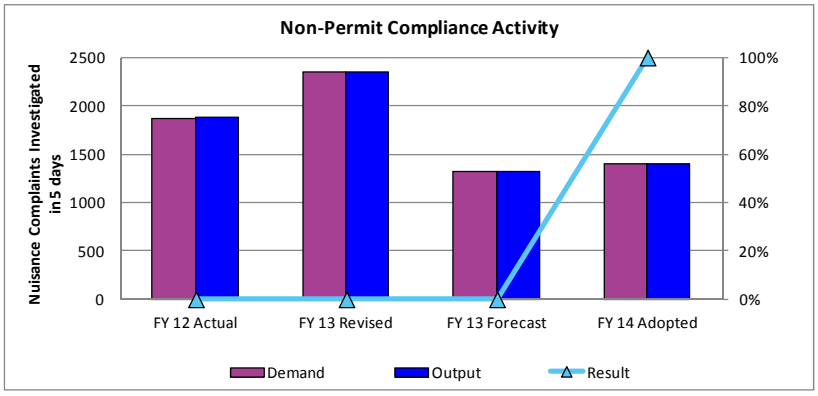
Activity Narrative: The FY 2014 budget supports the Department in meeting 85% of the demand. The demand for enforcement actions increased from FY 2012 to FY 2013 because of vacant homes, the pools at those homes, and an increase in business related permitting issues as businesses struggle with the economy and keeping business profitable. The economy has not changed dramatically in the last year causing the Department to expect flat levels of demand in FY 2014 compared to FY 2013.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of nuisance complaint investigations initiated within 7 calendar days	N/A	N/A	N/A	100.0%	N/A	N/A
Result	Percent of nuisance complaint investigations resolved within 60 calendar days	N/A	N/A	N/A	86.9%	N/A	N/A
Output	Number of nuisance complaint investigations initiated	1,874	2,345	1,312	1,400	(945)	-40.3%
Demand	Number of nuisance complaints required to be investigated	1,866	2,345	1,312	1,400	(945)	-40.3%
Efficiency	Cost per nuisance complaint investigated	$ 304.70	$ 258.98	$ 460.60	$ 427.30	$ (168.32)	-65.0%
Revenue							
	100 - GENERAL	$ 19,717	$ 12,000	$ 11,392	$ 5,400	$ (6,600)	-55.0%
	506 - ENVIRONMTL SVCS ENV HEALTH	64	1	38	108	107	10700.0%
	TOTAL SOURCES	$ 19,781	$ 12,001	$ 11,430	$ 5,508	$ (6,493)	-54.1%
Expenditure							
	100 - GENERAL	$ 214,841	$ 183,831	$ 172,347	$ 182,807	$ 1,024	0.6%
	506 - ENVIRONMTL SVCS ENV HEALTH	356,164	423,487	431,955	415,419	8,068	1.9%
	TOTAL USES	$ 571,005	$ 607,318	$ 604,302	$ 598,226	$ 9,092	1.5%



Activity Narrative: The FY 2014 budget supports the Department in meeting 100% of the demand in five business days, recognizing an increase in the demand for services compared to FY 2013. The reduction in revenue for this Activity is due to an anticipated decrease in fines collected for non-permitted/non-permittable sources. Expenditures decrease slightly from FY 2013 Forecast for this Activity is due to the Department's ability to hire and retain more experienced staff, resulting in a change in the salary savings.

Environmental Health Services Program

The purpose of the Environmental Health Program is to provide environmental health review, investigative, permitting and licensing services for regulated facilities and the general population so that compliance is maintained with the Maricopa County Environmental Health Code, regulated businesses can operate with qualified staff and the public's exposure to environmental related illness is minimized.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of environmental health plans reviews completed within 30 business days	87.9%	100.0%	95.5%	95.5%	-4.5%	-4.5%
Percent of inspections conducted within 5 business days of inspection request	N/A	100.0%	90.5%	90.5%	-9.5%	-9.5%
Percent of comprehensive food inspections completed with no Foodborne Illness Risk Factors Reported	N/A	55.0%	60.0%	60.0%	5.0%	9.1%
Percent of required comprehensive inspections completed for all food permits	N/A	80.5%	108.4%	100.0%	19.5%	24.2%
Percent of all food permits that received the required number of inspections	N/A	80.5%	100.0%	100.0%	19.5%	24.2%
Percent of the food service employees with a food service license	34.6%	100.0%	100.0%	N/A	N/A	N/A
Percent of environmental related illness complaints where contact was attempted in 24 business hours from the time it was received.	100.0%	100.0%	99.6%	N/A	N/A	N/A
Percent of Outbreaks investigations initiated within 72 businesss hours of being declared.	N/A	100.0%	100.0%	N/A	N/A	N/A
Percent of Communicable Disease Alert investigations initiated within 72 business hours	N/A	100.0%	100.0%	N/A	N/A	N/A

Some measures within the Environmental Health Services Program are newly established in FY 2013.

Activities that comprise this program include:

- Environmental Health Plan Review
- Environmental Related Illness Investigations
- Food/Non-Food Inspection
- Food Service License

Environmental Health Plan Review Activity

The purpose of the Environmental Health Plan Review Activity is to provide plan review and construction inspection services to owners of regulated establishments so they can design and construct facilities compliant with Maricopa County Environmental Health Code and obtain a permit to operate their business.

Mandates: A.R.S. §36-601 outlines public nuisances dangerous to public health and A.R.S. §36-136 establishes the powers and duties of the department of health services and the power to delegate authority to local and county government.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of environmental health plans reviews completed within 30 business days	87.9%	100.0%	95.5%	95.5%	(4.5%)	-4.5%
Result	Percent of inspections conducted within 5 business days of inspection request	N/A	100.0%	90.5%	90.5%	(9.5%)	-9.5%
Output	Number of inspections conducted	N/A	1,200	3,828	5,104	3,904	325.3%
Demand	Number of environmental health plan reviews requested	1,529	1,200	1,625	1,664	464	38.7%
Demand	Number of inspection requests received	N/A	1,200	4,104	5,472	4,272	356.0%
Efficiency	Expenditures per inspection conducted	N/A	$ 823.58	$ 264.59	$ 205.01	$ 618.57	75.1%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 814,339	$ 1,212,906	$ 1,248,892	$ 1,212,906	$ -	0.0%
	TOTAL SOURCES	$ 814,339	$ 1,212,906	$ 1,248,892	$ 1,212,906	$ -	0.0%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 658,903	$ 988,297	$ 1,012,846	$ 1,046,364	$ (58,067)	-5.9%
	TOTAL USES	$ 658,903	$ 988,297	$ 1,012,846	$ 1,046,364	$ (58,067)	-5.9%

Activity Narrative: The FY 2014 budget supports the Department in meeting 100% of the demand. The increase in expenditures is due to a shifting of resources from the Food/Non-Food Inspection Activity to this Activity because of work being performed more closely fits this Activity.

Environmental Related Illness Investigations Activity

The purpose of the Environmental Related Illness Investigations Activity is to provide environmental related illness investigations to Maricopa County residents, so they can mitigate exposure to contaminated food, water and/or environmental related illnesses.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of environmental related illness complaints where contact was attempted in 24 business hours from the time it was received.	100.0%	100.0%	99.6%	100.0%	0.0%	0.0%
Result	Percent of Outbreaks investigations initiated within 72 businesss hours of being declared.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of Communicable Disease Alert investigations initiated within 72 business hours	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of environmental illness complaints received & contact initiated	696	807	521	665	(142)	-17.6%
Output	Number of Outbreak investigations initiated	N/A	12	13	32	20	166.7%
Output	Number of Communicable Disease Alert investigations initiated	N/A	4	9	22	18	450.0%
Demand	Number of environmental illness complaints received	698	807	521	665	(142)	-17.6%
Demand	Number of Outbreaks Identified	N/A	4	9	32	28	700.0%
Demand	Number of Communicable Disease Alerts that are issued by Maricopa County Department of Public Health	N/A	4	9	22	18	450.0%
Efficiency	Cost per environmental illness complaint response initiated	$ 360.38	$ 309.07	$ 485.13	N/A	N/A	N/A
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 33,770	$ 17,280	$ 15,780	$ 43,200	$ 25,920	150.0%
	TOTAL SOURCES	$ 33,770	$ 17,280	$ 15,780	$ 43,200	$ 25,920	150.0%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 250,821	$ 249,419	$ 252,755	$ 251,885	$ (2,466)	-1.0%
	TOTAL USES	$ 250,821	$ 249,419	$ 252,755	$ 251,885	$ (2,466)	-1.0%

Activity Narrative: The FY 2014 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 2014 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 that they can maintain compliance with the Maricopa County Environmental Health Code and operate their business.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of comprehensive food inspections completed with no Foodborne Illness Risk Factors Reported	N/A	55.0%	60.0%	60.0%	5.0%	9.1%
Result	Percent of required comprehensive inspections completed for all food permits	N/A	80.5%	108.4%	100.0%	19.5%	24.2%
Result	Percent of all food permits that received the required number of inspections	N/A	80.5%	100.0%	100.0%	19.5%	24.2%
Output	Number of comprehensive inspections completed for all food establishments	N/A	48,180	45,640	56,136	7,956	16.5%
Demand	Number of comprehensive inspections required for all food establishments	N/A	59,820	42,102	56,136	(3,684)	-6.2%
Efficiency	Expenditure per comprehensive food establishment inspection completed	N/A	$ 220.61	$ 171.59	$ 186.83	$ 33.78	15.3%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 12,040,790	$ 11,908,338	$ 12,055,492	$ 12,220,386	$ 312,048	2.6%
	TOTAL SOURCES	$ 12,040,790	$ 11,908,338	$ 12,055,492	$ 12,220,386	$ 312,048	2.6%
Expenditure							
	505 - ENVIRONMENTAL SERVICES GRANT	$ 397,041	$ -	$ -	$ -	$ -	N/A
	506 - ENVIRONMTL SVCS ENV HEALTH	8,443,249	10,629,111	7,831,548	10,487,956	141,155	1.3%
	TOTAL USES	$ 8,840,290	$ 10,629,111	$ 7,831,548	$ 10,487,956	$ 141,155	1.3%

Activity Narrative: All measures for this Activity have been updated for FY 2014 and the budget supports the Department in meeting 100% of the demand. The loss of the Smoke Free grant from the Arizona Department of Health Services (ADHS) in FY 2013 results in no expenditure in the Environmental Services Grant Fund (505). Increase in expenditures in Fund 506 is due to the addition of ten Environmental Services Trainee positions addressing the backlog of restaurant inspections.

Food Service Licensing Activity

The purpose of Food Service Licensing Activity is to provide licensing services to the food service workforce so they can be employed in compliance with the Maricopa County Environmental Health Code.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of the food service employees with a food service license	34.6%	100.0%	100.0%	N/A	N/A	N/A
Output	Number of food service licenses issued	126,716	89,074	89,074	N/A	N/A	N/A
Demand	Number of food service employees that are required to have a license	149,322	89,074	46,325	N/A	N/A	N/A
Efficiency	Cost per food service license issued	$ 5.30	$ 8.91	$ 6.51	N/A	N/A	N/A
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 1,345,135	$ 1,347,226	$ 1,291,910	$ 1,161,317	$ (185,909)	-13.8%
	TOTAL SOURCES	$ 1,345,135	$ 1,347,226	$ 1,291,910	$ 1,161,317	$ (185,909)	-13.8%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 671,047	$ 793,375	$ 580,002	$ 636,760	$ 156,615	19.7%
	TOTAL USES	$ 671,047	$ 793,375	$ 580,002	$ 636,760	$ 156,615	19.7%

Activity Narrative: The FY 2013 budget supports the Department in meeting 100% of the demand. The Department will have a decrease in food service employees seeking licenses through the Department because online testing is being offered through other vendors. This will result in a small decrease in revenue. The FY 2013 decrease in expenditures is due to a change in the personnel vacancy percentage and lower lease costs for the Department.

Vector Control Program

The purpose of the Vector Control Program is to provide human disease carrying vector surveillance, investigative, treatment and education services to Maricopa County residents so they can benefit from reduced vector borne disease exposure.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent change of West Nile virus positive mosquitoes	(55.6%)	25.6%	39.6%	100.0%	74.4%	291.0%
Percent of Field Surveillance Tests completed	N/A	N/A	N/A	95.0%	N/A	N/A
Percent of Routine Sites Treated for mosquito breeding	N/A	N/A	N/A	83.6%	N/A	N/A
Percent of complaints investigated in 5 business day	N/A	N/A	N/A	77.6%	N/A	N/A

Some measures within the Vector Control Program are newly established in FY 2013.

Activities that comprise this program include:

- Vector Control Public Education, Surveillance and Treatment

Vector Control Public Education, Surveillance and Treatment Activity

The purpose of the Vector Control Public Education, Surveillance and Treatment Activity is to provide surveillance, education and treatment to the residents of Maricopa County so they can benefit from reduced vector borne disease exposure.

Mandates: A.R.S. §36-601 outlines public nuisances dangerous to public health and A.R.S. §36-136 establishes the powers and duties of the department of health services and the power to delegate authority to local and county government.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent change of West Nile virus positive mosquitoes	-55.6%	25.6%	39.6%	100.0%	74.4%	291.0%
Result	Percent of Field Surveillance Tests completed	N/A	N/A	N/A	95.0%	N/A	N/A
Result	Percent of Routine Sites Treated for mosquito breeding	N/A	N/A	N/A	83.6%	N/A	N/A
Result	Percent of complaints investigated in 5 business day	N/A	N/A	N/A	77.6%	N/A	N/A
Output	Number of Routine Site Inspections for mosquito breeding	N/A	N/A	N/A	28,300	N/A	N/A
Output	Number of complaints investigated	N/A	N/A	N/A	8,100	N/A	N/A
Output	Total Investigations Performed	N/A	N/A	N/A	8,100	N/A	N/A
Demand	Number of field surveillance tests needed	24,000	17,500	17,000	22,000	4,500	25.7%
Demand	Number of complaints received	N/A	N/A	N/A	8,100	N/A	N/A
Efficiency	Cost per investigation performed	N/A	N/A	N/A	$ 314.27	N/A	N/A
Expenditure							
	100 - GENERAL	$ 1,815,493	$ 2,767,808	$ 2,715,685	$ 2,545,548	$ 222,260	8.0%
	TOTAL USES	$ 1,815,493	$ 2,767,808	$ 2,715,685	$ 2,545,548	$ 222,260	8.0%

Activity Narrative: The FY 2014 budget supports the Department in meeting 100% of the demand for percentage of surveillance tests completed within 48 hours. The Department takes a pro-active approach to mosquito control and uses surveillance and larviciding as the preferred methods of control.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of all permitted semi-public bathing facilities receiving the required number of	N/A	56.4%	N/A	N/A	N/A	N/A
Percent of comprehensive semi-public bathing facility inspections provided	N/A	N/A	N/A	86.8%	N/A	N/A
Percent of bathing facility initial plan reviews provided within 30 business days	100.0%	100.0%	66.2%	100.0%	0.0%	0.0%
Percent of bathing facility construction inspections provided within 5 business days of request	99.0%	98.5%	99.3%	98.4%	-0.1%	-0.1%
Percent of water distribution construction initial plan reviews provided within 30 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of water treatment facility construction project initial plan reviews provided within 30 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of all permitted solid waste vehicles and facilities receiving the required number of inspections	N/A	82.2%	N/A	N/A	N/A	N/A
Percent of solid waste vehicle and facility inspections provided	N/A	N/A	N/A	94.0%	N/A	N/A
Percent of subdivision sanitary report approvals provided in 30 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of total urbanized unincorporated area of Maricopa County Required to be Inspected that received Inspections.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of County facilities within the urbanized unincorporated area receiving required inspections	N/A	N/A	N/A	100.0%	N/A	N/A
Percentage of initial plan reviews provided within 30 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of onsite facility initial plan reviews provided within 10 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of sewer collection system construction initial plan reviews provided within 30 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of onsite facility inspections provided within 5 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of wastewater treatment facility and reuse/recharge system construction project initial plan reviews provided within 40 days	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of public water system treatment facilities receiving required operating inspections	N/A	100.0%	N/A	N/A	N/A	N/A
Percent of public water systems receiving required sanitary survey inspections	N/A	N/A	N/A	N/A	N/A	N/A
Percent of all permitted wastewater treatment facilities receiving the required number of operating inspections	N/A	100.0%	N/A	N/A	N/A	N/A
Percent of required public educational sessions conducted within the required timeframe	N/A	100.0%	100.0%	100.0%	0.0%	0.0%

Some measures within the Water and Waste Management Program were newly established in FY 2013.

Activities that comprise this program include:

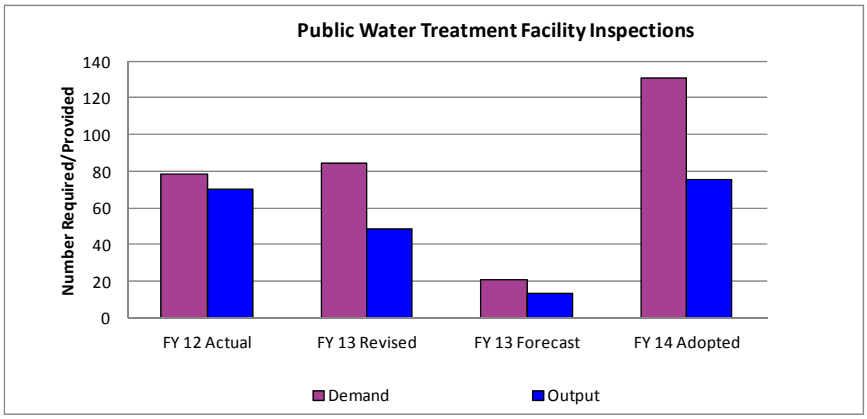
- Public Water Facility Inspections
- Public Water Plan Review
- Solid Waste Inspection
- Stormwater Construction
- Stormwater County Compliance
- Stormwater Discharge
- Stormwater Public Education
- Subdivision Sanitary Facilities
- Swimming Pool Inspections
- Swimming Pool Plan Review and Construction Inspection
- Wastewater Facility Inspections
- Wastewater Plan Review

Public Water Facility Inspections Activity

The purpose of the Public Water Facility Inspections Activity is to provide sanitary surveys and facility inspections to public drinking water facility operators so they can continue to operate their facility in compliance with regulations.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of public water system treatment facilities receiving required operating inspections	N/A	100.0%	N/A	100.0%	0.0%	0.0%
Result	Percent of public water systems receiving required sanitary survey inspections	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of public water systems receiving sanitary survey inspections.	70	48	13	75	27	56.3%
Demand	Number of public water systems required to receive sanitary survey inspections.	72	64	17	218	154	240.6%
Demand	Number of public water system treatment facilities required to receive operating inspections.	78	84	21	131	47	56.0%
Efficiency	Cost per public water facility sanitary survey conducted	N/A	$ 10,327.65	$ 35,909.00	$ 6,564.64	$ 3,763.01	36.4%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 538,425	$ 504,680	$ 564,825	$ 540,455	$ 35,775	7.1%
	TOTAL SOURCES	$ 538,425	$ 504,680	$ 564,825	$ 540,455	$ 35,775	7.1%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 435,600	$ 495,727	$ 466,817	$ 492,348	$ 3,379	0.7%
	TOTAL USES	$ 435,600	$ 495,727	$ 466,817	$ 492,348	$ 3,379	0.7%



Activity Narrative: The FY 2014 budget supports the Department in meeting 100% of the demand. The FY 2014 expenditure increase is due to higher fuel costs and vehicle maintenance.

Public Water Plan Review Activity

The purpose of the Public Water Plan Review Activity is to provide construction plan review services to entities who submit plans to construct or remodel public water distribution systems and water treatment plants so they can construct their facilities in a timely manner in compliance with public water system regulations.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of water distribution construction initial plan reviews provided within 30 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of water treatment facility construction project initial plan reviews provided within 30 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of water distribution construction initial plan reviews provided	258	250	294	317	67	26.8%
Output	Number of water treatment facility construction project initial plan reviews provided	79	60	78	78	18	30.0%
Output	Number of water treatment facility construction project approvals	76	60	79	79	19	31.7%
Output	Number of water distribution approvals to construct provided	205	225	255	279	54	24.0%
Output	Number of water treatment facility and water distribution system construction project approvals	281	285	334	358	73	25.6%
Demand	Number of water distribution construction initial plan reviews requested	259	250	292	309	59	23.6%
Demand	Number of water treatment facility construction project plan approvals requested	62	60	57	60	-	0.0%
Efficiency	Cost per approval to construct provided	$ 978.70	$ 1,378.56	$ 1,102.71	$ 1,132.16	$ 246.40	17.9%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 306,667	$ 252,526	$ 327,132	$ 326,780	$ 74,254	29.4%
	TOTAL SOURCES	$ 306,667	$ 252,526	$ 327,132	$ 326,780	$ 74,254	29.4%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 275,014	$ 392,890	$ 368,305	$ 405,315	$ (12,425)	-3.2%
	TOTAL USES	$ 275,014	$ 392,890	$ 368,305	$ 405,315	$ (12,425)	-3.2%

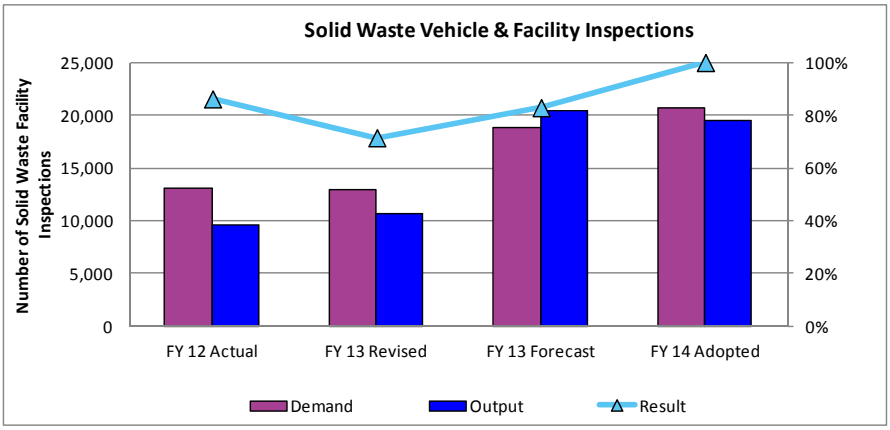
Activity Narrative: The FY 2014 budget supports the Department in meeting 100% of the demand for percentage of water distribution construction and water treatment plant initial plan reviews provided within 30 days. The demand for water distribution and treatment plan reviews are expected to increase in FY 2014 compared to FY 2013. The FY 2014 expenditure increase is due to the allocation of two Environmental Health Specialists that were moved to this Activity from the Stormwater Construction Activity to help address the increased demand.

Solid Waste Inspection Activity

The purpose of the Solid Waste Inspection Activity is to provide solid waste inspection services to solid waste vehicle and facility operators so they can continue to operate their vehicles and facilities in compliance with the regulations.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of all permitted solid waste vehicles and facilities receiving the required number of inspections	N/A	82.2%	N/A	N/A	N/A	N/A
Result	Percent of solid waste vehicle and facility inspections provided	N/A	N/A	N/A	94.0%	N/A	N/A
Output	Number of solid waste vehicle and facility inspections provided	9,573	10,636	20,376	19,392	8,756	82.3%
Demand	Number of solid waste vehicle and facility inspections required	13,065	12,936	18,750	20,628	7,692	59.5%
Efficiency	Cost per solid waste vehicle and facility inspection provided	$ 25.88	$ 22.57	$ 6.55	$ 7.11	$ 15.46	68.5%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 459,079	$ 451,175	$ 479,100	$ 450,290	$ (885)	-0.2%
	TOTAL SOURCES	$ 459,079	$ 451,175	$ 479,100	$ 450,290	$ (885)	-0.2%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 247,789	$ 240,055	$ 133,435	$ 137,814	$ 102,241	42.6%
	TOTAL USES	$ 247,789	$ 240,055	$ 133,435	$ 137,814	$ 102,241	42.6%



Activity Narrative: The FY 2014 budget supports the Department in meeting XX% of the demand. The decrease in revenue in FY 2014 is due to mobile customers, such as waste haulers and chemical toilets, allowing their permits to expire.

Stormwater Construction Activity

The purpose of the Stormwater Construction Activity is to provide plan reviews to property owners so they can alter their property in compliance with the Federal Clean Water Act.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	14	12	12	12	-	0.0%
Demand	Number of initial plan reviews for construction projects required	14	12	12	12	-	0.0%
Efficiency	Cost per plan review provided	$ 8,553.79	$ 5,000.92	$ 3,759.50	$ 3,899.92	$ 1,101.00	22.0%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 22,850	$ 12,375	$ 15,950	$ 16,500	$ 4,125	33.3%
	TOTAL SOURCES	$ 22,850	$ 12,375	$ 15,950	$ 16,500	$ 4,125	33.3%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 119,753	$ 60,011	$ 45,114	$ 46,799	$ 13,212	22.0%
	TOTAL USES	$ 119,753	$ 60,011	$ 45,114	$ 46,799	$ 13,212	22.0%

Activity Narrative: During FY 2013 a Stormwater vehicle was shared with another department. As a result of the sharing of this vehicle the mileage was allocated to that Department causing a credit of approximately $1.1K fuel budget line. The sharing of the vehicle has ceased and the Department is now using this vehicle on a regular basis. The increase of expenses occurs because a credit will not be carried forward to FY 2014.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	% of total urbanized unincorporated area of Maricopa County Required to be Inspected that received Inspections.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Result	% of County facilities within the urbanized unincorporated area receiving required inspections	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of County facility inspections within the urbanized area conducted.	N/A	N/A	N/A	88	N/A	N/A
Output	Number of Square Miles of urbanized unincorporated Maricopa County inspected	N/A	N/A	N/A	31	N/A	N/A
Demand	Square miles of urbanized unincorporated area in Maricopa County required to be inspected per the ADEQ permit.	N/A	17	32	31	14	83.8%
Demand	Number of County facility inspections within the urbanized area required	N/A	N/A	N/A	88	N/A	N/A
Efficiency	Cost per Square Mile of urbanized unincorporated Maricopa County inspected	N/A	N/A	N/A	$ 12,668.27	N/A	N/A
Expenditure							
	100 - GENERAL	$ 327,028	$ 364,613	$ 374,561	$ 387,649	$ (23,036)	-6.3%
	TOTAL USES	$ 327,028	$ 364,613	$ 374,561	$ 387,649	$ (23,036)	-6.3%

Activity Narrative: The FY 2014 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. Mileage requirements create additional fuel expenses and, the cost of awareness material for the Stormwater program has increased.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of required public educational sessions conducted within the required timeframe	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of public educational sessions conducted	N/A	24	37	48	24	100.0%
Demand	Number of public educational sessions requested	N/A	24	37	48	24	100.0%
Efficiency	Cost per public educational session	N/A	$ 3,763.96	$ 2,344.11	$ 1,885.00	$ 1,878.96	49.9%
Expenditure							
	100 - GENERAL	$ 93,111	$ 90,335	$ 86,732	$ 90,480	$ (145)	-0.2%
	TOTAL USES	$ 93,111	$ 90,335	$ 86,732	$ 90,480	$ (145)	-0.2%

Activity Narrative: The FY 2014 budget supports the Department in meeting 100% of the demand for this activity. The FY 2014 increase in expenditures is due to an additional $5,000 to cover outreach (radio broadcasts) that were provided pro bono by a local marketing group.

Subdivision Sanitary Facilities Activity

The purpose of the Subdivision Sanitary Facilities Activity is to provide subdivision sanitary facility review services to subdivision owners so they can construct their facilities in a timely manner in compliance with the Maricopa County Environmental Health Code.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of subdivision sanitary report approvals provided in 30 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of subdivision sanitary report approvals provided	33	44	28	33	(11)	-25.0%
Demand	Number of subdivision sanitary report approvals requested	33	44	32	33	(11)	-25.0%
Efficiency	Cost per subdivision sanitary report approval provided	$ 505.18	$ 824.91	$ 1,840.18	$ 1,542.18	$ (717.27)	-87.0%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 49,075	$ 43,090	$ 60,550	$ 49,473	$ 6,383	14.8%
	TOTAL SOURCES	$ 49,075	$ 43,090	$ 60,550	$ 49,473	$ 6,383	14.8%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 16,671	$ 36,296	$ 51,525	$ 50,892	$ (14,596)	-40.2%
	TOTAL USES	$ 16,671	$ 36,296	$ 51,525	$ 50,892	$ (14,596)	-40.2%

Activity Narrative: The FY 2014 budget supports the Department in meeting 100% of the demand. The demand is expected to decrease in FY 2014 compared to FY 2013 Revised due to the changes in construction and development within Maricopa County.

Swimming Pool Inspections Activity

The purpose of the Swimming Pool Inspections Activity is to provide operational and maintenance inspection services to facility owners so they can continue to operate their facility in compliance with regulations.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of all permitted semi-public bathing facilities receiving the required number of comprehensive inspections	N/A	56.4%	N/A	N/A	N/A	N/A
Result	Percent of comprehensive semi-public bathing facility inspections provided	N/A	N/A	N/A	86.8%	N/A	N/A
Output	Number of comprehensive semi-public bathing facility inspections provided	N/A	N/A	N/A	14,940	N/A	N/A
Demand	Number of comprehensive semi-public bathing facility inspections required	26,928	26,928	17,208	17,208	(9,720)	-36.1%
Efficiency	Cost per comprehensive semi-public bathing facility inspection provided	N/A	N/A	N/A	$ 70.43	N/A	N/A
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 2,383,161	$ 2,305,396	$ 2,321,651	$ 2,229,475	$ (75,921)	-3.3%
	TOTAL SOURCES	$ 2,383,161	$ 2,305,396	$ 2,321,651	$ 2,229,475	$ (75,921)	-3.3%
Expenditure							
	505 - ENVIRONMENTAL SERVICES GRANT	$ 5,348	$ -	$ -	$ -	$ -	N/A
	506 - ENVIRONMTL SVCS ENV HEALTH	1,003,006	946,013	1,047,651	1,052,155	(106,142)	-11.2%
	TOTAL USES	$ 1,008,354	$ 946,013	$ 1,047,651	$ 1,052,155	$ (106,142)	-11.2%

Activity Narrative: The FY 2014 budget supports the Department in meeting 86% of the demand. The decrease in revenue is consistent with the FY 2013 Forecast based on permit collections. Increase in FY14 expenditures due to loss of the Smoke Free grant from the Arizona Department of Health Services (ADHS).

Swimming Pool Plan Review and Construction Inspection Activity

The purpose of the Swimming Pool Plan Review and Construction Inspection Activity is to provide is to provide plan review and construction inspection services to facility owners so they can construct their regulated bathing facility in a timely manner.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of bathing facility initial plan reviews provided within 30 business days	100.0%	100.0%	66.2%	100.0%	0.0%	0.0%
Result	Percent of bathing facility construction inspections provided within 5 business days of request	99.0%	98.5%	99.3%	98.4%	(0.1%)	-0.1%
Output	Number of bathing facility initial plan reviews provided	945	680	1,377	942	262	38.5%
Output	Number of bathing facility construction inspections provided	1,783	1,904	1,739	1,755	(149)	-7.8%
Demand	Number of bathing facility construction inspections requested	1,808	1,944	1,768	1,771	(173)	-8.9%
Demand	Number of bathing facility initial plan reviews requested	920	680	911	922	242	35.6%
Efficiency	Cost per bathing facility initial plan reviews provided	$ 429.03	$ 476.71	$ 222.70	$ 339.11	$ 137.60	28.9%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 395,550	$ 323,353	$ 343,910	$ 381,385	$ 58,032	17.9%
	TOTAL SOURCES	$ 395,550	$ 323,353	$ 343,910	$ 381,385	$ 58,032	17.9%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 405,437	$ 324,160	$ 306,662	$ 319,442	$ 4,718	1.5%
	TOTAL USES	$ 405,437	$ 324,160	$ 306,662	$ 319,442	$ 4,718	1.5%

Activity Narrative: The FY 2014 budget supports the Department in meeting 100% of the demand for percent of bathing facility initial plan reviews provided within 30 business days. The demand is expected to flatten in FY 2014 compared to FY 2013 Forecast as the economic climate levels off. The

department is shuffling resources within the Water and Wastewater Management Program to balance staff retention and demands for specific services. The increase in revenue for FY 2014 is due to the mix of plan reviews and inspections anticipated.

Wastewater Facility Inspections Activity

The purpose of the Wastewater Facility Inspections Activity is to provide annual wastewater treatment plant inspection services to plant operators so they can maintain compliance with the Maricopa County Environmental Health Code.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of all permitted wastewater treatment facilities receiving the required number of operating inspections	N/A	100.0%	N/A	N/A	N/A	N/A
Output	Number of wastewater treatment facility operating inspections provided	68	48	65	65	17	35.4%
Demand	Number of wastewater treatment facility operating inspections required	60	48	64	65	17	35.4%
Efficiency	Cost per wastewater treatment plant inspection provided	$ 1,544.37	$ 2,476.83	$ 1,823.35	$ 1,794.31	$ 682.53	27.6%
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 140,700	$ 119,700	$ 149,760	$ 147,000	$ 27,300	22.8%
	TOTAL SOURCES	$ 140,700	$ 119,700	$ 149,760	$ 147,000	$ 27,300	22.8%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 105,017	$ 118,888	$ 118,518	$ 116,630	$ 2,258	1.9%
	TOTAL USES	$ 105,017	$ 118,888	$ 118,518	$ 116,630	$ 2,258	1.9%

Activity Narrative: The FY 2014 budget supports the Department in meeting 100% of the demand. The demand is expected to remain flat in FY 2014 compared to FY 2013 as the economic climate levels off.

Wastewater Plan Review Activity

The purpose of the Wastewater Plan Review Activity is to provide wastewater construction plan review services to individuals or entities who submit plans to construct or remodel wastewater treatment facilities, wastewater reuse/recharge systems or sewer collection systems, so they construct their facilities in a timely manner in compliance with wastewater regulations.

Mandates: The Maricopa County Environmental Health Code mandates this activity.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of onsite facility initial plan reviews provided within 10 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of sewer collection system construction initial plan reviews provided within 30 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of onsite facility inspections provided within 5 business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of wastewater treatment facility and reuse/recharge system construction project initial plan reviews provided within 40 days	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of onsite facility initial plan reviews provided	552	504	608	552	48	9.5%
Output	Number of sewer collection system construction initial plan reviews provided	191	208	210	237	29	13.9%
Output	Number of onsite, wastewater treatment facility, reuse/recharge system and sewer collection construction project initial plan reviews provided	816	84	904	875	791	941.7%
Output	Number of wastewater treatment facility and reuse/recharge system construction project initial plan reviews provided	73	84	86	86	2	2.4%
Output	Number of onsite facility inspections provided	617	544	711	612	68	12.5%
Output	Number of wastewater treatment facility and reuse/recharge system construction project approvals provided	66	56	79	79	23	41.1%
Output	Number of sewer collection system construction authorizations (ATC) provided	169	148	216	240	92	62.2%
Demand	Number of onsite plan reviews requested	552	544	608	552	8	1.5%
Demand	Number of wastewater treatment facility and reuse/recharge system construction project plan approvals requested	57	56	72	60	4	7.1%
Demand	Number of sewer collection system construction plan approvals requested	198	208	216	239	31	14.9%
Demand	Number of onsite facility inspections requested	612	544	711	612	68	12.5%
Efficiency	Cost per onsite, wastewater treatment facility, reuse/recharge system and sewer collection construction project initial plan reviews provided	N/A	N/A	N/A	$ 1,321.92	N/A	N/A
Revenue							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 908,203	$ 733,777	$ 888,167	$ 952,103	$ 218,326	29.8%
	TOTAL SOURCES	$ 908,203	$ 733,777	$ 888,167	$ 952,103	$ 218,326	29.8%
Expenditure							
	506 - ENVIRONMTL SVCS ENV HEALTH	$ 1,110,268	$ 1,105,773	$ 1,085,422	$ 1,156,677	$ (50,904)	-4.6%
	TOTAL USES	$ 1,110,268	$ 1,105,773	$ 1,085,422	$ 1,156,677	$ (50,904)	-4.6%

Activity Narrative: The FY 2014 budget supports the Department in meeting 100% of the demand for all measures within this Activity. The increase in expenditures is due to vacancy savings for a Sr. Civil Engineer and an Engineer that remained primarily vacant during FY 2013. The FY 2014 increase in revenue is due to the economy beginning to strengthen causing Subdivision requests to increase sharply. The increase in Subdivision requests is a leading indicator that other Water & Waste divisions will be following suit for construction plan reviews, swimming pools, etc.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 3,917,367**	**$ 12,000**
FY 2013 Revised Budget		**$ 3,917,367**	**$ 12,000**
FY 2014 Budget Target		**$ 3,917,367**	**$ 12,000**
Adjustments:			
Employee Retirement and Benefits		**$ 7,366**	**$ -**
Retirement Contributions		*7,366*	-
Base Adjustments		**$ (17,302)**	**$ -**
Other Base Adjustments		*(17,302)*	-
Personnel Savings	*$ (17,302)*		
Fees and Other Revenues		**$ -**	**$ (6,600)**
ProgRevenue Volume Inc/Dec		-	*(6,600)*
Adjustments:			
Budget Balancing		**$ (26,434)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(26,434)*	-
FY 2014 Tentative Budget		**$ 3,880,997**	**$ 5,400**
Percent Change from Target Amount		*-0.9%*	*-55.0%*
Adjustments:			
Base Adjustments		**$ 1,971**	**$ -**
Internal Service Charges		*1,971*	-
FY 2014 Adopted Budget		**$ 3,882,968**	**$ 5,400**
Percent Change from Target Amount		*-0.9%*	*-55.0%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 124,000**	**$ -**
FY 2013 Revised Budget		**$ 124,000**	**$ -**
Adjustments:			
Non Recurring		**$ (124,000)**	**$ -**
Other Non-Recurring		*(124,000)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 57,298**	**$ -**
Other Non-Recurring		*57,298*	-
ESX Server, SAN Solution, UPS/Power Dist Reconfiguration	*$ 19,798*		
3 Electric Foggers	*37,500*		
FY 2014 Adopted Budget		**$ 57,298**	**$ -**

Environmental Services Grant Fund (505)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	$ -	$ -
FY 2013 Revised Budget	$ -	$ -
FY 2014 Budget Target	$ -	$ -
FY 2014 Adopted Budget	$ -	$ -

Environmental Services Grant Fund (505) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ (1,001)	$ -	$ -	$ -	$ -
Sources:					
Operating	$ 690,443	$ -	$ -	$ -	$ -
Total Sources:	$ 690,443	$ -	$ -	$ -	$ -
Uses:					
Operating	$ 689,440	$ -	$ -	$ -	$ -
Total Uses:	$ 689,440	$ -	$ -	$ -	$ -
Structural Balance	$ 1,003	$ -	$ -	$ -	$ -
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					

Environmental Services Environmental Health Fund (506)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 18,924,710**	**$ 19,366,678**
Adjustments:	Agenda Item:			
Supplemental Funding				
Mid Year Adjustments			*62,045*	-
Environmental Services Restaurant Inspections	*C-88-13-001-M-00*		*62,045*	-
FY 2013 Revised Budget			**$ 18,986,755**	**$ 19,366,678**
FY 2014 Budget Target			**$ 18,986,755**	**$ 19,366,678**
Adjustments:				
Employee Retirement and Benefits			**$ 57,771**	**$ -**
Retirement Contributions			*57,771*	-
Base Adjustments			**$ 190,750**	**$ -**
Other Base Adjustments			*190,750*	-
Tuition Reimbursement		*$ 190,750*		
Fees and Other Revenues			**$ 416,411**	**$ 506,500**
ProgRevenue Volume Inc/Dec			*416,411*	*506,500*
FY 2014 Tentative Budget			**$ 19,651,687**	**$ 19,873,178**
Percent Change from Target Amount			*3.5%*	*2.6%*
Adjustments:				
Base Adjustments			**$ 10,175**	**$ -**
Internal Service Charges			*10,175*	-
FY 2014 Adopted Budget			**$ 19,661,862**	**$ 19,873,178**
Percent Change from Target Amount			*3.6%*	*2.6%*

Environmental Services Environmental Health Fund (506) (cont)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ 3,685,106**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 349,993**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*349,993*	*-*
Non Recurring			**$ -**	**$ 5,745**
Reimburse Environmental Services fo Fee Waivers	*C-88-13-004-2-00*		*-*	*5,745*
Supplemental Funding				
Mid Year Adjustments			*17,500*	*-*
Environmental Services Restaurant Inspections	*C-88-13-001-M-00*		*17,500*	*-*
FY 2013 Revised Budget			**$ 4,052,599**	**$ 5,745**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ (349,993)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*(349,993)*	*-*
Non Recurring			**$ (3,685,106)**	**$ (5,745)**
Reimburse Environmental Services fo Fee Waivers	*C-88-13-004-2-00*		*-*	*(5,745)*
Non Recurring Carry Forward			*(3,000,000)*	*-*
Other Non-Recurring			*(685,106)*	*-*
Supplemental Funding				
Mid Year Adjustments			*(17,500)*	*-*
Environmental Services Restaurant Inspections	*C-88-13-001-M-00*		*(17,500)*	*-*
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Base Adjustments			**$ 289,576**	**$ -**
Vehicle Replacement			*289,576*	*-*
4 Electric Vehicles		*$ 174,024*		
4 Gas Vehicles		*115,552*		
Information and Communications Technology			**$ 185,587**	**$ -**
Other IT Non-Recurring			*185,587*	*-*
RDSA IT		*$ 185,587*		
Non Recurring			**$ 3,037,577**	**$ -**
Non Recurring Carry Forward			*3,000,000*	*-*
Purchase New Regional Office		*$ 3,000,000*		
Other Non-Recurring			*37,577*	*-*
General Office Equipment		*$ 13,150*		
Water and Waste Test Equipment, Cameras, Recording System		*24,427*		
FY 2014 Adopted Budget			**$ 3,512,740**	**$ -**

Environmental Services Environmental Health Fund (506) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 8,199,936	$ 6,712,369	$ 6,712,369	$ 8,785,861	$ 9,443,856
Sources:					
Operating	$ 19,725,120	$ 19,366,678	$ 19,366,678	$ 19,972,159	$ 19,873,178
Non-Recurring	-	-	5,745	-	-
Total Sources:	$ 19,725,120	$ 19,366,678	$ 19,372,423	$ 19,972,159	$ 19,873,178
Uses:					
Operating	$ 17,445,876	$ 18,924,710	$ 18,986,755	$ 18,432,258	$ 19,661,862
Non-Recurring	1,693,329	3,685,106	4,052,599	881,906	3,512,740
Total Uses:	$ 19,139,205	$ 22,609,816	$ 23,039,354	$ 19,314,164	$ 23,174,602
Structural Balance	$ 2,279,244	$ 441,968	$ 379,923	$ 1,539,901	$ 211,316
Accounting Adjustments	$ 10	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Committed	$ 8,785,861	$ 3,469,231	$ 3,045,438	$ 9,443,856	$ 6,142,432
Total Ending Spendable Fund Balance	$ 8,785,861	$ 3,469,231	$ 3,045,438	$ 9,443,856	$ 6,142,432

Equipment Services

Analysis by Harold Sigüenza, Management and Budget Analyst

Summary

Mission

The mission of the Equipment Services Department is to provide fleet services to departments of Maricopa County so they can have transportation and equipment in support of the community.

Vision

To be the leader in providing unprecedented professional fleet services in an environmentally and fiscally responsible manner.

Strategic Goals

Sustainable Environment

By 2016, reduce the County's fleet carbon footprint from 18,566 metric tons to 17,834 metric tons.

Status: The Department is exploring ways of increasing its on-road alternate fueled vehicles that emit less particulate matter from the current 765 vehicles. Considerations include: 1) Continuing the use of bio-diesel; 2) Retrofitting heavy duty trucks with diesel oxidation catalysts to potentially reduce particulate matter by 25 percent; and 3) Retrofitting specific light duty trucks which run on regular unleaded gasoline with propane. When replacing older vehicles in the fleet, the Department reduces the engine size whenever possible from eight and six cylinders to four cylinders, thereby increasing miles per gallon. The Department is continuously installing the Automotive Information Module System (AIMS–II) wireless fuel management systems on all County passenger vehicles which monitors idling time to maximize vehicle efficiency.

The Environmental Defense Fund (EDF) carbon footprint calculation changed during FY 2013 and included upstream CO2, increasing the total carbon footprint for the County's fleet from 18,566 metric tons to 20,301 metric tons. The Department will reevaluate their goal while continuing to reduce the County's fleet carbon footprint.

Department Specific

By 2016, maintain a County fleet vehicle readiness rate of 96 percent or above.

Status: The Department has and will continue to identify training opportunities for technicians in dealing with different types of vehicles that will become a part of the fleet. By increasing the rate of compliance with vehicle preventive maintenance schedules, the department will proactively identify and remedy issues that may affect vehicles at a later time, adversely impacting readiness rates. Despite the current financial challenges and the diminished capacity to renew the fleet, the current readiness rate is 96 percent.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
FSUP - FLEET SUPPORT SERVICES	$ 17,596,025	$ 15,711,672	$ 18,095,547	$ 17,246,281	$ 15,711,672	$ (2,383,875)	-13.2%
PMVR - PREVENTATIVE MAINTENANCE	266,450	873,984	873,984	450,569	873,984	-	0.0%
RENT - RENTAL POOL	25,579	33,372	33,372	33,303	33,372	-	0.0%
74FM - FLEET MANAGEMENT	$ 17,888,054	$ 16,619,028	$ 19,002,903	$ 17,730,153	$ 16,619,028	$ (2,383,875)	-12.5%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ 37,868	$ 37,868	$ 19,878	$ 37,868	$ -	0.0%
99AS - ADMINISTRATIVE SERVICES	$ -	$ 37,868	$ 37,868	$ 19,878	$ 37,868	$ -	0.0%
GGOV - GENERAL GOVERNMENT	$ 14,224	$ 25,424	$ 25,424	$ 12,712	$ 25,424	$ -	0.0%
99GV - GENERAL GOVERNMENT	$ 14,224	$ 25,424	$ 25,424	$ 12,712	$ 25,424	$ -	0.0%
TOTAL PROGRAMS	**$ 17,902,278**	**$ 16,682,320**	**$ 19,066,195**	**$ 17,762,743**	**$ 16,682,320**	**$ (2,383,875)**	**-12.5%**
USES							
FSUP - FLEET SUPPORT SERVICES	$ 16,821,678	$ 14,751,396	$ 17,228,013	$ 15,604,720	$ 15,453,329	$ 1,774,684	10.3%
PMVR - PREVENTATIVE MAINTENANCE	169,755	220,743	169,567	124,355	126,308	43,259	25.5%
RENT - RENTAL POOL	15,119	26,269	26,813	17,382	21,007	5,806	21.7%
74FM - FLEET MANAGEMENT	$ 17,006,552	$ 14,998,408	$ 17,424,393	$ 15,746,457	$ 15,600,644	$ 1,823,749	10.5%
FSAC - FINANCIAL SERVICES	$ 184,510	$ 199,717	$ 131,185	$ 132,120	$ 129,119	$ 2,066	1.6%
HRAC - HUMAN RESOURCES	-	-	75,189	-	-	75,189	100.0%
ODIR - EXECUTIVE MANAGEMENT	738,320	820,161	826,783	818,684	819,000	7,783	0.9%
PROC - PROCUREMENT	-	-	19,800	14,430	34,484	(14,684)	-74.2%
99AS - ADMINISTRATIVE SERVICES	$ 922,830	$ 1,019,878	$ 1,052,957	$ 965,234	$ 982,603	$ 70,354	6.7%
CSCA - CENTRAL SERVICE COST ALLOC	$ 410,485	$ 444,047	$ 444,047	$ 444,053	$ 521,771	$ (77,724)	-17.5%
ISFC - INTERNAL SERVICE FUND CHARGES	63,084	137,341	137,341	137,337	168,302	(30,961)	-22.5%
99GV - GENERAL GOVERNMENT	$ 473,569	$ 581,388	$ 581,388	$ 581,390	$ 690,073	$ (108,685)	-18.7%
TOTAL PROGRAMS	**$ 18,402,951**	**$ 16,599,674**	**$ 19,058,738**	**$ 17,293,081**	**$ 17,273,320**	**$ 1,785,418**	**9.4%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 3,478,340	$ 2,672,160	$ 2,672,160	$ 3,256,402	$ 2,672,160	$ -	0.0%
0636 - INTERNAL SERVICE CHARGES	14,339,254	13,960,736	16,344,611	14,442,359	13,960,736	(2,383,875)	-14.6%
SUBTOTAL	$ 17,817,594	$ 16,632,896	$ 19,016,771	$ 17,698,761	$ 16,632,896	$ (2,383,875)	-12.5%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 14,224	$ 25,424	$ 25,424	$ 16,810	$ 25,424	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	70,460	24,000	24,000	47,172	24,000	-	0.0%
SUBTOTAL	$ 84,684	$ 49,424	$ 49,424	$ 63,982	$ 49,424	$ -	0.0%
ALL REVENUES	$ 17,902,278	$ 16,682,320	$ 19,066,195	$ 17,762,743	$ 16,682,320	$ (2,383,875)	-12.5%
TOTAL SOURCES	$ 17,902,278	$ 16,682,320	$ 19,066,195	$ 17,762,743	$ 16,682,320	$ (2,383,875)	-12.5%

Sources and Uses by Category (continued)

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,274,486	$ 2,241,699	$ 2,250,601	$ 2,282,347	$ 2,261,569	$ (10,968)	-0.5%
0710 - OVERTIME	159,847	125,346	125,346	140,769	125,346	-	0.0%
0750 - FRINGE BENEFITS	931,372	988,859	993,144	1,028,774	1,029,166	(36,022)	-3.6%
0790 - OTHER PERSONNEL SERVICES	(180)	-	81,808	64,671	6,619	75,189	91.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,052)	-	-	(69)	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	158,350	165,577	165,577	170,114	170,906	(5,329)	-3.2%
SUBTOTAL	$ 3,522,823	$ 3,521,481	$ 3,616,476	$ 3,686,606	$ 3,593,606	$ 22,870	0.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 3,827,047	$ 2,976,484	$ 3,880,708	$ 3,174,168	$ 2,946,517	$ 934,191	24.1%
0803 - FUEL	9,240,848	8,058,251	9,518,096	9,299,776	8,959,938	558,158	5.9%
0804 - NON-CAPITAL EQUIPMENT	104,570	43,400	43,400	22,392	46,430	(3,030)	-7.0%
0806 - SUPPLIES-ALLOCATION IN	3,495	5,603	5,603	5,307	17,884	(12,281)	-219.2%
SUBTOTAL	$ 13,175,960	$ 11,083,738	$ 13,447,807	$ 12,501,643	$ 11,970,769	$ 1,477,038	11.0%
SERVICES							
0811 - HEALTH CARE SERVICES	$ 222	$ -	$ -	$ -	$ -	$ -	N/A
0812 - OTHER SERVICES	76,321	37,440	37,440	74,806	44,500	(7,060)	-18.9%
0820 - RENT & OPERATING LEASES	18,340	22,570	22,570	20,724	22,570	-	0.0%
0825 - REPAIRS AND MAINTENANCE	428,476	370,949	370,949	366,863	441,360	(70,411)	-19.0%
0839 - INTERNAL SERVICE CHARGES	493,888	536,745	536,745	537,457	612,614	(75,869)	-14.1%
0841 - TRAVEL	247	6,256	6,256	5,212	6,256	-	0.0%
0842 - EDUCATION AND TRAINING	1,191	10,018	10,018	8,202	15,000	(4,982)	-49.7%
0843 - POSTAGE/FREIGHT/SHIPPING	10,749	5,363	5,363	6,355	10,000	(4,637)	-86.5%
0850 - UTILITIES	66,540	90,000	90,000	73,232	68,000	22,000	24.4%
0873 - SERVICES-ALLOCATION IN	6,902	1,854	1,854	1,351	6,645	(4,791)	-258.4%
SUBTOTAL	$ 1,102,876	$ 1,081,195	$ 1,081,195	$ 1,094,202	$ 1,226,945	$ (145,750)	-13.5%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ 5,000	$ 5,000	$ -	$ -	$ 5,000	100.0%
0920 - CAPITAL EQUIPMENT	156,518	408,260	408,260	10,630	242,000	166,260	40.7%
0930 - VEHICLES & CONSTRUCTION EQUIP	444,774	500,000	500,000	-	240,000	260,000	52.0%
SUBTOTAL	$ 601,292	$ 913,260	$ 913,260	$ 10,630	$ 482,000	$ 431,260	47.2%
ALL EXPENDITURES	$ 18,402,951	$ 16,599,674	$ 19,058,738	$ 17,293,081	$ 17,273,320	$ 1,785,418	9.4%
TOTAL USES	$ 18,402,951	$ 16,599,674	$ 19,058,738	$ 17,293,081	$ 17,273,320	$ 1,785,418	9.4%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
654 EQUIPMENT SERVICES							
OPERATING	$ 17,902,278	$ 16,682,320	$ 19,066,195	$ 17,762,743	$ 16,682,320	$ (2,383,875)	-12.5%
FUND TOTAL SOURCES	$ 17,902,278	$ 16,682,320	$ 19,066,195	$ 17,762,743	$ 16,682,320	$ (2,383,875)	-12.5%
DEPARTMENT OPERATING TOTAL SOURCES	$ 17,902,278	$ 16,682,320	$ 19,066,195	$ 17,762,743	$ 16,682,320	$ (2,383,875)	-12.5%
DEPARTMENT TOTAL SOURCES	$ 17,902,278	$ 16,682,320	$ 19,066,195	$ 17,762,743	$ 16,682,320	$ (2,383,875)	-12.5%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 RECOMM	REVISED VS RECOMM VAR	%
654 EQUIPMENT SERVICES							
OPERATING	$ 17,572,660	$ 15,686,044	$ 18,069,919	$ 17,253,081	$ 16,682,320	$ 1,387,599	7.7%
NON-RECURRING	830,291	913,630	988,819	40,000	591,000	397,819	40.2%
FUND TOTAL USES	$ 18,402,951	$ 16,599,674	$ 19,058,738	$ 17,293,081	$ 17,273,320	$ 1,785,418	9.4%
DEPARTMENT OPERATING TOTAL USES	$ 17,572,660	$ 15,686,044	$ 18,069,919	$ 17,253,081	$ 16,682,320	$ 1,387,599	7.7%
DEPARTMENT NON-RECURRING TOTAL USES	$ 830,291	$ 913,630	$ 988,819	$ 40,000	$ 591,000	$ 397,819	40.2%
DEPARTMENT TOTAL USES	$ 18,402,951	$ 16,599,674	$ 19,058,738	$ 17,293,081	$ 17,273,320	$ 1,785,418	9.4%

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	4.20	4.20	4.20	4.20	4.20	-	0.0%
FINANCIAL SERVICES	3.00	3.00	2.00	2.00	2.00	-	0.0%
PROCUREMENT	-	-	.50	.50	.50	-	0.0%
PROGRAM TOTAL	7.20	7.20	6.70	6.70	6.70	-	0.0%
FLEET MANAGEMENT							
FLEET SUPPORT SERVICES	41.65	43.65	45.15	45.15	45.15	-	0.0%
PREVENTATIVE MAINTENANCE	3.00	3.00	2.00	2.00	2.00	-	0.0%
RENTAL POOL	.15	.15	.15	.15	.15	-	0.0%
PROGRAM TOTAL	44.80	46.80	47.30	47.30	47.30	-	0.0%
DEPARTMENT TOTAL	52.00	54.00	54.00	54.00	54.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accounting Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Equipment Services	1.00	1.00	1.00	1.00	1.00	-	0.0%
Equipment Svcs Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Fleet Parts Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Management Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Mechanic - Automotive	13.00	15.00	16.00	16.00	16.00	-	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	12.00	13.00	13.00	13.00	13.00	-	0.0%
Mechanic Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	3.00	3.00	3.00	3.00	3.00	-	0.0%
Preventive Maintenance Tech	5.00	5.00	4.00	4.00	4.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trades Specialist	1.00	-	-	-	-	-	N/A
Department Total	**52.00**	**54.00**	**54.00**	**54.00**	**54.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
654 EQUIPMENT SERVICES	52.00	54.00	54.00	54.00	54.00	-	0.0%
Department Total	**52.00**	**54.00**	**54.00**	**54.00**	**54.00**	**-**	**0.0%**

General Adjustments

Personnel: Increase Regular Benefits by $9,494 for the impact of changes in retirement contributions.

Supplies: Increase in fuel by $986,782 is due to increase in cost and demand.

Services: Increase Other Benefits and Internal Services Charges by $30,961 for the impact of the changes in Risk Management charges.

Technology: Increase Non Recurring Non Project by $59,000 for six new laptops and 10 Thin clients for technicians, and a Radio Frequency Identification (RFID) for all carwashes.

Vehicle Replacements: Funding of $200,000 for the replacement of one heavy duty field truck is included in the Non Recurring Non Project budget.

Programs and Activities

Fleet Management Program

The purpose of the Fleet Management Program is to provide operational vehicles and equipment to Maricopa County departments so they have reliable and cost-effective transportation for County activities.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	83.7%	95.9%	91.4%	95.9%	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)	100.8%	96.6%	96.5%	96.6%	0.0%	0.0%
Percent of customers satisfied with the timeliness and/or professionalism of the fleet repair/maintenance experience	N/A	100.0%	100.0%	100.0%	0.0%	0.0%

The customer service satisfaction survey tools were developed during FY 2012, resulting in the first surveys being conducted in FY 2013.

Activities that comprise this program include:

- Fleet Support Services
- Preventative Maintenance
- Rental Pool

Fleet Support Services Activity

The purpose of the Fleet Support Services Activity is to provide fleet support services to County departments so they can conduct County business in a safe and efficient manner.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of fleet available for department use (fleet availability)	100.8%	96.6%	96.5%	96.6%	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%	100.0%	100.0%	0.0%	0.0%
Output	Number of repair/maintenance services provided	21,307	23,804	25,299	23,804	-	0.0%
Output	Number of gallons of fuel provided	2,661,399	2,551,521	2,798,534	2,551,521	-	0.0%
Demand	Number of repair/maintenance services requested	27,167	24,854	28,152	24,854	-	0.0%
Efficiency	Expenditure per repair/maintenance service provided	$ 789.49	$ 723.74	$ 616.81	$ 649.19	$ 74.55	10.3%
Revenue							
	654 - EQUIPMENT SERVICES	$ 17,596,025	$ 18,095,547	$ 17,246,281	$ 15,711,672	$ (2,383,875)	-13.2%
	TOTAL SOURCES	$ 17,596,025	$ 18,095,547	$ 17,246,281	$ 15,711,672	$ (2,383,875)	-13.2%
Expenditure							
	654 - EQUIPMENT SERVICES	$ 16,821,678	$ 17,228,013	$ 15,604,720	$ 15,453,329	$ 1,774,684	10.3%
	TOTAL USES	$ 16,821,678	$ 17,228,013	$ 15,604,720	$ 15,453,329	$ 1,774,684	10.3%

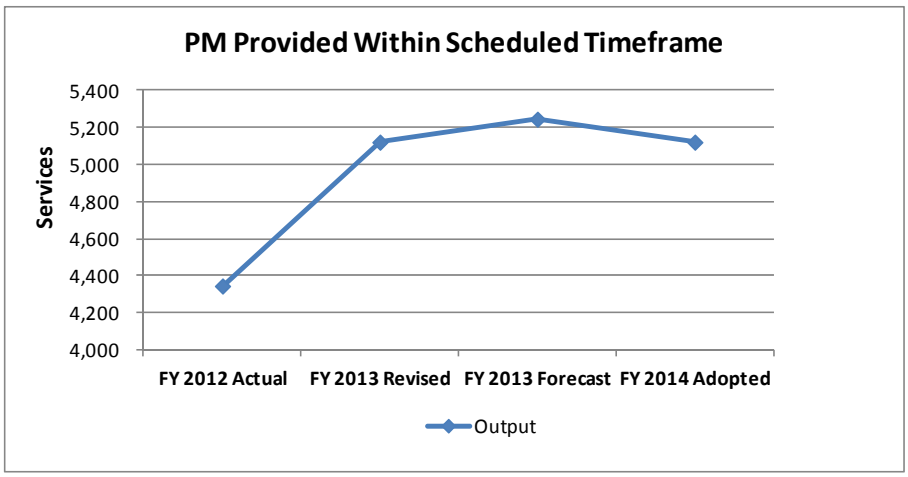
Activity Narrative: This Activity supports the acquisition and disposition of County fleet vehicles along with the mechanical repair of the fleet to maintain its road worthiness. Maintaining an appropriate parts inventory along with the procurement and sale of fuel at various locations across the County is also an important function within this Activity. The decrease in expenditures is due to a decrease in Non Recurring Non Project budget for FY 2014. The FY 2014 budget includes carwash water recycler upgrades, above ground lift, above ground tank refurbishment and a fork lift 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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	83.7%	95.9%	90.9%	95.9%	0.0%	0.0%
Output	Number of preventative maintenance services completed within a scheduled time frame	4,345	5,121	5,120	5,121	0.0%	0.0%
Output	Number of preventative maintenance services provided	5,191	5,341	5,635	5,341	-	0.0%
Demand	Number of vehicles due for preventative maintenance services	8,235	7,242	8,013	7,242	-	0.0%
Efficiency	Expenditure per preventative maintenance service provided	$ 32.70	$ 31.75	$ 22.07	$ 23.65	$ 8.10	25.5%
Revenue							
	654 - EQUIPMENT SERVICES	$ 266,450	$ 873,984	$ 450,569	$ 873,984	$ -	0.0%
	TOTAL SOURCES	$ 266,450	$ 873,984	$ 450,569	$ 873,984	$ -	0.0%
Expenditure							
	654 - EQUIPMENT SERVICES	$ 169,755	$ 169,567	$ 124,355	$ 126,308	$ 43,259	25.5%
	TOTAL USES	$ 169,755	$ 169,567	$ 124,355	$ 126,308	$ 43,259	25.5%



Activity Narrative: The FY 2014 budget supports the Department in meeting 95.9% of the preventative maintenance services in the scheduled timeframe. The deployment of the AIMS-II management system provides critical vehicle performance and maintenance metrics which will allow the Department to be proactive in an attempt to increase the percentage of vehicles serviced in a timely manner. The FY 2013 forecasted number of preventative maintenance services provided is increased due to a backlog caused by additional technician training in FY 2012. FY 2014 levels will be consistent with FY 2013 revised numbers.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	643	609	868	840	231	37.9%
Output	Number of vehicle days rented	752	743	849	888	146	19.6%
Demand	Number of vehicle days requested	628	643	849	840	197	30.6%
Demand	Number of requests for vehicles	678	621	912	876	255	41.1%
Efficiency	Expenditure per vehicle rented	$ 23.51	$ 44.03	$ 20.03	$ 25.01	$ 19.02	43.2%
Revenue							
	654 - EQUIPMENT SERVICES	$ 25,579	$ 33,372	$ 33,303	$ 33,372	$ -	0.0%
	TOTAL SOURCES	$ 25,579	$ 33,372	$ 33,303	$ 33,372	$ -	0.0%
Expenditure							
	654 - EQUIPMENT SERVICES	$ 15,119	$ 26,813	$ 17,382	$ 21,007	$ 5,806	21.7%
	TOTAL USES	$ 15,119	$ 26,813	$ 17,382	$ 21,007	$ 5,806	21.7%

Activity Narrative: The FY 2014 budget supports the Department in continuing to provide rental vehicles to County Departments. The expenditures in this activity reflect the fuel and maintenance costs of the rental pool vehicles. Demand is increasing due to higher requests from County Departments. The FY 2013 budget included the purchase of a new motor pool key reservation system, but due to a delay in delivery, the funding will be carried over into FY 2014.

Appropriated Budget Reconciliations

Equipment Services Fund (654)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 15,686,044**	**$ 16,682,320**
Adjustments:	Agenda Item:			
Non Recurring			**$ 2,383,875**	**$ 2,383,875**
Equip Svcs Increase in Fuel Costs and Repairs	*C-74-13-006-2-00*		*2,383,875*	*2,383,875*
FY 2013 Revised Budget			**$ 18,069,919**	**$ 19,066,195**
Adjustments:	Agenda Item:			
Non Recurring			**$ (2,383,875)**	**$ (2,383,875)**
Equip Svcs Increase in Fuel Costs and Repairs	*C-74-13-006-2-00*		*(2,383,875)*	*(2,383,875)*
FY 2014 Budget Target			**$ 15,686,044**	**$ 16,682,320**
Adjustments:				
Employee Retirement and Benefits			**$ 9,494**	**$ -**
Retirement Contributions			*9,494*	-
Base Adjustments			**$ 986,782**	**$ -**
Other Base Adjustments			*986,782*	-
Fuel Increase		*$ 986,782*		
			-	-
FY 2014 Tentative Budget			**$ 16,682,320**	**$ 16,682,320**
Percent Change from Target Amount			*6.4%*	*0.0%*
Adjustments:				
Base Adjustments			**$ -**	**$ -**
Other Base Adjustments			*(30,961)*	-
Internal Service Charges			*30,961*	-
FY 2014 Adopted Budget			**$ 16,682,320**	**$ 16,682,320**
Percent Change from Target Amount			*6.4%*	*0.0%*

Equipment Services Fund (654) (continued)

				Expenditures	Revenue
NON RECURRING NON PROJECT					
FY 2013 Adopted Budget				**$ 913,630**	**$ -**
Adjustments:	Agenda Item:				
Employee Salary Adjustments				**$ 75,189**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*			*75,189*	-
FY 2013 Revised Budget				**$ 988,819**	**$ -**
Adjustments:	Agenda Item:				
Employee Salary Adjustments				**$ (75,189)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*			*(75,189)*	-
Non Recurring				**$ (913,630)**	**$ -**
Non Recurring Carry Forward				*(216,000)*	-
Other Non-Recurring				*(697,630)*	-
FY 2014 Budget Target				**$ -**	**$ -**
Adjustments:					
Non Recurring				**$ 591,000**	**$ -**
Non Recurring Carry Forward				*442,000*	-
Field Truck		*$*	*200,000*		
Carwash Recycler Upgrade (Mesa, Downtown & Surprise)			*200,000*		
Above Ground Lift			*32,000*		
Motorpool Key Reservation System			*10,000*		
Other Non-Recurring				*149,000*	-
Desktop Computers (6) and Thin Clients (10)		*$*	*19,000*		
Above Ground Tank Refurbishment			*50,000*		
RFID			*40,000*		
Fork Lift			*40,000*		
FY 2014 Adopted Budget				**$ 591,000**	**$ -**

Equipment Services Fund (654) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 2,891,522	$ 2,453,705	$ 2,453,705	$ 2,390,855	$ 2,860,517
Sources:					
Operating	$ 17,902,278	$ 16,682,320	$ 19,066,195	$ 17,762,743	$ 16,682,320
Total Sources:	$ 17,902,278	$ 16,682,320	$ 19,066,195	$ 17,762,743	$ 16,682,320
Uses:					
Operating	$ 17,572,660	$ 15,686,044	$ 18,069,919	$ 17,253,081	$ 16,682,320
Non-Recurring	830,291	913,630	988,819	40,000	591,000
Total Uses:	$ 18,402,951	$ 16,599,674	$ 19,058,738	$ 17,293,081	$ 17,273,320
Structural Balance	$ 329,618	$ 996,276	$ 996,276	$ 509,662	$ -
Accounting Adjustments	$ 6	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Committed	$ 2,390,855	$ 2,536,351	$ 2,461,162	$ 2,860,517	$ 2,269,517
Total Ending Spendable Fund Balance	$ 2,390,855	$ 2,536,351	$ 2,461,162	$ 2,860,517	$ 2,269,517

Facilities Management

Analysis by Harold Sigüenza, Management and Budget Analyst

Summary

Mission

The Mission of Facilities Management is to provide fiscally responsible facilities and facility-related services to the citizens and employees of Maricopa County so they can enjoy an efficient and safe environment.

Vision

The vision of the Facilities Management Department is to convert capital funds into exceptional facility solutions and provide responsive facility services to every customer, every time, in a collaborative, efficient, and innovative manner while being fiscally prudent.

Strategic Goals

Quality Workforce

In order to maintain the quality of Facilities Management service delivery to the public, by June 30, 2014, Facilities Management will retain and enable the full potential of its workforce by enhancing the quality of the work environment as evidenced by the achievement of a 6.2 or higher Employee Satisfaction rating.

Status: In order to achieve and maintain a quality workforce, the Facilities Management Department (FMD) has analyzed, and will continue to analyze the organizational structure to ensure employees' skill sets are being utilized effectively within the Department (and the County) and employees are more apt to succeed, more productive, happier, and confident overall. The Department established an Employee Workplace Improvement Team which solicits comments from the employees to constantly improve morale and make certain that their suggestions for improvement are taken seriously while constantly increasing efficiency.

Safe Communities

By June 30, 2016, 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 use the principle of form follows function, which requires strategic realignment of their business as the needs of the customer changes. This approach has proven to have a positive impact, improving both effectiveness and efficiency. The Department is currently meeting their goals and will strive to demonstrate a 10% improvement by 2016.

Department Specific

By June 30, 2014, Facilities Management will meet the increasing demands for public works services by constructing 85% of County facilities improvement projects planned to be completed on time.

Status: FMD continues to be committed to timely project delivery which meets or exceeds the customer's success factors. In the past year, FMD has reorganized and brought on board a new team of highly experienced and qualified Project Managers with a demonstrated commitment to maintaining set project budgets and schedules while ensuring excellent customer service. FMD has reviewed existing procedures, systems and documentation and developed new protocols in an effort to streamline the workflow process and improve project delivery.

Sustainable Environment

Facilities Management Department will demonstrate leadership in energy efficiency by achieving a maximum energy use of 25 kilowatt hours per square foot of occupied space in County owned buildings by June 30, 2017; and, by June 30, 2015, all new buildings and major renovations built by Maricopa County will be Leadership in Energy and Environmental Design (LEED) certified.

Status: Although the expectation was to achieve a maximum of 26 kilowatt hours per square foot of occupied space, the most recent trend appears to be in the opposite direction at 27.8 kilowatts. Energy usage has increased due to the addition of a South Court Tower and the County technology refresh project. The energy model for the South Court Tower changed after this goal was instituted, and the technology refresh project was not planned for when the goal was set. FMD is meeting its goal of all new buildings and major renovations being LEED certified, meeting the Silver level requirements. Smaller projects may not be suitable for LEED certification, and in those cases, projects are completed according to Green Building principles.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
FPDS - FAC PLANNING AND ENERGY MGMT	$ 34,051	$ -	$ -	$ 239,779	$ -	$ -	N/A
91FD - CAPITAL FACILITIES DEVELOPMENT	$ 34,051	$ -	$ -	$ 239,779	$ -	$ -	N/A
ODIR - EXECUTIVE MANAGEMENT	$ 67,336	$ 73,998	$ 73,998	$ 57,743	$ 38,000	$ (35,998)	-48.6%
99AS - ADMINISTRATIVE SERVICES	$ 67,336	$ 73,998	$ 73,998	$ 57,743	$ 38,000	$ (35,998)	-48.6%
TOTAL PROGRAMS	**$ 101,387**	**$ 73,998**	**$ 73,998**	**$ 297,522**	**$ 38,000**	**$ (35,998)**	**-48.6%**
USES							
BLDR - BUILDINGS AND GROUNDS	$ 5,045,537	$ 6,421,846	$ 6,421,846	$ 5,360,402	$ 6,456,476	$ (34,630)	-0.5%
FAMT - FACILITIES MAINTENANCE	10,439,113	11,792,709	11,826,536	12,172,767	13,998,648	(2,172,112)	-18.4%
70OM - BLDG OPERATIONS AND MAINT	$ 15,484,650	$ 18,214,555	$ 18,248,382	$ 17,533,169	$ 20,455,124	$ (2,206,742)	-12.1%
FACM - FACILITIES CONSTRUCTION MGMT	$ 16,172,982	$ 42,104,141	$ 42,031,553	$ 21,900,488	$ 39,687,997	$ 2,343,556	5.6%
FPDS - FAC PLANNING AND ENERGY MGMT	21,026,264	26,639,180	26,639,754	21,855,028	23,801,068	2,838,686	10.7%
91FD - CAPITAL FACILITIES DEVELOPMENT	$ 37,199,246	$ 68,743,321	$ 68,671,307	$ 43,755,516	$ 63,489,065	$ 5,182,242	7.5%
BDGT - BUDGETING	$ 141,359	$ 275,379	$ 204,205	$ 209,887	$ 206,797	$ (2,592)	-1.3%
FSAC - FINANCIAL SERVICES	224,972	188,918	263,863	282,320	289,932	(26,069)	-9.9%
HRAC - HUMAN RESOURCES	32,178	-	-	-	-	-	N/A
ODIR - EXECUTIVE MANAGEMENT	1,658,056	2,180,787	2,194,087	1,749,098	2,388,297	(194,210)	-8.9%
PROC - PROCUREMENT	167,021	145,463	166,579	152,303	92,509	74,070	44.5%
99AS - ADMINISTRATIVE SERVICES	$ 2,223,586	$ 2,790,547	$ 2,828,734	$ 2,393,608	$ 2,977,535	$ (148,801)	-5.3%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 166,743	$ 230,679	$ 230,679	$ 226,524	$ 730,921	$ (500,242)	-216.9%
POOL - POOLED COSTS	-	-	-	-	(120,912)	120,912	N/A
99GV - GENERAL GOVERNMENT	$ 166,743	$ 230,679	$ 230,679	$ 226,524	$ 610,009	$ (379,330)	-164.4%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 99,815	$ 137,590	$ 137,590	$ 57,330	$ 15,800	$ 121,790	88.5%
DACR - DATA CENTER	15,072	-	-	-	-	-	N/A
DESK - DESKTOP SUPPORT	30,517	13,000	13,000	28,190	13,000	-	0.0%
HDSP - HELP DESK SUPPORT	8,208	-	-	-	-	-	N/A
99IT - INFORMATION TECHNOLOGY	$ 153,612	$ 150,590	$ 150,590	$ 85,520	$ 28,800	$ 121,790	80.9%
TOTAL PROGRAMS	**$ 55,227,837**	**$ 90,129,692**	**$ 90,129,692**	**$ 63,994,337**	**$ 87,560,533**	**$ 2,569,159**	**2.9%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 101,387	$ 73,998	$ 73,998	$ 297,522	$ 38,000	$ (35,998)	-48.6%
SUBTOTAL	$ 101,387	$ 73,998	$ 73,998	$ 297,522	$ 38,000	$ (35,998)	-48.6%
ALL REVENUES	$ 101,387	$ 73,998	$ 73,998	$ 297,522	$ 38,000	$ (35,998)	-48.6%
TOTAL SOURCES	$ 101,387	$ 73,998	$ 73,998	$ 297,522	$ 38,000	$ (35,998)	-48.6%

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 6,378,117	$ 7,501,183	$ 7,648,398	$ 7,589,687	$ 8,183,900	$ (535,502)	-7.0%
0710 - OVERTIME	114,904	70,000	70,000	118,635	103,824	(33,824)	-48.3%
0750 - FRINGE BENEFITS	2,389,450	2,799,105	2,859,643	2,826,000	3,062,591	(202,948)	-7.1%
0790 - OTHER PERSONNEL SERVICES	68,521	126,400	167,910	100,744	98,522	69,388	41.3%
0795 - PERSONNEL SERVICES ALLOC-OUT	(563,623)	(2,149,510)	(2,290,520)	(1,981,634)	(2,287,366)	(3,154)	-0.1%
0796 - PERSONNEL SERVICES ALLOC-IN	441,595	1,727,484	1,680,984	1,632,651	2,456,831	(775,847)	-46.2%
SUBTOTAL	$ 8,828,964	$ 10,074,662	$ 10,136,415	$ 10,286,083	$ 11,618,302	$ (1,481,887)	-14.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,620,157	$ 1,723,337	$ 1,675,861	$ 1,671,806	$ 1,856,382	$ (180,521)	-10.8%
0803 - FUEL	97,819	91,282	91,282	82,124	87,859	3,423	3.7%
0804 - NON-CAPITAL EQUIPMENT	24,622	-	-	26,228	-	-	N/A
0806 - SUPPLIES-ALLOCATION IN	23,869	2,266	2,266	15,723	6,267	(4,001)	-176.6%
SUBTOTAL	$ 1,766,467	$ 1,816,885	$ 1,769,409	$ 1,795,881	$ 1,950,508	$ (181,099)	-10.2%
SERVICES							
0811 - HEALTH CARE SERVICES	$ 68	$ 400	$ 400	$ 165	$ 1,600	$ (1,200)	-300.0%
0812 - OTHER SERVICES	942,179	205,500	205,500	354,300	205,400	100	0.0%
0820 - RENT & OPERATING LEASES	46,121	898,384	898,384	42,036	51,660	846,724	94.2%
0825 - REPAIRS AND MAINTENANCE	22,184,313	42,056,346	42,297,346	28,735,712	48,129,394	(5,832,048)	-13.8%
0830 - INTERGOVERNMENTAL PAYMENTS	-	13,602	13,602	-	-	13,602	100.0%
0839 - INTERNAL SERVICE CHARGES	677,062	847,635	847,635	764,595	1,287,481	(439,846)	-51.9%
0841 - TRAVEL	3,808	5,000	5,000	4,287	12,020	(7,020)	-140.4%
0842 - EDUCATION AND TRAINING	8,543	8,004	8,004	6,338	17,440	(9,436)	-117.9%
0843 - POSTAGE/FREIGHT/SHIPPING	516,437	600,681	600,681	472,019	601,881	(1,200)	-0.2%
0845 - SUPPORT AND CARE OF PERSONS	-	-	-	24,636	-	-	N/A
0850 - UTILITIES	20,136,661	26,228,864	26,228,864	21,348,113	23,432,345	2,796,519	10.7%
0873 - SERVICES-ALLOCATION IN	68,868	162,715	162,715	69,607	252,502	(89,787)	-55.2%
SUBTOTAL	$ 44,584,060	$ 71,027,131	$ 71,268,131	$ 51,821,808	$ 73,991,723	$ (2,723,592)	-3.8%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 443	$ 6,800,000	$ 6,800,000	$ -	$ -	$ 6,800,000	100.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	47,903	255,277	-	-	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	-	155,737	155,737	90,565	-	155,737	100.0%
SUBTOTAL	$ 48,346	$ 7,211,014	$ 6,955,737	$ 90,565	$ -	$ 6,955,737	100.0%
ALL EXPENDITURES	$ 55,227,837	$ 90,129,692	$ 90,129,692	$ 63,994,337	$ 87,560,533	$ 2,569,159	2.9%
TOTAL USES	$ 55,227,837	$ 90,129,692	$ 90,129,692	$ 63,994,337	$ 87,560,533	$ 2,569,159	2.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 101,387	$ 73,998	$ 73,998	$ 266,272	$ 38,000	$ (35,998)	-48.6%
FUND TOTAL SOURCES	$ 101,387	$ 73,998	$ 73,998	$ 266,272	$ 38,000	$ (35,998)	-48.6%
255 DETENTION OPERATIONS							
OPERATING	$ -	$ -	$ -	$ 31,250	$ -	$ -	N/A
FUND TOTAL SOURCES	$ -	$ -	$ -	$ 31,250	$ -	$ -	N/A
DEPARTMENT OPERATING TOTAL SOURCES	$ 101,387	$ 73,998	$ 73,998	$ 297,522	$ 38,000	$ (35,998)	-48.6%
DEPARTMENT TOTAL SOURCES	$ 101,387	$ 73,998	$ 73,998	$ 297,522	$ 38,000	$ (35,998)	-48.6%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
MAJOR MAINTENANCE OPERATING	$ 2,682,437	$ 8,577,906	$ 8,577,906	$ 7,400,929	$ 8,577,906	$ -	0.0%
OPERATING	27,392,334	35,276,448	35,276,448	29,600,463	33,102,468	2,173,980	6.2%
NON RECURRING NON PROJECT	142,168	283,797	283,797	194,752	517,664	(233,867)	-82.4%
ASSESSOR ADMIN BLDG REMODEL	(132)	-	-	-	-	-	N/A
CENTRAL COURT BLDG	-	5,800,000	5,800,000	913,022	4,886,978	913,022	15.7%
DATA CENTER GENERATOR	826,609	255,277	-	-	-	-	N/A
SOUTH COURT TOWER	-	-	-	-	117,000	(117,000)	N/A
ELECTIONS WAREHOUSE 6205	-	475,000	475,000	475,000	-	475,000	100.0%
FORENSIC SCIENCE BLDG GARAGE	-	234,000	234,000	234,000	-	234,000	100.0%
LL WEST COURT BLDG RELOC	477,068	783,022	636,162	435,953	-	636,162	100.0%
NE COURT COMPLEX	-	70,000	70,000	70,000	-	70,000	100.0%
PROGRAM FEES	(79)	-	-	-	-	-	N/A
PROBATION REVOCATION RELO	25,894	448,596	850,733	448,596	-	850,733	100.0%
SECURITY BLDG	-	2,500,000	2,500,000	839,037	1,660,963	839,037	33.6%
LIFE SAFETY PROJECTS	-	-	-	-	2,100,000	(2,100,000)	N/A
SE REG INFRASTRUC IMPRVMTS	(770)	-	-	-	-	-	N/A
SIMS RELOCATION	41,487	730,815	730,815	66,479	797,849	(67,034)	-9.2%
UA COOPERATIVE EXTENSION	-	850,000	850,000	850,000	-	850,000	100.0%
WEST COURT BLDG	-	817,500	817,500	317,500	500,000	317,500	38.8%
WEST COURT INFR IMPROVEMENTS	(217)	-	-	-	-	-	N/A
FUND TOTAL USES	$ 31,586,799	$ 57,102,361	$ 57,102,361	$ 41,845,731	$ 52,260,828	$ 4,841,533	8.5%
255 DETENTION OPERATIONS							
MAJOR MAINTENANCE OPERATING	$ 5,213,801	$ 6,940,763	$ 6,940,763	$ 4,865,734	$ 6,940,763	$ -	0.0%
OPERATING	18,427,237	20,138,620	20,138,620	17,007,872	19,267,341	871,279	4.3%
DURANGO JAIL INFR IMPROVEMENTS	-	4,947,948	4,947,948	50,000	1,316,601	3,631,347	73.4%
4th AVE JAIL MAINTENANCE	-	-	-	-	3,000,000	(3,000,000)	N/A
LBJ COMPLEX	-	1,000,000	1,000,000	225,000	4,775,000	(3,775,000)	-377.5%
FUND TOTAL USES	$ 23,641,038	$ 33,027,331	$ 33,027,331	$ 22,148,606	$ 35,299,705	$ (2,272,374)	-6.9%
DEPARTMENT OPERATING TOTAL USES	$ 53,715,809	$ 70,933,737	$ 70,933,737	$ 58,874,998	$ 67,888,478	$ 3,045,259	5.5%
DEPARTMENT NON-RECURRING TOTAL USES	$ 1,512,028	$ 19,195,955	$ 19,195,955	$ 5,119,339	$ 19,672,055	$ -	N/A
DEPARTMENT TOTAL USES	$ 55,227,837	$ 90,129,692	$ 90,129,692	$ 63,994,337	$ 87,560,533	$ 3,045,259	5.5%

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.25	3.50	2.75	2.75	2.75	-	0.0%
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	3.00	-	0.0%
FINANCIAL SERVICES	4.75	3.50	5.00	5.00	5.00	-	0.0%
PROCUREMENT	2.00	1.00	1.25	1.25	1.25	-	0.0%
PROGRAM TOTAL	11.00	11.00	12.00	12.00	12.00	-	0.0%
BLDG OPERATIONS AND MAINT							
BUILDINGS AND GROUNDS	4.00	4.00	4.00	4.00	4.00	-	0.0%
FACILITIES MAINTENANCE	108.00	108.00	116.00	117.00	117.00	1.00	0.9%
PROGRAM TOTAL	112.00	112.00	120.00	121.00	121.00	1.00	0.8%
CAPITAL FACILITIES DEVELOPMENT							
FAC PLANNING AND ENERGY MGMT	16.00	16.00	15.50	15.50	16.50	1.00	6.5%
FACILITIES CONSTRUCTION MGMT	10.00	16.00	17.50	17.50	16.50	(1.00)	(5.7%)
PROGRAM TOTAL	26.00	32.00	33.00	33.00	33.00	-	0.0%
DEPARTMENT TOTAL	149.00	155.00	165.00	166.00	166.00	1.00	0.6%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	3.00	3.00	3.00	-	0.0%
Admin/Operations Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Administrator	1.00	-	-	-	-	-	N/A
Business/Systems Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
Business/Systems Analyst-Sr/Ld	2.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	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%
Electrician	10.00	10.00	10.00	10.00	10.00	-	0.0%
Electronic Technician	10.00	10.00	3.00	3.00	3.00	-	0.0%
Electronic Technician Senior	-	-	7.00	7.00	8.00	1.00	14.3%
Engineering Associate	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineering Technician	2.00	2.00	2.00	2.00	2.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Facil Cap Proj & Plng Div Dir	-	1.00	1.00	1.00	1.00	-	0.0%
Facil Capital Project Div Mgr	-	1.00	1.00	1.00	1.00	-	0.0%
Facil Capital Project Mgr	6.00	4.00	4.00	4.00	4.00	-	0.0%
Facil Capital Project Mgr Sr	-	5.00	6.00	6.00	6.00	-	0.0%
Facil Contract Service Monitor	5.00	5.00	5.00	5.00	5.00	-	0.0%
Facil Lg Capital Project Exec	-	1.00	1.00	1.00	1.00	-	0.0%
Facil Opts & Maint Div Mgr	-	2.00	2.00	2.00	2.00	-	0.0%
Facilities Manager - Capital Projects	1.00	-	-	-	-	-	N/A
Facilities Planner	-	2.00	6.00	6.00	6.00	-	0.0%
Facilities Planning Div Mgr	-	1.00	1.00	1.00	1.00	-	0.0%
Facilities Project Manager	2.00	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	-	0.0%
Finance/Business Analyst	2.00	3.00	3.00	3.00	3.00	-	0.0%
General Laborer	2.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
Grant-Contract Administrator	-	1.00	1.00	1.00	1.00	-	0.0%
HVAC Technician	-	-	14.00	14.00	14.00	-	0.0%
HVAC Technician Senior	-	-	2.00	1.00	-	(2.00)	(100.0%)
Materials Inventory Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	1.00	1.00	1.00	1.00	1.00	-	0.0%
Planner	5.00	4.00	-	-	-	-	N/A
Plumber	-	-	12.00	12.00	12.00	-	0.0%
Procurement Officer - County	1.00	-	-	-	-	-	N/A
Procurement Officer - Dept	2.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Safety Representative	-	-	-	-	1.00	1.00	N/A
Trades Generalist	23.00	21.00	29.00	29.00	29.00	-	0.0%
Trades Manager	1.00	-	-	-	-	-	N/A
Trades Specialist	50.00	49.00	21.00	23.00	23.00	2.00	9.5%
Trades Supervisor	8.00	8.00	8.00	8.00	8.00	-	0.0%
Department Total	**149.00**	**155.00**	**165.00**	**166.00**	**166.00**	**1.00**	**0.6%**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	119.00	125.00	135.00	135.00	136.00	1.00	0.7%
255 DETENTION OPERATIONS	30.00	30.00	30.00	31.00	30.00	-	0.0%
Department Total	**149.00**	**155.00**	**165.00**	**166.00**	**166.00**	**1.00**	**0.6%**

General Adjustments

Personnel:

General Fund (100)

- Increase Regular Benefits by $26,717 for the impact of changes in retirement contribution rates.
- Increase Other Benefits and Internal Services Charges by $500,242 for the impact of the changes in Risk Management.

Detention Fund (255)

- Increase Regular Benefits by $5,569 for the impact of changes in retirement contribution rates.

Programs and Activities

Facilities Operations & Maintenance Program

The purpose of the Facilities Operations & Maintenance Program is to provide facilities, detention security system, buildings and grounds operations and maintenance services to Maricopa County departments so they can work and conduct business in a safe, functional environment.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of customers who report they are satisfied or very satisfied with the cleanliness of County facilities	74.3%	79.7%	79.7%	83.8%	4.1%	5.1%
Percent of customers who report they are satisfied or very satisfied with the maintenance of the landscaping and grounds	85.1%	89.2%	89.2%	86.5%	-2.7%	-3.0%
Percent of facilities contract janitorial inspections that received a passing rating for cleanliness (passing = no deductions)	99.9%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of landscape quality inspections that received a passing rating	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of facilities maintenance performed on a time-based schedule or based on quantified material and equipment condition	43.6%	40.7%	43.0%	42.8%	2.1%	5.3%
Percent Detention Security System is functional 24/7/365	96.9%	99.9%	99.9%	100.0%	0.1%	0.1%
Percent of Maricopa County departments and agency customers who are satisfied or very satisfied with the services of Facilities Management Operations & Maintenance according to the annual Customer Satisfaction Survey	98.6%	98.6%	98.6%	98.7%	0.1%	0.1%

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of customers who report they are satisfied or very satisfied with the cleanliness of County facilities	74.3%	79.7%	79.7%	83.8%	4.1%	5.1%
Result	Percent of customers who report they are satisfied or very satisfied with the maintenance of the landscaping and grounds	85.1%	89.2%	89.2%	86.5%	(2.7%)	-3.0%
Result	Percent of facilities contract janitorial inspections that received a passing rating for cleanliness (passing = no deductions)	99.9%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of landscape quality inspections that received a passing rating	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of square feet of facilities cleaned	2,730,441	3,208,456	3,208,456	3,208,456	-	0.0%
Demand	Number of square feet of facilities required to be cleaned	2,730,441	3,208,456	3,208,456	3,208,456	-	0.0%
Efficiency	Total expenditure per square foot of facilities cleaned	$ 1.85	$ 2.00	$ 1.67	$ 2.01	$ (0.01)	-0.5%
Expenditure							
	100 - GENERAL	$ 4,264,486	$ 5,659,475	$ 4,677,876	$ 5,671,244	$ (11,769)	-0.2%
	255 - DETENTION OPERATIONS	781,051	762,371	682,526	785,232	(22,861)	-3.0%
	TOTAL USES	$ 5,045,537	$ 6,421,846	$ 5,360,402	$ 6,456,476	$ (34,630)	-0.5%

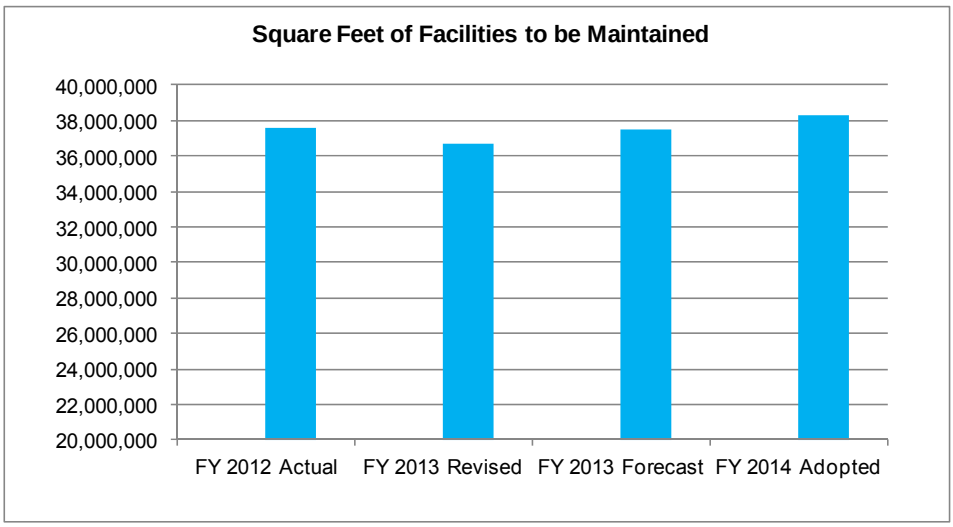
Activity Narrative: FY 2013 Revised and Forecast measures already include the addition of the MCSO Headquarters, resulting in no increase for the measures in FY 2014. Expenditures are increasing in the General Fund due to increased cost in staff and the Detention Fund expenditure increases are due to repairs and maintenance.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	43.6%	40.7%	43.0%	42.8%	2.1%	5.3%
Result	Percent Detention Security System is functional 24/7/365	96.9%	99.9%	99.9%	100.0%	0.1%	0.1%
Result	Percent of Maricopa County departments and agency customers who are satisfied or very satisfied with the services of Facilities Management Operations & Maintenance according to the annual Customer Satisfaction Survey	98.6%	98.6%	98.6%	98.7%	0.1%	0.1%
Output	Number of square feet of facilities maintained	37,561,182	36,702,596	37,508,052	38,312,192	1,609,596	4.4%
Demand	Number of (factored) square feet required to be maintained	37,561,182	38,060,904	38,186,548	38,312,192	251,288	0.7%
Efficiency	Total expenditure per square foot maintained	$ 0.28	$ 0.32	$ 0.32	$ 0.37	$ (0.04)	-13.4%
Expenditure							
	100 - GENERAL	$ 6,796,692	$ 8,800,156	$ 8,599,913	$ 9,803,015	$ (1,002,859)	-11.4%
	255 - DETENTION OPERATIONS	3,642,421	3,026,380	3,572,854	4,195,633	(1,169,253)	-38.6%
	TOTAL USES	$ 10,439,113	$ 11,826,536	$ 12,172,767	$ 13,998,648	$ (2,172,112)	-18.4%



Activity Narrative: The opening of the new Court Tower in FY 2012 added to the factored square feet of facilities to be maintained. Additionally, the MCSO Headquarters will open in FY 2014 increasing the number of square feet of facilities to be maintained. Detention Fund expenditures are increasing due to shift in contract service expenditures from the Facilities Construction Management Activity and additional contract services and supplies for the MCSO Headquarters. General Fund expenditures are also increasing due to one-time funding for South Court Tower personnel, additional staff and contract services for the MCSO Headquarters, increased requests in minor repairs across County facilities, and a shift in contract service expenditures from the Facilities Construction Management Activity.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	N/A	93.4%	93.4%	93.4%	0.0%	0.0%
Percent of customers satisfied with the usefulness and timeliness of information provided by Facilities Planning & Energy Management	N/A	42.5%	42.5%	50.0%	7.5%	17.6%
Percent of County facilities operating within energy efficiency standards (measured by kilowatts per sq foot)	N/A	32.9%	32.9%	32.9%	0.0%	0.0%
Percent reduction in energy used by County facilities (kilowatt hours)	N/A	105.3%	105.3%	101.2%	-4.1%	-3.9%

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of customers satisfied with the usefulness and timeliness of information provided by Facilities Planning & Energy Management	N/A	42.5%	42.5%	50.0%	7.5%	17.6%
Result	Percent of County facilities operating within energy efficiency standards (measured by kilowatts per sq foot)	N/A	32.9%	32.9%	32.9%	0.0%	0.0%
Result	Percent reduction in energy used by County facilities (kilowatt hours)	N/A	105.3%	105.3%	101.2%	(4.1%)	-3.9%
Output	Number of planning services provided	60	150	154	120	(30)	-20.0%
Demand	Number of planning services requested	60	150	199	120	(30)	-20.0%
Efficiency	Expenditure per planning service provided	$ 350,437.73	$ 177,598.36	$ 141,915.77	$ 198,342.23	$ (20,743.87)	-11.7%
Revenue							
	100 - GENERAL	$ 34,051	$ -	$ 208,529	$ -	$ -	N/A
	255 - DETENTION OPERATIONS	-	-	31,250	-	-	N/A
	TOTAL SOURCES	$ 34,051	$ -	$ 239,779	$ -	$ -	N/A
Expenditure							
	100 - GENERAL	$ 10,699,060	$ 14,439,754	$ 11,360,960	$ 12,279,430	$ 2,160,324	15.0%
	255 - DETENTION OPERATIONS	10,327,204	12,200,000	10,494,068	11,521,638	678,362	5.6%
	TOTAL USES	$ 21,026,264	$ 26,639,754	$ 21,855,028	$ 23,801,068	$ 2,838,686	10.7%

Activity Narrative: The current methodology for measuring this activity was implemented in FY 2012. The FY 2014 measures are expected to decrease as the number of planning services fluctuates yearly. The FY 2014 utility budget for the General and Detention Funds are set at FY 2013 Forecast levels, reducing the Activity's expenditures for FY 2014.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	N/A	93.4%	93.4%	93.4%	0.0%	0.0%
Output	Number of new, retrofitted, renovated or remodeled facility projects completed	N/A	318	318	318	-	0.0%
Demand	Number of new, retrofitted, renovated or remodeled facility projects requested	N/A	401	401	401	-	0.0%
Efficiency	Total activity expenditure per new, retrofitted, renovated or remodeled facility project completed	N/A	$ 132,174.69	$ 68,869.46	$ 124,805.02	$ 7,369.67	5.6%
Expenditure							
	100 - GENERAL	$ 7,342,361	$ 25,303,619	$ 14,623,310	$ 21,516,410	$ 3,787,209	15.0%
	255 - DETENTION OPERATIONS	8,830,621	16,727,934	7,277,178	18,171,587	(1,443,653)	-8.6%
	TOTAL USES	$ 16,172,982	$ 42,031,553	$ 21,900,488	$ 39,687,997	$ 2,343,556	5.6%

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 that was reduced to FY 2013 Forecast levels for both the General and Detention funds. The increase in expenditures in the Detention Fund for FY 2014 is due to carry-over major maintenance projects from FY 2013, as well as new projects that have one-time funding, with a decrease in Annual Program expenditures. The decrease in expenditure in the General Fund for FY 2014 is due to a reduction in carry-over major maintenance projects and Annual Program expenditures.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 35,276,448**	**$ 73,998**
FY 2013 Revised Budget		**$ 35,276,448**	**$ 73,998**
Adjustments:			
Reallocations		**$ 967,686**	**$ -**
Reallocation Between Depts		*967,686*	*-*
FY 2014 Budget Target		**$ 36,244,134**	**$ 73,998**
Adjustments:			
Employee Retirement and Benefits		**$ 27,809**	**$ -**
Retirement Contributions		*27,809*	*-*
Base Adjustments		**$ (3,569,749)**	**$ -**
Annual Maintenance Programs		*(1,000,000)*	*-*
New Facility Operating Costs		*(576,138)*	*-*
Utilities Adjustment		*(1,993,611)*	*-*
Fees and Other Revenues		**$ -**	**$ (35,998)**
ProgRevenue Volume Inc/Dec		*-*	*(35,998)*
Budget Balancing		**$ (99,968)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(99,968)*	*-*
FY 2014 Tentative Budget		**$ 32,602,226**	**$ 38,000**
Percent Change from Target Amount		*-10.0%*	*-48.6%*
Adjustments:			
Base Adjustments		**$ 500,242**	**$ -**
Internal Service Charges		*500,242*	*-*
FY 2014 Adopted Budget		**$ 33,102,468**	**$ 38,000**
Percent Change from Target Amount		*-8.7%*	*-48.6%*

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 283,797**	**$ -**
FY 2013 Revised Budget		**$ 283,797**	**$ -**
Adjustments:			
Non Recurring		**$ (283,797)**	**$ -**
Other Non-Recurring		*(283,797)*	*-*
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 517,664**	**$ -**
Other Non-Recurring		*517,664*	*-*
Case Goods Warehouse Staff	*$ 90,880*	*-*	*-*
Case Goods Warehouse Services	*3,668*	*-*	*-*
South Court Tower Staff	*423,116*	*-*	*-*
FY 2014 Adopted Budget		**$ 517,664**	**$ -**

General Fund (100) (continued)

		Expenditures	Revenue
MAJOR MAINTENANCE OPERATING			
FY 2013 Adopted Budget		**$ 8,577,906**	**$ -**
FY 2013 Revised Budget		**$ 8,577,906**	**$ -**
FY 2014 Budget Target		**$ 8,577,906**	**$ -**
FY 2014 Adopted Budget		**$ 8,577,906**	**$ -**
		Expenditures	**Revenue**
MAJOR MAINTENANCE NON RECURRING			
FY 2013 Adopted Budget		**$ 12,964,210**	**$ -**
FY 2013 Revised Budget		**$ 12,964,210**	**$ -**
Adjustments:			
Major Maintenance Projects		**$ (12,964,210)**	**$ -**
Major Maintenance Program		*(12,964,210)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Major Maintenance Projects		**$ 10,062,790**	**$ -**
Major Maintenance Program		*10,062,790*	-
Central Court Building Elevators	*$ 4,886,978*	-	-
Court Plaza Electrical Panels	*2,100,000*	-	-
Security Building	*1,660,963*	-	-
West Court Building	*500,000*	-	-
South Court Tower	*117,000*	-	-
SIMS Relocation	*797,849*	-	-
FY 2014 Adopted Budget		**$ 10,062,790**	**$ -**

Detention Fund (255)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 20,138,620**	**$ -**
FY 2013 Revised Budget	**$ 20,138,620**	**$ -**
FY 2014 Budget Target	**$ 20,138,620**	**$ -**
Adjustments:		
Employee Retirement and Benefits	**$ 6,083**	**$ -**
Retirement Contributions	*6,083*	-
Base Adjustments	**$ (856,418)**	**$ -**
Annual Maintenance Programs	*(1,000,000)*	-
New Facility Operating Costs	*652,582*	-
Utilities Adjustment	*(509,000)*	-
Budget Balancing	**$ (20,944)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget	*(20,944)*	-
FY 2014 Adopted Budget	**$ 19,267,341**	**$ -**
Percent Change from Target Amount	*-4.3%*	

Detention Fund (255) (continued)

		Expenditures	Revenue
MAJOR MAINTENANCE OPERATING			
FY 2013 Adopted Budget		**$ 6,940,763**	**$ -**
FY 2013 Revised Budget		**$ 6,940,763**	**$ -**
FY 2014 Budget Target		**$ 6,940,763**	**$ -**
FY 2014 Adopted Budget		**$ 6,940,763**	**$ -**
		Expenditures	**Revenue**
MAJOR MAINTENANCE			
FY 2013 Adopted Budget		**$ 5,947,948**	**$ -**
FY 2013 Revised Budget		**$ 5,947,948**	**$ -**
Adjustments:			
Major Maintenance Projects		**$ (5,947,948)**	**$ -**
Major Maintenance Program		*(5,947,948)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Major Maintenance Projects		**$ 9,091,601**	**$ -**
Lower Buckeye Jail Building Automation	*$ 4,000,000*	-	-
Lower Buckeye Jail Central Plant - Heating Tower/Cooling Exchange	*775,000*	-	-
Fourth Avenue Jail Building Automation	*3,000,000*	-	-
Durango Jail Safety Improvements	*1,316,601*	-	-
FY 2014 Adopted Budget		**$ 9,091,601**	**$ -**

Finance

Analysis by Karina Araiza, Management and Budget Analyst

Summary

Mission

The mission of the Department of Finance is to provide financial information and services to Maricopa County government so they can effectively manage their resources.

Vision

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

Strategic Goals

Fiscal Strength

By June 30, 2015, the County will be in 100% compliance with new regulations as related to transparency.

Status: The Department is 100% in compliance with the transparency regulations. The Department will continue to follow any changes to State statutes, as applicable, to ensure that it remains 100% compliant.

Fiscal Strength

By June 30, 2015, 90% of users will be satisfied with the ease of use and speed of invoice payment processing as related to OnBase Accounts Payable Workflow.

Status: The OnBase system rolled out to 100% of the County as of FY 2011. Classes are now being offered through Pathlore to all departments. Currently, 91% of users are satisfied. The Department of Finance expects to maintain these results in the upcoming fiscal year.

Fiscal Strength

By June 30, 2015, 90% of users will be satisfied with the ease of use with Business Objects.

Status: The Department of Finance implemented a new version of Business Objects in FY 2013 and extended the licensing to include more users and technological advancements. Currently, 87% of users report satisfaction with the ease of Business Objects. The Department of Finance anticipates reaching this goal by the target date by providing training classes through Pathlore.

Fiscal Strength

By June 30, 2015, 90% of users will be satisfied with the ease of use with OnBase Document Retrieval.

Status: Currently, 91% of users report satisfaction with the ease of OnBase

Document Retrieval. The Department of Finance expects to maintain this level of satisfaction by providing excellent customer service to user departments to ensure that day-to-day operational support is provided.

Fiscal Strength

By June 30, 2015, overall collections will be increased by 20% over the previous four fiscal years to $9,331,200.

Status: The Department of Finance only receives a portion of the uncollected Superior Court assessed debt. The majority of the revenue from debt collections is allocated by the Clerk of the Superior Court to the State, the County and private and public victims. Due to increased staffing, the Department is currently collecting $5,059,811 annually and anticipates reaching the goal by target date.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
CLCT - COLLECTIONS	$ 400,056	$ 275,200	$ 275,200	$ 249,903	$ 180,000	$ (95,200)	-34.6%
18CL - COLLECTIONS	$ 400,056	$ 275,200	$ 275,200	$ 249,903	$ 180,000	$ (95,200)	-34.6%
TOTAL PROGRAMS	**$ 400,056**	**$ 275,200**	**$ 275,200**	**$ 249,903**	**$ 180,000**	**$ (95,200)**	**-34.6%**
USES							
CLCT - COLLECTIONS	$ 332,935	$ 405,568	$ 421,463	$ 326,567	$ 336,007	$ 85,456	20.3%
18CL - COLLECTIONS	$ 332,935	$ 405,568	$ 421,463	$ 326,567	$ 336,007	$ 85,456	20.3%
BLSV - BILLING SERVICES	$ 24,691	$ 70,684	$ 70,684	$ 71,927	$ -	$ 70,684	100.0%
FINR - FINANCIAL REPORTING	874,199	-	-	-	-	-	N/A
PYPR - PAYMENT PROCESSING	436,196	331,088	454,057	389,912	464,947	(10,890)	-2.4%
18FM - FINANCIAL MANAGEMENT	$ 1,335,086	$ 401,772	$ 524,741	$ 461,839	$ 464,947	$ 59,794	11.4%
FSAC - FINANCIAL SERVICES	$ 419,128	$ 1,872,721	$ 1,624,524	$ 1,576,891	$ 1,773,812	$ (149,288)	-9.2%
ODIR - EXECUTIVE MANAGEMENT	663,171	457,538	537,760	462,068	179,197	358,563	66.7%
99AS - ADMINISTRATIVE SERVICES	$ 1,082,299	$ 2,330,259	$ 2,162,284	$ 2,038,959	$ 1,953,009	$ 209,275	9.7%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 16,368	$ 13,952	$ 13,952	$ 13,942	$ 43,510	$ (29,558)	-211.9%
POOL - POOLED COSTS	-	-	-	-	(27,881)	27,881	N/A
99GV - GENERAL GOVERNMENT	$ 16,368	$ 13,952	$ 13,952	$ 13,942	$ 15,629	$ (1,677)	-12.0%
TOTAL PROGRAMS	**$ 2,766,688**	**$ 3,151,551**	**$ 3,122,440**	**$ 2,841,307**	**$ 2,769,592**	**$ 352,848**	**11.3%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 400,056	$ 275,200	$ 275,200	$ 249,903	$ 180,000	$ (95,200)	-34.6%
SUBTOTAL	$ 400,056	$ 275,200	$ 275,200	$ 249,903	$ 180,000	$ (95,200)	-34.6%
ALL REVENUES	$ 400,056	$ 275,200	$ 275,200	$ 249,903	$ 180,000	$ (95,200)	-34.6%
TOTAL SOURCES	$ 400,056	$ 275,200	$ 275,200	$ 249,903	$ 180,000	$ (95,200)	-34.6%

Sources and Uses by Category (continued)

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,809,327	$ 2,061,758	$ 2,034,537	$ 1,881,057	$ 1,806,075	$ 228,462	11.2%
0710 - OVERTIME	118	-	-	(10)	-	-	N/A
0750 - FRINGE BENEFITS	625,970	719,024	701,239	650,611	656,034	45,205	6.4%
0790 - OTHER PERSONNEL SERVICES	-	-	-	1,600	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(93,757)	(2,791)	(2,791)	(1,160)	-	(2,791)	-100.0%
0796 - PERSONNEL SERVICES ALLOC-IN	93,757	-	-	-	-	-	N/A
SUBTOTAL	$ 2,435,415	$ 2,777,991	$ 2,732,985	$ 2,532,098	$ 2,462,109	$ 270,876	9.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 25,020	$ 34,207	$ 34,207	$ 19,826	$ 84,880	$ (50,673)	-148.1%
SUBTOTAL	$ 25,020	$ 34,207	$ 34,207	$ 19,826	$ 84,880	$ (50,673)	-148.1%
SERVICES							
0812 - OTHER SERVICES	$ 181,219	$ 204,454	$ 220,349	$ 162,185	$ 99,805	$ 120,544	54.7%
0820 - RENT & OPERATING LEASES	7,441	7,500	7,500	8,051	7,500	-	0.0%
0825 - REPAIRS AND MAINTENANCE	6,610	12,000	12,000	9,000	8,500	3,500	29.2%
0830 - INTERGOVERNMENTAL PAYMENTS	10,265	6,750	6,750	6,300	6,300	450	6.7%
0839 - INTERNAL SERVICE CHARGES	40,432	37,739	37,739	38,069	41,238	(3,499)	-9.3%
0841 - TRAVEL	11,230	8,080	8,080	6,963	2,000	6,080	75.2%
0842 - EDUCATION AND TRAINING	9,503	17,180	17,180	13,276	11,610	5,570	32.4%
0843 - POSTAGE/FREIGHT/SHIPPING	39,227	45,650	45,650	45,539	45,650	-	0.0%
0850 - UTILITIES	326	-	-	-	-	-	N/A
SUBTOTAL	$ 306,253	$ 339,353	$ 355,248	$ 289,383	$ 222,603	$ 132,645	37.3%
ALL EXPENDITURES	$ 2,766,688	$ 3,151,551	$ 3,122,440	$ 2,841,307	$ 2,769,592	$ 352,848	11.3%
TOTAL USES	$ 2,766,688	$ 3,151,551	$ 3,122,440	$ 2,841,307	$ 2,769,592	$ 352,848	11.3%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 400,056	$ 275,200	$ 275,200	$ 249,903	$ 180,000	$ (95,200)	-34.6%
FUND TOTAL SOURCES	$ 400,056	$ 275,200	$ 275,200	$ 249,903	$ 180,000	$ (95,200)	-34.6%
DEPARTMENT OPERATING TOTAL SOURCES	$ 400,056	$ 275,200	$ 275,200	$ 249,903	$ 180,000	$ (95,200)	-34.6%
DEPARTMENT TOTAL SOURCES	$ 400,056	$ 275,200	$ 275,200	$ 249,903	$ 180,000	$ (95,200)	-34.6%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 2,625,379	$ 3,026,551	$ 2,997,440	$ 2,727,020	$ 2,769,592	$ 227,848	7.6%
NON-RECURRING	141,309	125,000	125,000	114,287	-	125,000	100.0%
FUND TOTAL USES	$ 2,766,688	$ 3,151,551	$ 3,122,440	$ 2,841,307	$ 2,769,592	$ 352,848	11.3%
DEPARTMENT OPERATING TOTAL USES	$ 2,625,379	$ 3,026,551	$ 2,997,440	$ 2,727,020	$ 2,769,592	$ 227,848	7.6%
DEPARTMENT NON-RECURRING TOTAL USES	$ 141,309	$ 125,000	$ 125,000	$ 114,287	$ -	$ 125,000	100.0%
DEPARTMENT TOTAL USES	$ 2,766,688	$ 3,151,551	$ 3,122,440	$ 2,841,307	$ 2,769,592	$ 352,848	11.3%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	3.00	4.00	4.00	4.00	2.00	(2.00)	(50.0%)
FINANCIAL SERVICES	10.00	23.00	20.00	20.00	21.00	1.00	5.0%
PROGRAM TOTAL	13.00	27.00	24.00	24.00	23.00	(1.00)	(4.2%)
COLLECTIONS							
COLLECTIONS	5.00	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	5.00	4.00	4.00	4.00	4.00	-	0.0%
FINANCIAL MANAGEMENT							
BILLING SERVICES	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
FINANCIAL REPORTING	13.00	-	-	-	-	-	N/A
PAYMENT PROCESSING	8.00	6.00	8.00	8.00	8.00	-	0.0%
PROGRAM TOTAL	22.00	7.00	9.00	9.00	8.00	(1.00)	(11.1%)
REAL ESTATE							
REAL ESTATE MANAGEMENT	3.00	-	-	-	-	-	N/A
PROGRAM TOTAL	3.00	-	-	-	-	-	N/A
DEPARTMENT TOTAL	43.00	38.00	37.00	37.00	35.00	(2.00)	(5.4%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accounting Specialist	6.00	5.00	5.00	5.00	5.00	-	0.0%
Accounting Specialist Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Assistant County Manager	-	-	1.00	1.00	-	(1.00)	(100.0%)
Business/Systems Analyst-Sr/Ld	-	-	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%
Consultant	1.00	-	-	-	-	-	N/A
Deputy Director - Finance	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Finance	1.00	1.00	-	-	-	-	N/A
Executive Assistant	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
Finan Compliance Admin - Cnty	1.00	1.00	-	-	-	-	N/A
Finan/Business Analyst -County	13.00	13.00	13.00	13.00	13.00	-	0.0%
Financial Manager - County	2.00	3.00	3.00	3.00	3.00	-	0.0%
Financial Supervisor - County	3.00	5.00	4.00	4.00	4.00	-	0.0%
Management Analyst	3.00	1.00	-	-	-	-	N/A
Office Assistant Specialized	4.00	3.00	3.00	3.00	3.00	-	0.0%
Real Estate Manager - County	1.00	-	-	-	-	-	N/A
Real Property Specialist	2.00	-	-	-	-	-	N/A
Department Total	**43.00**	**38.00**	**37.00**	**37.00**	**35.00**	**(2.00)**	**(5.4%)**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	43.00	38.00	37.00	37.00	35.00	(2.00)	(5.4%)
Department Total	**43.00**	**38.00**	**37.00**	**37.00**	**35.00**	**(2.00)**	**(5.4%)**

Significant Variance Analysis

The Assistant County Manager and Executive Assistant positions were moved to the Assistant County Manager – 940 in FY 2014.

General Adjustments

Target Adjustments:

- Restate expenditures of $64,580 to the Sheriff's Office for the Jail per Diem billing function.
- Restate rental revenue of $299,656 from the Finance Department to the Assistant County Manager – 940.
- Restate Personnel and Supplies expenditures of $573,434 from the Finance Department to the Assistant County Manager – 940.

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $7,569 for the impact of changes in retirement contribution rates.
- Increase Other Benefits and Internal Service Charges by $11,766 for the impact of the changes in Risk Management charges.
- Restate expenditures of $64,580 to the Finance Department from the Sheriff's Office for the jail per diem billing function. The Sheriff's Office has asked to delay this transfer of responsibility until after their Chief Financial Officer is hired and they are moved into the new headquarters.
- Increase Personnel Savings by $27,881 based on the Chairman's Office request.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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.

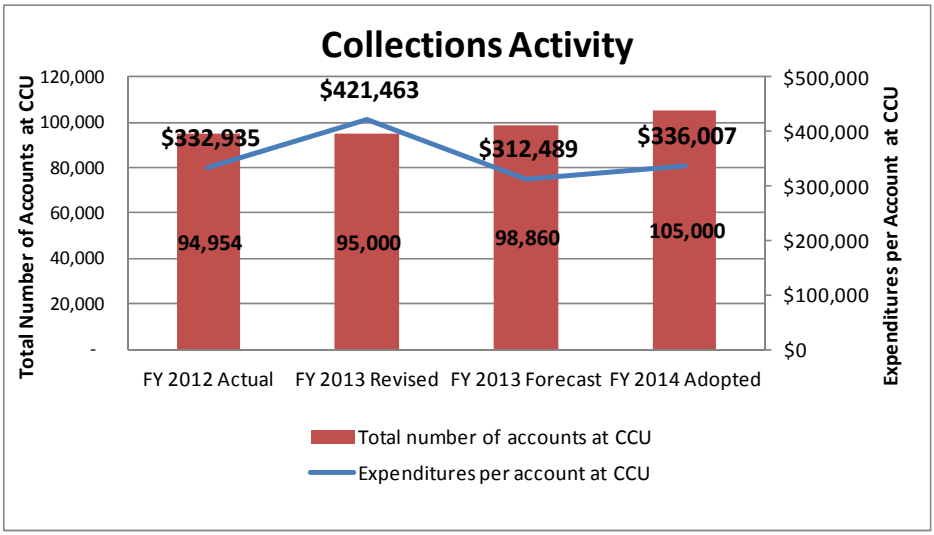
Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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)	2,163	2,100	2,147	2,261	161	7.7%
Output	Number of accounts sent to Private Collections	15,420	14,400	16,354	16,400	2,000	13.9%
Output	Total number of accounts at County Collections Unit	94,954	95,000	102,793	95,000	-	0.0%
Demand	Number of accounts to County Collections Unit per Fiscal Year	14,102	15,600	14,046	14,000	(1,600)	-10.3%
Efficiency	Expenditure per collectible accounts internal to County Collections Unit (CCU)	$ 38.48	$ 50.17	$ 38.03	$ 37.15	$ 13.02	26.0%
Revenue							
	100 - GENERAL	$ 400,056	$ 275,200	$ 249,903	$ 180,000	$ (95,200)	-34.6%
	TOTAL SOURCES	$ 400,056	$ 275,200	$ 249,903	$ 180,000	$ (95,200)	-34.6%
Expenditure							
	100 - GENERAL	$ 332,935	$ 421,463	$ 326,567	$ 336,007	$ 85,456	20.3%
	TOTAL USES	$ 332,935	$ 421,463	$ 326,567	$ 336,007	$ 85,456	20.3%

Base Adjustments:

General Fund (100)

- Decrease revenue by $95,200 due to the correction of the priority of payments by the Clerk of the Court. Previously, the Collections Unit was receiving a portion of every payment in error. This error was corrected in October 2013, and revenue fees will not be collected at the same level as previous years within the Collections Activity. The regulations are specific as to who gets paid first and the Collections Unit is at the lowest level. Therefore, the Collections Unit will be last to receive fees and revenues will be delayed until the debtor's obligation is paid in full.



Financial Management

The purpose of the Financial Management Program is to provide timely financial reports and billing services to departments and County management so they can manage projects and County resources.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of monthly reports produced within 10 business days of month end close	100.0%	N/A	100.0%	100.0%	N/A	N/A
Percent of payments that are related to Jail Bonds	9.0%	10.2%	10.3%	10.2%	0.0%	0.0%
Percent of payments processed within 5 business days	0.0%	0.0%	0.0%	0.0%	0.0%	N/A
Percent of jail billings processed in 5 business days	100.0%	100.0%	100.0%	N/A	N/A	N/A
Percent of MCSO related billings paid within 60 days.	81.4%	100.0%	100.0%	N/A	N/A	N/A

Activities that comprise this program include:

- Payment Processing

Payment Processing Activity

The purpose of the Payment Processing Activity is to provide both final audit and payment approval to departments and the court system so they can pay their vendors or interested parties timely and accurately.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of payments that are related to Jail Bonds	9.0%	10.2%	9.7%	10.2%	0.0%	0.0%
Result	Percent of payments processed within 5 business days	0.0%	0.0%	49.4%	95.0%	95.0%	N/A
Output	Number of general payments processed	80,889	77,200	75,304	77,200	-	0.0%
Output	Total number of payments processed	88,936	86,000	83,434	86,000	-	0.0%
Demand	Number of payment requests	88,936	77,200	81,234	77,200	-	0.0%
Efficiency	Expenditure per payment processed	$ 5.39	$ 5.88	$ 5.18	$ 6.02	$ (0.14)	-2.4%
Expenditure							
	100 - GENERAL	$ 436,196	$ 454,057	$ 389,912	$ 464,947	$ (10,890)	-2.4%
	TOTAL USES	$ 436,196	$ 454,057	$ 389,912	$ 464,947	$ (10,890)	-2.4%

Activity Narrative: Expenditures are increasing in FY 2014 when compared to FY13 Forecast due to the Department expecting to fill a vacant position.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 3,351,572**	**$ 574,856**
FY 2013 Revised Budget	**$ 3,351,572**	**$ 574,856**
Adjustments:		
Reallocations	**$ (64,580)**	**$ -**
Reallocation Between Depts	*(64,580)*	*-*
Restatements	**$ (573,434)**	**$ (299,656)**
Finance to ACM	*(573,434)*	*(299,656)*
FY 2014 Budget Target	**$ 2,713,558**	**$ 275,200**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 7,569**	**$ -**
Retirement Contributions	*7,569*	*-*
Fees and Other Revenues	**$ -**	**$ (95,200)**
ProgRevenue Volume Inc/Dec	*-*	*(95,200)*
Budget Balancing	**$ (27,881)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget	*(27,881)*	*-*
FY 2014 Tentative Budget	**$ 2,693,246**	**$ 180,000**
Percent Change from Target Amount	*-0.7%*	*-34.6%*
Adjustments:		
Base Adjustments	**$ 11,766**	**$ -**
Internal Service Charges	*11,766*	*-*
Reallocations	**$ 64,580**	**$ -**
Reallocation Between Depts	*64,580*	*-*
FY 2014 Adopted Budget	**$ 2,769,592**	**$ 180,000**
Percent Change from Target Amount	*2.1%*	*-34.6%*

Human Resources

Analysis by Karina Araiza, 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' mission.

Strategic Goals

Quality Workforce

By 2016, the percent of Maricopa County employees indicating they are satisfied with their jobs at Maricopa County will be 85% or greater.

Status: Human Resources has exceeded this goal as the latest Employee Satisfaction survey showed that 86% of employees reported to be satisfied with their jobs at Maricopa County.

Quality Workforce

By 2016, the voluntary turnover rate for full-time employees will be maintained at or below 10%.

Status: In FY 2012, Human Resources exceeded this goal as the voluntary turnover rate was 7.3%.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
PAYR - PAYROLL	$ 49,990	$ 51,200	$ 51,200	$ 35,108	$ 35,000	$ (16,200)	-31.6%
RECD - RECORDS MANAGEMENT	10,812	11,500	11,500	20,023	11,000	(500)	-4.3%
31PR - PAYROLL AND RECORDS MGMT	$ 60,802	$ 62,700	$ 62,700	$ 55,131	$ 46,000	$ (16,700)	-26.6%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ -	$ -	$ 50	$ -	$ -	N/A
99AS - ADMINISTRATIVE SERVICES	$ -	$ -	$ -	$ 50	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 60,802**	**$ 62,700**	**$ 62,700**	**$ 55,181**	**$ 46,000**	**$ (16,700)**	**-26.6%**
USES							
DVTY - DIVERSITY	$ 86,465	$ 89,488	$ 89,488	$ 89,488	$ 89,737	$ (249)	-0.3%
20DV - DIVERSITY	$ 86,465	$ 89,488	$ 89,488	$ 89,488	$ 89,737	$ (249)	-0.3%
EPMS - EMPLOYEE AND MANAGEMENT RLT	$ 366,561	$ 440,187	$ 429,146	$ 413,419	$ 458,870	$ (29,724)	-6.9%
MERT - MERIT COMMISSION	103,418	80,644	78,121	69,033	104,693	(26,572)	-34.0%
STDV - EMPLOYEE DEVELOPMENT	318,338	387,847	401,163	365,151	371,147	30,016	7.5%
31ED - EMPLOYEE AND MANAGEMENT RLT	$ 788,317	$ 908,678	$ 908,430	$ 847,603	$ 934,710	$ (26,280)	-2.9%
EMPL - EMPLOYMENT SERVICES	$ 565,506	$ 562,338	$ 628,078	$ 558,904	$ 570,509	$ 57,569	9.2%
31ES - EMPLOYMENT SERVICES	$ 565,506	$ 562,338	$ 628,078	$ 558,904	$ 570,509	$ 57,569	9.2%
PAYR - PAYROLL	$ 561,547	$ 584,268	$ 680,804	$ 628,995	$ 626,418	$ 54,386	8.0%
RECD - RECORDS MANAGEMENT	379,480	439,409	349,644	316,181	381,896	(32,252)	-9.2%
31PR - PAYROLL AND RECORDS MGMT	$ 941,027	$ 1,023,677	$ 1,030,448	$ 945,176	$ 1,008,314	$ 22,134	2.1%
ECOM - EMPLOYEE COMPENSATION	$ 416,260	$ 444,401	$ 411,225	$ 394,246	$ 488,704	$ (77,479)	-18.8%
49EC - EMPLOYEE COMPENSATION	$ 416,260	$ 444,401	$ 411,225	$ 394,246	$ 488,704	$ (77,479)	-18.8%
BDGT - BUDGETING	$ 37,547	$ 38,922	$ 36,576	$ 27,376	$ 32,343	$ 4,233	11.6%
FSAC - FINANCIAL SERVICES	32,344	32,089	30,833	25,097	20,535	10,298	33.4%
HRAC - HUMAN RESOURCES	18,944	42,725	41,610	27,560	23,299	18,311	44.0%
ODIR - EXECUTIVE MANAGEMENT	440,071	262,475	234,626	147,424	114,718	119,908	51.1%
PROC - PROCUREMENT	12,521	18,216	17,400	13,652	13,046	4,354	25.0%
99AS - ADMINISTRATIVE SERVICES	$ 541,427	$ 394,427	$ 361,045	$ 241,109	$ 203,941	$ 157,104	43.5%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 23,784	$ 106,764	$ 106,764	$ 90,472	$ 16,221	$ 90,543	84.8%
POOL - POOLED COSTS	-	-	-	-	(34,850)	34,850	N/A
99GV - GENERAL GOVERNMENT	$ 23,784	$ 106,764	$ 106,764	$ 90,472	$ (18,629)	$ 125,393	117.4%
TOTAL PROGRAMS	**$ 3,362,786**	**$ 3,529,773**	**$ 3,535,478**	**$ 3,166,998**	**$ 3,277,286**	**$ 258,192**	**7.3%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 49,833	$ 51,000	$ 51,000	$ 35,108	$ 35,000	$ (16,000)	-31.4%
SUBTOTAL	$ 49,833	$ 51,000	$ 51,000	$ 35,108	$ 35,000	$ (16,000)	-31.4%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 10,969	$ 11,700	$ 11,700	$ 20,073	$ 11,000	$ (700)	-6.0%
SUBTOTAL	$ 10,969	$ 11,700	$ 11,700	$ 20,073	$ 11,000	$ (700)	-6.0%
ALL REVENUES	$ 60,802	$ 62,700	$ 62,700	$ 55,181	$ 46,000	$ (16,700)	-26.6%
TOTAL SOURCES	$ 60,802	$ 62,700	$ 62,700	$ 55,181	$ 46,000	$ (16,700)	-26.6%

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,175,155	$ 2,339,506	$ 2,494,052	$ 2,259,808	$ 2,259,279	$ 234,773	9.4%
0710 - OVERTIME	(1,504)	-	-	140	-	-	N/A
0750 - FRINGE BENEFITS	793,057	885,229	920,590	831,647	865,314	55,276	6.0%
0790 - OTHER PERSONNEL SERVICES	-	-	-	550	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	6,000	(32,872)	(291,568)	(247,477)	(3,835)	(287,733)	-98.7%
0796 - PERSONNEL SERVICES ALLOC-IN	137,448	6,000	80,494	73,916	-	80,494	100.0%
SUBTOTAL	$ 3,110,156	$ 3,197,863	$ 3,203,568	$ 2,918,584	$ 3,120,758	$ 82,810	2.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 24,305	$ 39,705	$ 39,705	$ 27,029	$ 24,169	$ 15,536	39.1%
0804 - NON-CAPITAL EQUIPMENT	478	1,551	1,551	2,085	1,200	351	22.6%
SUBTOTAL	$ 24,783	$ 41,256	$ 41,256	$ 29,114	$ 25,369	$ 15,887	38.5%
SERVICES							
0810 - LEGAL SERVICES	$ 84,008	$ 30,942	$ 30,942	$ 24,918	$ 31,000	$ (58)	-0.2%
0812 - OTHER SERVICES	57,204	89,147	89,147	60,143	63,745	25,402	28.5%
0820 - RENT & OPERATING LEASES	8,306	9,208	9,208	8,096	8,488	720	7.8%
0825 - REPAIRS AND MAINTENANCE	4,740	7,166	7,166	4,384	1,530	5,636	78.6%
0839 - INTERNAL SERVICE CHARGES	59,638	134,068	134,068	106,825	38,580	95,488	71.2%
0841 - TRAVEL	1,077	2,620	2,620	1,995	3,600	(980)	-37.4%
0842 - EDUCATION AND TRAINING	3,047	6,000	6,000	5,583	5,800	200	3.3%
0843 - POSTAGE/FREIGHT/SHIPPING	9,827	11,503	11,503	7,356	11,416	87	0.8%
0872 - SERVICES-ALLOCATION OUT	-	-	-	-	(33,000)	33,000	N/A
SUBTOTAL	$ 227,847	$ 290,654	$ 290,654	$ 219,300	$ 131,159	$ 159,495	54.9%
ALL EXPENDITURES	$ 3,362,786	$ 3,529,773	$ 3,535,478	$ 3,166,998	$ 3,277,286	$ 258,192	7.3%
TOTAL USES	$ 3,362,786	$ 3,529,773	$ 3,535,478	$ 3,166,998	$ 3,277,286	$ 258,192	7.3%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 60,802	$ 62,700	$ 62,700	$ 55,181	$ 46,000	$ (16,700)	-26.6%
FUND TOTAL SOURCES	$ 60,802	$ 62,700	$ 62,700	$ 55,181	$ 46,000	$ (16,700)	-26.6%
DEPARTMENT OPERATING TOTAL SOURCES	$ 60,802	$ 62,700	$ 62,700	$ 55,181	$ 46,000	$ (16,700)	-26.6%
DEPARTMENT TOTAL SOURCES	$ 60,802	$ 62,700	$ 62,700	$ 55,181	$ 46,000	$ (16,700)	-26.6%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 3,362,786	$ 3,529,773	$ 3,535,478	$ 3,166,998	$ 3,277,286	$ 258,192	7.3%
FUND TOTAL USES	$ 3,362,786	$ 3,529,773	$ 3,535,478	$ 3,166,998	$ 3,277,286	$ 258,192	7.3%
DEPARTMENT OPERATING TOTAL USES	$ 3,362,786	$ 3,529,773	$ 3,535,478	$ 3,166,998	$ 3,277,286	$ 258,192	7.3%
DEPARTMENT TOTAL USES	$ 3,362,786	$ 3,529,773	$ 3,535,478	$ 3,166,998	$ 3,277,286	$ 258,192	7.3%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.45	.45	.45	.45	.45	-	0.0%
EXECUTIVE MANAGEMENT	4.95	2.70	4.70	3.70	.95	(3.75)	(79.8%)
FINANCIAL SERVICES	.60	.60	.60	.60	.35	(.25)	(41.7%)
HUMAN RESOURCES	.30	.50	.50	.50	.30	(.20)	(40.0%)
PROCUREMENT	.15	.30	.30	.30	.20	(.10)	(33.3%)
PROGRAM TOTAL	6.45	4.55	6.55	5.55	2.25	(4.30)	(65.6%)
DIVERSITY							
DIVERSITY	-	1.00	.00	-	.88	.88	N/A
PROGRAM TOTAL	-	1.00	-	-	.88	.88	N/A
EMPLOYEE AND MANAGEMENT RLT							
EMPLOYEE AND MANAGEMENT RLT	-	5.25	5.25	5.25	5.25	-	0.0%
EMPLOYEE DEVELOPMENT	5.20	5.25	5.25	5.25	5.25	-	0.0%
EMPLOYEE RELATIONS	5.30	-	.00	-	-	-	N/A
MERIT COMMISSION	.80	.70	.70	.70	1.10	.40	57.1%
PROGRAM TOTAL	11.30	11.20	11.20	11.20	11.60	.40	3.6%
EMPLOYEE COMPENSATION							
EMPLOYEE COMPENSATION	-	4.80	5.00	4.80	6.00	1.00	20.0%
PROGRAM TOTAL	-	4.80	5.00	4.80	6.00	1.00	20.0%
EMPLOYMENT SERVICES							
EMPLOYMENT SERVICES	-	9.25	10.25	10.25	9.27	(.98)	(9.6%)
RECRUITING AND STAFFING	8.25	-	.00	-	-	-	N/A
PROGRAM TOTAL	8.25	9.25	10.25	10.25	9.27	(.98)	(9.6%)
PAYROLL AND RECORDS MGMT							
PAYROLL	9.05	9.10	10.50	10.50	9.50	(1.00)	(9.5%)
RECORDS MANAGEMENT	7.95	7.90	5.50	5.50	6.50	1.00	18.2%
PROGRAM TOTAL	17.00	17.00	16.00	16.00	16.00	-	0.0%
DEPARTMENT TOTAL	43.00	47.80	49.00	47.80	46.00	(3.00)	(6.1%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	-	-	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	1.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Services Mgr	-	-	1.00	1.00	1.00	-	0.0%
Assistant County Manager	-	-	1.00	1.00	-	(1.00)	(100.0%)
Business/Systems Analyst-Sr/Ld	1.00	-	-	-	-	-	N/A
Compensation Analyst	-	2.80	3.00	2.80	3.00	-	0.0%
Compensation Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director – Human Resources	-	1.00	1.00	1.00	1.00	-	0.0%
Director - Human Resources	1.00	-	-	-	-	-	N/A
Employee Records Specialist	4.00	4.00	2.00	2.00	2.00	-	0.0%
Employee Records Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Employee Relations Analyst-Cty	4.00	4.00	4.00	4.00	4.00	-	0.0%
Exec Asst to Executive Officer	-	-	1.00	1.00	-	(1.00)	(100.0%)
Executive Assistant	1.00	-	-	-	-	-	N/A
Finance/Business Analyst	1.00	1.00	-	-	-	-	N/A
Human Resources Associate	1.00	2.00	2.00	1.00	1.00	(1.00)	(50.0%)
Human Resources Mngr - County	2.00	1.00	2.00	2.00	2.00	-	0.0%
Human Resources Specialist	1.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Supervisor	4.00	-	-	-	-	-	N/A
Human Resources Supervisor – County	-	4.00	4.00	4.00	4.00	-	0.0%
Office Assistant	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	7.00	6.00	6.00	6.00	6.00	-	0.0%
Payroll Specialist – County	5.00	5.00	3.00	3.00	3.00	-	0.0%
Payroll Specialist Lead – County	-	-	1.00	1.00	1.00	-	0.0%
Payroll/Time and Labor Spec	2.00	2.00	2.00	2.00	2.00	-	0.0%
Program Manager - County	-	1.00	-	-	-	-	N/A
Recruiter	3.00	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	**43.00**	**47.80**	**49.00**	**47.80**	**46.00**	**(3.00)**	**(6.1%)**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	43.00	47.80	49.00	47.80	46.00	(3.00)	(6.1%)
Department Total	**43.00**	**47.80**	**49.00**	**47.80**	**46.00**	**(3.00)**	**(6.1%)**

Significant Variance Analysis

The Department will have 3.0 FTE less in FY 2014 as an Assistant County Manager and Executive Assistant position were moved from Human Resources to the Assistant County Manager Department, and a Human Resources Associate was moved from Human Resources to the Deputy County Manager Department to create a Managing for Results position.

General Adjustments

Target Adjustments:

General Fund (100)

- Restate expenditures of $7,544 from Human Resources to Assistant County Manager – 950 for supplies and services.
- Restate Diversity Program expenditures of $89,488 from County Manager to Human Resources.
- Restate personnel expenditures of $69,327 associated with 1.0 FTE from Human Resources to Deputy County Manager for a Managing for Results position.
- Restate personnel and supplies expenditures of $3,689,882 from Human Resources to the newly created Protective Services Department.

- Restate revenue payments from Central Arizona Shelter Services, Inc. (CASS) of $235,141 from Human Resources to Protective Services.
- Restate personnel and supplies expenditures of $446,779 from Office of Management and Budget Employee Compensation to Human Resources to reflect the organizational transfer of this function.

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $9,423 for the impact of changes in retirement contribution rates.
- Decrease expenditures by $21,300 due to net changes in supplies and services.
- Decrease expenditures by $8,220 in order to more accurately budget Personnel Savings.
- Decrease expenditures by $25,402 to bring Other Services in line with historical levels.
- Increase personnel savings by $34,850 based on the Chairman's Office request.
- Decrease Other Benefits and Internal Service Charges by $24,232 for the impact of the changes in Risk Management charges.

Programs and Activities

Diversity Program

The purpose of the Diversity Program is to provide diversity training and information services to all levels of Maricopa County employees and County Boards and Commissions so they can increase their knowledge and awareness of workplace diversity.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of employees receiving training who respond to post-training survey who indicate that their knowledge and/or skills increased as a result of taking the class.	N/A	82.8%	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Diversity

Diversity Activity

The purpose of the Diversity Activity is to provide diversity training and information services to all levels of Maricopa County employees and County Boards and Commissions so they can increase their knowledge and awareness of workplace diversity.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of employees receiving training who respond to post-training survey who indicate that their knowledge and/or skills increased as a result of taking the class	N/A	82.8%	N/A	N/A	N/A	N/A
Output	Number of diversity classes for employees provided	N/A	28	-	-	(28)	-100.0%
Output	Number of diversity classes for Boards and Commissions provided	N/A	12	-	-	(12)	-100.0%
Output	Number of diversity classes provided	N/A	40	-	-	(40)	-100.0%
Demand	Number of diversity classes for employees requested	N/A	28	-	-	(28)	-100.0%
Demand	Number of Boards and Commissions training classes requested	N/A	12	-	-	(12)	-100.0%
Efficiency	Expenditure per diversity class provided	N/A	$ 2,237.20	N/A	N/A	N/A	N/A
Expenditure							
	100 - GENERAL	$ 86,465	$ 89,488	$ 89,488	$ 89,737	$ (249)	-0.3%
	TOTAL USES	$ 86,465	$ 89,488	$ 89,488	$ 89,737	$ (249)	-0.3%

Activity Narrative: The Diversity Activity is in transition and while diversity events and activities will still take place, the services provided by the Diversity Division will change. The measures will be reviewed during the FY 2015 Strategic Business Plan update.

Employee and Management Relations Program

The purpose of the Employee and Management Relations Program is to provide organizational development services, competency-based training and strategic interventions to all County departments so they can retain a productive and professional workforce.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of customers who reported satisfied/very satisfied with services provided.	97.1%	93.0%	97.1%	90.0%	-3.0%	-3.2%
Percent of Merit Commission final orders that were not appealed.	N/A	N/A	N/A	95.0%	N/A	N/A
Percent of participants reporting satisfied/very satisfied that the stated goals and objectives of the class were met in classes identified as key training programs.	98.5%	98.1%	98.5%	98.0%	-0.1%	-0.1%
Percent of participants who agree they can apply the knowledge, skills, and abilities gained from classes identified as key training programs.	N/A	N/A	N/A	98.0%	N/A	N/A

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 the employees and management so they can prevent and resolve workplace issues and maintain regulatory compliance conducive to the achievement of departments' missions.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of customers who reported satisfied/very satisfied with services provided.	97.1%	93.0%	97.1%	90.0%	(3.0%)	-3.2%
Output	Number of customers surveyed by Research & Reporting for the Annual Customer Satisfaction Survey.	N/A	N/A	N/A	100	N/A	N/A
Output	The number of complaints received.	N/A	N/A	N/A	72	N/A	N/A
Output	The number of investigations completed.	N/A	N/A	N/A	32	N/A	N/A
Output	The number of inquiries completed.	N/A	N/A	N/A	64	N/A	N/A
Output	The number of inquiries and investigations completed.	N/A	N/A	N/A	96	N/A	N/A
Demand	Number of employee consultations requested.	196	168	301	360	192	114.3%
Demand	The number of formal/written complaints received.	N/A	N/A	N/A	32	N/A	N/A
Efficiency	Cost per number of inquiries and investigations completed.	N/A	N/A	N/A	$ 4,779.90	N/A	N/A
Expenditure							
	100 - GENERAL	$ 366,561	$ 429,146	$ 413,419	$ 458,870	$ (29,724)	-6.9%
	TOTAL USES	$ 366,561	$ 429,146	$ 413,419	$ 458,870	$ (29,724)	-6.9%

Activity Narrative: The number of employee consultations is expected to increase in FY 2014 due a nearly six-year pay freeze on Maricopa County employees' merit raises. Historical comparison is not available as activity measures are new in FY 2014.

Employee Development Activity

The purpose of the Employee Development Activity is to provide training related information and services, in collaboration with department, to departments and their employees so they can enhance their knowledge, skills, abilities, and competencies in order to promote career growth to effectively and efficiently contribute to their departments' missions.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of participants reporting satisfied/very satisfied that the stated goals and objectives of the class were met in classes identified as key training programs.	98.5%	98.1%	98.5%	98.0%	(0.1%)	-0.1%
Result	Percent of participants who agree they can apply the knowledge, skills, and abilities gained from classes identified as key training programs.	N/A	N/A	N/A	98.0%	N/A	N/A
Output	Number of surveyed participants in key training programs.	391	877	672	829	(48)	-5.5%
Output	Number of participants in an Employee Development sponsored training class.	6,185	3,200	5,700	6,494	3,294	102.9%
Output	Number of employee development sponsored training classes.	446	437	423	468	31	7.1%
Demand	Projected number of participants in an Employee Development sponsored training class.	5,000	2,750	5,700	6,494	3,744	136.1%
Demand	Number of projected classes.	475	385	423	468	83	21.6%
Efficiency	Cost per participant in an Employee Development sponsored training class.	$ 814.16	$ 457.43	$ 543.38	$ 447.70	$ 9.72	2.1%
Expenditure							
	100 - GENERAL	$ 318,338	$ 401,163	$ 365,151	$ 371,147	$ 30,016	7.5%
	TOTAL USES	$ 318,338	$ 401,163	$ 365,151	$ 371,147	$ 30,016	7.5%

Activity Narrative: This activity is now fully staffed and will have the capability to provide more classes and training in FY 2014.

Merit Systems Rules Compliance Activity

The purpose of the Merit Systems Rules Compliance Activity is to provide administrative and operational support services to classified employees, departments, appellants, and Merit Commissions so they can receive uniform and equitable personnel actions.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Merit Commission final orders that were not appealed.	N/A	N/A	N/A	95.0%	N/A	N/A
Output	The number of appeal hearings.	N/A	N/A	N/A	30	N/A	N/A
Output	The number of appeal hearings conducted.	N/A	N/A	N/A	20	N/A	N/A
Output	The number of appeal hearings that were withdrawn or dismissed.	N/A	N/A	N/A	10	N/A	N/A
Demand	Appeal hearings requested.	N/A	N/A	N/A	30	N/A	N/A
Efficiency	The cost per appeal hearing conducted.	N/A	N/A	N/A	$ 5,234.65	N/A	N/A
Expenditure							
	100 - GENERAL	$ 103,418	$ 78,121	$ 69,033	$ 104,693	$ (26,572)	-34.0%
	TOTAL USES	$ 103,418	$ 78,121	$ 69,033	$ 104,693	$ (26,572)	-34.0%

Activity Narrative: Historical comparison is not available as activity measures are new in FY 2014. Expenditures are increasing due to an additional .40 FTE needed as new legislative changes are being considered by policy makers which will likely increase the number of appeal hearings requested.

Employment Services Program

The purpose of the Employment Services Program is to provide professional recruitment and career advancement consulting services to Maricopa County departments so they can timely interview, select and retain a qualified and diverse workforce.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of customers reporting satisfied/very satisfied with the quality of candidates referred to departments by the Employment Services Division.	97.2%	93.3%	97.0%	95.0%	1.7%	1.8%
Percent of customers reporting satisfied/very satisfied with the timeliness of candidates referred to departments by the Employment Services Division.	97.3%	93.3%	97.0%	95.0%	1.7%	1.8%
Percent of vacancies filled within 30 days of the recruitment closing date.	N/A	N/A	N/A	60.0%	N/A	N/A
Percent of customers reporting satisfied/very satisfied with the level of customer service and quality assurance provided by the Employment Services support staff.	N/A	N/A	N/A	95.0%	N/A	N/A

Activities that comprise this program include:

- Employment Services

Employment Services Activity

The purpose of the Employment Services Activity is to provide professional recruitment consulting and career advancement consulting services to Maricopa County departments so they can timely interview, select and retain a qualified and diverse workforce.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of customers reporting satisfied/very satisfied with the quality of candidates referred to departments by the Employment Services Division.	97.2%	93.3%	97.0%	95.0%	1.7%	1.8%
Result	Percent of customers reporting satisfied/very satisfied with the timeliness of candidates referred to departments by the Employment Services Division.	97.3%	93.3%	97.0%	95.0%	1.7%	1.8%
Result	Percent of vacancies filled within 30 days of the recruitment closing date.	N/A	N/A	N/A	60.0%	N/A	N/A
Result	Percent of customers reporting satisfied/very satisfied with the level of customer service and quality assurance provided by the Employment Services support staff.	N/A	N/A	N/A	95.0%	N/A	N/A
Output	Number of customers surveyed regarding quality of candidates referred to departments.	N/A	N/A	N/A	50	N/A	N/A
Output	The number of qualified candidates referred to departments.	N/A	N/A	N/A	46,240	N/A	N/A
Output	The number of recruitment and selection training class participants.	N/A	N/A	N/A	120	N/A	N/A
Output	Number of customers surveyed regarding the level of customer service and quality assurance provided by the Employment Services support staff.	N/A	N/A	N/A	50	N/A	N/A
Output	Number of customers surveyed regarding the timeliness of qualified candidate referrals.	N/A	N/A	N/A	50	N/A	N/A
Demand	The number of job requisitions (for # of vacant positions).	N/A	N/A	N/A	3,917	N/A	N/A
Efficiency	Expenditure per qualified candidate referred to departments.	N/A	N/A	N/A	$ 12.34	N/A	N/A
Expenditure							
	100 - GENERAL	$ 565,506	$ 628,078	$ 558,904	$ 570,509	$ 57,569	9.2%
	TOTAL USES	$ 565,506	$ 628,078	$ 558,904	$ 570,509	$ 57,569	9.2%

Activity Narrative: Historical comparison is not available as activity measures are new in FY 2014.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of records accurately maintained.	90.3%	100.0%	91.1%	97.0%	-3.0%	-3.0%
Percent of paychecks accurately processed.	99.6%	100.0%	99.7%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Payroll
- Records Management

Payroll Activity

The purpose of the Payroll Activity is to provide payroll services to employees so they can be timely and accurately paid for their services.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of paychecks accurately processed.	99.6%	100.0%	99.7%	100.0%	0.0%	0.0%
Output	Number of paychecks issued.	312,000	352,000	336,265	356,528	4,528	1.3%
Output	The number of bus cards processed.	N/A	N/A	N/A	1,300	N/A	N/A
Demand	Number of paychecks required.	312,000	352,000	336,265	356,528	4,528	1.3%
Efficiency	Expenditure per paychecks issued.	$ 1.80	$ 1.93	$ 1.87	$ 1.76	$ 0.18	9.2%
Revenue							
	100 - GENERAL	$ 49,990	$ 51,200	$ 35,108	$ 35,000	$ (16,200)	-31.6%
	TOTAL SOURCES	$ 49,990	$ 51,200	$ 35,108	$ 35,000	$ (16,200)	-31.6%
Expenditure							
	100 - GENERAL	$ 561,547	$ 680,804	$ 628,995	$ 626,418	$ 54,386	8.0%
	TOTAL USES	$ 561,547	$ 680,804	$ 628,995	$ 626,418	$ 54,386	8.0%

Activity Narrative: In FY 2014, the Department expects a decrease in revenue due to a reduction in garnishments when compared to FY 2013 Forecast. Expenditures are expected to decrease due to moving 1.0 FTE from this activity to the Records Management activity.

Base Adjustments:

General Fund (100)

- Decrease revenue by $16,200 based on FY 2013 Forecast.

Records Management Activity

The purpose of the Records Management Activity is to provide centralized repository of employee data and personnel actions to County management, departments, and employees, so they can access accurate employment data.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of records accurately maintained.	90.3%	100.0%	91.1%	97.0%	(3.0%)	-3.0%
Output	Number of records maintained.	48,612	52,000	52,490	53,072	1,072	2.1%
Output	The number of job related transactions.	N/A	N/A	N/A	5,616	N/A	N/A
Output	The number of records maintained and job related transactions.	N/A	N/A	N/A	18,884	N/A	N/A
Demand	Number of maintained records required.	12,153	13,000	13,123	13,268	268	2.1%
Efficiency	Expenditure per records maintained and job related transactions.	N/A	N/A	N/A	$ 20.22	N/A	N/A
Revenue							
	100 - GENERAL	$ 10,812	$ 11,500	$ 20,023	$ 11,000	$ (500)	-4.3%
	TOTAL SOURCES	$ 10,812	$ 11,500	$ 20,023	$ 11,000	$ (500)	-4.3%
Expenditure							
	100 - GENERAL	$ 379,480	$ 349,644	$ 316,181	$ 381,896	$ (32,252)	-9.2%
	TOTAL USES	$ 379,480	$ 349,644	$ 316,181	$ 381,896	$ (32,252)	-9.2%

Activity Narrative: In FY 2014, expenditures are expected to increase due to moving 1.0 FTE from the Payroll activity to this activity in order to meet the increase in the number of records maintained.

Base Adjustments:

General Fund (100)

- Decrease revenue by $500 based on historical actual levels.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of surveyed employee's voluntarily terminating employment with Maricopa County because of pay.	36.0%	32.1%	32.1%	36.0%	3.9%	12.2%
Percent of surveyed employee's indicating that compensation policies, processes, and philosophies are applied consistently given budget parameters, market data, and internal equity issues.	N/A	N/A	N/A	36.0%	N/A	N/A

Activities that comprise this program include:

- Employment Services

Employment Compensation Activity

The purpose of the Employee Compensation Program is to provide strategic compensation services to the Board of Supervisors and Maricopa County departments so they can recruit and retain a qualified workforce, incentivize employees to provide the best possible customer service to the citizens of Maricopa County, and have the tools necessary to comply with state and federal laws pertaining to compensation for employees.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of surveyed employee's voluntarily terminating employment with Maricopa County because of pay.	36.0%	32.1%	32.1%	36.0%	3.9%	12.2%
Result	Percent of surveyed employee's indicating that compensation policies, processes, and philosophies are applied consistently given budget parameters, market data, and internal equity issues.	N/A	N/A	N/A	36.0%	N/A	N/A
Output	Number of Market Ranges Reviewed.	145	50	50	50	-	0.0%
Output	The number of individual salary recommendations (PIRs) prepared.	N/A	N/A	N/A	2,000	N/A	N/A
Output	The number of market ranges and placements in range reviewed.	N/A	N/A	N/A	2,050	N/A	N/A
Demand	The number of market ranges and placements in range to be reviewed.	N/A	N/A	N/A	2,050	N/A	N/A
Efficiency	Expenditure per market ranges and placements in range reviewed.	N/A	N/A	N/A	$ 238.39	N/A	N/A
Expenditure							
	100 - GENERAL	$ 416,260	$ 411,225	$ 394,246	$ 488,704	$ (77,479)	-18.8%
	TOTAL USES	$ 416,260	$ 411,225	$ 394,246	$ 488,704	$ (77,479)	-18.8%

Activity Narrative: Historical comparison is not available as activity measures are new in FY 2014. The Department will begin to review employee compensation as it continues to be an issue for the County. Expenditures are increasing in FY 2014 due to an additional 2.0 FTE positions that were added in FY 2013 but were only forecasted for part of the year.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 6,612,353**	**$ 297,841**
FY 2013 Revised Budget			**$ 6,612,353**	**$ 297,841**
Adjustments:				
Restatements			**$ (3,230,486)**	**$ (235,141)**
Human Resources to ACM			*(7,544)*	*-*
County Manager to Human Resources			*89,488*	*-*
Human Resources to DCM			*(69,327)*	*-*
Human Resources to Protective Services			*(3,689,882)*	*(235,141)*
Compensation from OMB to Human Resources			*446,779*	*-*
FY 2014 Budget Target			**$ 3,381,867**	**$ 62,700**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 9,423**	**$ -**
Retirement Contributions			*9,423*	*-*
Base Adjustments			**$ (54,922)**	**$ (16,700)**
Other Base Adjustments			*(46,702)*	*(16,700)*
Reduce Other Services to historical actual levels	*$*	*(25,402)*		
Net change in supplies and services		*(21,300)*		
Personnel Savings			*(8,220)*	*-*
Budget Balancing			**$ (34,850)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget			*(34,850)*	*-*
FY 2014 Tentative Budget			**$ 3,301,518**	**$ 46,000**
Percent Change from Target Amount			*-2.4%*	*-26.6%*
Adjustments:				
Base Adjustments			**$ (24,232)**	**$ -**
Internal Service Charges			*(24,232)*	*-*
FY 2014 Adopted Budget			**$ 3,277,286**	**$ 46,000**
Percent Change from Target Amount			*-3.1%*	*-26.6%*

Human Services

Analysis by Jacqueline M. Edwards, Senior Management and Budget Analyst

Summary

Mission

The mission of the Human Services Department is to provide education, employment, shelter, and basic needs services to individuals, families, and communities so that they can enhance their opportunities for physical, social and economic well being.

Vision

All Maricopa County residents will have opportunities to achieve economic self-sufficiency, attain a sustainable living environment and enjoy a high quality of life.

Strategic Goals

Individual Empowerment

By January, 2013, 55% of the Department of Human Services' customers will be receiving services from other organizations and programs enabling them to move towards self-sufficiency as measured by the Customer Satisfaction Survey.

Status: In FY 2012, 85% of the Department's customers acknowledged the services received helped them move toward self-sufficiency. This goal will be revised during the FY 2015 Strategic Business Plan update process.

Citizen Satisfaction

By January, 2014, 90% of performance standards will be met as measured by program performance indicators. The standards address measures relative to quality and quantity of services to customers.

Status: The Human Services Department met 70% of performance standards as measured by a total of 56 program performance indicators. The standards address measures relative to quality and quantity of services to customers in all divisions. The most recent results are as follows:

Workforce Development:	93% of 15 indicators
Community Development:	33% of 3 indicators
Education:	50% of 15 indicators
Community Services:	73% of 22 indicators

This goal will be revised during the FY 2015 Strategic Business Plan update process.

Citizen Satisfaction

By January, 2014, 92% of customers will be satisfied as measured by the Customer Satisfaction Survey.

Status: In FY 2012, 95% of the Department's customers indicated satisfaction with the service(s) received. This goal will be revised during the FY 2015 Strategic Business Plan update process.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
CDBG - CDBG ADMIN AND PROJECTS	$ 1,526,443	$ 4,791,743	$ 4,791,743	$ 4,080,151	$ 4,307,881	$ (483,862)	-10.1%
17CD - COMMUNITY DEV BLOCK GRANT	$ 1,526,443	$ 4,791,743	$ 4,791,743	$ 4,080,151	$ 4,307,881	$ (483,862)	-10.1%
HMAD - HOME ADMIN AND PROJECTS	$ 3,630,136	$ 4,716,730	$ 4,716,730	$ 4,102,077	$ 11,487,285	$ 6,770,555	143.5%
17HM - HOME	$ 3,630,136	$ 4,716,730	$ 4,716,730	$ 4,102,077	$ 11,487,285	$ 6,770,555	143.5%
COAA - COMMUNITY ACTION AGENCY	$ 1,735,690	$ 844,060	$ 1,984,496	$ 1,984,496	$ 1,125,443	$ (859,053)	-43.3%
FAST - FINANCIAL ASSISTANCE	4,566,874	1,788,376	2,728,353	2,728,353	1,946,977	(781,376)	-28.6%
WTHR - WEATHERIZATION	6,809,930	1,225,361	2,269,798	2,269,798	1,588,239	(681,559)	-30.0%
22CS - COMMUNITY SERVICES	$ 13,112,494	$ 3,857,797	$ 6,982,647	$ 6,982,647	$ 4,660,659	$ (2,321,988)	-33.3%
CDEV - CHILD DEVELOPMENT AND EDUC	$ 21,265,312	$ 19,647,058	$ 20,881,911	$ 20,941,135	$ 20,751,209	$ (130,702)	-0.6%
22ED - CHILD DEVELOPMENT EDUCATION	$ 21,265,312	$ 19,647,058	$ 20,881,911	$ 20,941,135	$ 20,751,209	$ (130,702)	-0.6%
NBHD - NEIGHBORHOOD STABILIZATION	$ 1,855,865	$ 5,232,753	$ 5,232,753	$ 4,083,653	$ 4,102,725	$ (1,130,028)	-21.6%
22NS - NEIGHBORHOOD STABILIZATION	$ 1,855,865	$ 5,232,753	$ 5,232,753	$ 4,083,653	$ 4,102,725	$ (1,130,028)	-21.6%
SNTT - SPECIAL NEEDS TRANSP TRIPS	$ 192,774	$ -	$ -	$ -	$ -	$ -	N/A
22TS - SPECIAL TRANSPORTATION SERVICE	$ 192,774	$ -	$ -	$ -	$ -	$ -	N/A
SEEK - JOB SEEKER SERVICES	$ 12,603,338	$ 8,884,582	$ 13,234,395	$ 13,234,395	$ 9,248,437	$ (3,985,958)	-30.1%
YOUT - YOUTH SERVICES	3,153,168	2,864,757	4,144,257	4,085,033	3,024,083	(1,120,174)	-27.0%
22WD - WORKFORCE DEVELOPMENT	$ 15,756,506	$ 11,749,339	$ 17,378,652	$ 17,319,428	$ 12,272,520	$ (5,106,132)	-29.4%
SAIL - SR ADULT INDEPENDENT LIVING	$ 1,258,944	$ 1,042,994	$ 1,042,994	$ 1,102,647	$ 941,411	$ (101,583)	-9.7%
39SA - SR ADULT INDEPENDENT LIVING	$ 1,258,944	$ 1,042,994	$ 1,042,994	$ 1,102,647	$ 941,411	$ (101,583)	-9.7%
ODIR - EXECUTIVE MANAGEMENT	$ 2,154,306	$ 3,139,324	$ 3,151,011	$ 3,091,358	$ 3,270,869	$ 119,858	3.8%
99AS - ADMINISTRATIVE SERVICES	$ 2,154,306	$ 3,139,324	$ 3,151,011	$ 3,091,358	$ 3,270,869	$ 119,858	3.8%
GGOV - GENERAL GOVERNMENT	$ (1,153,498)	$ -	$ -	$ 613	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ (1,153,498)	$ -	$ -	$ 613	$ -	$ -	N/A
EHSN - EMERGENCY SHELTER NIGHTS	$ 334,111	$ 81,000	$ 81,000	$ 81,000	$ 152,140	$ 71,140	87.8%
HOME - HOMELESS ASSISTANCE	$ 334,111	$ 81,000	$ 81,000	$ 81,000	$ 152,140	$ 71,140	87.8%
TOTAL PROGRAMS	**$ 59,933,393**	**$ 54,258,738**	**$ 64,259,441**	**$ 61,784,709**	**$ 61,946,699**	**$ (2,312,742)**	**-3.6%**

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
USES							
CDBG - CDBG ADMIN AND PROJECTS	$ 1,295,561	$ 4,791,743	$ 4,812,616	$ 4,077,088	$ 4,307,881	$ 504,735	10.5%
17CD - COMMUNITY DEV BLOCK GRANT	$ 1,295,561	$ 4,791,743	$ 4,812,616	$ 4,077,088	$ 4,307,881	$ 504,735	10.5%
HMAD - HOME ADMIN AND PROJECTS	$ 4,171,736	$ 4,716,730	$ 4,700,807	$ 4,102,077	$ 11,487,285	$ (6,786,478)	-144.4%
17HM - HOME	$ 4,171,736	$ 4,716,730	$ 4,700,807	$ 4,102,077	$ 11,487,285	$ (6,786,478)	-144.4%
CJSA - JUSTICE INVOLVED ADLT CASE MGT	$ 422,647	$ 670,649	$ 670,649	$ 501,209	$ 96,886	$ 573,763	85.6%
CJSJ - JUSTICEINVOLVED YOUT CASE MGT	419,919	657,710	657,710	451,382	95,349	562,361	85.5%
22CJ - HUMAN SERVICES INTEGR CASE MGT	$ 842,566	$ 1,328,359	$ 1,328,359	$ 952,591	$ 192,235	$ 1,136,124	85.5%
COAA - COMMUNITY ACTION AGENCY	$ 1,798,627	$ 1,256,228	$ 2,396,664	$ 2,390,317	$ 1,437,611	$ 959,053	40.0%
FAST - FINANCIAL ASSISTANCE	4,397,984	1,788,376	2,728,353	2,728,353	1,946,977	781,376	28.6%
WTHR - WEATHERIZATION	6,475,365	1,225,361	2,262,975	2,269,798	1,588,239	674,736	29.8%
22CS - COMMUNITY SERVICES	$ 12,671,976	$ 4,269,965	$ 7,387,992	$ 7,388,468	$ 4,972,827	$ 2,415,165	32.7%
CDEV - CHILD DEVELOPMENT AND EDUC	$ 21,332,995	$ 19,647,058	$ 20,741,804	$ 20,941,135	$ 20,751,209	$ (9,405)	0.0%
22ED - CHILD DEVELOPMENT EDUCATION	$ 21,332,995	$ 19,647,058	$ 20,741,804	$ 20,941,135	$ 20,751,209	$ (9,405)	0.0%
NBHD - NEIGHBORHOOD STABILIZATION	$ 402,341	$ 5,232,753	$ 5,227,803	$ 4,083,653	$ 4,102,725	$ 1,125,078	21.5%
22NS - NEIGHBORHOOD STABILIZATION	$ 402,341	$ 5,232,753	$ 5,227,803	$ 4,083,653	$ 4,102,725	$ 1,125,078	21.5%
SNTT - SPECIAL NEEDS TRANSP TRIPS	$ 797,668	$ -	$ -	$ -	$ -	$ -	N/A
22TS - SPECIAL TRANSPORTATION SERVICE	$ 797,668	$ -	$ -	$ -	$ -	$ -	N/A
SEEK - JOB SEEKER SERVICES	$ 11,670,699	$ 8,884,582	$ 13,316,490	$ 13,234,395	$ 9,248,437	$ 4,068,053	30.5%
YOUT - YOUTH SERVICES	2,660,241	2,864,757	4,202,881	4,085,033	3,024,083	1,178,798	28.0%
22WD - WORKFORCE DEVELOPMENT	$ 14,330,940	$ 11,749,339	$ 17,519,371	$ 17,319,428	$ 12,272,520	$ 5,246,851	29.9%
SAIL - SR ADULT INDEPENDENT LIVING	$ 2,212,748	$ 2,241,738	$ 2,248,562	$ 2,197,718	$ 2,140,155	$ 108,407	4.8%
39SA - SR ADULT INDEPENDENT LIVING	$ 2,212,748	$ 2,241,738	$ 2,248,562	$ 2,197,718	$ 2,140,155	$ 108,407	4.8%
FSAC - FINANCIAL SERVICES	$ 45,842	$ -	$ 82,818	$ -	$ -	$ 82,818	100.0%
HRAC - HUMAN RESOURCES	16,224	-	3,928	-	-	3,928	100.0%
ODIR - EXECUTIVE MANAGEMENT	3,256,681	3,139,324	3,183,788	3,091,358	3,270,869	(87,081)	-2.7%
PROC - PROCUREMENT	5,349	-	-	-	-	-	N/A
99AS - ADMINISTRATIVE SERVICES	$ 3,324,096	$ 3,139,324	$ 3,270,534	$ 3,091,358	$ 3,270,869	$ (335)	0.0%
CSCA - CENTRAL SERVICE COST ALLOC	$ 112,579	$ -	$ (187,345)	$ 3,676	$ -	$ (187,345)	100.0%
ISFC - INTERNAL SERVICE FUND CHARGES	(76,380)	-	-	-	-	-	N/A
POOL - POOLED COSTS	(722,981)	-	89,769	-	-	89,769	100.0%
99GV - GENERAL GOVERNMENT	$ (686,782)	$ -	$ (97,576)	$ 3,676	$ -	$ (97,576)	100.0%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 6,310	$ -	$ -	$ -	$ 190,000	$ (190,000)	N/A
DACR - DATA CENTER	4,463	-	(3,578)	-	-	(3,578)	100.0%
DESK - DESKTOP SUPPORT	15,504	-	(18,982)	-	-	(18,982)	100.0%
99IT - INFORMATION TECHNOLOGY	$ 26,277	$ -	$ (22,560)	$ -	$ 190,000	$ (212,560)	942.2%
EHSN - EMERGENCY SHELTER NIGHTS	$ 885,822	$ 471,000	$ 471,000	$ 471,000	$ 542,140	$ (71,140)	-15.1%
HLDS - HOMELESS LOW DEMAND SHELTER	200,454	360,000	360,000	360,000	360,000	-	0.0%
HOME - HOMELESS ASSISTANCE	$ 1,086,276	$ 831,000	$ 831,000	$ 831,000	$ 902,140	$ (71,140)	-8.6%
TOTAL PROGRAMS	**$ 61,808,398**	**$ 57,948,009**	**$ 67,948,712**	**$ 64,988,192**	**$ 64,589,846**	**$ 3,358,866**	**4.9%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 59,680,142	$ 54,258,738	$ 64,259,441	$ 61,784,096	$ 61,946,699	$ (2,312,742)	-3.6%
SUBTOTAL	$ 59,680,142	$ 54,258,738	$ 64,259,441	$ 61,784,096	$ 61,946,699	$ (2,312,742)	-3.6%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ (1)	$ -	$ -	$ 613	$ -	$ -	N/A
0650 - MISCELLANEOUS REVENUE	1,125	-	-	-	-	-	N/A
SUBTOTAL	$ 1,124	$ -	$ -	$ 613	$ -	$ -	N/A
ALL REVENUES	$ 59,681,266	$ 54,258,738	$ 64,259,441	$ 61,784,709	$ 61,946,699	$ (2,312,742)	-3.6%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 252,127	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING SOURCES	$ 252,127	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL SOURCES	$ 59,933,393	$ 54,258,738	$ 64,259,441	$ 61,784,709	$ 61,946,699	$ (2,312,742)	-3.6%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 12,735,042	$ 13,581,143	$ 13,627,267	$ 13,922,048	$ 13,721,975	$ (94,708)	-0.7%
0705 - TEMPORARY PAY	6,770	24,752	(2,456)	22,251	-	(2,456)	-100.0%
0710 - OVERTIME	139,139	30,890	30,890	41,776	5,148	25,742	83.3%
0750 - FRINGE BENEFITS	5,468,321	6,057,277	6,113,817	6,210,948	6,017,515	96,302	1.6%
0790 - OTHER PERSONNEL SERVICES	16,221	120,000	120,000	339,020	9,162	110,838	92.4%
0795 - PERSONNEL SERVICES ALLOC-OUT	(4,857,524)	(4,307,857)	(4,494,414)	(4,954,009)	(4,666,043)	171,629	3.8%
0796 - PERSONNEL SERVICES ALLOC-IN	4,874,805	4,311,085	5,995,941	6,259,700	4,500,377	1,495,564	24.9%
SUBTOTAL	$ 18,382,774	$ 19,817,290	$ 21,391,045	$ 21,841,734	$ 19,588,134	$ 1,802,911	8.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,333,089	$ 805,244	$ 975,459	$ 1,009,219	$ 694,795	$ 280,664	28.8%
0802 - MEDICAL SUPPLIES	40,087	15,000	30,000	38,879	20,000	10,000	33.3%
0803 - FUEL	20,269	22,280	43,565	19,481	23,110	20,455	47.0%
0804 - NON-CAPITAL EQUIPMENT	694,842	188,087	424,018	292,625	255,335	168,683	39.8%
0805 - SUPPLIES-ALLOCATION OUT	(545,396)	(297,026)	(297,026)	(273,852)	(92,436)	(204,590)	-68.9%
0806 - SUPPLIES-ALLOCATION IN	545,864	306,914	179,268	233,253	93,369	85,899	47.9%
SUBTOTAL	$ 2,088,755	$ 1,040,499	$ 1,355,284	$ 1,319,605	$ 994,173	$ 361,111	26.6%
SERVICES							
0810 - LEGAL SERVICES	$ 24,861	$ 9,000	$ 12,000	$ 19,042	$ 10,000	$ 2,000	16.7%
0811 - HEALTH CARE SERVICES	46,313	134,990	134,990	43,454	55,000	79,990	59.3%
0812 - OTHER SERVICES	29,481,009	18,096,551	27,278,675	26,624,622	19,878,557	7,400,118	27.1%
0820 - RENT & OPERATING LEASES	1,475,189	1,691,424	1,742,789	1,732,479	1,612,315	130,474	7.5%
0825 - REPAIRS AND MAINTENANCE	178,447	204,440	299,693	300,466	142,500	157,193	52.5%
0830 - INTERGOVERNMENTAL PAYMENTS	7,583,244	14,312,666	13,719,460	11,523,877	19,111,845	(5,392,385)	-39.3%
0839 - INTERNAL SERVICE CHARGES	1,593,041	1,843,693	1,885,889	1,733,194	2,021,566	(135,677)	-7.2%
0841 - TRAVEL	313,634	167,655	201,656	247,297	178,696	22,960	11.4%
0842 - EDUCATION AND TRAINING	112,483	165,394	178,608	180,145	253,076	(74,468)	-41.7%
0843 - POSTAGE/FREIGHT/SHIPPING	15,397	25,300	84,745	8,662	15,292	69,453	82.0%
0845 - SUPPORT AND CARE OF PERSONS	157,340	222,120	304,320	214,465	208,221	96,099	31.6%
0850 - UTILITIES	126,590	145,500	165,500	110,592	143,000	22,500	13.6%
0872 - SERVICES-ALLOCATION OUT	(1,865,766)	(3,415,423)	(2,872,963)	(2,450,879)	(3,693,869)	820,906	28.6%
0873 - SERVICES-ALLOCATION IN	1,865,765	3,461,910	2,042,021	1,526,937	3,874,840	(1,832,819)	-89.8%
SUBTOTAL	$ 41,107,547	$ 37,065,220	$ 45,177,383	$ 41,814,353	$ 43,811,039	$ 1,366,344	3.0%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 72,598	$ -	$ -	$ -	$ 196,500	$ (196,500)	N/A
0930 - VEHICLES & CONSTRUCTION EQUIP	92,835	25,000	25,000	12,500	-	25,000	100.0%
0950 - DEBT SERVICE	63,889	-	-	-	-	-	N/A
0955 - CAPITAL-ALLOCATION OUT	(10,118)	-	-	-	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	10,118	-	-	-	-	-	N/A
SUBTOTAL	$ 229,322	$ 25,000	$ 25,000	$ 12,500	$ 196,500	$ (171,500)	-686.0%
ALL EXPENDITURES	$ 61,808,398	$ 57,948,009	$ 67,948,712	$ 64,988,192	$ 64,589,846	$ 3,358,866	4.9%
TOTAL USES	$ 61,808,398	$ 57,948,009	$ 67,948,712	$ 64,988,192	$ 64,589,846	$ 3,358,866	4.9%

Sources and Uses by Fund by Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
217 CDBG HOUSING TRUST							
OPERATING	$ 5,541,992	$ 14,741,226	$ 14,741,226	$ 12,266,494	$ 19,897,891	$ 5,156,665	35.0%
NON-RECURRING	252,127	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 5,794,119	$ 14,741,226	$ 14,741,226	$ 12,266,494	$ 19,897,891	$ 5,156,665	35.0%
222 HUMAN SERVICES GRANTS							
OPERATING	$ 54,139,274	$ 39,517,512	$ 49,518,215	$ 49,518,215	$ 42,048,808	$ (7,469,407)	-15.1%
FUND TOTAL SOURCES	$ 54,139,274	$ 39,517,512	$ 49,518,215	$ 49,518,215	$ 42,048,808	$ (7,469,407)	-15.1%
DEPARTMENT OPERATING TOTAL SOURCES	$ 59,681,266	$ 54,258,738	$ 64,259,441	$ 61,784,709	$ 61,946,699	$ (2,312,742)	-3.6%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 252,127	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT TOTAL SOURCES	$ 59,933,393	$ 54,258,738	$ 64,259,441	$ 61,784,709	$ 61,946,699	$ (2,312,742)	-3.6%
100 GENERAL							
OPERATING	$ 2,120,372	$ 2,260,912	$ 2,260,912	$ 2,150,892	$ 2,260,912	$ -	0.0%
NON-RECURRING	-	100,000	100,000	100,000	-	100,000	100.0%
FUND TOTAL USES	$ 2,120,372	$ 2,360,912	$ 2,360,912	$ 2,250,892	$ 2,260,912	$ 100,000	4.2%
217 CDBG HOUSING TRUST							
OPERATING	$ 5,895,592	$ 14,741,226	$ 14,741,226	$ 12,266,494	$ 19,897,891	$ (5,156,665)	-35.0%
FUND TOTAL USES	$ 5,895,592	$ 14,741,226	$ 14,741,226	$ 12,266,494	$ 19,897,891	$ (5,156,665)	-35.0%
222 HUMAN SERVICES GRANTS							
OPERATING	$ 52,949,868	$ 39,517,512	$ 49,518,215	$ 49,518,215	$ 42,048,808	$ 7,469,407	15.1%
NON-RECURRING	-	-	-	-	190,000	(190,000)	N/A
FUND TOTAL USES	$ 52,949,868	$ 39,517,512	$ 49,518,215	$ 49,518,215	$ 42,238,808	$ 7,279,407	14.7%
255 DETENTION OPERATIONS							
NON-RECURRING	$ 842,566	$ 1,328,359	$ 1,328,359	$ 952,591	$ 192,235	$ 1,136,124	85.5%
FUND TOTAL USES	$ 842,566	$ 1,328,359	$ 1,328,359	$ 952,591	$ 192,235	$ 1,136,124	85.5%
DEPARTMENT OPERATING TOTAL USES	$ 60,965,832	$ 56,519,650	$ 66,520,353	$ 63,935,601	$ 64,207,611	$ 2,312,742	3.5%
DEPARTMENT NON-RECURRING TOTAL USES	$ 842,566	$ 1,428,359	$ 1,428,359	$ 1,052,591	$ 382,235	$ 1,046,124	73.2%
DEPARTMENT TOTAL USES	$ 61,808,398	$ 57,948,009	$ 67,948,712	$ 64,988,192	$ 64,589,846	$ 3,358,866	4.9%

Staffing by Program/Activity

PROGRAM ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	4.00	4.00	4.00	6.00	6.00	2.00	50.0%
FINANCIAL SERVICES	5.00	5.00	7.00	7.00	6.50	(.50)	(7.1%)
HUMAN RESOURCES	2.00	2.00	3.00	3.00	2.50	(.50)	(16.7%)
PROCUREMENT	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
PROGRAM TOTAL	12.00	12.00	15.00	17.00	15.00	-	0.0%
CHILD DEVELOPMENT EDUCATION							
CHILD DEVELOPMENT AND EDUC	227.00	226.50	224.50	224.50	224.50	-	0.0%
PROGRAM TOTAL	227.00	226.50	224.50	224.50	224.50	-	0.0%
COMMUNITY DEV BLOCK GRANT							
CDBG ADMIN AND PROJECTS	2.83	3.23	4.65	3.48	2.00	(2.65)	(57.0%)
PROGRAM TOTAL	2.83	3.23	4.65	3.48	2.00	(2.65)	(57.0%)
COMMUNITY SERVICES							
COMMUNITY ACTION AGENCY	9.00	8.50	7.19	7.19	6.70	(.49)	(6.8%)
FINANCIAL ASSISTANCE	-	-	2.30	2.30	2.30	-	0.0%
WEATHERIZATION	7.00	3.00	2.00	3.00	3.00	1.00	50.0%
PROGRAM TOTAL	16.00	11.50	11.49	12.49	12.00	.51	4.4%
HOME							
HOME ADMIN AND PROJECTS	2.83	2.23	1.65	4.48	3.00	1.35	81.8%
PROGRAM TOTAL	2.83	2.23	1.65	4.48	3.00	1.35	81.8%
HUMAN SERVICES INTEGR CASE MGT							
JUSTICE INVOLVED ADLT CASE MGT	2.50	4.00	4.00	4.00	-	(4.00)	(100.0%)
JUSTICEINVOLVED YOUT CASE MGT	3.50	4.00	4.00	4.00	-	(4.00)	(100.0%)
PROGRAM TOTAL	6.00	8.00	8.00	8.00	-	(8.00)	(100.0%)
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%
DESKTOP SUPPORT	4.44	4.44	4.44	4.44	4.44	-	0.0%
PROGRAM TOTAL	7.00	7.00	7.00	7.00	7.00	-	0.0%
NEIGHBORHOOD STABILIZATION							
NEIGHBORHOOD STABILIZATION	2.34	.54	.20	.54	-	(.20)	(100.0%)
PROGRAM TOTAL	2.34	.54	.20	.54	-	(.20)	(100.0%)
SR ADULT INDEPENDENT LIVING							
SR ADULT INDEPENDENT LIVING	31.00	30.00	31.00	30.00	30.00	(1.00)	(3.2%)
PROGRAM TOTAL	31.00	30.00	31.00	30.00	30.00	(1.00)	(3.2%)
WORKFORCE DEVELOPMENT							
JOB SEEKER SERVICES	73.70	75.27	73.88	74.38	63.58	(10.30)	(13.9%)
YOUTH SERVICES	3.30	3.73	5.12	4.62	7.42	2.30	44.9%
PROGRAM TOTAL	77.00	79.00	79.00	79.00	71.00	(8.00)	(10.1%)
DEPARTMENT TOTAL	384.00	380.00	382.49	386.49	364.50	(17.99)	(4.7%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	8.00	6.00	6.00	6.00	5.00	(1.00)	(16.7%)
Accounting Specialist	3.00	3.50	4.50	4.50	4.00	(.50)	(11.1%)
Admin/Operations Specialist	13.00	14.00	12.00	12.00	12.00	-	0.0%
Administrative Manager	3.00	3.00	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	2.00	2.00	-	-	-	-	N/A
Administrative Supervisor	19.00	16.00	12.00	12.00	12.00	-	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%
Community Devlpmnt Coordinator	3.00	2.00	3.00	3.00	3.00	-	0.0%
Community Devlpmnt Supervisor	1.00	1.00	-	1.00	-	-	N/A
Community Justice Coordinator	-	4.00	4.00	4.00	-	(4.00)	(100.0%)
Consultant	-	-	.49	.49	-	(.49)	(100.0%)
Deputy Director	1.00	-	-	-	-	-	N/A
Deputy Director - Human Services	-	1.00	-	-	-	-	N/A
Dietitian/Nutritionist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Human Services	1.00	1.00	1.00	1.00	1.00	-	0.0%
Educator	42.00	46.50	41.00	42.00	41.00	-	0.0%
Educator Assistant	39.00	39.00	41.00	41.00	41.00	-	0.0%
Educator Bachelor's	38.00	35.00	44.50	38.50	39.50	(5.00)	(11.2%)
Educator Coordinator	36.00	40.00	34.00	39.00	39.00	5.00	14.7%
Executive Assistant	2.00	2.00	1.00	2.00	1.00	-	0.0%
Finance Manager - Large	-	1.00	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	-	-	1.00	1.00	1.00	-	0.0%
Financial Supervisor - Dept	1.00	-	-	-	-	-	N/A
General Laborer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Grant/Contract Admin Supervisor	2.00	3.00	3.00	3.00	3.00	-	0.0%
Grant-Contract Administrator	8.00	7.00	7.00	7.00	4.00	(3.00)	(42.9%)
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	-	-	-	1.00	-	-	N/A
Human Resources Supervisor	1.00	-	-	-	-	-	N/A
Human Services Program Administrator	3.00	3.00	4.00	4.00	4.00	-	0.0%
IT Services Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	3.00	3.00	2.00	2.00	1.00	(1.00)	(50.0%)
Management Assistant	-	-	1.00	1.00	1.00	-	0.0%
Nurse - Public Health	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	17.00	13.00	12.00	13.00	11.00	(1.00)	(8.3%)
Office Assistant Specialized	37.00	34.00	39.00	39.00	38.00	(1.00)	(2.6%)
Operations/Program Manager	2.00	2.00	2.00	2.00	1.00	(1.00)	(50.0%)
Operations/Program Supervisor	7.00	6.00	3.00	3.00	2.00	(1.00)	(33.3%)
PC/LAN Tech Support	3.00	3.00	3.00	3.00	3.00	-	0.0%
Program Coordinator	14.00	13.00	7.00	7.00	7.00	-	0.0%
Social Worker	32.00	28.00	28.00	28.00	28.00	-	0.0%
Social Worker Supervisor	1.00	3.00	2.00	2.00	2.00	-	0.0%
Special Projects Manager	-	-	1.00	1.00	1.00	-	0.0%
Systems/Network Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Systems/Network Admin-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Technical Support Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trainer	5.00	5.00	-	-	-	-	N/A
Workforce Development Coordinator	-	-	5.00	5.00	5.00	-	0.0%
Workforce Development Manager	-	-	4.00	4.00	4.00	-	0.0%
Workforce Development Spec	24.00	26.00	26.00	26.00	23.00	(3.00)	(11.5%)
Workforce Development Specialist Supervisor	-	-	2.00	2.00	2.00	-	0.0%
Workforce Development Supervisor	-	-	3.00	3.00	2.00	(1.00)	(33.3%)
Workforce Development Trainer	-	-	7.00	7.00	7.00	-	0.0%
Department Total	**384.00**	**380.00**	**382.49**	**386.49**	**364.50**	**(17.99)**	**(4.7%)**

Staffing by Fund

	DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
217	CDBG HOUSING TRUST	8.00	6.00	6.50	8.50	5.00	(1.50)	(23.1%)
222	HUMAN SERVICES GRANTS	370.00	366.00	367.99	369.99	359.50	(8.49)	(2.3%)
255	DETENTION OPERATIONS	7.00	8.00	8.00	8.00	-	(8.00)	(100.0%)
Department Total		**385.00**	**380.00**	**382.49**	**386.49**	**364.50**	**(17.99)**	**(4.7%)**

Significant Variance Analysis

The staffing is reduced by 17.99 Staff Full Time Equivalents (FTEs) in anticipation of a reduction in funding for FY 2014. Depending on the actual grant awards received by the Department in FY 2014, further staffing reductions may be necessary.

General Adjustments:

Base Adjustments:

CDBG Housing Trust Fund (217)

- Increase Regular Benefits by $1,155 for the impact of changes in retirement contribution rates.
- Increase revenues by $5,156,665 and expenditures by $5,155,510 to reflect anticipated grant awards for FY 2014.
-

Human Services Grant Fund (222) Operating

- Increase Regular Benefits by $55,853 for the impact of changes in retirement contribution rates.
- Increase Other Services by $20,340 to maintain structural balance.
- Increase Other Benefits and Internal Service Charges by $20,340 for the impact of the changes in Risk Management charges.
- Decrease revenues by $7,469,407 and expenditures by $7,525,260 to reflect anticipated grant awards for FY 2014.

Human Services Grant Fund (222) Non Recurring Non Project

- Increase Capital Equipment by $190,000 for the replacement of six (6) computer servers and one (1) storage device.

Detention Fund (255) Non Recurring Non Project

- Carry forward of $192,235 in one-time funding for the Community Justice Support Services Pilot Program.

Programs and Activities

Community Development Block Grant Program

The purpose of the Community Development Block Grant Program is to provide community improvements and affordable housing opportunities to Urban County communities, Consortium members, and nonprofit agencies so they can empower low, moderate, and middle income residents to develop viable communities, preserve and expand suitable housing, and stabilize neighborhoods.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of eligible Community Development Block Grant (CDBG) funded projects	N/A	75.0%	75.0%	75.0%	0.0%	0.0%
Percentage of low-moderate income residents benefitting from completed projects	N/A	5.6%	5.6%	5.6%	0.0%	0.0%

Activities that comprise this program include:

- Community Development Block Grant

Community Development Block Grant Activity

The purpose of the Community Development Block Grant Activity is to provide fiscal, financial, and compliance services to Urban County communities and non-profits so they can provide community improvements and affordable housing opportunities to Urban County low and moderate income residents to develop viable communities, preserve and expand suitable housing, and stabilize neighborhoods.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of eligible Community Development Block Grant (CDBG) funded projects completed	N/A	75.0%	75.0%	75.0%	0.0%	0.0%
Result	Percentage of low-moderate income residents benefitting from completed projects	N/A	5.6%	5.6%	5.6%	0.0%	0.0%
Output	Number of eligible projects completed with CDBG funds	-	8	8	8	-	0.0%
Demand	Number of eligible projects funded with CDBG funds	6	8	8	8	-	0.0%
Efficiency	Cost per project completed with CDBG funds	N/A	$ 601,577.00	$ 509,636.00	$ 538,485.13	$ 63,091.88	10.5%
Revenue							
	217 - CDBG HOUSING TRUST	$ 1,526,443	$ 4,791,743	$ 4,080,151	$ 4,307,881	$ (483,862)	-10.1%
	TOTAL SOURCES	$ 1,526,443	$ 4,791,743	$ 4,080,151	$ 4,307,881	$ (483,862)	-10.1%
Expenditure							
	217 - CDBG HOUSING TRUST	$ 1,295,561	$ 4,812,616	$ 4,077,088	$ 4,307,881	$ 504,735	10.5%
	TOTAL USES	$ 1,295,561	$ 4,812,616	$ 4,077,088	$ 4,307,881	$ 504,735	10.5%

HOME Program

The purpose of the HOME Program is to provide affordable housing opportunities to qualified HOME recipients, sub-recipients, and Community Housing Development Organizations (CHDOs) so they can ensure suitable housing for low and moderate income residents is preserved and expanded.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of eligible HOME Investment Partnership Program funded projects	100.0%	70.0%	70.0%	70.0%	0.0%	0.0%
Percent of low-moderate income residents benefitting from completed projects	100.0%	50.0%	50.0%	50.0%	0.0%	0.0%

Activities that comprise this program include:

- HOME Investment Partnerships Program

Home Investment Partnerships Program Activity

The purpose of the HOME Investment Partnerships Program Activity is to provide fiscal, financial, and compliance services to Consortium members, Urban County communities and Community Housing Development Organizations (CHDOs) so they can provide safe, decent, sanitary and affordable houses for low and moderate income residents.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of eligible HOME Investment Partnership Program funded projects completed	100.0%	70.0%	70.0%	70.0%	0.0%	0.0%
Result	Percent of low-moderate income residents benefitting from completed projects	100.0%	50.0%	50.0%	50.0%	0.0%	0.0%
Output	Number of eligible projects completed with HOME funds	79	10	10	10	-	0.0%
Demand	Number of eligible projects funded with HOME funds	123	10	10	10	-	0.0%
Efficiency	Cost per project completed with HOME funds	$ 52,806.78	$ 470,080.70	$ 410,207.70	$ 1,148,728.50	$(678,647.80)	-144.4%
Revenue							
	217 - CDBG HOUSING TRUST	$ 3,630,136	$ 4,716,730	$ 4,102,077	$ 11,487,285	$ 6,770,555	143.5%
	TOTAL SOURCES	$ 3,630,136	$ 4,716,730	$ 4,102,077	$ 11,487,285	$ 6,770,555	143.5%
Expenditure							
	217 - CDBG HOUSING TRUST	$ 4,171,736	$ 4,700,807	$ 4,102,077	$ 11,487,285	$ (6,786,478)	-144.4%
	TOTAL USES	$ 4,171,736	$ 4,700,807	$ 4,102,077	$ 11,487,285	$ (6,786,478)	-144.4%

Activity Narrative: A reduction in new funding the U.S. Department of Housing and Urban Development is expected in FY 2014. However, the dramatic increase in revenue and expenditures in FY 2014 is due to carryover from prior years. The number of eligible projects is not increasing as the carryover funding is obligated to projects that have not been completed during prior fiscal years.

Human Services Integrated Case Management Program

The purpose of the Human Services Integrated Case Management Program is to provide specialized, integrated case management and community support services to individuals and families so they can achieve self-sufficiency.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of eligible adult probationers who successfully reintegrate into the community as	9.8%	83.3%	76.7%	68.2%	-15.2%	-18.2%
Percent of eligible adult probationers who successfully reintegrate into the community as evidenced by reduced rates of recidivism after 12 months of program participation	0.0%	73.3%	66.7%	59.1%	-14.2%	-19.4%
Percent of CJSS Adult participants who show an increase of self sufficiency	N/A	N/A	N/A	53.3%	N/A	N/A
Percent of eligible juvenile probationers who successfully reintegrate into the community as evidenced by reduced rates of recidivism after 12 months of program participation	0.0%	83.3%	83.3%	50.0%	-33.3%	-40.0%
Percent of eligible juveniles who successfully reintegrate into the community as evidenced by reduced rates of recidivism over a six-month period	N/A	86.7%	86.7%	50.0%	-36.7%	-42.3%
Percent of CJSS Juvenile participants who show an increase of self-sufficiency	N/A	N/A	N/A	50.0%	N/A	N/A

Activities that comprise this program include:

- Justice-Involved Adult Case Management
- Justice-Involved Juvenile Case Management

Justice-Involved Adult Case Management Activity

The purpose of the Justice-Involved Adult Case Management Activity is to provide integrated community support services to justice-involved adults and their families so they can reduce barriers to successful community integration and increased sustained self-sufficiency.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of eligible adult probationers who successfully reintegrate into the community as evidenced by reduced rates of recidivism over a six month period.	9.8%	83.3%	73.3%	68.2%	(15.2%)	-18.2%
Result	Percent of eligible adult probationers who successfully reintegrate into the community as evidenced by reduced rates of recidivism after 12 months of program participation	0.0%	73.3%	73.3%	59.1%	(14.2%)	-19.4%
Result	Percent of CJSS Adult participants who show an increase of self sufficiency	N/A	N/A	N/A	53.3%	N/A	N/A
Output	Number of individuals (enrolled adult probationer plus family members) served	118	150	150	38	(112)	-74.7%
Output	Number of eligible adult probationers from the geographic targeted area enrolled in the Community Justice Service Adult Activity	16	30	22	6	(24)	-80.0%
Demand	Number of eligible adult probationers from the geographic targeted area	197	130	130	130	-	0.0%
Efficiency	Cost per case (enrolled adult probationer plus family members) served	$ 3,581.75	$ 4,470.99	$ 3,341.39	$ 645.91	$ 3,825.09	85.6%
Expenditure							
	255 - DETENTION OPERATIONS	$ 422,647	$ 670,649	$ 501,209	$ 96,886	$ 573,763	85.6%
	TOTAL USES	$ 422,647	$ 670,649	$ 501,209	$ 96,886	$ 573,763	85.6%

Activity Narrative: In FY 2012 one-time Detention funds were allocated for this pilot program. The remaining funds for this pilot are expected to be fully expended in the first quarter of FY 2014 at which time the program will conclude.

Justice-Involved Juvenile Case Management Activity

The purpose of the Justice-Involved Juvenile Case Management Activity is to provide integrated community support services to justice-involved youth and their families so they can reduce barriers to successful community integration and increased, sustained self-sufficiency.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of eligible juvenile probationers who successfully reintegrate into the community as evidenced by reduced rates of recidivism after 12 months of program participation	0.0%	83.3%	125.0%	50.0%	(33.3%)	-40.0%
Result	Percent of eligible juveniles who successfully reintegrate into the community as evidenced by reduced rates of recidivism over a six-month period	N/A	86.7%	100.0%	50.0%	(36.7%)	-42.3%
Result	Percent of CJSS Juvenile participants who show an increase of self-sufficiency	N/A	N/A	N/A	50.0%	N/A	N/A
Output	Number of individuals (enrolled juvenile probationer plus family members) served	149	180	123	40	(140)	-77.8%
Output	Number of eligible juveniles from the geographic targeted area enrolled in the Community Justice Service Juvenile Activity	28	30	10	3	(27)	-90.0%
Demand	Number of eligible juveniles from the geographic targeted area	156	158	158	158	-	0.0%
Efficiency	Cost per case (eligible juvenile plus family members) served	$ 2,818.25	$ 3,653.94	$ 3,669.77	$ 603.47	$ 3,050.47	83.5%
Expenditure							
	255 - DETENTION OPERATIONS	$ 419,919	$ 657,710	$ 451,382	$ 95,349	$ 562,361	85.5%
	TOTAL USES	$ 419,919	$ 657,710	$ 451,382	$ 95,349	$ 562,361	85.5%

Activity Narrative: In FY 2012 one-time Detention funds were allocated for this pilot program. The remaining funds for this pilot are expected to be fully expended in the first quarter of FY 2014 at which the program will conclude.

Community Services Program

The purpose of Community Services Program is to provide administrative coordination of community services to a network of neighborhood based organizations so that they can provide social and economic assistance to low income and below poverty families.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of respondents to Maricopa County Human Services Department annual customer	100.0%	100.0%	100.0%	8.9%	-91.1%	-91.1%
Percent of respondents to MCHSD annual customer satisfaction survey, Community Action Program subcontractor section, who rate service received as satisfactory or higher	100.0%	94.9%	94.9%	100.0%	5.1%	5.3%
Percent of Family Self Sufficiency Housing Authority of Maricopa County (HAMC) households who reach a "3/Safe" on the CSD Self-Sufficiency Matrix in Income or Employment	N/A	36.0%	14.3%	14.8%	-21.2%	-59.0%
Percent of homes that meet energy-efficient standards after being weatherized	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Community Action Agency
- Financial Assistance
- Weatherization

Community Action Agency Activity

The purpose of the Community Action Agency Activity is to provide management and coordination services to municipalities and community based organizations so they can improve delivery of human services.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of respondents to Maricopa County Human Services Department annual customer satisfaction survey, Community Action Program (CAP) subcontractor section, who rate service received as satisfactory or higher	129.2%	100.0%	100.0%	8.9%	(91.1%)	-91.1%
Output	Number of all contracts managed	72	25	25	21	(4)	-16.0%
Demand	Number of all contracts required	26	25	25	21	(4)	-16.0%
Efficiency	Cost per contract managed	$ 24,980.93	$ 95,866.56	$ 95,612.68	$ 68,457.67	$ 27,408.89	28.6%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 1,735,690	$ 1,984,496	$ 1,984,496	$ 1,125,443	$ (859,053)	-43.3%
	TOTAL SOURCES	$ 1,735,690	$ 1,984,496	$ 1,984,496	$ 1,125,443	$ (859,053)	-43.3%
Expenditure							
	100 - GENERAL	$ 304,384	$ 412,168	$ 405,821	$ 312,168	$ 100,000	24.3%
	222 - HUMAN SERVICES GRANTS	1,494,243	1,984,496	1,984,496	1,125,443	859,053	43.3%
	TOTAL USES	$ 1,798,627	$ 2,396,664	$ 2,390,317	$ 1,437,611	$ 959,053	40.0%

Activity Narrative: As a result of a decrease in anticipated grant funding from FY 2013 to FY 2014 the number of managed contracts will decrease by 16%. In FY 2013, a one-time amount of $100,000 in General Funds was provided. The decrease in General Funds in FY 2014 is due to the elimination of this one-time funding.

Financial Assistance Activity

The purpose of the Financial Assistance Activity is to provide economic assistance to low income individuals and families so they can meet their basic needs.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of respondents to MCHSD annual customer satisfaction survey, Community Action Program subcontractor section, who rate service received as satisfactory or higher	92.9%	94.9%	94.9%	100.0%	5.1%	5.3%
Result	Percent of Family Self Sufficiency Housing Authority of Maricopa County (HAMC) households who reach a "3/Safe" on the CSD Self-Sufficiency Matrix in Income or Employment	N/A	36.0%	14.3%	14.8%	(21.2%)	-59.0%
Output	Number of households who receive services	12,262	2,618	4,575	7,664	5,046	192.7%
Output	Number of households engaged/enrolled in the Family Self Sufficiency case management program	N/A	25	59	61	36	144.0%
Demand	Number of households eligible to request service based on U.S. Census Bureau statistics of persons at or below poverty level	287,220	71,805	71,805	623,801	551,996	768.7%
Demand	Number of households who are residents of Housing Authority of Maricopa County properties that are eligible to request Family Self Sufficiency (FSS) case management	N/A	912	912	846	(66)	-7.2%
Efficiency	Average cost per household	$ 358.67	$ 1,042.15	$ 512.56	$ 254.04	$ 788.11	75.6%
Efficiency	Average expenditures per household enrolled	N/A	$ 303,150.33	$ 389,764.71	$ 216,330.78	$ 86,819.56	28.6%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 4,566,874	$ 2,728,353	$ 2,728,353	$ 1,946,977	$ (781,376)	-28.6%
	TOTAL SOURCES	$ 4,566,874	$ 2,728,353	$ 2,728,353	$ 1,946,977	$ (781,376)	-28.6%
Expenditure							
	222 - HUMAN SERVICES GRANTS	$ 4,397,984	$ 2,728,353	$ 2,728,353	$ 1,946,977	$ 781,376	28.6%
	TOTAL USES	$ 4,397,984	$ 2,728,353	$ 2,728,353	$ 1,946,977	$ 781,376	28.6%

Activity Narrative: The secondary demand, output, and result measures pertaining to Family Self Sufficiency were new in FY 2013 and thus a baseline was unknown. A baseline has now been established and applied to the FY 2014 measures, which has resulted in a significant change from FY 2013 to FY 2014. The drastic increase in the demand of the number of households eligible to request service based on U.S. Census Bureau statistics of persons at or below the poverty level is due to an incorrect calculation of this demand.

Weatherization Activity

The purpose of the Weatherization Activity is to provide weatherization services to low income residents so they can have homes that will be more energy efficient.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of homes that meet energy-efficient standards after being weatherized	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of homes that receive weatherization service	770	147	163	354	207	140.8%
Demand	Number of homes referred for weatherization services via application	590	500	359	705	205	41.0%
Efficiency	Expenditure per home weatherized	$ 8,409.56	$ 15,394.39	$ 13,925.14	$ 4,486.55	$ 10,907.84	70.9%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 6,809,930	$ 2,269,798	$ 2,269,798	$ 1,588,239	$ (681,559)	-30.0%
	TOTAL SOURCES	$ 6,809,930	$ 2,269,798	$ 2,269,798	$ 1,588,239	$ (681,559)	-30.0%
Expenditure							
	222 - HUMAN SERVICES GRANTS	$ 6,475,365	$ 2,262,975	$ 2,269,798	$ 1,588,239	$ 674,736	29.8%
	TOTAL USES	$ 6,475,365	$ 2,262,975	$ 2,269,798	$ 1,588,239	$ 674,736	29.8%

Activity Narrative: The increase in output, demand, and efficiency in FY 2014 is due to a change in measure calculations, so a comparison to prior years is not valid.

Child Development and Education Program

The purpose of the Child Development and Education Program is to provide education to low-income children 0-5 so they can achieve school readiness.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
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	95.5%	85.7%	85.7%	85.7%	0.0%	0.0%

Activities that comprise this program include:

- Child Development and Education

Child Development and Education Activity

The purpose of the Child Development and Education Activity is to provide early childhood development services to low income children 0-5 so they can achieve school readiness.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of 4-5 year old children who are considered school ready according to the program's assessment system at the end of the school year	95.5%	85.7%	85.7%	85.7%	0.0%	0.0%
Output	Number of 4-5 year old children enrolled in the program completing the assessment	398	1,680	1,680	1,680	-	0.0%
Output	Total number of children enrolled in the program	2,713	3,095	3,095	3,095	-	0.0%
Demand	Number of children who have applied for the program	4,857	5,036	5,036	5,036	-	0.0%
Efficiency	Expenditure per child enrolled in the program completing the assessment	$ 53,600.49	$ 12,346.31	$ 12,464.96	$ 12,351.91	$ (5.60)	-0.0%
Efficiency	Expenditure per child enrolled in the program	$ 7,863.25	$ 6,701.71	$ 6,766.12	$ 6,704.75	$ (3.04)	-0.0%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 21,265,312	$ 20,881,911	$ 20,941,135	$ 20,751,209	$ (130,702)	-0.6%
	TOTAL SOURCES	$ 21,265,312	$ 20,881,911	$ 20,941,135	$ 20,751,209	$ (130,702)	-0.6%
Expenditure							
	222 - HUMAN SERVICES GRANTS	$ 21,332,995	$ 20,741,804	$ 20,941,135	$ 20,751,209	$ (9,405)	-0.0%
	TOTAL USES	$ 21,332,995	$ 20,741,804	$ 20,941,135	$ 20,751,209	$ (9,405)	-0.0%

Activity Narrative: Although the Department is anticipating only a minimal decrease in Head Start funding in FY 2014, there is potential for a greater reduction in funding as a result of federal sequestration. The effects of sequestration of this activity will not be known until mid-FY 2014. At that time the Department will adjust their budget through the grant reconciliation process if needed.

Neighborhood Stabilization Program

The purpose of the Neighborhood Stabilization Program is to provide planning, reporting, monitoring and related services for the acquisition, redevelopment and resale/rental of abandoned and foreclosed

residential houses and properties to low, moderate and middle income residents so they can help stabilize neighborhoods.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of eligible Neighborhood Stabilization Program (NSP) funded projects completed	N/A	66.7%	66.7%	66.7%	0.0%	0.0%
Percentage of households living in NSP-assisted owner occupied housing after three years	N/A	N/A	N/A	N/A	N/A	N/A
Percentage of low-moderate-middle income residents benefitting from completed projects	100.0%	50.0%	50.0%	50.0%	0.0%	0.0%

Activities that comprise this program include:

- Neighborhood Stabilization

Neighborhood Stabilization Activity

The purpose of the Neighborhood Stabilization Activity is to provide fiscal, financial, and compliance services to Urban County communities directly and through non-profits so they can stabilize communities that have suffered from foreclosures and property abandonment and to provide safe, decent, sanitary and affordable housing to low, moderate and middle income households.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of eligible Neighborhood Stabilization Program (NSP) funded projects completed	N/A	66.7%	66.7%	66.7%	0.0%	0.0%
Result	Percentage of households living in NSP-assisted owner occupied housing after three years	N/A	N/A	N/A	N/A	N/A	N/A
Result	Percentage of low-moderate-middle income residents benefitting from completed projects	100.0%	50.0%	50.0%	50.0%	0.0%	0.0%
Output	Number of eligible projects completed with NSP funds	-	3	3	3	-	0.0%
Output	Number of NSP assisted households in owner occupied housing after three years	-	-	-	-	-	N/A
Demand	Number of eligible projects funded with NSP funds	1	3	3	3	-	0.0%
Demand	Number of NSP assisted households in owner occupied housing	29	-	-	-	-	N/A
Efficiency	Cost per project completed with NSP	N/A	$ 1,742,601.00	$ 1,361,217.67	$ 1,367,575.00	$ 375,026.00	21.5%
Revenue							
	217 - CDBG HOUSING TRUST	$ 1,855,865	$ 5,232,753	$ 4,083,653	$ 4,102,725	$ (1,130,028)	-21.6%
	TOTAL SOURCES	$ 1,855,865	$ 5,232,753	$ 4,083,653	$ 4,102,725	$ (1,130,028)	-21.6%
Expenditure							
	217 - CDBG HOUSING TRUST	$ 402,341	$ 5,227,803	$ 4,083,653	$ 4,102,725	$ 1,125,078	21.5%
	TOTAL USES	$ 402,341	$ 5,227,803	$ 4,083,653	$ 4,102,725	$ 1,125,078	21.5%

Activity Narrative: The increase in funds results from carryover from prior years. One-time federal grant funding is expected to be fully expended in FY 2014.

Workforce Development Program

The purpose of the Workforce Development Program is to provide quality career guidance, career development, work skills and technical training along with other resources to job seekers youth, the incumbent workforce so they can gain the competitive edge through employment opportunities.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of customers who entered employment	21.4%	53.6%	40.0%	35.1%	-18.5%	-34.6%
Percent of youth who are placed in one or more of the following: post-secondary education advanced training, employment, and military	11.1%	48.0%	29.1%	27.3%	-20.7%	-43.2%

Activities that comprise this program include:

- Job Seeker Services
- Youth Services

Job Seeker Services Activity

The purpose of the Job Seeker Services Activity is to provide employment and training related services to the unemployed and underemployed individuals residing in Maricopa County so they can obtain and/or retain unsubsidized employment leading to self-sufficiency.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of customers who entered employment	21.4%	53.6%	40.0%	35.1%	(18.5%)	-34.6%
Output	Number of customers receiving services	6,442	5,600	6,242	9,700	4,100	73.2%
Demand	Number of customers who visit the One Stop Centers	161,704	120,000	154,513	215,000	95,000	79.2%
Efficiency	Cost per customer served	$ 1,811.66	$ 2,377.94	$ 2,105.04	$ 953.45	$ 1,424.50	59.9%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 12,603,338	$ 13,234,395	$ 13,234,395	$ 9,248,437	$ (3,985,958)	-30.1%
	TOTAL SOURCES	$ 12,603,338	$ 13,234,395	$ 13,234,395	$ 9,248,437	$ (3,985,958)	-30.1%
Expenditure							
	222 - HUMAN SERVICES GRANTS	$ 11,670,699	$ 13,316,490	$ 13,234,395	$ 9,248,437	$ 4,068,053	30.5%
	TOTAL USES	$ 11,670,699	$ 13,316,490	$ 13,234,395	$ 9,248,437	$ 4,068,053	30.5%

Activity Narrative: Although funding is expected to decrease by nearly $4M in FY 2014, the output and demand measures are showing increases in the seventieth percentile due to a change in the methodology of measuring customers. One Stop Centers' customers as well as customers from special outreach events will be counted in measures. The Workforce Investment Act, which funds this activity, is currently going through the Congressional reauthorization process. Along with potential effects from federal sequestration, this reauthorization process may affect the grant funds the Department receives from the federal government and consequently affect the number of customers receiving services. If either sequestration or reauthorization negatively affects the Department during FY 2014, a budget adjustment will occur through the grant reconciliation process.

Youth Services Activity

The purpose of the Youth Services Activity is to provide case management services to eligible youth age 14-21 so they can become economically self-sufficient.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of youth who are placed in one or more of the following: post-secondary education advanced training, employment, and military	11.1%	48.0%	29.1%	27.3%	(20.7%)	-43.2%
Output	Number of youth case managed	1,650	2,000	2,077	3,300	1,300	65.0%
Demand	Number of youth requesting services	7,778	4,800	6,789	11,100	6,300	131.3%
Efficiency	Cost per youth cases managed	$ 1,612.27	$ 2,101.44	$ 1,966.79	$ 916.39	$ 1,185.05	56.4%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 3,153,168	$ 4,144,257	$ 4,085,033	$ 3,024,083	$ (1,120,174)	-27.0%
	TOTAL SOURCES	$ 3,153,168	$ 4,144,257	$ 4,085,033	$ 3,024,083	$ (1,120,174)	-27.0%
Expenditure							
	222 - HUMAN SERVICES GRANTS	$ 2,660,241	$ 4,202,881	$ 4,085,033	$ 3,024,083	$ 1,178,798	28.0%
	TOTAL USES	$ 2,660,241	$ 4,202,881	$ 4,085,033	$ 3,024,083	$ 1,178,798	28.0%

Activity Narrative: The significant changes in output and demand in FY 2014 results from a change in methodology of measuring output and demand.

Senior Adult Independent Living Program

The purpose of the Senior Adult Independent Living Program is to provide case management services to elderly and disabled individuals so that they can live self-sufficiently at home.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of eligible persons provided case management services	15.6%	3.6%	2.0%	0.4%	-3.2%	-88.3%

Activities that comprise this program include:

- Senior Adult Independent Living

Senior Adult Independent Living Activity

The purpose of the Senior Adult Independent Living Activity (S.A.I.L.) is to provide case management services to elderly and disabled individuals so they can live self0sufficiently at home.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of eligible persons provided case management services	15.6%	3.6%	2.0%	0.4%	(3.2%)	-88.3%
Output	Number of people who receive services	3,342	3,100	3,100	2,790	(310)	-10.0%
Demand	Number of eligible persons in Maricopa County	762	4,100	2,216	15,990	11,890	290.0%
Efficiency	Cost per person receiving service	$ 165.53	$ 725.34	$ 708.94	$ 767.08	$ (41.74)	-5.8%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 1,258,944	$ 1,042,994	$ 1,102,647	$ 941,411	$ (101,583)	-9.7%
	TOTAL SOURCES	$ 1,258,944	$ 1,042,994	$ 1,102,647	$ 941,411	$ (101,583)	-9.7%
Expenditure							
	100 - GENERAL	$ 1,065,988	$ 1,198,744	$ 1,095,071	$ 1,198,744	$ -	0.0%
	222 - HUMAN SERVICES GRANTS	1,146,760	1,049,818	1,102,647	941,411	108,407	10.3%
	TOTAL USES	$ 2,212,748	$ 2,248,562	$ 2,197,718	$ 2,140,155	$ 108,407	4.8%

Activity Narrative: The data is inconsistent from year to year due to the department using various methodologies for calculating the measures. The activity measures will be revised during the FY 2015 Strategic Business Plan update process.

Homeless Assistance Program

The purpose of the Homeless Assistance Program is to provide emergency shelter services to homeless men, women, and children so they can sustain their health and safety.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of emergency shelter nights provided	236.9%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of low demand shelter nights provided to men only	144.4%	100.0%	100.0%	90.0%	-10.0%	-10.0%

Activities that comprise this program include:

- Homeless Low Demand Shelter
- Emergency Shelter Nights

Homeless Low Demand Shelter Activity

The purpose of the Homeless Low Demand Shelter Activity is to provide safe refuge to men only so they can increase health and safety.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of low demand shelter nights provided to men only	144.4%	100.0%	100.0%	90.0%	(10.0%)	-10.0%
Output	Number of low demand shelter nights provided	75,357	26,000	52,970	87,294	61,294	235.7%
Demand	Number of low demand shelter nights requested for men only	N/A	N/A	N/A	75,326	N/A	N/A
Efficiency	Cost per shelter night provided	$ 2.66	$ 13.85	$ 6.80	$ 4.12	$ 9.72	70.2%
Expenditure							
	100 - GENERAL	$ 200,454	$ 360,000	$ 360,000	$ 360,000	$ -	0.0%
	TOTAL USES	$ 200,454	$ 360,000	$ 360,000	$ 360,000	$ -	0.0%

Activity Narrative: New data sources for demand and output were introduced in FY 2013 and a baseline was not established. The expected output and demand in FY 2014 reflect a baseline established from quarter one of FY 2013.

Emergency Homeless Shelter Nights Activity

The purpose of the Emergency Homeless Shelter Nights Activity is to provide safe refuge to men, women and children so they can increase health and safety.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of emergency shelter nights provided	236.9%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of emergency shelter nights provided	123,591	52,000	131,668	85,800	33,800	65.0%
Demand	Number of shelter nights requested	N/A	N/A	N/A	111,232	N/A	N/A
Efficiency	Cost per emergency shelter night	$ 7.17	$ 9.06	$ 3.58	$ 6.32	$ 2.74	30.2%
Revenue							
	222 - HUMAN SERVICES GRANTS	$ 334,111	$ 81,000	$ 81,000	$ 152,140	$ 71,140	87.8%
	TOTAL SOURCES	$ 334,111	$ 81,000	$ 81,000	$ 152,140	$ 71,140	87.8%
Expenditure							
	100 - GENERAL	$ 549,546	$ 390,000	$ 390,000	$ 390,000	$ -	0.0%
	222 - HUMAN SERVICES GRANTS	336,276	81,000	81,000	152,140	(71,140)	-87.8%
	TOTAL USES	$ 885,822	$ 471,000	$ 471,000	$ 542,140	$ (71,140)	-15.1%

Activity Narrative: The demand measure is new in FY 2014 and thus a comparison to previous years cannot be made. This expected output in FY 2014 is based on the measurement from the first quarter of FY 2013.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 2,260,912**	**$ -**
FY 2013 Revised Budget	**$ 2,260,912**	**$ -**
FY 2014 Budget Target	**$ 2,260,912**	**$ -**
FY 2014 Adopted Budget	**$ 2,260,912**	**$ -**
Percent Change from Target Amount	*0.0%*	

CDBG Housing Trust Fund (217)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 14,741,226**	**$ 14,741,226**
FY 2013 Revised Budget	**$ 14,741,226**	**$ 14,741,226**
FY 2014 Budget Target	**$ 14,741,226**	**$ 14,741,226**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 1,155**	**$ -**
Retirement Contributions	*1,155*	-
Grants, Donations and Intergovernmental Agreements		
Grants	**$ 5,155,510**	**$ 5,156,665**
Grant Reconciliation	*5,155,510*	*5,156,665*
FY 2014 Adopted Budget	**$ 19,897,891**	**$ 19,897,891**
Percent Change from Target Amount	*35.0%*	*35.0%*

CDBG Housing Trust Fund (217) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ (130,930)	$ 175,070	$ 175,070	$ (232,399)	$ (232,399)
Sources:					
Operating	$ 5,541,992	$ 14,741,226	$ 14,741,226	$ 12,266,494	$ 19,897,891
Non-Recurring	252,127	-	-	-	-
Total Sources:	$ 5,794,119	$ 14,741,226	$ 14,741,226	$ 12,266,494	$ 19,897,891
Uses:					
Operating	$ 5,895,592	$ 14,741,226	$ 14,741,226	$ 12,266,494	$ 19,897,891
Total Uses:	$ 5,895,592	$ 14,741,226	$ 14,741,226	$ 12,266,494	$ 19,897,891
Structural Balance	$ (353,600)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 4	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 175,070	$ 175,070	$ -	$ -
Unassigned	(232,399)	-	-	(232,399)	(232,399)
Total Ending Spendable Fund Balance	$ (232,399)	$ 175,070	$ 175,070	$ (232,399)	$ (232,399)

Human Services Grant Fund (222)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 39,517,512**	**$ 39,517,512**
Adjustments:	Agenda Item:			
Grants, Donations and Intergovernmental Agreements				
Grants			**$ 10,000,703**	**$ 10,000,703**
Human Services Grant Appropriation Adjustment	*C-22-13-032-G-00*		*10,000,703*	*10,000,703*
FY 2013 Revised Budget			**$ 49,518,215**	**$ 49,518,215**
FY 2014 Budget Target			**$ 49,518,215**	**$ 49,518,215**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 55,853**	**$ -**
Retirement Contributions			*55,853*	*-*
Grants, Donations and Intergovernmental Agreements				
Grants			**$ (7,525,260)**	**$ (7,469,407)**
Grant Reconciliation			*(7,525,260)*	*(7,469,407)*
FY 2014 Tentative Budget			**$ 42,048,808**	**$ 42,048,808**
Percent Change from Target Amount			*-15.1%*	*-15.1%*
Adjustments:				
Other Base Adjustments			*20,340*	*-*
Increase Other Services	*$*	*20,340*		
Internal Service Charges			*(20,340)*	*-*
FY 2014 Adopted Budget			**$ 42,048,808**	**$ 42,048,808**
Percent Change from Target Amount			*-15.1%*	*-15.1%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ -**	**$ -**
FY 2013 Revised Budget			**$ -**	**$ -**
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 190,000**	**$ -**
Other Non-Recurring			*190,000*	*-*
IT Server Equipment	*$*	*190,000*		
FY 2014 Adopted Budget			**$ 190,000**	**$ -**
Percent Change from Target Amount				

Human Services Grant Fund (222) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ (2,049,595)	$ (2,049,595)	$ (2,049,595)	$ (860,186)	$ (860,186)
Sources:					
Operating	$ 54,139,274	$ 39,517,512	$ 49,518,215	$ 49,518,215	$ 42,048,808
Total Sources:	$ 54,139,274	$ 39,517,512	$ 49,518,215	$ 49,518,215	$ 42,048,808
Uses:					
Operating	$ 52,949,868	$ 39,517,512	$ 49,518,215	$ 49,518,215	$ 42,048,808
Non-Recurring	-	-	-	-	190,000
Total Uses:	$ 52,949,868	$ 39,517,512	$ 49,518,215	$ 49,518,215	$ 42,238,808
Structural Balance	$ 1,189,406	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 3	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	(860,186)	(2,049,595)	(2,049,595)	(860,186)	(1,050,186)
Total Ending Spendable Fund Balance	$ (860,186)	$ (2,049,595)	$ (2,049,595)	$ (860,186)	$ (1,050,186)

Detention Fund (255)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 1,328,359**	**$ -**
FY 2013 Revised Budget		**$ 1,328,359**	**$ -**
Adjustments:			
Non Recurring		**$ (1,328,359)**	**$ -**
Other Non-Recurring		*(1,328,359)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 192,235**	**$ -**
Non Recurring Carry Forward		*192,235*	-
Community Justice Support Services Pilot Program Carry Forward	*$ 192,235*		
FY 2014 Adopted Budget		**$ 192,235**	**$ -**
Percent Change from Target Amount			

Integrated Criminal Justice Information System

Analysis by Lauren M. Cochran, Management and Budget Supervisor

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 June 2014, 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: This goal is new for FY 2014.

Department Specific

By June 2014, 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: This goal is new for FY 2014.

Department Specific

By June 2014, ICJIS will replace aging infrastructure in order to retain the ability to provide automated systems and expertise to ensure efficient sharing of information among 100% of its governing stakeholder agencies, including Maricopa County Sheriff's Office, Maricopa County Attorney's Office, Office of Public Defense Systems, Clerk of the Superior Court, and the Superior Court.

Status: This goal is new for FY 2014.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
USES							
ISFC - INTERNAL SERVICE FUND CHARGES	$ -	$ -	$ -	$ -	$ 2,873	$ (2,873)	N/A
POOL - POOLED COSTS	-	-	-	-	(9,435)	9,435	N/A
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ (6,562)	$ 6,562	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	$ 1,350,271	$ 1,615,307	$ 2,451,902	$ 1,614,658	$ 1,570,945	$ 880,957	35.9%
99IT - INFORMATION TECHNOLOGY	$ 1,350,271	$ 1,615,307	$ 2,451,902	$ 1,614,658	$ 1,570,945	$ 880,957	35.9%
TOTAL PROGRAMS	**$ 1,350,271**	**$ 1,615,307**	**$ 2,451,902**	**$ 1,614,658**	**$ 1,564,383**	**$ 887,519**	**36.2%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 410,358	$ 587,104	$ 627,342	$ 531,009	$ 676,892	$ (49,550)	-7.9%
0750 - FRINGE BENEFITS	103,286	151,559	163,680	131,374	183,206	(19,526)	-11.9%
SUBTOTAL	$ 513,644	$ 738,663	$ 791,022	$ 662,383	$ 860,098	$ (69,076)	-8.7%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 7,550	$ 4,735	$ 4,735	$ 5,431	$ 4,500	$ 235	5.0%
0804 - NON-CAPITAL EQUIPMENT	-	168,800	168,800	19,000	-	168,800	100.0%
SUBTOTAL	$ 7,550	$ 173,535	$ 173,535	$ 24,431	$ 4,500	$ 169,035	97.4%
SERVICES							
0812 - OTHER SERVICES	$ 691,457	$ 544,592	$ 544,592	$ 264,377	$ 358,281	$ 186,311	34.2%
0820 - RENT & OPERATING LEASES	1,480	3,000	3,000	2,538	2,600	400	13.3%
0825 - REPAIRS AND MAINTENANCE	-	37,500	37,500	386,706	260,632	(223,132)	-595.0%
0839 - INTERNAL SERVICE CHARGES	31,449	32,535	32,535	44,564	36,395	(3,860)	-11.9%
0841 - TRAVEL	2,536	9,500	9,500	3,877	4,050	5,450	57.4%
0843 - POSTAGE/FREIGHT/SHIPPING	31	80	80	80	80	-	0.0%
SUBTOTAL	$ 726,953	$ 627,207	$ 627,207	$ 702,142	$ 662,038	$ (34,831)	-5.6%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 102,124	$ 75,902	$ 860,138	$ 225,702	$ 37,747	$ 822,391	95.6%
SUBTOTAL	$ 102,124	$ 75,902	$ 860,138	$ 225,702	$ 37,747	$ 822,391	95.6%
ALL EXPENDITURES	$ 1,350,271	$ 1,615,307	$ 2,451,902	$ 1,614,658	$ 1,564,383	$ 887,519	36.2%
TOTAL USES	$ 1,350,271	$ 1,615,307	$ 2,451,902	$ 1,614,658	$ 1,564,383	$ 887,519	36.2%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
255 DETENTION OPERATIONS							
OPERATING	$ 1,350,271	$ 1,445,307	$ 1,497,666	$ 1,444,658	$ 1,564,383	$ (66,717)	-4.5%
NON-RECURRING	-	170,000	954,236	170,000	-	954,236	100.0%
FUND TOTAL USES	$ 1,350,271	$ 1,615,307	$ 2,451,902	$ 1,614,658	$ 1,564,383	$ 887,519	36.2%
DEPARTMENT OPERATING TOTAL USES	$ 1,350,271	$ 1,445,307	$ 1,497,666	$ 1,444,658	$ 1,564,383	$ (66,717)	-4.5%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 170,000	$ 954,236	$ 170,000	$ -	$ 954,236	100.0%
DEPARTMENT TOTAL USES	$ 1,350,271	$ 1,615,307	$ 2,451,902	$ 1,614,658	$ 1,564,383	$ 887,519	36.2%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	-	5.00	5.00	5.00	6.00	1.00	20.0%
PROGRAM TOTAL	-	5.00	5.00	5.00	6.00	1.00	20.0%
DEPARTMENT TOTAL	-	5.00	5.00	5.00	6.00	1.00	20.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
IS Architect	-	2.00	1.00	1.00	2.00	1.00	100.0%
IT Consultant	-	1.00	2.00	2.00	2.00	-	0.0%
IT Division Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst - Sr/Ld	-	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**-**	**5.00**	**5.00**	**5.00**	**6.00**	**1.00**	**20.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
255 DETENTION OPERATIONS	-	5.00	5.00	5.00	6.00	1.00	20.0%
Department Total	**-**	**5.00**	**5.00**	**5.00**	**6.00**	**1.00**	**20.0%**

Significant Variance Analysis

ICJIS added one IS Architect mid-year during FY 2013 for FY 2014. This position will serve as a back-up to the current IS Architect and will assist in the development of new projects.

General Adjustments

Base Adjustments:

Detention Fund (255)

- Increase Regular Benefits by $2,361 for the impact of changes in retirement contribution rates.
- Increase expenditures by $123,277 for the addition of an IS Architect.
- Increase Personnel Savings by $9,435 based on the Chairman's Office request.
- Increase Other Benefits and Internal Services Charges by $2,873 for the impact of the changes in Risk Management charges.

Programs and Activities

Information Technology Program

The purpose of the Information Technology Program is to provide IT leadership and services to the client departments so that management can obtain maximum benefit from the IT resource.

Program Results

No program data is currently available. The department will develop department specific programs and activities during the FY 2015 Strategic Plan update process.

Activities that comprise this program include:

- Business Application Development and Support (BUAS)

Business Application Development and Support

The purpose of the Business Application Development and Support Activity is to provide maintenance on existing applications and development of new applications for client departments so they can automate their business functions to meet their goals and deliver results.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY2012 ACTUAL	FY2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Expenditure							
	255 - DETENTION OPERATIONS	$ 1,350,271	$ 1,615,307	$ 1,614,695	$ 1,447,668	$ 167,639	10.4%
	TOTAL USES	$ 1,350,271	$ 1,615,307	$ 1,614,695	$ 1,447,668	$ 167,639	10.4%

Activity Narrative: Funding for ICJIS is currently budgeted in the IT administrative activity Business Application Development and Support (BUAS). The department plans to develop ICJIS specific programs and activities during the FY 2015 Strategic Business Plan update process. The department budgeted one-time technology purchases in Non-Recurring in FY 2013. These purchases are now complete and are therefore not budgeted in FY 2014 resulting in a reduction in overall budgeted expenditures.

Appropriated Budget Reconciliations

Detention Fund (255)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 1,445,307**	**$ -**
Adjustments:	Agenda Item:			
Information and Communications Technology				
Technology Projects			**$ 52,359**	**$ -**
Disaster Recovery and Staff Redundancy	*C-56-13-009-M-00*		*52,359*	-
FY 2013 Revised Budget			**$ 1,497,666**	**$ -**
Adjustments:	Agenda Item:			
Information and Communications Technology				
Technology Projects			**$ (52,359)**	**$ -**
Disaster Recovery and Staff Redundancy	*C-56-13-009-M-00*		*(52,359)*	-
FY 2014 Budget Target			**$ 1,445,307**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 2,361**	**$ -**
Retirement Contributions			*2,361*	-
Information and Communications Technology				
Technology Projects			**$ 123,277**	**$ -**
Disaster Recovery and Staff Redundancy	*C-56-13-009-M-00*		*123,277*	-
Addition of IS Architect		*$ 123,777*		
Budget Balancing			**$ (9,435)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget			*(9,435)*	-
FY 2014 Tentative Budget			**$ 1,561,510**	**$ -**
Percent Change from Target Amount			*8.0%*	
Adjustments:				
Base Adjustments			**$ 2,873**	**$ -**
Internal Service Charges			*2,873*	-
FY 2014 Adopted Budget			**$ 1,564,383**	**$ -**
Percent Change from Target Amount			*8.2%*	

Detention Fund (255) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 170,000**	**$ -**
Adjustments:	Agenda Item:		
Information and Communications Technology			
Technology Projects		**$ 784,236**	**$ -**
Disaster Recovery and Staff Redundancy	*C-56-13-009-M-00*	*784,236*	-
FY 2013 Revised Budget		**$ 954,236**	**$ -**
Adjustments:	Agenda Item:		
Information and Communications Technology			
Technology Projects		**$ (784,236)**	**$ -**
Disaster Recovery and Staff Redundancy	*C-56-13-009-M-00*	*(784,236)*	-
Non Recurring		**$ (170,000)**	**$ -**
Non Recurring Carry Forward		*(170,000)*	-
FY 2014 Budget Target		**$ -**	**$ -**
FY 2014 Adopted Budget		**$ -**	**$ -**
Percent Change from Target Amount			

Internal Audit

Analysis by Jacqueline M. Edwards, Senior Management and Budget Analyst

Summary

Mission

The mission of the Internal Audit Department is to provide objective information on the County's system of internal controls to the Board of Supervisors so they can make informed decisions and protect the interests of County citizens.

Vision

To promote the effective, efficient, economical, and ethical use of public resources.

Strategic Goals

Fiscal Strength

By September, 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. FY11 results: 100%.

Status: It is anticipated Internal Audit will achieve a 100% rating in FY 2014.

Fiscal Strength

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. FY11 results: 100%.

Status: It is anticipated Internal Audit will achieve a 100% rating in FY 2014.

Fiscal Strength

By September, 2019, Internal Audit will facilitate the implementation of 95% of the audit recommendations within three years of being reported so the Board of Supervisors can ensure Maricopa County government is accountable to its citizens.

Status: The Department is currently on track to reach this goal by September, 2019.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
USES							
AUDT - AUDIT SERVICES	$ 1,512,587	$ 1,602,488	$ 1,602,488	$ 1,575,927	$ 1,609,611	$ (7,123)	-0.4%
23AS - INTERNAL AUDIT SERVICES	$ 1,512,587	$ 1,602,488	$ 1,602,488	$ 1,575,927	$ 1,609,611	$ (7,123)	-0.4%
BDGT - BUDGETING	$ (166)	$ 8,156	$ 8,156	$ 8,333	$ 8,208	$ (52)	-0.6%
FSAC - FINANCIAL SERVICES	(35)	2,766	2,766	2,827	-	2,766	100.0%
HRAC - HUMAN RESOURCES	(79)	8,292	8,292	8,476	11,121	(2,829)	-34.1%
ODIR - EXECUTIVE MANAGEMENT	64,257	120,353	120,353	114,495	115,251	5,102	4.2%
PROC - PROCUREMENT	(35)	2,766	2,766	2,827	2,781	(15)	-0.5%
99AS - ADMINISTRATIVE SERVICES	$ 63,942	$ 142,333	$ 142,333	$ 136,958	$ 137,361	$ 4,972	3.5%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 3,720	$ 4,230	$ 4,230	$ 4,147	$ 5,573	$ (1,343)	-31.7%
POOL - POOLED COSTS	-	-	-	-	(18,340)	18,340	N/A
99GV - GENERAL GOVERNMENT	$ 3,720	$ 4,230	$ 4,230	$ 4,147	$ (12,767)	$ 16,997	401.8%
TOTAL PROGRAMS	**$ 1,580,249**	**$ 1,749,051**	**$ 1,749,051**	**$ 1,717,032**	**$ 1,734,205**	**$ 14,846**	**0.8%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,207,352	$ 1,226,887	$ 1,226,887	$ 1,249,349	$ 1,204,802	$ 22,085	1.8%
0705 - TEMPORARY PAY	-	57,937	57,937	26,067	54,592	3,345	5.8%
0710 - OVERTIME	780	-	-	-	-	-	N/A
0750 - FRINGE BENEFITS	388,652	414,567	414,567	409,859	412,030	2,537	0.6%
0790 - OTHER PERSONNEL SERVICES	-	-	-	10,000	-	-	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(156,475)	(20,151)	(20,151)	(20,266)	(19,175)	(976)	-4.8%
SUBTOTAL	$ 1,440,309	$ 1,679,240	$ 1,679,240	$ 1,675,009	$ 1,652,249	$ 26,991	1.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 3,799	$ 4,114	$ 4,114	$ 1,831	$ 4,268	$ (154)	-3.7%
0804 - NON-CAPITAL EQUIPMENT	7,826	6,841	6,841	-	-	6,841	100.0%
0805 - SUPPLIES-ALLOCATION OUT	(5,832)	-	-	-	-	-	N/A
SUBTOTAL	$ 5,793	$ 10,955	$ 10,955	$ 1,831	$ 4,268	$ 6,687	61.0%
SERVICES							
0812 - OTHER SERVICES	$ 91,742	$ 21,928	$ 21,928	$ 13,882	$ 37,364	$ (15,436)	-70.4%
0820 - RENT & OPERATING LEASES	1,457	1,600	1,600	1,332	1,600	-	0.0%
0825 - REPAIRS AND MAINTENANCE	-	200	200	50	200	-	0.0%
0839 - INTERNAL SERVICE CHARGES	13,062	12,978	12,978	13,502	16,334	(3,356)	-25.9%
0841 - TRAVEL	1,778	7,500	7,500	2,640	4,000	3,500	46.7%
0842 - EDUCATION AND TRAINING	26,033	14,550	14,550	8,750	18,090	(3,540)	-24.3%
0843 - POSTAGE/FREIGHT/SHIPPING	75	100	100	36	100	-	0.0%
SUBTOTAL	$ 134,147	$ 58,856	$ 58,856	$ 40,192	$ 77,688	$ (18,832)	-32.0%
ALL EXPENDITURES	$ 1,580,249	$ 1,749,051	$ 1,749,051	$ 1,717,032	$ 1,734,205	$ 14,846	0.8%
TOTAL USES	$ 1,580,249	$ 1,749,051	$ 1,749,051	$ 1,717,032	$ 1,734,205	$ 14,846	0.8%

Sources and Uses by Fund by Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 1,580,249	$ 1,749,051	$ 1,749,051	$ 1,717,032	$ 1,734,205	$ 14,846	0.8%
FUND TOTAL USES	$ 1,580,249	$ 1,749,051	$ 1,749,051	$ 1,717,032	$ 1,734,205	$ 14,846	0.8%
DEPARTMENT OPERATING TOTAL USES	$ 1,580,249	$ 1,749,051	$ 1,749,051	$ 1,717,032	$ 1,734,205	$ 14,846	0.8%
DEPARTMENT TOTAL USES	$ 1,580,249	$ 1,749,051	$ 1,749,051	$ 1,717,032	$ 1,734,205	$ 14,846	0.8%

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.15	.10	.10	.10	.10	-	0.0%
EXECUTIVE MANAGEMENT	1.80	1.20	1.20	1.20	1.20	-	0.0%
FINANCIAL SERVICES	.05	.05	.05	.05	-	(.05)	(100.0%)
HUMAN RESOURCES	.10	.15	.15	.15	.20	.05	33.3%
PROCUREMENT	.05	.05	.05	.05	.05	-	0.0%
PROGRAM TOTAL	2.15	1.55	1.55	1.55	1.55	-	0.0%
INTERNAL AUDIT SERVICES							
AUDIT SERVICES	14.85	17.45	16.95	17.45	17.45	.50	2.9%
PROGRAM TOTAL	14.85	17.45	16.95	17.45	17.45	.50	2.9%
DEPARTMENT TOTAL	17.00	19.00	18.50	19.00	19.00	.50	2.7%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin/Operations Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	-	-	-	-	1.00	1.00	N/A
Deputy Director - Intrnl Audit	-	-	1.00	-	-	(1.00)	(100.0%)
Director - Internal Audit	1.00	1.00	1.00	1.00	1.00	-	0.0%
Internal Audit Manager	2.00	2.00	-	2.00	-	-	N/A
Internal Audit Supervisor	4.00	3.00	3.00	3.00	3.00	-	0.0%
Internal Audit Supervisor – Specialized	-	2.00	2.00	2.00	2.00	-	0.0%
Internal Auditor	9.00	3.50	3.50	3.50	3.50	-	0.0%
Internal Auditor Senior	-	4.00	4.50	4.00	5.00	.50	11.1%
Internal Auditor Senior – Specialized	-	2.50	2.50	2.50	2.50	-	0.0%
Department Total	**17.00**	**19.00**	**18.50**	**19.00**	**19.00**	**.50**	**2.7%**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	17.00	19.00	18.50	19.00	19.00	.50	2.7%
Department Total	**17.00**	**19.00**	**18.50**	**19.00**	**19.00**	**.50**	**2.7%**

General Adjustments

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $5,136 for the impact of changes in retirement contribution rates.
- Increase Internal Service Charge expenditures by $1,512 to fully fund base level telecommunication services.
- Decrease Non-Capital Equipment and General Supplies by $6,687 as the computer replacement process will be managed by the Office of Enterprise Technology.
- Decrease Salaries and Benefits by $13,415 to right-size personnel costs while fully funding the Deputy Director and Senior Auditor positions.
- Increase Other Benefits and Internal Service Charges by $1,472 for the impact of the changes in Risk Management charges.
- Increase personnel savings by $18,340 based on the Chairman's Office request.

Non Departmental (470) General Fund (100) Operating

- In the consulting line for Non Departmental, decrease outside auditor funding by $36,000 to now total $324,000.

In the consulting line for Non Departmental, $160,000 was included to assist Internal Audit in contracting experts when necessary to perform Internal Audit duties based on historical spending patterns.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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 reports completed within 90 days after fiscal year-end	96.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of audit recommendations implemented within three years	91.9%	90.0%	90.0%	92.0%	2.0%	2.2%

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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 reports completed within 90 days after fiscal year-end	96.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of audit recommendations implemented within three years	91.9%	90.0%	90.0%	92.0%	2.0%	2.2%
Output	Number of audit reports completed	25	25	25	25	-	0.0%
Output	Number of Board of Supervisors satisfaction surveys received (responses include BOS, Audit Committee, and Chief of Staff responses)	80	50	50	50	-	0.0%
Output	Number of audit recommendations	1,037	200	200	200	-	0.0%
Demand	Number of audit reports demanded by the Board of Supervisors (annually survey BOS for audit coverage); expressed as a number	25	25	25	25	-	0.0%
Efficiency	Total Activity Expenditure per audit report	$ 60,503.48	$ 64,099.52	$ 63,037.08	$ 64,384.44	$ (284.92)	-0.4%
Expenditure							
	100 - GENERAL	$ 1,512,587	$ 1,602,488	$ 1,575,927	$ 1,609,611	$ (7,123)	-0.4%
	TOTAL USES	$ 1,512,587	$ 1,602,488	$ 1,575,927	$ 1,609,611	$ (7,123)	-0.4%

Activity Narrative: The Board of Supervisors' audit requests drive the demand for Internal Audit. It is expected that the demand will remain the same in FY 2014 as it was in FY 2012 and FY 2013.

Although the demand and output is expected to remain the same, the result of audit recommendations implemented within three years is expected to increase to 92% based on the result achieved in FY 2012.

Base Adjustments:

General Fund (100)

- Increase Education, Travel, and Other Services by $15,476 to right-size expenditures based on previous fiscal years' actuals and the FY 2013 forecasted expenditures.

Appropriated Budget Reconciliation

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 1,749,051**	**$ -**
FY 2013 Revised Budget		**$ 1,749,051**	**$ -**
FY 2014 Budget Target		**$ 1,749,051**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 5,136**	**$ -**
Retirement Contributions		*5,136*	-
Base Adjustments		**$ (3,114)**	**$ -**
Other Base Adjustments		*(3,114)*	-
Right-size Salaries & Benefits	*$ (13,415)*		
Increase Internal Service Charges to fully fund base level telecom	*1,512*		
Right-size Education, Travel, and Other Services	*15,476*		
Decrease Non-Capital Equipment and General Supplies	*(6,687)*		
Budget Balancing		**$ (18,340)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(18,340)*	-
FY 2014 Tentative Budget		**$ 1,732,733**	**$ -**
Percent Change from Target Amount		*-0.9%*	
Adjustments:			
Base Adjustments		**$ 1,472**	**$ -**
Internal Service Charges		*1,472*	-
FY 2014 Adopted Budget		**$ 1,734,205**	**$ -**
Percent Change from Target Amount		*-0.8%*	

Justice Courts

Analysis by Scott Rothe, Principal Management and Budget Analyst

Summary

Mission

The Mission of the Justice Courts is to provide professional judicial services to court users so they can obtain timely and economical justice within their community.

Vision

The vision of the Maricopa County Justice Courts is to provide community-based, user-friendly, efficient, and professional justice.

Strategic Goals

Effective Economy

By June, 2013, the case clearance rate for photo enforcement citations filed in the Justice Courts will increase to 50% from 35%.

Status: The Statewide Photo Enforcement Program ended in July 2010, when the State chose not to renew their contract with a private vendor, and no new citations are being issued. The Justice Courts will update this goal during the Strategic Business Plan process for FY 2015.

Access to Justice

By June, 2013, the Justice Courts and justice agencies will expand public access to the court system by electronic filing and other case processing improvements which will be 100% available in all 25 Justice Courts.

Status: The Justice Courts developed and began to implement an Electronic Document Management System (EDMS) in September 2011. Even with the addition of a 26th Justice Court in January 2013, full implementation of EDMS as well as implementation of electronic case filing in small claims cases is expected to be completed by the end of FY 2013. The Justice Courts will update this goal during the Strategic Business Plan process for FY 2015.

Fiscal Strength

By June, 2013, the Justice Courts will expand timely access to accurate and coordinated financial information to increase revenue collections to 80% from 70% during fiscal year 2013.

Status: The revenue collection rate in the Justice Courts during FY 2012 has remained at 70% and total revenue collected has been significantly lower than projected. Civil and Civil Traffic and Criminal Traffic violations case filings, which are the primary revenue generators in the Justice Courts, were significantly lower in FY 2012 as was the case in FY 2011 in comparison to previous years which is the expected trend for FY 2013. The Justice Courts will update this goal during the Strategic Business Plan process for FY 2015.

Effective Economy

By June, 2013, the Justice Courts will provide timely, fair, and impartial justice in case processing by resolving 98% of all court cases in compliance with established standards.

Status: Due to significantly lower case filings in FY 2012, the case clearance rates in the Justice Courts tend to be in excess of 100% (terminations divided by new filings). Civil case terminations for Small Claims, Eviction Actions, and Small Civil cases all exceeded 100%, due in large part to the clean-up of older cases. In FY 2013 the trend of clean-up for civil cases will continue; however case processing time standards will more than likely not improve as a result of the continuous backlog. The Justice Courts will update this goal during the Strategic Business Plan process for FY 2015.

Access to Justice

By June, 2016, the development of the administrative infrastructure required by Supreme Court Administrative Order 2008-59 to support the administrative and operational requirements of the individual Justice Courts will be at 100% compliance.

Status: The Justice Courts continued to solidify the administrative and operational requirements of Supreme Court Administrative Order 2008-59 during FY 2012. Several new Justice Court policies were drafted and approved through the Professional Standards and Policy committee and ultimately adopted by the bench to help professionalize the organization. The Best Practices Committee also continued to meet and discuss more uniform ways to further case processing goals and improve customer service during FY 2013.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
MCAD - MISDEMEANOR CRIM ADJUDICATION	$ 12,040,898	$ 11,552,949	$ 11,552,949	$ 11,379,222	$ 11,791,129	$ 238,180	2.1%
80CJ - CRIMINAL JUSTICE	$ 12,040,898	$ 11,552,949	$ 11,552,949	$ 11,379,222	$ 11,791,129	$ 238,180	2.1%
CIVT - CIVIL TRAFFIC	$ 2,904,653	$ 2,762,706	$ 2,762,706	$ 3,002,866	$ 2,876,366	$ 113,660	4.1%
SMCV - SMALL CIVIL	8,358,244	8,118,345	8,118,345	8,427,589	7,944,943	(173,402)	-2.1%
SNAP - PHOTO ENFORCEMENT CIV TRAFFIC	9,389	7,500	7,500	5,489	5,400	(2,100)	-28.0%
80CV - CIVIL AND TAX JUSTICE	$ 11,272,286	$ 10,888,551	$ 10,888,551	$ 11,435,944	$ 10,826,709	$ (61,842)	-0.6%
GGOV - GENERAL GOVERNMENT	$ 10,168	$ 1,200	$ 1,200	$ -	$ 8,600	$ 7,400	616.7%
99GV - GENERAL GOVERNMENT	$ 10,168	$ 1,200	$ 1,200	$ -	$ 8,600	$ 7,400	616.7%
TOTAL PROGRAMS	**$ 23,323,352**	**$ 22,442,700**	**$ 22,442,700**	**$ 22,815,166**	**$ 22,626,438**	**$ 183,738**	**0.8%**
USES							
CTRF - CRIMINAL TRAFFIC	$ 1,442,930	$ 1,800,405	$ 1,841,747	$ 1,652,921	$ 1,893,138	$ (51,391)	-2.8%
MCAD - MISDEMEANOR CRIM ADJUDICATION	1,921,970	1,804,828	1,719,059	1,774,902	1,734,284	(15,225)	-0.9%
MDUI - MISDEMEANOR DUI	612,265	577,162	575,681	593,357	587,490	(11,809)	-2.1%
80CJ - CRIMINAL JUSTICE	$ 3,977,165	$ 4,182,395	$ 4,136,487	$ 4,021,180	$ 4,214,912	$ (78,425)	-1.9%
CIVT - CIVIL TRAFFIC	$ 6,438,797	$ 8,734,539	$ 8,798,254	$ 7,758,273	$ 7,952,052	$ 846,202	9.6%
CVSC - CIVIL SMALL CLAIMS	1,388,559	1,387,468	1,395,356	1,407,272	1,413,800	(18,444)	-1.3%
FDET - FORCIBLE DETAINER	3,642,448	3,447,900	3,387,878	3,571,848	3,474,480	(86,602)	-2.6%
INJH - INJUNCTIONS AGAINST HARASS	678,852	669,933	669,403	699,720	672,317	(2,914)	-0.4%
ORDP - ORDERS OF PROTECTION	841,784	753,693	738,673	762,074	735,612	3,061	0.4%
SMCV - SMALL CIVIL	2,320,700	2,034,877	2,023,748	2,034,176	2,023,980	(232)	0.0%
SNAP - PHOTO ENFORCEMENT CIV TRAFFIC	139,382	381,351	381,351	72,237	312,103	69,248	18.2%
80CV - CIVIL AND TAX JUSTICE	$ 15,450,522	$ 17,409,761	$ 17,394,663	$ 16,305,600	$ 16,584,344	$ 810,319	4.7%
FSAC - FINANCIAL SERVICES	$ 540,562	$ 658,713	$ 686,149	$ 682,719	$ 684,946	$ 1,203	0.2%
HRAC - HUMAN RESOURCES	151,727	114,267	202,793	202,994	115,009	87,784	43.3%
ODIR - EXECUTIVE MANAGEMENT	835,210	1,071,088	1,065,668	1,406,123	1,334,159	(268,491)	-25.2%
99AS - ADMINISTRATIVE SERVICES	$ 1,527,499	$ 1,844,068	$ 1,954,610	$ 2,291,836	$ 2,134,114	$ (179,504)	-9.2%
GGOV - GENERAL GOVERNMENT	$ -	$ 745	$ 745	$ 745	$ 745	$ -	0.0%
ISFC - INTERNAL SERVICE FUND CHARGES	48,732	65,690	65,690	65,687	74,455	(8,765)	-13.3%
POOL - POOLED COSTS	-	-	-	-	(208,895)	208,895	N/A
99GV - GENERAL GOVERNMENT	$ 48,732	$ 66,435	$ 66,435	$ 66,432	$ (133,695)	$ 200,130	301.2%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 908,766	$ 781,561	$ 781,561	$ 854,693	$ 936,836	$ (155,275)	-19.9%
99IT - INFORMATION TECHNOLOGY	$ 908,766	$ 781,561	$ 781,561	$ 854,693	$ 936,836	$ (155,275)	-19.9%
TOTAL PROGRAMS	**$ 21,912,684**	**$ 24,284,220**	**$ 24,333,756**	**$ 23,539,741**	**$ 23,736,511**	**$ 597,245**	**2.5%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 11,280,572	$ 11,027,700	$ 11,027,700	$ 11,490,419	$ 11,012,700	$ (15,000)	-0.1%
SUBTOTAL	$ 11,280,572	$ 11,027,700	$ 11,027,700	$ 11,490,419	$ 11,012,700	$ (15,000)	-0.1%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 11,020,929	$ 10,362,300	$ 10,362,300	$ 10,336,777	$ 10,655,738	$ 293,438	2.8%
SUBTOTAL	$ 11,020,929	$ 10,362,300	$ 10,362,300	$ 10,336,777	$ 10,655,738	$ 293,438	2.8%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 10,168	$ 9,000	$ 9,000	$ 8,243	$ 8,600	$ (400)	-4.4%
0650 - MISCELLANEOUS REVENUE	1,011,683	1,043,700	1,043,700	979,727	949,400	(94,300)	-9.0%
SUBTOTAL	$ 1,021,851	$ 1,052,700	$ 1,052,700	$ 987,970	$ 958,000	$ (94,700)	-9.0%
ALL REVENUES	$ 23,323,352	$ 22,442,700	$ 22,442,700	$ 22,815,166	$ 22,626,438	$ 183,738	0.8%
TOTAL SOURCES	$ 23,323,352	$ 22,442,700	$ 22,442,700	$ 22,815,166	$ 22,626,438	$ 183,738	0.8%

Sources and Uses by Category (continued)

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 12,264,139	$ 12,708,202	$ 12,726,393	$ 12,514,644	$ 12,625,725	$ 100,668	0.8%
0705 - TEMPORARY PAY	186,939	454,622	460,526	434,439	401,477	59,049	12.8%
0710 - OVERTIME	113,603	106,000	106,000	91,168	106,004	(4)	0.0%
0750 - FRINGE BENEFITS	5,056,264	5,621,486	5,558,401	5,459,577	5,793,221	(234,820)	-4.2%
0790 - OTHER PERSONNEL SERVICES	15,052	92,540	181,066	127,265	21,740	159,326	88.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(4,410,242)	(4,732,368)	(4,732,368)	(4,625,285)	(4,834,628)	102,260	2.2%
0796 - PERSONNEL SERVICES ALLOC-IN	5,060,382	5,361,216	5,361,216	5,244,234	5,463,476	(102,260)	-1.9%
SUBTOTAL	$ 18,286,137	$ 19,611,698	$ 19,661,234	$ 19,246,042	$ 19,577,015	$ 84,219	0.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 675,938	$ 398,365	$ 398,365	$ 1,126,824	$ 965,984	$ (567,619)	-142.5%
0803 - FUEL	-	-	-	50,000	-	-	N/A
0804 - NON-CAPITAL EQUIPMENT	2,090	59,000	59,000	22,466	59,000	-	0.0%
SUBTOTAL	$ 678,028	$ 457,365	$ 457,365	$ 1,199,290	$ 1,024,984	$ (567,619)	-124.1%
SERVICES							
0810 - LEGAL SERVICES	$ -	$ 2,012	$ 2,012	$ 1,701	$ 2,012	$ -	0.0%
0811 - HEALTH CARE SERVICES	-	-	-	130,500	-	-	N/A
0812 - OTHER SERVICES	1,157,594	2,287,543	2,287,543	887,749	1,219,463	1,068,080	46.7%
0820 - RENT & OPERATING LEASES	1,176,885	1,375,596	1,375,596	1,375,616	1,305,110	70,486	5.1%
0825 - REPAIRS AND MAINTENANCE	113,843	137,400	137,400	136,623	135,108	2,292	1.7%
0839 - INTERNAL SERVICE CHARGES	305,542	258,846	258,846	282,343	318,526	(59,680)	-23.1%
0841 - TRAVEL	33,059	18,648	18,648	43,993	18,906	(258)	-1.4%
0842 - EDUCATION AND TRAINING	17,727	20,212	20,212	60,446	20,487	(275)	-1.4%
0843 - POSTAGE/FREIGHT/SHIPPING	127,400	114,900	114,900	118,985	114,900	-	0.0%
SUBTOTAL	$ 2,932,050	$ 4,215,157	$ 4,215,157	$ 3,037,956	$ 3,134,512	$ 1,080,645	25.6%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 16,469	$ -	$ -	$ 56,453	$ -	$ -	N/A
SUBTOTAL	$ 16,469	$ -	$ -	$ 56,453	$ -	$ -	N/A
ALL EXPENDITURES	$ 21,912,684	$ 24,284,220	$ 24,333,756	$ 23,539,741	$ 23,736,511	$ 597,245	2.5%
TOTAL USES	$ 21,912,684	$ 24,284,220	$ 24,333,756	$ 23,539,741	$ 23,736,511	$ 597,245	2.5%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 16,031,251	$ 15,464,600	$ 15,464,600	$ 15,464,600	$ 15,238,738	$ (225,862)	-1.5%
FUND TOTAL SOURCES	$ 16,031,251	$ 15,464,600	$ 15,464,600	$ 15,464,600	$ 15,238,738	$ (225,862)	-1.5%
204 JUSTICE CT JUDICIAL ENHANCEMNT							
OPERATING	$ 799,894	$ 792,000	$ 792,000	$ 807,033	$ 792,000	$ -	0.0%
FUND TOTAL SOURCES	$ 799,894	$ 792,000	$ 792,000	$ 807,033	$ 792,000	$ -	0.0%
237 JUST COURTS PHOTO ENFORCEMENT							
OPERATING	$ 11,509	$ 8,700	$ 8,700	$ 5,489	$ 6,200	$ (2,500)	-28.7%
FUND TOTAL SOURCES	$ 11,509	$ 8,700	$ 8,700	$ 5,489	$ 6,200	$ (2,500)	-28.7%
245 JUSTICE COURTS SPECIAL REVENUE							
OPERATING	$ 6,480,698	$ 6,177,400	$ 6,177,400	$ 6,538,044	$ 6,589,500	$ 412,100	6.7%
FUND TOTAL SOURCES	$ 6,480,698	$ 6,177,400	$ 6,177,400	$ 6,538,044	$ 6,589,500	$ 412,100	6.7%
DEPARTMENT OPERATING TOTAL SOURCES	$ 23,323,352	$ 22,442,700	$ 22,442,700	$ 22,815,166	$ 22,626,438	$ 183,738	0.8%
DEPARTMENT TOTAL SOURCES	$ 23,323,352	$ 22,442,700	$ 22,442,700	$ 22,815,166	$ 22,626,438	$ 183,738	0.8%
100 GENERAL							
OPERATING	$ 14,867,271	$ 15,883,469	$ 15,844,479	$ 15,772,961	$ 15,792,908	$ 51,571	0.3%
NON-RECURRING	-	50,000	50,000	50,000	-	50,000	100.0%
FUND TOTAL USES	$ 14,867,271	$ 15,933,469	$ 15,894,479	$ 15,822,961	$ 15,792,908	$ 101,571	0.6%
204 JUSTICE CT JUDICIAL ENHANCEMNT							
OPERATING	$ 391,382	$ 792,000	$ 792,000	$ 650,602	$ 792,000	$ -	0.0%
NON-RECURRING	387,249	1,000,000	1,004,059	732,074	250,000	754,059	75.1%
FUND TOTAL USES	$ 778,631	$ 1,792,000	$ 1,796,059	$ 1,382,676	$ 1,042,000	$ 754,059	42.0%
237 JUST COURTS PHOTO ENFORCEMENT							
OPERATING	$ -	$ 8,700	$ 8,700	$ 5,489	$ 6,200	$ 2,500	28.7%
NON-RECURRING	139,382	372,651	372,651	66,748	305,903	66,748	17.9%
FUND TOTAL USES	$ 139,382	$ 381,351	$ 381,351	$ 72,237	$ 312,103	$ 69,248	18.2%
245 JUSTICE COURTS SPECIAL REVENUE							
OPERATING	$ 6,127,400	$ 6,177,400	$ 6,177,400	$ 6,177,400	$ 6,589,500	$ (412,100)	-6.7%
NON-RECURRING	-	-	84,467	84,467	-	84,467	100.0%
FUND TOTAL USES	$ 6,127,400	$ 6,177,400	$ 6,261,867	$ 6,261,867	$ 6,589,500	$ (327,633)	-5.2%
DEPARTMENT OPERATING TOTAL USES	$ 21,386,053	$ 22,861,569	$ 22,822,579	$ 22,606,452	$ 23,180,608	$ (358,029)	-1.6%
DEPARTMENT NON-RECURRING TOTAL USES	$ 526,631	$ 1,422,651	$ 1,511,177	$ 933,289	$ 555,903	$ 955,274	63.2%
DEPARTMENT TOTAL USES	$ 21,912,684	$ 24,284,220	$ 24,333,756	$ 23,539,741	$ 23,736,511	$ 597,245	2.5%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	7.00	9.00	9.00	9.00	9.00	-	0.0%
FINANCIAL SERVICES	6.00	9.00	10.00	10.00	10.00	-	0.0%
HUMAN RESOURCES	3.00	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	16.00	20.00	21.00	21.00	21.00	-	0.0%
CIVIL AND TAX JUSTICE							
CIVIL SMALL CLAIMS	27.50	27.50	28.00	27.50	27.00	(1.00)	(3.6%)
CIVIL TRAFFIC	96.03	101.03	99.53	98.53	98.53	(1.00)	(1.0%)
FORCIBLE DETAINER	60.00	57.00	55.00	57.00	57.00	2.00	3.6%
INJUNCTIONS AGAINST HARASSMENT	13.00	13.00	13.00	13.00	13.00	-	0.0%
ORDERS OF PROTECTION	13.00	12.00	12.00	11.00	11.00	(1.00)	(8.3%)
SMALL CIVIL	36.00	36.00	36.00	36.00	36.00	-	0.0%
PROGRAM TOTAL	245.53	246.53	243.53	243.03	242.53	(1.00)	(0.4%)
CRIMINAL JUSTICE							
CRIMINAL TRAFFIC	25.50	25.50	27.50	27.50	27.50	-	0.0%
MISDEMEANOR CRIM ADJUDICATION	33.00	32.00	30.00	30.00	30.00	-	0.0%
MISDEMEANOR DUI	12.00	11.00	11.00	11.00	11.00	-	0.0%
PROGRAM TOTAL	70.50	68.50	68.50	68.50	68.50	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	1.00	-	.00	-	-	-	N/A
PROGRAM TOTAL	1.00	-	-	-	-	-	N/A
DEPARTMENT TOTAL	333.03	335.03	333.03	332.53	332.03	(1.00)	(0.3%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin & Operations Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	2.00	-	-	-	-	-	N/A
Business/Systems Analyst	-	1.00	4.00	4.00	4.00	-	0.0%
Business/Systems Analyst-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	-	-	-	-	-	N/A
Deputy Director	2.00	-	-	-	-	-	N/A
Deputy Director - Justice Courts	-	1.00	1.00	1.00	1.00	-	0.0%
Director - Justice Courts	-	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	-	0.0%
Finance/Business Analyst	1.00	1.00	-	-	-	-	N/A
Human Resources Analyst	1.00	1.00	-	-	-	-	N/A
Human Resources Associate	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Manager	-	-	1.00	1.00	1.00	-	0.0%
Justice Of The Peace	25.00	26.00	26.00	26.00	26.00	-	0.0%
Justice System Clerk	240.03	237.03	234.03	233.53	233.03	(1.00)	(0.4%)
Justice System Clerk Lead	24.00	25.00	25.00	25.00	25.00	-	0.0%
Justice System Clerk Supv	24.00	25.00	25.00	25.00	25.00	-	0.0%
Legislative Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	7.00	9.00	7.00	7.00	7.00	-	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	1.00	-	0.0%
Program Coordinator	-	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	1.00	-	-	-	-	-	N/A
Department Total	**333.03**	**335.03**	**333.03**	**332.53**	**332.03**	**(1.00)**	**(0.3%)**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	330.03	332.03	330.03	329.53	329.03	(1.00)	(0.3%)
204 JUSTICE CT JUDICIAL ENHANCEMENT	3.00	3.00	3.00	3.00	3.00	-	0.0%
Department Total	**333.03**	**335.03**	**333.03**	**332.53**	**332.03**	**(1.00)**	**(0.3%)**

General Adjustments

Target Adjustments:

General Fund (100)

- Decrease Regular Pay and Benefits by $42,422 per an agreement with the Public Defense System (PDS) to help fund an increase in the starting pay rate of Justice System Clerks in the Justice Courts and PDS.
- Increase Expenditures by $168,029 to annualize the creation of the 26th Justice Precinct.

Justice Courts Judicial Enhancement Fund (245)

- Increase the Personal Services Allocation-In by $50,804 from the General Fund (100), for the annualization of the creation of the 26th Justice Precinct.

Base Adjustments:

General Fund (100)

- Increase personnel savings by $208,895 based on the Chairman's Office request.
- Increase Regular Benefits by $176,669 for the impact of changes in retirement contribution rates.
- Decrease Personal Services by $36,147.
- Decrease Other Personal Services by $70,800 for the reduction of multilingual pay based on the FY 2013 Forecast.
- Increase General Supplies by $68,441.
- Increase Personal Services Allocations-Out by ($102,260) to the Justice Courts Special Revenue Fund (245).
- Increase Internal Service Charges by $42,789 for Telecommunication charges.
- Reduce Rent by $98,116 which had been budgeted in FY 2013 for the new Country Meadows Precinct, as the Court moved into County-owned space rather than leased space.
- Increase Internal Service Charges by $8,520.
- Increase Other Supplies and Services by a net of $17,776.

Justice Courts Judicial Enhancement Fund (204) Operating

- Increase Regular Benefits by $459 for the impact of changes in retirement contribution rates.

Justice Courts Judicial Enhancement Fund (204) Non Recurring Non Project

- Budget $250,000 for the build-out of administrative space at 222 N. Central Avenue.

Justice Courts Special Revenue Fund (245)

- Increase court fee revenue by $412,100 based on revenue forecast for FY 2013. The increase includes $281,794 to the Misdemeanor Criminal Adjudication Activity, $7,738 to the Small Civil Activity and $122,568 to the Civil Traffic Activity based on FY 2013 actuals.
- Increase General Supplies by $155,275, for the Business Application Development Support.

Programs and Activities

Civil Justice Program

The purpose of the Civil Justice Program is to resolve civil cases for litigants so that they are afforded timely and just legal resolutions.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Civil Traffic cases resolved within 180 days	89.9%	107.4%	90.2%	90.2%	-17.2%	-16.0%
Percent of Small Claims cases resolved within 180 days	60.7%	65.3%	61.9%	61.9%	-3.4%	-5.3%
Percent of Forcible Detainer Cases resolved within established court standards	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Injunctions Against Harassment issued within established court standards	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Orders of Protection issued within established court standards	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of Small Civil cases resolved within 180 days	62.2%	70.8%	65.1%	65.1%	-5.7%	-8.1%
Percent of Civil Traffic (Photo Enforcement) cases resolved within 180 days	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Civil Traffic
- Forcible Detainer (Evictions)
- Orders of Protection
- Civil Traffic (Photo Enforcement)
- Civil Small Claims
- Injunctions Against Harassment
- Small Civil (Justice Courts)

Civil Traffic Activity

The purpose of the Civil Traffic Activity is to resolve civil traffic cases in Justice Courts for defendants and victims so that they are afforded timely and just legal resolutions.

Mandates: A.R.S. §22-112 establishes that trying civil traffic violations is within the jurisdiction of the Justice Courts.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Civil Traffic cases resolved within 180 days	89.9%	107.4%	90.2%	90.2%	(17.2%)	-16.0%
Output	Number of Civil Traffic cases resolved	120,560	128,372	120,100	120,100	(8,272)	-6.4%
Demand	Number of Civil Traffic (CIVT) cases filed	122,415	130,031	120,100	120,100	(9,931)	-7.6%
Efficiency	Cost per Civil Traffic case resolved	$ 53.41	$ 68.54	$ 64.60	$ 66.21	$ 2.33	3.4%
Revenue							
	100 - GENERAL	$ 1,271,541	$ 1,128,174	$ 1,324,672	$ 1,119,266	$ (8,908)	-0.8%
	204 - JUSTICE CT JUDICIAL ENHANCEMENT	-	-	2,576	-	-	N/A
	245 - JUSTICE COURTS SPECIAL REVENUE	1,633,112	1,634,532	1,675,618	1,757,100	122,568	7.5%
	TOTAL SOURCES	$ 2,904,653	$ 2,762,706	$ 3,002,866	$ 2,876,366	$ 113,660	4.1%
Expenditure							
	100 - GENERAL	$ 4,319,796	$ 4,307,492	$ 4,412,493	$ 4,230,867	$ 76,625	1.8%
	204 - JUSTICE CT JUDICIAL ENHANCEMENT	190,701	1,517,069	899,240	516,882	1,000,187	65.9%
	245 - JUSTICE COURTS SPECIAL REVENUE	1,928,300	2,973,693	2,446,540	3,204,303	(230,610)	-7.8%
	TOTAL USES	$ 6,438,797	$ 8,798,254	$ 7,758,273	$ 7,952,052	$ 846,202	9.6%

Activity Narrative: FY 2013 data for cases filed and resolved appear to have been overestimated. While the number of cases filed has been trending lower since FY 2011, court fee proceeds from the Special Revenue Fund (245) have been trending upwards.

Base Adjustments:

General Fund (100)

- Decrease Civil Traffic Temporary Pay by $59,637 based on the FY 2013 Forecast.

Judicial Enhancement Fund (204) Non Recurring Non Project

- Decrease by $1.0 million the amount budgeted in FY 2013 for the new Country Meadows Precinct, as the Court moved into County-owned space rather than leased space.

Justice Courts Special Revenue Fund (245)

- Increase Other Services by $154,565 based on the FY 2013 Forecast.
- Increase Personal Services Allocations-In from the General Fund (100) by $51,456 due to the increase in revenue.

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 $2,500 (excluding interest, costs, and attorney fees).

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Small Claims cases resolved within 180 days	60.7%	65.3%	61.9%	61.9%	(3.4%)	-5.3%
Output	Number of Small Claims cases resolved	12,988	13,613	10,941	10,941	(2,672)	-19.6%
Demand	Number of Small Claims (CVSC) cases filed	11,292	13,722	9,900	9,900	(3,822)	-27.9%
Efficiency	Cost per Small Claims case resolved	$ 106.91	$ 102.50	$ 128.62	$ 129.22	$ (26.72)	-26.1%
Expenditure							
	100 - GENERAL	$ 975,560	$ 1,119,780	$ 1,070,452	$ 1,136,375	$ (16,595)	-1.5%
	204 - JUSTICE CT JUDICIAL ENHANCEMENT	9,173	23,374	6,944	23,374	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	403,826	252,202	329,876	254,051	(1,849)	-0.7%
	TOTAL USES	$ 1,388,559	$ 1,395,356	$ 1,407,272	$ 1,413,800	$ (18,444)	-1.3%

Activity Narrative: Case filings are anticipated to decline based on actual data in FY 2013.

Forcible Detainer Activity

The purpose of the Forcible Detainer Activity is to provide eviction actions (forcible detainer) to litigants so they can be afforded timely and just legal resolutions.

Mandates: A.R.S. §22-201 establishes that jurisdiction over forcible detainer complaints is shared between Justice Courts or the Superior Court, 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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	64,834	64,638	64,363	64,363	(275)	-0.4%
Demand	Number of Forcible Detainer (FDET) cases filed	63,146	67,524	64,340	64,340	(3,184)	-4.7%
Efficiency	Cost per Forcible Detainer case resolved	$ 56.18	$ 52.41	$ 55.50	$ 53.98	$ (1.57)	-3.0%
Expenditure							
	100 - GENERAL	$ 2,842,167	$ 2,879,616	$ 2,928,324	$ 2,962,835	$ (83,219)	-2.9%
	204 - JUSTICE CT JUDICIAL ENHANCEMENT	35,206	39,615	14,337	39,156	459	1.2%
	245 - JUSTICE COURTS SPECIAL REVENUE	765,075	468,647	629,187	472,489	(3,842)	-0.8%
	TOTAL USES	$ 3,642,448	$ 3,387,878	$ 3,571,848	$ 3,474,480	$ (86,602)	-2.6%

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	3,006	3,553	2,748	2,748	(805)	-22.7%
Demand	Number of Injunctions Against Harassment (INJH) requested	3,006	3,553	2,748	2,748	(805)	-22.7%
Efficiency	Cost per Injunction Against Harassment issued	$ 225.83	$ 188.41	$ 254.63	$ 244.66	$ (56.25)	-29.9%
Expenditure							
	100 - GENERAL	$ 486,440	$ 564,992	$ 550,628	$ 567,142	$ (2,150)	-0.4%
	204 - JUSTICE CT JUDICIAL ENHANCEMENT	5,048	9,962	3,419	9,962	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	187,364	94,449	145,673	95,213	(764)	-0.8%
	TOTAL USES	$ 678,852	$ 669,403	$ 699,720	$ 672,317	$ (2,914)	-0.4%

Activity Narrative: The number of requests is anticipated to decline based on actual data in FY 2013.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	4,012	4,610	3,897	3,897	(713)	-15.5%
Demand	Number of Orders of Protection (ORDP) requested	4,012	4,610	3,897	3,897	(713)	-15.5%
Efficiency	Cost per Order of Protection issued	$ 209.82	$ 160.23	$ 195.55	$ 188.76	$ (28.53)	-17.8%
Expenditure							
	100 - GENERAL	$ 639,857	$ 671,487	$ 625,519	$ 668,015	$ 3,472	0.5%
	204 - JUSTICE CT JUDICIAL ENHANCEMENT	7,363	12,285	2,716	12,289	(4)	-0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	194,564	54,901	133,839	55,308	(407)	-0.7%
	TOTAL USES	$ 841,784	$ 738,673	$ 762,074	$ 735,612	$ 3,061	0.4%

Activity Narrative: The number of requests is anticipated to decline based on actual data in FY 2013.

Small Civil (Justice Courts) Activity

The purpose of the Small Civil Activity is to resolve Justice Court civil cases for litigants so that they are afforded timely and just legal resolutions.

Mandates: A.R.S. §§22-201 and 22-503 gives the Justice Courts jurisdiction in all civil actions where the amount involved is less than $10,000 (exclusive jurisdiction for cases involving less than $5,000).

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Small Civil cases resolved within 180 days	62.2%	70.8%	65.1%	65.1%	(5.7%)	-8.1%
Output	Number of Small Civil cases resolved	80,407	76,123	72,981	72,981	(3,142)	-4.1%
Demand	Number of Small Civil (SMCV) cases filed	77,748	83,339	69,773	69,773	(13,566)	-16.3%
Efficiency	Cost per Small Civil case resolved	$ 28.86	$ 26.59	$ 27.87	$ 27.73	$ (1.14)	-4.3%
Revenue							
	100 - GENERAL	$ 4,697,016	$ 4,521,812	$ 4,672,237	$ 4,348,472	$ (173,340)	-3.8%
	204 - JUSTICE CT JUDICIAL ENHANCEMENT	529,072	501,871	525,900	496,471	(5,400)	-1.1%
	245 - JUSTICE COURTS SPECIAL REVENUE	3,132,156	3,094,662	3,229,452	3,100,000	5,338	0.2%
	TOTAL SOURCES	$ 8,358,244	$ 8,118,345	$ 8,427,589	$ 7,944,943	$ (173,402)	-2.1%
Expenditure							
	100 - GENERAL	$ 1,352,545	$ 1,691,407	$ 1,558,318	$ 1,689,096	$ 2,311	0.1%
	204 - JUSTICE CT JUDICIAL ENHANCEMENT	390,615	13,916	11,549	13,916	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	577,540	318,425	464,309	320,968	(2,543)	-0.8%
	TOTAL USES	$ 2,320,700	$ 2,023,748	$ 2,034,176	$ 2,023,980	$ (232)	-0.0%

Activity Narrative: The number of Small Civil filings continues to decline from a high of 91,541 filings in FY 2011 due to an improving economy and a decline in debt. Associated fee revenue has declined from a high of $5,238,895 in FY 2011.

Civil Traffic (Photo Enforcement) Activity

The purpose of the Civil Traffic (Photo Enforcement) Activity is to provide defendants the opportunity to resolve civil traffic cases resulting from photo enforcement in Justice Courts for defendants and victims so they can be afforded timely and just legal resolutions.

Mandates: A.R.S. §22-112 establishes that trying civil traffic violations is within the jurisdiction of the Justice Courts.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Civil Traffic (Photo Enforcement) cases resolved within 180 days	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of Civil Traffic (Photo Enforcement) cases resolved	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of Civil Traffic (Photo Enforcement) cases filed	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Cost per Civil Traffic (Photo Enforcement) case resolved	N/A	N/A	N/A	N/A	N/A	N/A
Revenue							
	237 - JUST COURTS PHOTO ENFORCEMENT	$ 9,389	$ 7,500	$ 5,489	$ 5,400	$ (2,100)	-28.0%
	TOTAL SOURCES	$ 9,389	$ 7,500	$ 5,489	$ 5,400	$ (2,100)	-28.0%
Expenditure							
	237 - JUST COURTS PHOTO ENFORCEMENT	$ 139,382	$ 381,351	$ 72,237	$ 312,103	$ 69,248	18.2%
	TOTAL USES	$ 139,382	$ 381,351	$ 72,237	$ 312,103	$ 69,248	18.2%

Base Adjustments:

Justice Courts Photo Enforcement Fund (237) Operating

- Decrease revenue by $2,100 and expenditures by $2,500. Following the closure of the program, new citations ended; but revenue continues to trickle in from old citations.

Justice Courts Photo Enforcement Fund (237) Electronic Document Management System

- Budget $305,903 for the implementation of the Electronic Document Management System and the eFiling Project. This amount is carried forward from the FY 2013 appropriation.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Criminal Traffic cases resolved within 180 days	70.2%	69.8%	70.2%	70.2%	0.4%	0.6%
Percent of Misdemenaor Criminal cases resolved within 180 days	60.5%	68.3%	65.0%	65.0%	-3.3%	-4.8%
Percent of Misdemeanor DUI cases resolved within 180 days	70.1%	85.0%	70.0%	70.0%	-15.0%	-17.7%

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.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Criminal Traffic cases resolved within 180 days	70.2%	69.8%	70.2%	70.2%	0.4%	0.6%
Output	Number of Criminal Traffic cases resolved	43,541	45,538	42,294	42,294	(3,244)	-7.1%
Demand	Number of Criminal Traffic (CTRF) cases filed	41,792	46,244	40,887	40,887	(5,357)	-11.6%
Efficiency	Cost per Criminal Traffic case resolved	$ 33.14	$ 40.44	$ 39.08	$ 44.76	$ (4.32)	-10.7%
Expenditure							
	100 - GENERAL	$ 847,864	$ 1,010,034	$ 979,724	$ 1,048,160	$ (38,126)	-3.8%
	204 - JUSTICE CT JUDICIAL ENHANCEMENT	13,815	19,924	7,461	19,924	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	581,251	811,789	665,736	825,054	(13,265)	-1.6%
	TOTAL USES	$ 1,442,930	$ 1,841,747	$ 1,652,921	$ 1,893,138	$ (51,391)	-2.8%

Activity Narrative: The number of cases filed is anticipated to decline based on actual data in FY 2013.

Misdemeanor Criminal Adjudication Activity

The purpose of the Misdemeanor Criminal Adjudication Activity is to resolve misdemeanor cases for defendants and victims so that they are afforded timely and just legal resolutions.

Mandates: A.R.S. §22-301 gives Justice Courts jurisdiction in misdemeanor cases that do not involve imprisonment of more than six months or penalties in excess of $2,500.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Misdemeanor Criminal cases resolved within 180 days	60.5%	68.3%	65.0%	65.0%	(3.3%)	-4.8%
Output	Number of Misdemeanor Criminal cases resolved	17,951	19,797	17,124	17,124	(2,673)	-13.5%
Demand	Number of Misdemeanor Criminal (MCAD) cases filed	20,266	24,872	18,072	18,072	(6,800)	-27.3%
Efficiency	Cost per Misdemeanor Criminal case resolved	$ 107.07	$ 86.83	$ 103.65	$ 101.28	$ (14.45)	-16.6%
Revenue							
	100 - GENERAL	$ 10,062,694	$ 9,814,614	$ 9,467,691	$ 9,771,000	$ (43,614)	-0.4%
	204 - JUSTICE CT JUDICIAL ENHANCEMENT	263,012	290,129	278,557	290,129	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	1,715,192	1,448,206	1,632,974	1,730,000	281,794	19.5%
	TOTAL SOURCES	$ 12,040,898	$ 11,552,949	$ 11,379,222	$ 11,791,129	$ 238,180	2.1%
Expenditure							
	100 - GENERAL	$ 1,509,242	$ 1,489,893	$ 1,450,505	$ 1,503,487	$ (13,594)	-0.9%
	204 - JUSTICE CT JUDICIAL ENHANCEMENT	17,139	25,909	11,628	25,909	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	395,589	203,257	312,769	204,888	(1,631)	-0.8%
	TOTAL USES	$ 1,921,970	$ 1,719,059	$ 1,774,902	$ 1,734,284	$ (15,225)	-0.9%

Activity Narrative: A decline in the number of cases filed appears to be normalizing. The complexity of many of these cases has made it challenging for the Justice Courts to resolve nearly one-third of the cases within 180 days. A continuing decline in General Fund fee and fine revenue also appears to be normalizing, while Special Revenue Fund (245) court fee proceeds are trending higher for FY 2014.

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 of more than six months or penalties in excess of $2,500.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Misdemeanor DUI cases resolved within 180 days	70.1%	85.0%	70.0%	70.0%	(15.0%)	-17.7%
Output	Number of Misdemeanor DUI cases resolved	9,150	9,627	7,763	7,763	(1,864)	-19.4%
Demand	Number of Misdemeanor DUI cases filed	9,011	9,947	8,688	8,688	(1,259)	-12.7%
Efficiency	Cost per Misdemeanor DUI case resolved	$ 66.91	$ 59.80	$ 76.43	$ 75.68	$ (15.88)	-26.6%
Expenditure							
	100 - GENERAL	$ 420,464	$ 466,469	$ 440,160	$ 477,542	$ (11,073)	-2.4%
	204 - JUSTICE CT JUDICIAL ENHANCEMENT	6,676	14,609	4,340	14,609	-	0.0%
	245 - JUSTICE COURTS SPECIAL REVENUE	185,125	94,603	148,857	95,339	(736)	-0.8%
	TOTAL USES	$ 612,265	$ 575,681	$ 593,357	$ 587,490	$ (11,809)	-2.1%

Activity Narrative: The number of Misdemeanor DUI cases filed has declined by 27.2% since an FY 2009 high of 11,933 to the FY 2013 Forecast of 8,688. Likewise, the number of cases resolved has declined by 29.7% since an FY 2009 high of 11,037. Forecasted expenditures have declined by 10.8% during the period. The FY 2014 data shows a normalizing of cases filed and resolved.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 15,883,469**	**$ 15,464,600**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ (38,990)**	**$ -**
Justice System Clerks Pay Adjustment	*C-49-13-055-2-00*		*(38,990)*	*-*
FY 2013 Revised Budget			**$ 15,844,479**	**$ 15,464,600**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ (42,422)**	**$ -**
Justice System Clerks Pay Adjustment	*C-49-13-055-2-00*		*(42,422)*	*-*
Other Mandates			**$ 168,029**	**$ -**
New Justice Precincts			*168,029*	*-*
FY 2014 Budget Target			**$ 15,970,086**	**$ 15,464,600**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 176,669**	**$ -**
Retirement Contributions			*176,669*	*-*
Base Adjustments			**$ (153,472)**	**$ (225,862)**
Other Base Adjustments			*(153,472)*	*(225,862)*
Expenditures				
Reduce Personal Savings		*$ 84,482*		
Net changes in Personal Services		*(36,147)*		
Reduce Multilingual Pay		*(70,800)*		
Increase General Supplies		*68,441*		
Transfer additional expenditures to Special Revenue Fund		*(102,260)*		
Increase Internal Service Charges		*42,789*		
Reduce for Country Meadows lease		*(98,116)*		
Reduce Civil Traffic Temporary Pay		*(59,637)*		
Net changes to Supplies and Services		*17,776*		
Revenue				
Decrease in Misdemeanor Criminal revenue based on case filing trend analysis		*$ (43,614)*		
Decrease in Small Civil revenue based on case filing trend analysis		*(173,340)*		
Decrease in Civil Traffic revenue based on case filing trend analysis		*(8,908)*		
Budget Balancing			**$ (208,895)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget			*(208,895)*	*-*
FY 2014 Tentative Budget			**$ 15,784,388**	**$ 15,238,738**
Percent Change from Target Amount			*-1.2%*	*-1.5%*
Adjustments:				
Base Adjustments			**$ 8,520**	**$ -**
Internal Service Charges			*8,520*	*-*
FY 2014 Adopted Budget			**$ 15,792,908**	**$ 15,238,738**
Percent Change from Target Amount			*-1.1%*	*-1.5%*

Justice Courts Judicial Enhancement Fund (204)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 792,000**	**$ 792,000**
FY 2013 Revised Budget			**$ 792,000**	**$ 792,000**
FY 2014 Budget Target			**$ 792,000**	**$ 792,000**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 459**	**$ -**
Retirement Contributions			*459*	-
Base Adjustments			**$ (459)**	**$ -**
Other Base Adjustments			*(459)*	-
FY 2014 Adopted Budget			**$ 792,000**	**$ 792,000**
Percent Change from Target Amount			*0.0%*	*0.0%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ 1,000,000**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ 4,059**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*4,059*	-
FY 2013 Revised Budget			**$ 1,004,059**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ (4,059)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*(4,059)*	-
Non Recurring			**$ (1,000,000)**	**$ -**
Other Non-Recurring			*(1,000,000)*	-
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 250,000**	**$ -**
Other Non-Recurring			*250,000*	-
Build-out of 222 N. Central		*$ 250,000*		
FY 2014 Adopted Budget			**$ 250,000**	**$ -**
Percent Change from Target Amount				

Justice Courts Judicial Enhancement Fund (204) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 1,101,994	$ 1,152,879	$ 1,152,879	$ 1,123,259	$ 547,616
Sources:					
Operating	$ 799,894	$ 792,000	$ 792,000	$ 807,033	$ 792,000
Total Sources:	$ 799,894	$ 792,000	$ 792,000	$ 807,033	$ 792,000
Uses:					
Operating	$ 391,382	$ 792,000	$ 792,000	$ 650,602	$ 792,000
Non-Recurring	387,249	1,000,000	1,004,059	732,074	250,000
Total Uses:	$ 778,631	$ 1,792,000	$ 1,796,059	$ 1,382,676	$ 1,042,000
Structural Balance	$ 408,512	$ -	$ -	$ 156,431	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,123,259	$ 152,879	$ 148,820	$ 547,616	$ 297,616
Total Ending Spendable Fund Balance	$ 1,123,259	$ 152,879	$ 148,820	$ 547,616	$ 297,616

Justice Courts Photo Enforcement Fund (237)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 8,700**	**$ 8,700**
FY 2013 Revised Budget		**$ 8,700**	**$ 8,700**
FY 2014 Budget Target		**$ 8,700**	**$ 8,700**
Adjustments:			
Structural Balance		**$ (2,500)**	**$ (2,500)**
Structural Balance		*(2,500)*	*(2,500)*
FY 2014 Adopted Budget		**$ 6,200**	**$ 6,200**
Percent Change from Target Amount		*-28.7%*	*-28.7%*
		Expenditures	**Revenue**
Elec Document Mgmnt System			
FY 2013 Adopted Budget		**$ 372,651**	**$ -**
FY 2013 Revised Budget		**$ 372,651**	**$ -**
FY 2014 Budget Target		**$ 372,651**	**$ -**
Adjustments:			
Information and Communications Technology			
Other IT Non-Recurring		*$ (66,748)*	*$ -*
Electronic Document Management System, eFilings Implementation	*$ (66,748)*		
FY 2014 Adopted Budget		**$ 305,903**	**$ -**
Percent Change from Target Amount		*-17.9%*	

Justice Courts Photo Enforcement Fund (237) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 527,580	$ 372,651	$ 372,651	$ 399,705	$ 332,957
Sources:					
Operating	$ 11,509	$ 8,700	$ 8,700	$ 5,489	$ 6,200
Total Sources:	$ 11,509	$ 8,700	$ 8,700	$ 5,489	$ 6,200
Uses:					
Operating	$ -	$ 8,700	$ 8,700	$ 5,489	$ 6,200
Non-Recurring	139,382	372,651	372,651	66,748	305,903
Total Uses:	$ 139,382	$ 381,351	$ 381,351	$ 72,237	$ 312,103
Structural Balance	$ 11,509	$ -	$ -	$ -	$ -
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 399,705	$ -	$ -	$ 332,957	$ 27,054
Total Ending Spendable Fund Balance	$ 399,705	$ -	$ -	$ 332,957	$ 27,054

Justice Courts Special Revenue Fund (245)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 6,177,400**	**$ 6,177,400**
FY 2013 Revised Budget		**$ 6,177,400**	**$ 6,177,400**
Adjustments:			
Other Mandates		**$ 50,804**	**$ -**
New Justice Precincts		*50,804*	-
FY 2014 Budget Target		**$ 6,228,204**	**$ 6,177,400**
Adjustments:			
Base Adjustments		**$ 361,296**	**$ 412,100**
Other Base Adjustments		*361,296*	*412,100*
Expenditures			
Increase Transfer from the General Fund	*$ 51,456*		
Increase Civil Traffic Personnel and Other Services	*154,565*		
Increase in Business Application Development Support General Supplies	*155,275*		
Revenue			
Increase in Misdemeanor Criminal Adjudication Revenue based on case filing trend analysis	*$ 281,794*		
Increase in Small Civil Revenues based on case filing trend analysis	*7,738*		
Increase in Civil Traffic Revenues based on case filing trend analysis	*122,568*		
FY 2014 Adopted Budget		**$ 6,589,500**	**$ 6,589,500**
Percent Change from Target Amount		*5.8%*	*6.7%*

Justice Courts Special Revenue Fund (245) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 63,080	$ 127,710	$ 127,710	$ 416,382	$ 692,559
Sources:					
Operating	$ 6,480,698	$ 6,177,400	$ 6,177,400	$ 6,538,044	$ 6,589,500
Total Sources:	$ 6,480,698	$ 6,177,400	$ 6,177,400	$ 6,538,044	$ 6,589,500
Uses:					
Operating	$ 6,127,400	$ 6,177,400	$ 6,177,400	$ 6,177,400	$ 6,589,500
Non-Recurring	-	-	84,467	84,467	-
Total Uses:	$ 6,127,400	$ 6,177,400	$ 6,261,867	$ 6,261,867	$ 6,589,500
Structural Balance	$ 353,298	$ -	$ -	$ 360,644	$ -
Accounting Adjustments	$ 4	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 416,382	$ 127,710	$ 43,243	$ 692,559	$ 692,559
Total Ending Spendable Fund Balance	$ 416,382	$ 127,710	$ 43,243	$ 692,559	$ 692,559

Juvenile Probation

Analysis by Mary Driessen, Management and Budget Supervisor

Summary

Mission

The Mission of the Juvenile Probation Department is to provide access to evidence-based early intervention, supervision, treatment and secure care to youth and families so they can learn accountability and responsibility, and community safety is enhanced.

Vision

Maricopa County Juvenile Probation is a place where justice means promoting public safety while improving & enriching the lives of youth, victims, families and the community.

Strategic Goals

Safe Communities

By June 2014, the Department will demonstrate the use of evidence-based strategies for 85% of youth.

Status: In FY 2012, the Department participated in the statewide rollout of a new dynamic needs assessment tool, the Arizona Youth Assessment System (AZYAS). This assessment allows for improved identification of needs and resources for probationers. By the end of FY 2013, the AZYAS assessment will have been completed on 95% of all active probationers. This goal will be updated in the FY 2015 Strategic Business Planning process.

Citizen Satisfaction

By June 2015, the department will increase overall stakeholder satisfaction with services by 15%.

Status: Key management staff and newly assigned supervisors received new training in Communicating with Values and Ethical Decision Making in FY 2013. The department plans on providing this training to the remaining supervisors and line staff in FY 2014.

In FY 2014, the Department will administer an improved survey, CourTools which collects and presents evidence of success in meeting the needs and expectations of customers. Using results from the survey, the Department will develop an action plan to improve internal communication.

The Department plans to establish an external customer satisfaction survey by the end of FY 2014.

Access to Justice

By June 2015, the Department will reduce overrepresentation of minority youth in secure detention by 10%.

Status: Partnering with the courts in four other counties in its expansion of the

Annie E. Casey Juvenile Detention Alternatives Initiative (JDAI), the department is focusing on identifying alternatives to detention and the reduction of disparate treatment in the justice system. In FY 2012, the percent of minorities in detention was slightly higher at 67.8%, up from 67.5%. However, with the implementation of JDAI, best practices indicate that this percent may increase before it begins to decrease once the program is fully operational.

In FY 2013, the Department became more engaged with JDAI and members attended a Racial and Ethnic Disparities training with the goal of developing a more formal plan to address disparity. This plan will be developed by the JDAI Disproportionate Minority Contact Committee (DMC). By September 2014, a DMC workgroup will be established to identify and recommend strategies to the JDAI Steering Committee that will reduce disparities. The JDAI Implementation Team will have developed recommendations for the JDAI Steering Committee by the end of FY 2014.

Safe Communities

By June 2015, the rate of juvenile recidivism will be at or below 15 per 100 juvenile offenders.

Status: The Department has adopted an evidence based practice model and multi-systems approach to target medium and high risk youth. This will direct resources toward our communities' chronic, repeat offenders that are responsible for the majority of recidivism.

In FY 2011, the Department modified the definition of recidivism to reflect a new adjudication within 365 days of the original referral to the Juvenile Court. The FY 2012 recidivism rate will not be available until July 2013 in order to capture an entire year of recidivism for FY 2013.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
DVRN - JUVENILE COURT DIVERSION	$ 2,062,780	$ 2,349,921	$ 2,597,382	$ 2,141,048	$ 2,718,386	$ 121,004	4.7%
27DV - JUVENILE COURT DIVERSION	$ 2,062,780	$ 2,349,921	$ 2,597,382	$ 2,141,048	$ 2,718,386	$ 121,004	4.7%
JCUS - JUV DETENTION CUSTODY AND CTRL	$ 483,854	$ 505,000	$ 629,542	$ 556,572	$ 493,572	$ (135,970)	-21.6%
27JD - JUVENILE DETENTION	$ 483,854	$ 505,000	$ 629,542	$ 556,572	$ 493,572	$ (135,970)	-21.6%
JRPS - JUV RESTITUTION AND PUBLIC SVC	$ 2,632	$ 9,135	$ 9,135	$ 5,014	$ 9,135	$ -	0.0%
JSTD - JUVENILE STANDARD SUPERVISION	690,522	587,961	589,205	720,221	579,376	(9,829)	-1.7%
27JP - COMMUNITY SUPERVISION	$ 693,154	$ 597,096	$ 598,340	$ 725,235	$ 588,511	$ (9,829)	-1.6%
DRUG - JUVENILE DRUG COURT	$ 13,968	$ 208,889	$ 209,279	$ 101,003	$ 27,600	$ (181,679)	-86.8%
JTMS - JUVENILE TREATMENT MGMT SVCS	430,458	126,025	55,883	325,123	545,232	489,349	875.7%
JVOH - JUVENILE OUT OF HOME CASE MGMT	-	492,960	492,960	205,400	-	(492,960)	-100.0%
27JT - JUVENILE TREATMENT	$ 444,426	$ 827,874	$ 758,122	$ 631,526	$ 572,832	$ (185,290)	-24.4%
JLED - JUVENILE LAW RELATED EDUCATION	$ 442,376	$ 595,483	$ 635,389	$ 230,771	$ -	$ (635,389)	-100.0%
27PR - JUVENILE CRIME PREVENTION	$ 442,376	$ 595,483	$ 635,389	$ 230,771	$ -	$ (635,389)	-100.0%
FSAC - FINANCIAL SERVICES	$ 20,930	$ 14,750	$ 14,750	$ 15,599	$ 14,750	$ -	0.0%
99AS - ADMINISTRATIVE SERVICES	$ 20,930	$ 14,750	$ 14,750	$ 15,599	$ 14,750	$ -	0.0%
GGOV - GENERAL GOVERNMENT	$ 4,101,562	$ 3,592,145	$ 3,746,343	$ 3,932,825	$ 4,201,274	$ 454,931	12.1%
99GV - GENERAL GOVERNMENT	$ 4,101,562	$ 3,592,145	$ 3,746,343	$ 3,932,825	$ 4,201,274	$ 454,931	12.1%
TOTAL PROGRAMS	**$ 8,249,082**	**$ 8,482,269**	**$ 8,979,868**	**$ 8,233,576**	**$ 8,589,325**	**$ (390,543)**	**-4.3%**
USES							
DVRN - JUVENILE COURT DIVERSION	$ 2,300,934	$ 2,337,949	$ 2,508,549	$ 2,203,547	$ 2,332,321	$ 176,228	7.0%
JVDD - JUVENILE DRUG DIVERSION	440,625	460,628	471,601	526,426	531,665	(60,064)	-12.7%
TEEN - JUVENILE TEEN COURT	415,814	448,478	461,752	489,256	494,830	(33,078)	-7.2%
27DV - JUVENILE COURT DIVERSION	$ 3,157,373	$ 3,247,055	$ 3,441,902	$ 3,219,229	$ 3,358,816	$ 83,086	2.4%
DALT - JUV DETENTION ALTERNATIVES	$ 2,755,468	$ 3,120,783	$ 3,222,821	$ 3,072,064	$ 3,345,155	$ (122,334)	-3.8%
JCUS - JUV DETENTION CUSTODY AND CTRL	21,289,223	22,504,791	22,317,112	20,413,639	20,996,847	1,320,265	5.9%
JMED - JUV DETENTION MEDICAL CLINIC	2,598,095	2,616,749	2,647,313	2,670,935	2,582,045	65,268	2.5%
JVMH - JUVENILE MENTAL HEALTH	778,715	987,322	1,248,763	1,151,155	1,206,405	42,358	3.4%
27JD - JUVENILE DETENTION	$ 27,421,501	$ 29,229,645	$ 29,436,009	$ 27,307,793	$ 28,130,452	$ 1,305,557	4.4%
JIPS - JUVENILE INTENSIVE SUPERVISION	$ 2,136,895	$ 2,030,171	$ 1,930,094	$ 1,566,119	$ 1,952,129	$ (22,035)	-1.1%
JPDI - JUV PRE DISP INVESTIGATIONS	2,330,453	2,459,600	2,654,087	2,351,091	2,286,477	367,610	13.9%
JRPS - JUV RESTITUTION AND PUBLIC SVC	250,962	240,086	240,086	212,141	264,929	(24,843)	-10.3%
JSTD - JUVENILE STANDARD SUPERVISION	7,903,108	8,151,170	8,134,891	7,259,466	7,367,323	767,568	9.4%
27JP - COMMUNITY SUPERVISION	$ 12,621,418	$ 12,881,027	$ 12,959,158	$ 11,388,817	$ 11,870,858	$ 1,088,300	8.4%
DRUG - JUVENILE DRUG COURT	$ 444,927	$ 568,765	$ 466,264	$ 425,150	$ 366,282	$ 99,982	21.4%
JSCM - JUV SEX OFFENDER CASE MGMT	714,366	698,571	667,474	702,864	742,922	(75,448)	-11.3%
JTMS - JUVENILE TREATMENT MGMT SVCS	768,101	948,205	968,900	813,316	971,188	(2,288)	-0.2%
JVOH - JUVENILE OUT OF HOME CASE MGMT	302,329	350,038	362,731	353,711	371,222	(8,491)	-2.3%
27JT - JUVENILE TREATMENT	$ 2,229,723	$ 2,565,579	$ 2,465,369	$ 2,295,041	$ 2,451,614	$ 13,755	0.6%
JLED - JUVENILE LAW RELATED EDUCATION	$ 637,742	$ 651,997	$ 657,102	$ 603,526	$ 753,303	$ (96,201)	-14.6%
JVTR - JUVENILE TRUANCY REDUCTION	224,284	419,895	424,737	416,602	486,414	(61,677)	-14.5%
27PR - JUVENILE CRIME PREVENTION	$ 862,026	$ 1,071,892	$ 1,081,839	$ 1,020,128	$ 1,239,717	$ (157,878)	-14.6%
BDGT - BUDGETING	$ 193,313	$ 208,320	$ 208,320	$ 208,374	$ 234,809	$ (26,489)	-12.7%
FSAC - FINANCIAL SERVICES	1,159,192	1,429,593	1,429,593	1,206,507	1,541,089	(111,496)	-7.8%
HRAC - HUMAN RESOURCES	787,356	947,350	1,099,796	978,402	1,443,565	(343,769)	-31.3%
ODIR - EXECUTIVE MANAGEMENT	732,104	1,038,704	1,124,161	1,825,021	970,482	153,679	13.7%
PROC - PROCUREMENT	143,960	129,160	129,160	147,974	186,227	(57,067)	-44.2%
RMGT - RISK MANAGEMENT	212,020	129,966	129,966	131,584	129,962	4	0.0%
99AS - ADMINISTRATIVE SERVICES	$ 3,227,945	$ 3,883,093	$ 4,120,996	$ 4,497,862	$ 4,506,134	$ (385,138)	-9.3%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 788,036	$ 1,134,488	$ 1,134,488	$ 1,306,962	$ 1,429,228	$ (294,740)	-26.0%
POOL - POOLED COSTS	-	-	-	-	(458,843)	458,843	N/A
99GV - GENERAL GOVERNMENT	$ 788,036	$ 1,134,488	$ 1,134,488	$ 1,306,962	$ 970,385	$ 164,103	14.5%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 1,794,878	$ 2,512,304	$ 2,536,517	$ 1,483,232	$ 2,186,949	$ 349,568	13.8%
DESK - DESKTOP SUPPORT	528,654	190,003	190,003	56,360	56,868	133,135	70.1%
99IT - INFORMATION TECHNOLOGY	$ 2,323,532	$ 2,702,307	$ 2,726,520	$ 1,539,592	$ 2,243,817	$ 482,703	17.7%
TOTAL PROGRAMS	**$ 52,631,554**	**$ 56,715,086**	**$ 57,366,281**	**$ 52,575,424**	**$ 54,771,793**	**$ 2,594,488**	**4.5%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 3,938,281	$ 4,398,449	$ 4,871,835	$ 4,070,049	$ 4,416,881	$ (454,954)	-9.3%
0620 - OTHER INTERGOVERNMENTAL	-	5,000	5,000	23,238	5,000	-	0.0%
SUBTOTAL	$ 3,938,281	$ 4,403,449	$ 4,876,835	$ 4,093,287	$ 4,421,881	$ (454,954)	-9.3%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 817,305	$ 662,870	$ 662,870	$ 755,073	$ 733,670	$ 70,800	10.7%
SUBTOTAL	$ 817,305	$ 662,870	$ 662,870	$ 755,073	$ 733,670	$ 70,800	10.7%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 3,475,235	$ 3,383,500	$ 3,383,500	$ 3,361,922	$ 3,400,000	$ 16,500	0.5%
SUBTOTAL	$ 3,475,235	$ 3,383,500	$ 3,383,500	$ 3,361,922	$ 3,400,000	$ 16,500	0.5%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 14,472	$ 18,565	$ 18,565	$ 15,061	$ 19,889	$ 1,324	7.1%
0650 - MISCELLANEOUS REVENUE	3,789	13,885	13,885	8,233	13,885	-	0.0%
SUBTOTAL	$ 18,261	$ 32,450	$ 32,450	$ 23,294	$ 33,774	$ 1,324	4.1%
ALL REVENUES	$ 8,249,082	$ 8,482,269	$ 8,955,655	$ 8,233,576	$ 8,589,325	$ (366,330)	-4.1%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ -	$ -	$ 24,213	$ -	$ -	$ (24,213)	-100.0%
ALL OTHER FINANCING SOURCES	$ -	$ -	$ 24,213	$ -	$ -	$ (24,213)	-100.0%
TOTAL SOURCES	$ 8,249,082	$ 8,482,269	$ 8,979,868	$ 8,233,576	$ 8,589,325	$ (390,543)	-4.3%

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 28,857,304	$ 31,386,854	$ 31,701,929	$ 28,728,343	$ 29,509,721	$ 2,192,208	6.9%
0705 - TEMPORARY PAY	58,404	97,528	102,993	215,216	39,732	63,261	61.4%
0710 - OVERTIME	664,127	496,044	496,044	691,598	721,800	(225,756)	-45.5%
0750 - FRINGE BENEFITS	11,337,274	13,108,013	12,999,378	11,661,748	13,070,392	(71,014)	-0.5%
0790 - OTHER PERSONNEL SERVICES	215,063	284,685	462,494	363,048	213,500	248,994	53.8%
0795 - PERSONNEL SERVICES ALLOC-OUT	(6,196,669)	(6,734,922)	(6,734,922)	(6,534,561)	(6,816,047)	81,125	1.2%
0796 - PERSONNEL SERVICES ALLOC-IN	10,694,703	10,796,681	10,796,681	11,581,433	11,204,742	(408,061)	-3.8%
SUBTOTAL	$ 45,630,206	$ 49,434,883	$ 49,824,597	$ 46,706,825	$ 47,943,840	$ 1,880,757	3.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 641,048	$ 951,794	$ 1,151,212	$ 808,474	$ 1,003,661	$ 147,551	12.8%
0802 - MEDICAL SUPPLIES	86,368	100,598	100,598	84,832	91,200	9,398	9.3%
0803 - FUEL	44,658	53,500	53,500	54,403	51,800	1,700	3.2%
0804 - NON-CAPITAL EQUIPMENT	341,958	62,500	62,500	59,455	46,500	16,000	25.6%
0805 - SUPPLIES-ALLOCATION OUT	(49,644)	(64,323)	(64,323)	(64,312)	(64,323)	-	0.0%
0806 - SUPPLIES-ALLOCATION IN	522,846	542,597	542,597	486,284	537,253	5,344	1.0%
SUBTOTAL	$ 1,587,234	$ 1,646,666	$ 1,846,084	$ 1,429,136	$ 1,666,091	$ 179,993	9.7%
SERVICES							
0810 - LEGAL SERVICES	$ 6,501	$ 6,300	$ 6,300	$ 3,042	$ -	$ 6,300	100.0%
0811 - HEALTH CARE SERVICES	1,386,916	1,510,086	1,510,086	1,434,388	1,366,700	143,386	9.5%
0812 - OTHER SERVICES	905,137	1,890,624	1,952,687	631,636	1,520,214	432,473	22.1%
0820 - RENT & OPERATING LEASES	373,636	365,180	365,180	456,163	328,458	36,722	10.1%
0825 - REPAIRS AND MAINTENANCE	962,020	295,332	271,119	189,261	245,815	25,304	9.3%
0830 - INTERGOVERNMENTAL PAYMENTS	1,566	-	-	-	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	937,731	856,708	856,708	1,040,152	1,118,055	(261,347)	-30.5%
0841 - TRAVEL	193,344	159,254	159,254	145,073	151,100	8,154	5.1%
0842 - EDUCATION AND TRAINING	33,342	35,507	35,507	89,721	16,650	18,857	53.1%
0843 - POSTAGE/FREIGHT/SHIPPING	35,169	34,446	34,446	29,170	27,550	6,896	20.0%
0850 - UTILITIES	29,011	3,187	3,187	3,428	3,300	(113)	-3.5%
0872 - SERVICES-ALLOCATION OUT	(330,961)	(444,850)	(444,850)	(444,837)	(444,850)	-	0.0%
0873 - SERVICES-ALLOCATION IN	542,987	656,872	656,872	658,472	656,870	2	0.0%
SUBTOTAL	$ 5,076,399	$ 5,368,646	$ 5,406,496	$ 4,235,669	$ 4,989,862	$ 416,634	7.7%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ -	$ 150,923	$ 150,923	$ 35,794	$ -	$ 150,923	100.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	118,207	113,968	113,968	168,000	172,000	(58,032)	-50.9%
0950 - DEBT SERVICE	219,508	-	-	-	-	-	N/A
SUBTOTAL	$ 337,715	$ 264,891	$ 264,891	$ 203,794	$ 172,000	$ 92,891	35.1%
ALL EXPENDITURES	$ 52,631,554	$ 56,715,086	$ 57,342,068	$ 52,575,424	$ 54,771,793	$ 2,570,275	4.5%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ -	$ 24,213	$ -	$ -	$ 24,213	100.0%
ALL OTHER FINANCING USES	$ -	$ -	$ 24,213	$ -	$ -	$ 24,213	100.0%
TOTAL USES	$ 52,631,554	$ 56,715,086	$ 57,366,281	$ 52,575,424	$ 54,771,793	$ 2,594,488	4.5%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 20,930	$ 19,750	$ 19,750	$ 38,837	$ 19,750	$ -	0.0%
FUND TOTAL SOURCES	$ 20,930	$ 19,750	$ 19,750	$ 38,837	$ 19,750	$ -	0.0%
227 JUVENILE PROBATION GRANTS							
OPERATING	$ 3,942,941	$ 4,406,449	$ 4,879,835	$ 4,075,494	$ 4,424,881	$ (454,954)	-9.3%
FUND TOTAL SOURCES	$ 3,942,941	$ 4,406,449	$ 4,879,835	$ 4,075,494	$ 4,424,881	$ (454,954)	-9.3%
228 JUVENILE PROBATION SPECIAL FEE							
OPERATING	$ 3,989,685	$ 3,743,200	$ 3,743,200	$ 3,832,821	$ 3,830,500	$ 87,300	2.3%
FUND TOTAL SOURCES	$ 3,989,685	$ 3,743,200	$ 3,743,200	$ 3,832,821	$ 3,830,500	$ 87,300	2.3%
229 JUVENILE RESTITUTION							
OPERATING	$ 3,023	$ 10,000	$ 10,000	$ 5,594	$ 10,000	$ -	0.0%
FUND TOTAL SOURCES	$ 3,023	$ 10,000	$ 10,000	$ 5,594	$ 10,000	$ -	0.0%
255 DETENTION OPERATIONS							
NON-RECURRING	$ -	$ -	$ 24,213	$ -	$ -	$ (24,213)	-100.0%
FUND TOTAL SOURCES	$ -	$ -	$ 24,213	$ -	$ -	$ (24,213)	-100.0%
275 JUVENILE PROBATION DIVERSION							
OPERATING	$ 292,503	$ 302,870	$ 302,870	$ 280,830	$ 304,194	$ 1,324	0.4%
FUND TOTAL SOURCES	$ 292,503	$ 302,870	$ 302,870	$ 280,830	$ 304,194	$ 1,324	0.4%
DEPARTMENT OPERATING TOTAL SOURCES	$ 8,249,082	$ 8,482,269	$ 8,955,655	$ 8,233,576	$ 8,589,325	$ (366,330)	-4.1%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ -	$ -	$ 24,213	$ -	$ -	$ (24,213)	-100.0%
DEPARTMENT TOTAL SOURCES	$ 8,249,082	$ 8,482,269	$ 8,979,868	$ 8,233,576	$ 8,589,325	$ (390,543)	-4.3%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 16,267,277	$ 16,088,443	$ 16,088,443	$ 15,613,001	$ 15,331,832	$ 756,611	4.7%
FUND TOTAL USES	$ 16,267,277	$ 16,088,443	$ 16,088,443	$ 15,613,001	$ 15,331,832	$ 756,611	4.7%
227 JUVENILE PROBATION GRANTS							
OPERATING	$ 3,792,569	$ 4,406,449	$ 4,879,835	$ 4,075,494	$ 4,424,881	$ 454,954	9.3%
NON-RECURRING	-	-	85,627	-	-	85,627	100.0%
FUND TOTAL USES	$ 3,792,569	$ 4,406,449	$ 4,965,462	$ 4,075,494	$ 4,424,881	$ 540,581	10.9%
228 JUVENILE PROBATION SPECIAL FEE							
OPERATING	$ 3,588,171	$ 3,743,200	$ 3,743,200	$ 3,562,336	$ 3,830,500	$ (87,300)	-2.3%
NON-RECURRING	-	-	84,143	84,143	-	84,143	100.0%
FUND TOTAL USES	$ 3,588,171	$ 3,743,200	$ 3,827,343	$ 3,646,479	$ 3,830,500	$ (3,157)	-0.1%
229 JUVENILE RESTITUTION							
OPERATING	$ 9,985	$ 10,000	$ 10,000	$ 5,594	$ 10,000	$ -	0.0%
FUND TOTAL USES	$ 9,985	$ 10,000	$ 10,000	$ 5,594	$ 10,000	$ -	0.0%
255 DETENTION OPERATIONS							
OPERATING	$ 28,133,732	$ 30,679,803	$ 30,679,803	$ 28,675,575	$ 29,636,065	$ 1,043,738	3.4%
NON-RECURRING	537,386	1,484,321	1,484,321	250,000	1,234,321	250,000	16.8%
FUND TOTAL USES	$ 28,671,118	$ 32,164,124	$ 32,164,124	$ 28,925,575	$ 30,870,386	$ 1,293,738	4.0%
275 JUVENILE PROBATION DIVERSION							
OPERATING	$ 302,434	$ 302,870	$ 302,870	$ 302,624	$ 304,194	$ (1,324)	-0.4%
NON-RECURRING	-	-	8,039	6,657	-	8,039	100.0%
FUND TOTAL USES	$ 302,434	$ 302,870	$ 310,909	$ 309,281	$ 304,194	$ 6,715	2.2%
DEPARTMENT OPERATING TOTAL USES	$ 52,094,168	$ 55,230,765	$ 55,704,151	$ 52,234,624	$ 53,537,472	$ 2,166,679	3.9%
DEPARTMENT NON-RECURRING TOTAL USES	$ 537,386	$ 1,484,321	$ 1,662,130	$ 340,800	$ 1,234,321	$ 427,809	25.7%
DEPARTMENT TOTAL USES	$ 52,631,554	$ 56,715,086	$ 57,366,281	$ 52,575,424	$ 54,771,793	$ 2,594,488	4.5%

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	17.00	17.00	20.00	20.00	18.00	(2.00)	(10.0%)
HUMAN RESOURCES	7.25	7.10	11.25	11.25	13.25	2.00	17.8%
PROGRAM TOTAL	24.25	24.10	31.25	31.25	31.25	-	0.0%
COMMUNITY SUPERVISION							
JUV PRE DISP INVESTIGATIONS	44.53	41.38	41.83	43.13	41.68	(.15)	(0.4%)
JUV RESTITUTION AND PUBLIC SVC	5.60	5.50	5.50	5.50	5.50	-	0.0%
JUVENILE INTENSIVE SUPERVISION	43.38	41.80	40.45	40.65	40.00	(.45)	(1.1%)
JUVENILE STANDARD SUPERVISION	109.70	105.72	97.67	100.17	96.37	(1.30)	(1.3%)
PROGRAM TOTAL	203.21	194.40	185.45	189.45	183.55	(1.90)	(1.0%)
JUVENILE COURT DIVERSION							
JUVENILE COURT DIVERSION	46.82	42.18	42.58	42.58	42.58	-	0.0%
JUVENILE DRUG DIVERSION	4.50	6.50	6.50	6.50	6.50	-	0.0%
JUVENILE TEEN COURT	6.50	6.50	6.50	6.50	6.50	-	0.0%
PROGRAM TOTAL	57.82	55.18	55.58	55.58	55.58	-	0.0%
JUVENILE CRIME PREVENTION							
JUVENILE LAW RELATED EDUCATION	8.70	9.10	8.40	9.10	9.10	.70	8.3%
JUVENILE TRUANCY REDUCTION	3.30	5.70	5.60	5.90	5.90	.30	5.4%
PROGRAM TOTAL	12.00	14.80	14.00	15.00	15.00	1.00	7.1%
JUVENILE DETENTION							
JUV DETENTION ALTERNATIVES	23.00	20.00	23.00	23.00	24.00	1.00	4.3%
JUV DETENTION CUSTODY AND CTRL	336.43	316.43	299.43	301.43	295.43	(4.00)	(1.3%)
JUV DETENTION MEDICAL CLINIC	23.00	23.00	23.00	23.00	24.00	1.00	4.3%
JUVENILE MENTAL HEALTH	8.00	9.00	14.00	14.00	14.00	-	0.0%
PROGRAM TOTAL	390.43	368.43	359.43	361.43	357.43	(2.00)	(0.6%)
JUVENILE TREATMENT							
JUV SEX OFFENDER CASE MGMT	14.45	16.05	15.65	15.45	15.65	-	0.0%
JUVENILE DRUG COURT	8.85	11.15	9.85	9.85	9.85	-	0.0%
JUVENILE OUT OF HOME CASE MGMT	6.30	7.00	7.30	7.30	7.30	-	0.0%
JUVENILE TREATMENT MGMT SVCS	15.79	16.99	17.59	16.79	17.49	(.10)	(0.6%)
PROGRAM TOTAL	45.39	51.19	50.39	49.39	50.29	(.10)	(0.2%)
DEPARTMENT TOTAL	733.10	708.10	696.10	702.10	693.10	(3.00)	(0.4%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accounting Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	3.00	4.00	7.00	4.00	4.00	(3.00)	(42.9%)
Administrative Assistant	-	-	-	3.00	3.00	3.00	N/A
Counselor	6.00	6.00	6.00	6.00	6.00	-	0.0%
Deputy Director	3.00	-	-	-	-	-	N/A
Deputy Director - Probation	1.00	4.00	4.00	4.00	4.00	-	0.0%
Detention Ofcr Supervisor	-	-	-	1.00	-	-	N/A
Detention Ofcr Supv -Probation	25.00	25.00	26.00	25.00	26.00	-	0.0%
Detention Officer - Probation	259.10	240.10	225.10	227.10	220.10	(5.00)	(2.2%)
Director - Probation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
General Laborer	19.00	19.00	19.00	19.00	19.00	-	0.0%
Health Educator	5.00	4.00	4.00	4.00	4.00	-	0.0%
Human Resources Analyst	-	-	1.00	1.00	1.00	-	0.0%
Judicial Clerk Supervisor	-	-	-	1.00	1.00	1.00	N/A
Justice System Clerk	37.00	34.00	34.00	34.00	34.00	-	0.0%
Justice System Clerk Lead	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Clerk Supv	5.00	5.00	6.00	5.00	5.00	(1.00)	(16.7%)
Management Analyst	2.00	3.00	4.00	4.00	4.00	-	0.0%
Management Assistant	1.00	-	-	-	-	-	N/A
Medical Assistant	4.00	4.00	4.00	4.00	4.00	-	0.0%
Mental Health Director – Juvenile	-	-	1.00	1.00	1.00	-	0.0%
Nurse - Correctional	13.00	13.00	13.00	13.00	13.00	-	0.0%
Nurse Pract/Phys Asst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	2.00	2.00	2.00	2.00	2.00	-	0.0%
Operations/Program Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Physician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Probation Manager	6.00	6.00	6.00	6.00	6.00	-	0.0%
Probation Officer	247.00	238.00	228.00	232.00	230.00	2.00	0.9%
Probation Officer Supervisor	34.00	35.00	38.00	38.00	38.00	-	0.0%
Program Coordinator	3.00	4.00	4.00	4.00	4.00	-	0.0%
Psychologist	2.00	4.00	3.00	3.00	3.00	-	0.0%
Social Worker	-	4.00	4.00	4.00	4.00	-	0.0%
Social Worker Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Surveillance Officer	47.00	45.00	45.00	45.00	45.00	-	0.0%
Training Officer	-	-	2.00	2.00	2.00	-	0.0%
Department Total	**733.10**	**708.10**	**696.10**	**702.10**	**693.10**	**(3.00)**	**(0.4%)**

Staffing by Fund

DEPARTMENT/FUND		FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	278.00	272.00	266.00	269.00	267.00	1.00	0.4%
227	JUVENILE PROBATION GRANTS	59.00	60.00	60.00	60.00	60.00	-	0.0%
255	DETENTION OPERATIONS	392.10	372.10	366.10	369.10	362.10	(4.00)	(1.1%)
275	JUVENILE PROBATION DIVERSION	4.00	4.00	4.00	4.00	4.00	-	0.0%
Department Total		**733.10**	**708.10**	**696.10**	**702.10**	**693.10**	**(3.00)**	**(0.4%)**

Significant Variance Analysis

The FY 2014 budget includes the deletion of 4.0 FTE positions funded in the Detention Fund (255). These positions were temporary Juvenile Detention Officers which had been vacant and not utilized for several fiscal years.

General Adjustments

Target Adjustments:

General Fund (100)

- Decrease Expenditures by $241,082 to transfer funding to Superior Court for positions that support ICIS-NG (Integrated Court Information System - Next Generation).

Juvenile Probation Grants Fund (227)

- Decrease Revenue and Expenditure budget by $473,386 to reflect the actual grant awards for FY 2013.

Base Adjustments:

General Fund (100)

- Increase personnel savings by $214,386 based on the Chairman's Office request.
- Increase Regular Benefits by $310,748 for the impact of changes in retirement contribution rates.
- Increase Other Benefits and Internal Services Charges by $63,353 for the impact of the changes in Risk Management charges
- Increase Personnel and Benefits Savings by $465,942 based on the FY 2013 Forecast.
- Increase Personal Services Allocation-Out by $87,300 to the Juvenile Probation Special Fees Fund (228) due to the anticipated increase in Special Fee revenue.
- Decrease Supplies by $25,400 based on the FY 2013 Forecast.

Juvenile Probation Grants Fund (227)

- Increase Regular Benefits by $62,817 for the impact of changes in retirement contribution rates.
- Increase Revenue by $18,432 based on an anticipated increase in grant revenue.
- Decrease Expenditures by $44,385 to maintain structural balance.

Juvenile Probation Special Fee Fund (228)

- Increase Revenue by $16,500 based on an expected increase in Probation Surcharges revenue.
- Increase Revenue by $70,800 based on an expected increase in Probation Fees collected from families.
- Increase Personal Services Allocation-In by $87,300 from the General Fund (100) due to anticipated increase in Special Fee revenue.

Detention Fund (255) Operating

- Increase personnel savings by $244,457 based on the Chairman's Office request.
- Increase Regular Benefits by $316,396 for the impact of changes in retirement contribution rates.
- Increase Personal and Benefits Savings by $875,963 based on the FY 2013 Forecast.
- Decrease Temporary Pay and Benefits by $74,623 because of the inactivation of several temporary pay positions in FY 2014.
- Increase Overtime Pay and Benefits by $248,468 due to the increased utilization of overtime in FY 2013.
- Decrease Other Pay by $186,345 for Multilingual Pay based on the FY 2013 Forecast.
- Decrease Personal Salary and Benefits by $376,793 due to the inactivation of Juvenile Detention Officers positions in FY 2013.
- Increase in Personal Service Allocations-In by a net change of $166,794 for the Sheriff's Office.
- Decrease in Personal Services by $85,818 for shift differentials based on the FY 2013 Forecast.

- Right-size Supplies, Services, and Equipment by a net of $27,999 based on the FY 2013 Forecast.

Detention Fund (255) Juvenile Detention Technology Projects

- Increase Supplies and Services by $1,234,321 for the next phase in the Kitchen Remodel project and the installation of a GPS Bed-Check system.

Juvenile Probation Diversion Fund (275)

- Increase Regular Benefits by $5,448 for the impact of changes in retirement contribution rates.
- Increase Revenue by $1,324 based on an anticipated increase in grant revenue.
- Decrease Expenditures by $4,124 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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	82.7%	85.1%	77.1%	77.5%	-7.6%	-8.9%
Percent of detained youth who received 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	1.1%	0.7%	1.0%	1.2%	0.4%	60.9%
Percent of detained youth who received mental health services without leaving the facility	100.0%	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: Mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	82.7%	85.1%	77.1%	77.5%	(7.6%)	-8.9%
Output	Number of youth placed on alternatives to detention during the reporting period	4,146	4,188	3,775	1,857	(2,331)	-55.7%
Demand	Number of youth requiring alternatives to detention (GPS Units, non-therapeutic alternatives)	2,188	2,158	1,873	1,857	(301)	-13.9%
Efficiency	Total activity expenditures per youth placed on alternatives to detention	$ 664.61	$ 769.54	$ 813.79	$ 1,801.38	$ (1,031.84)	-134.1%
Expenditure							
	100 - GENERAL	$ 112,851	$ 132,991	$ 241,624	$ 215,548	$ (82,557)	-62.1%
	227 - JUVENILE PROBATION GRANTS	110,778	8,397	6,264	6,000	2,397	28.5%
	255 - DETENTION OPERATIONS	2,531,839	3,081,433	2,824,176	3,123,607	(42,174)	-1.4%
	TOTAL USES	$ 2,755,468	$ 3,222,821	$ 3,072,064	$ 3,345,155	$ (122,334)	-3.8%

Activity Narrative: The Department is presently concentrating on the Juvenile Detention Alternatives Initiative (JDAI). This initiative incorporates strategies proven to reduce the unnecessary and inappropriate secure detention of juveniles while reducing costs, increasing system fairness, and improving the juvenile justice system overall without compromising public safety. The number of youth requiring alternatives to detention is anticipated to increase in FY 2014 due to the Department's enhanced focus on detention alternatives. The methodology for measuring this activity in FY 2014 has changed from prior years; therefore, year-to-year comparison is not valid.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Incidents resulting in an injury to detained youth or detention staff.	1.1%	0.7%	1.0%	1.2%	0.4%	60.9%
Output	Number of screened youth detained during the reporting period.	6,264	6,216	5,630	5,630	(586)	-9.4%
Output	Number of detained youth (total detained youth population)	9,076	8,820	8,101	8,101	(719)	-8.2%
Demand	Number of youth screened by the Juvenile Detention Assessment Center (JDAC).	8,278	8,376	7,462	7,462	(914)	-10.9%
Efficiency	Total activity expenditures per juvenile detainee during the reporting period.	$ 2,345.66	$ 2,530.28	$ 2,519.89	$ 2,519.42	$ 10.86	0.4%
Revenue							
	227 - JUVENILE PROBATION GRANTS	$ 483,854	$ 605,329	$ 556,572	$ 493,572	$ (111,757)	-18.5%
	255 - DETENTION OPERATIONS	-	24,213	-	-	(24,213)	-100.0%
	TOTAL SOURCES	$ 483,854	$ 629,542	$ 556,572	$ 493,572	$ (135,970)	-21.6%
Expenditure							
	100 - GENERAL	$ 19,375	$ 19,444	$ 20,174	$ 72,149	$ (52,705)	-271.1%
	227 - JUVENILE PROBATION GRANTS	406,406	725,244	404,036	504,160	221,084	30.5%
	255 - DETENTION OPERATIONS	20,863,442	21,572,424	19,989,429	20,420,538	1,151,886	5.3%
	TOTAL USES	$ 21,289,223	$ 22,317,112	$ 20,413,639	$ 20,996,847	$ 1,320,265	5.9%

Activity Narrative: The number of screened and detained youth for this activity was overestimated in FY 2013. In FY 2014, the number of youth screened by the Juvenile Detention Assessment Center (JDAC), detained youth (total detained youth population), and screened youth detained are expected to remain the same as the FY 2013 Forecast since no increase in population is anticipated. This is largely due to the Department's increased work with the Juvenile Detention Alternatives Initiative (JDAI).

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of detained youth who received medical health services without leaving the facility	100.0%	100.0%	100.0%	100.0%	(0.0%)	-0.0%
Output	Number of medical health services delivered during the time period	118,266	109,944	110,371	117,492	7,548	6.9%
Demand	Number of Detention medical health services requested	118,266	109,944	110,371	117,492	7,548	6.9%
Efficiency	Total activity expenditures per medical service delivered	$ 21.97	$ 24.08	$ 24.20	$ 21.98	$ 2.10	8.7%
Expenditure							
	255 - DETENTION OPERATIONS	$ 2,598,095	$ 2,647,313	$ 2,670,935	$ 2,582,045	$ 65,268	2.5%
	TOTAL USES	$ 2,598,095	$ 2,647,313	$ 2,670,935	$ 2,582,045	$ 65,268	2.5%

Activity Narrative: The Department inaccurately collected for this activity in FY 2013; therefore, year-to-year comparison is not valid. The Department will be implementing a new electronic health record system which will improve the accuracy of their numbers.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of detained youth who received mental health services without leaving the facility	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of hours of Detention mental health services delivered	3,718	3,120	4,765	4,546	1,426	45.7%
Demand	Number of hours of Detention mental health services requested	3,718	3,120	4,765	4,546	1,426	45.7%
Efficiency	Total activity expenditures per hour of mental health service delivered	$ 209.44	$ 400.24	$ 241.59	$ 265.38	$ 134.87	33.7%
Expenditure							
	255 - DETENTION OPERATIONS	$ 778,715	$ 1,248,763	$ 1,151,155	$ 1,206,405	$ 42,358	3.4%
	TOTAL USES	$ 778,715	$ 1,248,763	$ 1,151,155	$ 1,206,405	$ 42,358	3.4%

Activity Narrative: The number of hours of detention mental health services requested is increasing by 45.7% due to an increase in requests for services from the 4.0 FTE Social Worker positions that were added in FY 2013.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of juveniles that completed Diversion successfully	91.8%	98.1%	83.7%	79.4%	-18.7%	-19.0%
Percent of juveniles that completed Diversion successfully and were not referred to court for a subsequent referral.	78.0%	87.9%	78.5%	77.9%	-10.0%	-11.3%
Percent of juveniles that completed Teen Court successfully	92.4%	92.1%	79.3%	79.1%	-13.0%	-14.1%
Percent of juveniles that completed Teen Court successfully and were not referred to court for a new referral	81.1%	90.0%	84.6%	84.3%	-5.7%	-6.3%
Percent of juveniles that completed Drug Diversion successfully in the quarter	75.8%	90.0%	82.3%	82.9%	-7.1%	-7.9%
Percent of juveniles that completed Drug Diversion successfully and were not referred to court for a delinquent referral	83.0%	86.0%	83.4%	83.5%	-2.5%	-2.9%

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 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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of juveniles that completed Diversion successfully	91.8%	98.1%	83.7%	79.4%	(18.7%)	-19.0%
Result	Percent of juveniles that completed Diversion successfully and were not referred to court for a subsequent referral.	78.0%	87.9%	78.5%	77.9%	(10.0%)	-11.3%
Output	Number of new juveniles receiving Diversion Services during time period	5,829	18,984	5,210	6,527	(12,457)	-65.6%
Demand	Number of new juveniles referred by the County Attorney for Diversion Services during time period	5,829	6,615	5,210	6,527	(88)	-1.3%
Efficiency	Total activity expenditures per juvenile receiving Diversion Services during time period.	$ 394.74	$ 132.14	$ 422.95	$ 357.33	$ (225.19)	-170.4%
Revenue							
	227 - JUVENILE PROBATION GRANTS	$ 1,775,965	$ 2,298,712	$ 1,864,094	$ 2,419,716	$ 121,004	5.3%
	275 - JUVENILE PROBATION DIVERSION	286,815	298,670	276,954	298,670	-	0.0%
	TOTAL SOURCES	$ 2,062,780	$ 2,597,382	$ 2,141,048	$ 2,718,386	$ 121,004	4.7%
Expenditure							
	100 - GENERAL	$ 722,205	$ 765,936	$ 631,321	$ 744,701	$ 21,235	2.8%
	227 - JUVENILE PROBATION GRANTS	1,435,966	1,599,825	1,430,010	1,447,606	152,219	9.5%
	275 - JUVENILE PROBATION DIVERSION	142,763	142,788	142,216	140,014	2,774	1.9%
	TOTAL USES	$ 2,300,934	$ 2,508,549	$ 2,203,547	$ 2,332,321	$ 176,228	7.0%

Activity Narrative: Beginning in FY 2014 the Juvenile Court Diversion activity is combined with the Juvenile Citations Activity, which ended in FY 2013. The methodology for measuring data for this activity in FY 2014 has changed from prior years to only include new youth; therefore, year-to-year comparison is not valid.

Juvenile Drug Diversion Activity

The purpose of the Juvenile Drug Diversion Activity is to provide case management to youth with drug related referrals so they can complete required consequences and services without formal court intervention.

Mandates: A.R.S. §8-321 establishes that the County Attorney may choose to divert juvenile offenders – so long as the offense is not violent or repeat – from the standard court proceedings to alternative processes.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of juveniles that completed Drug Diversion successfully in the quarter	75.8%	90.0%	82.3%	82.9%	(7.1%)	-7.9%
Result	Percent of juveniles that completed Drug Diversion successfully and were not referred to court for a delinquent referral.	83.0%	86.0%	83.4%	83.5%	(2.5%)	-2.9%
Output	Number of new juveniles receiving Drug Diversion Services during the month.	1,813	7,548	1,579	1,461	(6,087)	-80.6%
Demand	Number of eligible juveniles required to participate in Drug Diversion Services during the month	1,813	2,265	1,579	1,461	(804)	-35.5%
Efficiency	Total Activity Expenditure (per participant) to provide Drug Diversion services during the reporting period.	$ 243.04	$ 62.48	$ 333.39	$ 363.90	$ (301.42)	-482.4%
Expenditure							
	100 - GENERAL	$ 118,208	$ 188,649	$ 200,867	$ 204,466	$ (15,817)	-8.4%
	227 - JUVENILE PROBATION GRANTS	247,267	206,594	249,296	249,561	(42,967)	-20.8%
	275 - JUVENILE PROBATION DIVERSION	75,150	76,358	76,263	77,638	(1,280)	-1.7%
	TOTAL USES	$ 440,625	$ 471,601	$ 526,426	$ 531,665	$ (60,064)	-12.7%

Activity Narrative: The methodology for measuring data for this activity in FY 2014 has changed from prior years to only include new youth; therefore, year-to-year comparison is not valid.

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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of juveniles that completed Teen Court successfully	92.4%	92.1%	79.3%	79.1%	(13.0%)	-14.1%
Result	Percent of juveniles that completed Teen Court successfully and were not referred to court for a new referral	81.1%	90.0%	84.6%	84.3%	(5.7%)	-6.3%
Output	Number of new juveniles receiving Teen Court services during the reporting period.	1,120	5,304	1,105	1,078	(4,226)	-79.7%
Demand	Number of new juveniles sent to Teen Court Services during the reporting period.	1,120	1,600	1,105	1,078	(522)	-32.6%
Efficiency	Total activity expenditures (per juvenile) to provide Teen Court Services during time period	$ 371.26	$ 87.06	$ 442.77	$ 459.03	$ (371.97)	-427.3%
Expenditure							
	100 - GENERAL	$ 238,220	$ 236,404	$ 235,626	$ 239,846	$ (3,442)	-1.5%
	227 - JUVENILE PROBATION GRANTS	93,073	141,624	169,485	168,442	(26,818)	-18.9%
	275 - JUVENILE PROBATION DIVERSION	84,521	83,724	84,145	86,542	(2,818)	-3.4%
	TOTAL USES	$ 415,814	$ 461,752	$ 489,256	$ 494,830	$ (33,078)	-7.2%

Activity Narrative: The methodology for measuring data for this activity in FY 2014 has changed from prior years to only include new youth; therefore, year-to-year comparison is not valid.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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%	80.0%	98.5%	98.6%	18.6%	23.2%
Percent of youth who attended law related education that report a feeling of safety while on school campus	95.1%	90.0%	95.1%	95.2%	5.2%	5.7%
Percent of participants in CUTS-lite conferences that do not receive subsequent truancy referrals	97.6%	98.8%	98.6%	98.6%	-0.2%	-0.2%

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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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%	80.0%	98.5%	98.6%	18.6%	23.2%
Result	Percent of youth who attended law related education that report a feeling of safety while on school campus	95.1%	90.0%	95.1%	95.2%	5.2%	5.7%
Output	Number of youth participants (volunteers) in Teen Court plus the number of LRE Youth contacts	50,260	59,472	51,186	51,911	(7,561)	-12.7%
Output	Number of Law Related Education Hours delivered	2,075	2,443	1,986	2,005	(438)	-17.9%
Demand	Number of youth requesting Teen Court Volunteer training plus the Safe Schools population	8,058	11,010	8,120	8,555	(2,455)	-22.3%
Demand	Number of Law Related Education Hours requested	2,075	2,443	1,986	2,005	(438)	-17.9%
Efficiency	Total activity expenditures per youth who receives LRE, attends Teen Court Volunteer Training, or is a volunteer in Teen Court during the reporting period	$ 12.69	$ 11.05	$ 11.79	$ 14.51	$ (3.46)	-31.3%
Revenue							
	227 - JUVENILE PROBATION GRANTS	$ 442,376	$ 635,389	$ 230,771	$ -	$ (635,389)	-100.0%
	TOTAL SOURCES	$ 442,376	$ 635,389	$ 230,771	$ -	$ (635,389)	-100.0%
Expenditure							
	100 - GENERAL	$ 226,019	$ 200,862	$ 91,026	$ 260,963	$ (60,101)	-29.9%
	227 - JUVENILE PROBATION GRANTS	371,998	456,240	512,500	492,340	(36,100)	-7.9%
	255 - DETENTION OPERATIONS	39,725	-	-	-	-	N/A
	TOTAL USES	$ 637,742	$ 657,102	$ 603,526	$ 753,303	$ (96,201)	-14.6%

Activity Narrative: Two different surveys were used to collect data for this activity between FY 2013 and FY 2014; therefore, year-to-year comparison is not valid.

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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of participants in CUTS-lite conferences that do not receive subsequent truancy referrals	97.6%	98.8%	98.6%	98.6%	(0.2%)	-0.2%
Output	Number of participants in JPD Truancy Reduction programs	406	192	576	474	282	146.9%
Demand	Number of new truancy referrals during the reporting period	-	8,876	250	1,228	(7,648)	-86.2%
Efficiency	Total activity expenditures (per juvenile) to provide Truancy Reduction activities during the reporting period	$ 552.42	$ 2,212.17	$ 723.27	$ 1,026.19	$ 1,185.98	53.6%
Expenditure							
	100 - GENERAL	$ 38,596	$ 152,966	$ 109,965	$ 177,815	$ (24,849)	-16.2%
	227 - JUVENILE PROBATION GRANTS	185,688	271,771	306,637	308,599	(36,828)	-13.6%
	TOTAL USES	$ 224,284	$ 424,737	$ 416,602	$ 486,414	$ (61,677)	-14.5%

Activity Narrative: The methodology for measuring data for this activity in FY 2014 has changed from prior years; therefore, year-to-year comparison is not valid.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	69.5%	69.0%	82.3%	78.0%	9.0%	13.0%
Percent of juveniles who did not reoffend with a new delinquent referral during the quarter	N/A	N/A	N/A	51.5%	N/A	N/A
Percent of court reports completed "on time"	98.1%	60.4%	98.1%	98.1%	37.7%	62.5%
Percent of juveniles who did not reoffend with a new delinquent referral within the quarter while supervised under Standard Supervision	83.7%	75.0%	82.4%	62.0%	-12.9%	-17.2%
Percent of juveniles without a subsequent adjudication (including VOP) in the fiscal year for offenses that occurred while supervised on Standard supervision	N/A	N/A	N/A	82.5%	N/A	N/A
Percent of youth accepted to JCORPS	99.7%	98.8%	99.6%	99.6%	0.8%	0.9%
Percent of JCORPS participants who earned restitution or community service hours	62.8%	33.6%	63.1%	63.9%	30.4%	90.5%

Activities that comprise this program include:

- Juvenile Intensive Supervision
- Juvenile Restitution & Public Service
- Juvenile Pre-Disposition Investigations
- 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 establishes the conditions for intensive probation under the supervision of a juvenile probation officer.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	69.5%	69.0%	82.3%	78.0%	9.0%	13.0%
Result	Percent of juveniles who did not reoffend with a new delinquent referral during the quarter	N/A	N/A	N/A	51.5%	N/A	N/A
Output	Number of new juveniles supervised on Juvenile Intensive Probation Supervision (JIPS) status as ordered by the Court	3,751	3,972	379	360	(3,612)	-90.9%
Demand	New juveniles added/placed on Juvenile Intensive Probation Supervision (JIPS) status as ordered by the Court	409	735	379	361	(374)	-50.9%
Efficiency	Total expenditures per juvenile placed on Juvenile Intensive Probation Supervision (JIPS) status	$ 569.69	$ 485.92	$ 4,132.24	$ 5,422.58	$ (4,936.66)	-1015.9%
Expenditure							
	100 - GENERAL	$ 2,110,764	$ 1,884,401	$ 1,556,656	$ 1,948,985	$ (64,584)	-3.4%
	227 - JUVENILE PROBATION GRANTS	26,131	45,693	9,463	3,144	42,549	93.1%
	TOTAL USES	$ 2,136,895	$ 1,930,094	$ 1,566,119	$ 1,952,129	$ (22,035)	-1.1%

Activity Narrative: The methodology for measuring data for this activity in FY 2014 has changed from prior years; therefore, year-to-year comparison is not valid.

Juvenile Pre-Disposition Investigations Activity

The purpose of the Juvenile Pre-Disposition Investigations Activity is to provide case investigation and recommendations to the court while providing community supervision to youth so they can achieve case resolution.

Mandates: A.R.S. §12-253 establishes the duty of juvenile probation officers to prepare reports, including pre-disposition reports, at the direction of the court.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of court reports completed "on time"	98.1%	60.4%	98.1%	98.1%	37.7%	62.5%
Output	New youth supervised on investigative case status each month.	4,263	27,528	3,620	3,651	(23,877)	-86.7%
Demand	Number of new youth on investigative case status each month.	4,288	6,045	3,620	3,651	(2,394)	-39.6%
Efficiency	Total activity expenditure per youth on investigative case status	$ 546.67	$ 96.41	$ 649.47	$ 626.26	$ (529.85)	-549.6%
Expenditure							
	100 - GENERAL	$ 1,700,355	$ 1,989,989	$ 1,727,727	$ 1,623,013	$ 366,976	18.4%
	227 - JUVENILE PROBATION GRANTS	55,275	89,278	88,050	88,644	634	0.7%
	228 - JUVENILE PROBATION SPECIAL FEE	574,823	574,820	535,314	574,820	-	0.0%
	TOTAL USES	$ 2,330,453	$ 2,654,087	$ 2,351,091	$ 2,286,477	$ 367,610	13.9%

Activity Narrative: The methodology for measuring data for this activity in FY 2014 has changed from prior years to only include new youth on investigative case status; therefore, year-to-year comparison is not valid.

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 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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of youth accepted to JCORPS	99.7%	98.8%	99.6%	99.6%	0.8%	0.9%
Result	Percent of JCORPS participants who earned restitution or community service hours	62.8%	33.6%	63.1%	63.9%	30.4%	90.5%
Output	Number of youth who are accepted to participate in Juvenile Restitution & Public Service (JCORPS)	1,500	2,697	1,562	1,506	(1,191)	-44.2%
Output	Number of youth who participate in Juvenile Restitution & Public Safety (JCORPS)	942	905	986	966	61	6.7%
Demand	Number of youth who apply for acceptance to Juvenile Restitution & Public Service (JCORPS)	1,505	2,731	1,569	1,512	(1,219)	-44.6%
Efficiency	Total activity expenditures per juvenile that participates in Juvenile Restitution & Public Service opportunities	$ 266.41	$ 265.29	$ 215.15	$ 274.25	$ (8.97)	-3.4%
Revenue							
	229 - JUVENILE RESTITUTION	$ 2,632	$ 9,135	$ 5,014	$ 9,135	$ -	0.0%
	TOTAL SOURCES	$ 2,632	$ 9,135	$ 5,014	$ 9,135	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 240,977	$ 229,290	$ 206,054	$ 254,929	$ (25,639)	-11.2%
	227 - JUVENILE PROBATION GRANTS	-	796	493	-	796	100.0%
	229 - JUVENILE RESTITUTION	9,985	10,000	5,594	10,000	-	0.0%
	TOTAL USES	$ 250,962	$ 240,086	$ 212,141	$ 264,929	$ (24,843)	-10.3%

Activity Narrative: The methodology for measuring data for this activity in FY 2014 has changed from prior years to only include new youth who apply for JCORPS; therefore, year-to-year comparison is not valid.

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 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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	83.7%	75.0%	82.4%	62.0%	(12.9%)	-17.2%
Result	Percent of juveniles without a subsequent adjudication (including VOP) in the fiscal year for offenses that occurred while supervised on Standard supervision	N/A	N/A	N/A	82.5%	N/A	N/A
Output	Number of new juveniles supervised on Juvenile Standard Supervision status as ordered by the Court each month	37,778	38,796	2,487	2,448	(36,348)	-93.7%
Demand	Number of new juveniles added/placed on Juvenile Standard Supervision status as ordered by the Court each month	3,034	6,140	2,487	2,448	(3,692)	-60.1%
Efficiency	Total activity expenditures per juvenile placed on Juvenile Standard Supervision status	$ 209.20	$ 209.68	$ 2,918.97	$ 3,009.53	$ (2,799.84)	-1335.3%
Revenue							
	100 - GENERAL	$ -	$ 5,000	$ 23,238	$ 5,000	$ -	0.0%
	227 - JUVENILE PROBATION GRANTS	179,805	230,005	231,244	149,376	(80,629)	-35.1%
	228 - JUVENILE PROBATION SPECIAL FEE	510,717	354,200	465,739	425,000	70,800	20.0%
	TOTAL SOURCES	$ 690,522	$ 589,205	$ 720,221	$ 579,376	$ (9,829)	-1.7%
Expenditure							
	100 - GENERAL	$ 4,681,167	$ 4,688,272	$ 4,040,195	$ 4,014,790	$ 673,482	14.4%
	227 - JUVENILE PROBATION GRANTS	208,593	194,096	108,106	96,853	97,243	50.1%
	228 - JUVENILE PROBATION SPECIAL FEE	3,013,348	3,252,523	3,111,165	3,255,680	(3,157)	-0.1%
	TOTAL USES	$ 7,903,108	$ 8,134,891	$ 7,259,466	$ 7,367,323	$ 767,568	9.4%

Activity Narrative: Beginning in FY 2014 the Juvenile Standard Supervision activity includes the Juvenile Compliance Monitoring Supervision activity and the Other Jurisdiction Probation Supervision activity. The methodology for measuring data for this activity in FY 2014 has changed from prior years; therefore, year-to-year comparison is not valid.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of youth who successfully complete Drug Court	22.8%	50.0%	27.4%	26.8%	-23.2%	-46.5%
Percent of youth who do not receive a subsequent adjudication (including VOP) while participating in Drug Court during the year	85.6%	72.7%	79.4%	84.9%	12.1%	16.7%
Percent of juveniles who did not reoffend with a new delinquent referral within the time period	N/A	N/A	N/A	75.7%	N/A	N/A
Percent of youth who do not receive a subsequent adjudication (includes VOP) while supervised by Treatment Supervision Unit (includes aftercare)	89.6%	90.0%	90.4%	88.9%	-1.1%	-1.2%
Percent of youth who did not reoffend with a new delinquent referral within the quarter	N/A	N/A	N/A	87.5%	N/A	N/A
Percent of youth who do not receive a subsequent adjudication (including VOP) while supervised by the Special Supervision Unit	91.9%	84.1%	93.5%	88.5%	4.3%	5.1%
Percent of youth who did not reoffend with a new delinquent referral within the quarter	N/A	N/A	N/A	97.6%	N/A	N/A
Percent of Formal Staffings and Financial Eligibility Reports rated as satisfactory or above	96.8%	90.0%	100.0%	97.4%	7.4%	8.3%

Activities that comprise this program include:

- Juvenile Drug Court
- Juvenile Out of Home Case Management
- Juvenile Treatment Management Service
- 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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of youth who successfully complete Drug Court	22.8%	50.0%	27.4%	26.8%	(23.2%)	-46.5%
Result	Percent of youth who do not receive a subsequent adjudication (including VOP) while participating in Drug Court during the year	85.6%	72.7%	79.4%	84.9%	12.1%	16.7%
Result	Percent of juveniles who did not reoffend with a new delinquent referral within the time period	N/A	N/A	N/A	75.7%	N/A	N/A
Output	Number of youth participants in Drug Court	90	1,200	57	50	(1,150)	-95.8%
Demand	Number of youth who are screened to participate in Drug Court	295	430	179	194	(236)	-54.9%
Efficiency	Total activity expenditure per youth participant in Drug Court	$ 4,943.63	$ 388.55	$ 7,458.77	$ 7,325.64	$ (6,937.09)	-1785.4%
Revenue							
	227 - JUVENILE PROBATION GRANTS	$ 13,968	$ 209,279	$ 101,003	$ 27,600	$ (181,679)	-86.8%
	TOTAL SOURCES	$ 13,968	$ 209,279	$ 101,003	$ 27,600	$ (181,679)	-86.8%
Expenditure							
	100 - GENERAL	$ 336,520	$ 304,209	$ 315,531	$ 316,587	$ (12,378)	-4.1%
	227 - JUVENILE PROBATION GRANTS	108,407	162,055	109,619	49,695	112,360	69.3%
	TOTAL USES	$ 444,927	$ 466,264	$ 425,150	$ 366,282	$ 99,982	21.4%

Activity Narrative: There was an anticipated increase in the number of youth participating in Drug Court in Maricopa County, as reflected in the higher numbers for FY 2013 Revised, based on changes to increase participation that were never implemented. Therefore, FY 2013 Forecast and FY 2014 Adopted were revised to reflect the actual in youth participation.

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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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)	89.6%	90.0%	90.4%	88.9%	(1.1%)	-1.2%
Result	Percent of youth who did not reoffend with a new delinquent referral within the quarter	N/A	N/A	N/A	87.5%	N/A	N/A
Output	Number of new youth in Out of Home therapeutic treatment (and aftercare) supervised by the Treatment Supervision Unit	380	1,812	440	427	(1,385)	-76.4%
Demand	Number of new youth requiring Out of Home therapeutic treatment (and aftercare) supervised by the Treatment Supervision Unit	380	459	440	427	(32)	-7.0%
Efficiency	Total activity expenditure per youth requiring Out of Home therapeutic treatment (and aftercare) supervised by the Treatment Supervision Unit	$ 795.60	$ 200.18	$ 803.89	$ 869.37	$ (669.19)	-334.3%
Revenue							
	227 - JUVENILE PROBATION GRANTS	$ -	$ 492,960	$ 205,400	$ -	$ (492,960)	-100.0%
	TOTAL SOURCES	$ -	$ 492,960	$ 205,400	$ -	$ (492,960)	-100.0%
Expenditure							
	100 - GENERAL	$ 302,329	$ 362,067	$ 353,299	$ 371,222	$ (9,155)	-2.5%
	227 - JUVENILE PROBATION GRANTS	-	664	412	-	664	100.0%
	TOTAL USES	$ 302,329	$ 362,731	$ 353,711	$ 371,222	$ (8,491)	-2.3%

Activity Narrative: The methodology for measuring data for this activity in FY 2014 has changed from prior years to only include new youth requiring Out of Home therapeutic treatment (and aftercare) supervised by the Treatment Supervision Unit; therefore, year-to-year comparison is not valid.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	91.9%	84.1%	93.5%	88.5%	4.3%	5.1%
Result	Percent of youth who did not reoffend with a new delinquent referral within the quarter.	N/A	N/A	N/A	97.6%	N/A	N/A
Output	Number of new youth adjudicated of a sexual offense and supervised by the Special Supervision Unit (SSU)	106	2,196	104	98	(2,098)	-95.5%
Demand	Number of youth adjudicated of a sexual offense	119	308	122	116	(192)	-62.3%
Efficiency	Total activity expenditure per youth supervised by the Special Supervision Unit (SSU)	$ 6,739.30	$ 303.95	$ 6,758.31	$ 7,580.84	$ (7,276.89)	-2394.1%
Expenditure							
	100 - GENERAL	$ 570,100	$ 539,215	$ 553,461	$ 575,228	$ (36,013)	-6.7%
	227 - JUVENILE PROBATION GRANTS	144,266	128,259	149,403	167,694	(39,435)	-30.7%
	TOTAL USES	$ 714,366	$ 667,474	$ 702,864	$ 742,922	$ (75,448)	-11.3%

Activity Narrative: The methodology for measuring data for this activity in FY 2014 has changed from prior years to only include new youth adjudicated of a sexual offense; therefore, year-to-year comparison is not valid.

Juvenile Treatment Management Services Activity

The purpose of the Juvenile Treatment Management Services Activity is to provide information, recommendations and problem resolution to the Juvenile Court so they can place youth into appropriate treatment services.

Mandates: A.R.S. §36-601 outlines public nuisances dangerous to public health and A.R.S. §36-136 establishes the powers and duties of the department of health services and the power to delegate authority to local and county government.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Formal Staffings and Financial Eligibility Reports rated as satisfactory or above	96.8%	90.0%	100.0%	97.4%	7.4%	8.3%
Output	Number of requests for Juvenile Treatment Management Services fulfilled	1,270	1,152	1,240	1,253	101	8.8%
Demand	Number of requests for Treatment Management	1,287	1,188	1,244	1,257	69	5.8%
Efficiency	Total activity expenditure per request for Treatment Management Services fulfilled	$ 604.80	$ 841.06	$ 655.90	$ 775.09	$ 65.97	7.8%
Revenue							
	227 - JUVENILE PROBATION GRANTS	$ 430,458	$ 55,883	$ 325,123	$ 545,232	$ 489,349	875.7%
	TOTAL SOURCES	$ 430,458	$ 55,883	$ 325,123	$ 545,232	$ 489,349	875.7%
Expenditure							
	100 - GENERAL	$ 381,193	$ 397,901	$ 387,577	$ 508,950	$ (111,049)	-27.9%
	227 - JUVENILE PROBATION GRANTS	386,847	520,876	394,876	462,238	58,638	11.3%
	255 - DETENTION OPERATIONS	61	50,123	30,863	-	50,123	100.0%
	TOTAL USES	$ 768,101	$ 968,900	$ 813,316	$ 971,188	$ (2,288)	-0.2%

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 16,088,443**	**$ 19,750**
FY 2013 Revised Budget		**$ 16,088,443**	**$ 19,750**
Adjustments:			
Reallocations		**$ (241,082)**	**$ -**
Reallocation Between Depts		*(241,082)*	*-*
FY 2014 Budget Target		**$ 15,847,361**	**$ 19,750**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 310,748**	**$ -**
Retirement Contributions		*310,748*	*-*
Base Adjustments		**$ (578,642)**	**$ -**
Other Base Adjustments		*(578,642)*	*-*
Increase in Personnel and Benefits Savings	*$ (465,942)*		
Increase in Personnel Services Allocation Out to Special Revenue Fund	*(87,300)*		
Right Size in General Supplies	*(25,400)*		
Budget Balancing		**$ (214,386)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(214,386)*	*-*
FY 2014 Tentative Budget		**$ 15,365,081**	**$ 19,750**
Percent Change from Target Amount		*-3.0%*	*0.0%*
Adjustments:			
Base Adjustments		**$ 63,353**	**$ -**
Internal Service Charges		*63,353*	*-*
FY 2014 Adopted Budget		**$ 15,428,434**	**$ 19,750**
Percent Change from Target Amount		*-2.6%*	*0.0%*

Juvenile Probation Grants Fund (227)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 4,406,449**	**$ 4,406,449**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 473,386**	**$ 473,386**
Juv Prob FY 13 Grant Recon	*C-27-13-003-2-00*	*473,386*	*473,386*
FY 2013 Revised Budget		**$ 4,879,835**	**$ 4,879,835**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (473,386)**	**$ (473,386)**
Juv Prob FY 13 Grant Recon	*C-27-13-003-2-00*	*(473,386)*	*(473,386)*
FY 2014 Budget Target		**$ 4,406,449**	**$ 4,406,449**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 62,817**	**$ -**
Retirement Contributions		*62,817*	*-*
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (44,385)**	**$ 18,432**
Grant Reconciliation		*(44,385)*	*18,432*
FY 2014 Adopted Budget		**$ 4,424,881**	**$ 4,424,881**
Percent Change from Target Amount		*0.4%*	*0.4%*

Juvenile Probation Grants Fund (227) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ (213,798)	$ (213,798)	$ (213,798)	$ (63,394)	$ (63,394)
Sources:					
Operating	$ 3,942,941	$ 4,406,449	$ 4,879,835	$ 4,075,494	$ 4,424,881
Non-Recurring	-	-	-	-	-
Total Sources:	$ 3,942,941	$ 4,406,449	$ 4,879,835	$ 4,075,494	$ 4,424,881
Uses:					
Operating	$ 3,792,569	$ 4,406,449	$ 4,879,835	$ 4,075,494	$ 4,424,881
Non-Recurring	-	-	85,627	-	-
Total Uses:	$ 3,792,569	$ 4,406,449	$ 4,965,462	$ 4,075,494	$ 4,424,881
Structural Balance	$ 150,372	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 32	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ -	$ -
Total Ending Spendable Fund Balance	$ (63,394)	$ (213,798)	$ (299,425)	$ (63,394)	$ (63,394)

Juvenile Probation Special Fees Fund (228)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 3,743,200**	**$ 3,743,200**
FY 2013 Revised Budget			**$ 3,743,200**	**$ 3,743,200**
FY 2014 Budget Target			**$ 3,743,200**	**$ 3,743,200**
Adjustments:				
Fees and Other Revenues			**$ 87,300**	**$ 87,300**
ProgRevenue Volume Inc/Dec			*87,300*	*87,300*
Expenditures				
Increase in Personnel Allocations In from the General Fund	*$*	*87,300*		
Revenue				
Increase in Probation Surcharge Revenue based on trend analysis	*$*	*16,500*		
Increase in Fees collected from Families based on trend analysis		*70,800*		
FY 2014 Adopted Budget			**$ 3,830,500**	**$ 3,830,500**
Percent Change from Target Amount			*2.3%*	*2.3%*

Juvenile Probation Special Fees Fund (228) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 811,966	$ 249,084	$ 249,084	$ 1,213,486	$ 1,399,828
Sources:					
Operating	$ 3,989,685	$ 3,743,200	$ 3,743,200	$ 3,832,821	$ 3,830,500
Non-Recurring	-	-	-	-	-
Total Sources:	$ 3,989,685	$ 3,743,200	$ 3,743,200	$ 3,832,821	$ 3,830,500
Uses:					
Operating	$ 3,588,171	$ 3,743,200	$ 3,743,200	$ 3,562,336	$ 3,830,500
Non-Recurring	-	-	84,143	84,143	-
Total Uses:	$ 3,588,171	$ 3,743,200	$ 3,827,343	$ 3,646,479	$ 3,830,500
Structural Balance	$ 401,514	$ -	$ -	$ 270,485	$ -
Accounting Adjustments	$ 6	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,213,486	$ 249,084	$ 164,941	$ 1,399,828	$ 1,399,828
Total Ending Spendable Fund Balance	$ 1,213,486	$ 249,084	$ 164,941	$ 1,399,828	$ 1,399,828

Juvenile Probation Restitution Fund (229)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 10,000**	**$ 10,000**
FY 2013 Revised Budget	**$ 10,000**	**$ 10,000**
FY 2014 Budget Target	**$ 10,000**	**$ 10,000**
FY 2014 Adopted Budget	**$ 10,000**	**$ 10,000**
Percent Change from Target Amount	*0.0%*	*0.0%*

Juvenile Probation Restitution Fund (229) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 72,503	$ 67,298	$ 67,298	$ 65,541	$ 65,541
Sources:					
Operating	$ 3,023	$ 10,000	$ 10,000	$ 5,594	$ 10,000
Non-Recurring	-	-	-	-	-
Total Sources:	$ 3,023	$ 10,000	$ 10,000	$ 5,594	$ 10,000
Uses:					
Operating	$ 9,985	$ 10,000	$ 10,000	$ 5,594	$ 10,000
Non-Recurring	-	-	-	-	-
Total Uses:	$ 9,985	$ 10,000	$ 10,000	$ 5,594	$ 10,000
Structural Balance	$ (6,962)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ -	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 65,541	$ 67,298	$ 67,298	$ 65,541	$ 65,541
Total Ending Spendable Fund Balance	$ 65,541	$ 67,298	$ 67,298	$ 65,541	$ 65,541

Juvenile Detention Fund (255)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 30,679,803**	**$ -**
FY 2013 Revised Budget		**$ 30,679,803**	**$ -**
FY 2014 Budget Target		**$ 30,679,803**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 316,396**	**$ -**
Retirement Contributions		*316,396*	-
Base Adjustments		**$ (1,212,279)**	**$ -**
Other Base Adjustments		*(845,243)*	-
Increase in Personnel and Benefits Savings	*$ (875,963)*		
Decrease in Temporary Pay and Benefits	*(74,623)*		
Increase in Overtime Pay and Benefits	*248,468*		
Decrease in Other Pay including Multilingual Pay	*(186,345)*		
Decrease in Salary and Benefits with Inactivation of Vacant Positions	*(376,793)*		
Increase in Personnel Services Allocation In	*533,830*		
Decrease in Personal Services including Shift Differentials	*(85,818)*		
Rightsize Supplies, Services and Equipment	*(27,999)*		
Operating Fund Transfers		*(367,036)*	-
Decrease in Personal Services Allocation In to Transfer to Funds to Adult Probation Detention Fund (255)	*$ (367,036)*		
Budget Balancing		**$ (244,457)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(244,457)*	-
FY 2014 Adopted Budget		**$ 29,539,463**	**$ -**
Percent Change from Target Amount		*-3.7%*	

Juvenile Detention Fund (255) (continued)

		Expenditures	Revenue
Juv Detention Tech Projects			
FY 2013 Adopted Budget		**$ 1,484,321**	**$ -**
FY 2013 Revised Budget		**$ 1,484,321**	**$ -**
FY 2014 Budget Target		**$ 1,484,321**	**$ -**
Adjustments:			
Non Recurring		**$ (250,000)**	**$ -**
Non Recurring Carry Forward		*(250,000)*	-
Detention Kitchen Remodel	*$ (250,000)*		
FY 2014 Adopted Budget		**$ 1,234,321**	**$ -**
Percent Change from Target Amount		*-16.8%*	

Juvenile Probation Diversion Fund (275)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 302,870**	**$ 302,870**
FY 2013 Revised Budget	**$ 302,870**	**$ 302,870**
FY 2014 Budget Target	**$ 302,870**	**$ 302,870**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 5,448**	**$ -**
Retirement Contributions	*5,448*	-
Base Adjustments	**$ (4,124)**	**$ -**
Other Base Adjustments	*(4,124)*	-
Fees and Other Revenues	**$ -**	**$ 1,324**
ProgRevenue Volume Inc/Dec	-	*1,324*
FY 2014 Adopted Budget	**$ 304,194**	**$ 304,194**
Percent Change from Target Amount	*0.4%*	*0.4%*

Juvenile Probation Diversion Fund (275) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 828,281	$ 755,002	$ 755,002	$ 818,353	$ 789,902
Sources:					
Operating	$ 292,503	$ 302,870	$ 302,870	$ 280,830	$ 304,194
Non-Recurring	-	-	-	-	-
Total Sources:	$ 292,503	$ 302,870	$ 302,870	$ 280,830	$ 304,194
Uses:					
Operating	$ 302,434	$ 302,870	$ 302,870	$ 302,624	$ 304,194
Non-Recurring	-	-	8,039	6,657	-
Total Uses:	$ 302,434	$ 302,870	$ 310,909	$ 309,281	$ 304,194
Structural Balance	$ (9,931)	$ -	$ -	$ (21,794)	$ -
Accounting Adjustments	$ 3	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 818,353	$ 755,002	$ 746,963	$ 789,902	$ 789,902
Total Ending Spendable Fund Balance	$ 818,353	$ 755,002	$ 746,963	$ 789,902	$ 789,902

Management and Budget

Analysis by Jack L. Patton, Principal Analyst

Summary

Mission

The mission of the Office of Management and Budget (OMB) is to develop and maintain a sustainable, structurally-balanced budget for the Board of Supervisors and County Manager so that they can achieve the County's mission within available resources.

Vision

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

Strategic Goals

Fiscal Strength

By 2015, mandated fixed contributions to the State of Arizona will be less than 20% of total General Fund operating revenues, a reduction of 11.9% from the FY 2010 level.

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Status: In FY 2012, the actual mandated state contributions reflected as a percent of the General Fund Operating revenue increased to 23.9% due to two factors: the decline in General Fund Operating revenue from the reduction in property taxes and an increase in the contribution amount due to the expiration of ARRA funding for ALTCS.

In FY 2013, the budgeted mandated state contributions were expected to decline to 21.4% due to the elimination of the $26 million state contribution payment. This decrease was mitigated to a degree by a reduction in General Fund revenue due to a substantial decrease in property taxes.

Based on the FY 2014 Adopted Budget, it is anticipated that the percent of General Fund revenue for mandated contributions to the State will drop to 21.2% as a result of the increase in the budgeted operating revenue. The increase is due to the utilization of the *"Most Likely"* scenario for state-shared sales and vehicle license taxes.

As the economy improves, General Fund revenue is projected to increase and the goal of mandated state contributions being no more than 20% appears to be more probable. However, there are risks to attaining the 20% goal which include the States projected revenue shortfall in the coming years which could lead to the resurgence of the *County Contribution* payments, the growing population of adults 65 years and older which increases the eligibility pool for ALTCS, stable SVP populations and the rate of medical inflation which is nearly twice the amount of the CPI measure of inflation

Fiscal Strength

By 2015, 88% of County Department and District budgeted expenditures will directly support department specific programs and activities, from 85.8% in FY 2013.

Status: This is a new goal for FY 2014 which measures the operating budget expenditures. Based on the FY 2014 budget, it is anticipated that 86.2% of budgeted operating expenditures will support direct program activities.

Fiscal Strength

By 2015, 28% of the net operating revenue for all County Departments and Districts will be from sources other than taxes, from 26.5% in FY 2013.

Status: This is a new goal for FY 2014. Based on the FY 2014 Adopted Budget, the percent of net operating revenue from sources other than taxes will be 27.2%, moving towards the 28% target for this goal.

Fiscal Strength

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

Status: In 2012, the total County tax revenue as a percentage of personal income was .78%, slightly below the target of .8%. For FY 2013, this percentage is expected to decline to .71%, a decrease of 9.6% which is the lowest it has been since this measure was tracked. This is primarily the result of an estimated reduction of over 10% or $52 million in the FY 2013 Property Tax levy while personal income in Maricopa County is projected to increase collectively by 6.5% or $9.9 billion. Furthermore, in FY 2013, the total County tax-based revenue (Property Tax, State Shared Sales Tax, Jail Tax, Vehicle License Tax and Highway User Revenue Fund) is estimated to be the lowest it has been since FY 2005.

Personal income and revenue estimates for FY 2014 indicate the ratio of these values to remain constant at .71%. This is the result of the expected net increase in County tax revenues of 3.3% or $38 million which is buffered by a projected increase in personal income of 3.4% or $5.5 billion. Revenue for state-shared sales tax, state-shared vehicle license tax and jail tax is expected to increase year-over-year due to the utilization of the *"Most Likely"* forecast for these revenues. The budget for the Highway User Revenue Funds is forecasted to remain flat and Property Taxes which are expected to decrease by $15 million.

The accuracy of the FY 2014 estimate is largely dependent on the economy; however it is highly likely that the total County tax revenue as a percentage of personal income will be below .8%.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
BDMF - BUDGET DEV MON FORECASTING	$ 1,743,680	$ 1,978,876	$ 2,018,741	$ 1,885,456	$ 2,058,563	$ (39,822)	-2.0%
49PB - PLANNING AND BUDGETING	$ 1,743,680	$ 1,978,876	$ 2,018,741	$ 1,885,456	$ 2,058,563	$ (39,822)	-2.0%
FSAC - FINANCIAL SERVICES	$ -	$ -	$ 104,232	$ 13,896	$ 62,318	$ 41,914	40.2%
ODIR - EXECUTIVE MANAGEMENT	221,175	257,425	257,427	219,665	170,923	86,504	33.6%
99AS - ADMINISTRATIVE SERVICES	$ 221,175	$ 257,425	$ 361,659	$ 233,561	$ 233,241	$ 128,418	35.5%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 5,004	$ 4,557	$ 4,557	$ 4,557	$ 6,101	$ (1,544)	-33.9%
POOL - POOLED COSTS	-	-	-	-	(19,024)	19,024	N/A
99GV - GENERAL GOVERNMENT	$ 5,004	$ 4,557	$ 4,557	$ 4,557	$ (12,923)	$ 17,480	383.6%
TOTAL PROGRAMS	**$ 1,969,859**	**$ 2,240,858**	**$ 2,384,957**	**$ 2,123,574**	**$ 2,278,881**	**$ 106,076**	**4.4%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,239,095	$ 1,251,258	$ 1,316,458	$ 1,285,291	$ 1,278,716	$ 37,742	2.9%
0710 - OVERTIME	-	-	-	2,809	-	-	N/A
0750 - FRINGE BENEFITS	380,265	390,633	414,653	397,805	415,772	(1,119)	-0.3%
0790 - OTHER PERSONNEL SERVICES	-	-	-	-	2,844	(2,844)	N/A
0795 - PERSONNEL SERVICES ALLOC-OUT	(115,554)	(44,409)	(80,124)	(58,340)	-	(80,124)	-100.0%
0796 - PERSONNEL SERVICES ALLOC-IN	319,357	392,837	482,069	312,574	348,428	133,641	27.7%
SUBTOTAL	$ 1,823,163	$ 1,990,319	$ 2,133,056	$ 1,940,139	$ 2,045,760	$ 87,296	4.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 8,531	$ 15,003	$ 15,003	$ 8,912	$ 15,003	$ -	0.0%
0804 - NON-CAPITAL EQUIPMENT	1,415	-	-	-	-	-	N/A
SUBTOTAL	$ 9,946	$ 15,003	$ 15,003	$ 8,912	$ 15,003	$ -	0.0%
SERVICES							
0812 - OTHER SERVICES	$ 104,235	$ 171,798	$ 173,158	$ 118,089	$ 173,760	$ (602)	-0.3%
0820 - RENT & OPERATING LEASES	2,175	12,050	12,050	11,841	8,000	4,050	33.6%
0825 - REPAIRS AND MAINTENANCE	55	3,000	3,000	1,250	3,000	-	0.0%
0839 - INTERNAL SERVICE CHARGES	27,887	41,888	41,888	37,477	25,758	16,130	38.5%
0841 - TRAVEL	146	2,000	2,000	835	500	1,500	75.0%
0842 - EDUCATION AND TRAINING	1,584	4,400	4,400	4,827	6,700	(2,300)	-52.3%
0843 - POSTAGE/FREIGHT/SHIPPING	668	400	402	204	400	2	0.5%
SUBTOTAL	$ 136,750	$ 235,536	$ 236,898	$ 174,523	$ 218,118	$ 18,780	7.9%
ALL EXPENDITURES	$ 1,969,859	$ 2,240,858	$ 2,384,957	$ 2,123,574	$ 2,278,881	$ 106,076	4.4%
TOTAL USES	$ 1,969,859	$ 2,240,858	$ 2,384,957	$ 2,123,574	$ 2,278,881	$ 106,076	4.4%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 1,969,859	$ 2,240,858	$ 2,384,957	$ 2,123,574	$ 2,278,881	$ 106,076	4.4%
FUND TOTAL USES	$ 1,969,859	$ 2,240,858	$ 2,384,957	$ 2,123,574	$ 2,278,881	$ 106,076	4.4%
DEPARTMENT OPERATING TOTAL USES	$ 1,969,859	$ 2,240,858	$ 2,384,957	$ 2,123,574	$ 2,278,881	$ 106,076	4.4%
DEPARTMENT TOTAL USES	$ 1,969,859	$ 2,240,858	$ 2,384,957	$ 2,123,574	$ 2,278,881	$ 106,076	4.4%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	5.00	1.30	1.30	1.30	1.30	-	0.0%
FINANCIAL SERVICES	-	-	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	5.00	1.30	2.30	2.30	2.30	-	0.0%
EMPLOYEE COMPENSATION							
EMPLOYEE COMPENSATION	5.20	.40	.40	.40	-	(.40)	(100.0%)
PROGRAM TOTAL	5.20	.40	.40	.40	-	(.40)	(100.0%)
PLANNING AND BUDGETING							
BUDGET DEV MON FORECASTING	18.60	16.30	16.30	16.30	16.70	.40	2.5%
PROGRAM TOTAL	18.60	16.30	16.30	16.30	16.70	.40	2.5%
DEPARTMENT TOTAL	28.80	18.00	19.00	19.00	19.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Budget Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Budget Analyst	11.00	11.00	11.00	11.00	11.00	-	0.0%
Budget Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	-	-	-	-	-	N/A
Compensation Analyst	2.80	-	-	-	-	-	N/A
Compensation Supervisor	1.00	-	-	-	-	-	N/A
Deputy County Manager	1.00	-	-	-	-	-	N/A
Deputy Director - Budget	2.00	2.00	2.00	2.00	2.00	-	0.0%
Finance/Business Analyst	-	-	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	-	-	-	-	-	N/A
Management Analyst	2.00	-	-	-	-	-	N/A
Office Assistant Specialized	1.00	-	-	-	-	-	N/A
Policy and Compliance Consultant	1.00	-	-	-	-	-	N/A
Department Total	**28.80**	**18.00**	**19.00**	**19.00**	**19.00**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	28.80	18.00	19.00	19.00	19.00	-	0.0%
Department Total	**28.80**	**18.00**	**19.00**	**19.00**	**19.00**	**-**	**0.0%**

The FY 2012 FTE include 4.8 FTE that were subsequently restated to Human Resources and 5 FTE that were restated to the Deputy County Manager -920 department.

General Adjustments

Target Adjustments:

- Restate personnel and supplies of $889,992 from the Office of Management and Budget to the Deputy County Manager -920 department.
- Restate expenditures of $89,233 from the Economic Development position in Business Strategies to Office of Management and Budget. This position will be repurposed to support the Health Care Programs administration function transferred to OMB.
- Restate personnel and supplies of $446,779 from Office of Management and Budget to Human Resources to reflect the organizational transfer of Employee Compensation to Human Resources.
- Restate expenditures of $136,783 from Non Departmental of the Office of Management and Budget for personnel and services associated with forecasting and administration.

Base Adjustments:

- Increase Regular Benefits by $5,309 for the impact of changes in retirement contributions rates.
- Increase personnel savings by $19,024 based on the Chairman's Office request.
- Increase Other Benefits and Internal Service Charges by $1,349 for the impact of the changes in Risk Management charges.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of appropriated budgets with expenditures within budget at the end of the fiscal year.	99.3%	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.	51.7%	70.0%	50.1%	70.0%	0.1%	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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of appropriated budgets with expenditures within budget at the end of the fiscal year.	99.3%	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.	51.7%	70.0%	50.1%	70.0%	0.1%	0.1%
Output	Number of appropriated budgets monitored and forecasted.	281	348	322	300	(48)	-13.8%
Output	Number of budgeted activities monitored and forecasted.	780	786	767	794	8	1.0%
Demand	Number of appropriated budgets established by the Board of Supervisors/Board of Directors.	281	348	322	300	(48)	-13.8%
Demand	Number of activities to be budgeted.	829	786	783	794	8	1.0%
Efficiency	Expenditure per appropriated budget monitored and forecasted.	$ 6,205.27	$ 5,800.98	$ 5,855.45	$ 6,861.88	$ (1,060.90)	-18.3%
Efficiency	Expenditure per budgeted activity monitored and forecasted.	$ 2,235.49	$ 2,568.37	$ 2,458.22	$ 2,592.65	$ (24.28)	-0.9%
Expenditure							
	100 - GENERAL	$ 1,743,680	$ 2,018,741	$ 1,885,456	$ 2,058,563	$ (39,822)	-2.0%
	TOTAL USES	$ 1,743,680	$ 2,018,741	$ 1,885,456	$ 2,058,563	$ (39,822)	-2.0%

Activity Narrative: The increase in the Budget Development, Monitoring and Forecast Activity is due to the repurposing supervision resources previously allocated to the Employee Compensation Activity that was restated to Human Resources. The change in the efficiency, demand and output of the number of appropriated budgets is due to the consolidation of the appropriation of operating major maintenance projects for FY 2014.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 3,402,002**	**$ -**
FY 2013 Revised Budget		**$ 3,402,002**	**$ -**
Adjustments:	Agenda Item:		
Restatements		**$ (1,110,755)**	**$ -**
OMB to DCM		*(889,992)*	-
Business Strategies to OMB		*89,233*	-
Compensation from OMB to Human Resources		*(446,779)*	-
Non Departmental to OMB		*136,783*	-
FY 2014 Budget Target		**$ 2,291,247**	**$ -**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 5,309**	**$ -**
Retirement Contributions		*5,309*	-
Budget Balancing		**$ (19,024)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(19,024)*	-
FY 2014 Tentative Budget		**$ 2,277,532**	**$ -**
Percent Change from Target Amount		*-0.6%*	
Adjustments:	Agenda Item:		
Base Adjustments		**$ 1,349**	**$ -**
Internal Service Charges		*1,349*	-
FY 2014 Adopted Budget		**$ 2,278,881**	**$ -**
Percent Change from Target Amount		*-0.5%*	

Medical Examiner

Analysis by Mary Driessen, Management and Budget Supervisor

Summary

Mission

The Mission of the Office of the Medical Examiner is to provide professional death investigation, examinations, tests and reports to determine the cause and manner of death to decedents' families, the judicial system and public health communities so they can protect public health and ensure justice.

Vision

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

Strategic Goals

Citizen Satisfaction

By January, 2016, 98% (from 59.8% as of June 30, 2012) of all decedents shall be released within 24 hours of examination (excluding weekends and holidays) provided they meet the following criteria: (1) positive identification, (2) family representative, (3) funeral home selected.

Status: The Department currently releases 60.3% of decedents within 24 business hours of examination which is a slight increase from FY 2012 due to no vacancies in the admitting department. The Medical Examiner is upgrading to a new metric system which will allow the department to improve accuracy in calculating the measurement of the goal. The Department anticipates reaching the goal by the target date.

Citizen Satisfaction

By July, 2015, 25% (from 23.9% as of June 30, 2012) of jurisdictional cases will be released directly to the family's funeral home of choice.

Status: Due to the variety of cases, the Department currently releases 22.14% of jurisdictional cases directly to families' funeral homes of choice which is a decrease from FY 2012. An increased percentage of cases are being admitted for examination for autopsies instead of being released to funeral homes. New Forensic Pathologists have less experience which is contributing to the decrease. The Medical Examiner is in the process of evaluating the expansion of admission categories, thus allowing additional classes of cases to be released directly to the family's funeral home of choice. The Department anticipates reaching the goal by the target date.

Citizen Satisfaction

By July, 2015, the Office of the Medical Examiner will improve service to families by completing cases within established timeframes of 80% (47.2% as of June 30, 2012) of cases closed within 45 days and 95% (from 73.0% as

of June 30, 2012) of cases closed within 90 days.

Status: The Medical Examiner's office is currently closing 47.6% of cases in 45 days and 76.9% of cases in 90 days due to higher caseloads per doctor. Both percentages have increased from FY 2012. To increase the percentage of cases closed within the 45 and 90 day time frame, the Department is initiating a "pending case" review program to expedite the closure of all cases. The Department anticipates reaching the goal by the target date.

Citizen Satisfaction

By July, 2015, OME, in concert with other county and governmental agencies will be 100% prepared to process, identify and manage decedents to address the increase in deaths due to a pandemic while maintaining public safety.

Status: The Department continues to work with all shareholders on a Mass Fatality Plan. The current plan is 50% completed. The Department anticipates reaching the goal by the target date.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
CREM - CREMATION AUTHORIZATIONS	$ 323,760	$ 282,000	$ 282,000	$ 282,787	$ 282,000	$ -	0.0%
EXAM - DECEDENT MEDICAL EXAMINATION	60,345	146,013	146,013	127,073	104,002	(42,011)	-28.8%
INVG - DECEDENT MEDICAL INVESTIGATION	-	4,739	4,739	3,411	-	(4,739)	-100.0%
MELB - MEDICAL EXAMINER LAB SERVICES	177,417	5,500	13,182	33,500	-	(13,182)	-100.0%
29ME - MEDICAL EXAMINERS	$ 561,522	$ 438,252	$ 445,934	$ 446,771	$ 386,002	$ (59,932)	-13.4%
GGOV - GENERAL GOVERNMENT	$ (2,585)	$ -	$ -	$ -	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ (2,585)	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 558,937**	**$ 438,252**	**$ 445,934**	**$ 446,771**	**$ 386,002**	**$ (59,932)**	**-13.4%**
USES							
CREM - CREMATION AUTHORIZATIONS	$ 227,546	$ 242,007	$ 238,001	$ 300,376	$ 263,504	$ (25,503)	-10.7%
EXAM - DECEDENT MEDICAL EXAMINATION	2,842,525	3,396,575	3,364,307	3,101,781	3,512,311	(148,004)	-4.4%
INVG - DECEDENT MEDICAL INVESTIGATION	1,296,493	1,482,501	1,480,709	1,416,370	1,455,316	25,393	1.7%
MELB - MEDICAL EXAMINER LAB SERVICES	1,394,731	1,150,359	1,202,551	1,281,801	1,201,608	943	0.1%
MELS - MEDICAL EXAMINER LEGAL SUPPORT	68,917	79,565	72,729	60,769	66,699	6,030	8.3%
MEOS - MEDICAL EXAMINER OFFICE SUPP	740,905	767,872	757,879	806,334	821,634	(63,755)	-8.4%
29ME - MEDICAL EXAMINERS	$ 6,571,117	$ 7,118,879	$ 7,116,176	$ 6,967,431	$ 7,321,072	$ (204,896)	-2.9%
HRAC - HUMAN RESOURCES	$ 79,860	$ 87,924	$ 87,924	$ 53,780	$ 85,859	$ 2,065	2.3%
ODIR - EXECUTIVE MANAGEMENT	341,280	350,269	360,654	358,537	373,416	(12,762)	-3.5%
PROC - PROCUREMENT	58,983	58,134	58,134	58,798	58,478	(344)	-0.6%
99AS - ADMINISTRATIVE SERVICES	$ 480,123	$ 496,327	$ 506,712	$ 471,115	$ 517,753	$ (11,041)	-2.2%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 63,660	$ 53,741	$ 53,741	$ 53,747	$ 74,993	$ (21,252)	-39.5%
POOL - POOLED COSTS	-	-	-	-	(73,529)	73,529	N/A
99GV - GENERAL GOVERNMENT	$ 63,660	$ 53,741	$ 53,741	$ 53,747	$ 1,464	$ 52,277	97.3%
TOTAL PROGRAMS	**$ 7,114,900**	**$ 7,668,947**	**$ 7,676,629**	**$ 7,492,293**	**$ 7,840,289**	**$ (163,660)**	**-2.1%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 203,520	$ 115,864	$ 123,546	$ 125,699	$ 63,614	$ (59,932)	-48.5%
SUBTOTAL	$ 203,520	$ 115,864	$ 123,546	$ 125,699	$ 63,614	$ (59,932)	-48.5%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 355,417	$ 322,388	$ 322,388	$ 321,072	$ 322,388	$ -	0.0%
SUBTOTAL	$ 355,417	$ 322,388	$ 322,388	$ 321,072	$ 322,388	$ -	0.0%
ALL REVENUES	$ 558,937	$ 438,252	$ 445,934	$ 446,771	$ 386,002	$ (59,932)	-13.4%
TOTAL SOURCES	$ 558,937	$ 438,252	$ 445,934	$ 446,771	$ 386,002	$ (59,932)	-13.4%

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 4,351,700	$ 4,963,927	$ 4,913,465	$ 4,706,919	$ 4,855,364	$ 58,101	1.2%
0710 - OVERTIME	101,291	88,963	88,963	98,954	82,754	6,209	7.0%
0750 - FRINGE BENEFITS	1,527,807	1,699,464	1,705,416	1,604,822	1,743,755	(38,339)	-2.2%
0790 - OTHER PERSONNEL SERVICES	56,196	14,850	14,850	52,615	21,350	(6,500)	-43.8%
0795 - PERSONNEL SERVICES ALLOC-OUT	(1,006)	-	-	-	-	-	N/A
0796 - PERSONNEL SERVICES ALLOC-IN	39,828	39,826	39,826	39,828	39,826	-	0.0%
SUBTOTAL	$ 6,075,816	$ 6,807,030	$ 6,762,520	$ 6,503,138	$ 6,743,049	$ 19,471	0.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 85,800	$ 80,887	$ 80,887	$ 83,237	$ 76,300	$ 4,587	5.7%
0802 - MEDICAL SUPPLIES	292,594	221,676	266,186	308,075	289,676	(23,490)	-8.8%
0803 - FUEL	33,144	44,000	44,000	34,039	44,000	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	19,791	11,190	11,190	8,617	11,500	(310)	-2.8%
SUBTOTAL	$ 431,329	$ 357,753	$ 402,263	$ 433,968	$ 421,476	$ (19,213)	-4.8%
SERVICES							
0811 - HEALTH CARE SERVICES	$ 52,309	$ 130,178	$ 130,178	$ 111,229	$ 116,314	$ 13,864	10.7%
0812 - OTHER SERVICES	68,708	72,414	72,414	76,827	84,414	(12,000)	-16.6%
0820 - RENT & OPERATING LEASES	9,102	14,200	14,200	13,429	14,200	-	0.0%
0825 - REPAIRS AND MAINTENANCE	97,367	103,500	103,500	93,137	101,500	2,000	1.9%
0839 - INTERNAL SERVICE CHARGES	127,105	111,633	111,633	114,129	137,594	(25,961)	-23.3%
0841 - TRAVEL	36,662	27,179	30,136	69,621	25,500	4,636	15.4%
0842 - EDUCATION AND TRAINING	3,795	12,000	16,725	8,937	11,000	5,725	34.2%
0843 - POSTAGE/FREIGHT/SHIPPING	10,867	9,200	9,200	8,724	9,200	-	0.0%
0850 - UTILITIES	6,465	7,500	7,500	14,154	7,500	-	0.0%
SUBTOTAL	$ 412,380	$ 487,804	$ 495,486	$ 510,187	$ 507,222	$ (11,736)	-2.4%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 195,375	$ 16,360	$ 16,360	$ 45,000	$ 168,542	$ (152,182)	-930.2%
SUBTOTAL	$ 195,375	$ 16,360	$ 16,360	$ 45,000	$ 168,542	$ (152,182)	-930.2%
ALL EXPENDITURES	$ 7,114,900	$ 7,668,947	$ 7,676,629	$ 7,492,293	$ 7,840,289	$ (163,660)	-2.1%
TOTAL USES	$ 7,114,900	$ 7,668,947	$ 7,676,629	$ 7,492,293	$ 7,840,289	$ (163,660)	-2.1%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 355,417	$ 322,388	$ 322,388	$ 321,072	$ 322,388	$ -	0.0%
FUND TOTAL SOURCES	$ 355,417	$ 322,388	$ 322,388	$ 321,072	$ 322,388	$ -	0.0%
224 MEDICAL EXAMINER GRANT							
OPERATING	$ 203,520	$ 115,864	$ 123,546	$ 125,699	$ 63,614	$ (59,932)	-48.5%
FUND TOTAL SOURCES	$ 203,520	$ 115,864	$ 123,546	$ 125,699	$ 63,614	$ (59,932)	-48.5%
DEPARTMENT OPERATING TOTAL SOURCES	$ 558,937	$ 438,252	$ 445,934	$ 446,771	$ 386,002	$ (59,932)	-13.4%
DEPARTMENT TOTAL SOURCES	$ 558,937	$ 438,252	$ 445,934	$ 446,771	$ 386,002	$ (59,932)	-13.4%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 6,897,387	$ 7,553,083	$ 7,553,083	$ 7,381,031	$ 7,608,133	$ (55,050)	-0.7%
NON-RECURRING	-	-	-	-	168,542	(168,542)	N/A
FUND TOTAL USES	$ 6,897,387	$ 7,553,083	$ 7,553,083	$ 7,381,031	$ 7,776,675	$ (223,592)	-3.0%
224 MEDICAL EXAMINER GRANT							
OPERATING	$ 217,513	$ 115,864	$ 123,546	$ 111,262	$ 63,614	$ 59,932	48.5%
DEPARTMENT OPERATING TOTAL USES	$ 7,114,900	$ 7,668,947	$ 7,676,629	$ 7,492,293	$ 7,671,747	$ 4,882	0.1%
DEPARTMENT TOTAL USES	$ 7,114,900	$ 7,668,947	$ 7,676,629	$ 7,492,293	$ 7,840,289	$ (163,660)	-2.1%

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
HUMAN RESOURCES	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROCUREMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	4.00	4.00	4.00	4.00	4.00	-	0.0%
MEDICAL EXAMINERS							
CREMATION AUTHORIZATIONS	3.05	4.28	4.28	4.28	4.28	-	0.0%
DECEDENT MEDICAL EXAMINATION	22.80	24.63	24.78	24.78	24.78	-	0.0%
DECEDENT MEDICAL INVESTIGATION	21.85	24.70	24.70	24.70	24.70	-	0.0%
MEDICAL EXAMINER LAB SERVICES	11.95	11.95	11.95	11.95	11.95	-	0.0%
MEDICAL EXAMINER LEGAL SUPPORT	.75	.79	.54	.54	.54	-	0.0%
MEDICAL EXAMINER OFFICE SUPP	14.00	16.00	17.25	16.25	16.25	(1.00)	(5.8%)
PROGRAM TOTAL	74.40	82.35	83.50	82.50	82.50	(1.00)	(1.2%)
DEPARTMENT TOTAL	78.40	86.35	87.50	86.50	86.50	(1.00)	(1.1%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
Admin/Operations Specialist	1.00	1.00	2.00	2.00	2.00	-	0.0%
Administrative Manager	1.00	1.00	-	-	-	-	N/A
Administrative Services Mgr	-	-	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	2.00	2.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Chemist	8.00	8.00	8.00	8.00	8.00	-	0.0%
Chemist Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Medical Examiner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Crime Scene Specialist	19.00	23.00	23.00	23.00	23.00	-	0.0%
Crime Scene Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Director - Medical Examiner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Forensic Anthropologist	.60	.60	.75	.75	.75	-	0.0%
Forensic Odontologist	.80	.75	.75	.75	.75	-	0.0%
Forensic Services Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Forensic Technician	9.00	9.00	9.00	9.00	9.00	-	0.0%
Human Resources Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Laboratory Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Laboratory Technician	2.00	2.00	2.00	2.00	2.00	-	0.0%
Medical Death Investigations Manager	1.00	-	-	-	-	-	N/A
Medical Examiner	9.00	11.00	11.00	11.00	11.00	-	0.0%
Office Assistant	3.00	4.00	4.00	3.00	3.00	(1.00)	(25.0%)
Office Assistant Specialized	10.00	12.00	12.00	12.00	12.00	-	0.0%
Photographer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**78.40**	**86.35**	**87.50**	**86.50**	**86.50**	**(1.00)**	**(1.1%)**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
100 GENERAL	78.40	86.35	87.50	86.50	86.50	(1.00)	(1.1%)
Department Total	**78.40**	**86.35**	**87.50**	**86.50**	**86.50**	**(1.00)**	**(1.1%)**

General Adjustments

Base Adjustments:

General Fund (100)

- Increase personnel savings by $73,529 based on the Chairman's Office request.
- Increase Regular Benefits by $20,127 for the impact of changes in retirement contribution rates.
- Increase Other Benefits and Internal Services Charges by $21,252 for the impact of the changes in Risk Management charges.

Medical Examiner Grant Fund (224)

- Decrease in grant revenue and expenditures by $52,250 for the Arizona Criminal Justice Commission Grant to identify decedents classified as missing persons. The grant is in the final year ending in early FY14 with no expected additional funding.

Programs and Activities

Medical Examiners Program

The purpose of the Medical Examiner Program is to provide professional death investigations and cause and manner of death to decedents' families, the judicial system and public health communities so they can protect public health and ensure justice.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of cremation authorizations completed within 1 day of receipt.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of cases completed (available for public release) within 45 days	47.2%	52.0%	47.2%	52.0%	0.0%	0.0%
Percent of exams completed within 48 hours of admit (excluding weekends and holidays)	78.6%	71.8%	74.7%	77.0%	5.1%	7.1%
Percent of cases completed (available for public release) within 90 days	73.0%	78.0%	76.8%	78.0%	0.0%	0.0%
Percent of autopsies performed	58.5%	59.9%	58.7%	59.7%	-0.2%	-0.3%
Percent of cases not admitted (CNA's)	23.9%	23.0%	23.1%	24.0%	1.0%	4.3%
Percent of cases where organ/tissue-donations were authorized	8.9%	9.4%	8.5%	8.8%	-0.6%	-6.1%
Percent of cases completed (available for public release) within 120 days	N/A	92.1%	88.5%	92.1%	0.0%	0.0%
Percent of investigative summaries completed by day of exam	29.8%	40.1%	23.2%	40.0%	-0.1%	-0.3%
Percent of declined cases	40.0%	39.0%	40.7%	38.8%	-0.2%	-0.5%
Percent of scene arrivals within 2 hours of "case ready for removal" notification	57.5%	57.9%	56.5%	57.7%	-0.2%	-0.3%
Percent of reports transcribed within two weeks of dictation receipt (excluding weekends and holidays)	94.2%	99.6%	94.2%	96.2%	-3.4%	-3.4%
Percent of decedents released within 1 day of exam (excluding weekends and holidays)	59.8%	58.9%	60.4%	62.4%	3.5%	5.9%
Percent of toxicology tests completed in house of total tests requested (excluding weekends and holidays)	98.2%	99.0%	98.4%	98.5%	-0.5%	-0.5%
Percent of toxicology reports produced within 45 days of exam (excluding weekends and holidays)	82.4%	85.9%	79.1%	85.9%	0.0%	0.0%
Percent of microscopic slides produced within 7 days of exam (excluding weekends and holidays)	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of examined cases requiring microscopic slides to be produced	70.3%	71.9%	70.2%	71.9%	0.0%	0.0%
Percent of toxicology reports produced within 35 days of exam (excluding weekends and holidays)	40.4%	49.1%	42.9%	49.1%	0.0%	0.0%
Percent of hours subpoenaed that requires court appearance (excluding weekends and holidays)	N/A	60.1%	58.3%	60.1%	0.0%	0.0%
Percent of subpoenas supported within 10 days of receipt (excluding weekends and holidays)	N/A	29.4%	29.4%	29.4%	0.0%	0.0%
Percent of OME staff time spent providing legal support for criminal cases (excluding weekends and holidays)	N/A	81.6%	81.6%	81.6%	0.0%	0.0%
Percent of OME staff time spent providing legal support for civil cases (excluding weekends and holidays)	N/A	18.4%	18.4%	18.4%	0.0%	0.0%

Activities that comprise this program include:

- Cremation Authorizations
- Decedent Medical Examination
- Lab Services
- Legal Support
- Decedent Medical Investigation
- Office Support

Cremation Authorizations Activity

The purpose of Cremation Authorizations Activity is to provide certification for cremation to the public so they can legally cremate a person's remains.

Mandates: A.R.S. §11-594 mandates the Office of the Medical Examiner to give approval for cremation of a dead body after a death investigation and record the approval on the death certificate. A.R.S. §11-599 When a funeral director or embalmer is requested to cremate or prepare for cremation the body of a dead person, the funeral director or embalmer or any other person having knowledge of an intention to so cremate shall notify the county medical examiner or alternate medical examiner to review the death certificate. If after reviewing the death certificate the county medical examiner or alternate medical examiner is satisfied that there is no evidence of foul play or violence, the examiner shall so certify.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	20,985	20,544	21,415	21,000	456	2.2%
Demand	Number of cremation authorizations requested	20,985	20,544	21,415	21,000	456	2.2%
Efficiency	Expenditure per cremation authorization	$ 10.84	$ 11.58	$ 14.03	$ 12.55	$ (0.96)	-8.3%
Revenue							
	100 - GENERAL	$ 323,760	$ 282,000	$ 282,787	$ 282,000	$ -	0.0%
	TOTAL SOURCES	$ 323,760	$ 282,000	$ 282,787	$ 282,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 227,546	$ 238,001	$ 300,376	$ 263,504	$ (25,503)	-10.7%
	TOTAL USES	$ 227,546	$ 238,001	$ 300,376	$ 263,504	$ (25,503)	-10.7%

Activity Narrative: The number of cremation authorizations completed will increase with the increased demand from the public to utilize cremation services in FY 2014 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. states that each county shall provide to the department of public safety fingerprints of all deceased persons for whom the circumstances of death require an external examination or autopsy and whose deaths are required to be investigated pursuant to this section. These fingerprints shall be on a form provided by the department of public safety and shall be accompanied by such other information regarding the physical description and the date and place of death as the department of public safety may require.

A.R.S. §11-594 mandates: A. The county medical examiner or alternate medical examiner shall direct a death investigation, shall determine whether an external examination or autopsy is required and shall:
1. Take charge of the dead body.
2. Certify to the cause and manner of death following completion of the death investigation, unless the medical examiner or alternate medical examiner determines there is no jurisdiction pursuant to section 11-593, reduce the findings to writing and promptly make a full report on forms prescribed for that purpose.
3. Have subpoena authority for all documents, records and papers deemed useful in the death investigation.

4. Execute a death certificate provided by the state registrar of vital statistics indicating the cause and the manner of death for those bodies for which a death investigation has been conducted and jurisdiction is assumed.
5. Give approval for cremation of a dead body after a death investigation and record the approval on the death certificate.
6. Notify the county attorney or other law enforcement authority when death is found to be from other than natural causes.
7. Carry out the duties specified under section 28-668.
8. Carry out the duties specified under title 36, chapter 7, article 3.
9. Observe all policies adopted by the board of supervisors regarding conflicts of interest and disclosure of non-county employment.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of cases completed (available for public release) within 45 days	47.2%	52.0%	47.2%	52.0%	0.0%	0.0%
Result	Percent of exams completed within 48 hours of admit (excluding weekends and holidays)	78.6%	71.8%	74.7%	77.0%	5.1%	7.1%
Result	Percent of cases completed (available for public release) within 90 days	73.0%	78.0%	76.8%	78.0%	0.0%	0.0%
Result	Percent of autopsies performed	58.5%	59.9%	58.7%	59.7%	(0.2%)	-0.3%
Result	Percent of cases not admitted (CNA's)	23.9%	23.0%	23.1%	24.0%	1.0%	4.3%
Result	Percent of cases where organ/tissue-donations were authorized	8.9%	9.4%	8.5%	8.8%	(0.6%)	-6.1%
Result	Percent of cases completed (available for public release) within 120 days	N/A	92.1%	88.5%	92.1%	0.0%	0.0%
Output	Number of examinations completed	3,578	3,708	3,672	3,720	12	0.3%
Output	Number of organ/tissue donation authorizations	420	456	404	428	(28)	-6.1%
Demand	Number of examinations required	3,578	3,708	3,672	3,720	12	0.3%
Efficiency	Expenditure per exam	$ 794.45	$ 907.31	$ 844.71	$ 944.17	$ (36.86)	-4.1%
Revenue							
	100 - GENERAL	$ 31,657	$ 40,388	$ 38,285	$ 40,388	$ -	0.0%
	224 - MEDICAL EXAMINER GRANT	28,688	105,625	88,788	63,614	(42,011)	-39.8%
	TOTAL SOURCES	$ 60,345	$ 146,013	$ 127,073	$ 104,002	$ (42,011)	-28.8%
Expenditure							
	100 - GENERAL	$ 2,825,744	$ 3,258,682	$ 3,027,430	$ 3,448,697	$ (190,015)	-5.8%
	224 - MEDICAL EXAMINER GRANT	16,781	105,625	74,351	63,614	42,011	39.8%
	TOTAL USES	$ 2,842,525	$ 3,364,307	$ 3,101,781	$ 3,512,311	$ (148,004)	-4.4%

Activity Narrative: The percent of cases completed within 45 days should increase from the FY 2013 Forecast to the FY 2014 Recommendation due to full staffing of this activity. In FY 2013, four Medical Examiner positions were vacant at once. The Department has filled two of these positions and is presently recruiting for the remaining two positions.

It is expected in FY 2014 that the Department will recruit staff with less experience compared to seasoned Medical Examiners that left the Department in FY 2013. With the recruitment of these new, lesser experienced employees, it is expected that the percent of exams completed within 48 hours will decline by 5.8% compared to the FY 2013 Forecast.

Base Adjustments:

General Fund (100) Operating

- Increase Medical Supplies by $44,000 for the increase in costs and necessity based on previous years' actual expenditures and the forecast of FY 2013.
- Increase Health Care Services by $12,000 for Neuropathology Consultation for child abuse and other required cases since there is no longer staff in the department that is neuropathology board certified.

General Fund (100) Non-Recurring

- Increase Capital Equipment by $168,542 for the purchase of a digital x-ray machine.

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 mandates: 1. Assign to a medical death investigator or other qualified personnel all aspects of a death investigation except the performance of autopsies. 2. Authorize forensic pathologists to perform examinations and autopsies. The medical examiner or alternate medical examiner may authorize medical students or residents and fellows in pathology training to perform autopsies under the supervision of a licensed physician who is board certified in anatomic pathology, pursuant to procedures adopted by the county medical examiner or alternate medical examiner. Authorization and the amount to be paid by the county for pathology services are subject to approval of the board of supervisors. A.R.S. §11-595 mandate enables: A. The county medical examiner or alternate medical examiner may enter any room, dwelling, building or other place in which the body or evidence of the circumstances of the death requiring investigation may be found, provided that a law enforcement agency investigating the death obtains a search warrant for private property other than in the immediate location where the body was found. B. The county medical examiner or alternate medical examiner, with the permission of the law enforcement agency investigating the death may take into possession any object or article found on the deceased or in the deceased's immediate vicinity which may aid in the determination of the deceased's identity or determination of the cause or manner of death. Upon completion of the findings, the medical examiner or alternate medical examiner, within thirty days, shall deliver the object or article to the law enforcement agency concerned, to the legal representative of the deceased or to the county treasurer. A.R.S. §11-597 mandates the county medical examiner or alternate medical examiner shall conduct a death investigation to determine whether or not the public interest requires an external examination, autopsy or other special investigation.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of investigative summaries completed by day of exam	29.8%	40.1%	23.2%	40.0%	(0.1%)	-0.3%
Result	Percent of declined cases	40.0%	39.0%	40.7%	38.8%	(0.2%)	-0.5%
Result	Percent of scene arrivals within 2 hours of "case ready for removal" notification	57.5%	57.9%	56.5%	57.7%	(0.2%)	-0.3%
Output	Number of investigations completed	7,837	7,944	8,029	7,980	36	0.5%
Demand	Number of investigations required	7,837	7,944	8,037	7,980	36	0.5%
Efficiency	Expenditure per investigation	$ 165.43	$ 186.34	$ 176.41	$ 182.37	$ 3.97	2.1%
Revenue							
	224 - MEDICAL EXAMINER GRANT	$ -	$ 4,739	$ 3,411	$ -	$ (4,739)	-100.0%
	TOTAL SOURCES	$ -	$ 4,739	$ 3,411	$ -	$ (4,739)	-100.0%
Expenditure							
	100 - GENERAL	$ 1,285,808	$ 1,475,523	$ 1,412,959	$ 1,455,316	$ 20,207	1.4%
	224 - MEDICAL EXAMINER GRANT	10,685	4,739	3,411	-	4,739	100.0%
	TOTAL USES	$ 1,296,493	$ 1,480,262	$ 1,416,370	$ 1,455,316	$ 24,946	1.7%

Activity Narrative: With several new investigators hired in FY 2013, the investigators should be experienced and completing more timely summaries by the day of the exam in FY 2014.

Office Support Activity

The purpose of the Office Support Activity is to provide transcribed reports and information to funeral homes, family/next of kin and/or law enforcement so they can register the Medical Examiner's findings.

Mandates: A.R.S. §11-597 mandates if an autopsy is performed, a full record or report of the facts developed by the autopsy in the findings of the person performing the autopsy shall be properly made and filed in the office of the county medical examiner or the board of supervisors. If the person performing the autopsy determines that the report should be forwarded to the county where the death occurred or the county in which any injury contributing to or causing the death was sustained, the report shall be forwarded to the county attorney.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of reports transcribed within two weeks of dictation receipt (excluding weekends and holidays)	94.2%	99.6%	94.2%	96.2%	(3.4%)	-3.4%
Result	Percent of decedents released within 1 day of exam (excluding weekends and holidays)	59.8%	58.9%	60.4%	62.4%	3.5%	5.9%
Output	Number of exam, toxicology and investigative summary reports transcribed	8,543	8,484	8,102	8,784	300	3.5%
Output	Number of decedents admitted	3,578	3,708	3,659	3,720	12	0.3%
Demand	Number of reports requested to be transcribed.	8,543	8,484	8,102	8,784	300	3.5%
Efficiency	Expenditure per report transcribed	$ 86.73	$ 89.33	$ 99.52	$ 93.54	$ (4.21)	-4.7%
Expenditure							
	100 - GENERAL	$ 740,905	$ 757,879	$ 806,334	$ 821,634	$ (63,755)	-8.4%
	TOTAL USES	$ 740,905	$ 757,879	$ 806,334	$ 821,634	$ (63,755)	-8.4%

Activity Narrative: The number of exam, toxicology and investigative summary reports transcribed will increase in FY 2014 since technical issues have been addressed in the transcribing process.

Lab Services Activity

The purpose of the Lab Services Activity is to provide professionally administered drug analyses reports, test results and microscopic slide results (according to established standards) to family/next of kin and/or law enforcement so they can be advised of whether or not drugs or chemicals contributed to the cause and manner of death.

Mandates: A.R.S. §11-594 mandates if a dispute arises over the findings of the medical examiner's report, the medical examiner, upon an order of the superior court, shall make available all evidence and documentation to a court-designated licensed forensic pathologist for review, and the results of the review shall be reported to the superior court in the county issuing the order. A.R.S. §11-597 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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of toxicology tests completed in house of total tests requested (excluding weekends and holidays)	98.2%	99.0%	98.4%	98.5%	(0.5%)	-0.5%
Result	Percent of toxicology reports produced within 45 days of exam (excluding weekends and holidays)	82.4%	85.9%	79.1%	85.9%	0.0%	0.0%
Result	Percent of microscopic slides produced within 7 days of exam (excluding weekends and holidays)	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of examined cases requiring microscopic slides to be produced	70.3%	71.9%	70.2%	71.9%	0.0%	0.0%
Result	Percent of toxicology reports produced within 35 days of exam (excluding weekends and holidays)	40.4%	49.1%	42.9%	49.1%	0.0%	0.0%
Output	Number of toxicology tests produced	63,338	63,048	63,433	63,408	360	0.6%
Output	Number of total toxicology reports produced	3,115	3,396	3,101	3,396	-	0.0%
Output	Number of microscopic slides produced	9,742	9,984	10,300	10,284	300	3.0%
Demand	Number of toxicology tests requested	63,338	63,048	63,433	63,408	360	0.6%
Demand	Number of microscopic slides requested	9,742	9,984	10,300	10,284	300	3.0%
Efficiency	Expenditure per test produced	$ 22.02	$ 19.07	$ 20.21	$ 18.95	$ 0.12	0.6%
Revenue							
	224 - MEDICAL EXAMINER GRANT	$ 177,417	$ 13,182	$ 33,500	$ -	$ (13,182)	-100.0%
	TOTAL SOURCES	$ 177,417	$ 13,182	$ 33,500	$ -	$ (13,182)	-100.0%
Expenditure							
	100 - GENERAL	$ 1,204,684	$ 1,189,369	$ 1,248,301	$ 1,201,608	$ (12,239)	-1.0%
	224 - MEDICAL EXAMINER GRANT	190,047	13,182	33,500	-	13,182	100.0%
	TOTAL USES	$ 1,394,731	$ 1,202,551	$ 1,281,801	$ 1,201,608	$ 943	0.1%

Activity Narrative: The percent of toxicology reports produced within 45 days of the exam will increase as a result of the staff having training and operation experience with the new piece of toxicology equipment during FY 2013.

Base Adjustments:

General Fund (100)

- Increase Medical Supplies by $24,000 for the increase in costs and necessity based on previous years' actual expenditures and the forecast of FY 2013.
- Increase Other Services by $7,200 for viral culture testing performed outside of the lab since the State no longer provides the testing.

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 mandates if a dispute arises over the findings of the medical examiner's report, the medical examiner, upon an order of the superior court, shall make available all evidence and documentation to a court-designated licensed forensic pathologist for review, and the results of the review shall be reported to the superior court in the county issuing the order.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of hours subpoenaed that requires court appearance (excluding weekends and holidays)	N/A	60.1%	58.3%	60.1%	0.0%	0.0%
Result	Percent of subpoenas supported within 10 days of receipt (excluding weekends and holidays)	N/A	29.4%	29.4%	29.4%	0.0%	0.0%
Result	Percent of OME staff time spent providing legal support for criminal cases (excluding weekends and holidays)	N/A	81.6%	81.6%	81.6%	0.0%	0.0%
Result	Percent of OME staff time spent providing legal support for civil cases (excluding weekends and holidays)	N/A	18.4%	18.4%	18.4%	0.0%	0.0%
Output	Number of subpoenas supported (date and time stamped)	N/A	612	612	612	-	0.0%
Output	Number of hours spent testifying in court	N/A	192	192	192	-	0.0%
Demand	Number of subpoenas received (date and time stamped)	N/A	612	612	612	-	0.0%
Efficiency	Expenditure per subpoenas supported	N/A	$ 118.84	$ 99.30	$ 108.99	$ 9.85	8.3%
Expenditure							
	100 - GENERAL	$ 68,917	$ 72,729	$ 60,769	$ 66,699	$ 6,030	8.3%
	TOTAL USES	$ 68,917	$ 72,729	$ 60,769	$ 66,699	$ 6,030	8.3%

Activity Narrative: The Department is still making improvements on the database collecting subpoena information. Presently, the projections are based on estimates and not actual data. The database expected to be fully operational in FY 2014.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 7,553,083**	**$ 322,388**
FY 2013 Revised Budget		**$ 7,553,083**	**$ 322,388**
FY 2014 Budget Target		**$ 7,553,083**	**$ 322,388**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 20,127**	**$ -**
Retirement Contributions		*20,127*	-
Base Adjustments		**$ 87,200**	**$ -**
Other Base Adjustments		*87,200*	-
Viral culture testing	*$ 7,200*		
Neurology consultant	*12,000*		
Increase in medical supplies	*68,000*		
Budget Balancing		**$ (73,529)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(73,529)*	-
FY 2014 Tentative Budget		**$ 7,586,881**	**$ 322,388**
Percent Change from Target Amount		*0.4%*	*0.0%*
Adjustments:			
Base Adjustments		**$ 21,252**	**$ -**
Internal Service Charges		*21,252*	-
FY 2014 Adopted Budget		**$ 7,608,133**	**$ 322,388**
Percent Change from Target Amount		*0.7%*	*0.0%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ -**	**$ -**
FY 2013 Revised Budget		**$ -**	**$ -**
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Base Adjustments		**$ 168,542**	**$ -**
Other Base Adjustments		*168,542*	-
Digital x-ray machine	*$ 168,542*		
FY 2014 Adopted Budget		**$ 168,542**	**$ -**
Percent Change from Target Amount			

Medical Examiner Grant Fund (224)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 115,864**	**$ 115,864**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 7,682**	**$ 7,682**
Forensic Science Improvement Grant	*C-29-13-001-G-00*	*7,682*	*7,682*
FY 2013 Revised Budget		**$ 123,546**	**$ 123,546**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (7,682)**	**$ (7,682)**
Forensic Science Improvement Grant	*C-29-13-001-G-00*	*(7,682)*	*(7,682)*
FY 2014 Budget Target		**$ 115,864**	**$ 115,864**
Adjustments:			
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (52,250)**	**$ (52,250)**
ME Grant Carryover and Recon	*C-29-11-004-M-00*	*(52,250)*	*(52,250)*
FY 2014 Adopted Budget		**$ 63,614**	**$ 63,614**
Percent Change from Target Amount		*-45.1%*	*-45.1%*

Medical Examiner Grant Fund (224) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ (445)	$ 85,630	$ 85,630	$ (14,437)	$ -
Sources:					
Operating	$ 203,520	$ 115,864	$ 123,546	$ 125,699	$ 63,614
Non-Recurring	-	-	-	-	-
Total Sources:	$ 203,520	$ 115,864	$ 123,546	$ 125,699	$ 63,614
Uses:					
Operating	$ 217,513	$ 115,864	$ 123,546	$ 111,262	$ 63,614
Non-Recurring	-	-	-	-	-
Total Uses:	$ 217,513	$ 115,864	$ 123,546	$ 111,262	$ 63,614
Structural Balance	$ (13,993)	$ -	$ -	$ 14,437	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 85,630	$ 85,630	$ -	$ -
Total Ending Spendable Fund Balance	$ (14,437)	$ 85,630	$ 85,630	$ -	$ -

Parks and Recreation

Analysis by Ron Forster, Management and Budget Analyst

Summary

Mission

The Mission of the Parks and Recreation Department is to provide the highest quality parks, trails, programs, services, and experiences to energize visitors so they can become life-long users and advocates.

Vision

Our vision is to connect people with nature through regional parks, trails and programs, inspire an appreciation for the Sonoran Desert and natural open spaces, and create lifelong positive memories.

Strategic Goals

Safe Communities

By the end of FY 2013, 90% of all park amenities will be operated, maintained, and repaired following Department standards to ensure all park visitors are able to enjoy safe and clean parks.

Status: The Department has completed a Maintenance Standards Manual to establish maintenance expectations, schedules and identify preventive maintenance procedures for all facilities. The Department has also contracted with ASI/Camava to provide a computerized maintenance tracking system which automatically notifies the parks when repairs are necessary and the proper steps to follow. To ensure public safety throughout the park system, a Signage Standard Manual was developed to create consistent messaging from park to park. The Department is currently working to implement standardized directional, trail and informational signage throughout the park system.

Safe Communities

By the end of FY 2014, 75% of all existing facilities from FY 2010 will be upgraded and/or renovated to meet current Departmental standards so that all visitors can utilize modern, up-to-date amenities that meet their diverse expectations.

Status: The Department has begun an inventory of existing facilities to identify those amenities that do not meet the current Departmental standard. In addition, Parks has begun negotiations with the Bureau of Reclamation to obtain funding for renovations to the Lake Pleasant Visitor Center, upgrading the facility to include enhanced opportunities for education and recreation opportunities.

Sustainable Environment

By the end of FY 2015, increase the number of park users by 10% over FY 2009 to expose more of the regional population to nature and inspire an appreciation for the Sonoran Desert and natural open spaces.

Status: The Department has noted a decrease in users over the last three years. However, after the first six months of FY 2013, visitor numbers have plateaued and they hope to see a steady increase throughout the course of the year and continuing into FY 2014. The online campground reservation system that was installed in FY 2011 has improved customer service and has increased visibility of the Department to the public.

Sustainable Environment

By the end of FY 2015, secure a dedicated funding source to ensure adequate funding for new facilities, existing facility and park renovations, land acquisition, regional trail development, and resource protection and conservation.

Status: The Department is investigating long-term and permanent funding sources. This includes working closely with the Maricopa Trail and Park Foundation and various “Friends” groups at the individual parks. The Department greatly appreciates the donations it receives and will also continue to pursue related grant opportunities.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
AREC - RECREATION	$ 6,315,838	$ 5,980,885	$ 5,980,885	$ 6,325,665	$ 6,494,687	$ 513,802	8.6%
INTP - INTERPRETIVE SERVICES	216,453	214,751	214,751	235,025	194,747	(20,004)	-9.3%
30ER - PARK EDUCATION AND RECREATION	$ 6,532,291	$ 6,195,636	$ 6,195,636	$ 6,560,690	$ 6,689,434	$ 493,798	8.0%
GNMT - GENERAL MAINTENANCE	$ -	$ 230,000	$ 230,000	$ 246,939	$ 85,530	$ (144,470)	-62.8%
MDEV - DEVELOPMENT	16,479	12,810	22,810	1,637,863	3,600	(19,210)	-84.2%
30SP - PARK SUPPORT	$ 16,479	$ 242,810	$ 252,810	$ 1,884,802	$ 89,130	$ (163,680)	-64.7%
ODIR - EXECUTIVE MANAGEMENT	$ 199	$ 11	$ 11	$ 11	$ 5,000	$ 4,989	45354.5%
99AS - ADMINISTRATIVE SERVICES	$ 199	$ 11	$ 11	$ 11	$ 5,000	$ 4,989	45354.5%
GGOV - GENERAL GOVERNMENT	$ 28,630	$ 22,749	$ 22,749	$ 21,777	$ 17,250	$ (5,499)	-24.2%
99GV - GENERAL GOVERNMENT	$ 28,630	$ 22,749	$ 22,749	$ 21,777	$ 17,250	$ (5,499)	-24.2%
TOTAL PROGRAMS	**$ 6,577,599**	**$ 6,461,206**	**$ 6,471,206**	**$ 8,467,280**	**$ 6,800,814**	**$ 329,608**	**5.1%**
USES							
AREC - RECREATION	$ 2,568,848	$ 2,076,553	$ 2,153,085	$ 1,994,126	$ 2,538,774	$ (385,689)	-17.9%
INTP - INTERPRETIVE SERVICES	727,212	778,286	763,734	747,295	656,621	107,113	14.0%
30ER - PARK EDUCATION AND RECREATION	$ 3,296,060	$ 2,854,839	$ 2,916,819	$ 2,741,421	$ 3,195,395	$ (278,576)	-9.6%
GNMT - GENERAL MAINTENANCE	$ -	$ 1,226,569	$ 1,232,745	$ 1,435,066	$ 3,837,463	$ (2,604,718)	-211.3%
MDEV - DEVELOPMENT	2,791,724	4,216,014	4,157,858	2,964,580	3,237,286	920,572	22.1%
30SP - PARK SUPPORT	$ 2,791,724	$ 5,442,583	$ 5,390,603	$ 4,399,646	$ 7,074,749	$ (1,684,146)	-31.2%
BDGT - BUDGETING	$ 99,182	$ 103,810	$ 103,810	$ 105,528	$ 95,476	$ 8,334	8.0%
FSAC - FINANCIAL SERVICES	339,222	242,771	242,771	211,954	295,207	(52,436)	-21.6%
HRAC - HUMAN RESOURCES	57,345	8,064	111,588	84,657	8,700	102,888	92.2%
ODIR - EXECUTIVE MANAGEMENT	432,595	834,796	834,796	796,748	510,844	323,952	38.8%
99AS - ADMINISTRATIVE SERVICES	$ 928,344	$ 1,189,441	$ 1,292,965	$ 1,198,887	$ 910,227	$ 382,738	29.6%
CSCA - CENTRAL SERVICE COST ALLOC	$ 311,522	$ 371,711	$ 371,711	$ 371,711	$ 401,850	$ (30,139)	-8.1%
ISFC - INTERNAL SERVICE FUND CHARGES	209,351	528,082	528,082	385,598	352,411	175,671	33.3%
99GV - GENERAL GOVERNMENT	$ 520,873	$ 899,793	$ 899,793	$ 757,309	$ 754,261	$ 145,532	16.2%
DESK - DESKTOP SUPPORT	$ 2,791	$ 63,352	$ 63,352	$ 89,019	$ 152,292	$ (88,940)	-140.4%
99IT - INFORMATION TECHNOLOGY	$ 2,791	$ 63,352	$ 63,352	$ 89,019	$ 152,292	$ (88,940)	-140.4%
TOTAL PROGRAMS	**$ 7,539,792**	**$ 10,450,008**	**$ 10,563,532**	**$ 9,186,282**	**$ 12,086,924**	**$ (1,523,392)**	**-14.4%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
INTERGOVERNMENTAL							
0615 - GRANTS	$ 4,820	$ -	$ 10,000	$ 10,000	$ -	$ (10,000)	-100.0%
SUBTOTAL	$ 4,820	$ -	$ 10,000	$ 10,000	$ -	$ (10,000)	-100.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 168,856	$ 297,750	$ 297,750	$ 294,604	$ 262,096	$ (35,654)	-12.0%
0635 - OTHER CHARGES FOR SERVICES	4,478,912	4,259,480	4,259,480	4,485,300	4,720,297	460,817	10.8%
SUBTOTAL	$ 4,647,768	$ 4,557,230	$ 4,557,230	$ 4,779,904	$ 4,982,393	$ 425,163	9.3%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 1,035	$ 460	$ 460	$ 390	$ 460	$ -	0.0%
SUBTOTAL	$ 1,035	$ 460	$ 460	$ 390	$ 460	$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 33,116	$ 38,399	$ 38,399	$ 32,792	$ 20,380	$ (18,019)	-46.9%
0650 - MISCELLANEOUS REVENUE	1,890,860	1,865,117	1,865,117	2,027,896	1,797,581	(67,536)	-3.6%
SUBTOTAL	$ 1,923,976	$ 1,903,516	$ 1,903,516	$ 2,060,688	$ 1,817,961	$ (85,555)	-4.5%
ALL REVENUES	$ 6,577,599	$ 6,461,206	$ 6,471,206	$ 6,850,982	$ 6,800,814	$ 329,608	5.1%
OTHER FINANCING SOURCES							
0651 - GAIN ON FIXED ASSETS	$ -	$ -	$ -	$ 1,616,298	$ -	$ -	N/A
ALL OTHER FINANCING SOURCES	$ -	$ -	$ -	$ 1,616,298	$ -	$ -	N/A
TOTAL SOURCES	$ 6,577,599	$ 6,461,206	$ 6,471,206	$ 8,467,280	$ 6,800,814	$ 329,608	5.1%

Sources and Uses by Category (continued)

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 3,382,088	$ 3,411,088	$ 3,413,324	$ 3,320,896	$ 3,404,869	$ 8,455	0.2%
0705 - TEMPORARY PAY	23,342	44,006	103,377	65,748	69,615	33,762	32.7%
0710 - OVERTIME	6,380	1,110	(18,890)	2,375	-	(18,890)	-100.0%
0750 - FRINGE BENEFITS	1,356,484	1,396,070	1,403,817	1,370,330	1,449,522	(45,705)	-3.3%
0790 - OTHER PERSONNEL SERVICES	(54)	14,070	117,594	105,703	6,000	111,594	94.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(583,327)	(689,772)	(704,180)	(719,648)	(854,322)	150,142	21.3%
0796 - PERSONNEL SERVICES ALLOC-IN	533,604	567,829	567,829	625,508	637,720	(69,891)	-12.3%
SUBTOTAL	$ 4,718,517	$ 4,744,401	$ 4,882,871	$ 4,770,912	$ 4,713,404	$ 169,467	3.5%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 446,350	$ 525,172	$ 525,172	$ 473,679	$ 506,702	$ 18,470	3.5%
0802 - MEDICAL SUPPLIES	-	-	-	-	200	(200)	N/A
0803 - FUEL	158,217	173,073	173,073	148,263	110,107	62,966	36.4%
0804 - NON-CAPITAL EQUIPMENT	96,023	46,001	46,001	55,387	140,000	(93,999)	-204.3%
0806 - SUPPLIES-ALLOCATION IN	2,791	2,816	2,816	5,597	3,100	(284)	-10.1%
SUBTOTAL	$ 703,381	$ 747,062	$ 747,062	$ 682,926	$ 760,109	$ (13,047)	-1.7%
SERVICES							
0810 - LEGAL SERVICES	$ -	$ -	$ -	$ 104	$ -	$ -	N/A
0812 - OTHER SERVICES	108,099	432,361	432,361	375,361	1,035,683	(603,322)	-139.5%
0820 - RENT & OPERATING LEASES	20,845	16,712	16,712	13,702	11,124	5,588	33.4%
0825 - REPAIRS AND MAINTENANCE	191,116	295,405	295,405	78,797	2,011,553	(1,716,148)	-580.9%
0830 - INTERGOVERNMENTAL PAYMENTS	94,538	89,510	89,510	54,540	92,801	(3,291)	-3.7%
0839 - INTERNAL SERVICE CHARGES	747,481	877,856	877,856	899,770	929,632	(51,776)	-5.9%
0841 - TRAVEL	7,644	5,914	5,914	3,204	3,000	2,914	49.3%
0842 - EDUCATION AND TRAINING	2,527	18,094	15,161	15,057	15,429	(268)	-1.8%
0843 - POSTAGE/FREIGHT/SHIPPING	9,634	5,739	5,739	7,337	9,945	(4,206)	-73.3%
0845 - SUPPORT AND CARE OF PERSONS	-	-	-	-	132	(132)	N/A
0850 - UTILITIES	620,205	819,818	787,805	707,227	766,650	21,155	2.7%
0872 - SERVICES-ALLOCATION OUT	-	-	-	-	(562,832)	562,832	N/A
0873 - SERVICES-ALLOCATION IN	-	981	981	1,432	564,802	(563,821)	-57474.1%
SUBTOTAL	$ 1,802,089	$ 2,562,390	$ 2,527,444	$ 2,156,531	$ 4,877,919	$ (2,350,475)	-93.0%
CAPITAL							
0910 - LAND	$ -	$ -	$ -	$ 300,000	$ -	$ -	N/A
0915 - BUILDINGS AND IMPROVEMENTS	166,600	2,075,000	2,085,000	866,522	1,425,492	659,508	31.6%
0930 - VEHICLES & CONSTRUCTION EQUIP	24,205	309,600	309,600	404,577	275,000	34,600	11.2%
0940 - INFRASTRUCTURE	-	-	-	-	35,000	(35,000)	N/A
0956 - CAPITAL-ALLOCATION IN	-	11,555	11,555	4,814	-	11,555	100.0%
SUBTOTAL	$ 190,805	$ 2,396,155	$ 2,406,155	$ 1,575,913	$ 1,735,492	$ 670,663	27.9%
ALL EXPENDITURES	$ 7,414,792	$ 10,450,008	$ 10,563,532	$ 9,186,282	$ 12,086,924	$ (1,523,392)	-14.4%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 125,000	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 125,000	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 7,539,792	$ 10,450,008	$ 10,563,532	$ 9,186,282	$ 12,086,924	$ (1,523,392)	-14.4%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
230 PARKS AND RECREATION GRANTS							
OPERATING	$ -	$ -	$ -	$ 15	$ -	$ -	N/A
NON RECURRING NON PROJECT	4,820	10	10,010	10,010	-	(10,010)	-100.0%
FUND TOTAL SOURCES	$ 4,820	$ 10	$ 10,010	$ 10,025	$ -	$ (10,010)	-100.0%
225 SPUR CROSS RANCH CONSERVATION							
OPERATING	$ 158,178	$ 266,411	$ 266,411	$ 266,370	$ 266,411	$ -	0.0%
FUND TOTAL SOURCES	$ 158,178	$ 266,411	$ 266,411	$ 266,370	$ 266,411	$ -	0.0%
239 PARKS SOUVENIR							
OPERATING	$ 255,240	$ 220,000	$ 220,000	$ 222,792	$ 220,000	$ -	0.0%
FUND TOTAL SOURCES	$ 255,240	$ 220,000	$ 220,000	$ 222,792	$ 220,000	$ -	0.0%
240 LAKE PLEASANT RECREATION SVCS							
OPERATING	$ 2,067,082	$ 1,997,617	$ 1,997,617	$ 2,105,331	$ 2,377,083	$ 379,466	19.0%
FUND TOTAL SOURCES	$ 2,067,082	$ 1,997,617	$ 1,997,617	$ 2,105,331	$ 2,377,083	$ 379,466	19.0%
241 PARKS ENHANCEMENT FUND							
OPERATING	$ 4,108,170	$ 3,956,520	$ 4,086,520	$ 4,209,891	$ 3,960,786	$ (125,734)	-3.1%
NON RECURRING NON PROJECT	-	-	-	1,616,298	-	-	N/A
FUND TOTAL SOURCES	$ 4,108,170	$ 3,956,520	$ 4,086,520	$ 5,826,189	$ 3,960,786	$ (125,734)	-3.1%
243 PARKS DONATIONS							
OPERATING	$ 45,191	$ 55,698	$ 55,698	$ 71,623	$ 13,905	$ (41,793)	-75.0%
FUND TOTAL SOURCES	$ 45,191	$ 55,698	$ 55,698	$ 71,623	$ 13,905	$ (41,793)	-75.0%
900 ELIMINATIONS							
OPERATING	$ (61,082)	$ (35,050)	$ (165,050)	$ (35,050)	$ (37,371)	$ 127,679	-77.4%
FUND TOTAL SOURCES	$ (61,082)	$ (35,050)	$ (165,050)	$ (35,050)	$ (37,371)	$ 127,679	-77.4%
DEPARTMENT OPERATING TOTAL SOURCES	$ 6,572,779	$ 6,461,196	$ 6,461,196	$ 6,840,972	$ 6,800,814	$ 339,618	5.3%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 4,820	$ 10	$ 10,010	$ 1,626,308	$ -	$ (10,010)	-100.0%
DEPARTMENT TOTAL SOURCES	$ 6,577,599	$ 6,461,206	$ 6,471,206	$ 8,467,280	$ 6,800,814	$ 329,608	5.1%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 1,097,785	$ 1,038,769	$ 1,038,769	$ 942,369	$ 564,802	$ 473,967	45.6%
NON RECURRING NON PROJECT	-	750,000	750,000	24,790	725,210	24,790	3.3%
PARKS PLAYGROUNDS UPGRADES	-	-	-	-	869,000	(869,000)	N/A
PARKS RESTROOMS UPGRADES	-	-	-	-	500,000	(500,000)	N/A
PARKS WATER UPGRADES	-	-	-	-	341,500	(341,500)	N/A
FUND TOTAL USES	$ 1,097,785	$ 1,788,769	$ 1,788,769	$ 967,159	$ 3,000,512	$ (1,211,743)	-67.7%
230 PARKS AND RECREATION GRANTS							
NON RECURRING NON PROJECT	$ 2,907	$ -	$ 10,000	$ 10,000	$ -	$ 10,000	100.0%
FUND TOTAL USES	$ 2,907	$ -	$ 10,000	$ 10,000	$ -	$ 10,000	100.0%
225 SPUR CROSS RANCH CONSERVATION							
OPERATING	$ 242,325	$ 260,800	$ 260,800	$ 246,892	$ 260,960	$ (160)	-0.1%
NON RECURRING NON PROJECT	-	35,000	36,487	1,251	35,000	1,487	4.1%
FUND TOTAL USES	$ 242,325	$ 295,800	$ 297,287	$ 248,143	$ 295,960	$ 1,327	0.4%
239 PARKS SOUVENIR							
OPERATING	$ 255,233	$ 220,000	$ 350,000	$ 242,549	$ 220,000	$ 130,000	37.1%
NON RECURRING NON PROJECT	-	-	1,117	940	-	1,117	100.0%
FUND TOTAL USES	$ 255,233	$ 220,000	$ 351,117	$ 243,489	$ 220,000	$ 131,117	37.3%
240 LAKE PLEASANT RECREATION SVCS							
OPERATING	$ 1,856,629	$ 1,989,758	$ 1,989,758	$ 1,945,834	$ 2,243,650	$ (253,892)	-12.8%
NON RECURRING NON PROJECT	148,599	964,600	984,973	834,219	1,041,200	(56,227)	-5.7%
FUND TOTAL USES	$ 2,005,228	$ 2,954,358	$ 2,974,731	$ 2,780,053	$ 3,284,850	$ (310,119)	-10.4%
241 PARKS ENHANCEMENT FUND							
OPERATING	$ 3,546,487	$ 3,956,520	$ 3,956,520	$ 3,785,377	$ 3,960,786	$ (4,266)	-0.1%
NON RECURRING NON PROJECT	430,231	1,093,555	1,174,102	1,118,891	1,300,282	(126,180)	-10.7%
FUND TOTAL USES	$ 3,976,718	$ 5,050,075	$ 5,130,622	$ 4,904,268	$ 5,261,068	$ (130,446)	-2.5%
243 PARKS DONATIONS							
OPERATING	$ 20,678	$ 55,698	$ 55,698	$ 40,338	$ 13,905	$ 41,793	75.0%
NON RECURRING NON PROJECT	-	120,358	120,358	27,882	48,000	72,358	60.1%
FUND TOTAL USES	$ 20,678	$ 176,056	$ 176,056	$ 68,220	$ 61,905	$ 114,151	64.8%
900 ELIMINATIONS							
OPERATING	$ (61,082)	$ (35,050)	$ (165,050)	$ (35,050)	$ (37,371)	$ (127,679)	77.4%
FUND TOTAL USES	$ (61,082)	$ (35,050)	$ (165,050)	$ (35,050)	$ (37,371)	$ (127,679)	77.4%
DEPARTMENT OPERATING TOTAL USES	$ 6,958,055	$ 7,486,495	$ 7,486,495	$ 7,168,309	$ 7,226,732	$ 259,763	3.5%
DEPARTMENT NON-RECURRING TOTAL USES	$ 581,737	$ 2,963,513	$ 3,077,037	$ 2,017,973	$ 4,860,192	$ (1,783,155)	-58.0%
DEPARTMENT TOTAL USES	$ 7,539,792	$ 10,450,008	$ 10,563,532	$ 9,186,282	$ 12,086,924	$ (1,523,392)	-14.4%

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.00	1.00	1.00	1.00	1.00	-	0.0%
EXECUTIVE MANAGEMENT	4.00	4.00	4.00	4.00	2.00	(2.00)	(50.0%)
FINANCIAL SERVICES	4.00	3.00	3.00	3.00	3.00	-	0.0%
HUMAN RESOURCES	1.00	-	.00	-	-	-	N/A
PROGRAM TOTAL	10.00	8.00	8.00	8.00	6.00	(2.00)	(25.0%)
PARK EDUCATION AND RECREATION							
INTERPRETIVE SERVICES	13.00	13.00	13.00	13.00	11.10	(1.90)	(14.6%)
RECREATION	31.00	24.00	25.00	25.00	28.50	3.50	14.0%
PROGRAM TOTAL	44.00	37.00	38.00	38.00	39.60	1.60	4.2%
PARK SUPPORT							
DEVELOPMENT	31.00	18.00	17.00	17.00	17.00	-	0.0%
GENERAL MAINTENANCE	-	20.00	20.00	20.00	20.40	.40	2.0%
PROGRAM TOTAL	31.00	38.00	37.00	37.00	37.40	.40	1.1%
DEPARTMENT TOTAL	85.00	83.00	83.00	83.00	83.00	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
Accounting Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	2.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Manager	2.00	-	-	-	-	-	N/A
Administrative Staff Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	8.00	-	-	-	-	-	N/A
Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Parks & Recreation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Electrician	2.00	2.00	2.00	2.00	2.00	-	0.0%
Engineering Associate	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Field Operations Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
General Maintenance Worker	24.00	22.00	22.00	22.00	22.00	-	0.0%
GIS Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Grant-Contract Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	-	-	-	-	-	N/A
Interpretive Ranger	12.00	12.00	12.00	12.00	12.00	-	0.0%
Office Assistant	9.00	9.00	8.00	8.00	8.00	-	0.0%
Office Assistant Specialized	2.00	2.00	3.00	3.00	3.00	-	0.0%
Operations/Program Manager	1.00	-	-	-	-	-	N/A
Parks Manager	-	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	-	0.0%
Parks Supervisor	-	7.00	7.00	7.00	7.00	-	0.0%
Parks Supervisor-Lake Pleasant	-	1.00	1.00	1.00	1.00	-	0.0%
Planner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Planning Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	-	1.00	1.00	1.00	1.00	-	0.0%
Trades Specialist	4.00	4.00	4.00	4.00	4.00	-	0.0%
Trades Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	**85.00**	**83.00**	**83.00**	**83.00**	**83.00**	**-**	**0.0%**

Staffing by Fund

	DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	3.00	3.00	3.00	3.00	-	(3.00)	(100.0%)
225	SPUR CROSS RANCH CONSERVATION	2.00	1.00	1.00	1.00	1.00	-	0.0%
239	PARKS SOUVENIR	-	1.00	1.00	1.00	1.00	-	0.0%
240	LAKE PLEASANT RECREATION SVCS	18.00	17.00	18.00	18.00	22.00	4.00	22.2%
241	PARKS ENHANCEMENT FUND	62.00	61.00	60.00	60.00	59.00	(1.00)	(1.7%)
Department Total		**85.00**	**83.00**	**83.00**	**83.00**	**83.00**	**-**	**0.0%**

General Adjustments

Base Adjustments:

General Fund (100)

- Decrease in expenditures of $550,108 associated with the reduction in General Fund expenditure authority.
- The FY 2014 expenditure budget in Non Recurring Non Project includes $725,210 for the construction of White Tanks dump station.
- The FY 2014 expenditure budget in the Non Recurring Major Maintenance projects program includes $809,000 for playground upgrades, $500,000 for restroom upgrades, and $341,500 in water system upgrades.
- Increase in Other Benefits and Internal Services Charges by $74,180 for the impact of the changes in Risk Management charges.

Spur Cross Fund (225)

- Increase Regular Benefits $160 for the impact of changes in retirement contribution rates.
- Increase in Other Benefits and Internal Services Charges by $1,078 for the impact of the changes in Risk Management charges.

Parks Souvenir Fund (239)

- Increase Regular Benefits $129 for the impact of changes in retirement contribution rates.

Lake Pleasant Fund (240)

- Increase Regular Benefits $3,251 for the impact of changes in retirement contribution rates.
- Increase in Other Benefits and Internal Services Charges by $31,583 for the impact of the changes in Risk Management charges.

Park Enhancement Fund (241)

- Increase Regular Benefits $8,621 for the impact of changes in retirement contribution rates.
- Increase in Other Benefits and Internal Services Charges by $43,843 for the impact of the changes in Risk Management charges.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent change in park visitation numbers compared to prior year, same period	(3.5%)	4.2%	(3.4%)	0.0%	-4.2%	-100.0%
Rate of park visitation per residents of Maricopa County	8.8%	33.7%	33.2%	32.9%	-0.8%	-2.4%
Percent increase in regional park acreage over previous year	0.1%	59.5%	59.5%	59.3%	-0.1%	-0.2%
Percent increase in trail miles over previous year	N/A	6.1%	6.1%	20.7%	14.6%	237.6%
Percent of park visitors who attend an interpretive program	8.8%	9.2%	10.0%	9.5%	0.4%	3.9%
Percent of interpretive program participants who marked "exceptional" or "better than expected" on end of class survey for interpretive program satisfaction	93.9%	95.4%	99.3%	95.5%	0.1%	0.1%
Percent increase in interpretive programs provided over previous year	(12.7%)	0.9%	3.2%	0.0%	-0.9%	-100.0%

Activities that comprise this program include:

- Recreation
- Interpretive Services

Recreation Activity

The purpose of the Parks Recreation Activity is to provide facilities and opportunities to park users so they can enjoy a healthy and exhilarating experience.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent change in park visitation numbers compared to prior year, same period	(3.5%)	4.2%	(3.8%)	0.0%	(4.2%)	-100.0%
Result	Rate of park visitation per residents of Maricopa County	8.8%	33.7%	33.2%	32.9%	(0.8%)	-2.4%
Result	Percent increase in regional park acreage over previous year	0.1%	59.5%	59.5%	59.3%	(0.1%)	-0.2%
Output	Number of regional park visitors	1,288,862	1,332,192	1,211,445	1,191,505	(140,687)	(10.6%)
Output	Number of acres of land added to park system	150	71,000	71,000	150	(70,850)	(99.8%)
Output	Number of trail miles added during the fiscal year	N/A	25	25	100	75	300.0%
Demand	Number of individuals expected to visit the parks	1,332,612	1,288,146	1,296,395	1,191,505	(96,641)	(7.5%)
Efficiency	Cost per regional park visitor for recreation activity	$ 1.99	$ 1.62	$ 1.65	$ 2.13	$ (0.51)	(31.8%)
Revenue							
	230 - PARKS AND RECREATION GRANTS	$ 4,820	$ -	$ -	$ -	$ -	N/A
	225 - SPUR CROSS RANCH CONSERVATION	156,891	262,828	263,885	265,051	2,223	0.8%
	239 - PARKS SOUVENIR	254,883	219,885	222,702	220,000	115	0.1%
	240 - LAKE PLEASANT RECREATION SVCS	2,053,302	1,987,337	2,095,315	2,180,441	193,104	9.7%
	241 - PARKS ENHANCEMENT FUND	3,905,379	3,564,033	3,763,991	3,861,106	297,073	8.3%
	243 - PARKS DONATIONS	1,645	21,852	14,822	5,460	(16,392)	(75.0%)
	900 - ELIMINATIONS	(61,082)	(75,050)	(35,050)	(37,371)	37,679	(50.2%)
	TOTAL SOURCES	$ 6,315,838	$ 5,980,885	$ 6,325,665	$ 6,494,687	$ 513,802	8.6%
Expenditure							
	100 - GENERAL	$ 452,878	$ 32,705	$ 87,345	$ 74,180	$ (41,475)	(126.8%)
	230 - PARKS AND RECREATION GRANTS	2,907	-	-	-	-	N/A
	225 - SPUR CROSS RANCH CONSERVATION	152,282	154,883	147,819	143,437	11,446	7.4%
	239 - PARKS SOUVENIR	255,233	250,125	242,334	208,029	42,096	16.8%
	240 - LAKE PLEASANT RECREATION SVCS	667,025	740,749	539,454	763,906	(23,157)	(3.1%)
	241 - PARKS ENHANCEMENT FUND	1,085,806	1,023,384	996,655	1,355,883	(332,499)	(32.5%)
	243 - PARKS DONATIONS	13,799	26,289	15,569	30,710	(4,421)	(16.8%)
	900 - ELIMINATIONS	(61,082)	(75,050)	(35,050)	(37,371)	(37,679)	50.2%
	TOTAL USES	$ 2,568,848	$ 2,153,085	$ 1,994,126	$ 2,538,774	$ (385,689)	(17.9%)

Activity Narrative: The revenue increase in the Parks Enhancement Fund is due to the historical trend of exceeding the budgeted target. Revenue in the Lake Pleasant Recreations Services Fund is increasing because of trends in attendance. The expenditure increase in the Parks Enhancement Fund and the Lake Pleasant Recreation Services Fund is due non-recurring expenditures such as vehicle replacements, picnic area landscaping renovations, restroom renovations and trail development matching funds. The Lake Pleasant Recreation Services Fund now comprises both revenue and expenditures for the Desert Outdoor Center.

Interpretive Services Activity

The purpose of the Parks Interpretive Services Activity is to provide educational and structured opportunities to interpret and experience park resources for park visitors and requesting groups so they can more fully appreciate and enjoy the natural and cultural environment.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of park visitors who attend an interpretive program	8.8%	9.2%	10.0%	9.5%	0.4%	3.9%
Result	Percent of interpretive program participants who marked "exceptional" or "better than expected" on end of class survey for interpretive program satisfaction	93.9%	95.4%	99.3%	95.5%	0.1%	0.1%
Result	Percent increase in interpretive programs provided over previous year	(12.7%)	0.9%	3.2%	0.0%	(0.9%)	-100.0%
Output	Number of interpretive programs provided	4,252	4,100	4,325	4,174	74	1.8%
Output	Number of interpretive program participants	114,409	119,454	125,169	119,771	317	0.3%
Demand	Number of interpretive programs requested	4,556	4,071	4,179	4,174	103	2.5%
Efficiency	Cost per interpretive program provided	$ 171.03	$ 186.28	$ 172.78	N/A	N/A	N/A
Efficiency	Cost per program participant	$ 6.36	$ 6.39	$ 5.97	N/A	N/A	N/A
Revenue							
	225 - SPUR CROSS RANCH CONSERVATION	$ -	$ -	$ -	$ 160	$ 160	N/A
	240 - LAKE PLEASANT RECREATION SVCS	(391)	-	-	188,342	188,342	N/A
	241 - PARKS ENHANCEMENT FUND	189,777	194,862	191,245	1,400	(193,462)	(99.3%)
	243 - PARKS DONATIONS	27,067	19,889	43,780	4,845	(15,044)	(75.6%)
	TOTAL SOURCES	$ 216,453	$ 214,751	$ 235,025	$ 194,747	$ (20,004)	(9.3%)
Expenditure							
	225 - SPUR CROSS RANCH CONSERVATION	$ 55,690	$ 55,695	$ 55,952	$ 28,646	$ 27,049	48.6%
	240 - LAKE PLEASANT RECREATION SVCS	237,619	241,511	247,126	352,269	(110,758)	(45.9%)
	241 - PARKS ENHANCEMENT FUND	427,490	445,492	426,003	248,161	197,331	44.3%
	243 - PARKS DONATIONS	6,413	21,036	18,214	27,545	(6,509)	(30.9%)
	TOTAL USES	$ 727,212	$ 763,734	$ 747,295	$ 656,621	$ 107,113	14.0%

Activity Narrative: The FY 2014 budget supports the Department in meeting all the interpretive programs requested. Revenue and expenditures are increasing in the Lake Pleasant Recreations Services Fund and decreasing in the Parks Enhancement Fund due to the Desert Outdoor Center being reallocated between those funds. Expenditures in the Spur Cross Fund are decreasing due to allocating maintenance costs to the general maintenance activity.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of capital improvement project milestones completed	N/A	92.0%	92.0%	88.0%	-4.0%	-4.3%
Percent of capital improvement project milestones completed on time	N/A	92.0%	92.0%	88.0%	-4.0%	-4.3%
Percent of trail enhancement projects completed	N/A	100.0%	91.7%	100.0%	0.0%	0.0%
Percent of trail enhancement projects completed on time	N/A	92.0%	75.4%	80.7%	-11.3%	-12.3%
Percent of major maintenance projects completed	N/A	92.9%	77.0%	100.0%	7.1%	7.6%
Percent of major maintenance projects completed on time	N/A	92.9%	84.6%	79.8%	-13.1%	-14.1%
Percent of planned capital improvement projects initiated	N/A	3.6%	3.6%	91.7%	88.1%	2466.7%
Percent of routine maintenance and repair assignments completed	N/A	100.0%	91.4%	80.4%	-19.6%	-19.6%
Percent of required routine maintenance and repair assignments completed on time	N/A	93.3%	0.0%	95.0%	1.7%	1.8%

Activities that comprise this program include:

- Maintenance and Development
- General Maintenance

Maintenance & Development Activity

The purpose of the Parks Maintenance & Development Activity is to provide new and exceptionally well-maintained facilities for park users so they can enjoy a satisfying outdoor experience.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of capital improvement project milestones completed	N/A	92.0%	92.0%	88.0%	(4.0%)	(4.3%)
Result	Percent of capital improvement project milestones completed on time	N/A	92.0%	92.0%	88.0%	(4.0%)	(4.3%)
Result	Percent of trail enhancement projects completed	N/A	100.0%	91.7%	100.0%	0.0%	0.0%
Result	Percent of trail enhancement projects completed on time	N/A	92.0%	75.4%	80.7%	(11.3%)	(12.3%)
Result	Percent of major maintenance projects completed	N/A	92.9%	77.0%	100.0%	7.1%	7.6%
Result	Percent of major maintenance projects completed on time	N/A	92.9%	84.6%	79.8%	(13.1%)	(14.1%)
Result	Percent of planned capital improvement projects initiated	N/A	3.6%	3.6%	91.7%	88.1%	2466.7%
Output	Number of trail enhancement projects completed	840	334	77	83	(251)	(75.1%)
Output	Number of capital improvement project milestones completed	132	92	46	100	8	8.7%
Output	Number of major maintenance projects completed	788	565	312	357	(208)	(36.8%)
Output	Number of planned capital improvement projects initiated	N/A	6	6	12	6	100.0%
Demand	Number of major maintenance projects reqeusted by park users	876	608	405	357	(251)	(41.3%)
Demand	Number of trail enhancement projects requested by park users	N/A	100	84	83	(17)	(17.0%)
Demand	Number of planned capital improvement projects requested by park users	N/A	168	168	24	(144)	(85.7%)
Demand	Number of capital improvement project milestones	N/A	100	50	100	-	0.0%
Efficiency	Cost per park visitor for capital improvement, trail design/enhancement, and major maintenance projects	N/A	$ 3.28	$ 2.37	$ 2.58	$ 0.70	21.4%
Revenue							
	230 - PARKS AND RECREATION GRANTS	$ -	$ 10,000	$ 10,015	$ -	$ (10,000)	(100.0%)
	241 - PARKS ENHANCEMENT FUND	-	-	1,616,298	-	-	N/A
	243 - PARKS DONATIONS	16,479	12,810	11,550	3,600	(9,210)	(71.9%)
	TOTAL SOURCES	$ 16,479	$ 22,810	$ 1,637,863	$ 3,600	$ (19,210)	(84.2%)
Expenditure							
	100 - GENERAL	$ 256,296	$ 1,226,612	$ 330,509	$ 725,210	$ 501,402	40.9%
	230 - PARKS AND RECREATION GRANTS	-	10,000	10,000	-	10,000	100.0%
	225 - SPUR CROSS RANCH CONSERVATION	3,281	42,652	5,790	44,066	(1,414)	(3.3%)
	240 - LAKE PLEASANT RECREATION SVCS	816,069	1,209,975	1,180,539	1,028,025	181,950	15.0%
	241 - PARKS ENHANCEMENT FUND	1,715,612	1,539,888	1,403,305	1,436,335	103,553	6.7%
	243 - PARKS DONATIONS	466	128,731	34,437	3,650	125,081	97.2%
	TOTAL USES	$ 2,791,724	$ 4,157,858	$ 2,964,580	$ 3,237,286	$ 920,572	22.1%

Activity Narrative: The FY 2014 budget supports the Department in maintaining the parks and trails as required. The output of completed planned maintenance and repair is decreasing as a number of these items will be addressed in the major and routine projects which are larger in scope.

General Maintenance

The purpose of the General Maintenance Activity is to provide well maintained and safe facilities to park users so they can enjoy a comfortable recreation experience.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of routine maintenance and repair assignments completed	N/A	100.0%	91.4%	80.4%	(19.6%)	-19.6%
Result	Percent of required routine maintenance and repair assignments completed on time	N/A	93.3%	0.0%	95.0%	1.7%	1.8%
Output	Number of planned maintenance and repair assignments completed	N/A	18,000	7,289	3,716	(14,284)	-79.4%
Output	Number of planned maintenance and repair assignments completed on time	N/A	16,200	-	4,395	(11,805)	-72.9%
Demand	Number of routine maintenance and repair assignments requested	N/A	18,000	7,972	4,624	(13,376)	-74.3%
Efficiency	Cost per park visitor for routine park maintenance and repair activity	N/A	$ 0.93	$ 1.15	$ 3.05	$ (2.13)	-229.9%
Revenue							
	240 - LAKE PLEASANT RECREATION SVCS	$ -	$ -	$ 226	$ -	$ -	N/A
	241 - PARKS ENHANCEMENT FUND	-	230,000	246,713	85,530	(144,470)	-62.8%
	TOTAL SOURCES	$ -	$ 230,000	$ 246,939	$ 85,530	$ (144,470)	-62.8%
Expenditure							
	100 - GENERAL	$ -	$ -	$ 59,585	$ 2,201,122	$ (2,201,122)	N/A
	225 - SPUR CROSS RANCH CONSERVATION	-	1,519	468	34,909	(33,390)	-2198.2%
	240 - LAKE PLEASANT RECREATION SVCS	-	393,172	483,044	780,244	(387,072)	-98.4%
	241 - PARKS ENHANCEMENT FUND	-	838,054	891,969	821,188	16,866	2.0%
	TOTAL USES	$ -	$ 1,232,745	$ 1,435,066	$ 3,837,463	$ (2,604,718)	-211.3%

Activity Narrative: The General Maintenance Activity is showing a large increase in total expenditures due to the introduction of a major maintenance program. Some items like playgrounds or campsites have maintenance issues that are not frequent or require replacement. Municipal level playground equipment, for example, requires replacement due to safety issues rather than repair in some cases. Significant variances are expected in this activity going forward as projects are completed and then not necessary for a period of years. While routine maintenance and repair assignments are being completed in FY 2013, the Department has not started using the official tracking system which will allow them to measure if the assignments are being done on time.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 1,038,769**	**$ -**
FY 2013 Revised Budget		**$ 1,038,769**	**$ -**
FY 2014 Budget Target		**$ 1,038,769**	**$ -**
Adjustments:			
Employee Retirement and Benefits		**$ 1,961**	**$ -**
Retirement Contributions		*1,961*	-
Base Adjustments		**$ (550,108)**	**$ -**
Recategorization Between funds		*(550,108)*	-
FY 2014 Tentative Budget		**$ 490,622**	**$ -**
Percent Change from Target Amount		*-52.8%*	
Adjustments:			
Base Adjustments		**$ 74,180**	**$ -**
Internal Service Charges		*74,180*	-
FY 2014 Adopted Budget		**$ 564,802**	**$ -**
Percent Change from Target Amount		*-45.6%*	

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 750,000**	**$ -**
FY 2013 Revised Budget		**$ 750,000**	**$ -**
Adjustments:			
Non Recurring		**$ (750,000)**	**$ -**
Other Non-Recurring		*(750,000)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 725,210**	**$ -**
Non Recurring Carry Forward		*725,210*	-
White Tank Dump Station	*$ 725,210*		
FY 2014 Adopted Budget		**$ 725,210**	**$ -**

General Fund (100) (continued)

		Expenditures	Revenue
PARKS PLAYGROUNDS UPGRADES			
FY 2013 Adopted Budget		**$ -**	**$ -**
FY 2013 Revised Budget		**$ -**	**$ -**
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Major Maintenance Projects		**$ 869,000**	**$ -**
Major Maintenance Program		*869,000*	-
Cave Creek	*$ 110,000*		
Estrella	*150,000*		
Lake Pleasant	*159,000*		
McDowell	*150,000*		
Usery	*150,000*		
White Tank	*150,000*		
FY 2014 Adopted Budget		**$ 869,000**	**$ -**
		Expenditures	**Revenue**
PARKS RESTROOMS UPGRADES			
FY 2013 Adopted Budget		**$ -**	**$ -**
FY 2013 Revised Budget		**$ -**	**$ -**
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Major Maintenance Projects		**$ 500,000**	**$ -**
Major Maintenance Program		*500,000*	-
Cave Creek	*$ 100,000*		
Estrella	*100,000*		
McDowell	*100,000*		
Usery	*100,000*		
White Tank	*100,000*		
FY 2014 Adopted Budget		**$ 500,000**	**$ -**
		Expenditures	**Revenue**
PARKS WATER UPGRADES			
FY 2013 Adopted Budget		**$ -**	**$ -**
FY 2013 Revised Budget		**$ -**	**$ -**
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Major Maintenance Projects		**$ 341,500**	**$ -**
Major Maintenance Program		*341,500*	-
Lake Pleasant	*$ 26,500*		
San Tan	*190,000*		
White Tank	*125,000*		
FY 2014 Adopted Budget		**$ 341,500**	**$ -**

Spur Cross Ranch Conservation Fund (225)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 260,800**	**$ 266,411**
FY 2013 Revised Budget			**$ 260,800**	**$ 266,411**
FY 2014 Budget Target			**$ 260,800**	**$ 266,411**
Adjustments:				
Employee Retirement and Benefits			**$ 160**	**$ -**
Retirement Contributions			*160*	-
FY 2014 Tentative Budget			**$ 260,960**	**$ 266,411**
Percent Change from Target Amount			*0.1%*	*0.0%*
Adjustments:				
Base Adjustments			**$ -**	**$ -**
Other Base Adjustments			*(1,078)*	-
Internal Service Charges			*1,078*	-
FY 2014 Adopted Budget			**$ 260,960**	**$ 266,411**
Percent Change from Target Amount			*0.1%*	*0.0%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ 35,000**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ 1,487**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*1,487*	-
FY 2013 Revised Budget			**$ 36,487**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ (1,487)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*(1,487)*	-
Non Recurring			**$ (35,000)**	**$ -**
Non Recurring Carry Forward			*(35,000)*	-
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Base Adjustments			**$ 35,000**	**$ -**
Other Base Adjustments			*35,000*	-
Maintenance and Repairs		*$ 35,000*		
FY 2014 Adopted Budget			**$ 35,000**	**$ -**

Spur Cross Ranch Conservation Fund (225) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 276,751	$ 175,360	$ 175,360	$ 192,610	$ 210,837
Sources:					
Operating	$ 158,178	$ 266,411	$ 266,411	$ 266,370	$ 266,411
Total Sources:	$ 158,178	$ 266,411	$ 266,411	$ 266,370	$ 266,411
Uses:					
Operating	$ 242,325	$ 260,800	$ 260,800	$ 246,892	$ 260,960
Non-Recurring	-	35,000	36,487	1,251	35,000
Total Uses:	$ 242,325	$ 295,800	$ 297,287	$ 248,143	$ 295,960
Structural Balance	$ (84,147)	$ 5,611	$ 5,611	$ 19,478	$ 5,451
Accounting Adjustments	$ 6	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 192,610	$ 145,971	$ 144,484	$ 210,837	$ 181,288
Total Ending Spendable Fund Balance	$ 192,610	$ 145,971	$ 144,484	$ 210,837	$ 181,288

Parks and Recreation Grant Fund (230)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ -**	**$ 10**
Adjustments:	Agenda Item:		
Grants		**$ 10,000**	**$ 10,000**
Parks AZ Game and Fish Grant	*C-30-12-042-3-00*	*10,000*	*10,000*
FY 2013 Revised Budget		**$ 10,000**	**$ 10,010**
Adjustments:	Agenda Item:		
Grants		**$ (10,000)**	**$ (10,010)**
Parks AZ Game and Fish Grant	*C-30-12-042-3-00*	*(10,000)*	*(10,000)*
Grant Reconciliation		*-*	*(10)*
FY 2014 Budget Target		**$ -**	**$ -**
FY 2014 Adopted Budget		**$ -**	**$ -**

Parks and Recreation Grant Fund (230) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ (1,916)	$ (10)	$ (10)	$ -	$ 25
Sources:					
Operating	$ -	$ -	$ -	$ 15	$ -
Total Sources:	$ 4,820	$ 10	$ 10,010	$ 10,025	$ -
Uses:					
Operating	$ -	$ -	$ -	$ -	$ -
Non-Recurring	2,907	-	10,000	10,000	-
Total Uses:	$ 2,907	$ -	$ 10,000	$ 10,000	$ -
Structural Balance	$ -	$ -	$ -	$ 15	$ -
Accounting Adjustments	$ 3	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ 25	$ 25
Total Ending Spendable Fund Balance	$ -	$ -	$ -	$ 25	$ 25

Parks Souvenir Fund (239)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 220,000**	**$ 220,000**
Adjustments:	Agenda Item:		
Non Recurring		**$ 40,000**	**$ -**
Souvenir Funding Increase 2013	*C-30-13-022-2-00*	*40,000*	-
FY 2013 Revised Budget		**$ 260,000**	**$ 220,000**
Adjustments:	Agenda Item:		
Non Recurring		**$ (40,000)**	**$ -**
Souvenir Funding Increase 2013	*C-30-13-022-2-00*	*(40,000)*	-
FY 2014 Budget Target		**$ 220,000**	**$ 220,000**
Adjustments:			
Employee Retirement and Benefits		**$ 129**	**$ -**
Retirement Contributions		*129*	-
Base Adjustments		**$ (129)**	**$ -**
Other Base Adjustments		*(129)*	-
FY 2014 Adopted Budget		**$ 220,000**	**$ 220,000**
Percent Change from Target Amount		*0.0%*	*0.0%*

Parks Souvenir Fund (239) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 33,271	$ 25,271	$ 25,271	$ 33,270	$ 12,573
Sources:					
Operating	$ 255,240	$ 220,000	$ 220,000	$ 222,792	$ 220,000
Total Sources:	$ 255,240	$ 220,000	$ 220,000	$ 222,792	$ 220,000
Uses:					
Operating	$ 255,233	$ 220,000	$ 260,000	$ 242,549	$ 220,000
Non-Recurring	-	-	1,117	940	-
Total Uses:	$ 255,233	$ 220,000	$ 261,117	$ 243,489	$ 220,000
Structural Balance	$ 7	$ -	$ (40,000)	$ (19,757)	$ -
Accounting Adjustments	$ (8)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 33,270	$ 25,271	$ -	$ 12,573	$ 12,573
Unassigned	-	-	(15,846)	-	-
Total Ending Spendable Fund Balance	$ 33,270	$ 25,271	$ (15,846)	$ 12,573	$ 12,573

Lake Pleasant Recreation Services Fund (240)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 1,989,758**	**$ 1,997,617**
FY 2013 Revised Budget	**$ 1,989,758**	**$ 1,997,617**
FY 2014 Budget Target	**$ 1,989,758**	**$ 1,997,617**
Adjustments:		
Employee Retirement and Benefits	**$ 3,251**	**$ -**
Retirement Contributions	*3,251*	-
Fees and Other Revenues	**$ -**	**$ 163,536**
ProgRevenue Volume Inc/Dec	-	*163,536*
Reallocations	**$ 250,641**	**$ 215,930**
Reallocation Between Funds	*250,641*	*215,930*
FY 2014 Tentative Budget	**$ 2,243,650**	**$ 2,377,083**
Percent Change from Target Amount	*12.8%*	*19.0%*
Adjustments:		
Base Adjustments	**$ -**	**$ -**
Other Base Adjustments	*(31,583)*	-
Internal Service Charges	*31,583*	-
FY 2014 Adopted Budget	**$ 2,243,650**	**$ 2,377,083**
Percent Change from Target Amount	*12.8%*	*19.0%*

Lake Pleasant Recreation Services Fund (240) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ 964,600**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 20,373**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*20,373*	-
FY 2013 Revised Budget			**$ 984,973**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ (20,373)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*(20,373)*	-
Non Recurring			**$ (964,600)**	**$ -**
Other Non-Recurring			*(964,600)*	-
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 1,041,200**	**$ -**
Non Recurring Carry Forward			*290,000*	-
Visitor Center Upgrades		*$ 290,000*		
Other Non-Recurring			*751,200*	-
Electric Gate at Entry Bypass		*$ 100,000*		
Sign Upgrades		*25,000*		
Restroom Renovations		*175,000*		
Resort Project Consultant		*75,000*		
Yavapai County IGA		*76,200*		
Trail Development Matching Funds		*200,000*		
Maintenance and Repairs		*100,000*		
FY 2014 Adopted Budget			**$ 1,041,200**	**$ -**

Parks Lake Pleasant Fund (240) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 RECOMM
Beginning Spendable Fund Balance	$ 1,914,527	$ 1,366,875	$ 1,366,875	$ 1,976,380	$ 1,301,658
Sources:					
Operating	$ 2,067,082	$ 1,997,617	$ 1,997,617	$ 2,105,331	$ 2,377,083
Total Sources:	$ 2,067,082	$ 1,997,617	$ 1,997,617	$ 2,105,331	$ 2,377,083
Uses:					
Operating	$ 1,856,629	$ 1,989,758	$ 1,989,758	$ 1,945,834	$ 2,243,650
Non-Recurring	148,599	964,600	984,973	834,219	1,041,200
Total Uses:	$ 2,005,228	$ 2,954,358	$ 2,974,731	$ 2,780,053	$ 3,284,850
Structural Balance	$ 210,453	$ 7,859	$ 7,859	$ 159,497	$ 133,433
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,976,380	$ 410,134	$ 389,761	$ 1,301,658	$ 393,891
Total Ending Spendable Fund Balance	$ 1,976,380	$ 410,134	$ 389,761	$ 1,301,658	$ 393,891

Parks Enhancement Fund (241)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 3,956,520**	**$ 3,956,520**
Adjustments:	Agenda Item:			
Non Recurring			**$ -**	**$ 40,000**
Souvenir Funding Increase 2013	*C-30-13-022-2-00*		*-*	*40,000*
FY 2013 Revised Budget			**$ 3,956,520**	**$ 3,996,520**
Adjustments:	Agenda Item:			
Non Recurring			**$ -**	**$ (40,000)**
Souvenir Funding Increase 2013	*C-30-13-022-2-00*		*-*	*(40,000)*
FY 2014 Budget Target			**$ 3,956,520**	**$ 3,956,520**
Adjustments:				
Employee Retirement and Benefits			**$ 8,621**	**$ -**
Retirement Contributions			*8,621*	*-*
Base Adjustments			**$ 246,286**	**$ -**
Other Base Adjustments			*(303,822)*	*-*
Adjustments due to General Fund Reduction	*$*	*(303,822)*		
Recategorization Between funds			*550,108*	*-*
Expenditures from General Fund	*$*	*550,108*		
Fees and Other Revenues			**$ -**	**$ 220,196**
ProgRevenue Volume Inc/Dec			*-*	*220,196*
Reallocations			**$ (250,641)**	**$ (215,930)**
Reallocation Between Funds			*(250,641)*	*(215,930)*
FY 2014 Tentative Budget			**$ 3,960,786**	**$ 3,960,786**
Percent Change from Target Amount			*0.1%*	*0.1%*
Adjustments:				
Base Adjustments			**$ -**	**$ -**
Other Base Adjustments			*(43,843)*	*-*
Internal Service Charges			*43,843*	*-*
FY 2014 Adopted Budget			**$ 3,960,786**	**$ 3,960,786**
Percent Change from Target Amount			*0.1%*	*0.1%*

Parks Enhancement Fund (241) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ 1,093,555**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 80,547**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*80,547*	-
FY 2013 Revised Budget			**$ 1,174,102**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ (80,547)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*(80,547)*	-
Non Recurring			**$ (1,093,555)**	**$ -**
Other Non-Recurring			*(1,093,555)*	-
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 1,300,282**	**$ -**
Non Recurring Carry Forward			*205,282*	-
ASU Visitor Survey		*$ 15,000*		
White Tank Campground Electrical Project		*190,282*		
Other Non-Recurring			*1,095,000*	-
Sign Upgrades		*$ 60,000*		
Computer Replacements		*100,000*		
Relocation of Adminstrative Offices		*150,000*		
Vehicle Replacement		*200,000*		
Paradise Valley Waterline Relocation		*25,000*		
Picnic Area/Landscape Renovations		*200,000*		
Group Campground Improvements		*60,000*		
Website Redesign		*100,000*		
Cost of Service/Contract Audit Consultant		*100,000*		
Maintenance and Repairs		*100,000*		
FY 2014 Adopted Budget			**$ 1,300,282**	**$ -**

Parks Enhancement Fund (241) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 1,802,967	$ 1,423,788	$ 1,423,788	$ 1,934,383	$ 2,856,304
Sources:					
Operating	$ 4,108,170	$ 3,956,520	$ 3,996,520	$ 4,209,891	$ 3,960,786
Non-Recurring	-	-	-	1,616,298	-
Total Sources:	$ 4,108,170	$ 3,956,520	$ 3,996,520	$ 5,826,189	$ 3,960,786
Uses:					
Operating	$ 3,546,487	$ 3,956,520	$ 3,956,520	$ 3,785,377	$ 3,960,786
Non-Recurring	430,231	1,093,555	1,174,102	1,118,891	1,300,282
Total Uses:	$ 3,976,718	$ 5,050,075	$ 5,130,622	$ 4,904,268	$ 5,261,068
Structural Balance	$ 561,683	$ -	$ 40,000	$ 424,514	$ -
Accounting Adjustments	$ (36)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,934,383	$ 330,233	$ 289,686	$ 2,856,304	$ 1,556,022
Total Ending Spendable Fund Balance	$ 1,934,383	$ 330,233	$ 289,686	$ 2,856,304	$ 1,556,022

Parks Donations Fund (243)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 55,698**	**$ 55,698**
FY 2013 Revised Budget		**$ 55,698**	**$ 55,698**
FY 2014 Budget Target		**$ 55,698**	**$ 55,698**
Adjustments:			
Fees and Other Revenues		**$ (41,793)**	**$ (41,793)**
ProgRevenue Volume Inc/Dec		*(41,793)*	*(41,793)*
FY 2014 Adopted Budget		**$ 13,905**	**$ 13,905**
Percent Change from Target Amount		*-75.0%*	*-75.0%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 120,358**	**$ -**
FY 2013 Revised Budget		**$ 120,358**	**$ -**
Adjustments:			
Non Recurring		**$ (120,358)**	**$ -**
Other Non-Recurring		*(120,358)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 48,000**	**$ -**
Other Non-Recurring		*48,000*	-
Recreation and Interpretive Program Enhancements	*$ 48,000*		
FY 2014 Adopted Budget		**$ 48,000**	**$ -**

Parks Donations Fund (243) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 614,135	$ 559,375	$ 559,375	$ 638,650	$ 642,053
Sources:					
Operating	$ 45,191	$ 55,698	$ 55,698	$ 71,623	$ 13,905
Total Sources:	$ 45,191	$ 55,698	$ 55,698	$ 71,623	$ 13,905
Uses:					
Operating	$ 20,678	$ 55,698	$ 55,698	$ 40,338	$ 13,905
Non-Recurring	-	120,358	120,358	27,882	48,000
Total Uses:	$ 20,678	$ 176,056	$ 176,056	$ 68,220	$ 61,905
Structural Balance	$ 24,513	$ -	$ -	$ 31,285	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 638,650	$ 439,017	$ 439,017	$ 642,053	$ 594,053
Total Ending Spendable Fund Balance	$ 638,650	$ 439,017	$ 439,017	$ 642,053	$ 594,053

Planning and Development

Analysis by Ron Forster, Management and Budget Analyst

Summary

Mission

The mission of the Planning and Development Department is to provide planning and development services in a safe and timely fashion to constituents of unincorporated Maricopa County so they can responsibly develop and enjoy real property.

Vision

The vision of the Planning and Development Department is to provide market competitive planning and development services that are safe, consistent, timely and convenient for our constituents so they can responsibly develop and enjoy real property.

Strategic Goals

Citizen Satisfaction

By June 30, 2015, 100% of the planning elements in the Maricopa County Comprehensive Plan will be updated in accordance with state statute to provide Maricopa County residents with a current, coordinated, and measurable plan for development and use of land.

Status: The mandatory update to the Comprehensive Plan is in progress and work continues on completing the draft elements for consideration. Reduced staffing and budget limitations have impacted the originally anticipated timeline for draft element completion in a manner consistent with state statutory requirements for content and citizen participation. Recognizing the fiscal constraints facing all counties with respect to completing updates to comprehensive plans in a manner consistent with these statutory requirements, in April, 2010, the state approved HB2145 which amends state law to identify that counties are not required to readopt an existing comprehensive plan, or adopt a new comprehensive plan, until July 1, 2015. Regardless, Maricopa County is on track to complete its required comprehensive plan update in advance of this deadline. After a draft is prepared for each of the plan elements, the citizen participation process will begin in full.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
CODE - CODE ENFORCEMENT	$ 474,011	$ 122,893	$ 122,893	$ 182,104	$ 170,424	$ 47,531	38.7%
CPLG - COMPREHENSIVE PLANNING	83,345	91,031	91,031	58,806	81,628	(9,403)	-10.3%
CSVC - CUSTOMER SERVICES	46,457	40,839	40,839	51,645	45,500	4,661	11.4%
PINS - PERMIT INSPECTIONS	4,190,927	4,490,675	4,490,675	4,809,432	4,213,967	(276,708)	-6.2%
PLCS - PLANNING AND ZONING	321,975	432,400	432,400	350,136	315,341	(117,059)	-27.1%
PREV - PLAN REVIEW	3,203,495	2,821,223	2,821,223	3,486,810	3,118,753	297,530	10.5%
ZONA - ZONING ADJUDICATION	24,160	50,215	50,215	33,372	23,662	(26,553)	-52.9%
44SH - ONE STOP SHOP	$ 8,344,370	$ 8,049,276	$ 8,049,276	$ 8,972,305	$ 7,969,275	$ (80,001)	-1.0%
FSAC - FINANCIAL SERVICES	$ -	$ -	$ -	$ -	$ 35,000	$ 35,000	N/A
ODIR - EXECUTIVE MANAGEMENT	-	20,000	20,000	16,922	-	(20,000)	-100.0%
99AS - ADMINISTRATIVE SERVICES	$ -	$ 20,000	$ 20,000	$ 16,922	$ 35,000	$ 15,000	75.0%
GGOV - GENERAL GOVERNMENT	$ 24,294	$ -	$ -	$ 518,720	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 24,294	$ -	$ -	$ 518,720	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 8,368,664**	**$ 8,069,276**	**$ 8,069,276**	**$ 9,507,947**	**$ 8,004,275**	**$ (65,001)**	**-0.8%**
USES							
CODE - CODE ENFORCEMENT	$ 502,796	$ 572,041	$ 564,486	$ 527,146	$ 462,374	$ 102,112	18.1%
CPLG - COMPREHENSIVE PLANNING	255,868	278,438	285,477	303,269	364,472	(78,995)	-27.7%
CSVC - CUSTOMER SERVICES	493,776	497,741	577,460	580,107	621,784	(44,324)	-7.7%
PINS - PERMIT INSPECTIONS	1,661,620	1,692,947	1,619,157	1,589,064	1,715,244	(96,087)	-5.9%
PLCS - PLANNING AND ZONING	549,803	607,215	581,367	537,690	481,078	100,289	17.3%
PREV - PLAN REVIEW	2,183,370	2,355,205	2,344,598	2,030,539	1,948,068	396,530	16.9%
ZONA - ZONING ADJUDICATION	180,140	180,037	174,775	173,753	128,257	46,518	26.6%
44SH - ONE STOP SHOP	$ 5,827,373	$ 6,183,624	$ 6,147,320	$ 5,741,568	$ 5,721,277	$ 426,043	6.9%
FSAC - FINANCIAL SERVICES	$ 133,193	$ 136,815	$ 136,815	$ 141,301	$ 814,767	$ (677,952)	-495.5%
HRAC - HUMAN RESOURCES	-	-	151,174	-	-	151,174	100.0%
ODIR - EXECUTIVE MANAGEMENT	1,093,682	1,234,418	1,247,726	1,335,520	1,671,811	(424,085)	-34.0%
99AS - ADMINISTRATIVE SERVICES	$ 1,226,875	$ 1,371,233	$ 1,535,715	$ 1,476,821	$ 2,486,578	$ (950,863)	-61.9%
CSCA - CENTRAL SERVICE COST ALLOC	$ 468,009	$ 542,690	$ 542,690	$ 542,651	$ 655,453	$ (112,763)	-20.8%
GGOV - GENERAL GOVERNMENT	-	-	-	518,720	-	-	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	55,212	70,412	70,412	70,421	62,730	7,682	10.9%
99GV - GENERAL GOVERNMENT	$ 523,221	$ 613,102	$ 613,102	$ 1,131,792	$ 718,183	$ (105,081)	-17.1%
TOTAL PROGRAMS	**$ 7,577,469**	**$ 8,167,959**	**$ 8,296,137**	**$ 8,350,181**	**$ 8,926,038**	**$ (629,901)**	**-7.6%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 3,853,302	$ 4,211,752	$ 4,211,752	$ 4,440,800	$ 3,854,625	$ (357,127)	-8.5%
SUBTOTAL	$ 3,853,302	$ 4,211,752	$ 4,211,752	$ 4,440,800	$ 3,854,625	$ (357,127)	-8.5%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 4,111,784	$ 3,733,716	$ 3,733,716	$ 4,415,225	$ 4,025,970	$ 292,254	7.8%
SUBTOTAL	$ 4,111,784	$ 3,733,716	$ 3,733,716	$ 4,415,225	$ 4,025,970	$ 292,254	7.8%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 359,998	$ 60,309	$ 60,309	$ 98,097	$ 88,680	$ 28,371	47.0%
SUBTOTAL	$ 359,998	$ 60,309	$ 60,309	$ 98,097	$ 88,680	$ 28,371	47.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 24,294	$ 26,608	$ 26,608	$ 21,372	$ 15,000	$ (11,608)	-43.6%
0650 - MISCELLANEOUS REVENUE	19,286	36,891	36,891	13,733	20,000	(16,891)	-45.8%
SUBTOTAL	$ 43,580	$ 63,499	$ 63,499	$ 35,105	$ 35,000	$ (28,499)	-44.9%
ALL REVENUES	$ 8,368,664	$ 8,069,276	$ 8,069,276	$ 8,989,227	$ 8,004,275	$ (65,001)	-0.8%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ -	$ -	$ -	$ 518,720	$ -	$ -	N/A
ALL OTHER FINANCING SOURCES	$ -	$ -	$ -	$ 518,720	$ -	$ -	N/A
TOTAL SOURCES	$ 8,368,664	$ 8,069,276	$ 8,069,276	$ 9,507,947	$ 8,004,275	$ (65,001)	-0.8%

Sources and Uses by Category (continued)

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 3,942,573	$ 4,113,104	$ 4,123,227	$ 3,949,510	$ 4,163,153	$ (39,926)	-1.0%
0705 - TEMPORARY PAY	-	-	8,172	-	-	8,172	100.0%
0710 - OVERTIME	530	-	-	2,158	-	-	N/A
0750 - FRINGE BENEFITS	1,387,667	1,528,250	1,519,890	1,457,646	1,493,761	26,129	1.7%
0790 - OTHER PERSONNEL SERVICES	10,186	100	151,274	107,453	-	151,274	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(652,138)	(802,373)	(809,865)	(802,371)	(891,115)	81,250	10.0%
0796 - PERSONNEL SERVICES ALLOC-IN	628,730	779,477	779,477	779,476	1,456,469	(676,992)	-86.9%
SUBTOTAL	$ 5,317,548	$ 5,618,558	$ 5,772,175	$ 5,493,872	$ 6,222,268	$ (450,093)	-7.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 27,009	$ 24,422	$ 24,422	$ 81,005	$ 57,401	$ (32,979)	-135.0%
0802 - MEDICAL SUPPLIES	295	-	-	-	-	-	N/A
0803 - FUEL	85,725	73,750	73,750	78,101	92,000	(18,250)	-24.7%
0804 - NON-CAPITAL EQUIPMENT	5,699	-	-	-	-	-	N/A
0805 - SUPPLIES-ALLOCATION OUT	-	(13,102)	(13,102)	(5,459)	-	(13,102)	-100.0%
0806 - SUPPLIES-ALLOCATION IN	-	13,102	13,102	5,459	53,120	(40,018)	-305.4%
SUBTOTAL	$ 118,728	$ 98,172	$ 98,172	$ 159,106	$ 202,521	$ (104,349)	-106.3%
SERVICES							
0810 - LEGAL SERVICES	$ 23,009	$ 51,000	$ 51,000	$ 30,106	$ 24,000	$ 27,000	52.9%
0812 - OTHER SERVICES	732,750	812,473	787,034	594,987	511,650	275,384	35.0%
0820 - RENT & OPERATING LEASES	645,923	696,991	696,991	681,888	711,708	(14,717)	-2.1%
0825 - REPAIRS AND MAINTENANCE	2,204	700	700	409	26,800	(26,100)	-3728.6%
0839 - INTERNAL SERVICE CHARGES	723,739	785,377	785,377	782,502	881,399	(96,022)	-12.2%
0841 - TRAVEL	6,299	8,500	8,500	6,048	12,650	(4,150)	-48.8%
0842 - EDUCATION AND TRAINING	17,206	102,648	102,648	85,080	25,500	77,148	75.2%
0843 - POSTAGE/FREIGHT/SHIPPING	7,205	10,682	10,682	6,889	10,245	437	4.1%
0872 - SERVICES-ALLOCATION OUT	(17,142)	(92,797)	(92,797)	(39,903)	(131,317)	38,520	41.5%
0873 - SERVICES-ALLOCATION IN	-	75,655	75,655	30,477	223,760	(148,105)	-195.8%
SUBTOTAL	$ 2,141,193	$ 2,451,229	$ 2,425,790	$ 2,178,483	$ 2,296,395	$ 129,395	5.3%
CAPITAL							
0930 - VEHICLES & CONSTRUCTION EQUIP	$ -	$ -	$ -	$ -	$ 130,000	$ (130,000)	N/A
0956 - CAPITAL-ALLOCATION IN	-	-	-	-	74,854	(74,854)	N/A
SUBTOTAL	$ -	$ -	$ -	$ -	$ 204,854	$ (204,854)	N/A
ALL EXPENDITURES	$ 7,577,469	$ 8,167,959	$ 8,296,137	$ 7,831,461	$ 8,926,038	$ (629,901)	-7.6%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ -	$ -	$ -	$ 518,720	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ -	$ -	$ -	$ 518,720	$ -	$ -	N/A
TOTAL USES	$ 7,577,469	$ 8,167,959	$ 8,296,137	$ 8,350,181	$ 8,926,038	$ (629,901)	-7.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
226 PLANNING AND DEVELOPMENT FEES							
OPERATING	$ 8,304,513	$ 7,874,883	$ 7,874,883	$ 9,354,483	$ 7,874,883	$ -	0.0%
NON-RECURRING	60,430	185,285	185,285	147,828	129,392	(55,893)	-30.2%
FUND TOTAL SOURCES	$ 8,364,943	$ 8,060,168	$ 8,060,168	$ 9,502,311	$ 8,004,275	$ (55,893)	-0.7%
235 DEL WEBB							
OPERATING	$ 3,721	$ 9,108	$ 9,108	$ 5,636	$ -	$ (9,108)	-100.0%
FUND TOTAL SOURCES	$ 3,721	$ 9,108	$ 9,108	$ 5,636	$ -	$ (9,108)	-100.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 8,308,234	$ 7,883,991	$ 7,883,991	$ 9,360,119	$ 7,874,883	$ (9,108)	-0.1%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 60,430	$ 185,285	$ 185,285	$ 147,828	$ 129,392	$ (55,893)	-30.2%
DEPARTMENT TOTAL SOURCES	$ 8,368,664	$ 8,069,276	$ 8,069,276	$ 9,507,947	$ 8,004,275	$ (65,001)	-0.8%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
100 GENERAL							
OPERATING	$ 632,430	$ 868,232	$ 868,232	$ 815,411	$ 868,232	$ -	0.0%
FUND TOTAL USES	$ 632,430	$ 868,232	$ 868,232	$ 815,411	$ 868,232	$ -	0.0%
226 PLANNING AND DEVELOPMENT FEES							
OPERATING	$ 6,817,240	$ 7,114,183	$ 7,091,187	$ 6,868,103	$ 7,677,875	$ (586,688)	-8.3%
NON-RECURRING	127,571	185,285	336,459	147,828	379,931	(43,472)	-12.9%
FUND TOTAL USES	$ 6,944,811	$ 7,299,468	$ 7,427,646	$ 7,015,931	$ 8,057,806	$ (630,160)	-8.5%
235 DEL WEBB							
OPERATING	$ 228	$ 259	$ 259	$ 518,839	$ -	$ 259	100.0%
FUND TOTAL USES	$ 228	$ 259	$ 259	$ 518,839	$ -	$ 259	100.0%
DEPARTMENT OPERATING TOTAL USES	$ 7,449,898	$ 7,982,674	$ 7,959,678	$ 8,202,353	$ 8,546,107	$ (586,429)	-7.4%
DEPARTMENT NON-RECURRING TOTAL USES	$ 127,571	$ 185,285	$ 336,459	$ 147,828	$ 379,931	$ (43,472)	-12.9%
DEPARTMENT TOTAL USES	$ 7,577,469	$ 8,167,959	$ 8,296,137	$ 8,350,181	$ 8,926,038	$ (629,901)	-7.6%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	6.00	3.00	5.00	5.00	5.00	-	0.0%
FINANCIAL SERVICES	3.00	3.00	3.00	3.00	3.00	-	0.0%
HUMAN RESOURCES	8.00	-	-	-	-	-	N/A
PROGRAM TOTAL	17.00	6.00	8.00	8.00	8.00	-	0.0%
GREEN GOVERNMENT							
GREEN GOVT DATA MANAGEMENT	.60	-	-	-	-	-	N/A
INTERNAL GREEN GOVT ECO EDUC	.20	-	-	-	-	-	N/A
PUBLIC GREEN GOVT ECO EDUC	.20	-	-	-	-	-	N/A
PROGRAM TOTAL	1.00	-	-	-	-	-	N/A
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	9.00	-	-	-	-	-	N/A
DATA CENTER	2.00	-	-	-	-	-	N/A
DESKTOP SUPPORT	4.00	-	-	-	-	-	N/A
GIS APPLICATION DEV AND SUPP	4.00	-	-	-	-	-	N/A
HELP DESK SUPPORT	1.00	-	-	-	-	-	N/A
PROGRAM TOTAL	20.00	-	-	-	-	-	N/A
ONE STOP SHOP							
CODE ENFORCEMENT	5.57	7.90	6.90	7.90	6.00	(.90)	(13.0%)
COMPREHENSIVE PLANNING	3.25	3.10	3.10	3.90	3.10	-	0.0%
CUSTOMER SERVICES	10.00	9.00	11.00	11.00	12.00	1.00	9.1%
DRAINAGE ENFORCEMENT	1.38	-	-	-	-	-	N/A
DRAINAGE INSPECTION	8.00	-	-	-	-	-	N/A
DRAINAGE REVIEW	7.00	-	-	-	-	-	N/A
PERMIT INSPECTIONS	11.00	23.00	21.00	21.00	20.00	(1.00)	(4.8%)
PLAN REVIEW	14.00	21.00	20.00	22.00	20.00	-	0.0%
PLANNING AND ZONING	7.00	7.70	5.90	7.10	6.10	.20	3.4%
ZONING ADJUDICATION	2.80	2.30	2.10	2.10	1.80	(.30)	(14.3%)
PROGRAM TOTAL	70.00	74.00	70.00	75.00	69.00	(1.00)	(1.4%)
DEPARTMENT TOTAL	108.00	80.00	78.00	83.00	77.00	(1.00)	(1.3%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accounting Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Admin/Operations Specialist	3.00	-	-	-	-	-	N/A
Administrative Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Supv	1.00	-	-	-	-	-	N/A
Assistant County Manager	1.00	-	-	-	-	-	N/A
Business/Systems Analyst	2.00	-	-	-	-	-	N/A
Code Enforcement Officer	4.00	5.00	4.00	5.00	4.00	-	0.0%
Deputy Director	2.00	-	-	-	-	-	N/A
Deputy Director - Plng & Devel	-	2.00	2.00	2.00	2.00	-	0.0%
Development Svcs Specialist	13.00	14.00	15.00	14.00	13.00	(2.00)	(13.3%)
Development Svcs Technician	3.00	2.00	2.00	2.00	2.00	-	0.0%
Director - Plng & Development	-	-	1.00	1.00	1.00	-	0.0%
Engineer	4.00	4.00	4.00	5.00	4.00	-	0.0%
Engineering Associate	2.00	2.00	-	2.00	2.00	2.00	N/A
Engineering Drainage Mgr	-	-	1.00	1.00	1.00	-	0.0%
Engineering Supervisor	1.00	1.00	1.00	-	-	(1.00)	(100.0%)
Executive Assistant	-	-	1.00	1.00	1.00	-	0.0%
Finance Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Financial Supervisor - Dept	1.00	-	-	-	-	-	N/A
GIS Programmer/Analyst	3.00	-	-	-	-	-	N/A
GIS Technician	1.00	-	-	-	-	-	N/A
Help Desk Coordinator - Sr/Ld	1.00	-	-	-	-	-	N/A
Human Resources Analyst	1.00	-	-	-	-	-	N/A
Human Resources Specialist	2.00	-	-	-	-	-	N/A
Human Resources Supervisor	1.00	-	-	-	-	-	N/A
Inspection Division Manager	-	-	1.00	1.00	1.00	-	0.0%
Inspection Supervisor	3.00	4.00	4.00	4.00	4.00	-	0.0%
Inspector	13.00	16.00	15.00	16.00	15.00	-	0.0%
IS Project Manager (Senior/Lead)	2.00	-	-	-	-	-	N/A
IT Division Manager	1.00	-	-	-	-	-	N/A
IT Services Supv	1.00	-	-	-	-	-	N/A
Management Analyst	1.00	-	-	-	-	-	N/A
Office Assistant	3.00	3.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	5.00	4.00	4.00	4.00	4.00	-	0.0%
Operations/Program Manager	3.00	2.00	-	-	-	-	N/A
PC/LAN Analyst	3.00	-	-	-	-	-	N/A
Planner	7.00	7.00	6.00	8.00	6.00	-	0.0%
Planning Supervisor	4.00	4.00	4.00	4.00	4.00	-	0.0%
Plans Examiner	5.00	5.00	5.00	5.00	5.00	-	0.0%
Plans Examiner Manager	-	-	1.00	1.00	1.00	-	0.0%
Plans Examiner Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	3.00	-	-	-	-	-	N/A
Programmer/Analyst - Sr/Ld	2.00	-	-	-	-	-	N/A
RDSA Ombudsman	-	1.00	1.00	1.00	1.00	-	0.0%
Systems/Network Administrator	1.00	-	-	-	-	-	N/A
Systems/Network Admin-Sr/Ld	1.00	-	-	-	-	-	N/A
Trainer	1.00	-	-	-	-	-	N/A
Department Total	**108.00**	**80.00**	**78.00**	**83.00**	**77.00**	**(1.00)**	**(1.3%)**

Staffing by Fund

DEPARTMENT/FUND		FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	1.00	-	-	-	-	-	N/A
226	PLANNING AND DEVELOPMENT FEES	107.00	80.00	78.00	83.00	77.00	(1.00)	(1.3%)
Department Total		**108.00**	**80.00**	**78.00**	**83.00**	**77.00**	**(1.00)**	**(1.3%)**

Significant Variance Analysis

The Planning & Development Department is decreasing its staff due to increased efficiencies. The FY 2013 Forecast is slightly higher than the FY 2014 Adopted due to the changing of a few positions where both the new and old positions are counted in the Forecast total.

General Adjustments

Planning and Development Fees Fund (226)

- Increase Regular Benefits by $18,212 for the retirement contribution rate increase.
- Decrease Other Benefits and Internal Services Charges by $7,686 for the impact of the changes in Risk Management charges.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of violation complaint inspections provided within 30 days of receipt of	89.2%	95.0%	78.5%	98.0%	3.0%	3.2%
Percent of Development Master Plans/Comprehensive Plan Amendment cases taken to the Technical Advisory Committee meeting within 60 days of applicaton.	112.5%	100.0%	95.0%	100.0%	0.0%	0.0%
Percent of All Customers Served within 30 minutes.	104.7%	100.0%	99.8%	97.9%	(2.1%)	-2.1%
Percent of Inspections provided the same day as Requested.	96.8%	100.0%	96.0%	99.7%	(0.3%)	-0.3%
Percent of Subdivision/Entitlement Cases reviewed in a Technical Advisory Committee meeting within 60 days of application.	100.0%	100.0%	99.9%	100.0%	0.0%	0.0%
Percent of plan reviews provided through First Plan Review within 20 business days of application.	N/A	N/A	95.0%	91.1%	N/A	N/A
Percent of Variance and Other Board of Adjustment cases recommended to public hearing or approved administratively within 75 days of application.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Code Enforcement
- Comprehensive Planning
- Customer Services
- Zoning and Adjudication
- 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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of violation complaint inspections provided within 30 days of receipt of complaint.	89.2%	95.0%	78.5%	98.0%	3.0%	3.2%
Output	Total number of violation complaint inspections provided.	1,364	1,590	1,296	1,600	10	0.6%
Demand	Number of violation complaints received.	1,732	1,650	1,637	1,800	150	9.1%
Efficiency	Total expenditure per violation complaint inspection provided.	$ 368.62	$ 360.56	$ 406.75	$ 288.98	$ 71.58	19.9%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 474,011	$ 122,893	$ 182,104	$ 170,424	$ 47,531	38.7%
	TOTAL SOURCES	$ 474,011	$ 122,893	$ 182,104	$ 170,424	$ 47,531	38.7%
Expenditure							
	100 - GENERAL	$ 257,957	$ 458,508	$ 411,499	$ 344,105	$ 114,403	25.0%
	226 - PLANNING AND DEVELOPMENT FEES	244,839	114,785	115,647	118,269	(3,484)	-3.0%
	TOTAL USES	$ 502,796	$ 573,293	$ 527,146	$ 462,374	$ 110,919	19.3%

Activity Narrative: The FY 2014 budget supports the Department in meeting 100% of the demand for violation complaint investigations, including completion of backlogged violation complaints. Demand exceeds output for this measure as some complaints are not code violations which require an inspection. Revenue is expected to increase slightly due to a greater number of violation complaints being resolved with payment of fines. The increase in demand results from an increase in market activity.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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.	110.0%	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.	11	12	9	28	16	133.3%
Demand	Number of Development Master Plans/ Comprehensive Plan Amendments Received that require a Technical Advisory Committee meeting.	10	12	9	28	16	133.3%
Efficiency	Total expenditure per plan amendment activity taken to the Technical Advisory Committee.	$ 23,260.73	$ 23,789.75	$ 33,696.56	$ 13,016.86	$ 10,772.89	45.3%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 83,345	$ 91,031	$ 58,806	$ 81,628	$ (9,403)	-10.3%
	TOTAL SOURCES	$ 83,345	$ 91,031	$ 58,806	$ 81,628	$ (9,403)	-10.3%
Expenditure							
	100 - GENERAL	$ 198,203	$ 191,797	$ 189,949	$ 281,983	$ (90,186)	-47.0%
	226 - PLANNING AND DEVELOPMENT FEES	57,665	93,680	113,320	82,489	11,191	11.9%
	TOTAL USES	$ 255,868	$ 285,477	$ 303,269	$ 364,472	$ (78,995)	-27.7%

Activity Narrative: The FY 2014 budget supports the Department in meeting 100% of demand for plan amendments. Large-scale commercial and residential development in the County is showing growth as there are large tracts of land being committed to solar energy plant projects. The increase in volume of these projects is improving the efficiency of the activity.

Customer Services Activity

The purpose of the Customer Services Activity is to provide accurate planning and development information to One Stop Shop customers so they can make informed development decisions and receive timely delivery of property-based services.

Mandates: A.R.S. §11-321 requires a building permit for any construction of a building or an addition thereto exceeding a cost of one thousand dollars within its jurisdiction. It also establishes requirements for issuance and distribution of copies of permits as well as responsibilities of the subsequent owner of property on which construction was undertaken without a permit.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of all customers served within 30 minutes.	94.1%	95.9%	93.6%	97.9%	2.0%	2.1%
Output	Total number of customers served.	8,801	8,300	9,416	8,760	460	5.5%
Demand	Number of customers requesting service at the One Stop Shop counter.	8,801	8,300	9,416	8,760	460	5.5%
Efficiency	Total expenditure per customer served.	$ 56.10	$ 69.57	$ 61.61	$ 70.98	$ (1.41)	-2.0%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 46,457	$ 40,839	$ 51,645	$ 45,500	$ 4,661	11.4%
	TOTAL SOURCES	$ 46,457	$ 40,839	$ 51,645	$ 45,500	$ 4,661	11.4%
Expenditure							
	226 - PLANNING AND DEVELOPMENT FEES	$ 493,776	$ 577,358	$ 580,106	$ 621,784	$ (44,426)	-7.7%
	235 - DEL WEBB	-	102	1	-	102	100.0%
	TOTAL USES	$ 493,776	$ 577,460	$ 580,107	$ 621,784	$ (44,324)	-7.7%

Activity Narrative: The FY 2014 budget supports the Department in meeting 100% of the demand. The Department continues to experience low demand for planning and development services but there is an expectation that demand will increase nearing the end of FY 2013 and continuing into FY 2014. The Department continues to improve its performance in serving customers in 30 minutes or less. Expenditures are increasing due to the reallocation of personnel resources within the Department to meet the increased demand.

Permit Inspections Activity

The purpose of the Permit Inspections Activity is to provide building inspection services to builders so they can complete construction in compliance with approved building codes in a timely manner.

Mandates: A.R.S. §11-321 requires a building permit for any construction of a building or an addition thereto exceeding a cost of one thousand dollars within its jurisdiction. It also establishes requirements for issuance and distribution of permit copies as well as responsibilities of the subsequent owner of property on which construction was undertaken without a permit.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of inspections provided the same day as requested.	96.8%	100.0%	95.2%	99.7%	(0.3%)	-0.3%
Output	Total number of inspections provided.	29,581	20,181	30,657	24,924	4,743	23.5%
Demand	Number of inspections scheduled/requested.	29,581	20,190	30,664	25,056	4,866	24.1%
Efficiency	Total expenditure per inspection provided.	$ 56.17	$ 80.23	$ 70.86	$ 68.82	$ 11.41	14.2%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 4,190,927	$ 4,481,567	$ 4,803,796	$ 4,213,967	$ (267,600)	-6.0%
	235 - DEL WEBB	-	9,108	5,636	-	(9,108)	-100.0%
	TOTAL SOURCES	$ 4,190,927	$ 4,490,675	$ 4,809,432	$ 4,213,967	$ (276,708)	-6.2%
Expenditure							
	226 - PLANNING AND DEVELOPMENT FEES	$ 1,661,620	$ 1,619,157	$ 1,589,064	$ 1,715,244	$ (96,087)	-5.9%
	TOTAL USES	$ 1,661,620	$ 1,619,157	$ 1,589,064	$ 1,715,244	$ (96,087)	-5.9%

Activity Narrative: The FY 2014 budget supports the Department in meeting 99.5% of the demand, including building re-inspections. The Department is experiencing an increase in demand for inspections and as a result is expecting to experience an improvement in efficiency. The Department has budgeted for an additional inspector to support the demand for inspections.

Plan Review Activity

The purpose of the Plan Review Activity is to provide plan review services to One Stop Shop permit applicants so they can gain approval for requested permits in a timely manner.

Mandates: A.R.S. §11-321 requires a building permit for any construction of a building or an addition thereto exceeding a cost of one thousand dollars within its jurisdiction. It also establishes requirements for issuance and distribution of copies of the permit as well as responsibilities of the subsequent owner of property on which construction was undertaken without a permit.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of plan reviews provided through First Plan Review within 20 business days of application.	91.2%	90.0%	96.6%	91.1%	1.1%	1.2%
Output	Total number of plan reviews provided.	5,676	7,642	5,701	10,800	3,158	41.3%
Demand	Number of plan reviews requested.	6,066	8,028	5,777	11,940	3,912	48.7%
Efficiency	Total expenditure per plan review provided.	$ 384.67	$ 306.80	$ 356.17	$ 180.38	$ 126.43	41.2%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 3,203,495	$ 2,821,223	$ 3,486,810	$ 3,118,753	$ 297,530	10.5%
	TOTAL SOURCES	$ 3,203,495	$ 2,821,223	$ 3,486,810	$ 3,118,753	$ 297,530	10.5%
Expenditure							
	226 - PLANNING AND DEVELOPMENT FEES	$ 2,183,370	$ 2,356,116	$ 2,030,539	$ 1,948,068	$ 408,048	17.3%
	TOTAL USES	$ 2,183,370	$ 2,344,598	$ 2,030,539	$ 1,948,068	$ 396,530	16.9%

Activity Narrative: The FY 2014 budget supports the Department in meeting 91.1% 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 a fewer large projects, including various solar energy plants, which impact the plan review workload. The FY 2014 budget also includes a decrease in expected revenue for County funded large capital projects scheduled for completion in FY 2014. The jump in the number of plan reviews is from combining drainage reviews and building reviews into the same activity in an effort to streamline reporting. The expenditure reduction in FY 2014 is due to a reduction in use of outside resources to provide plan review services.

Planning and Zoning Activity

The purpose of the Planning and Zoning Activity is to provide information, support, report services, and recommendations to the Planning Commission so they can make planning and land-use recommendations to the Board of Supervisors in a timely manner.

Mandates: A.R.S. §11-802 establishes the Board of Supervisors' authority to form a planning and zoning commission to consult with and advise the Board in matters regarding planning, zoning, and subdivision platting, adopt and enforce rules, regulations, ordinances and plans; A.R.S. §11-805 authorizes the Board to contract with consultants or employ persons for services as may be required to carry on the work of the commission and the enforcement. A consultant, employees, or both, are provided to carry on County planning work, the regularly appointed planning and zoning commission of an incorporated city or town within the county may request the services of the consultant, staff, or both, for consultation and advice including the preparation or review of comprehensive plans, zoning ordinances, and subdivision regulations within the boundaries of the incorporated city or town; A.R.S. §11-806 establishes the powers and duties of the planning and zoning commission, including preparing the comprehensive plan; A.R.S. §11-829 describes amendment of the zoning ordinance or change of zoning district boundaries. A property owner or authorized agent of a property owner desiring an amendment or change in the zoning ordinance changing the zoning district boundaries within an area previously zoned shall file an application for the amendment or change. All zoning and rezoning ordinances, regulations or specific plans adopted under this article shall be consistent with and conform to the adopted County plan.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Total Number of Subdivision/Entitlement Cases reviewed in a Technical Advisory Committee meeting.	688	415	280	60	(355)	-85.5%
Demand	Number of Subdivision/Entitlement Cases Received where a Technical Advisory Committee is required.	765	415	322	120	(295)	-71.1%
Efficiency	Total expenditure per Subdivision/Entitlement case reviewed in a Technical Advisory Committee meeting.	$ 799.13	$ 1,400.88	$ 1,920.32	$ 8,017.97	$ (6,617.08)	-472.4%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 321,975	$ 432,400	$ 350,136	$ 315,341	$ (117,059)	-27.1%
	TOTAL SOURCES	$ 321,975	$ 432,400	$ 350,136	$ 315,341	$ (117,059)	-27.1%
Expenditure							
	100 - GENERAL	$ 2,169	$ 168,548	$ 166,074	$ 171,319	$ (2,771)	-1.6%
	226 - PLANNING AND DEVELOPMENT FEES	547,634	421,314	371,616	309,759	111,555	26.5%
	TOTAL USES	$ 549,803	$ 581,367	$ 537,690	$ 481,078	$ 100,289	17.3%

Activity Narrative: The Planning and Zoning Activity reporting scheme was modified heavily through FY 2012 and FY 2013 to better represent the activity as a whole. Pre-application cases and public record requests still exist and have consistent demand. Subdivision and entitlement/special use issues are more noteworthy to the general public and in some cases require approval from the Board of Supervisors. Historically, approximately one-half of applicants for subdivision/entitlement cases decide not to proceed with their request. The Department has appropriate budget in this Activity to meet the initial demand of applications and follow through with appropriate review committee action for those applicants wishing to continue through the process. The reduction in expenditures for FY 2014 is a result of the decreased demand, and associated revenue, and the reallocation of Departmental resources to areas experiencing an increase in demand.

Zoning and Adjudication Activity

The purpose of the Zoning and Adjudication Activity is to provide information, support, and recommendations to the Board of Adjustment so they can make appropriate quasi-judicial rulings in a timely manner.

Mandates: A.R.S. §11-802 establishes the Board of Supervisors' authority to form a planning and zoning commission to consult with and advise the Board in matters regarding planning, zoning, and subdivision platting, adopt and enforce rules, regulations, ordinances and plans; A.R.S. §11-805 authorizes the Board to contract with consultants or employ persons for services as may be required to carry on the work of the commission and the enforcement. A consultant, employees, or both, are provided to carry on County planning work, the regularly appointed planning and zoning commission of an incorporated city or town within the county may request the services of the consultant, staff, or both, for consultation and advice including the preparation or review of comprehensive plans, zoning ordinances, and subdivision regulations within the boundaries of the incorporated city or town; A.R.S. §11-807 establishes the Board of Adjustments and its powers and the appeals process.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Variance and Other Board of Adjustment cases recommended to public hearing or approved administratively within 75 days of application.	90.0%	100.0%	86.0%	100.0%	0.0%	0.0%
Output	Total number of Variance and Other Board of Adjustment Cases resolved.	41	39	24	42	3	7.7%
Demand	Total Number of Variance and Other Board of Adjustment Cases Requested.	41	39	24	42	3	7.7%
Efficiency	Total expenditure per Variance and Other Board of Adjustment Cases Resolved.	$ 4,393.66	$ 4,481.41	$ 7,239.71	$ 3,053.74	$ 1,427.67	31.9%
Revenue							
	226 - PLANNING AND DEVELOPMENT FEES	$ 24,160	$ 50,215	$ 33,372	$ 23,662	$ (26,553)	-52.9%
	TOTAL SOURCES	$ 24,160	$ 50,215	$ 33,372	$ 23,662	$ (26,553)	-52.9%
Expenditure							
	100 - GENERAL	$ 174,101	$ 49,379	$ 47,889	$ 70,825	$ (21,446)	-43.4%
	226 - PLANNING AND DEVELOPMENT FEES	6,039	125,396	125,864	57,432	67,964	54.2%
	TOTAL USES	$ 180,140	$ 174,775	$ 173,753	$ 128,257	$ 46,518	26.6%

Activity Narrative: The FY 2014 budget supports the Department in meeting all of the demand for review of variance, temporary use, and text amendment applications, as well as reducing backlogged review requests. Demand is expected to increase due to an increase in real estate market activity.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 868,232**	**$ -**
FY 2013 Revised Budget	**$ 868,232**	**$ -**
FY 2014 Budget Target	**$ 868,232**	**$ -**
FY 2014 Adopted Budget	**$ 868,232**	**$ -**
Percent Change from Target Amount	*0.0%*	

Planning and Development Fees Fund (226)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 7,832,382**	**$ 7,874,883**
FY 2013 Revised Budget			**$ 7,832,382**	**$ 7,874,883**
FY 2014 Budget Target			**$ 7,832,382**	**$ 7,874,883**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 18,212**	**$ -**
Retirement Contributions			*18,212*	-
Base Adjustments			**$ (172,719)**	**$ -**
Other Base Adjustments			*68,668*	-
Additional Inspector		*$ 68,668*		
Request Over or Under Target			*(241,387)*	-
FY 2014 Tentative Budget			**$ 7,677,875**	**$ 7,874,883**
Percent Change from Target Amount			*-2.0%*	*0.0%*
Adjustments:				
Base Adjustments			**$ -**	**$ -**
Other Base Adjustments			*7,686*	-
Internal Service Charges			*(7,686)*	-
FY 2014 Adopted Budget			**$ 7,677,875**	**$ 7,874,883**
Percent Change from Target Amount			*-2.0%*	*0.0%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ 357,142**	**$ 185,285**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ 151,174**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*151,174*	-
FY 2013 Revised Budget			**$ 508,316**	**$ 185,285**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ (151,174)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*(151,174)*	-
Fees and Other Revenues			**$ (184,925)**	**$ (185,285)**
ProgRevenue Volume Inc/Dec			*(184,925)*	*(185,285)*
Non Recurring			**$ (172,217)**	**$ -**
Other Non-Recurring			*(172,217)*	-
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Base Adjustments			**$ 130,000**	**$ -**
Vehicle Replacement			*130,000*	-
Fees and Other Revenues			**$ 129,392**	**$ 129,392**
ProgRevenue Volume Inc/Dec			*129,392*	*129,392*
MCSO Headquarters Inspections		*$ 129,392*		
Information and Communications Technology			**$ 120,539**	**$ -**
Other IT Non-Recurring			*120,539*	-
FY 2014 Adopted Budget			**$ 379,931**	**$ 129,392**

Planning and Development Fees Fund (226) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 2,127,013	$ 2,335,680	$ 2,335,680	$ 2,815,909	$ 4,249,807
Sources:					
Operating	$ 8,304,513	$ 7,874,883	$ 7,874,883	$ 9,354,483	$ 7,874,883
Non-Recurring	60,430	185,285	185,285	147,828	129,392
Total Sources:	$ 8,364,943	$ 8,060,168	$ 8,060,168	$ 9,502,311	$ 8,004,275
Uses:					
Operating	$ 7,243,885	$ 7,832,382	$ 7,832,382	$ 7,830,012	$ 7,677,875
Non-Recurring	432,163	357,142	508,316	238,401	379,931
Total Uses:	$ 7,676,048	$ 8,189,524	$ 8,340,698	$ 8,068,413	$ 8,057,806
Structural Balance	$ 1,060,628	$ 42,501	$ 42,501	$ 1,524,471	$ 197,008
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Committed	$ 2,815,909	$ 2,206,324	$ 2,055,150	$ 4,249,807	$ 4,196,276
Total Ending Spendable Fund Balance	$ 2,815,909	$ 2,206,324	$ 2,055,150	$ 4,249,807	$ 4,196,276

Del Webb Fund (235)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 259**	**$ 9,108**
FY 2013 Revised Budget	**$ 259**	**$ 9,108**
FY 2014 Budget Target	**$ 259**	**$ 9,108**
Adjustments:		
Fees and Other Revenues	**$ (259)**	**$ (9,108)**
ProgRevenue Volume Inc/Dec	*(259)*	*(9,108)*
FY 2014 Adopted Budget	**$ -**	**$ -**
Percent Change from Target Amount	*-100.0%*	*-100.0%*

Del Webb Special Fund (235) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 509,712	$ 515,166	$ 515,166	$ 513,203	$ -
Sources:					
Operating	$ 3,721	$ 9,108	$ 9,108	$ 5,636	$ -
Total Sources:	$ 3,721	$ 9,108	$ 9,108	$ 5,636	$ -
Uses:					
Operating	$ 228	$ 259	$ 259	$ 518,839	$ -
Total Uses:	$ 228	$ 259	$ 259	$ 518,839	$ -
Structural Balance	$ 3,493	$ 8,849	$ 8,849	$ (513,203)	$ -
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 513,203	$ 524,015	$ 524,015	$ -	$ -
Total Ending Spendable Fund Balance	$ 513,203	$ 524,015	$ 524,015	$ -	$ -

Procurement Services

Analysis by Karina Araiza, Management and Budget Analyst

Summary

Mission

The mission of Procurement Services is to provide innovative, cost-effective, and quality services to County agencies through a strategic and systematic approach to procurement so they can get the right product at the right time at the right place.

Vision

Working together to deliver value.

Strategic Goals

Sustainable Environment

By June 30, 2015, achieve an annual customer satisfaction score of 90% or greater as measured through the annual customer satisfaction survey issued by Procurement Services.

Status: The Department has exceeded this goal as the latest customer satisfaction survey showed that 93% of customers are satisfied with Procurement Services.

Sustainable Environment

By June 30, 2015, the Office of Procurement Services will have the ability to classify at least 80% of its managed spend into market categories to leverage buying power realized through aggregation of requirements.

Status: In FY 2013, the Department created and filled a Business Intelligence Analyst position to begin the process of turning data into actionable business intelligence. This will allow the Department to identify opportunities to aggregate demands and to contract for value. The Department expects to meet this goal by target date.

Sustainable Environment

By June 30, 2016, 100% of new contracts for commodities will be written to include acceptable environmental sustainability standards consistent with Board policy.

Status: The Department is currently working with the County Attorney's Office to revise contract templates to include language consistent with the Environmentally Preferred Purchasing policy (A1514) for commodities.

Sustainable Environment

By June 30, 2016, 80% of new construction project contracts will include acceptable environmental sustainability standards consistent with Board policy.

Status: The Department is currently working with the County Attorney's Office to revise contract templates to include language consistent with the Environmentally Preferred Purchasing policy (A1514) for construction and non-construction contracts. The Department expects to meet goal by target date.

Sustainable Environment

By June 30, 2016, 80% of requests for records services will be completed within 7 business days.

Status: In FY 2013, the Department began to increase services provided to departments and the public through reallocation of work responsibilities and have been able to become proactive in providing agency support and training; and as this level of awareness increases, so does the demand for services. The Department expects to meet this goal by target date.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
PCPT - PROCUREMENT SERVICES	$ 861,962	$ 282,000	$ 282,000	$ 520,112	$ 282,000	$ -	0.0%
73BS - BUSINESS SERVICES	$ 861,962	$ 282,000	$ 282,000	$ 520,112	$ 282,000	$ -	0.0%
PRNT - PRINTING SERVICES	$ 811,836	$ 761,464	$ 761,464	$ 785,926	$ 788,689	$ 27,225	3.6%
73PR - PRINTING SERVICES PROGRAM	$ 811,836	$ 761,464	$ 761,464	$ 785,926	$ 788,689	$ 27,225	3.6%
TOTAL PROGRAMS	**$ 1,673,798**	**$ 1,043,464**	**$ 1,043,464**	**$ 1,306,038**	**$ 1,070,689**	**$ 27,225**	**2.6%**
USES							
BENT - SMALL BUSINESS ENTERPRISE	$ 35,268	$ -	$ -	$ -	$ -	$ -	N/A
PCPT - PROCUREMENT SERVICES	1,647,949	2,250,404	2,203,058	1,853,571	2,102,817	100,241	4.6%
73BS - BUSINESS SERVICES	$ 1,683,217	$ 2,250,404	$ 2,203,058	$ 1,853,571	$ 2,102,817	$ 100,241	4.6%
PRNT - PRINTING SERVICES	$ 645,560	$ 679,479	$ 679,479	$ 690,145	$ 702,742	$ (23,263)	-3.4%
73PR - PRINTING SERVICES PROGRAM	$ 645,560	$ 679,479	$ 679,479	$ 690,145	$ 702,742	$ (23,263)	-3.4%
RMPT - RECORDS MANAGEMENT	$ 13,997	$ 20,458	$ 70,153	$ 43,159	$ 53,380	$ 16,773	23.9%
73RM - RECORDS MANAGEMENT	$ 13,997	$ 20,458	$ 70,153	$ 43,159	$ 53,380	$ 16,773	23.9%
ODIR - EXECUTIVE MANAGEMENT	$ 208,296	$ 209,995	$ 218,125	$ 230,092	$ 202,703	$ 15,422	7.1%
99AS - ADMINISTRATIVE SERVICES	$ 208,296	$ 209,995	$ 218,125	$ 230,092	$ 202,703	$ 15,422	7.1%
CSCA - CENTRAL SERVICE COST ALLOC	$ 42,977	$ 54,904	$ 54,904	$ 54,904	$ 60,652	$ (5,748)	-10.5%
ISFC - INTERNAL SERVICE FUND CHARGES	28,477	27,506	27,506	27,888	33,658	(6,152)	-22.4%
POOL - POOLED COSTS	-	-	-	-	(23,930)	23,930	N/A
99GV - GENERAL GOVERNMENT	$ 71,454	$ 82,410	$ 82,410	$ 82,792	$ 70,380	$ 12,030	14.6%
TOTAL PROGRAMS	**$ 2,622,524**	**$ 3,242,746**	**$ 3,253,225**	**$ 2,899,759**	**$ 3,132,022**	**$ 121,203**	**3.7%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
CHARGES FOR SERVICE							
0636 - INTERNAL SERVICE CHARGES	$ 811,836	$ 761,464	$ 761,464	$ 785,926	$ 788,689	$ 27,225	3.6%
SUBTOTAL	$ 811,836	$ 761,464	$ 761,464	$ 785,926	$ 788,689	$ 27,225	3.6%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ 861,962	$ 282,000	$ 282,000	$ 520,112	$ 282,000	$ -	0.0%
SUBTOTAL	$ 861,962	$ 282,000	$ 282,000	$ 520,112	$ 282,000	$ -	0.0%
ALL REVENUES	$ 1,673,798	$ 1,043,464	$ 1,043,464	$ 1,306,038	$ 1,070,689	$ 27,225	2.6%
TOTAL SOURCES	$ 1,673,798	$ 1,043,464	$ 1,043,464	$ 1,306,038	$ 1,070,689	$ 27,225	2.6%

Sources and Uses by Category (continued)

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,580,965	$ 1,952,978	$ 1,917,869	$ 1,791,134	$ 1,897,296	$ 20,573	1.1%
0710 - OVERTIME	684	150	150	192	150	-	0.0%
0750 - FRINGE BENEFITS	554,223	714,655	710,153	643,551	712,911	(2,758)	-0.4%
0790 - OTHER PERSONNEL SERVICES	-	-	10,479	8,921	-	10,479	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	(47,174)	(41,331)	(19,584)	(44,152)	2,821	6.8%
0796 - PERSONNEL SERVICES ALLOC-IN	-	21,984	21,984	25,546	19,152	2,832	12.9%
SUBTOTAL	$ 2,135,872	$ 2,642,593	$ 2,619,304	$ 2,449,760	$ 2,585,357	$ 33,947	1.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 287,586	$ 226,660	$ 226,660	$ 157,447	$ 259,579	$ (32,919)	-14.5%
0803 - FUEL	486	900	900	745	750	150	16.7%
0804 - NON-CAPITAL EQUIPMENT	15,453	-	-	(78)	-	-	N/A
SUBTOTAL	$ 303,525	$ 227,560	$ 227,560	$ 158,114	$ 260,329	$ (32,769)	-14.4%
SERVICES							
0811 - HEALTH CARE SERVICES	$ -	$ 3,000	$ 3,000	$ 1,250	$ -	$ 3,000	100.0%
0812 - OTHER SERVICES	79,520	75,200	108,968	150,007	127,500	(18,532)	-17.0%
0820 - RENT & OPERATING LEASES	2,808	14,900	14,900	3,534	4,000	10,900	73.2%
0825 - REPAIRS AND MAINTENANCE	17,099	128,486	128,486	22,620	33,485	95,001	73.9%
0830 - INTERGOVERNMENTAL PAYMENTS	-	-	-	91	-	-	N/A
0839 - INTERNAL SERVICE CHARGES	71,039	102,180	102,180	90,326	98,984	3,196	3.1%
0841 - TRAVEL	5,810	13,029	13,029	12,083	8,000	5,029	38.6%
0842 - EDUCATION AND TRAINING	4,798	32,464	32,464	9,861	11,027	21,437	66.0%
0843 - POSTAGE/FREIGHT/SHIPPING	2,053	3,334	3,334	2,113	3,340	(6)	-0.2%
SUBTOTAL	$ 183,127	$ 372,593	$ 406,361	$ 291,885	$ 286,336	$ 120,025	29.5%
ALL EXPENDITURES	$ 2,622,524	$ 3,242,746	$ 3,253,225	$ 2,899,759	$ 3,132,022	$ 121,203	3.7%
TOTAL USES	$ 2,622,524	$ 3,242,746	$ 3,253,225	$ 2,899,759	$ 3,132,022	$ 121,203	3.7%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 861,962	$ 282,000	$ 282,000	$ 520,112	$ 282,000	$ -	0.0%
FUND TOTAL SOURCES	$ 861,962	$ 282,000	$ 282,000	$ 520,112	$ 282,000	$ -	0.0%
673 REPROGRAPHICS							
OPERATING	$ 811,836	$ 761,464	$ 761,464	$ 785,926	$ 788,689	$ 27,225	3.6%
FUND TOTAL SOURCES	$ 811,836	$ 761,464	$ 761,464	$ 785,926	$ 788,689	$ 27,225	3.6%
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,673,798	$ 1,043,464	$ 1,043,464	$ 1,306,038	$ 1,070,689	$ 27,225	2.6%
DEPARTMENT TOTAL SOURCES	$ 1,673,798	$ 1,043,464	$ 1,043,464	$ 1,306,038	$ 1,070,689	$ 27,225	2.6%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 1,856,307	$ 2,371,282	$ 2,371,282	$ 2,032,324	$ 2,283,206	$ 88,076	3.7%
NON-RECURRING	74,783	110,000	110,000	81,509	60,127	49,873	45.3%
FUND TOTAL USES	$ 1,931,090	$ 2,481,282	$ 2,481,282	$ 2,113,833	$ 2,343,333	$ 137,949	5.6%
673 REPROGRAPHICS							
OPERATING	$ 691,434	$ 761,464	$ 761,464	$ 785,926	$ 788,689	$ (27,225)	-3.6%
NON-RECURRING	-	-	10,479	-	-	10,479	100.0%
FUND TOTAL USES	$ 691,434	$ 761,464	$ 771,943	$ 785,926	$ 788,689	$ (16,746)	-2.2%
DEPARTMENT OPERATING TOTAL USES	$ 2,547,741	$ 3,132,746	$ 3,132,746	$ 2,818,250	$ 3,071,895	$ 60,851	1.9%
DEPARTMENT NON-RECURRING TOTAL USES	$ 74,783	$ 110,000	$ 120,479	$ 81,509	$ 60,127	$ 60,352	50.1%
DEPARTMENT TOTAL USES	$ 2,622,524	$ 3,242,746	$ 3,253,225	$ 2,899,759	$ 3,132,022	$ 121,203	3.7%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	1.65	1.65	1.50	1.50	1.50	-	0.0%
PROGRAM TOTAL	1.65	1.65	1.50	1.50	1.50	-	0.0%
BUSINESS SERVICES							
CONTRACT PRINTING SERVICES	.85	-	-	-	-	-	N/A
PRINTING SERVICES	8.15	-	-	-	-	-	N/A
PROCUREMENT SERVICES	22.80	28.15	26.75	27.75	27.75	1.00	3.7%
SMALL BUSINESS ENTERPRISE	.35	-	-	-	-	-	N/A
PROGRAM TOTAL	32.15	28.15	26.75	27.75	27.75	1.00	3.7%
PRINTING SERVICES PROGRAM							
PRINTING SERVICES	-	9.00	9.00	9.00	9.00	-	0.0%
PROGRAM TOTAL	-	9.00	9.00	9.00	9.00	-	0.0%
RECORDS MANAGEMENT							
RECORDS MANAGEMENT	.20	.20	.75	.75	.75	-	0.0%
PROGRAM TOTAL	.20	.20	.75	.75	.75	-	0.0%
DEPARTMENT TOTAL	34.00	39.00	38.00	39.00	39.00	1.00	2.6%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Administrative Services Mgr	-	-	1.00	1.00	1.00	-	0.0%
Administrative Staff Supv	-	-	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	1.00	-	-	-	-	-	N/A
Deputy Director - Materials Management	-	1.00	1.00	1.00	1.00	-	0.0%
Director - Materials Mgt	1.00	1.00	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	1.00	1.00	-	-	-	-	N/A
Grant-Contract Administrator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	4.00	5.00	4.00	4.00	4.00	-	0.0%
Procurement Officer - County	9.50	11.50	9.50	10.50	10.50	1.00	10.5%
Procurement Officer Lead - County	-	-	1.00	1.00	1.00	-	0.0%
Procurement Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Procurement Supervisor -County	2.00	3.00	2.00	2.00	2.00	-	0.0%
Program Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	1.00	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%
Strategic Procurement Consultant - County	.50	.50	.50	.50	.50	-	0.0%
Training Officer	-	-	1.00	1.00	1.00	-	0.0%
Department Total	**34.00**	**39.00**	**38.00**	**39.00**	**39.00**	**1.00**	**2.6%**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	25.00	30.00	29.00	30.00	30.00	1.00	3.4%
673 REPROGRAPHICS	9.00	9.00	9.00	9.00	9.00	-	0.0%
Department Total	**34.00**	**39.00**	**38.00**	**39.00**	**39.00**	**1.00**	**2.6%**

Significant Variance Analysis

One FTE Procurement Officer was added with the consolidation of the Procurement Activity to include Article 5.

General Adjustments

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $6,505 for the impact of changes in retirement contribution rates.
- Decrease Education and Training by $21,339 based on historical actuals.
- Decrease expenditures by $404 due to the net change in Supplies and Services.
- Decrease expenditures by $12,086 due a decrease in Internal Service Charges.
- Decrease expenditures by $45,724 to more accurately reflect Personnel Savings.
- Increase Personnel Savings by $23,930 based on the Chairman's Office request.
- Increase Other Benefits and Internal Service Charges by $1,802 for the impact of the changes in Risk Management charges.

Reprographics (673)

- Increase Regular Benefits by $1,368 for the impact of changes in retirement contribution rates.
- Increase revenue and expenditures by $27,225 due to an increase in reprographic costs and subsequent rate charged to County departments.

Programs and Activities

Procurement Services

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of respondents indicating "very satisfied" or "satisfied" on the Procurement Customer Satisfaction Survey.	N/A	95.7%	100.0%	100.0%	4.3%	4.5%
Percentage of expenditure for goods/services/construction managed through procurement services.	N/A	100.0%	69.1%	100.0%	0.0%	0.0%
Percent of new contracts written to include acceptable environmental standards consistent with Board policy.	N/A	50.0%	92.9%	98.1%	48.1%	96.2%
Percent of new construction project contracts which contain acceptable environmental standards consistent with Board policy.	N/A	50.0%	123.5%	97.5%	47.5%	94.9%

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. §11-254.01 establishing County purchasing procedures.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	95.7%	100.0%	100.0%	4.3%	4.5%
Result	Percentage of expenditure for goods/services/construction managed through procurement services.	N/A	100.0%	69.1%	100.0%	0.0%	0.0%
Result	Percent of new contracts written to include acceptable environmental standards consistent with Board policy.	N/A	50.0%	92.9%	98.1%	48.1%	96.2%
Result	Percent of new construction project contracts which contain acceptable environmental standards consistent with Board policy.	N/A	50.0%	123.5%	97.5%	47.5%	94.9%
Output	Value of competively sourced Purchase Orders.	N/A	320,000,000	179,685,840	181,685,480	(138,314,520)	-43.2%
Output	Number of new contracts with acceptable environmental standards consistent with Board policy.	N/A	60	63	70	10	16.7%
Output	Number of new construction projects meeting acceptable environmental sustainability standards consistent with Board policy.	N/A	60	63	70	10	16.7%
Output	Number of new contracts provided.	N/A	150	154	159	9	6.0%
Demand	Number of new construction project contracts requested.	N/A	100	170	164	64	64.0%
Demand	Number of new contracts for goods/services requested.	N/A	150	168	173	23	15.3%
Demand	Number of new contracts for construction project requested	N/A	100	100	117	17	17.0%
Demand	Dollar value of expenditures for goods/services/construction.	N/A	500,000,000	471,332,890	471,732,800	(28,267,200)	-5.7%
Efficiency	Cost per new contract provided.	N/A	$ 14,687.05	$ 12,036.18	$ 13,225.26	$ 1,461.79	10.0%
Revenue							
	100 - GENERAL	$ 861,962	$ 282,000	$ 520,112	$ 282,000	$ -	0.0%
	TOTAL SOURCES	$ 861,962	$ 282,000	$ 520,112	$ 282,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 1,647,949	$ 2,203,058	$ 1,853,571	$ 2,102,817	$ 100,241	4.6%
	TOTAL USES	$ 1,647,949	$ 2,203,058	$ 1,853,571	$ 2,102,817	$ 100,241	4.6%

Activity Narrative: Budgeted performance in FY 2013 was misestimated as the measures were new and benchmarks were not available at the time. In FY 2014, the Department anticipates the transition of Article 5 will be complete and plans on diligently developing programs and policies to increase the quality of Countywide procurement. Revenue is decreasing from FY 2013 Forecast to FY 2014 due to the new office supplies contract and the bonus from US Bank expiring. Expenditures are increasing from FY 2013 Forecast to FY 2014 due to five vacant positions that are expected to be filled in FY 2014. This activity also includes $60,127 in Non-Recurring expenditures for a Contract Monitor position. This position is responsible for reviewing contracts in order to recover overpayments and supports its own costs with the funds recovered.

Base Adjustments:

General Fund (100) Operating

- Decrease Rent and Operating leases by $10,900 based on historical actuals.
- Increase General Supplies by $18,000 based on historical actuals.

General Fund (100) Non Recurring Non Project

- Increase expenditures $60,127 for a Contract Monitor position.

Print Services

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	87.0%	89.1%	91.3%	4.3%	5.0%

Activities that comprise this program include:

- Print Services

Print Services Activity

The purpose of the Print Services Activity is to provide printed materials to County departments so they can support mission critical objectives.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	87.0%	89.1%	91.3%	4.3%	5.0%
Output	Number of requests for Print Services completed.	N/A	500	2,125	2,208	1,708	341.6%
Demand	Number of Print Services requested.	N/A	500	2,125	2,208	1,708	341.6%
Efficiency	Cost per Print Services request completed.	N/A	$ 1,358.96	$ 324.77	$ 318.27	$ 1,040.69	76.6%
Revenue							
	673 - REPROGRAPHICS	$ 811,836	$ 761,464	$ 785,926	$ 788,689	$ 27,225	3.6%
	TOTAL SOURCES	$ 811,836	$ 761,464	$ 785,926	$ 788,689	$ 27,225	3.6%
Expenditure							
	673 - REPROGRAPHICS	$ 645,560	$ 679,479	$ 690,145	$ 702,742	$ (23,263)	-3.4%
	TOTAL USES	$ 645,560	$ 679,479	$ 690,145	$ 702,742	$ (23,263)	-3.4%

Activity Narrative: Budgeted performance in FY 2013 was misestimated as the measures were new and benchmarks were not available at the time. In FY 2014, revenue is expected to increase as the rates in printing services will be increasing due to a sudden increase in the price of paper.

Records Management

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percentage of requests for service fulfilled within 7 days.	N/A	72.0%	72.3%	73.2%	1.2%	1.7%

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. § 41-1346 establishing state and local records management procedures.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of requests for service fulfilled within 7 days.	N/A	72.0%	72.3%	73.2%	1.2%	1.7%
Output	Number of requests for records management services fulfilled within 7 days.	N/A	72	105	112	40	55.6%
Output	Number of records management services provided.	N/A	100	155	168	68	68.0%
Demand	Requests for services.	N/A	100	155	168	68	68.0%
Efficiency	Cost per records management services provided.	N/A	$ 701.53	$ 278.45	$ 317.74	$ 383.79	54.7%
Expenditure							
	100 - GENERAL	$ 13,997	$ 59,674	$ 43,159	$ 53,380	$ 6,294	10.5%
	673 - REPROGRAPHICS	-	10,479	-	-	10,479	100.0%
	TOTAL USES	$ 13,997	$ 70,153	$ 43,159	$ 53,380	$ 16,773	23.9%

Activity Narrative: In FY 2014, the Department expects demand, output, and efficiency to increase as they will continue to educate County agencies on records management, as well as the new Essential Records Management Program that was initiated by the State of Arizona, which holds agencies responsible in identifying records that are essential for continuity of County operations in the event of a crisis.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 2,371,282**	**$ 282,000**
FY 2013 Revised Budget			**$ 2,371,282**	**$ 282,000**
FY 2014 Budget Target			**$ 2,371,282**	**$ 282,000**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 6,505**	**$ -**
Retirement Contributions			*6,505*	-
Base Adjustments			**$ (72,453)**	**$ -**
Other Base Adjustments			*(14,643)*	-
Reduce Education and Training to reflect historical actuals	*$*	*(21,339)*		
Reduce Rent and Operating leases		*(10,900)*		
Increase General Supplies based on historical actuals		*18,000*		
Net change in Supplies and Services		*(404)*		
Internal Service Charges			*(12,086)*	-
Personnel Savings			*(45,724)*	-
Budget Balancing			**$ (23,930)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget			*(23,930)*	-
FY 2014 Tentative Budget			**$ 2,281,404**	**$ 282,000**
Percent Change from Target Amount			*-3.8%*	*0.0%*
Adjustments:				
Base Adjustments			**$ 1,802**	**$ -**
Internal Service Charges			*1,802*	-
FY 2014 Adopted Budget			**$ 2,283,206**	**$ 282,000**
Percent Change from Target Amount			*-3.7%*	*0.0%*

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ 110,000**	**$ -**
FY 2013 Revised Budget			**$ 110,000**	**$ -**
Adjustments:				
Non Recurring			**$ (110,000)**	**$ -**
Non Recurring Carry Forward			*(110,000)*	-
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 60,127**	**$ -**
Other Non-Recurring			*60,127*	-
Contract Monitor	*$*	*60,127*		
FY 2014 Adopted Budget			**$ 60,127**	**$ -**
Percent Change from Target Amount				

Reprographics Fund (673)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 761,464**	**$ 761,464**
FY 2013 Revised Budget	**$ 761,464**	**$ 761,464**
FY 2014 Budget Target	**$ 761,464**	**$ 761,464**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 1,368**	**$ -**
Retirement Contributions	*1,368*	*-*
Fees and Other Revenues	**$ 25,857**	**$ 27,225**
ProgRevenue Volume Inc/Dec	*25,857*	*27,225*
FY 2014 Adopted Budget	**$ 788,689**	**$ 788,689**
Percent Change from Target Amount	*3.6%*	*3.6%*

Reprographics Fund (673) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 98,320	$ 98,320	$ 98,320	$ 218,724	$ 218,724
Sources:					
Operating	$ 811,836	$ 761,464	$ 761,464	$ 785,926	$ 788,689
Total Sources:	$ 811,836	$ 761,464	$ 761,464	$ 785,926	$ 788,689
Uses:					
Operating	$ 691,434	$ 761,464	$ 761,464	$ 785,926	$ 788,689
Non-Recurring	-	-	10,479	-	-
Total Uses:	$ 691,434	$ 761,464	$ 771,943	$ 785,926	$ 788,689
Structural Balance	$ 120,402	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Committed	218,724	98,320	87,841	218,724	218,724
Total Ending Spendable Fund Balance	$ 218,724	$ 98,320	$ 87,841	$ 218,724	$ 218,724

Protective Services

Analysis by Karina Araiza, 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: New goal for FY 2014.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
SCRT - SECURITY	$ 125,930	$ 235,141	$ 235,141	$ 287,864	$ 235,141	$ -	0.0%
70PS - PROTECTIVE SERVICES	$ 125,930	$ 235,141	$ 235,141	$ 287,864	$ 235,141	$ -	0.0%
TOTAL PROGRAMS	**$ 125,930**	**$ 235,141**	**$ 235,141**	**$ 287,864**	**$ 235,141**	**$ -**	**0.0%**
USES							
PKMT - PARKING MANAGEMENT	$ 114,070	$ 115,863	$ 115,863	$ 111,712	$ 112,126	$ 3,737	3.2%
SCRT - SECURITY	3,539,986	3,549,548	3,510,667	3,381,748	3,684,768	(174,101)	-5.0%
70PS - PROTECTIVE SERVICES	$ 3,654,056	$ 3,665,411	$ 3,626,530	$ 3,493,460	$ 3,796,894	$ (170,364)	-4.7%
ISFC - INTERNAL SERVICE FUND CHARGES	$ -	$ -	$ -	$ -	$ 11,569	$ (11,569)	N/A
POOL - POOLED COSTS	-	-	-	-	(39,764)	39,764	N/A
99GV - GENERAL GOVERNMENT	$ -	$ -	$ -	$ -	$ (28,195)	$ 28,195	N/A
TOTAL PROGRAMS	**$ 3,654,056**	**$ 3,665,411**	**$ 3,626,530**	**$ 3,493,460**	**$ 3,768,699**	**$ (142,169)**	**-3.9%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 125,930	$ 235,141	$ 235,141	$ 287,864	$ 235,141	$ -	0.0%
SUBTOTAL	$ 125,930	$ 235,141	$ 235,141	$ 287,864	$ 235,141	$ -	0.0%
ALL REVENUES	$ 125,930	$ 235,141	$ 235,141	$ 287,864	$ 235,141	$ -	0.0%
TOTAL SOURCES	$ 125,930	$ 235,141	$ 235,141	$ 287,864	$ 235,141	$ -	0.0%

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,292,913	$ 2,398,040	$ 2,358,664	$ 2,223,188	$ 2,351,225	$ 7,439	0.3%
0705 - TEMPORARY PAY	-	-	6,240	3,545	7,830	(1,590)	-25.5%
0710 - OVERTIME	157,353	-	-	184,361	150,500	(150,500)	N/A
0750 - FRINGE BENEFITS	1,059,867	1,111,172	1,105,427	1,017,384	1,105,014	413	0.0%
0790 - OTHER PERSONNEL SERVICES	45,242	42,769	42,769	48,457	42,769	-	0.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(75,852)	(48,942)	(48,942)	(150,445)	(120,942)	72,000	147.1%
0796 - PERSONNEL SERVICES ALLOC-IN	34,442	48,942	48,942	48,942	48,942	-	0.0%
SUBTOTAL	$ 3,513,965	$ 3,551,981	$ 3,513,100	$ 3,375,432	$ 3,585,338	$ (72,238)	-2.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 42,960	$ 39,000	$ 39,000	$ 39,196	$ 36,000	$ 3,000	7.7%
0803 - FUEL	24,921	26,000	26,000	24,142	26,000	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	5,711	-	-	-	-	-	N/A
SUBTOTAL	$ 73,592	$ 65,000	$ 65,000	$ 63,338	$ 62,000	$ 3,000	4.6%
SERVICES							
0811 - HEALTH CARE SERVICES	$ 102	$ -	$ -	$ 144	$ -	$ -	N/A
0812 - OTHER SERVICES	39,172	41,666	41,666	1,780	39,000	2,666	6.4%
0820 - RENT & OPERATING LEASES	2,836	3,964	3,964	2,951	2,500	1,464	36.9%
0825 - REPAIRS AND MAINTENANCE	5,603	800	800	334	1,015	(215)	-26.9%
0839 - INTERNAL SERVICE CHARGES	18,094	-	-	46,860	76,988	(76,988)	N/A
0841 - TRAVEL	150	1,000	1,000	462	714	286	28.6%
0842 - EDUCATION AND TRAINING	340	1,000	1,000	2,025	1,000	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	202	-	-	134	144	(144)	N/A
SUBTOTAL	$ 66,499	$ 48,430	$ 48,430	$ 54,690	$ 121,361	$ (72,931)	-150.6%
ALL EXPENDITURES	$ 3,654,056	$ 3,665,411	$ 3,626,530	$ 3,493,460	$ 3,768,699	$ (142,169)	-3.9%
TOTAL USES	$ 3,654,056	$ 3,665,411	$ 3,626,530	$ 3,493,460	$ 3,768,699	$ (142,169)	-3.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 125,930	$ 235,141	$ 235,141	$ 287,864	$ 235,141	$ -	0.0%
FUND TOTAL SOURCES	$ 125,930	$ 235,141	$ 235,141	$ 287,864	$ 235,141	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 125,930	$ 235,141	$ 235,141	$ 287,864	$ 235,141	$ -	0.0%
DEPARTMENT TOTAL SOURCES	$ 125,930	$ 235,141	$ 235,141	$ 287,864	$ 235,141	$ -	0.0%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 3,602,595	$ 3,616,469	$ 3,577,588	$ 3,444,518	$ 3,719,757	$ (142,169)	-4.0%
FUND TOTAL USES	$ 3,602,595	$ 3,616,469	$ 3,577,588	$ 3,444,518	$ 3,719,757	$ (142,169)	-4.0%
255 DETENTION OPERATIONS							
OPERATING	$ 51,461	$ 48,942	$ 48,942	$ 48,942	$ 48,942	$ -	0.0%
FUND TOTAL USES	$ 51,461	$ 48,942	$ 48,942	$ 48,942	$ 48,942	$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	$ 3,654,056	$ 3,665,411	$ 3,626,530	$ 3,493,460	$ 3,768,699	$ (142,169)	-3.9%
DEPARTMENT TOTAL USES	$ 3,654,056	$ 3,665,411	$ 3,626,530	$ 3,493,460	$ 3,768,699	$ (142,169)	-3.9%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
PROTECTIVE SERVICES							
PARKING MANAGEMENT	-	2.00	2.00	2.00	2.00	-	0.0%
SECURITY	-	71.50	70.50	70.50	72.50	2.00	2.8%
PROGRAM TOTAL	-	73.50	72.50	72.50	74.50	2.00	2.8%
DEPARTMENT TOTAL	-	73.50	72.50	72.50	74.50	2.00	2.8%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Admin/Operations Specialist	-	2.00	2.00	2.00	2.00	-	0.0%
Executive Assistant	-	-	1.00	1.00	1.00	-	0.0%
IT Services Supv	-	-	-	-	1.00	1.00	N/A
Office Assistant Specialized	-	1.00	1.00	1.00	1.00	-	0.0%
PC/LAN Tech Support	-	-	-	-	1.00	1.00	N/A
Security Division Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Security Officer	-	63.50	61.50	61.50	61.50	-	0.0%
Security Officer Manager	-	2.00	2.00	2.00	2.00	-	0.0%
Security Officer Supervisor	-	4.00	4.00	4.00	4.00	-	0.0%
Department Total	**-**	**73.50**	**72.50**	**72.50**	**74.50**	**2.00**	**2.8%**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	-	73.50	72.50	72.50	74.50	2.00	2.8%
Department Total	**-**	**73.50**	**72.50**	**72.50**	**74.50**	**2.00**	**2.8%**

Significant Variance Analysis

Two (2) FTE positions were moved from the Office of Enterprise Technology to Protective Services in FY 2014. These positions support the technological infrastructure of the Department including the badge system.

General Adjustments

Target Adjustments:

General Fund (100)

- Restate personnel and supplies expenditures of $3,689,882 from Human Resources to Protective Services.
- Restate revenue payments from Central Arizona Shelter Services, Inc. (CASS) of $235,141 from Human Resources to Protective Services.

Detention Fund (255)

- Restate personnel expenditures of $48,942 from Human Resources to Protective Services.

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $9,549 for the impact of changes in retirement contribution rates.
- Decrease expenditures by $3,299 due to net changes to Supplies and Services.
- Increase expenditures by $19,472 due to an increase in Internal Service Charges.
- Increase Personnel Savings by $39,764 based on the Chairman's Office request.
- Decrease Other Benefits and Internal Services Charges by $36,823 for the impact of the changes in Risk Management charges.

Programs and Activities

Protective Services Program

The purpose of the Protective Services Program is to provide security and parking and transportation services to the public, Maricopa County elected officials, department, employees, visitors, and jurors so they can conduct County and Court business and receive County services in a safe and secure environment.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of parking spaces utilized in County garages and lots.	62.2%	61.1%	72.7%	67.0%	5.9%	9.7%
Percent of shuttle bus seats utilized.	9.5%	10.2%	9.3%	9.5%	-0.7%	-6.9%
Percent of safety and security issues responded to by Protective Services to secure the County's work and business environment.	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Parking Management
- Security

Parking Management Activity

The purpose of the Parking Management Activity is to provide parking 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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of parking spaces utilized in County garages and lots.	62.2%	61.1%	72.7%	67.0%	5.9%	9.7%
Result	Percent of shuttle bus seats utilized.	9.5%	10.2%	9.3%	9.5%	(0.7%)	-6.9%
Output	Number of vehicles parked in County garages & lots.	904,082	893,052	761,483	930,408	37,356	4.2%
Demand	Number of vehicles requesting to park in County garages & lots.	904,082	912,636	761,483	930,408	17,772	1.9%
Efficiency	total expenditures per vehicle parked in County garages and spaces.	$ 0.13	$ 0.13	$ 0.15	$ 0.12	$ 0.01	7.1%
Expenditure							
	100 - GENERAL	$ 114,070	$ 115,863	$ 111,712	$ 112,126	$ 3,737	3.2%
	TOTAL USES	$ 114,070	$ 115,863	$ 111,712	$ 112,126	$ 3,737	3.2%

Activity Narrative: Currently, Maricopa County Sheriff's Office parking is not part of the County garages and lots that are monitored by Protective Services. The number of vehicles needing to park in County garages and lots is expected to increase in FY 2014 due to the new Maricopa County Sheriff's Office headquarters building and the additional parking being built for MCSO employees. The Department will reevaluate their measures during the FY 2015 Strategic Business Plan update.

Security Activity

The purpose of the Security Activity is to provide public safety and protection to the public, elected officials, departments, employees, visitors, and jurors so they can conduct County business and receive County services in a safe and secure environment.

Mandates: Administrative mandate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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%
Output	Number of crimes reported on County properties that were responded to by Protective Services.	4,827	6,552	8,215	6,100	(452)	-6.9%
Demand	Number of crime responses needed.	4,827	6,552	8,215	6,100	(452)	-6.9%
Efficiency	Total expenditure per crime response by Protective Services.	$ 733.37	$ 535.82	$ 411.66	$ 604.06	$ (68.24)	-12.7%
Revenue							
	100 - GENERAL	$ 125,930	$ 235,141	$ 287,864	$ 235,141	$ -	0.0%
	TOTAL SOURCES	$ 125,930	$ 235,141	$ 287,864	$ 235,141	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 3,488,525	$ 3,461,725	$ 3,332,806	$ 3,635,826	$ (174,101)	-5.0%
	255 - DETENTION OPERATIONS	51,461	48,942	48,942	48,942	-	0.0%
	TOTAL USES	$ 3,539,986	$ 3,510,667	$ 3,381,748	$ 3,684,768	$ (174,101)	-5.0%

Activity Narrative: In FY 2013, Protective Services stopped providing oversight of the contract security company for the Human Services Workforce Connection sites, decreasing their demand and output. Expenditures are expected to increase in FY 2014 due to budgeting for actual use of overtime and for an additional 2.0 FTE that were located in the Office of Enterprise Technology (OET) in FY 2013. The PC/LAN position was transferred in its current title. The former IT Operations Manager was changed to an IT Services Supervisor to more accurately reflect the work performed. The Department will reevaluate their measures during the FY 2015 Strategic Business Plan update.

Base Adjustments:

General Fund (100)

- Increase expenditures by $150,000 to meet actual use of Overtime.
- Increase Allocation Out by $72,000 to match charges for special security assignments provided to departments.
- Increase expenditures by $161,369 in order to appropriately budget for Personnel Savings.
- Increase salary and benefits by $112,646 for an IT Services Supervisor position.
- Increase salary and benefits by $51,463 for a PC/LAN Tech Support position.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ -**	**$ -**
FY 2013 Revised Budget		**$ -**	**$ -**
Adjustments:			
Restatements		**$ 3,689,882**	**$ 235,141**
Human Resources to Protective Services		*3,689,882*	*235,141*
FY 2014 Budget Target		**$ 3,689,882**	**$ 235,141**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 9,549**	**$ -**
Retirement Contributions		*9,549*	*-*
Base Adjustments		**$ 96,913**	**$ -**
Other Base Adjustments		*238,810*	*-*
Increase Overtime to meet actual use	*$ 150,000*		
Increase Allocation Out to match charges to departments	*(72,000)*		
Net of changes in Supplies and Services	*(3,299)*		
Increase salary and benefits for an IT Services Supervisor	*112,646*		
Increase salary and benefits for a PC/LAN Tech Support	*51,463*		
Internal Service Charges		*19,472*	*-*
Personnel Savings		*(161,369)*	*-*
Budget Balancing		**$ (39,764)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(39,764)*	*-*
FY 2014 Tentative Budget		**$ 3,756,580**	**$ 235,141**
Percent Change from Target Amount		*1.8%*	*0.0%*
Adjustments:			
Base Adjustments		**$ (36,823)**	**$ -**
Internal Service Charges		*(36,823)*	*-*
FY 2014 Adopted Budget		**$ 3,719,757**	**$ 235,141**
Percent Change from Target Amount		*0.8%*	*0.0%*

Detention Fund (255)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ -**	**$ -**
FY 2013 Revised Budget	**$ -**	**$ -**
Adjustments:		
Restatements	**$ 48,942**	**$ -**
Human Resources to Protective Services	*48,942*	*-*
FY 2014 Budget Target	**$ 48,942**	**$ -**
FY 2014 Adopted Budget	**$ 48,942**	**$ -**
Percent Change from Target Amount	*0.0%*	

Public Defense System

Analysis by Lauren M. Cochran, Management and Budget Supervisor

Summary

Mission

The mission of Public Defense Services is to furnish quality legal representation to indigent individuals assigned to us by the court so they will be provided the benefit of the protection of their fundamental legal rights, as guaranteed to everyone.

Vision

The vision of Public Defense Services is to Deliver America's Promise of Justice for All.

Strategic Goals

Fiscal Strength

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) projects that 64% of all capital and capital post-conviction relief cases that do not have representation conflicts will be assigned to staffed offices in FY 2014. Four cases have been assigned to outside counsel in FY 2013 due to capacity limitations in the staffed offices. Capital case resolution has slowed and as a result staffed offices are at or near capacity. If this slowing continues, ongoing assignments to outside counsel will almost certainly be required.

Fiscal Strength

By July 2019, 75% or more of all clients in non-capital cases without a conflict of interest, will be represented by attorneys in the staffed offices (in the areas in which the 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 62% of all non-capital cases assigned in areas in which the staffed offices provide services will be assigned to a staffed office in FY 2013. Dependency representation continues to have the lowest level of staffed office representation. For the criminal program total, PDS is meeting the 75% goal.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
NCFR - NON CAPITAL FELONY REP	$ 1,436,746	$ 1,847,315	$ 1,847,315	$ 1,222,935	$ 1,209,827	$ (637,488)	-34.5%
52CR - ADULT CRIMINAL REPRESENTATION	$ 1,436,746	$ 1,847,315	$ 1,847,315	$ 1,222,935	$ 1,209,827	$ (637,488)	-34.5%
JDIR - JUV DEL INCORR REPRESENTATION	$ 15,581	$ -	$ -	$ -	$ -	$ -	N/A
52JR - JUVENILE REPRESENTATION	$ 15,581	$ -	$ -	$ -	$ -	$ -	N/A
HRAC - HUMAN RESOURCES	$ 436,302	$ 424,932	$ 424,932	$ 440,988	$ 424,932	$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	81,852	71,452	71,452	56,577	71,452	-	0.0%
99AS - ADMINISTRATIVE SERVICES	$ 518,154	$ 496,384	$ 496,384	$ 497,565	$ 496,384	$ -	0.0%
GGOV - GENERAL GOVERNMENT	$ (4,376)	$ -	$ -	$ -	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ (4,376)	$ -	$ -	$ -	$ -	$ -	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	$ -	$ -	$ -	$ -	$ 394,797	$ 394,797	N/A
99IT - INFORMATION TECHNOLOGY	$ -	$ -	$ -	$ -	$ 394,797	$ 394,797	N/A
TOTAL PROGRAMS	**$ 1,966,105**	**$ 2,343,699**	**$ 2,343,699**	**$ 1,720,500**	**$ 2,101,008**	**$ (242,691)**	**-10.4%**
USES							
AGLR - ADULT GUARDIAN AD LITEM REP	$ 813,936	$ 842,577	$ 842,577	$ 915,279	$ 1,205,279	$ (362,702)	-43.0%
MENR - MENTAL HEALTH REPRESENTATION	1,299,024	1,267,092	1,360,291	1,333,119	1,439,081	(78,790)	-5.8%
PROB - PROBATE REPRESENTATION	269,014	259,479	259,479	361,589	372,589	(113,110)	-43.6%
SEVP - SEXUALLY VIOLENT PERSON REP	201,264	205,269	205,269	176,834	253,722	(48,453)	-23.6%
52AC - ADULT CIVIL REPRESENTATION	$ 2,583,238	$ 2,574,417	$ 2,667,616	$ 2,786,821	$ 3,270,671	$ (603,055)	-22.6%
ADAP - APPEAL NC PCR REPRESENTATION	$ 7,652,140	$ 9,507,184	$ 9,505,189	$ 8,026,582	$ 4,648,127	$ 4,857,062	51.1%
CAPP - CAPITAL REPRESENTATION	15,312,878	15,021,645	14,802,695	15,609,872	15,401,986	(599,291)	-4.0%
CPCR - CAPITAL POST CONVICTION RELIEF	-	-	-	-	3,651,045	(3,651,045)	N/A
MISS - MISDEMEANOR REPRESENTATION	461,220	502,388	441,952	493,013	490,017	(48,065)	-10.9%
NCFR - NON CAPITAL FELONY REP	36,075,872	35,421,641	35,436,357	37,177,857	38,100,627	(2,664,270)	-7.5%
VPPR - PROBATION REPRESENTATION	1,579,030	1,587,065	1,826,258	1,742,987	2,032,580	(206,322)	-11.3%
WITR - WITNESS REPRESENTATION	51,022	60,979	60,979	36,566	34,956	26,023	42.7%
52CR - ADULT CRIMINAL REPRESENTATION	$ 61,132,162	$ 62,100,902	$ 62,073,430	$ 63,086,877	$ 64,359,338	$ (2,285,908)	-3.7%
CDRE - CHILD DEPENDENCY REP	$ 603,122	$ 750,346	$ 750,346	$ 713,742	$ 713,742	$ 36,604	4.9%
JDIR - JUV DEL INCORR REPRESENTATION	3,198,558	3,257,659	3,064,659	2,891,936	2,864,078	200,581	6.5%
JEMR - JUVENILE EMANCIPATION REP	1,645	1,692	1,692	3,572	3,572	(1,880)	-111.1%
JGAL - JUVENILE GAL REPRESENTATION	6,426,630	6,174,042	6,167,814	7,440,991	8,876,091	(2,708,277)	-43.9%
JUAP - JUVENILE APPEAL REPRESENTATION	422,082	432,220	432,897	427,544	464,590	(31,693)	-7.3%
JUNR - JUVENILE NOTIFICATION REP	28,905	27,072	27,072	28,200	28,200	(1,128)	-4.2%
JUPR - JUVENILE PROBATION REP	484,337	494,497	472,448	449,733	475,944	(3,496)	-0.7%
PADR - PARENTAL DEPENDENCY REP	7,104,065	6,918,519	7,086,827	8,803,090	11,451,996	(4,365,169)	-61.6%
52JR - JUVENILE REPRESENTATION	$ 18,269,344	$ 18,056,047	$ 18,003,755	$ 20,758,808	$ 24,878,213	$ (6,874,458)	-38.2%
IRSS - INDIGENT REP SUPPORT SVCS	$ 881,275	$ 1,004,741	$ 1,004,741	$ 679,474	$ 679,758	$ 324,983	32.3%
52SS - INDIGENT REP SUPPORT SVCS	$ 881,275	$ 1,004,741	$ 1,004,741	$ 679,474	$ 679,758	$ 324,983	32.3%
BDGT - BUDGETING	$ 129,167	$ 126,105	$ 121,561	$ 129,097	$ 130,726	$ (9,165)	-7.5%
FSAC - FINANCIAL SERVICES	411,473	406,883	403,793	408,968	408,331	(4,538)	-1.1%
HRAC - HUMAN RESOURCES	1,215,673	1,467,787	1,471,776	1,250,982	1,486,479	(14,703)	-1.0%
ODIR - EXECUTIVE MANAGEMENT	3,133,399	3,659,922	3,689,122	3,830,050	3,822,166	(133,044)	-3.6%
PROC - PROCUREMENT	97,342	95,426	95,426	94,482	91,910	3,516	3.7%
RMGT - RISK MANAGEMENT	14,735	13,769	13,769	14,006	13,782	(13)	-0.1%
99AS - ADMINISTRATIVE SERVICES	$ 5,001,789	$ 5,769,892	$ 5,795,447	$ 5,727,585	$ 5,953,394	$ (157,947)	-2.7%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 50,290	$ 187,763	$ 187,763	$ 108,593	$ 306,274	$ (118,511)	-63.1%
POOL - POOLED COSTS	-	-	-	-	(632,046)	632,046	N/A
99GV - GENERAL GOVERNMENT	$ 50,290	$ 187,763	$ 187,763	$ 108,593	$ (325,772)	$ 513,535	273.5%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 1,005,797	$ 1,210,467	$ 1,210,467	$ 641,285	$ 1,060,433	$ 150,034	12.4%
DACR - DATA CENTER	89,049	86,209	86,209	86,684	87,665	(1,456)	-1.7%
99IT - INFORMATION TECHNOLOGY	$ 1,094,846	$ 1,296,676	$ 1,296,676	$ 727,969	$ 1,148,098	$ 148,578	11.5%
TOTAL PROGRAMS	**$ 89,012,944**	**$ 90,990,438**	**$ 91,029,428**	**$ 93,876,127**	**$ 99,963,700**	**$ (8,934,272)**	**-9.8%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 820,189	$ 827,756	$ 827,756	$ 736,754	$ 721,269	$ (106,487)	-12.9%
0620 - OTHER INTERGOVERNMENTAL	4,443	-	-	11,900	-	-	N/A
SUBTOTAL	$ 824,632	$ 827,756	$ 827,756	$ 748,654	$ 721,269	$ (106,487)	-12.9%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 1,129,295	$ 1,510,268	$ 1,510,268	$ 963,167	$ 1,372,839	$ (137,429)	-9.1%
SUBTOTAL	$ 1,129,295	$ 1,510,268	$ 1,510,268	$ 963,167	$ 1,372,839	$ (137,429)	-9.1%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 6,503	$ -	$ -	$ 1,779	$ -	$ -	N/A
0650 - MISCELLANEOUS REVENUE	5,675	5,675	5,675	6,900	6,900	1,225	21.6%
SUBTOTAL	$ 12,178	$ 5,675	$ 5,675	$ 8,679	$ 6,900	$ 1,225	21.6%
ALL REVENUES	$ 1,966,105	$ 2,343,699	$ 2,343,699	$ 1,720,500	$ 2,101,008	$ (242,691)	-10.4%
TOTAL SOURCES	$ 1,966,105	$ 2,343,699	$ 2,343,699	$ 1,720,500	$ 2,101,008	$ (242,691)	-10.4%

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 41,426,549	$ 41,903,677	$ 41,864,119	$ 41,709,069	$ 41,766,491	$ 97,628	0.2%
0705 - TEMPORARY PAY	53,804	210,408	252,592	213,926	217,301	35,291	14.0%
0710 - OVERTIME	2,361	-	-	673	-	-	N/A
0750 - FRINGE BENEFITS	13,795,197	14,120,202	14,035,173	14,093,907	14,694,669	(659,496)	-4.7%
0790 - OTHER PERSONNEL SERVICES	755,787	965,469	965,469	768,091	959,094	6,375	0.7%
0795 - PERSONNEL SERVICES ALLOC-OUT	(307,804)	(366,533)	(366,533)	(339,981)	(355,645)	(10,888)	-3.0%
0796 - PERSONNEL SERVICES ALLOC-IN	298,987	358,007	358,007	349,559	343,020	14,987	4.2%
SUBTOTAL	$ 56,024,881	$ 57,191,230	$ 57,108,827	$ 56,795,244	$ 57,624,930	$ (516,103)	-0.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 492,101	$ 534,066	$ 534,066	$ 568,855	$ 561,686	$ (27,620)	-5.2%
0803 - FUEL	33,772	42,084	42,084	32,163	34,441	7,643	18.2%
0804 - NON-CAPITAL EQUIPMENT	20,894	42,300	42,300	79,188	21,000	21,300	50.4%
SUBTOTAL	$ 546,767	$ 618,450	$ 618,450	$ 680,206	$ 617,127	$ 1,323	0.2%
SERVICES							
0810 - LEGAL SERVICES	$ 29,497,531	$ 29,144,549	$ 29,164,935	$ 33,104,411	$ 37,953,146	$ (8,788,211)	-30.1%
0812 - OTHER SERVICES	763,324	1,077,473	1,178,480	544,688	804,825	373,655	31.7%
0820 - RENT & OPERATING LEASES	855,364	900,975	900,975	908,943	906,523	(5,548)	-0.6%
0825 - REPAIRS AND MAINTENANCE	13,915	88,973	88,973	88,122	209,431	(120,458)	-135.4%
0839 - INTERNAL SERVICE CHARGES	594,959	1,226,614	1,226,614	1,228,006	1,095,369	131,245	10.7%
0841 - TRAVEL	169,048	176,579	176,579	170,892	169,470	7,109	4.0%
0842 - EDUCATION AND TRAINING	198,736	486,756	486,756	276,350	510,098	(23,342)	-4.8%
0843 - POSTAGE/FREIGHT/SHIPPING	79,607	78,839	78,839	79,265	72,781	6,058	7.7%
SUBTOTAL	$ 32,172,484	$ 33,180,758	$ 33,302,151	$ 36,400,677	$ 41,721,643	$ (8,419,492)	-25.3%
CAPITAL							
0920 - CAPITAL EQUIPMENT	$ 265,307	$ -	$ -	$ -	$ -	$ -	N/A
0950 - DEBT SERVICE	3,505	-	-	-	-	-	N/A
SUBTOTAL	$ 268,812	$ -	$ -	$ -	$ -	$ -	N/A
ALL EXPENDITURES	$ 89,012,944	$ 90,990,438	$ 91,029,428	$ 93,876,127	$ 99,963,700	$ (8,934,272)	-9.8%
TOTAL USES	$ 89,012,944	$ 90,990,438	$ 91,029,428	$ 93,876,127	$ 99,963,700	$ (8,934,272)	-9.8%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 86,295	$ 71,452	$ 71,452	$ 68,477	$ 71,452	$ -	0.0%
FUND TOTAL SOURCES	$ 86,295	$ 71,452	$ 71,452	$ 68,477	$ 71,452	$ -	0.0%
233 PUBLIC DEFENDER GRANTS							
OPERATING	$ 390,783	$ 408,499	$ 408,499	$ 303,237	$ 303,237	$ (105,262)	-25.8%
FUND TOTAL SOURCES	$ 390,783	$ 408,499	$ 408,499	$ 303,237	$ 303,237	$ (105,262)	-25.8%
209 PUBLIC DEFENDER TRAINING							
OPERATING	$ 436,302	$ 424,932	$ 424,932	$ 440,988	$ 424,932	$ -	0.0%
FUND TOTAL SOURCES	$ 436,302	$ 424,932	$ 424,932	$ 440,988	$ 424,932	$ -	0.0%
262 PUBLIC DEFENDER FILL THE GAP							
OPERATING	$ 993,669	$ 981,081	$ 981,081	$ 841,436	$ 840,228	$ (140,853)	-14.4%
NON-RECURRING	-	391,373	391,373	-	394,797	3,424	0.9%
FUND TOTAL SOURCES	$ 993,669	$ 1,372,454	$ 1,372,454	$ 841,436	$ 1,235,025	$ (137,429)	-10.0%
263 LEGAL DEFENDER FILL THE GAP							
OPERATING	$ 59,056	$ 66,362	$ 66,362	$ 66,362	$ 66,362	$ -	0.0%
FUND TOTAL SOURCES	$ 59,056	$ 66,362	$ 66,362	$ 66,362	$ 66,362	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,966,105	$ 1,952,326	$ 1,952,326	$ 1,720,500	$ 1,706,211	$ (246,115)	-12.6%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ -	$ 391,373	$ 391,373	$ -	$ 394,797	$ 3,424	0.9%
DEPARTMENT TOTAL SOURCES	$ 1,966,105	$ 2,343,699	$ 2,343,699	$ 1,720,500	$ 2,101,008	$ (242,691)	-10.4%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 81,843,639	$ 82,118,288	$ 82,157,278	$ 87,399,039	$ 92,988,933	$ (10,831,655)	-13.2%
NON RECURRING NON PROJECT	4,678,808	5,885,195	5,885,195	4,536,329	4,330,965	1,554,230	26.4%
FUND TOTAL USES	$ 86,522,447	$ 88,003,483	$ 88,042,473	$ 91,935,368	$ 97,319,898	$ (9,277,425)	-10.5%
233 PUBLIC DEFENDER GRANTS							
OPERATING	$ 389,671	$ 408,499	$ 408,499	$ 296,250	$ 303,237	$ 105,262	25.8%
FUND TOTAL USES	$ 389,671	$ 408,499	$ 408,499	$ 296,250	$ 303,237	$ 105,262	25.8%
209 PUBLIC DEFENDER TRAINING							
OPERATING	$ 281,424	$ 424,932	$ 424,932	$ 347,689	$ 424,932	$ -	0.0%
NON RECURRING NON PROJECT	73,187	260,097	260,097	90,230	285,226	(25,129)	-9.7%
FUND TOTAL USES	$ 354,611	$ 685,029	$ 685,029	$ 437,919	$ 710,158	$ (25,129)	-3.7%
262 PUBLIC DEFENDER FILL THE GAP							
OPERATING	$ 869,379	$ 981,081	$ 981,081	$ 840,228	$ 840,228	$ 140,853	14.4%
PDS CASE MANAGEMENT SYSTEM	817,835	845,984	845,984	300,000	723,817	122,167	14.4%
FUND TOTAL USES	$ 1,687,214	$ 1,827,065	$ 1,827,065	$ 1,140,228	$ 1,564,045	$ 263,020	14.4%
263 LEGAL DEFENDER FILL THE GAP							
OPERATING	$ 59,001	$ 66,362	$ 66,362	$ 66,362	$ 66,362	$ -	0.0%
FUND TOTAL USES	$ 59,001	$ 66,362	$ 66,362	$ 66,362	$ 66,362	$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	$ 83,443,114	$ 83,999,162	$ 84,038,152	$ 88,949,568	$ 94,623,692	$ (10,585,540)	-12.6%
DEPARTMENT TOTAL USES	$ 83,443,114	$ 83,999,162	$ 84,038,152	$ 88,949,568	$ 94,623,692	$ (10,585,540)	-12.6%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.53	1.53	1.53	1.53	1.53	-	0.0%
EXECUTIVE MANAGEMENT	26.82	41.22	46.62	45.12	44.72	(1.90)	(4.1%)
FINANCIAL SERVICES	7.23	7.33	7.23	7.33	7.33	0.10	1.4%
HUMAN RESOURCES	13.32	14.22	13.47	13.97	13.97	0.50	3.7%
PROCUREMENT	1.88	1.88	1.88	1.88	1.88	-	0.0%
RISK MANAGEMENT	0.27	0.27	0.27	0.27	0.27	-	0.0%
PROGRAM TOTAL	51.05	66.45	71.00	70.10	69.70	(1.30)	(1.9%)
ADULT CIVIL REPRESENTATION							
MENTAL HEALTH REPRESENTATION	11.65	11.65	12.65	12.65	12.65	-	0.0%
SEXUALLY VIOLENT PERSON REP	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	12.65	12.65	13.65	13.65	13.65	-	0.0%
ADULT CRIMINAL REPRESENTATION							
APPEAL NC PCR REPRESENTATION	29.97	42.57	42.37	42.87	32.28	(10.09)	(24.7%
CAPITAL POST CONVICTION RELIEF	-	-	-	-	10.30	-	N/A
CAPITAL REPRESENTATION	107.90	101.76	101.50	100.70	102.50	1.00	1.0%
MISDEMEANOR REPRESENTATION	3.00	4.00	4.00	4.00	4.00	-	0.0%
NON CAPITAL FELONY REP	370.22	347.56	363.11	362.91	359.82	(3.29)	(0.7%)
PROBATION REPRESENTATION	17.23	17.23	19.73	19.73	19.72	(0.01)	0.0%
WITNESS REPRESENTATION	0.01	0.01	0.01	0.01	-	0.01	(100.0%)
PROGRAM TOTAL	528.33	513.13	530.72	530.22	528.62	(2.10)	(2.2%)
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	2.80	2.80	1.90	2.80	2.80	0.90	0.474
DATA CENTER	1.00	1.00	1.00	1.00	1.00	-	0
PROGRAM TOTAL	3.80	3.80	2.90	3.80	3.80	0.90	0.31
JUVENILE REPRESENTATION							
JUV DEL INCORR REPRESENTATION	34.93	30.86	28.55	28.12	27.81	(0.74)	(2.6%)
JUVENILE APPEAL REPRESENTATION	0.50	0.50	0.75	0.75	0.75	-	0.0%
JUVENILE GAL REPRESENTATION	36.80	35.60	34.60	34.60	35.60	1.00	2.9%
JUVENILE PROBATION REP	5.37	5.44	4.95	4.88	5.19	0.24	4.7%
PARENTAL DEPENDENCY REP	32.00	40.00	44.00	45.00	44.00	-	0.0%
PROGRAM TOTAL	109.60	112.40	112.85	113.35	113.35	(2.00)	(0.4%)
DEPARTMENT TOTAL	705.43	708.43	731.12	731.12	729.12	(2.00)	(0.3%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accounting Specialist	4.00	4.00	4.00	4.00	4.00	-	0.0%
Admin/Operations Specialist	7.00	7.00	6.00	6.00	6.00	-	
Administrative Manager	1.00	1.00	-	1.00	1.00	1.00	N/A
Administrative Staff Supv	2.00	2.00	1.00	2.00	2.00	1.00	100.0%
Administrative Supervisor	4.00	4.00	4.00	4.00	4.00	-	0.0%
Administrator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Attorney	264.79	337.43	350.12	351.12	350.12	-	
Attorney -Capital Co-Counsel	18.00	-	-	-	-	-	N/A
Attorney -Capital Lead Counsel	28.50	-	-	-	-	-	N/A
Attorney Manager	4.00	-	-	-	-	-	N/A
Attorney Supervisor	20.14	-	-	-	-	-	N/A
Business/Systems Analyst	-	-	1.00	-	-	(1.00)	(100.0%)
Database Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	1.00	-	-	-	-	-	N/A
Deputy Director - Legal Defense	2.00	3.00	3.00	3.00	3.00	-	0.0%
Director - Legal Defense	5.00	4.00	4.00	4.00	4.00	-	0.0%
Director - Public Defense Services	-	1.00	1.00	1.00	1.00	-	0.0%
Finance Manager	-	1.00	-	-	-	-	N/A
Finance Manager - Large	-	-	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Financial Supervisor - Dept	1.00	-	-	-	-	-	N/A
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Associate	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	2.00	2.00	2.00	2.00	-	0.0%
Investigations Supv - Defense	5.00	5.00	5.00	5.00	5.00	-	0.0%
Investigator - Defense	43.00	43.00	43.00	43.00	42.00	(1.00)	(2.3%)
IS Project Manager (Senior/Lead)	1.00	1.00	1.00	1.00	1.00	-	0.0%
Justice System Clerk	37.50	38.50	43.50	39.50	37.50	(6.00)	(13.8%)
Justice System Clerk Lead	2.00	2.00	1.00	-	-	-	(100.0%)
Justice System Clerk Supv	-	-	4.00	3.00	3.00	(1.00)	(25.0%)
Legal Assistant	39.00	39.00	40.00	39.00	40.00	-	0.0%
Legal Assistant Supv	3.00	3.00	3.00	3.00	3.00	-	0.0%
Legal Order Server	3.00	3.00	3.00	3.00	3.00	-	N/A
Legal Services Manager	5.00	5.00	4.00	4.00	4.00	-	0.0%
Legal Support Specialist	67.00	69.00	71.00	71.00	71.00	-	0.0%
Legal Support Supervisor	12.00	12.00	12.00	12.00	12.00	-	0.0%
Management Analyst	-	-	1.00	-	-	-	(100.0%)
Mitigation Specialist	14.00	13.00	15.00	15.00	15.00	-	0.0%
Mitigation Specialist - Capital Supervisor	-	2.00	2.00	2.00	2.00	-	0.0%
Mitigation Specialist Supervisor	-	1.00	1.00	1.00	1.00	-	0.0%
Mitigation Specialist-Capital	22.00	20.00	20.00	20.00	20.00	-	0.0%
Office Assistant	38.00	35.00	35.00	38.00	38.00	3.00	(8.6%)
Office Assistant Specialized	18.50	19.50	19.50	21.50	22.50	3.00	15.4%
Operations/Program Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Operations/Program Supervisor	1.00	-	-	-	-	-	N/A
Programmer/Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst - Sr/Ld	1.00	1.00	-	1.00	1.00	1.00	N/A
Social Worker	16.00	16.00	16.00	16.00	16.00	-	0.0%
Social Worker Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trainer	2.00	2.00	2.00	2.00	2.00	-	0.0%
DEPARTMENT TOTAL	**705.43**	**708.43**	**731.12**	**731.12**	**729.12**	**(2.00)**	**(0.3%)**

Staffing by Fund

DEPARTMENT/FUND		FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	688.43	691.43	716.12	714.12	714.12	(2.00)	(0.4%)
209	PUBLIC DEFENDER TRAINING	3.00	3.00	3.00	3.00	3.00	-	0.0%
233	PUBLIC DEFENDER GRANTS	4.00	4.00	3.00	3.00	3.00	-	0.0%
262	PUBLIC DEFENDER FILL THE GAP	10.00	10.00	9.00	9.00	9.00	-	0.0%
Department Total		**705.43**	**708.43**	**731.12**	**729.12**	**729.12**	**(2.00)**	**(0.4%)**

General Adjustments

Target Adjustments:

General Fund (100) Operating

- Increase expenditures by $42,422 to annualize the Justice System Clerks Pay Adjustment.

Base Adjustments:

Public Defense System General Fund (100)

- Increase Regular Benefits by $173,538 for the impact of changes in retirement contribution rates.
- Increase Personnel Savings by $632,046 based on the Chairman's Office request.
- Increase Other Benefits and Internal Services Charges by $118,413 for the impact of the changes in Risk Management charges.

Public Defense System Training Fund (209) Operating

- Increase Regular Benefits by $513 for the impact of changes in retirement contribution rates.
- Decrease expenditures by $513 to maintain structural balance.

Public Defense Training Fund (209) Non Recurring Non Project

- Increase Non-Recurring expenditures to $285,226 for training costs associated with Continuing Legal Education.

Public Defender Grants Fund (233) Decrease revenues by $105,262 due to a reduction in DEA grant revenues. This is the only grant in the fund and it is a federal pass through grant.

- Increase Regular Benefits by $933 for the impact of changes in retirement contribution rates.
- Decrease expenditures by $106,195 to maintain structural balance.

Public Defender (520) Fill the Gap Fund (262) Operating

- Decrease revenues by $140,853 due to a decline in the local revenue stream that comes from fines and fees collected by the court.
- Increase Regular Benefits by $1,871 for the impact of changes in retirement contribution rates.
- Decrease expenditures by $142,724 to maintain structural balance.

Public Defender (520) Fill the Gap Fund (262) Non Recurring Non Project

- Increase revenues in the amount of $394,797 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 $723,817 for carry-forward of funding for the replacement of the PDS case management system 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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Capital Cases with Disposition Less than Capital	82.8%	84.8%	100.0%	92.9%	8.1%	9.6%
Percent of Probation Representation Cases With Disposition Other Than Revocation	82.8%	82.6%	81.9%	81.9%	(0.7%)	-0.9%
Percent of Witness Representation Cases Closed	105.9%	104.0%	105.1%	95.2%	(8.8%)	-8.5%
Percent of Misdemeanors with Disposition to Lesser Charges or Fewer Counts	95.2%	94.2%	94.2%	94.2%	0.0%	0.0%
Percent of Non-Capital Complex Felony Cases Resolved Within 270 Days of Arraignment/Assignment (whichever is later)	39.3%	39.6%	36.8%	36.8%	(2.8%)	-7.1%
Percent of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Counts	91.4%	92.1%	90.1%	90.8%	(1.3%)	-1.4%
Percent of Non-Complex Felony Cases Resolved Within 180 Days of Arraignment/Assignment (whichever is later)	75.8%	76.1%	75.5%	75.5%	(0.6%)	-0.8%
Percent of Non-Capital Felony Cases Resolved to Concludion in the Regional Court Center or Early Disposition Courts	66.4%	66.3%	68.0%	67.9%	1.6%	2.4%
Percent of Capital Post-Conviction Relief Cases in Which the Outcome is Other than Affirmed	N/A	N/A	N/A	0.0%	N/A	N/A
Percent of Appeal and Non-Capital Trial/Post-Conviction Relief Cases in Which the Outcome is Beneficial to the Client	N/A	N/A	N/A	6.0%	N/A	N/A

Activities that comprise this program include:

- Capital Representation
- Non-Capital Felony Representation
- Witness Representation
- Misdemeanor Representation
- Probation Representation
- Appeal and Non-Capital Post-Conviction Relief Representation
- Capital Post- Conviction Relief Representation

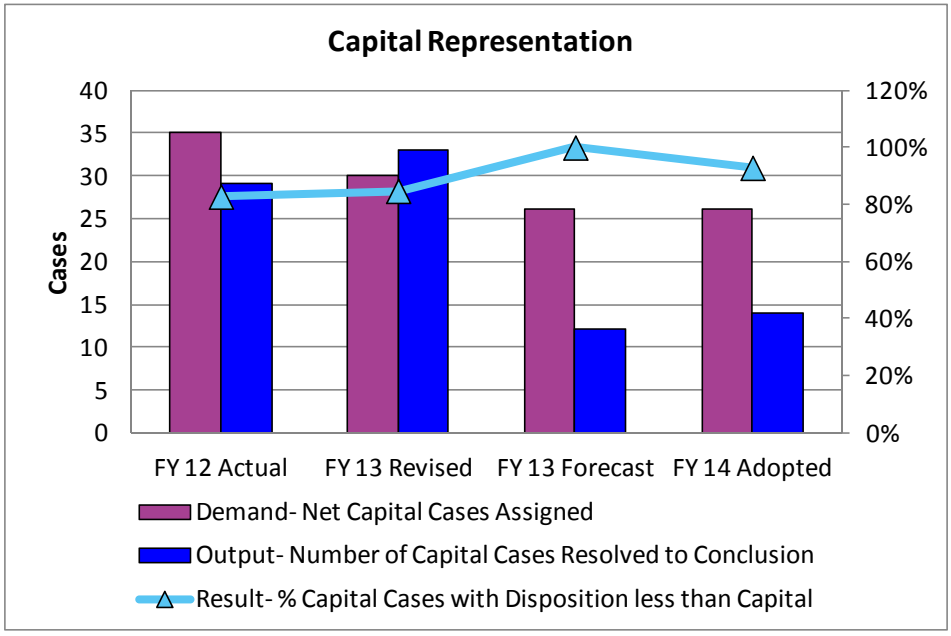
Capital Representation Activity

The purpose of the Capital Representation Activity is to provide effective legal representation to assigned indigent adults charged with capital offenses so they can be assured that their rights are protected as required by law.

Mandates: This activity supports the overall mandate of the Adult Criminal Representation Program. The United States and Arizona Constitutions, as well as A.R.S. §13-4234 establish that all indigent capital defendants are entitled to court-appointed counsel.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Capital Cases with Disposition Less than Capital	82.8%	84.8%	100.0%	92.9%	8.1%	9.6%
Output	Number of Capital Cases Resolved to Conclusion	29	33	12	14	(19)	-57.6%
Output	Average Capital Cases Open/Active Monthly	79	75	83	83	7	9.8%
Demand	Net Capital Cases Assigned	35	30	26	26	(4)	-13.3%
Efficiency	Cost per Open/Active Capital Case	$ 193,344.42	$ 196,582.93	$ 188,821.48	$ 186,306.83	$ 10,276.10	5.2%
Expenditure							
	100 - GENERAL	$ 15,312,878	$ 14,802,695	$ 15,609,872	$ 15,401,986	$ (599,291)	-4.0%
	TOTAL USES	$ 15,312,878	$ 14,802,695	$ 15,609,872	$ 15,401,986	$ (599,291)	-4.0%

Activity Narrative: The Department is still dealing with a backlog of capital cases and currently has an inventory of 74. This is down from 146 cases in March 2007. The backlog was caused by two issues. First, many cases were delayed and others essentially re-tried as a result of the Ring decision, in which the U.S. Supreme Court decided the Sixth Amendment's guarantee of a jury trial included the determination of whether the defendant was eligible for the death penalty. Second, there was a spike in capital case filings in FY 2006. Unfortunately, the backlog has not resolved as quickly as anticipated. Fewer cases than expected have resolved in FY 2013. To deal with the backlog, $4,071,284 is included in the Office of Contract Counsel Non Recurring Non Project budget.



Base Adjustments:

Public Defense System General Fund (100) Operating

- Increase Legal Services by $752,038. Legal Services includes not only outside contract counsel but also process of service, expert witnesses, transcript costs and other trial costs.

Public Defense System General Fund (100) Non Recurring Non Project

- Increase expenditures to $3,224,965 to alleviate the capital case backlog caused by the Ring decision and the FY 2006 spike in caseloads as well as the failure of cases to resolve.

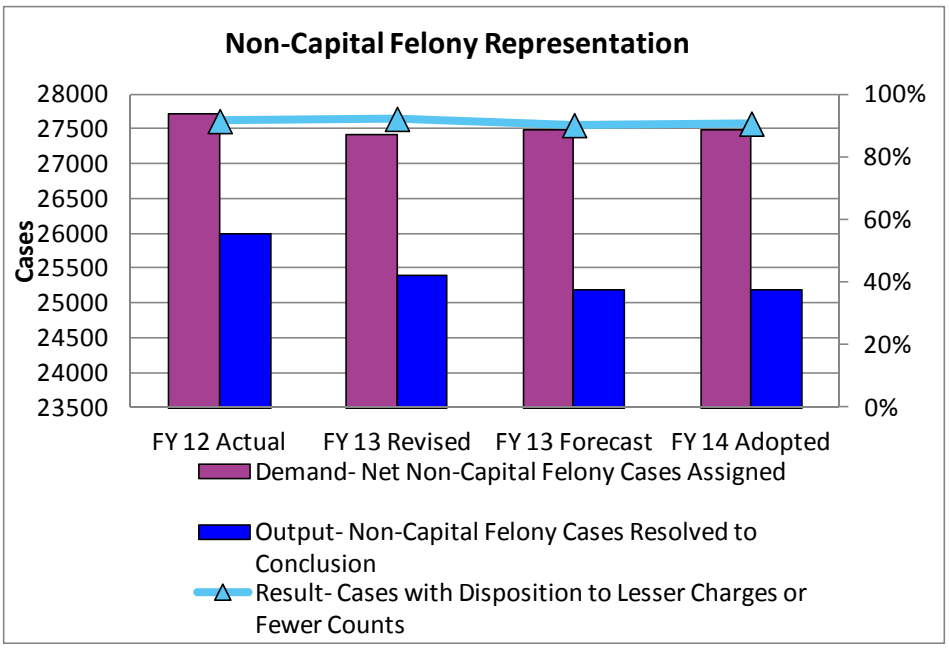
Non-Capital Felony Representation Activity

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Non-Capital Complex Felony Cases Resolved Within 270 Days of Arraignment/Assignment (whichever is later)	39.3%	39.6%	36.8%	36.8%	(2.8%)	(7.1%)
Result	Percent Of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Counts	91.4%	92.1%	90.1%	90.6%	(1.5%)	(1.6%)
Result	Percent of Non-Complex Felony Cases Resolved Within 180 Days of Arraignment/Assignment (whichever is later)	75.8%	76.1%	75.5%	75.5%	(0.6%)	(0.8%)
Result	Percent of Non-Capital Felony Cases Resolved to Conclusion in the Regional Court Centers or Early Disposition Courts	66.4%	66.3%	68.0%	67.9%	1.6%	2.4%
Output	Non-Capital Felony Cases Resolved to Conclusion	25,999	25,382	25,178	25,178	(204)	(0)
Demand	Net Non-Capital Felony Cases Assigned	27,714	27,422	27,476	27,476	54	0.2%
Efficiency	Cost per Non-Capital Felony Case Resolved to Conclusion	$ 1,387.59	$ 1,396.12	$ 1,476.60	$ 1,513.25	$ (117.13)	-8.4%
Revenue							
	100 - GENERAL	$ 4,443	$ -	$ 11,900	$ -	$ -	N/A
	233 - PUBLIC DEFENDER GRANTS	384,860	408,499	303,237	303,237	(105,262)	-25.8%
	262 - PUBLIC DEFENDER FILL THE GAP	988,443	1,372,454	841,436	981,081	(391,373)	-28.5%
	263 - LEGAL DEFENDER FILL THE GAP	59,000	66,362	66,362	66,362	-	0.0%
	TOTAL SOURCES	$ 1,436,746	$ 1,847,315	$ 1,222,935	$ 1,350,680	$ (496,635)	-26.9%
Expenditure							
	100 - GENERAL	$ 35,001,521	$ 34,258,488	$ 36,234,433	$ 37,103,406	$ (2,844,918)	-8.3%
	233 - PUBLIC DEFENDER GRANTS	381,494	408,499	296,250	303,237	105,262	25.8%
	262 - PUBLIC DEFENDER FILL THE GAP	633,856	703,008	580,812	627,622	75,386	10.7%
	263 - LEGAL DEFENDER FILL THE GAP	59,001	66,362	66,362	66,362	-	0.0%
	TOTAL USES	$ 36,075,872	$ 35,436,357	$ 37,177,857	$ 38,100,627	$ (2,664,270)	-7.5%

Activity Narrative: Demand (cases filed) is expected to remain fairly steady compared to FY 2013 Revised level, but Output (cases resolved) is declining. As a result, cost-per-case resolved is increasing. The Public Defense departments report that while case filings have declined, those that are being filed are more serious. Additionally, cases are not resolving in as timely a manner as seen previously. A longer case length results in increased costs and higher cost-per-case. Further, less-timely resolutions have resulted in an elevated volume of ongoing workload. Expenditures have been increased to handle the increased workload not reflected in the measures.



Base Adjustments:

Public Defense System General Fund (100)

- Increase Legal Services costs by $2,721,184. Legal Services includes not only outside contract counsel but also process of service, expert witnesses, transcript costs and other trial costs.

Witness Representation Activity

The purpose of the Witness Representation Activity is to provide effective legal representation to assigned indigent adult witnesses who may testify in criminal matters so they can be assured that their rights are protected as required by law.

Mandates: This activity supports the overall mandate of the Adult Criminal Representation Program.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent Of Witness Representation Cases Closed	105.9%	104.0%	105.1%	95.2%	(8.8%)	-8.5%
Output	Witness Representation Cases Closed	102	100	118	118	18	18.0%
Demand	Net Witness Representation Cases Assigned	108	104	124	124	20	19.2%
Efficiency	Cost per Witness Representation Case Closed	$ 500.22	$ 609.79	$ 309.88	$ 296.24	$ 313.55	51.4%
Expenditure							
	100 - GENERAL	$ 51,022	$ 60,979	$ 36,566	$ 34,956	$ 26,023	42.7%
	TOTAL USES	$ 51,022	$ 60,979	$ 36,566	$ 34,956	$ 26,023	42.7%

Activity Narrative: Expenditures have declined since FY 2012. The Department is able to handle the increased demand with fewer resources.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Misdemeanors with Disposition to Lesser Charges or Fewer Counts	91.0%	87.5%	92.5%	92.5%	5.0%	5.7%
Output	Number of Misdemeanor Representation Cases Resolved to Conclusion	2,334	2,140	1,942	1,942	(198)	-9.3%
Demand	Net Misdemeanor Cases Assigned	2,330	2,042	2,152	2,152	110	5.4%
Efficiency	Cost per Misdemeanor Case Resolved to Conclusion	$ 197.61	$ 206.52	$ 253.87	$ 252.33	$ (45.81)	-22.2%
Expenditure							
	100 - GENERAL	$ 356,498	$ 400,851	$ 478,656	$ 490,017	$ (89,166)	-22.2%
	262 - PUBLIC DEFENDER FILL THE GAP	104,722	41,101	14,357	-	41,101	
	TOTAL USES	$ 461,220	$ 441,952	$ 493,013	$ 490,017	$ (48,065)	-10.9%

Activity Narrative: Expenditures are increasing due to increased demand in this activity. Cases are not resolving causing a backlog in workload.

Probation Representation Activity

The purpose of the Probation Representation Activity is to provide effective legal representation to assigned indigent adults with pending probation matters, who do not have other accompanying criminal matters, so they can be assured that their rights are protected as required by law.

Mandates: This activity supports the overall mandate of the Adult Criminal Representation Program.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent Of Probate Cases in Which a Determination is made as to Guardianship	54.1%	59.3%	49.7%	49.7%	(9.7%)	-16.3%
Output	Number of Probate Cases in Which a Determination is Made as to Guardianship	565	582	526	536	(46)	-7.9%
Demand	Net Probate Cases Assigned	1,045	974	1,058	1,079	105	10.8%
Efficiency	Cost per Probate Cases in Which a Determination is Made as to Guardianship	$ 476.13	$ 445.84	$ 687.43	$ 695.13	$ (249.29)	-55.9%
Expenditure							
	100 - GENERAL	$ 269,014	$ 259,479	$ 361,589	$ 372,589	$ (113,110)	-43.6%
	TOTAL USES	$ 269,014	$ 259,479	$ 361,589	$ 372,589	$ (113,110)	-43.6%

Activity Narrative: Expenditures are increasing due to an increase in Probation Representation cases assigned.

Base Adjustments:

Public Defense System General Fund (100)

- Increase Legal Services costs by $255,000. Legal Services includes not only outside contract counsel but also process of service, expert witnesses, transcript costs and other trial costs.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	N/A	N/A	N/A	6.0%	N/A	N/A
Output	Number of Appeal and Non-Capital Post-Conviction Relief Cases in Which Representation is Terminated	N/A	N/A	N/A	1,626	N/A	N/A
Demand	Net Appeal and Non-Capital Post-Conviction Relief Cases Assigned	N/A	N/A	N/A	1,136	N/A	N/A
Efficiency	Cost per Appeal/Non-Capital Post-Conviction Relief Case in Which Representation is Terminated	N/A	N/A	N/A	$ 2,858.63	N/A	N/A
Expenditure							
	100 - GENERAL	$ 7,652,140	$ 9,505,189	$ 8,026,582	$ 4,648,127	$ 4,857,062	51.1%
	TOTAL USES	$ 7,652,140	$ 9,505,189	$ 8,026,582	$ 4,648,127	$ 4,857,062	51.1%

Activity Narrative: The former activity "Appeal and Post-Conviction Relief" has been split into two activities for FY 2014, "Appeal and Non-Capital Post-Conviction Relief" and "Capital Post-Conviction Relief. This will enable the departments to report on data and expenditures separately. Data for these two new activities is not available for prior periods. Previous years expenditures are shown for both activities, which is why it appears that there is a reduction in expenditures from FY 2013 to FY 2014.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	N/A	0.0%	N/A	N/A
Output	Number of Capital Post-Conviction Relief Cases in Which Representation is Terminated	N/A	N/A	N/A	2	N/A	N/A
Output	Average Capital Post-Conviction Relief Cases Open/Active Monthly	N/A	N/A	N/A	34	N/A	N/A
Output	Number of Capital Post-Conviction Relief Decisions Received	N/A	N/A	N/A	2	N/A	N/A
Demand	Net Capital Post-Conviction Relief Cases Assigned	N/A	N/A	N/A	3	N/A	N/A
Efficiency	Cost per Open/Active Capital Post-Conviction Relief Case	N/A	N/A	N/A	$ 106,073.36	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ -	$ -	$ 3,651,045	$ (3,651,045)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 3,651,045	$ (3,651,045)	N/A

Activity Narrative: The former activity "Appeal and Post-Conviction Relief" has been split into two activities for FY 2014, "Appeal and Non-Capital Post-Conviction Relief" and "Capital Post-Conviction Relief". This will enable the departments to report on data and expenditures separately. Measures in this activity are new for FY 2014. A previous back-log in Capital cases has now reached the post-conviction phase, resulting in a need for increased funding in Capital Post-Conviction Relief. Expenditures were divided between Appeal and Non-Capital Post-Conviction Relief and Capital Post Conviction Relief for FY 2014.

Base Adjustments:

Public Defense System General Fund (100) Non Recurring Non Project

- Increase Legal Services costs by $1,106,000. Legal Services includes not only outside contract counsel but also process of service, expert witnesses, transcript costs and other trial costs.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Juvenile Dependency Appeal Cases in Which the Court Adopts the Position Advocated in the Appeal	22.0%	36.4%	13.6%	13.0%	(23.4%)	-64.3%
Percent of Juvenile Delinquency/Incorrigibility Appeal Cases in Which the Outcome is Other Than Affirmed	20.0%	30.0%	25.0%	25.0%	(5.0%)	-16.7%
Percent of Dependency Child/Cases in Which the Court Finds in Conformity with Client Position on the Dependency Matter	68.8%	68.7%	58.2%	57.6%	(11.1%)	-16.2%
Percent of Parent/Child/Case Dependency Petitions not Granted	43.2%	41.1%	43.8%	44.4%	3.3%	8.0%
Percent of Juvenile Notification Cases in Which the Court Grants the Petition	55.6%	50.0%	50.0%	50.0%	0.0%	0.0%
Percent of Juvenile Delinquency and Incorrigibility Cases with Disposition to Lesser Charges or Fewer Counts	78.8%	78.6%	76.6%	76.6%	(2.0%)	-2.5%
Percent of Juvenile Probation Cases with Disposition Less than Revocation to Confinement	68.7%	68.6%	65.8%	65.8%	(2.8%)	-4.1%
Percent of Juvenile Guardian Ad Litem (at law) Child/Cases in Which the Court Finds in Conformity with Position Advocated	85.3%	82.9%	91.4%	91.1%	8.2%	9.9%
Percent of Juvenile Emancipation Cases in Which Emancipation is Granted	66.7%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Juvenile Appeal Representation
- Child Dependency Representation
- Parental Dependency Representation
- Juvenile Guardian ad Litem Representation
- Juvenile Notification Representation
- Juvenile Probation Representation
- Juvenile Delinquency & Incorrigibility Representation
- Juvenile Emancipation Representation

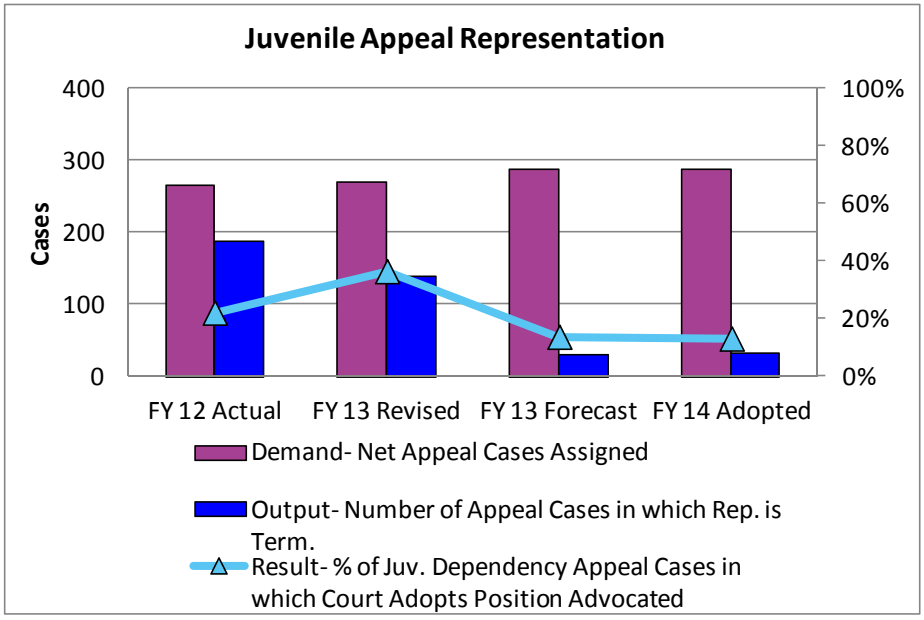
Juvenile Appeal Representation Activity

The purpose of the Juvenile Appeal Representation Activity is to provide effective legal representation to assigned indigent persons appealing their Juvenile Court matters so they can be assured that their legal rights are protected as required by law.

Mandates: A.R.S. §8-221 establishes that a juvenile, parent, or guardian who is indigent is entitled to counsel appointed by the juvenile court. A.R.S. §8-235 establishes that the court must appoint an attorney to any indigent party appealing a decision in juvenile court.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	22.0%	36.4%	13.6%	13.0%	(23.4%)	-64.3%
Result	Percent of Juvenile Delinquency/Incorrigibility Appeal Cases in Which the Outcome is Other Than Affirmed	20.0%	30.0%	25.0%	25.0%	(5.0%)	-16.7%
Output	Number of Juvenile Appeal Cases in Which Representation is Terminated	187	139	30	31	(108)	-77.7%
Demand	Net Juvenile Appeal Cases Assigned	265	269	288	308	39	14.5%
Efficiency	Cost per Juvenile Appeal Cases in Which Representation is Terminated	$ 2,257.12	$ 3,114.37	$ 14,251.47	$ 14,986.77	$ (11,872.41)	-381.2%
Expenditure							
	100 - GENERAL	$ 422,082	$ 432,897	$ 427,544	$ 464,590	$ (31,693)	-7.3%
	TOTAL USES	$ 422,082	$ 432,897	$ 427,544	$ 464,590	$ (31,693)	-7.3%

Activity Narrative: The departments report that the reduction in output is most likely the result of delayed/deficient case resolution reporting from contract attorneys. The low output numbers make it appear that cost-per-case has increased dramatically. However, it should be noted that cost-per-case assigned is holding steady. The funding increase for FY 2014 is for a demand increase anticipated for dependency appeals.



Base Adjustments

Public Defense System General Fund (100)

- Increase Legal Services costs by $30,000. Legal Services includes not only outside contract counsel but also process of service, expert witnesses, transcript costs and other trial costs.

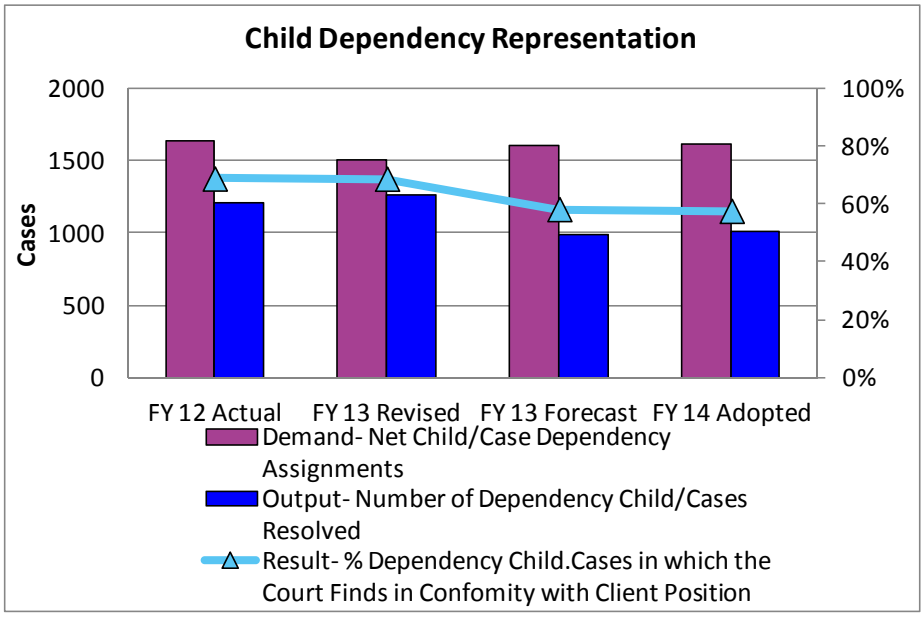
Child Dependency Representation Activity

The purpose of the Child Dependency Representation Activity is to provide legal representation, when appointed by the Court, to indigent children in Juvenile Court dependency and severance matters so they can be assured the advocacy required by law.

Mandates: A.R.S. §8-841 establishes that the court must appoint counsel to indigent parties in child dependency cases.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent Of Dependency Child/Cases in Which the Court Finds in Conformity with Client Position on the Dependency Matter	68.8%	68.7%	58.2%	57.6%	(11.1%)	-16.2%
Output	Number of Dependency Child/Cases Resolved	1,207	1,266	987	1,004	(262)	-20.7%
Demand	Net Child/Case Dependency Assignments	1,643	1,512	1,602	1,620	108	7.1%
Efficiency	Cost per Dependency Child/Case Resolved	$ 499.69	$ 592.69	$ 723.14	$ 735.82	$ (143.13)	-24.1%
Expenditure							
	100 - GENERAL	$ 603,122	$ 750,346	$ 713,742	$ 713,742	$ 36,604	4.9%
	TOTAL USES	$ 603,122	$ 750,346	$ 713,742	$ 713,742	$ 36,604	4.9%

Activity Narrative: Demand in FY 2014 is expected to return to FY 2012 levels. Expenditures remain higher than FY 2012 due to previous years' increased volume and the duration of these cases. Child Dependency cases can continue for many years and this longevity is not captured in the demand. The departments' workload is continually increasing as more cases are added and fewer close, leading to decreased results.



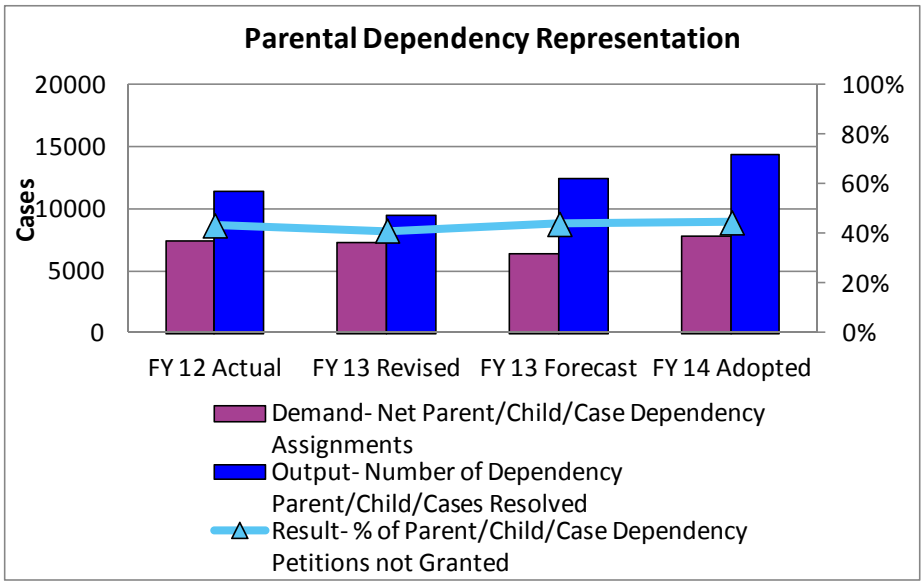
Parental Dependency Representation Activity

The purpose of the Parental Dependency Representation Activity is to provide legal representation, when appointed by the court, to indigent parents in juvenile court dependency and severance matters involving their parental rights so they can be assured that their legal rights are protected as required by law.

Mandates: A.R.S. §8-843 establishes that the court must appoint counsel to indigent parents in child dependency cases.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent Of Parent/Child/Case Dependency Petitions not Granted	43.2%	41.1%	43.8%	44.4%	3.3%	8.0%
Output	Number of Dependency Parent/Child/Cases Resolved	7,464	7,322	6,434	7,782	460	6.3%
Demand	Net Parent/Child/Case Dependency Assignments	11,422	9,488	12,480	14,352	4,864	51.3%
Efficiency	Cost per Dependency Parent/Child/Case Resolved	$ 951.78	$ 967.88	$ 1,368.21	$ 1,471.60	$ (503.72)	-52.0%
Expenditure							
	100 - GENERAL	$ 7,104,065	$ 7,086,827	$ 8,803,090	$ 11,451,996	$ (4,365,169)	-61.6%
	TOTAL USES	$ 7,104,065	$ 7,086,827	$ 8,803,090	$ 11,451,996	$ (4,365,169)	-61.6%

Activity Narrative: The duration and complexity of the cases are causing an increase in expenditures. The continued backlog of cases generates ongoing expenses for cases not reflected in demand or output. Dependency cases remain open for many years, in some cases even until the child turns eighteen. As shown in the demand, the incoming caseload is expected to increase causing an even greater need for resources. There was an expectation that demand would taper off in FY 2013 as reflected in revised, but this has not come to fruition as demonstrated by the increased demand in FY 2013 forecast.



Base Adjustments:

Public Defense System General Fund (100)

- Increase Legal Services costs by $4,286,513. Legal Services includes not only outside contract counsel but also process of service, expert witnesses, transcript costs and other trial costs.

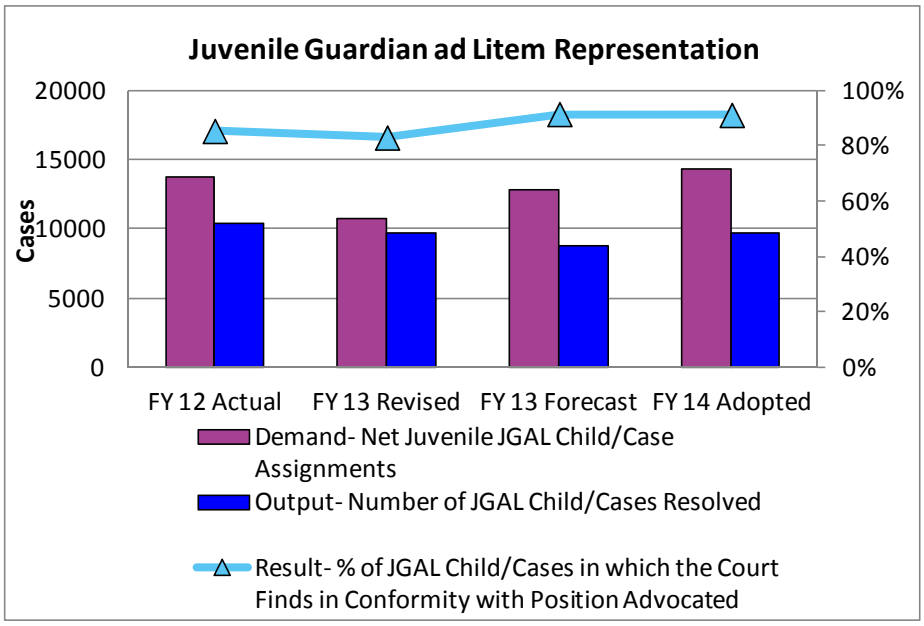
Juvenile Guardian ad Litem Representation Activity

The purpose of the Juvenile Guardian ad Litem Representation Activity is to provide effective advocacy, when appointed by the Court, for indigent persons in Juvenile Court so they can be assured that their best interests are presented.

Mandates: A.R.S. §8-221 requires that a guardian ad litem (GAL) be appointed to represent the child in any case involving allegations of abuse or other threats to the child's well-being.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent Of Juvenile Guardian Ad Litem (at law) Child/Cases in Which the Court Finds in Conformity with Position Advocated	85.3%	82.9%	91.4%	91.1%	8.2%	9.9%
Output	Number of Juvenile Guardian Ad Litem (at law) Child/Cases Resolved	10,314	9,650	8,718	9,689	39	0.4%
Demand	Net Juvenile Guardian Ad Litem (at law) Child/Case Assignments	13,745	10,734	12,780	14,314	3,580	33.4%
Efficiency	Cost per Juvenile Guardian Ad Litem (at law) Child/Case Resolved	$ 623.10	$ 497.08	$ 769.59	$ 863.20	$ (366.11)	-73.7%
Expenditure							
	100 - GENERAL	$ 6,426,630	$ 6,175,764	$ 7,440,991	$ 8,876,091	$ (2,700,327)	-43.7%
	TOTAL USES	$ 6,426,630	$ 6,175,764	$ 7,440,991	$ 8,876,091	$ (2,700,327)	-43.7%

Activity Narrative: An increase in the number of case assignments is causing expenditures to increase. Further, these cases have a long duration and the open caseload continues to increase because cases are not closing in a timely manner. This furthers the need for additional resources.



Base Adjustments:

Public Defense System General Fund (100)

- Increase Legal Services costs by $2,693,593. Legal Services includes not only outside contract counsel but also process of service, expert witnesses, transcript costs and other trial costs.

Juvenile Notification Representation Activity

The purpose of the Juvenile Notification Representation Activity is to provide legal representation, when appointed by the court, to juveniles with abortion issues involving their rights so they can be assured that their legal rights are protected as required by law.

Mandates: A.R.S. §36-2152 establishes that a pregnant unemancipated minor has a right to court-appointed legal counsel if she is not otherwise represented or waives that right.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Juvenile Notification Cases in Which the Court Grants the Petition	55.6%	50.0%	50.0%	50.0%	0.0%	0.0%
Output	Number of Juvenile Notification Cases Resolved to Conclusion	36	36	18	18	(18)	-50.0%
Demand	Net Juvenile Notification Cases Assigned	41	36	42	42	6	16.7%
Efficiency	Cost per Juvenile Notification Case Resolved to Conclusion	$ 802.92	$ 752.00	$ 1,566.67	$ 1,566.67	$ (814.67)	-108.3%
Expenditure							
	100 - GENERAL	$ 28,905	$ 27,072	$ 28,200	$ 28,200	$ (1,128)	-4.2%
	TOTAL USES	$ 28,905	$ 27,072	$ 28,200	$ 28,200	$ (1,128)	-4.2%

Activity Narrative: The department reports that the reduction in resolutions is most likely the result of delayed/deficient case resolution reporting from contract attorneys. The low output numbers make it appear that cost-per-case has increased dramatically. However, it should be noted that cost-per-case assigned is holding steady.

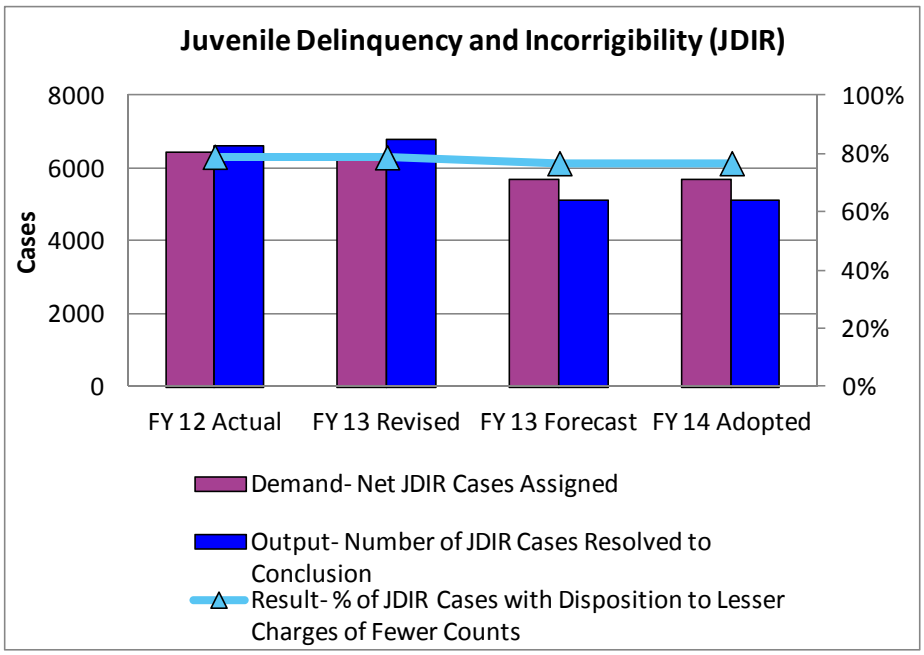
Juvenile Delinquency and Incorrigibility Representation Activity

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent Of Juvenile Delinquency and Incorrigibility Cases with Disposition to Lesser Charges or Fewer Counts	78.8%	78.6%	76.6%	76.6%	(2.0%)	-2.5%
Output	Number of Juvenile Delinquency and Incorrigibility Cases Resolved to Conclusion	6,620	6,792	5,130	5,130	(1,662)	-24.5%
Demand	Net Juvenile Delinquency and Incorrigibility Cases Assigned	6,433	6,418	5,712	5,712	(706)	-11.0%
Efficiency	Cost per Juvenile Delinquency and Incorrigibility Case Resolved to Conclusion	$ 483.17	$ 451.22	$ 563.73	$ 558.30	$ (107.08)	-23.7%
Revenue							
	233 - PUBLIC DEFENDER GRANTS	$ 15,581					
	TOTAL SOURCES	$ 15,581					
Expenditure							
	100 - GENERAL	$ 3,190,381	$ 3,064,659	$ 2,891,936	$ 2,864,078	$ 200,581	6.5%
	233 - PUBLIC DEFENDER GRANTS	$ 8,177					
	TOTAL USES	$ 3,198,558	$ 3,064,659	$ 2,891,936	$ 2,864,078	$ 200,581	6.5%

Activity Narrative: Funding from the Status Offender Court grant was eliminated in FY 2013. The requirement for Public Defense staffing for the Status Offender Court has also been eliminated, so there is no negative business impact. Demand is expected to continue downward in FY 2014 causing a decreased need for resources. These expenditures have been reprogrammed into areas with increased demand.



Juvenile Probation Representation Activity

The purpose of the Juvenile Probation Representation Activity is to provide effective legal representation to assigned indigent juveniles with pending probation matters, who do not have other accompanying delinquency or incorrigibility matters so they can be assured that their rights are protected as required by law.

Mandates: This activity supports the overall mandate of the Juvenile Representation Program.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent Of Juvenile Probation Cases with Disposition Less than Revocation to Confinement	68.7%	68.6%	65.8%	65.8%	(2.8%)	-4.1%
Output	Number of Juvenile Probation Cases Resolved to Conclusion	1,832	1,757	1,536	1,536	(221)	-12.6%
Demand	Net Juvenile Probation Cases Assigned	1,859	1,806	1,510	1,510	(296)	-16.4%
Efficiency	Cost per Juvenile Probation Cases Resolved to Conclusion	$ 264.38	$ 268.89	$ 292.79	$ 309.86	$ (40.96)	-15.2%
Expenditure							
	100 - GENERAL	$ 484,337	$ 472,448	$ 449,733	$ 475,944	$ (3,496)	-0.7%
	TOTAL USES	$ 484,337	$ 472,448	$ 449,733	$ 475,944	$ (3,496)	-0.7%

Activity Narrative: Output and demand are decreasing; however a continued backlog of cases is causing expenditures to increase.

Juvenile Emancipation Representation Activity

The purpose of the Juvenile Emancipation Representation Activity is to provide legal representation, when appointed by the court, to juveniles pursuing legal emancipation so they can obtain emancipation.

Mandates: This activity supports the overall mandate of the Juvenile Representation Program.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Juvenile Emancipation Cases in Which Emancipation is Granted	66.7%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of Juvenile Emancipation Cases Resolved	3	2	2	2	-	0.0%
Demand	Net Juvenile Emancipation Cases Assigned	7	6	14	14	8	133.3%
Efficiency	Cost per Juvenile Emancipation Case Resolved	$ 548.33	$ 846.00	$ 1,786.00	$ 1,786.00	$ (940.00)	-111.1%
Expenditure							
	100 - GENERAL	$ 1,645	$ 1,692	$ 3,572	$ 3,572	$ (1,880)	-111.1%
	TOTAL USES	$ 1,645	$ 1,692	$ 3,572	$ 3,572	$ (1,880)	-111.1%

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Adult Guardian ad Litem (at law) Cases in Which Court Rules in Conformity with	144.1%	134.0%	138.6%	138.7%	4.7%	3.5%
Percent of Probate Cases in Which a Determination is made as to Guardianship	54.1%	59.3%	49.7%	49.7%	(9.7%)	-16.3%
Percent of Mental Health Cases in Which a Determination is Made as to Commitment within 30 Days	78.2%	80.1%	89.9%	89.7%	9.6%	12.0%
Percent of People with Sexually Violent Person (SVP) Petitions Fournd to be SVP During the Time Period	50.0%	33.3%	33.3%	33.3%	0.0%	0.0%

Activities that comprise this program include:

- Adult Guardian ad Litem Representation
- Probate Representation
- Sexually Violent Person Representation
- Mental Health Representation

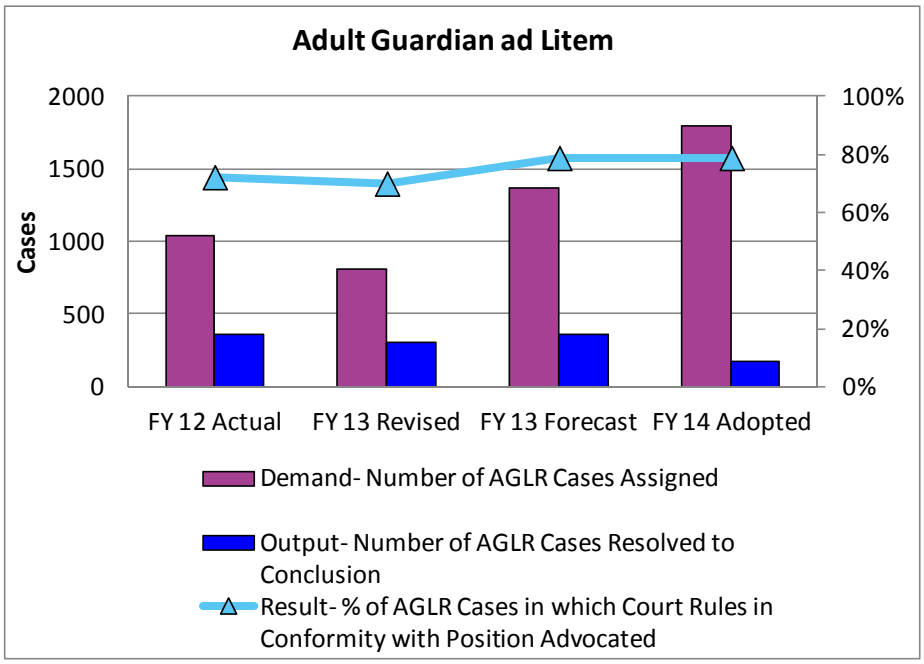
Adult Guardian ad Litem Representation Activity

The purpose of the Adult Guardian ad Litem Representation Activity is to provide effective legal advocacy to assigned indigent persons in adult court so they can be assured that their best interests are presented.

Mandates: Per A.R.S. §11-584(j) the Public Defender shall perform the following duties:…"as attorneys (pursuant to A.R.S. §14-5401) of adults who are unable to effectively manage their affairs or preserve their estates if the court appoints the public defender and the board of supervisors has advised the presiding judge of the county that the public defender is authorized to accept the appointment." A.R.S. §14-5401 also provides for the appointment of a "conservator or other protective order" for children (subsection 1) and for incapacitated adults (subsection 2).

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Adult Guardian ad Litem (at law) Cases in Which Court Rules in Conformity with Position Advocated	144.1%	134.0%	138.6%	138.7%	4.7%	3.5%
Output	Number of Adult Guardian Ad Litem (at law) Cases Resolved to Conclusion	358	300	352	463	163	54.3%
Demand	Number of Adult Guardian Ad Litem (at law) Cases Assigned	1,036	800	1,362	1,791	991	123.9%
Efficiency	Cost per Guardian Ad Litem (at law) Case Resolved to Conclusion	$ 2,273.56	$ 2,808.59	$ 2,600.22	$ 2,603.19	$ 205.40	7.3%
Expenditure							
	100 - GENERAL	$ 813,936	$ 842,577	$ 915,279	$ 1,205,279	$ (362,702)	-43.0%
	TOTAL USES	$ 813,936	$ 842,577	$ 915,279	$ 1,205,279	$ (362,702)	-43.0%

Activity Narrative: Adult Guardian ad-Litem cases stay open for multiple years and continue to generate costs. The duration and complexity of these cases result in higher costs per case. Demand is also expected to increase in FY 2014 leading to an increased need for resources.



Base Adjustments:

Public Defense System General Fund (100)

- Increase Legal Services costs by $290,000. Legal Services includes not only outside contract counsel but also process of service, expert witnesses, transcript costs and other trial costs.

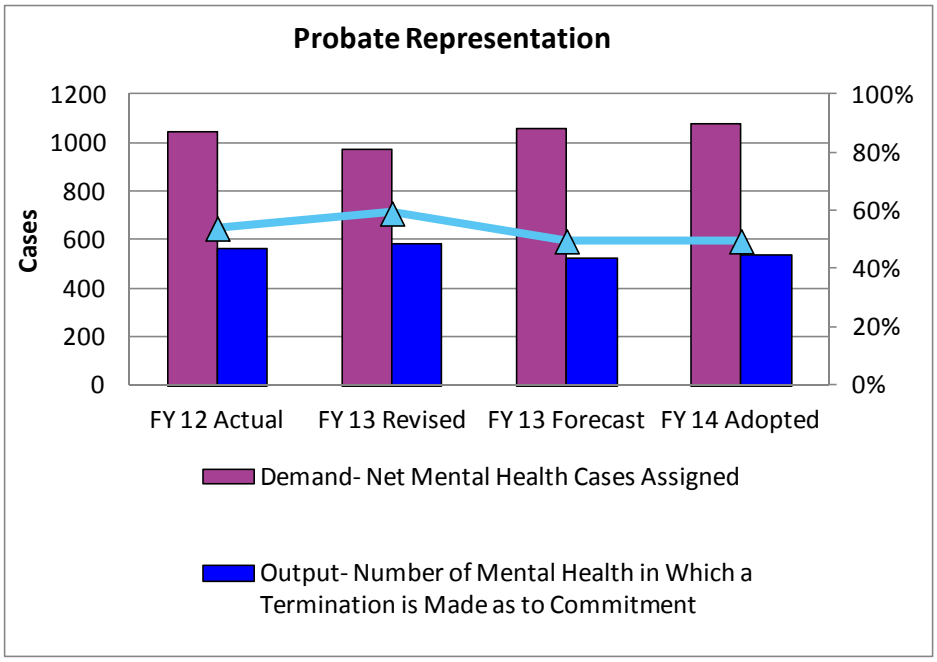
Probate Representation Activity

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent Of Probate Cases in Which a Determination is made as to Guardianship	54.1%	59.3%	49.7%	49.7%	(9.7%)	-16.3%
Output	Number of Probate Cases in Which a Determination is Made as to Guardianship	565	582	526	536	(46)	-7.9%
Demand	Net Probate Cases Assigned	1,045	974	1,058	1,079	105	10.8%
Efficiency	Cost per Probate Cases in Which a Determination is Made as to Guardianship	$ 476.13	$ 445.84	$ 687.43	$ 695.13	$ (249.29)	-55.9%
Expenditure							
	100 - GENERAL	$ 269,014	$ 259,479	$ 361,589	$ 372,589	$ (113,110)	-43.6%
	TOTAL USES	$ 269,014	$ 259,479	$ 361,589	$ 372,589	$ (113,110)	-43.6%

Activity Narrative: Demand is continuing to increase in the activity. Due to the length that these cases can be open, sometimes for a person's lifetime, costs continue to accumulate. Until an equilibrium is reached between the rate cases terminate (output) and the rate cases open (demand), costs will continue to increase.



Base Adjustments:

Public Defense System General Fund (100)

- Increase Legal Services costs by $11,000. Legal Services includes not only outside contract counsel but also process of service, expert witnesses, transcript costs and other trial costs.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	78.2%	80.1%	89.9%	89.7%	9.6%	12.0%
Output	Number of Mental Health Cases in Which a Determination is Made as to Commitment	5,964	5,592	5,518	5,556	(36)	-0.6%
Demand	Net Mental Health Cases Assigned	3,869	3,991	4,106	4,373	382	9.6%
Efficiency	Cost per Mental Health Case in Which a Determination is Made as to Commitment	$ 217.81	$ 243.26	$ 241.59	$ 259.01	$ (15.76)	-6.5%
Expenditure							
	100 - GENERAL	$ 1,299,024	$ 1,360,291	$ 1,333,119	$ 1,439,081	$ (78,790)	-5.8%
	TOTAL USES	$ 1,299,024	$ 1,360,291	$ 1,333,119	$ 1,439,081	$ (78,790)	-5.8%

Activity Narrative: An increase in mental health cases assigned is causing an increased need for resources.

Base Adjustments:

Public Defense System General Fund (100)

Increase Legal Services costs by $90,000. Legal Services includes not only outside contract counsel but also process of service, expert witnesses, transcript costs and other trial costs.

Sexually Violent Person Representation Activity

The purpose of the Sexually Violent Person Representation Activity is to provide effective legal representation to assigned indigent persons who are at risk of loss of liberty in sexually violent person matters so they can be assured that their rights are protected as required by law.

Mandates: A.R.S. §36-3704 establishes that any indigent defendant in a sexually violent criminal case is entitled to court-appointed representation.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of People with Secually Violent Person (SVP) Petitions Found to be SVP During the Time Perios	50.0%	33.3%	33.3%	33.3%	0.0%	0.0%
Output	Number of Sexually Violent Person Petitions Resolved During the Time Period	10	6	6	6	-	0.0%
Demand	Net Sexually Violent Person Cases Assigned	17	20	8	8	(12)	-60.0%
Efficiency	Cost per Sexually Violent Person Case in Which a Determination is Made as to Commitment	$ 20,126.40	$ 34,211.50	$ 29,472.33	$ 42,287.00	$ (8,075.50)	-23.6%
Expenditure							
	100 - GENERAL	$ 201,264	$ 205,269	$ 176,834	$ 253,722	$ (48,453)	-23.6%
	TOTAL USES	$ 201,264	$ 205,269	$ 176,834	$ 253,722	$ (48,453)	-23.6%

Activity Narrative: While fewer new case assignments are expected and case resolutions remain steady, costs are continuing to grow due to the long-term nature of these cases. Further, less restrictive alternatives to incarceration are being used less frequently by the Court. As a result, the number of hearings on each case has increased significantly.

Support Services Program

The purpose of the Support Services Program is to provide funds for legally required Support Services for indigent persons who represent themselves or who are represented by private counsel so they can be assured that their rights are protected as required by law.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Payments Processed Within 30 Days of Receipt	100.0%	99.4%	96.3%	96.3%	(3.1%)	-3.1%

Activities that comprise this program include:

- Support Services

Support Services Activity

The purpose of the Support Services Activity is to provide funds for legally required Support Services for indigent persons who represent themselves or who are represented by private counsel so they can be assured that their rights are protected as required by law.

Mandates: Mandates for the Support Services Activity are derived from the other Indigent Representation System activities set out above.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Payments Processed Within 30 Days of Receipt	100.0%	99.4%	96.3%	96.3%	(3.1%)	-3.1%
Output	Number of Payments Processed for Privately Represented and Pro Per Cases	557	624	536	536	(88)	-14.1%
Demand	Number of Payments Requested on Privately Represented and Pro Per Cases	557	749	536	536	(213)	-28.4%
Efficiency	Cost per Payment for Privately Represented and Pro Per Cases	$ 1,582.18	$ 1,610.16	$ 1,267.68	$ 1,268.21	$ 341.96	21.2%
Expenditure							
	100 - GENERAL	$ 881,275	$ 1,004,741	$ 679,474	$ 679,758	$ 324,983	32.3%
	TOTAL USES	$ 881,275	$ 1,004,741	$ 679,474	$ 679,758	$ 324,983	32.3%

Appropriated Budget Reconciliations

Public Defense System Summary General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 82,118,288**	**$ 71,452**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ 38,990**	**$ -**
Justice System Clerks Pay Adjustment	*C-49-13-055-2-00*	*38,990*	*-*
FY 2013 Revised Budget		**$ 82,157,278**	**$ 71,452**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ 42,422**	**$ -**
Justice System Clerks Pay Adjustment	*C-49-13-055-2-00*	*42,422*	*-*
FY 2014 Budget Target		**$ 82,199,700**	**$ 71,452**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 173,538**	**$ -**
Retirement Contributions		*173,538*	*-*
Base Adjustments		**$ 11,129,328**	**$ -**
Other Base Adjustments		*11,129,328*	*-*
Forecasted Increases			
Capital Trial		*752,038*	
Non-Capital Felony		*2,721,184*	
Juvenile Guardian ad-litem		*1,293,593*	
Parental Dependency		*1,686,513*	
Increased demand for FY2014			
Adult Guardian ad-litem		*290,000*	
Mental health		*90,000*	
Probate representation		*11,000*	
Probation representation		*255,000*	
Juvenile Guardian ad-litem		*1,400,000*	
Juvenile Appeal Representation		*30,000*	
Parental Dependency		*2,600,000*	
Budget Balancing		**$ (632,046)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(632,046)*	*-*
FY 2014 Tentative Budget		**$ 92,870,520**	**$ 71,452**
Percent Change from Target Amount		*13.0%*	*0.0%*
Adjustments:			
Base Adjustments		**$ 118,413**	**$ -**
Internal Service Charges		*118,413*	*-*
FY 2014 Adopted Budget		**$ 92,988,933**	**$ 71,452**
Percent Change from Target Amount		*13.1%*	*0.0%*

Public Defense System Summary General Fund (100) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 5,885,195**	**$ -**
FY 2013 Revised Budget		**$ 5,885,195**	**$ -**
Adjustments:			
Non Recurring		**$ (5,885,195)**	**$ -**
Non Recurring Carry Forward		*(5,885,195)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 4,330,965**	**$ -**
Other Non-Recurring		*4,330,965*	-
Capital Trial Backlog costs	*$ 3,224,965*		
Capital PCR Backlog costs	*1,106,000*		
FY 2014 Adopted Budget		**$ 4,330,965**	**$ -**
Percent Change from Target Amount			

Public Defender (520) General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 33,278,673**	**$ 71,452**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ 5,702**	
Justice System Clerks Pay Adjustment	*C-49-13-055-2-00*	*5,702*	-
FY 2013 Revised Budget		**$ 33,284,375**	**$ 71,452**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ 6,205**	
Justice System Clerks Pay Adjustment	*C-49-13-055-2-00*	*6,205*	-
FY 2014 Budget Target		**$ 33,290,580**	**$ 71,452**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 95,375**	**$ -**
Retirement Contributions		*95,375*	-
Reallocations		**$ 864,781**	**$ -**
IRS Interdepartmental Reallocation		*864,781*	-
Budget Balancing		**$ (348,746)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(348,746)*	-
FY 2014 Tentative Budget		**$ 33,901,990**	**$ 71,452**
Percent Change from Target Amount		*1.8%*	*0.0%*
Adjustments:			
Base Adjustments		**$ 72,477**	**$ -**
Internal Service Charges		*72,477*	-
FY 2014 Adopted Budget		**$ 33,974,467**	**$ 71,452**
Percent Change from Target Amount		*2.1%*	*0.0%*

Legal Defender (540) General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 10,345,682**	**$ -**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ 5,940**	
Justice System Clerks Pay Adjustment	*C-49-13-055-2-00*	*5,940*	-
FY 2013 Revised Budget		**$ 10,351,622**	**$ -**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ 6,463**	
Justice System Clerks Pay Adjustment	*C-49-13-055-2-00*	*6,463*	-
FY 2014 Budget Target		**$ 10,358,085**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 29,140**	**$ -**
Retirement Contributions		*29,140*	-
Reallocations		**$ 19,985**	**$ -**
IRS Interdepartmental Reallocation		*19,985*	-
Budget Balancing		**$ (105,828)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(105,828)*	-
FY 2014 Tentative Budget		**$ 10,301,382**	**$ -**
Percent Change from Target Amount		*-0.5%*	
Adjustments:			
Base Adjustments		**$ 22,852**	**$ -**
Internal Service Charges		*22,852*	-
FY 2014 Adopted Budget		**$ 10,324,234**	**$ -**
Percent Change from Target Amount		*-0.3%*	

Legal Advocate (550) General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 9,176,565**	**$ -**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ 3,113**	**$ -**
Justice System Clerks Pay Adjustment	*C-49-13-055-2-00*	*3,113*	-
FY 2013 Revised Budget		**$ 9,179,678**	**$ -**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ 3,387**	**$ -**
Justice System Clerks Pay Adjustment	*C-49-13-055-2-00*	*3,387*	-
FY 2014 Budget Target		**$ 9,183,065**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 24,206**	**$ -**
Retirement Contributions		*24,206*	-
Reallocations		**$ (3,077)**	**$ -**
IRS Interdepartmental Reallocation		*(3,077)*	-
Budget Balancing		**$ (87,477)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(87,477)*	-
FY 2014 Tentative Budget		**$ 9,116,717**	**$ -**
Percent Change from Target Amount		*-0.7%*	
Adjustments:			
Base Adjustments		**$ 6,618**	**$ -**
Internal Service Charges		*6,618*	-
FY 2014 Adopted Budget		**$ 9,123,335**	**$ -**
Percent Change from Target Amount		*-0.7%*	

Office of Contract Counsel (560) General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 22,508,120**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 13,389**	
Justice System Clerks Pay Adjustment	*C-49-13-055-2-00*		*13,389*	-
FY 2013 Revised Budget			**$ 22,521,509**	**$ -**
Adjustments:	Agenda Item:			
Employee Salary Adjustments			**$ 14,566**	
Justice System Clerks Pay Adjustment	*C-49-13-055-2-00*		*14,566*	-
FY 2014 Budget Target			**$ 22,536,075**	**$ -**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 5,595**	**$ -**
Retirement Contributions			*5,595*	-
Base Adjustments			**$ 11,129,328**	**$ -**
Other Base Adjustments			*11,129,328*	-
Increase Legal Services costs in Capital Trial		*$ 752,038*		
Increase Legal Services costs in Non-Capital Felony		*2,721,184*		
Increase Legal Services costs in Juvenile Guardian ad-Litem		*2,693,593*		
Increase Legal Services costs in Parental Dependency		*4,286,513*		
Increase Legal Services costs in Adult Guardian ad-Litem		*290,000*		
Increase Legal Services costs in Mental Health		*90,000*		
Increase Legal Services costs in Probate Representation		*11,000*		
Increase Legal Services costs in Probation Representation		*255,000*		
Increase Legal Services costs in Junvenile Appeal Representation		*30,000*		
Reallocations			**$ (973,457)**	**$ -**
IRS Interdepartmental Reallocation			*(973,457)*	-
Budget Balancing			**$ (20,795)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget			*(20,795)*	-
FY 2014 Tentative Budget			**$ 32,676,746**	**$ -**
Percent Change from Target Amount			*45.0%*	
Adjustments:				
Base Adjustments			**$ 1,984**	**$ -**
Internal Service Charges			*1,984*	-
FY 2014 Adopted Budget			**$ 32,678,730**	**$ -**
Percent Change from Target Amount			*45.0%*	

Office of Contract Counsel (560) General Fund (100) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ 5,627,186**	**$ -**
FY 2013 Revised Budget			**$ 5,627,186**	**$ -**
Adjustments:				
Non Recurring			**$ (5,627,186)**	**$ -**
Non Recurring Carry Forward			*(5,627,186)*	-
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 4,330,965**	**$ -**
Other Non-Recurring			*4,330,965*	-
Capital Trial Backlog costs		*$ 3,224,965*		
Capital PCR Backlog costs		*1,106,000*		
FY 2014 Adopted Budget			**$ 4,330,965**	**$ -**
Percent Change from Target Amount				

Public Advocate (570) General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 6,809,248**	**$ -**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ 10,846**	
Justice System Clerks Pay Adjustment	*C-49-13-055-2-00*	*10,846*	-
FY 2013 Revised Budget		**$ 6,820,094**	**$ -**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ 11,801**	
Justice System Clerks Pay Adjustment	*C-49-13-055-2-00*	*11,801*	-
FY 2014 Budget Target		**$ 6,831,895**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 19,222**	**$ -**
Retirement Contributions		*19,222*	-
Reallocations		**$ 91,768**	**$ -**
IRS Interdepartmental Reallocation		*91,768*	-
Budget Balancing		**$ (69,200)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(69,200)*	-
FY 2014 Tentative Budget		**$ 6,873,685**	**$ -**
Percent Change from Target Amount		*0.6%*	
Adjustments:			
Base Adjustments		**$ 14,482**	**$ -**
Internal Service Charges		*14,482*	-
FY 2014 Adopted Budget		**$ 6,888,167**	**$ -**
Percent Change from Target Amount		*0.8%*	

Public Defense Summary Training Fund (209)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 424,932**	**$ 424,932**
FY 2013 Revised Budget		**$ 424,932**	**$ 424,932**
FY 2014 Budget Target		**$ 424,932**	**$ 424,932**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 513**	**$ -**
Retirement Contributions		*513*	-
Structural Balance		**$ (513)**	**$ -**
Structural Balance		*(513)*	-
FY 2014 Adopted Budget		**$ 424,932**	**$ 424,932**
Percent Change from Target Amount		*0.0%*	*0.0%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 260,097**	**$ -**
FY 2013 Revised Budget		**$ 260,097**	**$ -**
Adjustments:			
Non Recurring		**$ (260,097)**	**$ -**
Non Recurring Carry Forward		*(260,097)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 285,226**	**$ -**
Other Non-Recurring		*285,226*	-
One-Time Training Costs	*$ 285,226*		
FY 2014 Adopted Budget		**$ 285,226**	**$ -**
Percent Change from Target Amount			

Public Defender (520) Training Fund (209)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 335,562**	**$ 335,562**
FY 2013 Revised Budget		**$ 335,562**	**$ 335,562**
FY 2014 Budget Target		**$ 335,562**	**$ 335,562**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 513**	**$ -**
Retirement Contributions		*513*	-
Structural Balance		**$ (513)**	**$ -**
Structural Balance		*(513)*	-
FY 2014 Adopted Budget		**$ 335,562**	**$ 335,562**
Percent Change from Target Amount		*0.0%*	*0.0%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 144,143**	**$ -**
FY 2013 Revised Budget		**$ 144,143**	**$ -**
Adjustments:			
Non Recurring		**$ (144,143)**	**$ -**
Non Recurring Carry Forward		*(144,143)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 215,135**	**$ -**
Other Non-Recurring		*215,135*	-
One-Time Training costs	*$ 215,135*		
FY 2014 Adopted Budget		**$ 215,135**	**$ -**
Percent Change from Target Amount			

Legal Defender (540) Training Fund (209)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 66,374**	**$ 66,374**
FY 2013 Revised Budget	**$ 66,374**	**$ 66,374**
FY 2014 Budget Target	**$ 66,374**	**$ 66,374**
FY 2014 Adopted Budget	**$ 66,374**	**$ 66,374**
Percent Change from Target Amount	*0.0%*	*0.0%*

Legal Defender (540) Training Fund (209) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 78,186**	**$ -**
FY 2013 Revised Budget		**$ 78,186**	**$ -**
Adjustments:			
Non Recurring		**$ (78,186)**	**$ -**
Non Recurring Carry Forward		*(78,186)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 39,364**	**$ -**
Other Non-Recurring		*39,364*	-
One-Time Training costs	*$ 39,364*		
FY 2014 Adopted Budget		**$ 39,364**	**$ -**
Percent Change from Target Amount			

Legal Advocate (550) Training Fund (209)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 22,996**	**$ 22,996**
FY 2013 Revised Budget		**$ 22,996**	**$ 22,996**
FY 2014 Budget Target		**$ 22,996**	**$ 22,996**
FY 2014 Adopted Budget		**$ 22,996**	**$ 22,996**
Percent Change from Target Amount		*0.0%*	*0.0%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 37,768**	**$ -**
FY 2013 Revised Budget		**$ 37,768**	**$ -**
Adjustments:			
Non Recurring		**$ (37,768)**	**$ -**
Non Recurring Carry Forward		*(37,768)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 30,727**	**$ -**
Other Non-Recurring		*30,727*	-
One-Time Training costs	*$ 30,727*		
FY 2014 Adopted Budget		**$ 30,727**	**$ -**
Percent Change from Target Amount			

Public Defense Training Fund (209) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 203,083	$ 263,677	$ 263,677	$ 284,773	$ 287,842
Sources:					
Operating	$ 436,302	$ 424,932	$ 424,932	$ 440,988	$ 424,932
Total Sources:	$ 436,302	$ 424,932	$ 424,932	$ 440,988	$ 424,932
Uses:					
Operating	$ 281,424	$ 424,932	$ 424,932	$ 347,689	$ 424,932
Non-Recurring	73,187	260,097	260,097	90,230	285,226
Total Uses:	$ 354,611	$ 685,029	$ 685,029	$ 437,919	$ 710,158
Structural Balance	$ 154,878	$ -	$ -	$ 93,299	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 284,773	$ 3,580	$ 3,580	$ 287,842	$ 2,616
Total Ending Spendable Fund Balance	$ 284,773	$ 3,580	$ 3,580	$ 287,842	$ 2,616

Public Defender (520) Grants Fund (233)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 408,499**	**$ 408,499**
FY 2013 Revised Budget	**$ 408,499**	**$ 408,499**
FY 2014 Budget Target	**$ 408,499**	**$ 408,499**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 933**	**$ -**
Retirement Contributions	*933*	*-*
Fees and Other Revenues	**$ (106,195)**	**$ (105,262)**
ProgRevenue Volume Inc/Dec	*(106,195)*	*(105,262)*
FY 2014 Adopted Budget	**$ 303,237**	**$ 303,237**
Percent Change from Target Amount	*-25.8%*	*-25.8%*

Public Defense Grants Fund (233) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ (8,055)	$ 13,253	$ 13,253	$ (6,944)	$ 43
Sources:					
Operating	$ 390,783	$ 408,499	$ 408,499	$ 303,237	$ 303,237
Total Sources:	$ 390,783	$ 408,499	$ 408,499	$ 303,237	$ 303,237
Uses:					
Operating	$ 389,671	$ 408,499	$ 408,499	$ 296,250	$ 303,237
Total Uses:	$ 389,671	$ 408,499	$ 408,499	$ 296,250	$ 303,237
Structural Balance	$ 1,112	$ -	$ -	$ 6,987	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 13,253	$ 13,253	$ 43	$ 43
Unassigned	(6,944)	-	-	-	-
Total Ending Spendable Fund Balance	$ (6,944)	$ 13,253	$ 13,253	$ 43	$ 43

Public Defender (520) Fill the Gap Fund (262)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 981,081**	**$ 981,081**
FY 2013 Revised Budget	**$ 981,081**	**$ 981,081**
FY 2014 Budget Target	**$ 981,081**	**$ 981,081**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 1,871**	**$ -**
Retirement Contributions	*1,871*	*-*
Fees and Other Revenues	**$ (142,724)**	**$ (140,853)**
ProgRevenue Volume Inc/Dec	*(142,724)*	*(140,853)*
FY 2014 Adopted Budget	**$ 840,228**	**$ 840,228**
Percent Change from Target Amount	*-14.4%*	*-14.4%*
	Expenditures	**Revenue**
NON RECURRING NON PROJECT		
FY 2013 Adopted Budget	**$ -**	**$ 391,373**
FY 2013 Revised Budget	**$ -**	**$ 391,373**
Adjustments:		
Non Recurring	**$ -**	**$ (391,373)**
Non Recurring Carry Forward	*-*	*(391,373)*
FY 2014 Budget Target	**$ -**	**$ -**
Adjustments:		
Non Recurring	**$ -**	**$ 394,797**
Other Non-Recurring	*-*	*394,797*
FY 2014 Adopted Budget	**$ -**	**$ 394,797**
Percent Change from Target Amount		

Public Defender (520) Fill the Gap Fund (262)

		Expenditures	Revenue
PDS CASE MANAGEMENT SYSTEM			
FY 2013 Adopted Budget		**$ 845,984**	**$ -**
FY 2013 Revised Budget		**$ 845,984**	**$ -**
Adjustments:			
Non Recurring		**$ (845,984)**	**$ -**
Non Recurring Carry Forward		*(845,984)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Information and Communications Technology		**$ 723,817**	
Other IT Non-Recurring		*723,817*	-
PDS Case Management System	*$ 723,817*		
FY 2014 Adopted Budget		**$ 723,817**	**$ -**
Percent Change from Target Amount			

Public Defender Fill the Gap Fund (262) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 1,321,357	$ 462,559	$ 462,559	$ 627,812	$ 329,020
Sources:					
Operating	$ 993,669	$ 981,081	$ 981,081	$ 841,436	$ 840,228
Non-Recurring	-	391,373	391,373	-	394,797
Total Sources:	$ 993,669	$ 1,372,454	$ 1,372,454	$ 841,436	$ 1,235,025
Uses:					
Operating	$ 869,379	$ 981,081	$ 981,081	$ 840,228	$ 840,228
Non-Recurring	817,835	845,984	845,984	300,000	723,817
Total Uses:	$ 1,687,214	$ 1,827,065	$ 1,827,065	$ 1,140,228	$ 1,564,045
Structural Balance	$ 124,290	$ -	$ -	$ 1,208	$ -
Ending Spendable Fund Balance:					
Restricted	$ 627,812	$ 7,948	$ 7,948	$ 329,020	$ -
Total Ending Spendable Fund Balance	$ 627,812	$ 7,948	$ 7,948	$ 329,020	$ -

Legal Defender (540) Fill the Gap Fund (263)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 66,362**	**$ 66,362**
FY 2013 Revised Budget	**$ 66,362**	**$ 66,362**
FY 2014 Budget Target	**$ 66,362**	**$ 66,362**
FY 2014 Adopted Budget	**$ 66,362**	**$ 66,362**
Percent Change from Target Amount	*0.0%*	*0.0%*

Legal Defender Fill the Gap Fund (263) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 2,187	$ 2,187	$ 2,187	$ 2,243	$ 2,243
Sources:					
Operating	$ 59,056	$ 66,362	$ 66,362	$ 66,362	$ 66,362
Non-Recurring	-	-	-	-	-
Total Sources:	$ 59,056	$ 66,362	$ 66,362	$ 66,362	$ 66,362
Uses:					
Operating	$ 59,001	$ 66,362	$ 66,362	$ 66,362	$ 66,362
Non-Recurring	-	-	-	-	-
Total Uses:	$ 59,001	$ 66,362	$ 66,362	$ 66,362	$ 66,362
Structural Balance	$ 55	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 2,243	$ 2,187	$ 2,187	$ 2,243	$ 2,243
Total Ending Spendable Fund Balance	$ 2,243	$ 2,187	$ 2,187	$ 2,243	$ 2,243

Public Fiduciary

Analysis by Lauren M. Cochran, Management and Budget Supervisor

Summary

Mission

The Mission of the Maricopa County Public Fiduciary is to provide guardianship, conservatorship, decedent services and court-ordered investigations for vulnerable persons so their estates and well-being are protected.

Vision

To be a recognized leader in providing professional, efficient and compassionate fiduciary services.

Strategic Goals

Individual Empowerment

By July 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: In FY 2012, 55.3% of appointed cases were stabilized within 18 months. With the addition of several new staff members, the Department expects to increase their performance to 62.0% in FY 2013.

Individual Empowerment

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: The Department is currently developing a data collection and analysis process in order to measure achievement of this goal.

Fiscal Strength

By July 2015, the fiscal year average cost per burial will decrease by 10% from FY 2008-09 actuals in order to meet demand without increasing budget.

Status: The Department met this goal by the end of FY 2011. However, the contract with the funeral home providers is up for renewal in October of FY 2014. Cost changes that may result from the new contracts may make sustaining this level of achievement difficult.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
EADM - ESTATE ADMINISTRATION	$ 803,607	$ 623,210	$ 623,210	$ 781,746	$ 828,000	$ 204,790	32.9%
GARD - GUARDIANSHIP ADMINISTRATION	371,384	345,252	345,252	402,718	322,000	(23,252)	-6.7%
34FS - FIDUCIARY SERVICES	$ 1,174,991	$ 968,462	$ 968,462	$ 1,184,464	$ 1,150,000	$ 181,538	18.7%
TOTAL PROGRAMS	**$ 1,174,991**	**$ 968,462**	**$ 968,462**	**$ 1,184,464**	**$ 1,150,000**	**$ 181,538**	**18.7%**
USES							
BURY - INDIGENT BURIAL SERVICES	$ 348,543	$ 364,330	$ 364,330	$ 338,512	$ 361,187	$ 3,143	0.9%
34BS - BURIAL SERVICES	$ 348,543	$ 364,330	$ 364,330	$ 338,512	$ 361,187	$ 3,143	0.9%
EADM - ESTATE ADMINISTRATION	$ 769,671	$ 862,812	$ 862,812	$ 765,128	$ 826,701	$ 36,111	4.2%
GARD - GUARDIANSHIP ADMINISTRATION	1,250,822	1,373,381	1,373,381	1,227,815	1,334,059	39,322	2.9%
34FS - FIDUCIARY SERVICES	$ 2,020,493	$ 2,236,193	$ 2,236,193	$ 1,992,943	$ 2,160,760	$ 75,433	3.4%
BDGT - BUDGETING	$ 7,873	$ 7,701	$ 7,701	$ 39,771	$ 5,514	$ 2,187	28.4%
HRAC - HUMAN RESOURCES	19,200	18,273	18,273	31,542	30,958	(12,685)	-69.4%
ODIR - EXECUTIVE MANAGEMENT	372,988	270,378	270,378	284,535	395,410	(125,032)	-46.2%
99AS - ADMINISTRATIVE SERVICES	$ 400,061	$ 296,352	$ 296,352	$ 355,848	$ 431,882	$ (135,530)	-45.7%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 7,464	$ 18,063	$ 18,063	$ 18,196	$ 17,197	$ 866	4.8%
POOL - POOLED COSTS	-	-	-	-	(26,007)	26,007	N/A
99GV - GENERAL GOVERNMENT	$ 7,464	$ 18,063	$ 18,063	$ 18,196	$ (8,810)	$ 26,873	148.8%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 39,828	$ 39,826	$ 39,826	$ 39,828	$ 46,823	$ (6,997)	-17.6%
99IT - INFORMATION TECHNOLOGY	$ 39,828	$ 39,826	$ 39,826	$ 39,828	$ 46,823	$ (6,997)	-17.6%
TOTAL PROGRAMS	**$ 2,816,389**	**$ 2,954,764**	**$ 2,954,764**	**$ 2,745,327**	**$ 2,991,842**	**$ (37,078)**	**-1.3%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 1,174,991	$ 968,462	$ 968,462	$ 1,184,464	$ 1,150,000	$ 181,538	18.7%
SUBTOTAL	$ 1,174,991	$ 968,462	$ 968,462	$ 1,184,464	$ 1,150,000	$ 181,538	18.7%
ALL REVENUES	$ 1,174,991	$ 968,462	$ 968,462	$ 1,184,464	$ 1,150,000	$ 181,538	18.7%
TOTAL SOURCES	$ 1,174,991	$ 968,462	$ 968,462	$ 1,184,464	$ 1,150,000	$ 181,538	18.7%
CATEGORY	**FY 2012 ACTUAL**	**FY 2013 ADOPTED**	**FY 2013 REVISED**	**FY 2013 FORECAST**	**FY 2014 ADOPTED**	**REVISED VS ADOPTED VAR**	**%**
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,591,479	$ 1,683,767	$ 1,685,928	$ 1,531,753	$ 1,609,618	$ 76,310	4.5%
0705 - TEMPORARY PAY	15,719	-	-	23,958	-	-	N/A
0710 - OVERTIME	8,105	25,151	25,151	2,117	25,151	-	0.0%
0750 - FRINGE BENEFITS	617,079	701,787	699,626	635,948	696,068	3,558	0.5%
0790 - OTHER PERSONNEL SERVICES	2,692	10,020	10,020	51,054	30,000	(19,980)	-199.4%
0796 - PERSONNEL SERVICES ALLOC-IN	47,793	48,352	48,352	52,412	58,823	(10,471)	-21.7%
SUBTOTAL	$ 2,282,867	$ 2,469,077	$ 2,469,077	$ 2,297,242	$ 2,419,660	$ 49,417	2.0%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 64,198	$ 40,000	$ 40,000	$ 39,197	$ 40,000	$ -	0.0%
0803 - FUEL	3,976	6,000	6,000	3,538	6,000	-	0.0%
0804 - NON-CAPITAL EQUIPMENT	54,461	2,000	2,000	2,000	2,000	-	0.0%
SUBTOTAL	$ 122,635	$ 48,000	$ 48,000	$ 44,735	$ 48,000	$ -	0.0%
SERVICES							
0810 - LEGAL SERVICES	$ 7,093	$ 7,000	$ 7,000	$ 7,000	$ 7,000	$ -	0.0%
0812 - OTHER SERVICES	14,997	15,000	15,000	26,213	95,000	(80,000)	-533.3%
0820 - RENT & OPERATING LEASES	43,105	44,112	44,112	42,168	45,000	(888)	-2.0%
0825 - REPAIRS AND MAINTENANCE	17,526	27,600	27,600	13,308	27,600	-	0.0%
0839 - INTERNAL SERVICE CHARGES	57,092	69,475	69,475	54,840	74,082	(4,607)	-6.6%
0841 - TRAVEL	45,262	45,000	45,000	42,549	45,000	-	0.0%
0842 - EDUCATION AND TRAINING	4,173	15,000	15,000	15,000	15,000	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	15,501	14,500	14,500	16,431	15,500	(1,000)	-6.9%
0845 - SUPPORT AND CARE OF PERSONS	189,446	200,000	200,000	185,841	200,000	-	0.0%
SUBTOTAL	$ 394,195	$ 437,687	$ 437,687	$ 403,350	$ 524,182	$ (86,495)	-19.8%
CAPITAL							
0930 - VEHICLES & CONSTRUCTION EQUIP	$ 16,692	$ -	$ -	$ -	$ -	$ -	N/A
SUBTOTAL	$ 16,692	$ -	$ -	$ -	$ -	$ -	N/A
ALL EXPENDITURES	$ 2,816,389	$ 2,954,764	$ 2,954,764	$ 2,745,327	$ 2,991,842	$ (37,078)	-1.3%
TOTAL USES	$ 2,816,389	$ 2,954,764	$ 2,954,764	$ 2,745,327	$ 2,991,842	$ (37,078)	-1.3%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 1,174,991	$ 968,462	$ 968,462	$ 1,184,464	$ 1,150,000	$ 181,538	18.7%
FUND TOTAL SOURCES	$ 1,174,991	$ 968,462	$ 968,462	$ 1,184,464	$ 1,150,000	$ 181,538	18.7%
DEPARTMENT OPERATING TOTAL SOURCES	$ 1,174,991	$ 968,462	$ 968,462	$ 1,184,464	$ 1,150,000	$ 181,538	18.7%
DEPARTMENT TOTAL SOURCES	$ 1,174,991	$ 968,462	$ 968,462	$ 1,184,464	$ 1,150,000	$ 181,538	18.7%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 2,750,147	$ 2,954,764	$ 2,954,764	$ 2,745,327	$ 2,911,842	$ 42,922	1.5%
NON-RECURRING	66,242	-	-	-	80,000	(80,000)	N/A
FUND TOTAL USES	$ 2,816,389	$ 2,954,764	$ 2,954,764	$ 2,745,327	$ 2,991,842	$ (37,078)	-1.3%
DEPARTMENT OPERATING TOTAL USES	$ 2,750,147	$ 2,954,764	$ 2,954,764	$ 2,745,327	$ 2,911,842	$ 42,922	1.5%
DEPARTMENT NON-RECURRING TOTAL USES	$ 66,242	$ -	$ -	$ -	$ 80,000	$ (80,000)	N/A
DEPARTMENT TOTAL USES	$ 2,816,389	$ 2,954,764	$ 2,954,764	$ 2,745,327	$ 2,991,842	$ (37,078)	-1.3%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.05	.05	.05	.05	.05	-	0.0%
EXECUTIVE MANAGEMENT	.90	1.20	1.20	1.20	1.20	-	0.0%
HUMAN RESOURCES	.20	.40	.40	.40	.40	-	0.0%
PROGRAM TOTAL	1.15	1.65	1.65	1.65	1.65	-	0.0%
BURIAL SERVICES							
INDIGENT BURIAL SERVICES	3.17	3.32	3.32	3.32	3.32	-	0.0%
PROGRAM TOTAL	3.17	3.32	3.32	3.32	3.32	-	0.0%
FIDUCIARY SERVICES							
ESTATE ADMINISTRATION	15.08	14.28	14.28	14.27	14.28	-	0.0%
GUARDIANSHIP ADMINISTRATION	21.91	22.06	22.06	22.05	22.06	-	0.0%
PROGRAM TOTAL	36.98	36.33	36.33	36.32	36.33	-	0.0%
DEPARTMENT TOTAL	41.30	41.30	41.30	41.29	41.30	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	-	0.0%
Guardian/Estate Admin Supv	3.00	3.00	3.00	3.00	3.00	-	0.0%
Guardian/Estate Administrator	24.30	24.30	24.30	24.29	24.30	-	0.0%
Guardian/Estate Benefits Specialist	-	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Specialist	2.00	-	-	-	-	-	N/A
Legal Support Specialist	3.00	3.00	2.00	2.00	2.00	-	0.0%
Office Assistant	2.00	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	**41.30**	**41.30**	**41.30**	**41.29**	**41.30**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	41.30	41.30	41.30	41.29	41.30	-	0.0%
Department Total	**41.30**	**41.30**	**41.30**	**41.29**	**41.30**	**-**	**0.0%**

General Adjustments

Target Adjustments:

- Increase expenditures by $20,000 for operating costs associated with maintenance of the Case Management System.

Base Adjustments (Operating):

- Increase Regular Benefits by $6,747 for the impact of changes in retirement contribution rates.
- Decrease Other Benefits and Internal Services Charges by $866 for the impact of the changes in Risk Management charges.
- Increase Personnel Savings by $26,007 based on the Chairman's Office request.
- Decrease expenditures by $56,822 due to a reduction in the average hourly rate of personnel.
- Increase expenditures by $6,997 due to increased costs associated with Computrust Support.
- Increase expenditures by $3,555 due to the net impact of changes in supplies and services.

Base Adjustments (Non Recurring Non Project):

- Increase expenditures $80,000 for the carry-forward of the Public Fiduciary Case Management purchase.

Programs and Activities

Indigent Burial Services Program

The purpose of the Indigent Burial Program is to provide cost-effective burials for qualified indigent decedents so they can receive a proper interment in a timely manner.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percentage of Determinations for Indigent Burial Service Eligibility Completed Within Five Business Days of the Referral	100.0%	98.1%	99.8%	99.7%	1.6%	1.7%
Percentage of Referred Persons Determined to be Eligible for Indigent Burial Services	44.5%	43.6%	45.3%	44.6%	1.0%	2.3%

Activities that comprise this program include:

- Indigent Burial Services

Indigent Burial Services Activity

The purpose of the Indigent Burial Services Activity is to provide cost-effective burials for qualified indigent decedents so they can receive a proper interment in a timely manner.

Mandates: A.R.S. §36-831 Section B establishes the responsibility of the County to provide for burial of indigent persons, including honorably discharged veterans or their spouses. A.R.S. §11-311 mandates that the County appoint an honorably discharged veteran to oversee the burial of discharged veterans and their families in a location designated for the burial of veterans.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of Determinations for Indigent Burial Service Eligibility Completed Within Five Business Days of the Referral	100.0%	98.1%	99.8%	99.7%	1.6%	1.7%
Result	Percentage of Referred Persons Determined to be Eligible for Indigent Burial Services	44.5%	43.6%	45.3%	44.6%	1.0%	2.3%
Output	Number of Determinations for Eligibility Completed During the Time Period	852	840	803	776	(64)	-7.6%
Output	Number of Decedents Determined to be Eligible for Burial Services During the Time Period	379	366	364	346	(20)	-5.5%
Demand	Number of Indigent Burial Referrals Received	849	840	804	786	(54)	-6.4%
Efficiency	Expenditure per Indigent Burial Completed	$ 919.64	$ 995.44	$ 929.98	$ 1,043.89	$ (48.46)	-4.9%
Expenditure							
	100 - GENERAL	$ 348,543	$ 364,330	$ 338,512	$ 361,187	$ 3,143	0.9%
	TOTAL USES	$ 348,543	$ 364,330	$ 338,512	$ 361,187	$ 3,143	0.9%

Activity Narrative: A late year increase in demand has led to increased outputs, resulting in FY 2013 forecasted measures being higher than expected. The Department anticipates the increase is temporary and will make every effort to gain efficiencies and reduce demand and output in FY 2014. The Burial Services contract expires on October 31, 2013. Depending on the results of the bid process, the department may need to seek additional funding mid-year.

Fiduciary Services Program

The purpose of the Fiduciary Services Program is to provide timely guardianship, investigation, conservatorship, and probate services to persons or estates, when no other person or corporation is qualified and willing to serve, so they can have their well-being, property, and other interests protected.

Mandates: A.R.S. §14-5602 mandates that the Public Fiduciary provide guardianship for estates mandated by the court to be in receivership of the Public Fiduciary, as well as protect the estate and receive all outstanding warrants owed to that estate. A.R.S. §14-5603 establishes the Public Fiduciary as custodian of estate funds. A.R.S. §14-5604 establishes that the Public Fiduciary has a claim against the estate of the ward, protected person, or decedent, for reasonable expenses of guardianship, conservatorship, or public administration and reasonable compensation for the Public Fiduciary's services and attorney.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percentage of Financial Exploitation Investigations Completed Within 180 Days of Referral	63.2%	50.0%	N/A	63.2%	13.2%	26.3%
Percentage of Estate Administration Cases Stabilized or Closed Within 18 Months of Referral	63.9%	44.6%	74.9%	87.1%	42.4%	95.0%
Percentage of Wards Whose Cases are Stabilized or Closed Within 18 Months of Referral	40.5%	43.5%	37.3%	32.0%	-11.6%	-26.6%
Percentage of Guardianship Referrals and Investigations in Which an Alternative to Guardianship by the Public Fiduciary was Determined	N/A	46.4%	72.5%	74.6%	28.2%	60.8%
Percentage of Referrals and Investigations Completed Within 90 Days of Referral	N/A	91.7%	63.0%	70.4%	-21.2%	-23.2%

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of Financial Exploitation Investigations Completed Within 180 Days of Referral	63.2%	50.0%	N/A	63.2%	13.2%	26.3%
Result	Percentage of Estate Administration Cases Stabilized or Closed Within 18 Months of Referral	63.9%	44.6%	74.9%	87.1%	42.4%	95.0%
Output	Number of Financial Exploitation Investigations Completed	19	24	-	19	(5)	-20.8%
Output	Number of Estate Administration Cases Stabilized or Closed	252	224	255	232	8	3.6%
Output	Average Number of Estate Administration Cases Open/Active Monthly	445	470	318	325	(145)	-30.9%
Demand	Number of Conservatorship and Probate Cases Referred for Administration	196	142	164	166	24	16.9%
Demand	Number of Referrals for Financial Exploitation Investigations	19	34	-	19	(15)	-44.1%
Efficiency	Expenditure Per Estate Administration Case Open/Active	$ 432.40	$ 458.94	$ 602.46	$ 635.92	$ (176.98)	-38.6%
Revenue							
	100 - GENERAL	$ 803,607	$ 623,210	$ 781,746	$ 828,000	$ 204,790	32.9%
	TOTAL SOURCES	$ 803,607	$ 623,210	$ 781,746	$ 828,000	$ 204,790	32.9%
Expenditure							
	100 - GENERAL	$ 769,671	$ 862,812	$ 765,128	$ 826,701	$ 36,111	4.2%
	TOTAL USES	$ 769,671	$ 862,812	$ 765,128	$ 826,701	$ 36,111	4.2%

Activity Narrative: The Financial Exploitation function was put "on hold" in the first half of FY 2013 pending the hiring of a new director. These functions are expected to return in FY 2014. All other measures are expected to follow FY 2013 Forecast. Revenues have been increasing due to improved internal processes that more carefully track client funds. This allows for better collection of the appropriate fees. Results are expected to increase to FY 2012 levels now that a critical Financial Investigator position has been filled. Although the Department is spending less in salaries, causing a reduction in expenditures, they are struggling to hire and retain qualified staff due to an outdated salary structure. There is concern that results and output will begin to suffer if salaries are not addressed. This issue is under review by the County's Employee Compensation Division.

Base Adjustments (Operating):

- Increase revenue by $204,790 due to internal process improvement to more carefully track client funds and, consequently, assess fees when appropriate.
- Increase expenditures by $3,474 due to increased use of process servers.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of Wards Whose Cases are Stabilized or Closed Within 18 Months of Referral	40.5%	43.5%	37.3%	32.0%	(11.6%)	-26.6%
Result	Percentage of Guardianship Referrals and Investigations in Which an Alternative to Guardianship by the Public Fiduciary was Determined	N/A	46.4%	72.5%	74.6%	28.2%	60.8%
Result	Percentage of Referrals and Investigations Completed Within 90 Days of Referral	N/A	91.7%	63.0%	70.4%	(21.2%)	-23.2%
Output	Number of Guardianship Referrals and Investigations Completed	236	168	265	284	116	69.0%
Output	Number of Guardianship Administration Cases Stabilized Or Closed During The Time Period	148	124	217	194	70	56.5%
Output	Average Number of Guardianship Administration Cases Open/Active Monthly	640	580	643	655	75	12.9%
Demand	Number of Guardianship Referrals and Investigations Requested	302	196	244	272	76	38.8%
Demand	Number of New Wards for Assigned Guardianship Administration	254	154	239	254	100	64.9%
Efficiency	Expenditure Per Guardianship Administration Case Open/Active	$ 488.60	$ 591.97	$ 477.75	$ 509.18	$ 82.79	14.0%
Revenue							
	100 - GENERAL	$ 371,384	$ 345,252	$ 402,718	$ 322,000	$ (23,252)	-6.7%
	TOTAL SOURCES	$ 371,384	$ 345,252	$ 402,718	$ 322,000	$ (23,252)	-6.7%
Expenditure							
	100 - GENERAL	$ 1,250,822	$ 1,373,381	$ 1,227,815	$ 1,334,059	$ 39,322	2.9%
	TOTAL USES	$ 1,250,822	$ 1,373,381	$ 1,227,815	$ 1,334,059	$ 39,322	2.9%

Activity Narrative: Changes to procedures regarding the referral process, implemented in previous years, continue to keep demand below FY 2012 levels. Those cases not needing services were removed earlier in the process leaving only the true workload, allowing staff to focus efforts on those cases that require service. However, the demand is increasing over FY 2013 budget. With several vacancies due to the salary structure causing recruitment delays, the department will have difficulties meeting this demand. The reduction in expenditures from FY 2013 is due to a decrease in the average hourly pay rate of employees. The Department received one-time fee revenues in FY 2013 from the closure of large cases. This revenue is not expected to be received in FY 2014 and therefore revenues are budgeted at a lower level. Ongoing revenues have also been slightly lower than expected. Outputs and demands in FY 2013 Revised are artificially low due to a data entry back log at the time of budget development. Although the Department is spending less in salaries, they are struggling to hire and retain qualified staff due to an outdated salary structure. There is concern that results and output will begin to suffer if salaries are not addressed. This issue is under review by the County's Employee Compensation Division.

Base Adjustments (Operating):

- Decrease revenue by $23,252 due to lower than expected ongoing receipts.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 2,954,764**	**$ 968,462**
FY 2013 Revised Budget		**$ 2,954,764**	**$ 968,462**
Adjustments:			
Information and Communications Technology			
Technology Projects		**$ 20,000**	**$ -**
Other Technology Projects		*20,000*	*-*
Public Fiduciary Case Management System	*$ 20,000*		
FY 2014 Budget Target		**$ 2,974,764**	**$ 968,462**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 6,747**	**$ -**
Retirement Contributions		*6,747*	*-*
Base Adjustments		**$ (42,796)**	**$ -**
Other Base Adjustments		*(42,796)*	*-*
Reduction in average hourly rate	*$ (56,822)*		
Increased costs of Computrust support	*6,997*		
Net impact of changes in Supplies and Services	*3,555*		
Increased use of process servers	*3,474*		
Fees and Other Revenues		**$ -**	**$ 181,538**
ProgRevenue Volume Inc/Dec		*-*	*181,538*
Increased revenue in Estate Administration	*$ 204,790*		
Decreased revenue in Guardianship Administration	*(23,252)*		
Budget Balancing		**$ (26,007)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(26,007)*	*-*
FY 2014 Tentative Budget		**$ 2,912,708**	**$ 1,150,000**
Percent Change from Target Amount		*-2.1%*	*18.7%*
Adjustments:			
Base Adjustments		**$ (866)**	**$ -**
Internal Service Charges		*(866)*	*-*
FY 2014 Adopted Budget		**$ 2,913,574**	**$ 1,150,000**
Percent Change from Target Amount		*-2.1%*	*18.7%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ -**	**$ -**
FY 2013 Revised Budget		**$ -**	**$ -**
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:	Agenda Item:		
Non Recurring		**$ 80,000**	**$ -**
Public Fiduciary Case Management System	*C-56-13-004-2-00*	*80,000*	*-*
FY 2014 Adopted Budget		**$ 80,000**	**$ -**
Percent Change from Target Amount			

Public Health

Analysis by Jacqueline M. Edwards, Senior Management and Budget Analyst

Summary

Mission

The mission of the Department of Public Health is to provide leadership, resources, and services to people and diverse communities in Maricopa County so that health is promoted, preserved, and protected.

Vision

The Maricopa County Department of Public Health will be the nationally recognized local leader in public health, and the agency that people and communities in Maricopa County look to for health resources and services. Our combination of organizational strength and public health leadership will be harnessed to fully integrate and utilize local academic communities to improve the quality of service, and the caliber of professional staff.

Strategic Goals

Public Health

By June, 2018, establish a public health district or other funding mechanism to provide necessary resources for an adequate public health infrastructure.

Status: This is a new goal for the Department in FY 2014.

Public Health

By June, 2018, obtain accreditation from the Public Health Accreditation Board.

Status: The Public Health Accreditation Board (PHAB) released the final accreditation standards in FY 2012. In FY 2014, the Department intends to work with at least ten programs to ensure those programs are in 100% compliance with the applicable accreditation standards. This is an updated goal for the Department in FY 2014.

Public Health

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: This is a new goal for the Department in FY 2014.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
RWPC - RYAN WHITE PLNG COUNCIL SUPP	$ 110,355	$ 180,296	$ 180,296	$ 151,296	$ -	$ (180,296)	-100.0%
39RW - RYAN WHITE HIV AIDS PART A	$ 110,355	$ 180,296	$ 180,296	$ 151,296	$ -	$ (180,296)	-100.0%
HICT - HIV COUNSELING AND TESTING	$ 531,882	$ 477,737	$ 438,122	$ 644,554	$ 734,187	$ 296,065	67.6%
HISV - HIV SURVEILLANCE AMD INV	83,056	373,270	373,270	112,998	101,006	(272,264)	-72.9%
86CM - HIV HCV SERVICES	$ 614,938	$ 851,007	$ 811,392	$ 757,552	$ 835,193	$ 23,801	2.9%
PHPM - PUBLIC HEALTH PHARMACY	$ 12,268	$ 13,000	$ 13,000	$ 12,615	$ 13,000	$ -	0.0%
86CS - CLINIC SUPPORT SERVICES	$ 12,268	$ 13,000	$ 13,000	$ 12,615	$ 13,000	$ -	0.0%
EPIR - EPIDEMIOLOGICAL REPORTING	$ 30,895	$ -	$ 17,479	$ 17,479	$ -	$ (17,479)	-100.0%
86EG - EPI AND GEN DISEASE SURVEILL	$ 30,895	$ -	$ 17,479	$ 17,479	$ -	$ (17,479)	-100.0%
EMRT - PUB HLTH PREPAREDNESS RESPONSE	$ 5,028,967	$ 2,822,131	$ 3,370,306	$ 3,267,895	$ 2,799,288	$ (571,018)	-16.9%
86EM - PUBLIC HEALTH EMERGENCY MGMT	$ 5,028,967	$ 2,822,131	$ 3,370,306	$ 3,267,895	$ 2,799,288	$ (571,018)	-16.9%
CCHC - CHILD CARE HLTH CONSULTATIONS	$ 2,292,743	$ 2,544,538	$ 1,086,781	$ 1,052,224	$ 1,115,646	$ 28,865	2.7%
DTSL - DENTAL SEALANTS	547,987	1,467,499	1,062,312	1,018,876	1,327,543	265,231	25.0%
FHPT - FAMILY HEALTH PARTNERSHIPS	319,082	363,636	298,101	277,631	295,455	(2,646)	-0.9%
HEED - HEALTHY START	858,078	988,684	989,434	949,617	989,108	(326)	0.0%
LHZR - LEAD HAZARD REDUCTION	116,976	98,127	102,908	106,556	100,756	(2,152)	-2.1%
NEWB - NEWBORN INTENSIVE CARE	370,255	398,716	424,832	424,832	424,832	-	0.0%
NFAM - NURSE-FAMILY PARTNERSHIPS	1,029,477	1,108,005	1,435,692	1,426,976	1,513,548	77,856	5.4%
TNPP - TEEN PREGNANCY PREVENTION	985,344	933,553	1,054,200	1,039,515	981,742	(72,458)	-6.9%
WWHC - WELL WOMAN HEALTHCHECK	1,048,003	682,000	682,000	824,000	1,032,000	350,000	51.3%
86FH - FAMILY HEALTH	$ 7,567,945	$ 8,584,758	$ 7,136,260	$ 7,120,227	$ 7,780,630	$ 644,370	9.0%
HCHL - HEALTHCARE FOR THE HOMELESS	$ 3,035,133	$ 2,810,297	$ 2,422,525	$ 2,385,115	$ 2,449,903	$ 27,378	1.1%
86HI - HEALTHCARE FOR HOMELESS INDVDL	$ 3,035,133	$ 2,810,297	$ 2,422,525	$ 2,385,115	$ 2,449,903	$ 27,378	1.1%
CCSS - CHILD PASSENGER SAFETY	$ 1,080,650	$ 948,829	$ 857,409	$ 851,989	$ 807,269	$ (50,140)	-5.8%
DTIN - DIETETIC INTERNSHIP	-	-	-	-	98,606	98,606	N/A
PHPD - PUBLIC HEALTH POLICY DEVELOP	461,888	667,085	1,146,183	1,096,160	1,002,366	(143,817)	-12.5%
SCNT - NUTRITION ED AND OBESITY PREV	351,511	375,853	2,130,530	1,786,729	2,803,294	672,764	31.6%
WICC - WOMEN INFANTS AND CHILDREN	9,342,715	9,613,444	10,075,261	10,256,057	9,684,415	(390,846)	-3.9%
86HL - PROMOTING HEALTHY LIFESTYLES	$ 11,236,764	$ 11,605,211	$ 14,209,383	$ 13,990,935	$ 14,395,950	$ 186,567	1.3%
HANS - HANSENS DISEASE TREATMENT	$ 31,850	$ 32,998	$ 27,721	$ 23,395	$ 33,255	$ 5,534	20.0%
HERF - PHYS HEALTH SCREENING REFUGEES	1,184,558	1,433,742	1,348,525	1,411,143	1,228,956	(119,569)	-8.9%
STEX - STD EXAMINATIONS AMD TREATMENT	325,469	330,668	336,838	351,027	344,919	8,081	2.4%
STSV - STD CASE SURV INVESTIGATION	400,741	368,940	336,779	338,571	343,247	6,468	1.9%
TBIN - TB SURVEILLANCE AMD INVEST	5,466	216,094	197,606	174,717	270,734	73,128	37.0%
TBTE - TB TESTING AMD TREATMENT	635,616	592,399	597,162	584,697	629,420	32,258	5.4%
86ID - INFECTIOUS DISEASE CONTROL	$ 2,583,700	$ 2,974,841	$ 2,844,631	$ 2,883,550	$ 2,850,531	$ 5,900	0.2%
ADIM - ADULT IMMUN FOREIGN TRVL SVCS	$ 285,369	$ 250,000	$ 250,000	$ 241,738	$ 286,000	$ 36,000	14.4%
CHIM - CHILDHOOD IMMUNIZATIONS	1,451,376	2,482,493	3,240,193	3,596,633	3,640,089	399,896	12.3%
86IS - IMMUNIZATION SERVICES	$ 1,736,745	$ 2,732,493	$ 3,490,193	$ 3,838,371	$ 3,926,089	$ 435,896	12.5%
OPIP - PERFORMANCE IMPROVEMENT	$ 201,402	$ 257,069	$ 316,049	$ 301,836	$ 259,068	$ (56,981)	-18.0%
86PI - PERFORMANCE IMPROVEMENT	$ 201,402	$ 257,069	$ 316,049	$ 301,836	$ 259,068	$ (56,981)	-18.0%
DTIS - RYAN WHITE DENTAL INSURANCE	$ 1,371,870	$ 1,373,850	$ 1,254,157	$ 1,254,903	$ 1,373,745	$ 119,588	9.5%
86RW - RYAN WHITE TITLE I SERV	$ 1,371,870	$ 1,373,850	$ 1,254,157	$ 1,254,903	$ 1,373,745	$ 119,588	9.5%
SFAZ - SMOKE FREE ARIZONA INSPECTIONS	$ 126,647	$ 185,187	$ 728,767	$ 704,591	$ 781,186	$ 52,419	7.2%
TUPV - TOBACCO USE PREVENTION	1,560,311	1,883,867	1,809,263	1,588,943	1,877,196	67,933	3.8%
TUTR - TOB USE PREV TRNG DENTAL PROS	(5,556)	38,679	48,678	48,678	50,104	1,426	2.9%
86TP - TOBACCO USE PREVENTION	$ 1,681,402	$ 2,107,733	$ 2,586,708	$ 2,342,212	$ 2,708,486	$ 121,778	4.7%
BDCT - BIRTH AND DEATH CERTIFICATES	$ 3,608,734	$ 3,798,771	$ 3,798,771	$ 3,434,271	$ 3,839,983	$ 41,212	1.1%
86VR - VITAL REGISTRATION	$ 3,608,734	$ 3,798,771	$ 3,798,771	$ 3,434,271	$ 3,839,983	$ 41,212	1.1%
FSAC - FINANCIAL SERVICES	$ 4,630,494	$ 4,738,824	$ 5,190,058	$ 4,771,630	$ 4,653,352	$ (536,706)	-10.3%
99AS - ADMINISTRATIVE SERVICES	$ 4,630,494	$ 4,738,824	$ 5,190,058	$ 4,771,630	$ 4,653,352	$ (536,706)	-10.3%
GGOV - GENERAL GOVERNMENT	$ (268,207)	$ 50,000	$ 50,000	$ 29,259	$ 50,000	$ -	0.0%
99GV - GENERAL GOVERNMENT	$ (268,207)	$ 50,000	$ 50,000	$ 29,259	$ 50,000	$ -	0.0%
TOTAL PROGRAMS	**$ 43,183,405**	**$ 44,900,281**	**$ 47,691,208**	**$ 46,559,146**	**$ 47,935,218**	**$ 244,010**	**0.5%**

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
USES							
RWPC - RYAN WHITE PLNG COUNCIL SUPP	$ 119,181	$ 180,840	$ 180,840	$ 151,296	$ -	$ 180,840	100.0%
39RW - RYAN WHITE HIV AIDS PART A	$ 119,181	$ 180,840	$ 180,840	$ 151,296	$ -	$ 180,840	100.0%
HICT - HIV COUNSELING AND TESTING	$ 404,981	$ 479,445	$ 438,122	$ 644,554	$ 734,187	$ (296,065)	-67.6%
HISV - HIV SURVEILLANCE AMD INV	299,014	375,700	373,270	112,998	101,006	272,264	72.9%
86CM - HIV HCV SERVICES	$ 703,995	$ 855,145	$ 811,392	$ 757,552	$ 835,193	$ (23,801)	-2.9%
MDRC - MEDICAL RECORDS	$ 267,806	$ 259,107	$ 259,107	$ 262,199	$ 217,161	$ 41,946	16.2%
PHPM - PUBLIC HEALTH PHARMACY	303,561	358,461	429,320	406,309	429,854	(534)	-0.1%
86CS - CLINIC SUPPORT SERVICES	$ 571,367	$ 617,568	$ 688,427	$ 668,508	$ 647,015	$ 41,412	6.0%
EPIR - EPIDEMIOLOGICAL REPORTING	$ 926,144	$ 1,007,297	$ 1,024,776	$ 987,801	$ 863,336	$ 161,440	15.8%
SCII - SINGLE CASE INV INTERVENTIONS	984,460	1,046,480	1,050,238	869,574	1,534,817	(484,579)	-46.1%
86EG - EPI AND GEN DISEASE SURVEILL	$ 1,910,604	$ 2,053,777	$ 2,075,014	$ 1,857,375	$ 2,398,153	$ (323,139)	-15.6%
EMRT - PUB HLTH PREPAREDNESS RESPONSE	$ 3,691,887	$ 2,819,039	$ 3,370,306	$ 3,267,895	$ 2,799,288	$ 571,018	16.9%
86EM - PUBLIC HEALTH EMERGENCY MGMT	$ 3,691,887	$ 2,819,039	$ 3,370,306	$ 3,267,895	$ 2,799,288	$ 571,018	16.9%
CCHC - CHILD CARE HLTH CONSULTATIONS	$ 1,941,714	$ 2,562,976	$ 1,086,781	$ 1,052,224	$ 1,115,646	$ (28,865)	-2.7%
DTSL - DENTAL SEALANTS	1,088,827	1,513,972	1,160,825	1,121,899	1,425,711	(264,886)	-22.8%
FHPT - FAMILY HEALTH PARTNERSHIPS	1,118,457	1,002,980	961,574	906,321	945,963	15,611	1.6%
HEED - HEALTHY START	879,332	993,491	989,434	949,617	989,108	326	0.0%
LHZR - LEAD HAZARD REDUCTION	103,180	99,067	102,908	106,556	100,756	2,152	2.1%
NEWB - NEWBORN INTENSIVE CARE	434,496	401,159	424,832	424,832	424,832	-	0.0%
NFAM - NURSE-FAMILY PARTNERSHIPS	1,028,214	1,111,010	1,435,692	1,426,976	1,513,548	(77,856)	-5.4%
TNPP - TEEN PREGNANCY PREVENTION	1,148,877	936,809	1,054,200	1,039,515	981,742	72,458	6.9%
WWHC - WELL WOMAN HEALTHCHECK	885,304	683,527	683,527	824,000	1,032,000	(348,473)	-51.0%
86FH - FAMILY HEALTH	$ 8,628,401	$ 9,304,991	$ 7,899,773	$ 7,851,940	$ 8,529,306	$ (629,533)	-8.0%
HCHL - HEALTHCARE FOR THE HOMELESS	$ 3,056,939	$ 2,785,327	$ 2,422,525	$ 2,385,115	$ 2,449,903	$ (27,378)	-1.1%
86HI - HEALTHCARE FOR HOMELESS INDVDL	$ 3,056,939	$ 2,785,327	$ 2,422,525	$ 2,385,115	$ 2,449,903	$ (27,378)	-1.1%
CCSS - CHILD PASSENGER SAFETY	$ 1,101,739	$ 1,095,728	$ 964,632	$ 969,243	$ 921,853	$ 42,779	4.4%
DTIN - DIETETIC INTERNSHIP	-	-	-	-	98,606	(98,606)	N/A
PHPD - PUBLIC HEALTH POLICY DEVELOP	826,138	1,465,726	1,855,040	1,549,942	1,670,988	184,052	9.9%
SCNT - NUTRITION ED AND OBESITY PREV	696,756	684,802	2,437,580	2,059,003	3,104,001	(666,421)	-27.3%
WICC - WOMEN INFANTS AND CHILDREN	9,344,561	9,664,039	10,075,261	10,256,057	9,684,415	390,846	3.9%
86HL - PROMOTING HEALTHY LIFESTYLES	$ 11,969,194	$ 12,910,295	$ 15,332,513	$ 14,834,245	$ 15,479,863	$ (147,350)	-1.0%
HANS - HANSENS DISEASE TREATMENT	$ 27,127	$ 32,998	$ 27,721	$ 23,395	$ 33,255	$ (5,534)	-20.0%
HERF - PHYS HEALTH SCREENING REFUGEES	1,443,794	1,547,630	1,456,056	1,519,995	1,337,918	118,138	8.1%
PHLB - PUBLIC HEALTH LABORATORY	525,655	589,205	589,205	626,881	602,624	(13,419)	-2.3%
STEX - STD EXAMINATIONS AMD TREATMENT	1,438,903	1,426,018	1,495,406	1,400,923	1,511,634	(16,228)	-1.1%
STSV - STD CASE SURV INVESTIGATION	1,088,744	1,101,531	1,067,506	1,137,602	1,034,114	33,392	3.1%
TBIN - TB SURVEILLANCE AMD INVEST	293,015	534,044	514,981	443,820	587,746	(72,765)	-14.1%
TBTE - TB TESTING AMD TREATMENT	2,115,713	2,043,475	1,996,555	1,969,044	2,008,266	(11,711)	-0.6%
86ID - INFECTIOUS DISEASE CONTROL	$ 6,932,951	$ 7,274,901	$ 7,147,430	$ 7,121,660	$ 7,115,557	$ 31,873	0.4%
ADIM - ADULT IMMUN FOREIGN TRVL SVCS	$ 265,765	$ 250,953	$ 250,953	$ 241,738	$ 286,000	$ (35,047)	-14.0%
CHIM - CHILDHOOD IMMUNIZATIONS	2,755,916	3,414,971	4,165,618	4,450,241	4,479,832	(314,214)	-7.5%
IMED - IMMUNIZATION EDUCATION	100,873	102,170	102,170	55,960	73,429	28,741	28.1%
86IS - IMMUNIZATION SERVICES	$ 3,122,554	$ 3,768,094	$ 4,518,741	$ 4,747,939	$ 4,839,261	$ (320,520)	-7.1%
OPIP - PERFORMANCE IMPROVEMENT	$ 220,880	$ 258,625	$ 316,049	$ 301,836	$ 259,068	$ 56,981	18.0%
86PI - PERFORMANCE IMPROVEMENT	$ 220,880	$ 258,625	$ 316,049	$ 301,836	$ 259,068	$ 56,981	18.0%
DTIS - RYAN WHITE DENTAL INSURANCE	$ 1,645,878	$ 1,374,511	$ 1,254,157	$ 1,254,903	$ 1,373,745	$ (119,588)	-9.5%
86RW - RYAN WHITE TITLE I SERV	$ 1,645,878	$ 1,374,511	$ 1,254,157	$ 1,254,903	$ 1,373,745	$ (119,588)	-9.5%
SFAZ - SMOKE FREE ARIZONA INSPECTIONS	$ 182,763	$ 186,439	$ 755,535	$ 704,591	$ 781,186	$ (25,651)	-3.4%
TUPV - TOBACCO USE PREVENTION	1,660,251	1,868,607	1,782,495	1,588,943	1,877,196	(94,701)	-5.3%
TUTR - TOB USE PREV TRNG DENTAL PROS	36,687	38,915	48,678	48,678	50,104	(1,426)	-2.9%
86TP - TOBACCO USE PREVENTION	$ 1,879,701	$ 2,093,961	$ 2,586,708	$ 2,342,212	$ 2,708,486	$ (121,778)	-4.7%
BDCT - BIRTH AND DEATH CERTIFICATES	$ 3,573,790	$ 3,808,539	$ 3,853,220	$ 3,466,571	$ 4,154,336	$ (301,116)	-7.8%
86VR - VITAL REGISTRATION	$ 3,573,790	$ 3,808,539	$ 3,853,220	$ 3,466,571	$ 4,154,336	$ (301,116)	-7.8%
BDGT - BUDGETING	$ (378)	$ 17,328	$ 17,328	$ 16,775	$ 15,478	$ 1,850	10.7%
86VR - VITAL REGISTRATION	$ 3,573,790	$ 3,808,539	$ 3,853,220	$ 3,466,571	$ 4,154,336	$ (301,116)	-7.8%
BDGT - BUDGETING	$ (378)	$ 17,328	$ 17,328	$ 16,775	$ 15,478	$ 1,850	10.7%
FSAC - FINANCIAL SERVICES	2,874,658	3,134,258	3,583,261	3,197,018	3,155,768	427,493	11.9%
HRAC - HUMAN RESOURCES	130,690	93,414	98,261	51,167	82,090	16,171	16.5%
ODIR - EXECUTIVE MANAGEMENT	446,279	319,849	363,079	268,933	258,647	104,432	28.8%
PROC - PROCUREMENT	97,391	13,580	13,580	12,498	63,508	(49,928)	-367.7%
99AS - ADMINISTRATIVE SERVICES	$ 3,548,640	$ 3,578,429	$ 4,075,509	$ 3,546,391	$ 3,575,491	$ 500,018	12.3%

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
CSCA - CENTRAL SERVICE COST ALLOC	$ 1,788,338	$ 1,720,825	$ 1,720,827	$ 1,719,486	$ 1,602,534	$ 118,293	6.9%
GGOV - GENERAL GOVERNMENT	6,685	36,259	36,259	17,614	50,000	(13,741)	-37.9%
ISFC - INTERNAL SERVICE FUND CHARGES	184,409	213,721	213,721	257,764	162,533	51,188	24.0%
POOL - POOLED COSTS	-	-	-	-	(107,333)	107,333	N/A
99GV - GENERAL GOVERNMENT	$ 1,979,432	$ 1,970,805	$ 1,970,807	$ 1,994,864	$ 1,707,734	$ 263,073	13.3%
ENIT - ENTERPRISE IT COLLABORATION	$ 56,399	$ 148,713	$ 148,713	$ 162,127	$ 134,752	$ 13,961	9.4%
99IT - INFORMATION TECHNOLOGY	$ 56,399	$ 148,713	$ 148,713	$ 162,127	$ 134,752	$ 13,961	9.4%
TOTAL PROGRAMS	**$ 53,611,793**	**$ 55,803,560**	**$ 58,652,124**	**$ 56,712,429**	**$ 59,007,151**	**$ (355,027)**	**-0.6%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 37,965,278	$ 39,304,018	$ 42,502,528	$ 41,495,365	$ 41,059,259	$ (1,443,269)	-3.4%
SUBTOTAL	$ 37,965,278	$ 39,304,018	$ 42,502,528	$ 41,495,365	$ 41,059,259	$ (1,443,269)	-3.4%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 3,596,988	$ 3,786,263	$ 3,786,263	$ 3,421,690	$ 3,827,475	$ 41,212	1.1%
0638 - PATIENT SERVICES REVENUE	1,427,319	1,693,000	1,285,417	1,544,175	2,041,984	756,567	58.9%
SUBTOTAL	$ 5,024,307	$ 5,479,263	$ 5,071,680	$ 4,965,865	$ 5,869,459	$ 797,779	15.7%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 40,800	$ 50,000	$ 50,000	$ 29,259	$ 50,000	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	123,834	37,000	37,000	38,657	926,500	889,500	2404.1%
SUBTOTAL	$ 164,634	$ 87,000	$ 87,000	$ 67,916	$ 976,500	$ 889,500	1022.4%
ALL REVENUES	$ 43,154,219	$ 44,870,281	$ 47,661,208	$ 46,529,146	$ 47,905,218	$ 244,010	0.5%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 29,186	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ -	0.0%
ALL OTHER FINANCING SOURCES	$ 29,186	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ -	0.0%
TOTAL SOURCES	$ 43,183,405	$ 44,900,281	$ 47,691,208	$ 46,559,146	$ 47,935,218	$ 244,010	0.5%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 23,572,054	$ 26,338,860	$ 25,787,217	$ 24,197,463	$ 26,489,186	$ (701,969)	-2.7%
0705 - TEMPORARY PAY	17,193	106,381	84,836	79,196	137,128	(52,292)	-61.6%
0710 - OVERTIME	133,500	88,643	136,447	161,140	105,843	30,604	22.4%
0750 - FRINGE BENEFITS	9,249,102	10,671,443	10,473,067	10,011,080	10,707,759	(234,692)	-2.2%
0790 - OTHER PERSONNEL SERVICES	29,096	203,204	242,775	528,705	51,341	191,434	78.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(7,792,388)	(7,168,219)	(7,191,689)	(7,068,360)	(7,648,131)	456,442	6.3%
0796 - PERSONNEL SERVICES ALLOC-IN	8,374,878	7,673,602	7,622,388	7,359,502	8,448,861	(826,473)	-10.8%
SUBTOTAL	$ 33,583,435	$ 37,913,914	$ 37,155,041	$ 35,268,726	$ 38,291,987	$ (1,136,946)	-3.1%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,881,592	$ 1,326,081	$ 1,754,440	$ 1,693,044	$ 2,143,578	$ (389,138)	-22.2%
0802 - MEDICAL SUPPLIES	1,761,130	1,941,638	2,777,715	3,780,618	3,658,692	(880,977)	-31.7%
0803 - FUEL	21,416	28,830	28,700	23,498	27,560	1,140	4.0%
0804 - NON-CAPITAL EQUIPMENT	168,288	73,781	220,514	232,046	130,543	89,971	40.8%
0805 - SUPPLIES-ALLOCATION OUT	(1,538,895)	(906,727)	(914,660)	(2,274,053)	(2,068,382)	1,153,722	126.1%
0806 - SUPPLIES-ALLOCATION IN	1,438,404	825,167	1,288,468	2,173,658	1,991,182	(702,714)	-54.5%
SUBTOTAL	$ 3,731,935	$ 3,288,770	$ 5,155,177	$ 5,628,811	$ 5,883,173	$ (727,996)	-14.1%
SERVICES							
0810 - LEGAL SERVICES	$ 1,050	$ 150	$ 150	$ 51	$ 150	$ -	0.0%
0811 - HEALTH CARE SERVICES	3,368,278	2,627,139	2,699,663	2,828,410	2,718,830	(19,167)	-0.7%
0812 - OTHER SERVICES	6,294,060	5,482,130	7,287,785	6,622,886	5,726,106	1,561,679	21.4%
0820 - RENT & OPERATING LEASES	2,015,064	2,080,625	2,140,161	2,173,414	2,153,058	(12,897)	-0.6%
0825 - REPAIRS AND MAINTENANCE	300,012	238,245	230,645	197,744	177,576	53,069	23.0%
0830 - INTERGOVERNMENTAL PAYMENTS	307	-	1,016	897	-	1,016	100.0%
0839 - INTERNAL SERVICE CHARGES	2,754,251	2,764,947	2,767,152	2,865,787	2,782,821	(15,669)	-0.6%
0841 - TRAVEL	416,801	526,820	514,489	487,977	521,625	(7,136)	-1.4%
0842 - EDUCATION AND TRAINING	163,517	267,589	287,516	264,047	213,810	73,706	25.6%
0843 - POSTAGE/FREIGHT/SHIPPING	65,771	90,521	85,002	68,671	79,751	5,251	6.2%
0845 - SUPPORT AND CARE OF PERSONS	-	-	(1,000)	-	375	(1,375)	-137.5%
0850 - UTILITIES	250,181	275,334	273,814	267,027	319,259	(45,445)	-16.6%
0855 - INTEREST EXPENSE	-	-	(1,799)	-	-	(1,799)	-100.0%
0872 - SERVICES-ALLOCATION OUT	(1,182,707)	(1,211,069)	(1,212,700)	(1,081,984)	(1,209,651)	(3,049)	-0.3%
0873 - SERVICES-ALLOCATION IN	1,213,734	1,321,445	1,119,012	968,965	1,294,281	(175,269)	-15.7%
SUBTOTAL	$ 15,660,319	$ 14,463,876	$ 16,190,906	$ 15,663,892	$ 14,777,991	$ 1,412,915	8.7%

Sources and Uses by Category (continued)

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 46,126	$ 100,000	$ 100,000	$ 100,000	$ -	$ 100,000	100.0%
0920 - CAPITAL EQUIPMENT	370,568	7,000	21,000	21,000	-	21,000	100.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	188,973	-	-	-	24,000	(24,000)	N/A
0950 - DEBT SERVICE	1,251	-	-	-	-	-	N/A
0955 - CAPITAL-ALLOCATION OUT	(41,377)	-	-	-	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	41,377	-	-	-	-	-	N/A
SUBTOTAL	$ 606,918	$ 107,000	$ 121,000	$ 121,000	$ 24,000	$ 97,000	80.2%
ALL EXPENDITURES	$ 53,582,607	$ 55,773,560	$ 58,622,124	$ 56,682,429	$ 58,977,151	$ (355,027)	-0.6%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 29,186	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ -	0.0%
ALL OTHER FINANCING USES	$ 29,186	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ -	0.0%
TOTAL USES	$ 53,611,793	$ 55,803,560	$ 58,652,124	$ 56,712,429	$ 59,007,151	$ (355,027)	-0.6%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
532 PUBLIC HEALTH GRANTS							
OPERATING	$ 38,694,091	$ 40,041,018	$ 42,831,945	$ 41,718,735	$ 42,185,759	$ (646,186)	-1.5%
NON-RECURRING	$ -	$ -	$ -	$ -	$ -	$ -	N/A
FUND TOTAL SOURCES	$ 38,694,091	$ 40,041,018	$ 42,831,945	$ 41,718,735	$ 42,185,759	$ (646,186)	-1.5%
265 PUBLIC HEALTH FEES							
OPERATING	$ 4,489,314	$ 4,859,263	$ 4,859,263	$ 4,840,411	$ 5,749,459	$ 890,196	18.3%
DEPARTMENT OPERATING TOTAL SOURCES	$ 43,183,405	$ 44,900,281	$ 47,691,208	$ 46,559,146	$ 47,935,218	$ 244,010	0.5%
DEPARTMENT TOTAL SOURCES	$ 43,183,405	$ 44,900,281	$ 47,691,208	$ 46,559,146	$ 47,935,218	$ 244,010	0.5%
100 GENERAL							
OPERATING	$ 10,467,965	$ 10,903,279	$ 10,903,279	$ 10,171,986	$ 10,757,580	$ 145,699	1.3%
FUND TOTAL USES	$ 10,467,965	$ 10,903,279	$ 10,903,279	$ 10,171,986	$ 10,757,580	$ 145,699	1.3%
532 PUBLIC HEALTH GRANTS							
OPERATING	$ 38,769,823	$ 40,041,018	$ 42,831,945	$ 41,718,735	$ 42,185,759	$ 646,186	1.5%
FUND TOTAL USES	$ 38,769,823	$ 40,041,018	$ 42,831,945	$ 41,718,735	$ 42,185,759	$ 646,186	1.5%
265 PUBLIC HEALTH FEES							
OPERATING	$ 4,132,080	$ 4,859,263	$ 4,859,263	$ 4,821,708	$ 5,749,459	$ (890,196)	-18.3%
NON-RECURRING	241,925	-	57,637	-	314,353	(256,716)	-445.4%
FUND TOTAL USES	$ 4,374,005	$ 4,859,263	$ 4,916,900	$ 4,821,708	$ 6,063,812	$ (1,146,912)	-23.3%
DEPARTMENT OPERATING TOTAL USES	$ 53,369,868	$ 55,803,560	$ 58,594,487	$ 56,712,429	$ 58,692,798	$ (98,311)	-0.2%
DEPARTMENT NON-RECURRING TOTAL USES	$ 241,925	$ -	$ 57,637	$ -	$ 314,353	$ (256,716)	-445.4%
DEPARTMENT TOTAL USES	$ 53,611,793	$ 55,803,560	$ 58,652,124	$ 56,712,429	$ 59,007,151	$ (355,027)	-0.6%

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.90	.90	.90	.90	.90	-	0.0%
EXECUTIVE MANAGEMENT	9.50	9.00	9.00	9.00	9.00	-	0.0%
FINANCIAL SERVICES	5.10	5.10	5.10	5.10	5.10	-	0.0%
HUMAN RESOURCES	7.00	6.00	6.00	6.00	6.00	-	0.0%
PROCUREMENT	7.00	6.00	6.00	6.00	6.00	-	0.0%
PROGRAM TOTAL	29.50	27.00	27.00	27.00	27.00	-	0.0%
CLINIC SUPPORT SERVICES							
MEDICAL RECORDS	6.00	5.00	5.00	5.00	5.00	-	0.0%
PUBLIC HEALTH PHARMACY	3.25	3.90	4.50	4.50	4.50	-	0.0%
PROGRAM TOTAL	9.25	8.90	9.50	9.50	9.50	-	0.0%
EPI AND GEN DISEASE SURVEILL							
EPIDEMIOLOGICAL REPORTING	6.50	7.50	6.50	7.50	6.50	-	0.0%
SINGLE CASE INV INTERVENTIONS	9.50	10.50	11.50	10.50	16.00	4.50	39.1%
PROGRAM TOTAL	16.00	18.00	18.00	18.00	22.50	4.50	25.0%
FAMILY HEALTH							
CHILD CARE HLTH CONSULTATIONS	29.50	29.00	11.80	11.80	11.80	-	0.0%
DENTAL SEALANTS	2.35	7.50	8.35	8.35	8.35	-	0.0%
FAMILY HEALTH PARTNERSHIPS	11.00	8.00	10.75	10.75	10.75	-	0.0%
HEALTHY START	15.50	16.50	15.00	15.00	15.00	-	0.0%
LEAD HAZARD REDUCTION	2.00	2.00	1.00	1.00	1.00	-	0.0%
NEWBORN INTENSIVE CARE	4.40	4.40	4.40	4.40	4.40	-	0.0%
NURSE-FAMILY PARTNERSHIPS	6.40	6.00	12.00	11.00	11.00	(1.00)	(8.3%)
TEEN PREGNANCY PREVENTION	8.60	9.35	8.35	9.35	8.35	-	0.0%
WELL WOMAN HEALTHCHECK	5.00	5.00	5.00	5.00	5.00	-	0.0%
PROGRAM TOTAL	84.75	87.75	76.65	76.65	75.65	(1.00)	(1.3%)
HEALTHCARE FOR HOMELESS INDVDL							
HEALTHCARE FOR THE HOMELESS	33.60	32.10	27.10	27.10	27.10	-	0.0%
PROGRAM TOTAL	33.60	32.10	27.10	27.10	27.10	-	0.0%
HIV HCV SERVICES							
HIV COUNSELING AND TESTING	4.00	5.75	10.25	10.25	10.25	-	0.0%
HIV SURVEILLANCE AMD INV	7.50	7.25	2.75	2.75	2.75	-	0.0%
PROGRAM TOTAL	11.50	13.00	13.00	13.00	13.00	-	0.0%
IMMUNIZATION SERVICES							
ADULT IMMUN FOREIGN TRVL SVCS	2.00	2.00	2.00	2.00	2.00	-	0.0%
CHILDHOOD IMMUNIZATIONS	26.00	29.00	28.00	29.00	28.00	-	0.0%
IMMUNIZATION EDUCATION	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	29.00	32.00	31.00	32.00	31.00	-	0.0%
INFECTIOUS DISEASE CONTROL							
PHYS HEALTH SCREENING REFUGEES	12.75	12.50	11.50	12.50	11.50	-	0.0%
PUBLIC HEALTH LABORATORY	7.25	7.25	7.25	7.25	7.25	-	0.0%
STD CASE SURV INVESTIGATION	19.00	20.00	20.00	20.00	20.00	-	0.0%
STD EXAMINATIONS AMD TREATMENT	13.75	14.00	14.00	14.00	14.00	-	0.0%
TB SURVEILLANCE AMD INVEST	4.50	5.50	7.50	6.50	6.50	(1.00)	(13.3%)
TB TESTING AMD TREATMENT	23.75	23.00	22.50	22.50	22.50	-	0.0%
PROGRAM TOTAL	81.00	82.25	82.75	82.75	81.75	(1.00)	(1.2%)
PERFORMANCE IMPROVEMENT							
PERFORMANCE IMPROVEMENT	2.00	3.00	4.00	3.00	3.00	(1.00)	(25.0%)
PROGRAM TOTAL	2.00	3.00	4.00	3.00	3.00	(1.00)	(25.0%)
PROMOTING HEALTHY LIFESTYLES							
CHILD PASSENGER SAFETY	15.00	14.00	12.50	12.50	12.50	-	0.0%
DIETETIC INTERNSHIP	-	-	-	-	1.00	1.00	N/A
NUTRITION ED AND OBESITY PREV	10.50	8.50	19.75	19.75	18.75	(1.00)	(5.1%)
PUBLIC HEALTH POLICY DEVELOP	6.00	10.00	15.00	15.00	15.00	-	0.0%
WOMEN INFANTS AND CHILDREN	185.70	163.85	166.55	167.55	166.55	-	0.0%
PROGRAM TOTAL	217.20	196.35	213.80	214.80	213.80	-	0.0%
PUBLIC HEALTH EMERGENCY MGMT							
PUB HLTH PREPAREDNESS RESPONSE	30.95	24.50	25.00	26.00	25.00	-	0.0%
PROGRAM TOTAL	30.95	24.50	25.00	26.00	25.00	-	0.0%

Staffing by Program and Activity (continued)

PROGRAM ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
RYAN WHITE HIV AIDS PART A							
RYAN WHITE PLNG COUNCIL SUPP	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
PROGRAM TOTAL	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
RYAN WHITE TITLE I SERV							
RYAN WHITE DENTAL INSURANCE	1.60	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	1.60	2.00	2.00	2.00	2.00	-	0.0%
TOBACCO USE PREVENTION							
SMOKE FREE ARIZONA INSPECTIONS	3.00	2.55	10.00	10.00	10.00	-	0.0%
TOB USE PREV TRNG DENTAL PROS	.65	.50	.65	.65	.65	-	0.0%
TOBACCO USE PREVENTION	19.00	19.45	19.00	19.00	19.00	-	0.0%
PROGRAM TOTAL	22.65	22.50	29.65	29.65	29.65	-	0.0%
VITAL REGISTRATION							
BIRTH AND DEATH CERTIFICATES	44.00	51.00	51.00	51.00	52.00	1.00	2.0%
PROGRAM TOTAL	44.00	51.00	51.00	51.00	52.00	1.00	2.0%
DEPARTMENT TOTAL	614.00	601.35	611.45	613.45	612.95	1.50	0.2%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	8.00	7.00	8.00	8.00	9.00	1.00	12.5%
Accounting Specialist	5.50	5.00	6.00	6.00	6.00	-	0.0%
Admin/Operations Specialist	14.60	20.00	16.00	19.00	16.00	-	0.0%
Administrative Manager	3.00	3.00	2.00	3.00	2.00	-	0.0%
Administrative Staff Supv	16.00	15.00	14.00	14.00	14.00	-	0.0%
Administrative Supervisor	18.00	18.00	23.00	22.00	23.00	-	0.0%
Communicatn Ofcr/Govt Liaison	3.00	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%
Counseling Supervisor	1.00	1.00	-	-	-	-	N/A
Counselor	2.00	2.00	1.00	1.00	1.00	-	0.0%
Database Administrator	-	-	-	1.00	-	-	N/A
Dental Hygienist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Facilities Planner	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	1.00	-	-	-	-	-	N/A
Deputy Director - Public Health	-	1.00	1.00	1.00	1.00	-	0.0%
Dietitian/Nutritionist	18.20	19.35	24.60	24.60	25.60	1.00	4.1%
Dietitian/Nutritionist Princpl	-	-	1.00	-	-	(1.00)	(100.0%)
Dietitian/Nutritionist Supv	4.00	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%
Epidemiologist	12.40	14.50	16.00	15.00	18.50	2.50	15.6%
Epidemiologist - Principal	-	-	1.00	1.00	1.00	-	0.0%
Epidemiology Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Epidemiology Supervisor	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	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Financial Supervisor - Dept	1.00	-	-	-	-	-	N/A
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	28.10	30.35	41.35	40.35	40.35	(1.00)	(2.4%)
Health Educator Supervisor	9.00	9.00	9.00	9.00	9.00	-	0.0%
Health Services Aide	115.10	107.10	109.80	109.80	109.80	-	0.0%
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Associate	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Manager – Large	-	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Supervisor	1.00	-	-	-	-	-	N/A
Infection Control Specialist	31.00	32.00	32.00	32.00	32.00	-	0.0%
IS Project Manager	1.00	-	-	-	-	-	N/A
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	8.00	7.00	10.00	7.00	10.00	-	0.0%
Management Analyst	4.00	5.00	8.00	7.00	7.00	(1.00)	(12.5%)
Materials Inventory Specialist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Media Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Medical Assistant	8.00	10.00	8.00	9.00	7.00	(1.00)	(12.5%)
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	-	0.0%
Nurse - Public Health	63.10	62.30	48.60	49.60	49.60	1.00	2.1%
Nurse Pract/Phys Asst	9.00	9.00	8.00	9.00	9.00	1.00	12.5%
Nursing Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
Nursing Supervisor	9.00	9.00	10.00	10.00	10.00	-	0.0%
Office Assistant	47.00	41.10	34.60	34.60	34.60	-	0.0%
Office Assistant Specialized	77.00	69.00	70.25	71.25	70.25	-	0.0%
Operations/Program Manager	2.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Supervisor	17.00	17.00	16.00	16.00	16.00	-	0.0%
Pharmacist	2.00	2.40	3.00	3.00	3.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Pharmacy Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Physician	1.75	1.00	1.00	-	-	(1.00)	(100.0%)
Planner - Emergency Services	3.00	2.00	2.00	2.00	2.00	-	0.0%
Procurement Officer - County	1.00	-	-	-	-	-	N/A
Procurement Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Program Coordinator	8.00	11.00	17.00	18.00	16.00	(1.00)	(5.9%)
Programmer/Analyst	2.00	1.00	-	-	-	-	N/A
Programmer/Analyst - Sr/Ld	-	1.00	-	1.00	-	-	N/A
Psychiatrist	.50	-	-	-	-	-	N/A
Public Health OPR Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Public Health Policy Consultnt	-	-	1.00	1.00	1.00	-	0.0%
Public Health Program Admin	2.00	3.00	3.00	3.00	3.00	-	0.0%
Radiologic Technologist	2.00	2.00	1.00	1.00	1.00	-	0.0%
Risk Mgmt Supervisor	.50	-	-	-	-	-	N/A
Social Worker	12.00	13.00	11.00	12.00	11.00	-	0.0%
Social Worker Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Software Sys Engineer - Sr/Ld	1.00	-	-	-	-	-	N/A
Special Projects Manager	2.00	2.00	2.00	2.00	3.00	1.00	50.0%
Trades Generalist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trainer	1.00	1.00	1.00	-	1.00	-	0.0%
Training Officer	-	-	1.00	1.00	1.00	-	0.0%
Department Total	**614.00**	**601.35**	**611.45**	**613.45**	**612.95**	**1.50**	**0.2%**

Staffing by Fund

DEPARTMENT/FUND		FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	131.25	131.15	130.25	130.25	134.75	4.50	3.5%
265	PUBLIC HEALTH FEES	53.00	63.00	62.00	63.00	63.00	1.00	1.6%
532	PUBLIC HEALTH GRANTS	429.75	407.20	419.20	420.20	415.20	(4.00)	(1.0%)
Department Total		**614.00**	**601.35**	**611.45**	**613.45**	**612.95**	**1.50**	**0.2%**

Significant Variance Analysis

The Department has decreased their staff by a net of 1.5 positions to meet changing needs. Four positions are being inactivated in the Public Health Grant Fund in FY 2014 as a result of changes in funded. Grant-funded position changes may occur throughout FY 2014 based on the actual grant awards received. The Department is adding one Special Project Manager position that will work as a Health Economist in Single Case Investigations and Interventions activity. Additional positions new in FY 2014 are three and a half Epidemiologists who will increase the number of investigations and interventions for the prevention of communicable diseases in Maricopa County.

General Adjustments:

Base Adjustments:

General Fund (100)

- Increase Salary and Benefits Savings by $261,774 based on prior years' actuals and FY 2013 Forecast. This results in changing the budgeted personnel savings rate from 0% in FY 2013 to 2.65% in FY 2014.
- Increase Regular Benefits by $28,295 for the impact of changes in retirement contribution rates.
- Right-size Repairs and Maintenance by decreasing expenditures by $41,602 based on the FY 2012 Actuals and the FY 2013 Forecast.
- A net decrease of Postage, Utilities, and Services Allocation In by $25,303 based on the FY 2013 forecasted expenditures.

- Increase personnel savings by $107,333 based on the Chairman's Office request.
- Decrease Other Benefits and Internal Services Charges by $38,366 for the impact of the changes in Risk Management charges.

Public Health Fee Fund (265) Operating

- Increase Regular Benefits by $9,357 for the impact of changes in retirement contribution rates.

Public Health Grant Fund (532)

- Increase Regular Benefits by $67,251 for the impact of changes in retirement contribution rates.
- Decrease expenditures by $155,687 as result of reallocating the Ryan White Planning Council Support Activity from Public Health to Business Strategies and Health Care.
- Decrease revenues by $490,499 and expenditures by $557,750 to reflect an expected reduction in grant awards for FY 2014.

Programs and Activities

Clinic Support Services Program

The purpose of the Clinic Support Services Program is to provide professional and cost-effective ancillary health services to healthcare providers and patients so they can better manage patient care and treatment.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent registrations provided with a wait time of 15 minutes or less	93.4%	90.9%	90.0%	90.1%	-0.8%	-0.9%
Percent savings over wholesale price: Rifampin 300 mg	77.7%	76.1%	77.0%	77.8%	1.6%	2.1%
Percent savings over wholesale price: PZA 500 mg	58.0%	61.4%	57.9%	42.6%	-18.7%	-30.5%
Percent savings over wholesale price: Myambutol 400 mg	85.1%	87.1%	87.4%	81.0%	-6.2%	-7.1%
Percent savings over wholesale price: Isoniazid 300 mg	68.6%	74.6%	66.2%	69.4%	-5.2%	-6.9%

Activities that comprise this program include:

- Medical Records
- Public Health Pharmacy

Medical Records Activity

The purpose of the Medical Records Activity is to provide registration and records services in a timely manner to individuals seeking care so they can access a public health clinic.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent registrations provided with a wait time of 15 minutes or less	93.4%	90.9%	90.0%	90.1%	(0.8%)	-0.9%
Output	Number registrations provided	25,039	27,500	27,337	25,200	(2,300)	-8.4%
Demand	Anticipated number registrations requested	25,039	27,500	27,337	25,200	(2,300)	-8.4%
Efficiency	Cost per registration	$ 10.70	$ 9.42	$ 9.59	$ 8.62	$ 0.80	8.5%
Expenditure							
	100 - GENERAL	$ 267,806	$ 259,107	$ 262,199	$ 217,161	$ 41,946	16.2%
	TOTAL USES	$ 267,806	$ 259,107	$ 262,199	$ 217,161	$ 41,946	16.2%

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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent savings over wholesale price: Rifampin 300 mg	77.7%	76.1%	77.0%	77.8%	1.6%	2.1%
Result	Percent savings over wholesale price: PZA 500 mg	58.0%	61.4%	57.9%	42.6%	(18.7%)	-30.5%
Result	Percent savings over wholesale price: Myambutol 400 mg	85.1%	87.1%	87.4%	81.0%	(6.2%)	-7.1%
Result	Percent savings over wholesale price: Isoniazid 300 mg	68.6%	74.6%	66.2%	69.4%	(5.2%)	-6.9%
Output	Number of prescriptions filled	19,785	17,000	20,165	22,175	5,175	30.4%
Demand	Number of prescriptions requested	19,785	17,000	20,165	22,175	5,175	30.4%
Efficiency	Cost per presciption filled	$ 15.34	$ 25.25	$ 20.15	$ 19.38	$ 5.87	23.2%
Revenue							
	265 - PUBLIC HEALTH FEES	$ 12,268	$ 13,000	$ 12,615	$ 13,000	$ -	0.0%
	TOTAL SOURCES	$ 12,268	$ 13,000	$ 12,615	$ 13,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 319,866	$ 416,320	$ 397,448	$ 416,854	$ (534)	-0.1%
	265 - PUBLIC HEALTH FEES	(16,305)	13,000	8,861	13,000	-	0.0%
	TOTAL USES	$ 303,561	$ 429,320	$ 406,309	$ 429,854	$ (534)	-0.1%

Activity Narrative: The costs of prescriptions are increasing for the Department, which is reflected in three of the four decreased result measures. The Department is offsetting the increase in prescription costs by controlling other expenditures.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of disease reports completed within the appropriate time frame	90.7%	92.1%	85.1%	89.4%	-2.7%	-3.0%
Percent of required reports provided	98.2%	95.0%	96.8%	94.0%	-1.0%	-1.1%
Percent of communicable disease reports investigated according to guidelines	12.4%	13.9%	14.5%	31.3%	17.4%	125.0%

Activities that comprise this program include:

- Epidemiological Reporting
- Single Case Investigations & Intervention

Epidemiological Reporting Activity

The purpose of the Epidemiological Reporting Activity is to provide data and information to MCDPH programs, interested stakeholders and the general public regarding disease trends in Maricopa County so they can halt the spread of disease in the community.

Mandates: ARS §36-186 mandates the powers and duties of the Director of the County Department of Public Health including a requirement that the Public Health submit an annual report of all activities, diseases reported, expenditures of the department, condition of the public health in the county, and recommendations for the protection of the public health to the State, Board of Supervisors, each city in the county, and the local board of health.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of disease reports completed within the appropriate time frame	90.7%	92.1%	85.1%	89.4%	(2.7%)	-3.0%
Result	Percent of required reports provided	98.2%	95.0%	96.8%	94.0%	(1.0%)	-1.1%
Output	Number of reports provided	872	950	992	1,175	225	23.7%
Demand	Anticipated number reports requested	888	1,000	1,025	1,250	250	25.0%
Efficiency	Cost per report provided	$ 1,062.09	$ 1,064.73	$ 995.77	$ 734.75	$ 329.98	31.0%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 30,895	$ 17,479	$ 17,479	$ -	$ (17,479)	-100.0%
	TOTAL SOURCES	$ 30,895	$ 17,479	$ 17,479	$ -	$ (17,479)	-100.0%
Expenditure							
	100 - GENERAL	$ 902,872	$ 994,017	$ 970,322	$ 863,336	$ 130,681	13.1%
	532 - PUBLIC HEALTH GRANTS	23,272	17,479	17,479	-	17,479	100.0%
	TOTAL USES	$ 926,144	$ 1,011,496	$ 987,801	$ 863,336	$ 148,160	14.6%

Activity Narrative: Funding from the Center for Disease Control used in FY 2012 and FY 2013 will not be renewed in FY 2014. However, efficiency is expected to increase because of a realignment of responsibilities and resources.

Base Adjustments:

General Fund (100)

- Decrease expenditures by $143,961 for a realignment of resources between this activity and the Single Case Investigations & Intervention activity.

Single Case Investigations & Interventions Activity

The purpose of the Single Case Investigations and Interventions Activity is to provide timely investigations and interventions to the residents of Maricopa County so they can experience minimal disease burden in the community.

Mandates: ARS §36-186 mandates the powers and duties of the Director of the County Department of Public Health including a requirement that the Public Health submit an annual report of all activities, diseases reported, expenditures of the department, condition of the public health in the county, and recommendations for the protection of the public health to the State, Board of Supervisors, each city in the county, and the local board of health.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of communicable disease reports investigated according to guidelines	12.4%	13.9%	14.5%	31.3%	17.4%	125.0%
Output	Number of reports investigated according to guidelines	10,501	10,000	10,454	10,000	-	0.0%
Demand	Anticipated number disease reports received for investigation	84,642	72,000	71,968	32,000	(40,000)	-55.6%
Efficiency	Cost per report investigated according to guidelines	$ 93.75	$ 105.81	$ 83.18	$ 153.48	$ (47.67)	-45.1%
Expenditure							
	100 - GENERAL	$ 984,460	$ 1,058,072	$ 869,574	$ 1,534,817	$ (476,745)	-45.1%
	TOTAL USES	$ 984,460	$ 1,058,072	$ 869,574	$ 1,534,817	$ (476,745)	-45.1%

Activity Narrative: The transition to the State Medical Electronic Disease Surveillance Intelligence System (MEDSIS) automates a number of disease reports, which consequently reduces the demand by about 56% in FY 2014. This system along with the additional staff will allow a greater percentage of reports to be reviewed and investigated by the Department.

Base Adjustments:

General Fund (100)

- Increase expenditures by $484,579 to fund one (1) Health Economist and 3.5 Epidemiologists as well as to reflect a shift in resources from Epidemiological Reporting activity.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent women with abnormal screening results receiving diagnostic services within 60 days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of coalition members who report that there is progress towards implementation of plan goals	78.9%	80.0%	80.0%	80.0%	0.0%	0.0%
Percent of women receiving adequate number of prenatal care visits (as per American College of Obstetrics & Gynecology (ACOG) standards)	82.7%	92.0%	87.0%	92.0%	0.0%	0.0%
Percent of infants receiving adequate immunizations (as per American Academy of Pediatrics (AAP) standards)	78.6%	87.5%	80.6%	87.5%	0.0%	0.0%
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	53.7%	50.0%	53.3%	50.0%	0.0%	0.0%
Percent of families who have increased knowledge of lead hazards	79.4%	67.3%	82.1%	70.0%	2.7%	4.0%
Percent families who take at least one new lead hazard reduction action	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent families contacted within 7 days of referral being received	86.4%	85.0%	88.1%	90.0%	5.0%	5.9%
Percent of families contacted who are visited within 14 days of referral being received	59.0%	58.8%	52.9%	N/A	N/A	N/A
Percent of children with suspicious developmental screenings that are referred to early intervention services	83.1%	77.1%	92.9%	100.0%	22.9%	29.6%
Percent youth who report an increased ability to make healthy decisions as measured by the pre- and post-Youth Development Inventory	77.3%	109.3%	109.3%	82.9%	-26.3%	-24.1%
Percent of child care providers in case management who make progress toward pathway goals	75.0%	80.0%	69.2%	80.0%	0.0%	0.0%
Percent of clients initiating breastfeeding at birth	N/A	N/A	N/A	72.1%	N/A	N/A

Activities that comprise this program include:

- Child Care Health Consultations
- Dental Sealants
- Newborn Intensive Care
- Well Women Health Checks
- 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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of child care providers in case management who make progress toward pathway goals	75.0%	80.0%	69.2%	80.0%	0.0%	0.0%
Output	Number of nurse consultation service contacts provided	4,392	1,520	1,687	1,660	140	9.2%
Output	Number of child care providers in case management with pathway goals	80	25	15	6	(19)	-75.0%
Demand	Anticipated number of nurse consultation service contacts requested	4,392	1,520	1,687	1,660	140	9.2%
Efficiency	Expenditure per nurse consultation service contact provided	$ 442.10	$ 727.30	$ 623.72	$ 672.08	$ 55.23	7.6%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 2,292,743	$ 1,086,781	$ 1,052,224	$ 1,115,646	$ 28,865	2.7%
	TOTAL SOURCES	$ 2,292,743	$ 1,086,781	$ 1,052,224	$ 1,115,646	$ 28,865	2.7%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 1,941,714	$ 1,105,498	$ 1,052,224	$ 1,115,646	$ (10,148)	-0.9%
	TOTAL USES	$ 1,941,714	$ 1,105,498	$ 1,052,224	$ 1,115,646	$ (10,148)	-0.9%

Activity Narrative: The number of child care providers in case management is anticipated to decrease by 75% based on the FY 2013 downward trend. Although this output is decreasing, the number of nurse consultation service contacts provided are increasing based on the FY 2013 Forecast amount.

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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of children needing sealants who receive them	53.7%	50.0%	53.3%	50.0%	0.0%	0.0%
Output	Number eligible children receiving sealants	5,059	4,800	4,393	5,000	200	4.2%
Demand	Anticipated number children eligible to receive sealants	9,428	9,600	8,245	10,000	400	4.2%
Efficiency	Cost per eligible child receiving sealants	$ 215.23	$ 242.44	$ 255.38	$ 285.14	$ (42.70)	-17.6%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 547,987	$ 1,062,312	$ 1,018,876	$ 1,327,543	$ 265,231	25.0%
	TOTAL SOURCES	$ 547,987	$ 1,062,312	$ 1,018,876	$ 1,327,543	$ 265,231	25.0%
Expenditure							
	100 - GENERAL	$ 87,256	$ 98,513	$ 103,023	$ 98,168	$ 345	0.4%
	532 - PUBLIC HEALTH GRANTS	1,001,571	1,065,220	1,018,876	1,327,543	(262,323)	-24.6%
	TOTAL USES	$ 1,088,827	$ 1,163,733	$ 1,121,899	$ 1,425,711	$ (261,978)	-22.5%

Activity Narrative: The additional grant funds expected in FY 2014 are for fluoride varnish services and will not affect the Activity's result measures. Consequently, these additional grant funds cause the efficiency to appear as decreasing in FY 2014, but in fact the cost for children receiving sealants is not expected to change from FY 2013.

Family Health Partnerships Activity

The purpose of the Family Health Partnerships Activity is to provide technical assistance to local programs so they can expand their capacities to improve maternal/child health outcomes.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of coalition members who report that there is progress towards implementation of plan goals	78.9%	80.0%	80.0%	80.0%	0.0%	0.0%
Output	Number of partnerships developed or retained	16	10	31	20	10	100.0%
Demand	Anticipated number of partnerships to be developed or retained	16	10	31	20	10	100.0%
Efficiency	Cost per partnership developed	$ 69,903.56	$ 96,157.40	$ 29,236.16	$ 47,298.15	$ 48,859.25	50.8%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 319,082	$ 298,101	$ 277,631	$ 295,455	$ (2,646)	-0.9%
	TOTAL SOURCES	$ 319,082	$ 298,101	$ 277,631	$ 295,455	$ (2,646)	-0.9%
Expenditure							
	100 - GENERAL	$ 777,876	$ 663,473	$ 628,690	$ 650,508	$ 12,965	2.0%
	532 - PUBLIC HEALTH GRANTS	340,581	298,101	277,631	295,455	2,646	0.9%

Activity Narrative: In FY 2013, the Department expected the number of partnerships to decrease based on an expected decline in community resources funding. The decline in funding did not materialize, which is reflected in the FY 2013 Forecast. Due to the stability of funding, it is expected that the number the partnerships developed or retained in FY 2014 will be 20.

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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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)	82.7%	92.0%	87.0%	92.0%	0.0%	0.0%
Result	Percent of infants receiving adequate immunizations (as per American Academy of Pediatrics (AAP) standards)	78.6%	87.5%	80.6%	87.5%	0.0%	0.0%
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	466	400	406	400	-	0.0%
Output	Number of maternal/child health educational sessions received	105	110	91	110	-	0.0%
Demand	Anticipated number case management services requested	466	400	406	400	-	0.0%
Demand	Anticipated number community based maternal/child health educational sessions requested	105	110	91	110	-	0.0%
Efficiency	Cost per case management service received	$ 1,886.98	$ 2,473.59	$ 2,338.96	$ 2,472.77	$ 0.82	0.0%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 858,078	$ 989,434	$ 949,617	$ 989,108	$ (326)	-0.0%
	TOTAL SOURCES	$ 858,078	$ 989,434	$ 949,617	$ 989,108	$ (326)	-0.0%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 879,332	$ 989,434	$ 949,617	$ 989,108	$ 326	0.0%
	TOTAL USES	$ 879,332	$ 989,434	$ 949,617	$ 989,108	$ 326	0.0%

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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of families who have increased knowledge of lead hazards	79.4%	67.3%	82.1%	70.0%	2.7%	4.0%
Result	Percent 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	63	52	39	50	(2)	-3.8%
Demand	Anticipated number of educational home visits	63	52	41	50	(2)	-3.8%
Efficiency	cost per educational home visit	$ 1,637.78	$ 1,979.00	$ 2,732.21	$ 2,015.12	$ (36.12)	-1.8%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 116,976	$ 102,908	$ 106,556	$ 100,756	$ (2,152)	-2.1%
	TOTAL SOURCES	$ 116,976	$ 102,908	$ 106,556	$ 100,756	$ (2,152)	-2.1%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 103,180	$ 102,908	$ 106,556	$ 100,756	$ 2,152	2.1%
	TOTAL USES	$ 103,180	$ 102,908	$ 106,556	$ 100,756	$ 2,152	2.1%

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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent families contacted within 7 days of referral being received	86.4%	85.0%	88.1%	90.0%	5.0%	5.9%
Result	Percent of families contacted who are visited within 14 days of referral being received	59.0%	58.8%	52.9%	N/A	N/A	N/A
Result	Percent of children with suspicious developmental screenings that are referred to early intervention services	83.1%	77.1%	92.9%	100.0%	22.9%	29.6%
Output	Number of home visits provided	2,379	2,000	2,148	2,400	400	20.0%
Demand	Number of home visits anticipated	2,379	2,000	2,148	2,400	400	20.0%
Efficiency	Cost per home visit	$ 182.64	$ 212.42	$ 197.78	$ 177.01	$ 35.40	16.7%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 370,255	$ 424,832	$ 424,832	$ 424,832	$ -	0.0%
	TOTAL SOURCES	$ 370,255	$ 424,832	$ 424,832	$ 424,832	$ -	0.0%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 434,496	$ 424,832	$ 424,832	$ 424,832	$ -	0.0%
	TOTAL USES	$ 434,496	$ 424,832	$ 424,832	$ 424,832	$ -	0.0%

Activity Narrative: All measures have changed in FY 2014 and the new methodology will result in data that is not comparable to previous years.

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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of clients initiating breastfeeding at birth	N/A	N/A	N/A	72.1%	N/A	N/A
Output	Number of home visits received	2,890	2,800	2,294	2,800	-	0.0%
Demand	Anticipated number of home visits requested	2,890	2,800	2,294	2,800	-	0.0%
Efficiency	Expenditure per home visit received	$ 355.78	$ 519.59	$ 622.05	$ 540.55	$ (20.96)	-4.0%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 1,029,477	$ 1,435,692	$ 1,426,976	$ 1,513,548	$ 77,856	5.4%
	TOTAL SOURCES	$ 1,029,477	$ 1,435,692	$ 1,426,976	$ 1,513,548	$ 77,856	5.4%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 1,028,214	$ 1,454,852	$ 1,426,976	$ 1,513,548	$ (58,696)	-4.0%
	TOTAL USES	$ 1,028,214	$ 1,454,852	$ 1,426,976	$ 1,513,548	$ (58,696)	-4.0%

Activity Narrative: This activity's purpose was modified in FY 2014 and the result measure is new.

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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent youth who report an increased ability to make healthy decisions as measured by the pre- and post-Youth Development Inventory	77.3%	109.3%	91.9%	82.9%	(26.3%)	-24.1%
Output	Number youth educated	242	200	298	381	181	90.5%
Demand	Anticipated number youth to be educated	242	200	298	381	181	90.5%
Efficiency	Cost per youth educated	$ 4,747.43	$ 5,219.14	$ 3,488.31	$ 2,576.75	$ 2,642.38	50.6%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 985,344	$ 1,054,200	$ 1,039,515	$ 981,742	$ (72,458)	-6.9%
	TOTAL SOURCES	$ 985,344	$ 1,054,200	$ 1,039,515	$ 981,742	$ (72,458)	-6.9%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 1,148,877	$ 1,043,827	$ 1,039,515	$ 981,742	$ 62,085	5.9%
	TOTAL USES	$ 1,148,877	$ 1,043,827	$ 1,039,515	$ 981,742	$ 62,085	5.9%

Activity Narrative: This program has experienced an upward trend in the number of youth educated since FY 2011. It is anticipated the trend will continue into FY 2014.

Well Woman Health Check Activity

The purpose of the Well Woman Health Check Activity is to provide breast and cervical cancer screening and educational services to uninsured and underinsured women so they can receive appropriate and timely follow-up if they have abnormal screening results.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent women with abnormal screening results receiving diagnostic services within 60 days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number client visits	4,807	3,000	4,284	3,000	-	0.0%
Demand	Anticipated number client visits	4,807	3,000	4,284	3,000	-	0.0%
Efficiency	Cost per client visit	$ 184.17	$ 227.84	$ 192.34	$ 344.00	$ (116.16)	-51.0%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 1,048,003	$ 682,000	$ 824,000	$ 1,032,000	$ 350,000	51.3%
	TOTAL SOURCES	$ 1,048,003	$ 682,000	$ 824,000	$ 1,032,000	$ 350,000	51.3%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 885,304	$ 683,527	$ 824,000	$ 1,032,000	$ (348,473)	-51.0%
	TOTAL USES	$ 885,304	$ 683,527	$ 824,000	$ 1,032,000	$ (348,473)	-51.0%

Activity Narrative: The additional funding received from the State of Arizona requires conducting additional exams/screenings which are not reflected in the demand or output. The Department will review this activity description and measures in the FY 2015 Strategic Business Plan Update process.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of visits made in the clinic	75.7%	58.0%	77.5%	90.8%	32.8%	56.6%

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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of visits made in the clinic	75.7%	58.0%	77.5%	90.8%	32.8%	56.6%
Output	Number of client contacts	11,875	28,160	24,732	25,254	(2,906)	-10.3%
Demand	Anticipated number of client contacts	12,022	28,927	26,590	28,019	(908)	-3.1%
Efficiency	Cost per client contact	$ 257.43	$ 85.91	$ 96.44	$ 97.01	$ (11.10)	-12.9%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 3,035,133	$ 2,422,525	$ 2,385,115	$ 2,449,903	$ 27,378	1.1%
	TOTAL SOURCES	$ 3,035,133	$ 2,422,525	$ 2,385,115	$ 2,449,903	$ 27,378	1.1%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 3,056,939	$ 2,419,256	$ 2,385,115	$ 2,449,903	$ (30,647)	-1.3%
	TOTAL USES	$ 3,056,939	$ 2,419,256	$ 2,385,115	$ 2,449,903	$ (30,647)	-1.3%

Activity Narrative: The Department inaccurately estimated the percent of visits made in the clinic while planning for the FY 2013 Revised budget. Consequently, the FY 2013 Forecast result measure was increased to correctly represent the percent of visits made in the clinic. Based on the upward trend of FY 2013 actual results, the Department anticipates the percent of visits made in the clinic to continue to increase throughout FY 2014.

HIV Services Program

The purpose of the HIV Services program is to provide identification, screening, testing and referral to individuals at risk for or infected with HIV so they can seek HIV care if necessary and reduce the spread of HIV in the community.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of clients who are positive who are referred for care within 30 working days	83.3%	90.4%	84.6%	85.7%	-4.7%	-5.2%
Percent of cases closed within 30 business days	74.4%	96.0%	89.5%	82.1%	-13.9%	-14.5%
Percent of cases where at least one contact was notified of exposure	50.2%	46.0%	51.7%	56.4%	10.4%	22.6%

Activities that comprise this program include:

- HIV Counseling & Testing
- HIV Surveillance & Investigation

HIV Counseling & Testing Activity

The purpose of the HIV Counseling & Testing Activity is to provide counseling and testing services for people at risk for HIV infection so they can be tested and referred for services in a timely manner.

Mandates: AZ Admin Code R9-6-339 mandates the procedures that the State Department of Health expects from the county, if the county selects to engage in HIV testing. ARS §36-663 mandates that if the county engages in HIV testing, that it follow certain procedures and maintain specific confidentiality standards in regards to the tests. ARS §36-663 also mandates HIV counseling following any positive

test. ARS §36-664 mandates the confidentiality requirements that the Public Health Department must adhere to concerning communicable diseases.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of clients who are positive who are referred for care within 30 working days	83.3%	90.4%	84.6%	85.7%	(4.7%)	-5.2%
Output	Number of client visits	2,234	2,600	1,980	1,368	(1,232)	-47.4%
Demand	Anticipated number of client visits	2,234	2,600	1,980	1,368	(1,232)	-47.4%
Efficiency	Cost per client visit	$ 181.28	$ 181.14	$ 325.53	$ 536.69	$ (355.55)	-196.3%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 531,882	$ 438,122	$ 644,554	$ 734,187	$ 296,065	67.6%
	TOTAL SOURCES	$ 531,882	$ 438,122	$ 644,554	$ 734,187	$ 296,065	67.6%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 404,981	$ 470,962	$ 644,554	$ 734,187	$ (263,225)	-55.9%
	TOTAL USES	$ 404,981	$ 470,962	$ 644,554	$ 734,187	$ (263,225)	-55.9%

Activity Narrative: Revenue and expenditures are increasing in FY 2014 due to an increase in funding from the HIV Surveillance & Investigation Activity. The department is focusing on providing better service and referrals to individuals living with the disease to improve their health.

HIV Surveillance & Investigation Activity

The purpose of the HIV Surveillance & Investigation Activity is to provide case review and follow up to individuals who are reported or suspected of having been infected with HIV so they can be tested and referred for services in a timely manner.

Mandates: AZ Admin Code R9-6-339 mandates the procedures that the State Department of Health expects from the county, if the county selects to engage in HIV testing.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of cases closed within 30 business days	74.4%	96.0%	89.5%	82.1%	(13.9%)	-14.5%
Result	Percent of cases where at least one contact was notified of exposure	50.2%	46.0%	51.7%	56.4%	10.4%	22.6%
Output	Number of positive HIV cases investigated	484	500	474	468	(32)	-6.4%
Demand	Number of positive HIV case reports received	950	1,000	875	756	(244)	-24.4%
Efficiency	Cost per positive HIV case investigated	$ 617.80	$ 680.86	$ 238.39	$ 215.82	$ 465.04	68.3%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 83,056	$ 373,270	$ 112,998	$ 101,006	$ (272,264)	-72.9%
	TOTAL SOURCES	$ 83,056	$ 373,270	$ 112,998	$ 101,006	$ (272,264)	-72.9%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 299,014	$ 340,430	$ 112,998	$ 101,006	$ 239,424	70.3%
	TOTAL USES	$ 299,014	$ 340,430	$ 112,998	$ 101,006	$ 239,424	70.3%

Activity Narrative: Revenue and expenditures are decreasing in FY 2014 due to a decrease in funding from this activity to the HIV Counseling & Testing Activity. The department is focusing on providing better service and referrals to improve the health of individuals affected by the disease.

Immunization Services Program

The purpose of Immunization Services Program is to provide immunizations to eligible children and adults, and education to immunization providers, so they can avoid the contracting and spreading of vaccine-preventable diseases amongst themselves or their clients.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of clients choosing to receive all recommended vaccines for travel	88.0%	87.3%	93.4%	88.1%	0.8%	0.9%
Percent of children 0-2 years old receiving full complement of immunizations	44.6%	49.0%	51.8%	50.0%	1.0%	2.0%
Percent of children aged 2-5 in child care facilities that are up-to-date with all required immunizations	94.3%	90.7%	98.1%	89.7%	-0.9%	-1.0%
Percent of children >5 in schools that are up-to-date with all the immunizations required to attend school	93.4%	94.4%	94.4%	94.0%	-0.4%	-0.4%

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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of clients choosing to receive all recommended vaccines for travel	88.0%	87.3%	93.4%	88.1%	0.8%	0.9%
Output	Number of immunizations provided	2,857	2,762	2,344	2,800	38	1.4%
Demand	Number of immunizations anticipated	2,857	2,762	2,344	2,800	38	1.4%
Efficiency	Cost per immunization provided	$ 93.02	$ 90.86	$ 103.13	$ 102.14	$ (11.28)	-12.4%
Revenue							
	265 - PUBLIC HEALTH FEES	$ 285,369	$ 250,000	$ 241,738	$ 286,000	$ 36,000	14.4%
	TOTAL SOURCES	$ 285,369	$ 250,000	$ 241,738	$ 286,000	$ 36,000	14.4%
Expenditure							
	265 - PUBLIC HEALTH FEES	$ 265,765	$ 250,953	$ 241,738	$ 286,000	$ (35,047)	-14.0%
	TOTAL USES	$ 265,765	$ 250,953	$ 241,738	$ 286,000	$ (35,047)	-14.0%

Activity Narrative: As the economy continues to recover the need for adult immunizations is expected to increase to meet the demand for those travelling abroad. Consequently, personnel expenses are anticipated to increase in FY 2014 to provide the increased number of immunizations.

Base Adjustments:
Public Health Fee Fund (265)

- Increase revenues by $36,000 and operating expenditures by $36,000 as a result of the expected increase in the number of immunizations provided.

Childhood Immunizations Activity

The purpose of the Childhood Immunizations Activity is to provide immunizations to children 0 to 18 so they can avoid contracting and spreading vaccine-preventable diseases.

Mandates: ARS §36-671-674 outlines the tobacco tax account and specifies that a certain percentage of the revenues may be used by the state to contract with counties for the treatment of preventable

diseases in children. AZ Admin Code R9-6-703 requires the county health department to immunize any child for the diseases listed and upon request of the parent or guardian.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of children 0-2 years old receiving full complement of immunizations	44.6%	49.0%	51.8%	50.0%	1.0%	2.0%
Output	Number of immunizations provided	138,596	175,000	126,257	175,000	-	0.0%
Demand	Number of immunizations anticipated	138,596	175,000	126,257	175,000	-	0.0%
Efficiency	Cost per immunization	$ 19.88	$ 23.67	$ 35.25	$ 25.60	$ (1.93)	-8.1%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 1,292,848	$ 2,880,193	$ 2,860,687	$ 2,507,105	$ (373,088)	-13.0%
	265 - PUBLIC HEALTH FEES	158,528	360,000	735,946	1,132,984	772,984	214.7%
	TOTAL SOURCES	$ 1,451,376	$ 3,240,193	$ 3,596,633	$ 3,640,089	$ 399,896	12.3%
Expenditure							
	100 - GENERAL	$ 848,389	$ 924,217	$ 918,884	$ 839,743	$ 84,474	9.1%
	532 - PUBLIC HEALTH GRANTS	1,682,416	2,864,518	2,860,687	2,507,105	357,413	12.5%
	265 - PUBLIC HEALTH FEES	225,111	353,819	670,670	1,132,984	(779,165)	-220.2%
	TOTAL USES	$ 2,755,916	$ 4,142,554	$ 4,450,241	$ 4,479,832	$ (337,278)	-8.1%

Activity Narrative: The funding structure for this Activity is changing because of the Affordable Healthcare Act. In FY 2014, grant funds are decreasing as private insurance companies are now required to cover all childhood vaccinations free-of-charge to the client. As a result, the Department is able to seek more immunization reimbursements from insurance companies. Thus, it is anticipated the Public Health Fee fund revenue will increase 214.7% from the FY 2013 Revised budget.

Base Adjustments:

Public Health Fee Fund (265)

- Increase revenues by $772,984 and operating expenditures by $771,776 as a result of fee collection from third parties (e.g. insurance companies).

Immunization Education Activity

The purpose of the Immunization Education Activity is to provide education and training to school staff, day care providers, immunization providers and members of the community so they can increase immunization rates for their clients.

Mandates: ARS §36-673 mandates that the local health department provide all required immunizations for school children attending school, train school nurses upon request of schools to administer immunizations, and coordinate with schools to ensure compliance with required immunizations.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	94.3%	90.7%	98.1%	89.7%	(0.9%)	-1.0%
Result	Percent of children >5 in schools that are up-to-date with all the immunizations required to attend school	93.4%	94.4%	94.4%	94.0%	(0.4%)	-0.4%
Output	Number individuals educated	1,525	2,000	1,545	2,000	-	0.0%
Demand	Anticipated number individuals to be educated	1,525	2,000	1,545	2,000	-	0.0%
Efficiency	Cost per individual educated	$ 66.15	$ 51.09	$ 36.22	$ 36.71	$ 14.37	28.1%
Expenditure							
	100 - GENERAL	$ 100,873	$ 102,170	$ 55,960	$ 73,429	$ 28,741	28.1%
	TOTAL USES	$ 100,873	$ 102,170	$ 55,960	$ 73,429	$ 28,741	28.1%

Activity Narrative: The demand for this activity is hard to determine because it is conducted primarily through community events. Funding for this activity is adjusted downward in FY 2014 based on the FY 2013 Forecast demand and expenditures.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of syphilis screening results reported within 1 working day	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of people confirmed with Hansen's Disease receiving treatment	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of refugees screened within 30 days of arrival in the country	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of clients who test positive for a STD	21.5%	21.7%	20.9%	21.1%	-0.6%	-2.8%
Percent of clients testing positive who received treatment	96.8%	96.0%	96.8%	96.0%	0.0%	0.0%
Percent case investigations closed within 7 business days	75.0%	70.0%	71.7%	70.0%	0.0%	0.0%
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:

- Public Health Laboratory
- Hansen's Disease Treatment
- STD Examinations & Treatments
- Tuberculosis Surveillance & Investigations
- Physical Health Screening for Refugees
- STD Case Surveillance & Investigation
- Tuberculosis Testing & Treatment

Public Health Laboratory Activity

The purpose of the Public Health Laboratory Activity is to provide specific lab results to select healthcare providers so they can make a definitive diagnosis and treat patient health conditions.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	159,826	155,000	160,233	165,000	10,000	6.5%
Demand	Number of lab tests requested	159,826	155,000	160,233	165,000	10,000	6.5%
Efficiency	Cost per lab test	$ 3.29	$ 3.80	$ 3.91	$ 3.65	$ 0.15	3.9%
Expenditure							
	100 - GENERAL	$ 525,655	$ 589,205	$ 626,881	$ 602,624	$ (13,419)	-2.3%
	TOTAL USES	$ 525,655	$ 589,205	$ 626,881	$ 602,624	$ (13,419)	-2.3%

Activity Narrative: The increase in lab tests requested is the result of inmate testing services in the jail and also due to the express testing offered in the Sexually Transmitted Disease (STD) Clinic.

Although testing is expected to increase based on the trends of FY 2013, the Department has increased efficiency by decreasing costs through purchasing equipment that enables quicker processing times.

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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	53	63	46	57	(6)	-9.5%
Demand	Number of people requesting treatment	53	63	46	57	(6)	-9.5%
Efficiency	Cost per person treated	$ 511.83	$ 440.02	$ 508.59	$ 583.42	$ (143.41)	-32.6%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 31,850	$ 27,721	$ 23,395	$ 33,255	$ 5,534	20.0%
	TOTAL SOURCES	$ 31,850	$ 27,721	$ 23,395	$ 33,255	$ 5,534	20.0%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 27,127	$ 27,721	$ 23,395	$ 33,255	$ (5,534)	-20.0%
	TOTAL USES	$ 27,127	$ 27,721	$ 23,395	$ 33,255	$ (5,534)	-20.0%

Activity Narrative: There were no incident cases reported in calendar year 2012 for Hansen's Disease. Therefore, the Department expects to see only continuing cases of patients receiving treatment in FY 2014.

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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	1,844	1,739	2,123	1,978	239	13.7%
Demand	Number of refugees presenting for screening	1,850	1,750	2,127	1,998	248	14.2%
Efficiency	Cost per refugee screened	$ 782.97	$ 842.74	$ 715.97	$ 676.40	$ 166.34	19.7%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 1,183,276	$ 1,343,525	$ 1,410,052	$ 1,223,956	$ (119,569)	-8.9%
	265 - PUBLIC HEALTH FEES	1,282	5,000	1,091	5,000	-	0.0%
	TOTAL SOURCES	$ 1,184,558	$ 1,348,525	$ 1,411,143	$ 1,228,956	$ (119,569)	-8.9%
Expenditure							
	100 - GENERAL	$ 118,828	$ 107,531	$ 108,871	$ 108,962	$ (1,431)	-1.3%
	532 - PUBLIC HEALTH GRANTS	1,324,966	1,352,989	1,410,052	1,223,956	129,033	9.5%
	265 - PUBLIC HEALTH FEES	-	5,000	1,072	5,000	-	0.0%
	TOTAL USES	$ 1,443,794	$ 1,465,520	$ 1,519,995	$ 1,337,918	$ 127,602	8.7%

Activity Narrative: Based on the actual number of refugees screened in FY 2012, it is anticipated that the demand will increase in FY 2014. Even with the anticipated increase in demand and the decrease in grant funding, the Department does expect to screen all refugees within 30 days of arrival in the country by achieving efficiencies in health care services and medical supplies.

STD Examinations and Treatment Activity

The purpose of the STD Examinations & Treatment Activity is to provide exams, diagnosis and treatment services to people who have or may have contracted an STD so that they can be disease free.

Mandates: AZ Admin Code R9-6-312 requires that the local health agency treat anyone potentially exposed to Chlamydia for the disease. R9-6-330 requires that the local health agency treat anyone potentially exposed to gonorrhea for the disease. R9-6-368 requires that the local health agency treat anyone potentially exposed to syphilis for the disease.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of clients who test positive for a STD	21.5%	21.7%	20.9%	21.1%	(0.6%)	-2.8%
Result	Percent of clients testing positive who received treatment	96.8%	96.0%	96.8%	96.0%	0.0%	0.0%
Output	Number of STD client visits	20,522	18,500	20,029	20,100	1,600	8.6%
Demand	Anticipated number of STD client visits	21,042	19,000	20,244	20,250	1,250	6.6%
Efficiency	Cost per client visit	$ 70.12	$ 80.83	$ 69.94	$ 75.21	$ 5.63	7.0%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 26,069	$ 46,838	$ 46,996	$ 44,919	$ (1,919)	-4.1%
	265 - PUBLIC HEALTH FEES	299,400	290,000	304,031	300,000	10,000	3.4%
	TOTAL SOURCES	$ 325,469	$ 336,838	$ 351,027	$ 344,919	$ 8,081	2.4%
Expenditure							
	100 - GENERAL	$ 1,118,590	$ 1,153,927	$ 1,052,638	$ 1,166,715	$ (12,788)	-1.1%
	532 - PUBLIC HEALTH GRANTS	23,515	46,996	46,996	44,919	2,077	4.4%
	265 - PUBLIC HEALTH FEES	296,798	294,483	301,289	300,000	(5,517)	-1.9%
	TOTAL USES	$ 1,438,903	$ 1,495,406	$ 1,400,923	$ 1,511,634	$ (16,228)	-1.1%

Base Adjustments:

Public Health Fee Fund (265)

- Increase revenues by $10,000 and operating expenditures by $5,517 based on the FY 2012 Actuals and FY 2013 forecasted revenue and expenditures.

STD Case Surveillance and Investigation Activity

The purpose of the STD Case Surveillance & Investigation Activity is to provide case reviews and follow up to individuals who are positive for an STD or who are suspected of having been exposed to an STD so they can be referred for treatment in a timely manner.

Mandates: AZ Admin Code R9-6-312 requires that the local health agency treat anyone potentially exposed to Chlamydia for the disease. R9-6-330 requires that the local health agency treat anyone potentially exposed to gonorrhea for the disease. R9-6-368 requires that the local health agency treat anyone potentially exposed to syphilis for the disease.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent case investigations closed within 7 business days	75.0%	70.0%	71.7%	70.0%	0.0%	0.0%
Output	Number of cases investigated	6,133	5,250	6,132	5,250	-	0.0%
Demand	Number of positive STD case reports received	27,067	23,000	22,308	23,000	-	0.0%
Efficiency	Cost per case investigate	$ 177.52	$ 204.37	$ 185.52	$ 196.97	$ 7.40	3.6%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 400,741	$ 336,779	$ 338,571	$ 343,247	$ 6,468	1.9%
	TOTAL SOURCES	$ 400,741	$ 336,779	$ 338,571	$ 343,247	$ 6,468	1.9%
Expenditure							
	100 - GENERAL	$ 655,245	$ 736,173	$ 799,031	$ 690,867	$ 45,306	6.2%
	532 - PUBLIC HEALTH GRANTS	386,983	336,779	338,571	343,247	(6,468)	-1.9%
	265 - PUBLIC HEALTH FEES	46,516	-	-	-	-	N/A
	TOTAL USES	$ 1,088,744	$ 1,072,952	$ 1,137,602	$ 1,034,114	$ 38,838	3.6%

Tuberculosis Surveillance and Investigation Activity

The purpose of the Tuberculosis Surveillance & Investigation Activity is to provide contact investigations to people who were exposed to a case of TB so they can be screened, tested, evaluated and treated.

Mandates: ARS §36-717 mandates that the local board of health provide for the care and control of tuberculosis in the county. ARS §36-718-738 mandates the procedures, authorities, and requirements for the local board of health in the care and control of tuberculosis in the county. AZ Admin Code R9-6-373 outlines the requirements the county must follow for the control of tuberculosis cases.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	101	61	65	67	6	9.8%
Demand	Number of positive cases reported	459	402	424	464	62	15.4%
Efficiency	Cost per case investigation	$ 2,901.14	$ 8,565.66	$ 6,828.00	$ 8,772.33	$ (206.67)	-2.4%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 5,466	$ 197,606	$ 174,717	$ 270,734	$ 73,128	37.0%
	TOTAL SOURCES	$ 5,466	$ 197,606	$ 174,717	$ 270,734	$ 73,128	37.0%
Expenditure							
	100 - GENERAL	$ 263,858	$ 317,375	$ 269,103	$ 317,012	$ 363	0.1%
	532 - PUBLIC HEALTH GRANTS	29,157	205,130	174,717	270,734	(65,604)	-32.0%
	TOTAL USES	$ 293,015	$ 522,505	$ 443,820	$ 587,746	$ (65,241)	-12.5%

Activity Narrative: Funding increase is reflective of the grant-funded Tuberculosis Research program.

Tuberculosis Testing and Treatment Activity

The purpose of the Tuberculosis Testing & Treatment Activity is to provide identification of individuals who have TB infection or individuals who have been exposed to TB infection and to provide screening and treatment so they can be free of TB and reduce the spread of the disease in the community.

Mandates: ARS §36-717 mandates that the local board of health provide for the care and control of tuberculosis in the county. ARS §36-718-738 mandates the procedures, authorities, and requirements for the local board of health in the care and control of tuberculosis in the county. AZ Admin Code R9-6-373 outlines the requirements the county must follow for the control of tuberculosis cases.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	7,928	7,818	7,411	7,851	33	0.4%
Demand	Anticipated number clinic visits	7,928	7,818	7,411	7,851	33	0.4%
Efficiency	Cost per clinic visit	$ 266.87	$ 255.38	$ 265.69	$ 255.80	$ (0.42)	-0.2%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 570,122	$ 522,162	$ 520,656	$ 524,420	$ 2,258	0.4%
	265 - PUBLIC HEALTH FEES	65,494	75,000	64,041	105,000	30,000	40.0%
	TOTAL SOURCES	$ 635,616	$ 597,162	$ 584,697	$ 629,420	$ 32,258	5.4%
Expenditure							
	100 - GENERAL	$ 1,552,405	$ 1,389,108	$ 1,385,948	$ 1,378,846	$ 10,262	0.7%
	532 - PUBLIC HEALTH GRANTS	498,005	522,162	520,656	524,420	(2,258)	-0.4%
	265 - PUBLIC HEALTH FEES	65,303	85,285	62,440	105,000	(19,715)	-23.1%
	TOTAL USES	$ 2,115,713	$ 1,996,555	$ 1,969,044	$ 2,008,266	$ (11,711)	-0.6%

Base Adjustments:

Public Health Fee Fund (265)

- Increase revenues by $30,000 and operating expenditures by $19,715 due to an expected increase in the number of clients served.

Performance Improvement Program

The purpose of the Performance Improvement Program is to provide technical assistance to Maricopa County Department of Public Health program managers so they can increase program effectiveness as evidenced by successfully gaining accreditation.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of programs completing accreditation prerequisites	N/A	N/A	N/A	100.0%	N/A	N/A

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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of programs completing accreditation prerequisites	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of technical assistance sessions provided	N/A	N/A	N/A	10	N/A	N/A
Demand	Anticipated number of technical assistance sessions requested	N/A	N/A	N/A	10	N/A	N/A
Efficiency	Cost per technical assistance session provided	N/A	N/A	N/A	$ 25,906.80	N/A	N/A
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 201,402	$ 316,049	$ 301,836	$ 259,068	$ (56,981)	-18.0%
	TOTAL SOURCES	$ 201,402	$ 316,049	$ 301,836	$ 259,068	$ (56,981)	-18.0%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 220,880	$ 326,308	$ 301,836	$ 259,068	$ 67,240	20.6%
	TOTAL USES	$ 220,880	$ 326,308	$ 301,836	$ 259,068	$ 67,240	20.6%

Activity Narrative: This is a new activity in FY 2014.

Promoting Healthy Lifestyles Program

The purpose of the Promoting Healthy Lifestyles Program is to provide education to children and adults so they can incorporate physical activity, physical safety, and healthy eating habits into their daily lives to prevent injury, obesity, and nutrition-related disorders.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of food drafts redeemed	84.4%	84.0%	81.7%	84.0%	-0.0%	-0.0%
Percent of people who indicate they always use a car seat to protect their child(ren) from injury	94.6%	94.0%	94.0%	94.6%	0.6%	0.6%
Rate of (disease) per 100,000 population	N/A	N/A	N/A	N/A	N/A	N/A
Percent of dietetic interns who successfully complete the internship	N/A	N/A	N/A	88.9%	N/A	N/A
Percent of classroom students eating more fruits & vegetables post nutrition education session	N/A	N/A	N/A	75.0%	N/A	N/A

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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of people who indicate they always use a car seat to protect their child(ren) from injury	94.6%	94.0%	94.0%	94.6%	0.6%	0.6%
Output	Number of people educated	7,277	5,000	13,293	2,700	(2,300)	-46.0%
Demand	Anticipated number of people to be educated	7,277	5,000	13,293	2,700	(2,300)	-46.0%
Efficiency	Cost per person educated	$ 151.40	$ 188.38	$ 72.91	$ 341.43	$ (153.05)	-81.2%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 1,080,650	$ 857,409	$ 851,989	$ 807,269	$ (50,140)	-5.8%
	TOTAL SOURCES	$ 1,080,650	$ 857,409	$ 851,989	$ 807,269	$ (50,140)	-5.8%
Expenditure							
	100 - GENERAL	$ 172,272	$ 107,223	$ 117,254	$ 114,584	$ (7,361)	-6.9%
	532 - PUBLIC HEALTH GRANTS	929,467	834,675	851,989	807,269	27,406	3.3%
	TOTAL USES	$ 1,101,739	$ 941,898	$ 969,243	$ 921,853	$ 20,045	2.1%

Activity Narrative: The variance in the number of people educated is due to the level of attendance in the community outreach events. Based on the expected number of community outreach events in FY 2014, the number of people educated is anticipated to decrease by 2,300 people.

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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of dietetic interns who successfully complete the internship	N/A	N/A	N/A	88.9%	N/A	N/A
Output	Number of dietetic graduates matched to participate	N/A	N/A	N/A	9	N/A	N/A
Demand	Number of dietetic graduates who apply for selection	N/A	N/A	N/A	90	N/A	N/A
Efficiency	Cost per dietetic graduate matched to participate	N/A	N/A	N/A	$ 10,956.22	N/A	N/A
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ -	$ -	$ -	$ 81,114	$ 81,114	N/A
	265 - PUBLIC HEALTH FEES	-	-	-	17,492	17,492	N/A
	TOTAL SOURCES	$ -	$ -	$ -	$ 98,606	$ 98,606	N/A
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ -	$ -	$ -	$ 81,114	$ (81,114)	N/A
	265 - PUBLIC HEALTH FEES	-	-	-	17,492	(17,492)	N/A
	TOTAL USES	$ -	$ -	$ -	$ 98,606	$ (98,606)	N/A

Activity Narrative: This is a new activity in FY 2014.

Base Adjustments:

Public Health Fee Fund (265)

- Increase revenues by $17,492 and operating expenditures by $17,492 as this is a new activity in FY 2014.

Nutrition Education and Obesity Prevention Activity

The purpose of the Nutrition Education and Obesity Prevention Activity is to provide nutrition education, interventions and resources to individuals, groups and agencies so they can adopt healthier lifestyles and reduce chronic disease.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of classroom students eating more fruits & vegetables post nutrition education session	N/A	N/A	N/A	75.0%	N/A	N/A
Output	Number of nutrition education interventions provided	N/A	N/A	N/A	37,000	N/A	N/A
Demand	Anticipated number of nutrition education interventions requested	N/A	N/A	N/A	37,000	N/A	N/A
Efficiency	Cost per nutrition education intervention	N/A	N/A	N/A	$ 83.89	N/A	N/A
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 334,071	$ 2,113,038	$ 1,769,310	$ 2,803,294	$ 690,256	32.7%
	265 - PUBLIC HEALTH FEES	17,440	17,492	17,419	-	(17,492)	-100.0%
	TOTAL SOURCES	$ 351,511	$ 2,130,530	$ 1,786,729	$ 2,803,294	$ 672,764	31.6%
Expenditure							
	100 - GENERAL	$ 327,996	$ 307,050	$ 277,519	$ 300,707	$ 6,343	2.1%
	532 - PUBLIC HEALTH GRANTS	350,837	2,110,487	1,769,310	2,803,294	(692,807)	-32.8%
	265 - PUBLIC HEALTH FEES	17,923	17,492	12,174	-	17,492	100.0%
	TOTAL USES	$ 696,756	$ 2,435,029	$ 2,059,003	$ 3,104,001	$ (668,972)	-27.5%

Activity Narrative: This activity has been repurposed for FY 2014 and all new measures have been created. Due to a program change, this activity's grant funding is increasing by 32.7% in FY 2014.

Base Adjustments:

Public Health Fee Fund (265)

- Decrease Nutrition Education and Obesity Prevention Activity by $17,492 because the revenue and expenditures were transferred to the new Dietetic Internship activity.

Public Health Policy Development Activity

The purpose of the Public Health Policy Development Activity is to provide policies and policy guidance to the community and local organizations so they can improve community health outcomes for citizens of Maricopa County.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Rate of (disease) per 100,000 population	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of new policies developed	4	24	8	10	(14)	-58.3%
Demand	Number of new policies anticipated	4	24	8	10	(14)	-58.3%
Efficiency	Total activity expenditure per policy developed	$ 206,534.50	$ 77,274.21	$ 193,742.75	$ 167,098.80	$ (89,824.59)	-116.2%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 461,888	$ 1,146,183	$ 1,096,160	$ 1,002,366	$ (143,817)	-12.5%
	TOTAL SOURCES	$ 461,888	$ 1,146,183	$ 1,096,160	$ 1,002,366	$ (143,817)	-12.5%
Expenditure							
	100 - GENERAL	$ 405,669	$ 708,857	$ 453,782	$ 668,622	$ 40,235	5.7%
	532 - PUBLIC HEALTH GRANTS	420,469	1,145,724	1,096,160	1,002,366	143,358	12.5%
	TOTAL USES	$ 826,138	$ 1,854,581	$ 1,549,942	$ 1,670,988	$ 183,593	9.9%

Activity Narrative: Policy development continues to be an essential activity for the Department as policies and policy guidance provided have assisted in achieving results in other Departmental activities, such as with childhood obesity and tobacco use. Based on policy development in FY 2013, it is anticipated that the Department will develop ten new policies in FY 2014.

Base Adjustments:

General Fund (100)

- Decrease Public Health Policy Development Activity by $40,235 based on lower than anticipated expenditures in FY 2013.

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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of food drafts redeemed	84.4%	84.0%	81.7%	84.0%	(0.0%)	-0.0%
Output	Number of client encounters	885,146	912,000	876,929	900,000	(12,000)	-1.3%
Demand	Anticipated number of client encounters	885,146	912,000	876,929	900,000	(12,000)	-1.3%
Efficiency	Cost per client encounter	$ 10.56	$ 11.04	$ 11.70	$ 10.76	$ 0.28	2.6%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 9,342,715	$ 10,075,261	$ 10,256,057	$ 9,684,415	$ (390,846)	-3.9%
	TOTAL SOURCES	$ 9,342,715	$ 10,075,261	$ 10,256,057	$ 9,684,415	$ (390,846)	-3.9%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 9,344,561	$ 10,071,592	$ 10,256,057	$ 9,684,415	$ 387,177	3.8%
	TOTAL USES	$ 9,344,561	$ 10,071,592	$ 10,256,057	$ 9,684,415	$ 387,177	3.8%

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	94.1%	95.0%	94.9%	100.0%	5.0%	5.3%

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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	94.1%	95.0%	94.9%	100.0%	5.0%	5.3%
Output	Number of people trained	3,562	3,500	3,704	2,500	(1,000)	-28.6%
Demand	Number of people requiring training	3,562	3,500	3,704	2,500	(1,000)	-28.6%
Efficiency	Cost per person trained	$ 1,036.46	$ 960.29	$ 882.26	$ 1,119.72	$ (159.43)	-16.6%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 5,028,967	$ 3,370,306	$ 3,267,895	$ 2,799,288	$ (571,018)	-16.9%
	TOTAL SOURCES	$ 5,028,967	$ 3,370,306	$ 3,267,895	$ 2,799,288	$ (571,018)	-16.9%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 3,691,887	$ 3,361,004	$ 3,267,895	$ 2,799,288	$ 561,716	16.7%
	TOTAL USES	$ 3,691,887	$ 3,361,004	$ 3,267,895	$ 2,799,288	$ 561,716	16.7%

Activity Narrative: The decrease in the number of people trained in FY 2014 is due to no remaining funds to carry forward from FY 2013 as compared to prior fiscal years. It is expected that this funding will continue to decrease in future years.

Ryan White Part A Services for People with HIV/AIDS Program

The purpose of the Ryan White Part A Services for People with HIV/AIDS program is to provide planning, procurement, execution and monitoring of medical, health and support service agreements to people living with HIV/AIDS so they can improve their overall health.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	71.7%	55.9%	55.9%	73.0%	17.1%	30.6%

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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	71.7%	55.9%	55.9%	73.0%	17.1%	30.6%
Output	Number of Ryan White clients receiving dental insurance	825	900	612	825	(75)	-8.3%
Demand	Anticipated number of applicants for Ryan White Dental Insurance	825	900	612	825	(75)	-8.3%
Efficiency	Expenditure per client receiving dental insurance	$ 1,995.00	$ 1,393.51	$ 2,050.50	$ 1,665.15	$ (271.64)	-19.5%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 1,371,870	$ 1,254,157	$ 1,254,903	$ 1,373,745	$ 119,588	9.5%
	TOTAL SOURCES	$ 1,371,870	$ 1,254,157	$ 1,254,903	$ 1,373,745	$ 119,588	9.5%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 1,645,878	$ 1,254,157	$ 1,254,903	$ 1,373,745	$ (119,588)	-9.5%
	TOTAL USES	$ 1,645,878	$ 1,254,157	$ 1,254,903	$ 1,373,745	$ (119,588)	-9.5%

Activity Narrative: As a result of the grantor moving from a fully insured dental insurance program to a self-funded dental insurance program, there is a programmatic change to cost share dental expenses with applicants. Consequently, the Department expects a decrease in enrollment in FY 2014. However, based on the results achieved in FY 2012 the Department anticipates the percent of clients enrolled for the entire plan year who had a dental exam to increase by 30.6%.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Rate of tobacco use among adults in Maricopa County	N/A	16.0%	16.0%	13.0%	-3.0%	-19.0%
Percent of trained dental practices referring tobacco-using patients to community services	N/A	84.4%	71.8%	66.7%	-17.8%	-21.1%
Percentage of inspected facilities in compliance	76.1%	59.5%	70.2%	59.3%	-0.3%	-0.4%

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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Rate of tobacco use among adults in Maricopa County	N/A	16.0%	16.0%	13.0%	(3.0%)	-19.0%
Output	Number of college students educated	22,731	20,000	20,186	20,000	-	0.0%
Demand	Anticipated number of college students to be educated	22,731	20,000	20,186	20,000	-	0.0%
Efficiency	Cost per college student educated	$ 73.04	$ 89.12	$ 78.72	$ 93.86	$ (4.74)	-5.3%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 1,560,311	$ 1,809,263	$ 1,588,943	$ 1,877,196	$ 67,933	3.8%
	TOTAL SOURCES	$ 1,560,311	$ 1,809,263	$ 1,588,943	$ 1,877,196	$ 67,933	3.8%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 1,660,251	$ 1,782,495	$ 1,588,943	$ 1,877,196	$ (94,701)	-5.3%
	TOTAL USES	$ 1,660,251	$ 1,782,495	$ 1,588,943	$ 1,877,196	$ (94,701)	-5.3%

Activity Narrative: The expected decrease in the rate of tobacco use among adults in FY 2014 is the positive impact of anti-smoking campaigns on the campuses of Arizona State University and Maricopa Community Colleges.

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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of trained dental practices referring tobacco-using patients to community services	N/A	84.4%	71.8%	66.7%	(17.8%)	-21.1%
Output	Number of dental practices trained	185	45	39	30	(15)	-33.3%
Demand	Number of dental practices requesting training	185	45	39	30	(15)	-33.3%
Efficiency	Cost per dental practice trained	$ 198.31	$ 1,081.73	$ 1,248.15	$ 1,670.13	$ (588.40)	-54.4%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ (5,556)	$ 48,678	$ 48,678	$ 50,104	$ 1,426	2.9%
	TOTAL SOURCES	$ (5,556)	$ 48,678	$ 48,678	$ 50,104	$ 1,426	2.9%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 36,687	$ 48,678	$ 48,678	$ 50,104	$ (1,426)	-2.9%
	TOTAL USES	$ 36,687	$ 48,678	$ 48,678	$ 50,104	$ (1,426)	-2.9%

Activity Narrative: The requests for training from dental practices have decreased due to the availability of webcast seminars. Based on the FY 2013 Forecast, it is anticipated that the demand for training will continue to decrease in FY 2014.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of inspected facilities in compliance	76.1%	59.5%	70.2%	59.3%	(0.3%)	-0.4%
Output	Number of inspections completed	589	630	1,260	1,350	720	114.3%
Demand	Number of inspections needed	589	630	1,260	1,350	720	114.3%
Efficiency	Cost per inspection	$ 310.29	$ 1,199.26	$ 559.20	$ 578.66	$ 620.61	51.7%
Revenue							
	532 - PUBLIC HEALTH GRANTS	$ 126,647	$ 728,767	$ 704,591	$ 781,186	$ 52,419	7.2%
	TOTAL SOURCES	$ 126,647	$ 728,767	$ 704,591	$ 781,186	$ 52,419	7.2%
Expenditure							
	532 - PUBLIC HEALTH GRANTS	$ 182,763	$ 755,535	$ 704,591	$ 781,186	$ (25,651)	-3.4%
	TOTAL USES	$ 182,763	$ 755,535	$ 704,591	$ 781,186	$ (25,651)	-3.4%

Activity Narrative: After receiving a substantial increase of grant funding in FY 2013, the Department was able to increase the number of inspections completed. It is expected that with an additional $52,419 in funding, the Department will be able to double their output in FY 2014 in comparison to FY 2013 Revised amount.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of birth and death certificate copies provided within two working days	65.5%	66.1%	63.2%	66.1%	0.0%	0.0%

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of birth and death certificate copies provided within two working days	65.5%	66.1%	63.2%	66.1%	0.0%	0.0%
Output	Number of certified copies of birth and death certificates provided	270,648	280,000	267,472	280,000	-	0.0%
Demand	Number of certified copies of birth and death certificates requested	270,648	280,000	267,472	280,000	-	0.0%
Efficiency	Cost per birth and/or death certificate provided	$ 13.20	$ 13.79	$ 12.96	$ 14.84	$ (1.05)	-7.6%
Revenue							
	265 - PUBLIC HEALTH FEES	$ 3,608,734	$ 3,798,771	$ 3,434,271	$ 3,839,983	$ 41,212	1.1%
	TOTAL SOURCES	$ 3,608,734	$ 3,798,771	$ 3,434,271	$ 3,839,983	$ 41,212	1.1%
Expenditure							
	265 - PUBLIC HEALTH FEES	$ 3,573,790	$ 3,860,609	$ 3,466,571	$ 4,154,336	$ (293,727)	-7.6%
	TOTAL USES	$ 3,573,790	$ 3,860,609	$ 3,466,571	$ 4,154,336	$ (293,727)	-7.6%

Activity Narrative: Although not reflected in the output or demand, there will be a decrease in free copy issuance with the audits provided in the new State system. This will increase productivity on paid services and consequently increase revenue. Fund balance will be used to create a West Valley Vital Registration satellite office using the Mesa satellite office as the model. This satellite is expected to increase the number of certified copies of birth and death certificates requested as the location provides West Valley residents and partners a local, in-person option rather than using the State mail-in request form.

Base Adjustments:

Public Health Fee Fund (265)

- Increase revenues by $41,212 and operating expenditures by $44,400 based on anticipated fee collection in FY 2013.

Public Health Fee Fund (265) Non Recurring Non Project

- Increase expenditures by $314,353 in order to use fund balance for the development of the Vital Registration West Valley satellite office.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 10,903,279**	**$ -**
FY 2013 Revised Budget		**$ 10,903,279**	**$ -**
FY 2014 Budget Target		**$ 10,903,279**	**$ -**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 28,295**	**$ -**
Retirement Contributions		*28,295*	-
Base Adjustments		**$ (28,295)**	**$ -**
Other Base Adjustments		*(28,295)*	-
Increase Personnel Savings from 0% to 2.65%	*$ (261,773)*		
Right-size Epidemiological Reporting Activity	*(143,961)*		
Right-size Repairs and Maintenance	*(41,602)*		
Decrease Public Health Policy Development Activity	*(40,235)*		
Net decrease of Postage, Utilities, and Services Allocation In	*(25,303)*		
Increase Single Case Investigations and Interventions Activity	*484,579*		
Budget Balancing		**$ (107,333)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(107,333)*	-
FY 2014 Tentative Budget		**$ 10,795,946**	**$ -**
Percent Change from Target Amount		*-1.0%*	
Adjustments:			
Base Adjustments		**$ (38,366)**	**$ -**
Internal Service Charges		*(38,366)*	-
FY 2014 Adopted Budget		**$ 10,757,580**	**$ -**
Percent Change from Target Amount		*-1.3%*	

Public Health Fee Fund (265)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 4,859,263**	**$ 4,859,263**
FY 2013 Revised Budget			**$ 4,859,263**	**$ 4,859,263**
FY 2014 Budget Target			**$ 4,859,263**	**$ 4,859,263**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 9,357**	**$ -**
Retirement Contributions			*9,357*	*-*
Fees and Other Revenues			**$ 880,839**	**$ 890,196**
ProgRevenue Volume Inc/Dec			*880,839*	*890,196*
Decrease Nutrition Education and Obesity Prevention Activty		*$ (17,492)*		
Increase STD Examinations and Treatment Activty		*10,000*		
Increase Dietetic Internship Activty		*17,492*		
Increase Tuberculosis Testing and Treatment Activty		*30,000*		
Increase Adult Immunization Foreign Travel Services Activty		*36,000*		
Increase Birth and Death Certificates Activty		*41,212*		
Increase Childhood Immunizations Activty		*772,984*		
FY 2014 Adopted Budget			**$ 5,749,459**	**$ 5,749,459**
Percent Change from Target Amount			*18.3%*	*18.3%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ -**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ 57,637**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*57,637*	*-*
FY 2013 Revised Budget			**$ 57,637**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ (57,637)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*(57,637)*	*-*
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 314,353**	**$ -**
Other Non-Recurring			*314,353*	*-*
Vital Registration West Valley Satellite Office		*$ 314,353*		
FY 2014 Adopted Budget			**$ 314,353**	**$ -**
Percent Change from Target Amount				

Public Health Fee Fund (265) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 5,248,170	$ 5,526,976	$ 5,526,976	$ 5,363,480	$ 5,382,183
Sources:					
Operating	$ 4,489,314	$ 4,859,263	$ 4,859,263	$ 4,840,411	$ 5,749,459
Total Sources:	$ 4,489,314	$ 4,859,263	$ 4,859,263	$ 4,840,411	$ 5,749,459
Uses:					
Operating	$ 4,132,080	$ 4,859,263	$ 4,859,263	$ 4,821,708	$ 5,749,459
Non-Recurring	241,925	-	57,637	-	314,353
Total Uses:	$ 4,374,005	$ 4,859,263	$ 4,916,900	$ 4,821,708	$ 6,063,812
Structural Balance	$ 357,234	$ -	$ -	$ 18,703	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 5,363,480	$ 5,526,976	$ 5,469,339	$ 5,382,183	$ 5,067,830
Total Ending Spendable Fund Balance	$ 5,363,480	$ 5,526,976	$ 5,469,339	$ 5,382,183	$ 5,067,830

Public Health Grant Fund (532)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 40,041,018**	**$ 40,041,018**
Adjustments:	Agenda Item:			
Grants, Donations and Intergovernmental Agreements				
Grants			**$ 2,790,927**	**$ 2,790,927**
Public Health Grant Budget Appropriation Adjustment	*C-86-13-038-M-00*		*2,790,927*	*2,790,927*
FY 2013 Revised Budget			**$ 42,831,945**	**$ 42,831,945**
FY 2014 Budget Target			**$ 42,831,945**	**$ 42,831,945**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 67,251**	**$ -**
Retirement Contributions			*67,251*	*-*
Grants, Donations and Intergovernmental Agreements				
Grants			**$ (557,750)**	**$ (490,499)**
Grant Reconciliation			*(557,750)*	*(490,499)*
Reallocations			**$ (155,687)**	**$ (155,687)**
Reallocation Between Depts			*(155,687)*	*(155,687)*
Reallocate Ryan White Planning Council Support to Business Strategies		*$ (155,687)*		
FY 2014 Adopted Budget			**$ 42,185,759**	**$ 42,185,759**
Percent Change from Target Amount			*-1.5%*	*-1.5%*

Public Health Grant Fund (532) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ (4,688,246)	$ (4,688,246)	$ (4,688,246)	$ (5,241,793)	$ (5,241,793)
Sources:					
Operating	$ 44,584,412	$ 47,064,553	$ 49,855,480	$ 48,379,878	$ 49,590,797
Total Sources:	$ 44,584,412	$ 47,064,553	$ 49,855,480	$ 48,379,878	$ 49,590,797
Uses:					
Operating	$ 45,137,977	$ 47,064,553	$ 49,855,480	$ 48,379,878	$ 49,590,797
Non-Recurring	-	-	16,443	-	-
Total Uses:	$ 45,137,977	$ 47,064,553	$ 49,871,923	$ 48,379,878	$ 49,590,797
Structural Balance	$ (553,565)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 18	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	(5,241,793)	(4,688,246)	(4,704,689)	(5,241,793)	(5,241,793)
Total Ending Spendable Fund Balance	$ (5,241,793)	$ (4,688,246)	$ (4,704,689)	$ (5,241,793)	$ (5,241,793)

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 June 2015, increase the percentage of documents recorded from digital and electronic sources to 80% of total recordings compared to 67.85% at June 30, 2009.

Status: By June 2017, increase the number of operating Recorder Kiosks in various outlying Maricopa County sites to 15 locations. The Recorder's Office currently has five operating Kiosks – Surprise NW Regional Library, Fountain Hills Library, Anthem North Valley Regional Library, White Tanks Branch Library and Queen Creek Branch Library.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
DCOP - DOCUMENT OPERATIONS	$ 7,685,927	$ 6,809,997	$ 6,809,997	$ 8,017,646	$ 7,509,809	$ 699,812	10.3%
MCRO - MICROGRAPHICS	51,676	50,000	50,000	58,621	50,000	-	0.0%
MOUT - MAILOUT	143,461	140,000	140,000	153,804	140,000	-	0.0%
36RP - RECORDER	$ 7,881,064	$ 6,999,997	$ 6,999,997	$ 8,230,071	$ 7,699,809	$ 699,812	10.0%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ 3	$ 3	$ -	$ 3	$ -	0.0%
99AS - ADMINISTRATIVE SERVICES	$ -	$ 3	$ 3	$ -	$ 3	$ -	0.0%
GGOV - GENERAL GOVERNMENT	$ 27,261	$ -	$ -	$ -	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 27,261	$ -	$ -	$ -	$ -	$ -	N/A
BUAS - BUSINESS APPLICATION DEV SUPP	$ 4,258,798	$ 4,167,000	$ 4,167,000	$ 4,492,741	$ 4,575,000	$ 408,000	9.8%
99IT - INFORMATION TECHNOLOGY	$ 4,258,798	$ 4,167,000	$ 4,167,000	$ 4,492,741	$ 4,575,000	$ 408,000	9.8%
TOTAL PROGRAMS	**$ 12,167,123**	**$ 11,167,000**	**$ 11,167,000**	**$ 12,722,812**	**$ 12,274,812**	**$ 1,107,812**	**9.9%**

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
USES							
DCOP - DOCUMENT OPERATIONS	$ 788,481	$ 897,932	$ 897,932	$ 811,224	$ 892,999	$ 4,933	0.5%
MCRO - MICROGRAPHICS	253,744	197,080	197,080	173,444	330,503	(133,423)	-67.7%
MOUT - MAILOUT	249,906	306,393	306,393	270,623	303,281	3,112	1.0%
36RP - RECORDER	$ 1,292,131	$ 1,401,405	$ 1,401,405	$ 1,255,291	$ 1,526,783	$ (125,378)	-8.9%
FSAC - FINANCIAL SERVICES	$ 116,826	$ 117,100	$ 117,100	$ 116,806	$ 117,862	$ (762)	-0.7%
HRAC - HUMAN RESOURCES	68,375	68,036	111,433	68,932	68,491	42,942	38.5%
ODIR - EXECUTIVE MANAGEMENT	551,071	734,983	734,983	699,722	752,401	(17,418)	-2.4%
PROC - PROCUREMENT	69,482	68,535	68,535	70,833	66,924	1,611	2.4%
99AS - ADMINISTRATIVE SERVICES	$ 805,754	$ 988,654	$ 1,032,051	$ 956,293	$ 1,005,678	$ 26,373	2.6%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 19,728	$ 19,732	$ 19,732	$ 19,733	$ 39,992	$ (20,260)	-102.7%
POOL - POOLED COSTS	-	-	-	-	(20,718)	20,718	N/A
99GV - GENERAL GOVERNMENT	$ 19,728	$ 19,732	$ 19,732	$ 19,733	$ 19,274	$ 458	2.3%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 5,078,772	$ 4,145,800	$ 4,145,800	$ 3,811,227	$ 4,649,508	$ (503,708)	-12.1%
HDSP - HELP DESK SUPPORT	487,427	657,403	657,403	613,810	634,584	22,819	3.5%
99IT - INFORMATION TECHNOLOGY	$ 5,566,199	$ 4,803,203	$ 4,803,203	$ 4,425,037	$ 5,284,092	$ (480,889)	-10.0%
TOTAL PROGRAMS	**$ 7,683,812**	**$ 7,212,994**	**$ 7,256,391**	**$ 6,656,354**	**$ 7,835,827**	**$ (579,436)**	**-8.0%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 11,745,888	$ 10,781,803	$ 10,781,803	$ 12,298,038	$ 11,889,615	$ 1,107,812	10.3%
SUBTOTAL	$ 11,745,888	$ 10,781,803	$ 10,781,803	$ 12,298,038	$ 11,889,615	$ 1,107,812	10.3%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 27,261	$ 15,000	$ 15,000	$ 16,393	$ 15,000	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	393,974	370,197	370,197	408,381	370,197	-	0.0%
SUBTOTAL	$ 421,235	$ 385,197	$ 385,197	$ 424,774	$ 385,197	$ -	0.0%
ALL REVENUES	$ 12,167,123	$ 11,167,000	$ 11,167,000	$ 12,722,812	$ 12,274,812	$ 1,107,812	9.9%
TOTAL SOURCES	$ 12,167,123	$ 11,167,000	$ 11,167,000	$ 12,722,812	$ 12,274,812	$ 1,107,812	9.9%

Sources and Uses by Category (continued)

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,513,307	$ 2,757,961	$ 2,756,605	$ 2,582,739	$ 2,725,670	$ 30,935	1.1%
0710 - OVERTIME	43,354	53,022	53,022	49,626	26,500	26,522	50.0%
0750 - FRINGE BENEFITS	916,084	1,044,907	1,046,263	977,426	1,050,457	(4,194)	-0.4%
0790 - OTHER PERSONNEL SERVICES	13,939	4,140	47,537	41,365	-	47,537	100.0%
SUBTOTAL	$ 3,486,684	$ 3,860,030	$ 3,903,427	$ 3,651,156	$ 3,802,627	$ 100,800	2.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 311,693	$ 651,712	$ 651,712	$ 600,882	$ 1,300,500	$ (648,788)	-99.6%
0804 - NON-CAPITAL EQUIPMENT	404,784	400,000	400,000	414,737	480,000	(80,000)	-20.0%
0806 - SUPPLIES-ALLOCATION IN	30,356	30,624	30,624	30,243	30,692	(68)	-0.2%
SUBTOTAL	$ 746,833	$ 1,082,336	$ 1,082,336	$ 1,045,862	$ 1,811,192	$ (728,856)	-67.3%
SERVICES							
0812 - OTHER SERVICES	$ 314,745	$ 783,726	$ 783,726	$ 828,595	$ 464,891	$ 318,835	40.7%
0820 - RENT & OPERATING LEASES	30,919	46,085	46,085	24,200	13,585	32,500	70.5%
0825 - REPAIRS AND MAINTENANCE	104,312	140,500	140,500	135,292	150,250	(9,750)	-6.9%
0839 - INTERNAL SERVICE CHARGES	211,009	363,442	363,442	350,273	453,145	(89,703)	-24.7%
0841 - TRAVEL	17,534	37,800	37,800	35,604	40,962	(3,162)	-8.4%
0842 - EDUCATION AND TRAINING	63,776	74,475	74,475	74,128	134,475	(60,000)	-80.6%
0843 - POSTAGE/FREIGHT/SHIPPING	34,679	86,000	86,000	50,920	86,100	(100)	-0.1%
0850 - UTILITIES	2,493	3,600	3,600	3,422	3,600	-	0.0%
SUBTOTAL	$ 779,467	$ 1,535,628	$ 1,535,628	$ 1,502,434	$ 1,347,008	$ 188,620	12.3%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ 150,000	$ 150,000	$ 156,902	$ 300,000	$ (150,000)	-100.0%
0920 - CAPITAL EQUIPMENT	2,670,828	585,000	585,000	300,000	575,000	10,000	1.7%
SUBTOTAL	$ 2,670,828	$ 735,000	$ 735,000	$ 456,902	$ 875,000	$ (140,000)	-19.0%
ALL EXPENDITURES	$ 7,683,812	$ 7,212,994	$ 7,256,391	$ 6,656,354	$ 7,835,827	$ (579,436)	-8.0%
TOTAL USES	$ 7,683,812	$ 7,212,994	$ 7,256,391	$ 6,656,354	$ 7,835,827	$ (579,436)	-8.0%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 7,881,064	$ 7,000,000	$ 7,000,000	$ 8,230,071	$ 7,699,812	$ 699,812	10.0%
FUND TOTAL SOURCES	$ 7,881,064	$ 7,000,000	$ 7,000,000	$ 8,230,071	$ 7,699,812	$ 699,812	10.0%
236 RECORDERS SURCHARGE							
OPERATING	$ 4,286,059	$ 4,167,000	$ 4,167,000	$ 4,492,741	$ 4,575,000	$ 408,000	9.8%
FUND TOTAL SOURCES	$ 4,286,059	$ 4,167,000	$ 4,167,000	$ 4,492,741	$ 4,575,000	$ 408,000	9.8%
DEPARTMENT OPERATING TOTAL SOURCES	$ 12,167,123	$ 11,167,000	$ 11,167,000	$ 12,722,812	$ 12,274,812	$ 1,107,812	9.9%
DEPARTMENT TOTAL SOURCES	$ 12,167,123	$ 11,167,000	$ 11,167,000	$ 12,722,812	$ 12,274,812	$ 1,107,812	9.9%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 1,838,036	$ 2,191,256	$ 2,191,256	$ 2,031,807	$ 2,077,838	$ 113,418	5.2%
FUND TOTAL USES	$ 1,838,036	$ 2,191,256	$ 2,191,256	$ 2,031,807	$ 2,077,838	$ 113,418	5.2%
236 RECORDERS SURCHARGE							
OPERATING	$ 2,782,246	$ 3,486,738	$ 3,486,738	$ 3,374,547	$ 3,557,989	$ (71,251)	-2.0%
NON-RECURRING	3,063,530	1,535,000	1,578,397	1,250,000	2,200,000	(621,603)	-39.4%
FUND TOTAL USES	$ 5,845,776	$ 5,021,738	$ 5,065,135	$ 4,624,547	$ 5,757,989	$ (692,854)	-13.7%
DEPARTMENT OPERATING TOTAL USES	$ 4,620,282	$ 5,677,994	$ 5,677,994	$ 5,406,354	$ 5,635,827	$ 42,167	0.7%
DEPARTMENT NON-RECURRING TOTAL USES	$ 3,063,530	$ 1,535,000	$ 1,578,397	$ 1,250,000	$ 2,200,000	$ (621,603)	-39.4%
DEPARTMENT TOTAL USES	$ 7,683,812	$ 7,212,994	$ 7,256,391	$ 6,656,354	$ 7,835,827	$ (579,436)	-8.0%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	3.00	3.00	3.00	3.00	3.00	-	0.0%
FINANCIAL SERVICES	2.00	2.00	2.00	2.00	2.00	-	0.0%
HUMAN RESOURCES	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	7.00	7.00	7.00	7.00	7.00	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	22.00	21.00	22.00	23.00	21.00	(1.00)	(4.5%)
HELP DESK SUPPORT	4.00	5.00	5.00	5.00	5.00	-	0.0%
PROGRAM TOTAL	26.00	26.00	27.00	28.00	26.00	(1.00)	(3.7%)
RECORDER							
DOCUMENT OPERATIONS	25.00	24.00	24.00	24.00	24.00	-	0.0%
MAILOUT	4.00	4.00	4.00	4.00	4.00	-	0.0%
MICROGRAPHICS	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	30.00	29.00	29.00	29.00	29.00	-	0.0%
DEPARTMENT TOTAL	63.00	62.00	63.00	64.00	62.00	(1.00)	(1.6%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accounting Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	5.00	5.00	5.00	5.00	5.00	-	0.0%
Administrative Manager	1.00	1.00	1.00	1.00	-	(1.00)	(100.0%)
Administrative Staff Supv	4.00	4.00	4.00	4.00	4.00	-	0.0%
Administrative Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Mgr	-	-	3.00	3.00	3.00	-	0.0%
Applications Development Supv	2.00	2.00	-	-	-	-	N/A
Business/Systems Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Chief Deputy - Recorder	1.00	1.00	1.00	1.00	1.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	-	-	-	-	N/A
Executive Assistant - Elected Official	-	-	1.00	1.00	1.00	-	0.0%
Help Desk Coordinator	1.00	-	-	-	-	-	N/A
Help Desk Coordinator - Sr/Ld	2.00	4.00	4.00	4.00	4.00	-	0.0%
IS Architect	-	-	1.00	1.00	1.00	-	0.0%
IT Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Operations Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Services Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant Specialized	21.00	20.00	20.00	20.00	20.00	-	0.0%
PC/LAN Tech Support	3.00	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 - Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
Systems Admin & Analysis Supv	1.00	1.00	-	1.00	-	-	N/A
Systems/Network Admin-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Web Designer/Developer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Web Designer/Developer-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**63.00**	**62.00**	**63.00**	**64.00**	**62.00**	**(1.00)**	**(1.6%)**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	36.00	35.00	35.00	35.00	35.00	-	0.0%
236 RECORDERS SURCHARGE	27.00	27.00	28.00	29.00	27.00	(1.00)	(3.6%)
Department Total	**63.00**	**62.00**	**63.00**	**64.00**	**62.00**	**(1.00)**	**(1.6%)**

General Adjustments

General Fund (100)

Personnel:

- Increase Regular Benefits by $10,773 for the impact of changes in retirement contribution rates.
- Increase personnel savings by $20,718 based on the Chairman's Office request.

Base Adjustments:

- Increase in Program Revenue $699,812.
- Decrease in expenditures due to reallocation of Internal Service Fund Charges $111,507.
- Increase Other Benefits and Internal Services Charges by $8,034 for the impact of the changes in Risk Management charges.

Recorder's Surcharge Fund (236)

Personnel:

- Increase Regular Benefits by $6,611 for the impact of changes in retirement contribution rates.
- Decrease in expenditures due to Personnel Savings adjustment $59,093.

Base Adjustments:

- Increase in Program Revenue $408,000.
- Increase in expenditures due to reallocation of Internal Service Fund Charges $111,507.
- Increase Other Benefits and Internal Services Charges by $12,226 for the impact of the changes in Risk Management charges.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percentage of customers satisfied with the timeliness in returning documents presented	100.0%	90.0%	92.2%	100.0%	10.0%	11.1%
Percentage of documents recorded digitally successfully recorded without error	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of documents made available to the public on Recorder website within timeliness standards	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of documents prepared for delivery within timeliness standards	100.0%	97.0%	100.0%	100.0%	3.0%	3.1%

Activities that comprise this program include:

- Document Operations
- Micrographics
- Mail out

Document Operations Activity

The purpose of the Document Operations Activity is to provide a public record of transactions for the general public so that they can conduct their personal and business activities expeditiously with the assurance that their transactions were executed in accordance with the law.

Mandates: A.R.S. §11-461 establishes that the Recorder shall have custody of and shall keep all records, maps and papers deposited in the Recorder's Office, instruments offered for Recording, record identification to uniquely identify each instrument and to fix its position within the sequence of recordings, and record location to enable each instrument to be retrieved for purposes of inspection; A.R.S. §11-462 establishes the numeration of indices; A.R.S. §11-463 establishes the manner of keeping indices; A.R.S. §11-464 establishes that the Recorder shall record master forms in the official records, indexing the forms in such manner that they can be easily located; A.R.S. §11-465 establishes that the Recorder shall record, without fee, the discharge papers of officers and enlisted personnel of the military and naval forces of the United States; A.R.S. §11-466 establishes the Recorder shall file and record the certified copies of judgments affecting real property; A.R.S. §11-468 establishes place of recording instruments; A.R.S. §11-469 establishes the instruments are deemed recorded by indicating the time (hour, day, month and year of recording) and the record identification of the instrument; A.R.S. §11-470 establishes when an instrument authorized by law to be recorded is deposited in the recorder's office for record, the recorder shall give to the person depositing the instrument, if required, a receipt specifying the particulars thereof; A.R.S. §11-471 establishes the manner of recording; A.R.S. §11-472 establishes keeping of blotter; A.R.S. §11-473 establishes the inspection of records by any person; A.R.S. §11-474 establishes certification of copies of documents; A.R.S. §11-475 establishes the Recorder's fees; A.R.S. §11-476 establishes the preservation of County records, transcription and certification; A.R.S. §11-477 establishes the liability for neglect or misfeasance; A.R.S. §11-478 establishes the reproduction and microphotography of records; A.R.S. §11-479 establishes the requirements and exceptions for destruction of records; A.R.S. §11-480 establishes the requirements for form of instruments; A.R.S. §11-481 establishes title and size prerequisites for recording maps and plats, recording fees, and exceptions; A.R.S. §11-482 establishes any recorded instrument may be incorporated by reference and that a legal description be sufficient to determine the physical location of real property; A.R.S. §11-483 establishes definitions for confidentiality for records maintained by County Recorder.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percentage of customers satisfied with the timeliness in returning documents presented for recording	100.0%	90.0%	92.2%	100.0%	10.0%	11.1%
Result	Percentage of documents recorded digitally successfully recorded without error	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of documents recorded.	1,101,879	850,000	1,189,668	1,130,000	280,000	32.9%
Output	Number of documents recorded digitally	862,210	595,000	885,576	880,000	285,000	47.9%
Demand	Number of documents presented for recording	1,101,879	850,000	706,592	1,130,000	280,000	32.9%
Demand	Number of documents presented for digital recording	862,210	595,000	885,576	880,000	285,000	47.9%
Efficiency	Expenditure per document recorded	$ 0.72	$ 1.06	$ 0.68	$ 0.79	$ 0.27	25.2%
Revenue							
	100 - GENERAL	$ 7,685,927	$ 6,809,997	$ 8,017,646	$ 7,509,809	$ 699,812	10.3%
	TOTAL SOURCES	$ 7,685,927	$ 6,809,997	$ 8,017,646	$ 7,509,809	$ 699,812	10.3%
Expenditure							
	100 - GENERAL	$ 788,481	$ 897,932	$ 811,224	$ 892,999	$ 4,933	0.5%
	TOTAL USES	$ 788,481	$ 897,932	$ 811,224	$ 892,999	$ 4,933	0.5%

Activity Narrative: The FY 2014 revenue increase is based on the last three years of recordings. The increase in FY 2014 expenditures, as compared to FY 2013 Forecast, is due to the replacement of supplies and necessary staff training requirements.

Mail Out Activity

The purpose of the Mail Out Activity is to provide and prepare outgoing recorded documents for businesses and the general public so they can receive original documents in a timely manner for business and/or personal use.

Mandates: A.R.S. §11-469 establishes that instrument shall be considered recorded from the time it is accepted for record. The recorder shall certify every instrument so recorded, indicating the hour, day, month and year of recording and the record identification of the instrument. The recorder upon demand shall make and deliver certified copies of instruments recorded in the Recorder's Office.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of documents prepared for delivery within timeliness standards	100.0%	97.0%	100.0%	100.0%	3.0%	3.1%
Output	Number of documents prepared for delivery	162,739	660,000	160,034	165,000	(495,000)	-75.0%
Demand	Number of documents recorded for delivery	162,739	725,000	160,034	165,000	(560,000)	-77.2%
Efficiency	Expenditure per document prepared for delivery	$ 1.54	$ 0.46	$ 1.69	$ 1.84	$ (1.37)	-295.9%
Revenue							
	100 - GENERAL	$ 143,461	$ 140,000	$ 153,804	$ 140,000	$ -	0.0%
	TOTAL SOURCES	$ 143,461	$ 140,000	$ 153,804	$ 140,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 249,906	$ 306,393	$ 270,623	$ 303,281	$ 3,112	1.0%
	TOTAL USES	$ 249,906	$ 306,393	$ 270,623	$ 303,281	$ 3,112	1.0%

Activity Narrative: The decrease in FY 2014 Mail Out Activity revenue, as compared to FY 2013 Forecast, is due to an increase in electronic filings which can be done by citizens at a reduced rate. The FY 2014 expenditure budget is increasing, as compared to the FY 2013 Forecast, due to the increased cost of retirement contributions. The current resources support the Department in meeting 100% of the documents delivered within the time standards. The FY 2013 Revised Output and Demand were recorded incorrectly, in that pages were counted instead of number of documents. Not all documents recorded for delivery are fully complete and correct which often creates a gap between the demand and output.

Micrographics Activity

The purpose of the Micrographics Activity is to provide film and computer disks for the general public, vendors and title companies so that they may gain access to recorded documents.

Mandates: A.R.S. §11-478 establishes the reproduction and microphotography of records.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	299,533	77,500	251,592	260,000	182,500	235.5%
Demand	Number of documents presented for scanning	299,533	77,500	251,592	260,000	182,500	235.5%
Efficiency	Expenditure per document scanned	$ 0.85	$ 2.54	$ 0.69	$ 1.27	$ 1.27	50.0%
Revenue							
	100 - GENERAL	$ 51,676	$ 50,000	$ 58,621	$ 50,000	$ -	0.0%
	TOTAL SOURCES	$ 51,676	$ 50,000	$ 58,621	$ 50,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 43,649	$ 47,080	$ 44,767	$ 47,342	$ (262)	-0.6%
	236 - RECORDERS SURCHARGE	210,095	150,000	128,677	283,161	(133,161)	-88.8%
	TOTAL USES	$ 253,744	$ 197,080	$ 173,444	$ 330,503	$ (133,423)	-67.7%

Activity Narrative: The FY 2014 budget supports the Department in meeting 100% of the demand for documents scanned. Revenues for the Micrographics Activity are expected to be consistent with FY 2013 Revised. The increase in expenditures for this activity is due to the conversion of old silver nitrate microfilm to polyester microfilm.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 2,191,256**	**$ 7,000,000**
FY 2013 Revised Budget	**$ 2,191,256**	**$ 7,000,000**
FY 2014 Budget Target	**$ 2,191,256**	**$ 7,000,000**
Adjustments:		
Employee Retirement and Benefits	**$ 10,773**	**$ -**
Retirement Contributions	*10,773*	-
Fees and Other Revenues	**$ -**	**$ 699,812**
ProgRevenue Volume Inc/Dec	-	*699,812*
Reallocations	**$ (111,507)**	**$ -**
Reallocation of ISF Charges Between Funds	*(111,507)*	-
Adjustments:		
Budget Balancing	**$ (20,718)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget	*(20,718)*	-
FY 2014 Tentative Budget	**$ 2,069,804**	**$ 7,699,812**
Percent Change from Target Amount	*-5.5%*	*10.0%*
Adjustments:		
Base Adjustments	**$ 8,034**	**$ -**
Internal Service Charges	*8,034*	-
FY 2014 Adopted Budget	**$ 2,077,838**	**$ 7,699,812**
Percent Change from Target Amount	*-5.2%*	*10.0%*

Recorder's Surcharge Fund (236)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 3,486,738**	**$ 4,167,000**
FY 2013 Revised Budget		**$ 3,486,738**	**$ 4,167,000**
FY 2014 Budget Target		**$ 3,486,738**	**$ 4,167,000**
Adjustments:			
Employee Retirement and Benefits		**$ 6,611**	**$ -**
Retirement Contributions		*6,611*	-
Base Adjustments		**$ (59,093)**	**$ -**
Personnel Savings		*(59,093)*	-
Fees and Other Revenues		**$ -**	**$ 408,000**
ProgRevenue Volume Inc/Dec		*-*	*408,000*
Reallocations		**$ 111,507**	**$ -**
Reallocation of ISF Charges Between Funds		*111,507*	-
FY 2014 Tentative Budget		**$ 3,545,763**	**$ 4,575,000**
Percent Change from Target Amount		*1.7%*	*9.8%*
Adjustments:			
Base Adjustments		**$ 12,226**	**$ -**
Internal Service Charges		*12,226*	-
FY 2014 Adopted Budget		**$ 3,557,989**	**$ 4,575,000**
Percent Change from Target Amount		*2.0%*	*9.8%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 1,535,000**	**$ -**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ 43,397**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*	*43,397*	-
FY 2013 Revised Budget		**$ 1,578,397**	**$ -**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ (43,397)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*	*(43,397)*	-
Information and Communications Technology			
Other IT Non-Recurring		*(935,000)*	-
Non Recurring		**$ (600,000)**	**$ -**
Non Recurring Carry Forward		*(600,000)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Information and Communications Technology			
Other IT Non-Recurring		*2,200,000*	-
FY 2014 Adopted Budget		**$ 2,200,000**	**$ -**

Recorder's Surcharge Fund (236) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 5,435,543	$ 3,245,771	$ 3,245,771	$ 3,875,824	$ 3,744,018
Sources:					
Operating	$ 4,286,059	$ 4,167,000	$ 4,167,000	$ 4,492,741	$ 4,575,000
Total Sources:	$ 4,286,059	$ 4,167,000	$ 4,167,000	$ 4,492,741	$ 4,575,000
Uses:					
Operating	$ 2,782,246	$ 3,486,738	$ 3,486,738	$ 3,374,547	$ 3,557,989
Non-Recurring	3,063,530	1,535,000	1,578,397	1,250,000	2,200,000
Total Uses:	$ 5,845,776	$ 5,021,738	$ 5,065,135	$ 4,624,547	$ 5,757,989
Structural Balance	$ 1,503,813	$ 680,262	$ 680,262	$ 1,118,194	$ 1,017,011
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 3,875,824	$ 2,391,033	$ 2,347,636	$ 3,744,018	$ 2,561,029
Total Ending Spendable Fund Balance	$ 3,875,824	$ 2,391,033	$ 2,347,636	$ 3,744,018	$ 2,561,029

Research and Reporting

Analysis by Jacqueline M. Edwards, Senior Management and Budget Analyst

Summary

Mission

The mission of the Research & Reporting Department is to provide survey data services to county managers so they can more effectively manage for results using statistically reliable data.

Strategic Goals

Citizen Satisfaction	**By 2016, 90% of respondents will report satisfaction with the Customer Satisfaction Survey.** Status: The Department is currently meeting this goal and is currently revising this survey based upon feedback received from departments. This goal will be revised during the FY 2015 Strategic Plan update process.
Quality Workforce	**By 2016, 90% of respondents will report satisfaction with the Employee Satisfaction Survey (ESS).** Status: The Department is currently meeting this goal and is currently revising this survey based upon feedback received from departments. This goal will be revised during the FY 2015 Strategic Plan update process.
Quality Workforce	**By 2016, 90% of respondents will report satisfaction with the Exit Interview Survey.** Status: The Department has revised this survey based upon feedback from other County departments and is now meeting the 90% goal. This goal will be revised during the FY 2015 Strategic Plan update process.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
OACS - OUTSIDE AGENCY CONTRACT SURVEY	$ 60,000	$ 72,000	$ 72,000	$ 72,537	$ 72,000	$ -	0.0%
46RR - RESEARCH AND REPORTING	$ 60,000	$ 72,000	$ 72,000	$ 72,537	$ 72,000	$ -	0.0%
TOTAL PROGRAMS	**$ 60,000**	**$ 72,000**	**$ 72,000**	**$ 72,537**	**$ 72,000**	**$ -**	**0.0%**
USES							
CDCS - COUNTY DEPT CONTRACTED SURVEYS	$ (23,000)	$ -	$ -	$ -	$ -	$ -	N/A
OACS - OUTSIDE AGENCY CONTRACT SURVEY	-	72,000	72,000	72,000	72,000	-	0.0%
SURV - COUNTY SPONSORED SURVEYS	220,673	196,200	196,200	137,024	172,421	23,779	12.1%
46RR - RESEARCH AND REPORTING	$ 197,673	$ 268,200	$ 268,200	$ 209,024	$ 244,421	$ 23,779	8.9%
FSAC - FINANCIAL SERVICES	$ 9,320	$ 8,904	$ 8,904	$ 8,810	$ 9,665	$ (761)	-8.5%
HRAC - HUMAN RESOURCES	9,320	8,904	8,904	8,810	9,665	(761)	-8.5%
ODIR - EXECUTIVE MANAGEMENT	63,981	71,921	71,921	63,172	64,379	7,542	10.5%
99AS - ADMINISTRATIVE SERVICES	$ 82,621	$ 89,729	$ 89,729	$ 80,792	$ 83,709	$ 6,020	6.7%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 2,100	$ 4,351	$ 4,351	$ 4,344	$ 2,638	$ 1,713	39.4%
POOL - POOLED COSTS	-	-	-	-	(3,825)	3,825	N/A
99GV - GENERAL GOVERNMENT	$ 2,100	$ 4,351	$ 4,351	$ 4,344	$ (1,187)	$ 5,538	127.3%
TOTAL PROGRAMS	**$ 282,394**	**$ 362,280**	**$ 362,280**	**$ 294,160**	**$ 326,943**	**$ 35,337**	**9.8%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	$ 60,000	$ 72,000	$ 72,000	$ 72,537	$ 72,000	$ -	0.0%
SUBTOTAL	$ 60,000	$ 72,000	$ 72,000	$ 72,537	$ 72,000	$ -	0.0%
ALL REVENUES	$ 60,000	$ 72,000	$ 72,000	$ 72,537	$ 72,000	$ -	0.0%
TOTAL SOURCES	$ 60,000	$ 72,000	$ 72,000	$ 72,537	$ 72,000	$ -	0.0%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 205,943	$ 225,985	$ 225,985	$ 202,133	$ 208,058	$ 17,927	7.9%
0705 - TEMPORARY PAY	20,778	46,062	43,139	25,101	22,226	20,913	48.5%
0710 - OVERTIME	83	-	-	127	-	-	N/A
0750 - FRINGE BENEFITS	66,121	85,267	85,041	78,918	100,214	(15,173)	-17.8%
0790 - OTHER PERSONNEL SERVICES	486	4,000	4,000	2,499	-	4,000	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(15,000)	(118,000)	(114,851)	(118,000)	(106,000)	(8,851)	-7.7%
0796 - PERSONNEL SERVICES ALLOC-IN	(8,000)	95,000	95,000	95,000	89,000	6,000	6.3%
SUBTOTAL	$ 270,411	$ 338,314	$ 338,314	$ 285,778	$ 313,498	$ 24,816	7.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,264	$ 5,939	$ 5,939	$ 1,274	$ 3,000	$ 2,939	49.5%
0804 - NON-CAPITAL EQUIPMENT	-	9,720	9,720	-	-	9,720	100.0%
SUBTOTAL	$ 1,264	$ 15,659	$ 15,659	$ 1,274	$ 3,000	$ 12,659	80.8%
SERVICES							
0812 - OTHER SERVICES	$ 650	$ -	$ -	$ -	$ -	$ -	N/A
0820 - RENT & OPERATING LEASES	3,861	3,000	3,000	2,502	3,000	-	0.0%
0825 - REPAIRS AND MAINTENANCE	-	750	750	150	750	-	0.0%
0839 - INTERNAL SERVICE CHARGES	5,097	3,257	3,257	3,509	5,395	(2,138)	-65.6%
0841 - TRAVEL	1,111	1,000	1,000	647	1,000	-	0.0%
0842 - EDUCATION AND TRAINING	-	300	300	300	300	-	0.0%
SUBTOTAL	$ 10,719	$ 8,307	$ 8,307	$ 7,108	$ 10,445	$ (2,138)	-25.7%
ALL EXPENDITURES	$ 282,394	$ 362,280	$ 362,280	$ 294,160	$ 326,943	$ 35,337	9.8%
TOTAL USES	$ 282,394	$ 362,280	$ 362,280	$ 294,160	$ 326,943	$ 35,337	9.8%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 60,000	$ 72,000	$ 72,000	$ 72,537	$ 72,000	$ -	0.0%
FUND TOTAL SOURCES	$ 60,000	$ 72,000	$ 72,000	$ 72,537	$ 72,000	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 60,000	$ 72,000	$ 72,000	$ 72,537	$ 72,000	$ -	0.0%
DEPARTMENT TOTAL SOURCES	$ 60,000	$ 72,000	$ 72,000	$ 72,537	$ 72,000	$ -	0.0%
100 GENERAL							
OPERATING	$ 282,394	$ 362,280	$ 362,280	$ 294,160	$ 326,943	$ 35,337	9.8%
FUND TOTAL USES	$ 282,394	$ 362,280	$ 362,280	$ 294,160	$ 326,943	$ 35,337	9.8%
DEPARTMENT OPERATING TOTAL USES	$ 282,394	$ 362,280	$ 362,280	$ 294,160	$ 326,943	$ 35,337	9.8%
DEPARTMENT TOTAL USES	$ 282,394	$ 362,280	$ 362,280	$ 294,160	$ 326,943	$ 35,337	9.8%

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	.80	.50	.50	.50	.50	-	0.0%
FINANCIAL SERVICES	.20	.20	.20	.20	.20	-	0.0%
HUMAN RESOURCES	.20	.20	.20	.20	.20	-	0.0%
PROGRAM TOTAL	1.20	.90	.90	.90	.90	-	0.0%
RESEARCH AND REPORTING							
COUNTY SPONSORED SURVEYS	4.55	4.85	4.85	4.85	4.85	-	0.0%
PROGRAM TOTAL	4.55	4.85	4.85	4.85	4.85	-	0.0%
DEPARTMENT TOTAL	5.75	5.75	5.75	5.75	5.75	-	0.0%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Director - Research & Report	1.00	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	1.25	1.25	1.25	1.25	1.25	-	0.0%
Office Assistant Specialized	3.00	3.00	3.00	3.00	3.00	-	0.0%
Program Coordinator	.50	.50	.50	.50	.50	-	0.0%
Department Total	**5.75**	**5.75**	**5.75**	**5.75**	**5.75**	**-**	**0.0%**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100 GENERAL	5.75	5.75	5.75	5.75	5.75	-	0.0%
Department Total	**5.75**	**5.75**	**5.75**	**5.75**	**5.75**	**-**	**0.0%**

General Adjustments

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $987 for the impact of changes in retirement contribution rates.
- Decrease Non-Capital Equipment by $9,720 as the computer replacement process will be managed by the Office of Enterprise Technology.
- Decrease General Supplies & Internal Services Charges by $1,163 to right-size expenditures based on FY 2012 Actuals.
- Increase personnel savings by $3,825 based on the Chairman's Office request.
- Decrease Other Benefits and Internal Services Charges by $1,713 for the impact of the changes in Risk Management charges.

Programs and Activities

Research and Reporting Program

The purpose of the Research and Reporting Program is to provide survey data services to county managers and external agencies so they can have statistically valid data upon which to base informed decisions.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of eligible respondents who are interviewed for a county-department-	96.9%	91.8%	91.8%	95.2%	3.4%	3.7%
Percent of eligible respondents who are interviewed for a county-sponsored survey project (Rate of Response or Participation Rate)	86.2%	89.1%	89.1%	85.2%	-3.9%	-4.4%
Percent of eligible respondents who are interviewed for outside agency survey projects (Rate of Response or Participation Rate)	95.2%	99.2%	99.2%	99.5%	0.2%	0.2%

Activities that comprise this program include:

- County Department Contracted Surveys
- County Sponsored Surveys
- Outside Agency Contracted Surveys

County Department Contracted Surveys Activity

The purpose of the County Department Contracted Surveys Activity is to provide survey data to county agencies and departments so they have statistically valid data upon which to base informed decisions.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of eligible respondents who are interviewed for a county-department-contracted survey project (Rate of Response or Participation Rate)	96.9%	91.8%	91.8%	95.2%	3.4%	3.7%
Output	Number of county-department-contracted survey projects completed	17	17	17	4	(13)	-76.5%
Demand	Number of county-department-contracted-survey projects requested	17	17	17	4	(13)	-76.5%
Efficiency	Expenditure per county-department-contracted survey project completed	$ (1,352.94)	$ -	$ -	$ -	-	N/A
Expenditure							
	100 - GENERAL	$ (23,000)	$ -	$ -	$ -	$ -	N/A
	TOTAL USES	$ (23,000)	$ -	$ -	$ -	$ -	N/A

Activity Narrative: Expenditures for this activity are reimbursed by various County departments that contract for survey services, which results in a net impact of zero in expenditures. In FY 2014 the demand for services is decreasing by 76.5% as the Human Resources Training surveys will no longer be completed by Research and Reporting. The great decrease in requested survey projects has reduced the need for temporary employees in FY 2014. Due to the decrease in the number of surveys, it is expected that the participation rate for the remaining surveys can be increased by 3.7% in FY 2014.

Base Adjustments:

General Fund (100)

- Decrease Salaries and Benefits to County Department Contracted Surveys Activity and consequently transferred to other County Departments by $6,000.
- Decrease Temporary Pay and Benefits by $13,903 for the demand decrease as well as to right-size based on FY 2012 Actuals and the FY 2013 Forecast.

County Sponsored Surveys Activity

The purpose of the County Sponsored Surveys Activity is to provide data collected from employees and customers and reports to County Management so they have statistically valid data upon which to base informed decisions.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of eligible respondents who are interviewed for a county-sponsored survey project (Rate of Response or Participation Rate)	86.2%	89.1%	89.1%	85.2%	(3.9%)	-4.4%
Output	Number of county-sponsored survey projects completed	59	60	54	64	4	6.7%
Demand	Number of county-sponsored survey projects requested	59	60	53	64	4	6.7%
Efficiency	Expenditure per county-sponsored survey project completed	$ 3,740.22	$ 3,270.00	$ 2,537.48	$ 2,694.08	$ 575.92	17.6%
Expenditure							
	100 - GENERAL	$ 220,673	$ 196,200	$ 137,024	$ 172,421	$ 23,779	12.1%
	TOTAL USES	$ 220,673	$ 196,200	$ 137,024	$ 172,421	$ 23,779	12.1%

Activity Narrative: The demand for county-sponsored surveys is increasing in FY 2014 as four more elected and court departments are expected to participate in the Employee Satisfaction Survey. However, the response rate is expected to decrease by 4.4% as the Department is unable to achieve high participation rate for these additional departments.

Outside Agency Contracted Surveys Activity

The purpose of the Outside Agency Contracted Surveys Activity is to assist other government and/or non-profit agencies with their survey data needs so that Maricopa County and its residents can benefit from the data collected.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of eligible respondents who are interviewed for outside agency survey projects (Rate of Response or Participation Rate)	95.2%	99.2%	99.2%	99.5%	0.2%	0.2%
Output	Number of outside-agency survey projects completed	1	1	1	1	-	0.0%
Demand	Number of outside-agency survey projects requested	1	1	1	1	-	0.0%
Efficiency	Expenditure per outside-agency survey project completed	N/A	$ 72,000.00	$ 72,000.00	$ 72,000.00	-	0.0%
Revenue							
	100 - GENERAL	$ 60,000	$ 72,000	$ 72,537	$ 72,000	$ -	0.0%
	TOTAL SOURCES	$ 60,000	$ 72,000	$ 72,537	$ 72,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ -	$ 72,000	$ 72,000	$ 72,000	$ -	0.0%
	TOTAL USES	$ -	$ 72,000	$ 72,000	$ 72,000	$ -	0.0%

Activity Narrative: In FY 2013, the Department conducted one survey for the State of Arizona Department of Economic Security for $72,000 for which the survey response rate was 99.2%. In FY 2014, it is expected that the response rate will increase by 0.2% to 99.5%.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 362,280**	**$ 72,000**
FY 2013 Revised Budget		**$ 362,280**	**$ 72,000**
FY 2014 Budget Target		**$ 362,280**	**$ 72,000**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 987**	**$ -**
Retirement Contributions		*987*	-
Base Adjustments		**$ (30,786)**	**$ -**
Other Base Adjustments		*(30,786)*	-
Right-size General Supplies & Internal Service Charges	*$ (1,163)*		
Decrease County Department Contracted Surveys Activity	*(6,000)*		
Decrease Non-Capital Equipment	*(9,720)*		
Decrease Temporary Pay and Benefits	*(13,903)*		
Budget Balancing		**$ (3,825)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(3,825)*	-
FY 2014 Tentative Budget		**$ 328,656**	**$ 72,000**
Percent Change from Target Amount		*-9.3%*	*0.0%*
Adjustments:			
Base Adjustments		**$ (1,713)**	**$ -**
Internal Service Charges		*(1,713)*	-
FY 2014 Adopted Budget		**$ 326,943**	**$ 72,000**
Percent Change from Target Amount		*-9.8%*	*0.0%*

Risk Management

Analysis by Karina Araiza, Management and Budget Analyst

Summary

Mission

The mission of Risk Management is to provide safety and loss control programs, insurance, environmental, and claims management services to the Board of Supervisors, Maricopa County departments, Districts, and Trust Members so they can reduce, or eliminate loss.

Vision

The Risk Management Department will be recognized as a leader in public entity risk management practices throughout the State of Arizona and be relied upon for unsurpassed commitment to excellence in Countywide risk management philosophy, standards, processes, and direction.

Strategic Goals

Fiscal Strength

By 2015, 100% of all known volunteers will be reviewed for coverage under the trust.

Status: This is a new goal for FY 2014

By 2015, the cost of risk will be 2.0% or less of County expenditures.

Status: This is a new goal for FY 2014.

By 2015, there will be 100% departmental participation in the environmental issues committee led by the Risk Management Department.

Status: This is a new goal for FY 2014.

The current injury rate for FY 2012 is 3.37. By 2015, the injury incident rate will be reduced to at least 3.35 based on industry standard calculation.

Status: This is a new goal for FY 2014.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
ALCI - AUTO LIABILITY	$ 491,712	$ 849,607	$ 849,607	$ 846,942	$ 1,152,874	$ 303,267	35.7%
APDA - AUTO PROPERTY DAMAGE	320,027	528,509	528,509	526,927	423,506	(105,003)	-19.9%
GLCI - GENERAL LIABILITY	7,518,740	7,021,940	7,021,940	19,149,322	18,366,208	11,344,268	161.6%
MMCI - MEDICAL MALPRACTICE	3,403,379	4,755,226	4,755,226	2,468,065	2,418,918	(2,336,308)	-49.1%
PDCI - PROPERTY DAMAGE	668,002	253,323	253,323	241,099	286,490	33,167	13.1%
PROL - PROFESSIONAL LIABILITY	-	140,343	140,343	135,743	30,404	(109,939)	-78.3%
UCIP - UNEMPLOYMENT	684,984	1,054,068	1,054,068	929,144	621,425	(432,643)	-41.0%
WADM - WORKERS COMPENSATION	2,911,534	6,198,341	6,198,341	5,375,830	5,248,214	(950,127)	-15.3%
75CR - CLAIMS	$ 15,998,378	$ 20,801,357	$ 20,801,357	$ 29,673,072	$ 28,548,039	$ 7,746,682	37.2%
ENLI - ENVIRONMENTAL LIABILITY	$ -	$ 611,575	$ 611,575	$ 604,764	$ 1,135,870	$ 524,295	85.7%
ENPD - ENVIRON PROPERY DAMAGE CLAIMS	-	587,068	587,068	582,139	429,580	(157,488)	-26.8%
75LC - LOSS CONTROL	$ -	$ 1,198,643	$ 1,198,643	$ 1,186,903	$ 1,565,450	$ 366,807	30.6%
ODIR - EXECUTIVE MANAGEMENT	$ -	$ 500,000	$ 500,000	$ 401,641	$ 400,000	$ (100,000)	-20.0%
RMGT - RISK MANAGEMENT	-	9,620,415	22,005,415	4,571,393	5,049,022	(16,956,393)	-77.1%
99AS - ADMINISTRATIVE SERVICES	$ -	$ 10,120,415	$ 22,505,415	$ 4,973,034	$ 5,449,022	$ (17,056,393)	-75.8%
GGOV - GENERAL GOVERNMENT	$ 387,920	$ -	$ -	$ -	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 387,920	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL PROGRAMS	**$ 16,386,298**	**$ 32,120,415**	**$ 44,505,415**	**$ 35,833,009**	**$ 35,562,511**	**$ (8,942,904)**	**-20.1%**
USES							
ALCI - AUTO LIABILITY	$ 2,140,939	$ 1,550,185	$ 1,550,475	$ 1,222,154	$ 1,230,445	$ 320,030	20.6%
APDA - AUTO PROPERTY DAMAGE	(1,019,328)	828,639	828,933	480,249	462,499	366,434	44.2%
GLCI - GENERAL LIABILITY	6,559,855	9,421,298	21,760,924	14,125,434	8,973,791	12,787,133	58.8%
MMCI - MEDICAL MALPRACTICE	2,873,302	5,361,523	5,328,065	19,306,081	2,478,802	2,849,263	53.5%
PDCI - PROPERTY DAMAGE	1,490,463	606,490	606,330	1,422,094	319,462	286,868	47.3%
PROL - PROFESSIONAL LIABILITY	-	205,642	205,642	206,255	55,780	149,862	72.9%
UCIP - UNEMPLOYMENT	1,647,299	1,533,517	1,533,024	877,527	886,655	646,369	42.2%
WADM - WORKERS COMPENSATION	8,139,455	5,328,533	5,368,366	5,519,512	5,052,125	316,241	5.9%
75CR - CLAIMS	$ 21,831,985	$ 24,835,827	$ 37,181,759	$ 43,159,306	$ 19,459,559	$ 17,722,200	47.7%
INSC - INSURANCE AND COVERAGE	$ -	$ 3,296,840	$ 3,352,233	$ 5,392,580	$ 5,114,108	$ (1,761,875)	-52.6%
75IN - INSURANCE AND COVERAGE	$ -	$ 3,296,840	$ 3,352,233	$ 5,392,580	$ 5,114,108	$ (1,761,875)	-52.6%
ENLI - ENVIRONMENTAL LIABILITY	$ -	$ 841,970	$ 841,970	$ 1,612,129	$ 1,211,000	$ (369,030)	-43.8%
ENPD - ENVIRON PROPERY DAMAGE CLAIMS	-	575,856	575,856	447,757	450,000	125,856	21.9%
ENSS - ENVIRONMENTAL MANAGEMENT SVCS	83,491	514,415	502,674	324,415	268,576	234,098	46.6%
LOSS - LOSS CONTROL	-	22,350	22,350	16,759	-	22,350	100.0%
SAMA - SAFETY MANAGEMENT SERVICES	669,060	708,079	697,754	732,328	790,268	(92,514)	-13.3%
75LC - LOSS CONTROL	$ 752,551	$ 2,662,670	$ 2,640,604	$ 3,133,388	$ 2,719,844	$ (79,240)	-3.0%
BDGT - BUDGETING	$ 38,868	$ 74,064	$ 112,575	$ 81,242	$ 108,362	$ 4,213	3.7%
FSAC - FINANCIAL SERVICES	98,144	111,153	112,445	163,365	116,853	(4,408)	-3.9%
HRAC - HUMAN RESOURCES	55,175	57,227	106,240	68,625	57,397	48,843	46.0%
ODIR - EXECUTIVE MANAGEMENT	516,449	455,475	427,536	518,873	430,349	(2,813)	-0.7%
PROC - PROCUREMENT	23,520	44,760	33,019	27,361	33,899	(880)	-2.7%
RMGT - RISK MANAGEMENT	-	9,620,415	9,620,415	4,571,393	5,049,022	4,571,393	47.5%
99AS - ADMINISTRATIVE SERVICES	$ 732,156	$ 10,363,094	$ 10,412,230	$ 5,430,859	$ 5,795,882	$ 4,616,348	44.3%
CSCA - CENTRAL SERVICE COST ALLOC	$ 2,123,924	$ 1,893,954	$ 1,893,954	$ 1,893,953	$ 1,800,658	$ 93,296	4.9%
GGOV - GENERAL GOVERNMENT	932,189	-	-	-	-	-	N/A
99GV - GENERAL GOVERNMENT	$ 3,056,113	$ 1,893,954	$ 1,893,954	$ 1,893,953	$ 1,800,658	$ 93,296	4.9%
TOTAL PROGRAMS	**$ 26,372,805**	**$ 43,052,385**	**$ 55,480,780**	**$ 59,010,086**	**$ 34,890,051**	**$ 20,590,729**	**37.1%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 42,384	$ 66,134	$ 66,134	$ 178,096	$ 182,815	$ 116,681	176.4%
0635 - OTHER CHARGES FOR SERVICES	3,468,264	6,139,131	6,139,131	2,607,482	-	(6,139,131)	-100.0%
0636 - INTERNAL SERVICE CHARGES	12,245,565	15,794,735	15,794,735	15,680,920	19,987,974	4,193,239	26.5%
SUBTOTAL	$ 15,756,213	$ 22,000,000	$ 22,000,000	$ 18,466,498	$ 20,170,789	$ (1,829,211)	-8.3%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 387,920	$ 500,000	$ 500,000	$ 400,000	$ 400,000	$ (100,000)	-20.0%
0650 - MISCELLANEOUS REVENUE	242,165	-	-	12,395,118	-	-	N/A
SUBTOTAL	$ 630,085	$ 500,000	$ 500,000	$ 12,795,118	$ 400,000	$ (100,000)	-20.0%
ALL REVENUES	$ 16,386,298	$ 22,500,000	$ 22,500,000	$ 31,261,616	$ 20,570,789	$ (1,929,211)	-8.6%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ -	$ 9,620,415	$ 22,005,415	$ 4,571,393	$ 14,991,722	$ (7,013,693)	-31.9%
ALL OTHER FINANCING SOURCES	$ -	$ 9,620,415	$ 22,005,415	$ 4,571,393	$ 14,991,722	$ (7,013,693)	-31.9%
TOTAL SOURCES	$ 16,386,298	$ 32,120,415	$ 44,505,415	$ 35,833,009	$ 35,562,511	$ (8,942,904)	-20.1%

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 1,425,774	$ 1,576,035	$ 1,587,534	$ 1,575,625	$ 1,710,108	$ (122,574)	-7.7%
0705 - TEMPORARY PAY	21,434	74,053	81,919	61,933	21,633	60,286	73.6%
0710 - OVERTIME	2,242	4,500	4,500	2,330	6,000	(1,500)	-33.3%
0750 - FRINGE BENEFITS	458,236	533,268	531,044	563,929	587,099	(56,055)	-10.6%
0790 - OTHER PERSONNEL SERVICES	-	-	43,395	37,266	-	43,395	100.0%
0796 - PERSONNEL SERVICES ALLOC-IN	43,553	-	-	-	-	-	N/A
SUBTOTAL	$ 1,951,239	$ 2,187,856	$ 2,248,392	$ 2,241,083	$ 2,324,840	$ (76,448)	-3.4%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 94,955	$ 122,500	$ 105,359	$ 122,500	$ 121,900	$ (16,541)	-15.7%
0803 - FUEL	4,261	6,000	6,000	5,000	5,000	1,000	16.7%
0804 - NON-CAPITAL EQUIPMENT	23,539	25,000	25,000	25,000	55,672	(30,672)	-122.7%
SUBTOTAL	$ 122,755	$ 153,500	$ 136,359	$ 152,500	$ 182,572	$ (46,213)	-33.9%
SERVICES							
0810 - LEGAL SERVICES	$ 3,987,512	$ 12,124,930	$ 12,124,930	$ 7,596,343	$ 7,079,512	$ 5,045,418	41.6%
0812 - OTHER SERVICES	17,708,198	25,949,646	38,334,646	46,527,607	22,898,869	15,435,777	40.3%
0820 - RENT & OPERATING LEASES	30,770	36,000	36,000	36,000	41,000	(5,000)	-13.9%
0825 - REPAIRS AND MAINTENANCE	1,018	2,500	2,500	2,500	2,500	-	0.0%
0830 - INTERGOVERNMENTAL PAYMENTS	408,092	650,000	650,000	500,000	500,000	150,000	23.1%
0839 - INTERNAL SERVICE CHARGES	2,149,950	1,934,453	1,934,453	1,930,553	1,837,258	97,195	5.0%
0841 - TRAVEL	3,401	6,000	6,000	16,000	16,000	(10,000)	-166.7%
0842 - EDUCATION AND TRAINING	2,541	5,500	5,500	5,500	5,500	-	0.0%
0843 - POSTAGE/FREIGHT/SHIPPING	811	2,000	2,000	2,000	2,000	-	0.0%
SUBTOTAL	$ 24,292,293	$ 40,711,029	$ 53,096,029	$ 56,616,503	$ 32,382,639	$ 20,713,390	39.0%
ALL EXPENDITURES	$ 26,366,287	$ 43,052,385	$ 55,480,780	$ 59,010,086	$ 34,890,051	$ 20,590,729	37.1%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 6,518	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 6,518	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 26,372,805	$ 43,052,385	$ 55,480,780	$ 59,010,086	$ 34,890,051	$ 20,590,729	37.1%

Note: The FY 2013 Forecast erroneously reflected Miscellaneous Revenue of $12.4 million. This amount should actually be reflected as a Non-Recurring Fund Transfer In from the General Fund.

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
675 RISK MANAGEMENT							
OPERATING	$ 16,386,298	$ 22,500,000	$ 22,500,000	$ 31,261,616	$ 20,570,789	$ (1,929,211)	-8.6%
NON-RECURRING	-	-	12,385,000	-	9,942,700	(2,442,300)	-19.7%
FUND TOTAL SOURCES	$ 16,386,298	$ 22,500,000	$ 34,885,000	$ 31,261,616	$ 30,513,489	$ (4,371,511)	-12.5%
676 COUNTY MANAGER RISK MANAGEMENT							
NON-RECURRING	$ -	$ 9,620,415	$ 9,620,415	$ 4,571,393	$ 5,049,022	$ (4,571,393)	-47.5%
FUND TOTAL SOURCES	$ -	$ 9,620,415	$ 9,620,415	$ 4,571,393	$ 5,049,022	$ (4,571,393)	-47.5%
DEPARTMENT OPERATING TOTAL SOURCES	$ 16,386,298	$ 22,500,000	$ 22,500,000	$ 31,261,616	$ 20,570,789	$ (1,929,211)	-8.6%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ -	$ 9,620,415	$ 22,005,415	$ 4,571,393	$ 14,991,722	$ (7,013,693)	-31.9%
DEPARTMENT TOTAL SOURCES	$ 16,386,298	$ 32,120,415	$ 44,505,415	$ 35,833,009	$ 35,562,511	$ (8,942,904)	-20.1%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
675 RISK MANAGEMENT							
OPERATING	$ 26,372,805	$ 33,431,970	$ 33,431,970	$ 54,438,693	$ 29,841,029	$ 3,590,941	10.7%
NON-RECURRING	-	-	12,428,395	-	-	12,428,395	100.0%
FUND TOTAL USES	$ 26,372,805	$ 33,431,970	$ 45,860,365	$ 54,438,693	$ 29,841,029	$ 16,019,336	34.9%
676 COUNTY MANAGER RISK MANAGEMENT							
NON-RECURRING	$ -	$ 9,620,415	$ 9,620,415	$ 4,571,393	$ 5,049,022	$ 4,571,393	47.5%
FUND TOTAL USES	$ -	$ 9,620,415	$ 9,620,415	$ 4,571,393	$ 5,049,022	$ 4,571,393	47.5%
DEPARTMENT OPERATING TOTAL USES	$ 26,372,805	$ 33,431,970	$ 33,431,970	$ 54,438,693	$ 29,841,029	$ 3,590,941	10.7%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 9,620,415	$ 22,048,810	$ 4,571,393	$ 5,049,022	$ 16,999,788	77.1%
DEPARTMENT TOTAL USES	$ 26,372,805	$ 43,052,385	$ 55,480,780	$ 59,010,086	$ 34,890,051	$ 20,590,729	37.1%

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	.53	.52	1.12	1.12	1.12	-	0.0%
EXECUTIVE MANAGEMENT	1.55	2.60	2.30	2.35	2.30	-	0.0%
FINANCIAL SERVICES	1.03	1.03	1.03	1.03	1.03	-	0.0%
HUMAN RESOURCES	.68	.73	.73	.78	.73	-	0.0%
PROCUREMENT	.57	.77	.57	.57	.57	-	0.0%
PROGRAM TOTAL	4.35	5.65	5.75	5.85	5.75	-	0.0%
CLAIMS							
AUTO LIABILITY	.63	.53	.53	.53	.53	-	0.0%
AUTO PROPERTY DAMAGE	.68	.62	.62	.62	.62	-	0.0%
GENERAL LIABILITY	3.75	4.40	4.15	4.45	4.15	-	0.0%
MEDICAL MALPRACTICE	1.60	2.35	2.10	2.40	2.10	-	0.0%
PROFESSIONAL LIABILITY	-	-	.20	.20	.20	-	0.0%
PROPERTY DAMAGE	.75	.70	.70	.70	.70	-	0.0%
UNEMPLOYMENT	.30	.30	.30	.30	.30	-	0.0%
WORKERS COMPENSATION	1.20	1.70	1.80	2.10	3.80	2.00	111.1%
PROGRAM TOTAL	8.90	10.60	10.40	11.30	12.40	2.00	19.2%
INSURANCE AND COVERAGE							
INSURANCE AND COVERAGE	-	-	.50	.50	.50	-	0.0%
PROGRAM TOTAL	-	-	.50	.50	.50	-	0.0%
LOSS CONTROL							
ENVIRONMENTAL MANAGEMENT SVCS	1.95	2.40	2.20	2.20	2.20	-	0.0%
SAFETY MANAGEMENT SERVICES	7.80	7.35	7.15	7.15	8.15	1.00	14.0%
PROGRAM TOTAL	9.75	9.75	9.35	9.35	10.35	1.00	10.7%
DEPARTMENT TOTAL	23.00	26.00	26.00	27.00	29.00	3.00	11.5%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	N/A
Admin/Operations Specialist	4.00	4.00	4.00	4.00	4.00	-	0.0%
Claims Adjuster	4.00	4.00	5.00	5.00	6.00	1.00	20.0%
Claims Adjuster Lead	-	1.00	-	1.00	-	-	N/A
Database Report Writer Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	1.00	-	-	-	-	-	N/A
Deputy Director - Risk Mgmt	-	1.00	1.00	1.00	1.00	-	0.0%
Director - Risk Management	1.00	1.00	1.00	1.00	1.00	-	0.0%
Engineer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Finance Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Financial Supervisor - Dept	1.00	-	-	-	-	-	N/A
Management Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	1.00	1.00	-	-	1.00	1.00	N/A
Office Assistant Specialized	-	-	1.00	1.00	-	(1.00)	(100.0%)
Risk Mgmt Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Safety Representative	6.00	6.00	6.00	6.00	7.00	1.00	16.7%
Special Projects Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**23.00**	**26.00**	**26.00**	**27.00**	**29.00**	**3.00**	**11.5%**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
675 RISK MANAGEMENT	23.00	26.00	26.00	27.00	29.00	3.00	11.5%
Department Total	**23.00**	**26.00**	**26.00**	**27.00**	**29.00**	**3.00**	**11.5%**

Significant Variances

The Department will add a Workers Compensation Accounting Specialist and a Workers Compensation Claims Adjustor, as Workers Compensation will be managed in-house and not by a third party administrator. A contract Safety Representative position will become a regular full-time position in FY 2014.

General Adjustments

Base Adjustments:

County Manager Risk Management Fund (676) Non Recurring Non Project

- Carry-forward $5,049,022 to cover the remaining claims related to special litigation settlements. Monies will be transferred in from the General Fund 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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Percent of AL claims closed in the year	N/A	N/A	N/A	62.5%	N/A	N/A
Percent of APD claims closed	N/A	N/A	N/A	81.6%	N/A	N/A
Percent of County expenditures spent on Risk Management (Cost of Risk)	N/A	1.1%	1.1%	2.0%	0.9%	89.7%
Percent of GL claims closed	N/A	N/A	N/A	80.0%	N/A	N/A
Percent of MM claims closed	N/A	N/A	N/A	62.5%	N/A	N/A
Percent of PD claims closed	N/A	N/A	N/A	77.8%	N/A	N/A
Percent of potential liability saved	N/A	N/A	N/A	0.0%	N/A	N/A
Percent of WC claims closed	N/A	N/A	N/A	50.0%	N/A	N/A
Percent of PL claims closed	N/A	N/A	N/A	37.5%	N/A	N/A

Activities that comprise this Program include:

- General Liability
- Auto Liability
- Medical Malpractice
- Auto Property Damage
- Professional Liability
- Property Damage

General Liability Activity

The purpose of the General Liability Activity is to provide general liability claims and insurance services to Maricopa County departments, districts and Risk Trust members so they can reduce or manage the cost of claims, expenses, and obtain general liability insurance at the best possible cost to the County.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of County expenditures spent on Risk Management (Cost of Risk)	N/A	1.1%	1.1%	2.0%	0.9%	89.7%
Result	Percent of GL Claims Closed	N/A	N/A	N/A	80.0%	N/A	N/A
Output	Number of GL Claims Closed	N/A	N/A	N/A	320	N/A	N/A
Demand	Number of GL Claims Opened and Pending	N/A	N/A	N/A	400	N/A	N/A
Efficiency	Cost Per Claim Closed	N/A	N/A	N/A	$ 28,043.10	N/A	N/A
Revenue							
	675 - RISK MANAGEMENT	$ 7,518,740	$ 7,021,940	$ 19,149,322	$ 18,366,208	$ 11,344,268	161.6%
	TOTAL SOURCES	$ 7,518,740	$ 7,021,940	$ 19,149,322	$ 18,366,208	$ 11,344,268	161.6%
Expenditure							
	675 - RISK MANAGEMENT	$ 6,559,855	$ 21,760,924	$ 14,125,434	$ 8,973,791	$ 12,787,133	58.8%
	TOTAL USES	$ 6,559,855	$ 21,760,924	$ 14,125,434	$ 8,973,791	$ 12,787,133	58.8%

Activity Narrative: Historical performance data is not available as activity measures are new in FY 2014. The FY 2013 budget included non-recurring expenditures of almost $12.4 million associated with settlement of several large claims. The FY 2014 budget reflects an anticipated return to more normal levels of general liability claims and claims-related expenditures. FY 2013 Forecast and FY 2014 Adopted sources reflect anticipated fund transfers into the Risk Trust Fund from the General and Detention Funds to cover any cash shortages associated with settlement of large claims.

Auto Liability Activity

The purpose of the Auto Liability Activity is to provide auto liability claims and insurance services to Maricopa County departments, districts and Risk Trust members so they can reduce or manage the cost of claims, expenses, and obtain auto liability insurance at the best possible cost to the County.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of AL claims Closed in the Year	N/A	N/A	N/A	62.5%	N/A	N/A
Output	Number of AL Claims Closed	N/A	N/A	N/A	100	N/A	N/A
Demand	Number of AL Claims Opened and Pending	N/A	N/A	N/A	160	N/A	N/A
Efficiency	Cost per AL Claims Closed	N/A	N/A	N/A	$ 12,304.45	N/A	N/A
Revenue							
	675 - RISK MANAGEMENT	$ 491,712	$ 849,607	$ 846,942	$ 1,152,874	$ 303,267	35.7%
	TOTAL SOURCES	$ 491,712	$ 849,607	$ 846,942	$ 1,152,874	$ 303,267	35.7%
Expenditure							
	675 - RISK MANAGEMENT	$ 2,140,939	$ 1,550,475	$ 1,222,154	$ 1,230,445	$ 320,030	20.6%
	TOTAL USES	$ 2,140,939	$ 1,550,475	$ 1,222,154	$ 1,230,445	$ 320,030	20.6%

Activity Narrative: Historical performance data is not available as activity measures are new in FY 2014. The FY 2014 budget reflects reduced spending and associated internal service revenue as a result of fewer auto liability claims.

Medical Malpractice Activity

The purpose of the Medical Malpractice Activity is to provide medical malpractice claims and insurance services to Maricopa County departments, districts and Risk Trust members so they can reduce or manage the cost of claims, expenses, and obtain medical malpractice insurance at the best possible cost to the County.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of MM Claims Closed	N/A	N/A	N/A	62.5%	N/A	N/A
Output	Number of Claims Closed	N/A	N/A	N/A	100	N/A	N/A
Demand	Number of MM Claims Opened and Pending	N/A	N/A	N/A	160	N/A	N/A
Efficiency	Cost per MM Claim Closed	N/A	N/A	N/A	$ 24,788.02	N/A	N/A
Revenue							
	675 - RISK MANAGEMENT	$ 3,403,379	$ 4,755,226	$ 2,468,065	$ 2,418,918	$ (2,336,308)	-49.1%
	TOTAL SOURCES	$ 3,403,379	$ 4,755,226	$ 2,468,065	$ 2,418,918	$ (2,336,308)	-49.1%
Expenditure							
	675 - RISK MANAGEMENT	$ 2,873,302	$ 5,328,065	$ 19,306,081	$ 2,478,802	$ 2,849,263	53.5%
	TOTAL USES	$ 2,873,302	$ 5,328,065	$ 19,306,081	$ 2,478,802	$ 2,849,263	53.5%

Activity Narrative: Historical performance data is not available as activity measures are new in FY 2014. MIHS withdrew from the County's Risk Trust in FY 2013, resulting in reduced claims and claims related medical malpractice expenditures in FY 2014. Revenues, which are reimbursement for these expenditures from Trust Pool participants, will also decline as a result of MIHS departure from the Risk Trust.

Auto Property Damage Activity

The purpose of the Auto Property Damage Activity is to provide auto property damage claims and insurance services to Maricopa County departments, districts and Risk Trust members so they can reduce or manage the cost of claims, expenses, and obtain auto property damage insurance at the best possible cost to the County.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of APD Claims Closed	N/A	N/A	N/A	81.6%	N/A	N/A
Output	Number of APD Claims Closed	N/A	N/A	N/A	320	N/A	N/A
Demand	Number of APD Claims Opened and Pending	N/A	N/A	N/A	392	N/A	N/A
Efficiency	Cost per APD claim closed	N/A	N/A	N/A	$ 1,445.31	N/A	N/A
Revenue							
	675 - RISK MANAGEMENT	$ 320,027	$ 528,509	$ 526,927	$ 423,506	$ (105,003)	-19.9%
	TOTAL SOURCES	$ 320,027	$ 528,509	$ 526,927	$ 423,506	$ (105,003)	-19.9%
Expenditure							
	675 - RISK MANAGEMENT	$ (1,019,328)	$ 828,933	$ 480,249	$ 462,499	$ 366,434	44.2%
	TOTAL USES	$ (1,019,328)	$ 828,933	$ 480,249	$ 462,499	$ 366,434	44.2%

Activity Narrative: Historical performance data is not available as activity measures are new in FY 2014. Expenditures are expected to decrease when compared to FY 2013 Revised, as FY 2013 included expenditures associated with an unusually high volume of hail damage claims. FY 2014 represents a more normal claim volume and related expenditures.

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 as required by County governance.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of PL Claims Closed	N/A	N/A	N/A	37.5%	N/A	N/A
Output	Number of PL Claims Closed	N/A	N/A	N/A	12	N/A	N/A
Demand	Number of PL Claims Opened and Pending	N/A	N/A	N/A	32	N/A	N/A
Efficiency	Cost per PL Claim Closed	N/A	N/A	N/A	$ 4,648.33	N/A	N/A
Revenue							
	675 - RISK MANAGEMENT	$ -	$ 140,343	$ 135,743	$ 30,404	$ (109,939)	-78.3%
	TOTAL SOURCES	$ -	$ 140,343	$ 135,743	$ 30,404	$ (109,939)	-78.3%
Expenditure							
	675 - RISK MANAGEMENT	$ -	$ 205,642	$ 206,255	$ 55,780	$ 149,862	72.9%
	TOTAL USES	$ -	$ 205,642	$ 206,255	$ 55,780	$ 149,862	72.9%

Activity Narrative: Historical performance data is not available as activity measures are new in FY 2014. In FY 2014, revenues and expenditures are expected to decrease as fewer claims associated with the defense of employees' professional licenses challenged by a third party are expected.

Property Damage Activity

The purpose of the Property Damage Activity is to provide property damage claims and insurance services to Maricopa County departments, districts and Risk Trust members so they can reduce or manage the cost of claims, expenses, and obtain property damage insurance at the best possible cost to the County.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of PD Claims Closed	N/A	N/A	N/A	77.8%	N/A	N/A
Output	Number of PD Claims Closed	N/A	N/A	N/A	140	N/A	N/A
Demand	Number of PD Claims Opened and Pending	N/A	N/A	N/A	180	N/A	N/A
Efficiency	Cost per PD Claim Closed	N/A	N/A	N/A	$ 2,281.87	N/A	N/A
Revenue							
	675 - RISK MANAGEMENT	$ 668,002	$ 253,323	$ 241,099	$ 286,490	$ 33,167	13.1%
	TOTAL SOURCES	$ 668,002	$ 253,323	$ 241,099	$ 286,490	$ 33,167	13.1%
Expenditure							
	675 - RISK MANAGEMENT	$ 1,490,463	$ 606,330	$ 1,422,094	$ 319,462	$ 286,868	47.3%
	TOTAL USES	$ 1,490,463	$ 606,330	$ 1,422,094	$ 319,462	$ 286,868	47.3%

Activity Narrative: Historical performance data is not available as activity measures are new in FY 2014. Prior year expenditures were unusually high due to multi-year payments associated with a large number of 2010 hail damage claims. In FY 2014 expenditures are reduced to reflect a more normalized number of property damage claims.

Environmental Management

The purpose of the Environmental Management Program is to provide environmental technical services to Maricopa County departments, districts, and Risk Trust members so they can minimize or eliminate liabilities.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent Reduction/Increase in possible Environmental Liability exposures	N/A	N/A	N/A	10.0%	N/A	N/A
Output	Difference in value of Liability Exposures	N/A	N/A	N/A	500,000	N/A	N/A
Demand	Dollar Value of Environmental Liability Exposures	N/A	N/A	N/A	5,000,000	N/A	N/A
Efficiency	Cost per Environmental Exposure	N/A	N/A	N/A	$ 0.54	N/A	N/A
Expenditure							
	675 - RISK MANAGEMENT	$ 83,491	$ 502,674	$ 324,415	$ 268,576	$ 234,098	46.6%
	TOTAL USES	$ 83,491	$ 502,674	$ 324,415	$ 268,576	$ 234,098	46.6%

Activity Narrative: Historical performance data is not available as activity measures are new in FY 2014. Expenditures are decreasing in FY 2014 due to funding being reallocated to the new Environmental Liability Claims Activity and the Environmental Property Damage Claims Activity.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of EL Claims Closed in the Fiscal Year	N/A	N/A	N/A	95.7%	N/A	N/A
Output	Number of EL Claims Closed	N/A	N/A	N/A	44	N/A	N/A
Demand	Number of EL Claims Opened and Pending	N/A	N/A	N/A	46	N/A	N/A
Efficiency	Cost per EL Claim Closed	N/A	N/A	N/A	$ 27,522.73	N/A	N/A
Revenue							
	675 - RISK MANAGEMENT	$ -	$ 611,575	$ 604,764	$ 1,135,870	$ 524,295	85.7%
	TOTAL SOURCES	$ -	$ 611,575	$ 604,764	$ 1,135,870	$ 524,295	85.7%
Expenditure							
	675 - RISK MANAGEMENT	$ -	$ 841,970	$ 1,612,129	$ 1,211,000	$ (369,030)	-43.8%
	TOTAL USES	$ -	$ 841,970	$ 1,612,129	$ 1,211,000	$ (369,030)	-43.8%

Activity Narrative: Historical performance data is not available as activity measures are new in FY 2014. Revenue and expenditures are higher in FY 2014 due to the reallocation of some claims and funding from the Environmental Management Activity.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of EPD Claims Closed	N/A	N/A	N/A	50.0%	N/A	N/A
Output	Number of EPD Claims Closed	N/A	N/A	N/A	1	N/A	N/A
Demand	Number of EPD Claims Opened and Pending	N/A	N/A	N/A	2	N/A	N/A
Efficiency	Cost per EPD Claim Closed	N/A	N/A	N/A	$ 450,000.00	N/A	N/A
Revenue							
	675 - RISK MANAGEMENT	$ -	$ 587,068	$ 582,139	$ 429,580	$ (157,488)	-26.8%
	TOTAL SOURCES	$ -	$ 587,068	$ 582,139	$ 429,580	$ (157,488)	-26.8%
Expenditure							
	675 - RISK MANAGEMENT	$ -	$ 575,856	$ 447,757	$ 450,000	$ 125,856	21.9%
	TOTAL USES	$ -	$ 575,856	$ 447,757	$ 450,000	$ 125,856	21.9%

Activity Narrative: Historical performance data is not available as activity measures are new in FY 2014. Revenues and expenditures are expected to decrease in FY 2014 due to a decrease in the number of environmental property damage claims.

Workers Compensation and Insurance

The purpose of the Workers Compensation and Insurance Program is to provide administration of the self-insured Workers Compensation Program and insurance coverage 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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Percent of insurance policies purchased/renewed prior to effective date	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of volunteer program/internships authorized for Risk Trust indemnity	N/A	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this Program include:

- Unemployment
- Worker's Compensation
- Insurance and Coverage

Unemployment Activity

The purpose of the Unemployment Activity is to provide unemployment claims oversight and insurance services to Maricopa County departments, districts and Risk Trust members so they can reduce or manage the cost of claims, expenses.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Potential Liability Saved	N/A	N/A	N/A	0.0%	N/A	N/A
Output	Number of non-protestable UN claims	N/A	N/A	N/A	548	N/A	N/A
Demand	Number of UN Claims	N/A	N/A	N/A	876	N/A	N/A
Efficiency	Cost per non-protestable UN claim	N/A	N/A	N/A	$ 1,617.98	N/A	N/A
Revenue							
	675 - RISK MANAGEMENT	$ 684,984	$ 1,054,068	$ 929,144	$ 621,425	$ (432,643)	-41.0%
	TOTAL SOURCES	$ 684,984	$ 1,054,068	$ 929,144	$ 621,425	$ (432,643)	-41.0%
Expenditure							
	675 - RISK MANAGEMENT	$ 1,647,299	$ 1,533,024	$ 877,527	$ 886,655	$ 646,369	42.2%
	TOTAL USES	$ 1,647,299	$ 1,533,024	$ 877,527	$ 886,655	$ 646,369	42.2%

Activity Narrative: Historical performance data is not available as activity measures are new in FY 2014. Fewer claims are expected in FY 2014 as a result of MIHS withdrawing from the Trust Pool. Expenditures and revenues will decline as a result of the reduction in claims.

Worker's Compensation Activity

The purpose of the Worker's Compensation Activity is to provide worker's compensation claims oversight and insurance services to Maricopa County departments, districts and Risk Trust members so they can reduce or manage the cost of claims, expenses, and obtain workers compensation insurance at the best possible cost to the County.

Mandates: Administrative mandate as required by County governance.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of WC Claims Closed	N/A	N/A	N/A	50.0%	N/A	N/A
Output	Number of WC Claims Closed	N/A	N/A	N/A	400	N/A	N/A
Demand	Number of WC Claims Opened and Pending	N/A	N/A	N/A	800	N/A	N/A
Efficiency	Cost per WC Claim Closed	N/A	N/A	N/A	$ 12,630.31	N/A	N/A
Revenue							
	675 - RISK MANAGEMENT	$ 2,911,534	$ 6,198,341	$ 5,375,830	$ 5,248,214	$ (950,127)	-15.3%
	TOTAL SOURCES	$ 2,911,534	$ 6,198,341	$ 5,375,830	$ 5,248,214	$ (950,127)	-15.3%
Expenditure							
	675 - RISK MANAGEMENT	$ 8,139,455	$ 5,368,366	$ 5,519,512	$ 5,052,125	$ 316,241	5.9%
	TOTAL USES	$ 8,139,455	$ 5,368,366	$ 5,519,512	$ 5,052,125	$ 316,241	5.9%

Activity Narrative: Historical performance data is not available as activity measures are new in FY 2014. Revenues and expenditures are expected to decrease in FY 2014 as Workers Compensation claims will be handled in-house rather than by a third party administrator and MIHS claims will no longer be covered. This change is expected to increase efficiency.

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 as required by County governance.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of insurance policies purchased/renewed prior to effective date	N/A	833.3%	833.3%	100.0%	(733.3%)	-88.0%
Result	Percent of volunteer program/internships authorized for Risk Trust indemnity	N/A	200.0%	200.0%	100.0%	(100.0%)	-50.0%
Output	Number of volunteer programs reviewed	N/A	50	50	40	(10)	-20.0%
Output	Number of insurance policies purchased/renewed	N/A	12	12	12	-	0.0%
Demand	Number of volunteer programs requiring review	N/A	50	50	40	(10)	-20.0%
Demand	Number of insurance policies required/requested	N/A	12	12	12	-	0.0%
Efficiency	Cost of volunteer programs reviewed	N/A	$ 67,044.66	$ 107,851.60	$ 127,852.70	$ (60,808.04)	-90.7%
Efficiency	Cost of insurance policies purchased/renewed	N/A	$ 279,352.75	$ 449,381.67	$ 426,175.67	$(146,822.92)	-52.6%
Expenditure							
	675 - RISK MANAGEMENT	$ -	$ 3,352,233	$ 5,392,580	$ 5,114,108	$ (1,761,875)	-52.6%
	TOTAL USES	$ -	$ 3,352,233	$ 5,392,580	$ 5,114,108	$ (1,761,875)	-52.6%

Activity Narrative: FY 2013 Revised and Forecast performance data is not accurate, so a year-to-year comparison of results is not meaningful. Expenditures are increasing in FY 2014, primarily as a result of increases in general liability excess coverage insurance.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent reduction/increase in possible Environmental Liability exposures	N/A	N/A	N/A	10.0%	N/A	N/A
Percent reduction/increase of County injury incident rate compared to a 3 year average rate	9.9%	105.7%	105.7%	3.7%	-102.0%	-96.5%
Percent of auto accidents per miles driven	N/A	0.0%	0.0%	0.0%	-0.0%	-10.9%
Percent of County employees not injured	N/A	N/A	N/A	99.3%	N/A	N/A
Percent of EL claims closed in the fiscal year	N/A	N/A	N/A	95.7%	N/A	N/A
Percent of EPD claims closed	N/A	N/A	N/A	50.0%	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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent reduction/increase of County injury incident rate compared to a 3 year average rate	9.9%	105.7%	105.7%	3.7%	(102.0%)	-96.5%
Result	Percent of auto accidents per miles driven	N/A	0.0%	0.0%	0.0%	(0.0%)	-10.9%
Result	Percent of County employees not Injured	N/A	N/A	N/A	99.3%	N/A	N/A
Output	Number of County Employees not Injured	N/A	N/A	N/A	14,890	N/A	N/A
Demand	Number of County Employees	N/A	N/A	N/A	15,000	N/A	N/A
Efficiency	Cost per County employee not injured	N/A	N/A	N/A	$ 53.07	N/A	N/A
Expenditure							
	675 - RISK MANAGEMENT	$ 669,060	$ 697,754	$ 732,328	$ 790,268	$ (92,514)	-13.3%
	TOTAL USES	$ 669,060	$ 697,754	$ 732,328	$ 790,268	$ (92,514)	-13.3%

Activity Narrative: Historical performance data is not available as activity measures are new in FY 2014. Expenditures are expected to increase in FY 2014 to support additional training of County and Special District employees.

Appropriated Budget Reconciliation

Risk Management Fund (675)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 33,431,970**	**$ 22,500,000**
FY 2013 Revised Budget		**$ 33,431,970**	**$ 22,500,000**
FY 2014 Budget Target		**$ 33,431,970**	**$ 22,500,000**
Adjustments:			
Fees and Other Revenues		**$ (3,590,941)**	**$ (1,929,211)**
ProgRevenue Volume Inc/Dec		*(3,590,941)*	*(1,929,211)*
FY 2014 Adopted Budget		**$ 29,841,029**	**$ 20,570,789**
Percent Change from Target Amount		*-10.7%*	*-8.6%*
		Expenditures	**Revenue**
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ -**	**$ -**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Salary Adjustments		**$ 43,395**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*	*43,395*	*-*
Non Recurring		**$ 12,385,000**	**$ 12,385,000**
Transfer for Risk Mngt Self-Insured Trust Fund	*C-75-13-025-2-00*	*12,385,000*	*12,385,000*
FY 2013 Revised Budget		**$ 12,428,395**	**$ 12,385,000**
Adjustments:	Agenda Item:		
Employee Compensation and Benefits			
Employee Salary Adjustments		**$ (43,395)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*	*(43,395)*	*-*
Non Recurring		**$ (12,385,000)**	**$ (12,385,000)**
Transfer for Risk Mngt Self-Insured Trust Fund	*C-75-13-025-2-00*	*(12,385,000)*	*(12,385,000)*
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Base Adjustments		**$ -**	**$ 9,942,700**
Risk Management Transfer		*-*	*9,942,700*
FY 2014 Adopted Budget		**$ -**	**$ 9,942,700**
Percent Change from Target Amount			

Risk Management Fund (675) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 23,796,324	$ 4,082,126	$ 4,082,126	$ 14,629,084	$ (8,547,993)
Sources:					
Operating	$ 16,386,298	$ 22,500,000	$ 22,500,000	$ 31,261,616	$ 20,570,789
Non-Recurring	-	-	12,385,000	-	9,942,700
Total Sources:	$ 16,386,298	$ 22,500,000	$ 34,885,000	$ 31,261,616	$ 30,513,489
Uses:					
Operating	$ 26,372,805	$ 33,431,970	$ 33,431,970	$ 54,438,693	$ 29,841,029
Non-Recurring	-	-	12,428,395	-	-
Total Uses:	$ 26,372,805	$ 33,431,970	$ 45,860,365	$ 54,438,693	$ 29,841,029
Structural Balance	$ (9,986,507)	$ (10,931,970)	$ (10,931,970)	$ (23,177,077)	$ (9,270,240)
Accounting Adjustments	$ 819,267	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 14,629,084	$ -	$ -	$ -	$ -
Unassigned	-	(6,849,844)	(6,893,239)	(8,547,993)	(7,875,533)
Total Ending Spendable Fund Balance	$ 14,629,084	$ (6,849,844)	$ (6,893,239)	$ (8,547,993)	$ (7,875,533)

Note: The forecasted spending for FY 2013 is too high. Spending is anticipated to be much lower and the ending fund balance is expected to be positive.

County Manager Risk Management Fund (676)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2013 Adopted Budget	**$ 9,620,415**	**$ 9,620,415**
FY 2013 Revised Budget	**$ 9,620,415**	**$ 9,620,415**
Adjustments:		
Non Recurring	**$ (9,620,415)**	**$ (9,620,415)**
Non Recurring Carry Forward	*(9,620,415)*	*(9,620,415)*
FY 2014 Budget Target	**$ -**	**$ -**
Adjustments:		
Non Recurring	**$ 5,049,022**	**$ 5,049,022**
Non Recurring Carry Forward	*5,049,022*	*5,049,022*
FY 2014 Adopted Budget	**$ 5,049,022**	**$ 5,049,022**
Percent Change from Target Amount		

County Manager Risk Management Fund (676) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Sources:					
Non-Recurring	2,716,417	9,620,415	9,620,415	4,571,393	5,049,022
Total Sources:	$ 2,716,417	$ 9,620,415	$ 9,620,415	$ 4,571,393	$ 5,049,022
Uses:					
Non-Recurring	2,716,417	9,620,415	9,620,415	4,571,393	5,049,022
Total Uses:	$ 2,716,417	$ 9,620,415	$ 9,620,415	$ 4,571,393	$ 5,049,022
Ending Spendable Fund Balance:					

Sheriff

Analysis by Timothy C. Snyder, Management and Budget Analyst

Summary

Mission

The mission of the Maricopa County Sheriff's Office is to provide law enforcement, detention, and crime prevention services to the public so they can be safe and secure in 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 2015, 48% or more of the overall Sheriff's Office patrol district response times for emergency/Priority 1 calls for service will average 5 minutes or less.

Status: The Sheriff's Office is achieving this goal. As of February 2013, MCSO has responded to 53.9% of Priority 1 calls within 5 minutes or less. At the time of this analysis, MCSO had responded to a total of 983 Priority 1 calls in FY 2013.

Safe Communities

By 2015, 93.5% of Priority 1 emergency calls for service will be dispatched to field Officers within two minutes.

Status: The Sheriff's Office is striving to reach this goal. It is anticipated that the transition to the new Sheriff's headquarters and 911 dispatch center will have a positive impact on this measure.

Safe Communities

By 2015, the Sheriff's Office will consistently maintain safe jail facilities and contain inmate to inmate assaults while in custody to less than 1%.

Status: The Sheriff's Office is meeting this goal. Presently, 99.6% of inmates in custody are not assaulted. The Sheriff's Office expects to continue achieving this goal.

Department Specific

By FY 2014, the Sheriff's Office will begin the first phase of implementing a multi-year plan for the replacement, refurbishment, updating/upgrading of 100% mission-critical infrastructure items that have been identified.

Status: The Sheriff's Office is on schedule to meet this goal. The new Sheriff's Headquarters/911 building will be completed in FY 2014 with occupancy anticipated in November 2013. Other projects underway include: replacing the recording systems in the jail facilities; field reporting and record management systems for law enforcement; Jail Management System (JMS) replacement; and jail master plan development for detention facilities.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
CVPR - CIVIL PROCESS	$ 636,612	$ 639,000	$ 639,000	$ 667,747	$ 639,000	$ -	0.0%
50CC - COURT COMPLIANCE AND SECURITY	$ 636,612	$ 639,000	$ 639,000	$ 667,747	$ 639,000	$ -	0.0%
IARP - INMATE SUBST ABUSE RECOVERY	$ 55,785	$ 77,143	$ 77,143	$ 78,338	$ 167,952	$ 90,809	117.7%
IEPA - INMATE EDUCATION	390,329	524,403	464,700	469,657	574,843	110,143	23.7%
IIAR - INMATE INTAKE AND RELEASE	167,461	173,902	205,239	197,125	188,320	(16,919)	-8.2%
INSS - INMATE CANTEEN AND OPTION SVCS	11,115,675	12,322,361	12,322,361	12,492,519	11,622,000	(700,361)	-5.7%
ISTP - INMATE SKILLS AND TRAINING	17,782	19,296	19,296	21,090	19,296	-	0.0%
JIAS - JAIL INTELLIGENCE AND SECURITY	-	48,500	46,679	46,679	48,500	1,821	3.9%
PRDM - INMATE DETENTION HOUSING	28,982,125	33,476,797	33,476,797	30,272,126	29,668,456	(3,808,341)	-11.4%
50CM - CUSTODY MANAGEMENT	$ 40,729,157	$ 46,642,402	$ 46,612,215	$ 43,577,534	$ 42,289,367	$ (4,322,848)	-9.3%
MCSI - INFO AND COMM TECHNOLOGY	$ 195,475	$ 132,029	$ 132,029	$ 128,015	$ 266,441	$ 134,412	101.8%
PPEV - PROPERTY AND EVIDENCE	47,019	14,000	14,000	276,479	242,600	228,600	1632.9%
TRAG - MANDATED ENF AND DET TRAINING	75,038	74,167	74,524	74,523	54,290	(20,234)	-27.2%
50CO - ENF AND DET OPERATION RESOURCE	$ 317,532	$ 220,196	$ 220,553	$ 479,017	$ 563,331	$ 342,778	155.4%
DISP - DISPATCH	$ 260,425	$ 258,664	$ 258,664	$ 251,105	$ 293,091	$ 34,427	13.3%
DSTR - DISAST AND COMM THRE DISR RESP	2,167,148	1,994,121	1,814,887	1,814,889	1,368,048	(446,839)	-24.6%
ENFO - ENFORCEMENT SUPPORT	2,464,721	2,207,551	2,511,646	2,183,870	2,237,926	(273,720)	-10.9%
INVT - INVESTIGATIONS	4,678,722	5,275,993	5,935,978	4,847,536	5,836,239	(99,739)	-1.7%
PATR - PATROL	10,355,280	10,017,023	10,591,963	10,088,745	10,256,745	(335,218)	-3.2%
WRNT - WARR AND RECOR INFO PROCESSING	230,157	75,000	87,121	74,600	35,000	(52,121)	-59.8%
50EN - ENFORCEMENT	$ 20,156,453	$ 19,828,352	$ 21,200,259	$ 19,260,745	$ 20,027,049	$ (1,173,210)	-5.5%
FSAC - FINANCIAL SERVICES	$ 331,000	$ 438,768	$ 438,768	$ 426,009	$ 425,568	$ (13,200)	-3.0%
ODIR - EXECUTIVE MANAGEMENT	693	-	-	-	-	-	N/A
PROC - PROCUREMENT	227	-	-	209	-	-	N/A
99AS - ADMINISTRATIVE SERVICES	$ 331,920	$ 438,768	$ 438,768	$ 426,218	$ 425,568	$ (13,200)	-3.0%
GGOV - GENERAL GOVERNMENT	$ 14,393,700	$ 15,580	$ 15,580	$ 19,594	$ 15,580	$ -	0.0%
ISFC - INTERNAL SERVICE FUND CHARGES	-	34,783	34,783	-	-	(34,783)	-100.0%
99GV - GENERAL GOVERNMENT	$ 14,393,700	$ 50,363	$ 50,363	$ 19,594	$ 15,580	$ (34,783)	-69.1%
TOTAL PROGRAMS	**$ 76,565,374**	**$ 67,819,081**	**$ 69,161,158**	**$ 64,430,855**	**$ 63,959,895**	**$ (5,201,263)**	**-7.5%**

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
USES							
CTSC - COURT SECURITY	$ -	$ 3,187,704	$ 3,457,314	$ 3,309,243	$ 3,459,377	$ (2,063)	-0.1%
CVPR - CIVIL PROCESS	4,162,599	4,548,522	4,569,176	4,310,009	4,653,463	(84,287)	-1.8%
EXTR - EXTRADITIONS	1,895,726	1,743,465	1,738,914	1,676,865	1,790,654	(51,740)	-3.0%
INTR - INMATE TRANSPORT	14,876,038	13,262,375	12,718,704	12,689,058	13,029,092	(310,388)	-2.4%
50CC - COURT COMPLIANCE AND SECURITY	$ 20,934,363	$ 22,742,066	$ 22,484,108	$ 21,985,175	$ 22,932,586	$ (448,478)	-2.0%
IARP - INMATE SUBST ABUSE RECOVERY	$ 1,072,962	$ 2,264,101	$ 2,369,042	$ 1,415,349	$ 1,436,979	$ 932,063	39.3%
IEPA - INMATE EDUCATION	1,431,802	2,756,567	2,513,017	1,763,412	2,428,951	84,066	3.3%
IIAR - INMATE INTAKE AND RELEASE	18,495,538	19,119,409	19,859,660	19,467,230	19,669,178	190,482	1.0%
INLA - INMATE LABOR	405,858	421,536	417,326	392,423	397,366	19,960	4.8%
INSS - INMATE CANTEEN AND OPTION SVCS	4,658,505	3,729,350	3,822,802	4,063,123	4,373,100	(550,298)	-14.4%
ISTP - INMATE SKILLS AND TRAINING	675,761	1,731,997	1,813,153	1,367,182	1,622,183	190,970	10.5%
JIAS - JAIL INTELLIGENCE AND SECURITY	2,347,104	2,481,418	2,382,038	2,348,697	2,407,312	(25,274)	-1.1%
MANS - INMATE RELATED MANDATES	5,854,061	10,943,829	12,402,274	12,666,657	13,607,706	(1,205,432)	-9.7%
PRDM - INMATE DETENTION HOUSING	97,126,327	100,140,097	100,230,304	97,648,737	98,040,676	2,189,628	2.2%
50CM - CUSTODY MANAGEMENT	$ 132,067,918	$ 143,588,304	$ 145,809,616	$ 141,132,810	$ 143,983,451	$ 1,826,165	1.3%
AVIA - AVIATION	$ -	$ 2,291,656	$ 2,311,773	$ 2,374,588	$ 2,812,392	$ (500,619)	-21.7%
FMGT - SHERIFFS VEHICLE FLEET	348,091	341,061	345,503	359,045	358,256	(12,753)	-3.7%
MCSI - INFO AND COMM TECHNOLOGY	3,991,809	2,563,459	2,499,338	1,809,524	3,105,276	(605,938)	-24.2%
PPEV - PROPERTY AND EVIDENCE	1,000,069	1,001,863	1,092,880	1,060,702	1,240,862	(147,982)	-13.5%
PROF - EMPLOYEE PROFESSIONAL STANDARD	2,907,314	3,301,741	3,420,175	3,424,045	3,586,118	(165,943)	-4.9%
TRAG - MANDATED ENF AND DET TRAINING	3,847,854	4,623,849	5,810,025	4,931,777	6,419,133	(609,108)	-10.5%
50CO - ENF AND DET OPERATION RESOURCE	$ 12,095,137	$ 14,123,629	$ 15,479,694	$ 13,959,681	$ 17,522,037	$ (2,042,343)	-13.2%
DISP - DISPATCH	$ 2,767,027	$ 3,074,372	$ 3,149,890	$ 3,066,584	$ 3,165,050	$ (15,160)	-0.5%
DSTR - DISAST AND COMM THRE DISR RESP	2,007,126	3,038,489	2,780,507	1,792,351	2,277,248	503,259	18.1%
ENFO - ENFORCEMENT SUPPORT	10,858,871	5,549,093	5,937,543	5,893,442	6,056,519	(118,976)	-2.0%
INVT - INVESTIGATIONS	16,979,293	18,020,989	18,992,036	17,412,235	19,690,315	(698,279)	-3.7%
PATR - PATROL	33,964,269	35,129,608	35,507,065	34,780,899	37,856,514	(2,349,449)	-6.6%
SRCH - SEARCH AND RESCUE	1,582	151,470	151,470	101,562	150,096	1,374	0.9%
SWAT - SPEC WEAPONS AND TACTICS	-	3,143,635	3,080,682	3,100,972	3,353,084	(272,402)	-8.8%
WRNT - WARR AND RECOR INFO PROCESSING	1,671,364	1,844,511	1,832,045	1,704,496	1,832,147	(102)	0.0%
50EN - ENFORCEMENT	$ 68,249,532	$ 69,952,167	$ 71,431,238	$ 67,852,541	$ 74,380,973	$ (2,949,735)	-4.1%
BLDR - BUILDINGS AND GROUNDS	$ 2,603,011	$ 2,343,084	$ 2,324,940	$ 2,547,247	$ 2,328,006	$ (3,066)	-0.1%
70OM - BLDG OPERATIONS AND MAINT	$ 2,603,011	$ 2,343,084	$ 2,324,940	$ 2,547,247	$ 2,328,006	$ (3,066)	-0.1%
BDGT - BUDGETING	$ 137,240	$ 176,597	$ 114,862	$ 117,553	$ 128,758	$ (13,896)	-12.1%
FSAC - FINANCIAL SERVICES	1,092,654	1,165,499	1,211,825	1,223,690	1,328,893	(117,068)	-9.7%
HRAC - HUMAN RESOURCES	2,610,605	2,547,183	2,701,235	2,550,447	2,649,590	51,645	1.9%
ODIR - EXECUTIVE MANAGEMENT	5,020,005	5,712,027	5,151,712	4,927,813	5,414,589	(262,877)	-5.1%
PROC - PROCUREMENT	496,223	515,030	522,279	540,194	531,089	(8,810)	-1.7%
RMGT - RISK MANAGEMENT	519,387	513,416	487,515	478,097	540,170	(52,655)	-10.8%
99AS - ADMINISTRATIVE SERVICES	$ 9,876,114	$ 10,629,752	$ 10,189,428	$ 9,837,794	$ 10,593,089	$ (403,661)	-4.0%
CSCA - CENTRAL SERVICE COST ALLOC	$ -	$ -	$ -	$ -	$ 14,863	$ (14,863)	N/A
GGOV - GENERAL GOVERNMENT	23,707,932	-	-	-	8,453,855	(8,453,855)	N/A
ISFC - INTERNAL SERVICE FUND CHARGES	7,466,166	10,800,005	10,800,005	10,675,791	12,271,414	(1,471,409)	-13.6%
POOL - POOLED COSTS	-	-	-	-	(2,442,537)	2,442,537	N/A
99GV - GENERAL GOVERNMENT	$ 31,174,098	$ 10,800,005	$ 10,800,005	$ 10,675,791	$ 18,297,595	$ (7,497,590)	-69.4%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 2,174,763	$ 2,056,743	$ 2,608,561	$ 2,226,813	$ 2,793,098	$ (184,537)	-7.1%
DACR - DATA CENTER	2,411,493	1,751,479	1,797,812	1,854,191	3,479,537	(1,681,725)	-93.5%
DESK - DESKTOP SUPPORT	576,740	760,773	754,962	759,523	768,963	(14,001)	-1.9%
GISA - GIS APPLICATION DEV AND SUPP	490,895	514,154	514,154	513,136	483,604	30,550	5.9%
HDSP - HELP DESK SUPPORT	359,964	354,246	346,558	347,528	345,754	804	0.2%
VANS - INFRASTRUCTURE NETWORK SVCS	277,163	392,985	386,435	407,333	397,672	(11,237)	-2.9%
99IT - INFORMATION TECHNOLOGY	$ 6,291,018	$ 5,830,380	$ 6,408,482	$ 6,108,524	$ 8,268,628	$ (1,860,146)	-29.0%
TOTAL PROGRAMS	**$ 283,291,191**	**$ 280,009,387**	**$ 284,927,511**	**$ 274,099,563**	**$ 298,306,365**	**$ (13,378,854)**	**-4.7%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 3,594,428	$ 4,039,026	$ 4,528,146	$ 4,437,292	$ 3,255,550	$ (1,272,596)	-28.1%
0620 - OTHER INTERGOVERNMENTAL	5,685,755	5,177,467	5,330,424	5,370,759	5,516,942	186,518	3.5%
SUBTOTAL	$ 9,280,183	$ 9,216,493	$ 9,858,570	$ 9,808,051	$ 8,772,492	$ (1,086,078)	-11.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 37,550,381	$ 41,728,655	$ 41,728,655	$ 38,173,575	$ 38,033,731	$ (3,694,924)	-8.9%
0635 - OTHER CHARGES FOR SERVICES	11,679,441	12,880,361	12,880,361	13,042,129	12,271,500	(608,861)	-4.7%
SUBTOTAL	$ 49,395,591	$ 54,774,076	$ 54,774,076	$ 51,386,615	$ 50,470,291	$ (4,303,785)	-7.9%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 52,280	$ 16,608	$ 16,608	$ 20,643	$ 16,608	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	516,881	468,404	468,404	394,209	337,004	(131,400)	-28.1%
SUBTOTAL	$ 569,161	$ 485,012	$ 485,012	$ 414,852	$ 353,612	$ (131,400)	-27.1%
ALL REVENUES	$ 61,550,115	$ 67,819,081	$ 69,161,158	$ 64,430,855	$ 63,959,895	$ (5,201,263)	-7.5%
TOTAL SOURCES	$ 76,565,374	$ 67,819,081	$ 69,161,158	$ 64,430,855	$ 63,959,895	$ (5,201,263)	-7.5%

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 148,941,082	$ 155,404,490	$ 155,228,663	$ 153,110,357	$ 152,112,620	$ 3,116,043	2.0%
0705 - TEMPORARY PAY	63,404	216,805	222,114	286,378	190,732	31,382	14.1%
0710 - OVERTIME	3,208,835	2,422,611	2,588,509	3,502,736	2,771,687	(183,178)	-7.1%
0750 - FRINGE BENEFITS	61,026,428	69,793,719	70,351,124	68,300,366	74,134,984	(3,783,860)	-5.4%
0790 - OTHER PERSONNEL SERVICES	1,102,569	1,812,159	1,918,817	1,884,454	1,855,620	63,197	3.3%
0795 - PERSONNEL SERVICES ALLOC-OUT	(17,617,212)	(20,894,320)	(20,894,320)	(22,335,739)	(25,853,129)	4,958,809	23.7%
0796 - PERSONNEL SERVICES ALLOC-IN	15,843,606	19,348,222	19,602,402	20,404,358	24,300,286	(4,697,884)	-24.0%
SUBTOTAL	$ 212,568,712	$ 228,103,686	$ 229,017,309	$ 225,152,910	$ 229,512,800	$ (495,491)	-0.2%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 15,319,156	$ 17,209,633	$ 18,084,129	$ 18,436,299	$ 19,180,790	$ (1,096,661)	-6.1%
0802 - MEDICAL SUPPLIES	49,919	254,377	254,377	71,925	249,125	5,252	2.1%
0803 - FUEL	4,267,248	4,654,275	4,654,275	4,240,059	4,520,048	134,227	2.9%
0804 - NON-CAPITAL EQUIPMENT	665,931	604,476	694,114	411,276	1,915,698	(1,221,584)	-176.0%
0805 - SUPPLIES-ALLOCATION OUT	(1,597,198)	(1,916,914)	(1,916,914)	(1,792,103)	(2,351,613)	434,699	22.7%
0806 - SUPPLIES-ALLOCATION IN	1,177,010	1,475,141	1,475,141	1,496,417	1,933,325	(458,184)	-31.1%
SUBTOTAL	$ 19,882,066	$ 22,280,988	$ 23,245,122	$ 22,863,873	$ 25,447,373	$ (2,202,251)	-9.5%
SERVICES							
0810 - LEGAL SERVICES	$ 361,874	$ 320,971	$ 342,971	$ 386,630	$ 422,199	$ (79,228)	-23.1%
0811 - HEALTH CARE SERVICES	1,068,652	1,045,695	1,069,767	1,058,897	1,066,809	2,958	0.3%
0812 - OTHER SERVICES	1,199,492	2,912,720	2,877,517	917,397	10,914,415	(8,036,898)	-279.3%
0820 - RENT & OPERATING LEASES	2,990,946	3,206,420	3,206,420	3,021,714	3,220,685	(14,265)	-0.4%
0825 - REPAIRS AND MAINTENANCE	5,337,942	5,438,568	5,483,568	4,330,646	6,258,173	(774,605)	-14.1%
0830 - INTERGOVERNMENTAL PAYMENTS	24,215,006	389,112	389,112	247,291	690,024	(300,912)	-77.3%
0839 - INTERNAL SERVICE CHARGES	10,901,741	11,255,116	11,257,116	11,491,973	11,976,083	(718,967)	-6.4%
0841 - TRAVEL	901,034	1,014,053	1,018,553	757,292	1,061,837	(43,284)	-4.2%
0842 - EDUCATION AND TRAINING	238,563	1,225,905	1,268,905	813,171	1,284,521	(15,616)	-1.2%
0843 - POSTAGE/FREIGHT/SHIPPING	313,338	329,222	329,722	240,301	331,183	(1,461)	-0.4%
0850 - UTILITIES	436,417	545,407	545,407	432,230	622,411	(77,004)	-14.1%
0872 - SERVICES-ALLOCATION OUT	(1,655,082)	(1,481,657)	(1,481,657)	(1,498,955)	(1,753,534)	271,877	18.3%
0873 - SERVICES-ALLOCATION IN	1,655,082	1,481,657	1,481,657	1,498,955	1,753,534	(271,877)	-18.3%
SUBTOTAL	$ 47,965,005	$ 27,683,189	$ 27,789,058	$ 23,697,542	$ 37,848,340	$ (10,059,282)	-36.2%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ 65,576	$ -	$ -	$ -	$ -	$ -	N/A
0920 - CAPITAL EQUIPMENT	1,880,052	1,670,000	4,230,489	2,101,746	5,116,328	(885,839)	-20.9%
0930 - VEHICLES & CONSTRUCTION EQUIP	929,780	271,524	645,533	283,492	381,524	264,009	40.9%
SUBTOTAL	$ 2,875,408	$ 1,941,524	$ 4,876,022	$ 2,385,238	$ 5,497,852	$ (621,830)	-12.8%
ALL EXPENDITURES	$ 283,291,191	$ 280,009,387	$ 284,927,511	$ 274,099,563	$ 298,306,365	$ (13,378,854)	-4.7%
TOTAL USES	$ 283,291,191	$ 280,009,387	$ 284,927,511	$ 274,099,563	$ 298,306,365	$ (13,378,854)	-4.7%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 11,599,996	$ 11,423,534	$ 11,423,534	$ 10,988,003	$ 11,181,951	$ (241,583)	-2.1%
NON-RECURRING	4,415	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 11,604,411	$ 11,423,534	$ 11,423,534	$ 10,988,003	$ 11,181,951	$ (241,583)	-2.1%
251 SHERIFF GRANTS							
OPERATING	$ 8,790,003	$ 8,494,509	$ 9,836,586	$ 9,661,664	$ 8,565,508	$ (1,271,078)	-12.9%
FUND TOTAL SOURCES	$ 8,790,003	$ 8,494,509	$ 9,836,586	$ 9,661,664	$ 8,565,508	$ (1,271,078)	-12.9%
203 SHERIFF DONATIONS							
OPERATING	$ 19,578	$ 26,300	$ 26,300	$ 24,805	$ 26,300	$ -	0.0%
FUND TOTAL SOURCES	$ 19,578	$ 26,300	$ 26,300	$ 24,805	$ 26,300	$ -	0.0%
206 OFFICER SAFETY EQUIPMENT							
OPERATING	$ 32,224	$ 60,000	$ 60,000	$ 57,538	$ 60,000	$ -	0.0%
FUND TOTAL SOURCES	$ 32,224	$ 60,000	$ 60,000	$ 57,538	$ 60,000	$ -	0.0%
212 SHERIFF RICO							
OPERATING	$ 954,940	$ 2,000,000	$ 2,000,000	$ 903,161	$ 2,500,000	$ 500,000	25.0%
FUND TOTAL SOURCES	$ 954,940	$ 2,000,000	$ 2,000,000	$ 903,161	$ 2,500,000	$ 500,000	25.0%
214 SHERIFF JAIL ENHANCEMENT							
OPERATING	$ 1,413,310	$ 1,482,444	$ 1,482,444	$ 1,477,044	$ 1,482,444	$ -	0.0%
FUND TOTAL SOURCES	$ 1,413,310	$ 1,482,444	$ 1,482,444	$ 1,477,044	$ 1,482,444	$ -	0.0%
252 INMATE SERVICES							
OPERATING	$ 11,165,926	$ 12,337,361	$ 12,337,361	$ 12,511,200	$ 11,637,000	$ (700,361)	-5.7%
NON-RECURRING	15,015,259	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 26,181,185	$ 12,337,361	$ 12,337,361	$ 12,511,200	$ 11,637,000	$ (700,361)	-5.7%
254 INMATE HEALTH SERVICES							
OPERATING	$ 166,677	$ 165,640	$ 165,640	$ 171,824	$ 165,640	$ -	0.0%
FUND TOTAL SOURCES	$ 166,677	$ 165,640	$ 165,640	$ 171,824	$ 165,640	$ -	0.0%
255 DETENTION OPERATIONS							
OPERATING	$ 27,402,957	$ 31,829,293	$ 31,829,293	$ 28,635,616	$ 28,112,452	$ (3,716,841)	-11.7%
NON-RECURRING	89	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 27,403,046	$ 31,829,293	$ 31,829,293	$ 28,635,616	$ 28,112,452	$ (3,716,841)	-11.7%
258 SHERIFF TOWING AND IMPOUND							
OPERATING	$ -	$ -	$ -	$ -	$ 228,600	$ 228,600	N/A
FUND TOTAL SOURCES	$ -	$ -	$ -	$ -	$ 228,600	$ 228,600	N/A
DEPARTMENT OPERATING TOTAL SOURCES	$ 61,545,611	$ 67,819,081	$ 69,161,158	$ 64,430,855	$ 63,959,895	$ (5,201,263)	-7.5%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 15,019,763	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT TOTAL SOURCES	$ 76,565,374	$ 67,819,081	$ 69,161,158	$ 64,430,855	$ 63,959,895	$ (5,201,263)	-7.5%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 75,844,802	$ 76,263,918	$ 77,013,918	$ 74,766,818	$ 82,943,096	$ (5,929,178)	-7.7%
NON-RECURRING	-	317,940	833,401	506,576	4,091,783	(3,258,382)	-391.0%
FUND TOTAL USES	$ 75,844,802	$ 76,581,858	$ 77,847,319	$ 75,273,394	$ 87,034,879	$ (9,187,560)	-11.8%
251 SHERIFF GRANTS							
OPERATING	$ 7,831,791	$ 8,494,509	$ 9,836,586	$ 7,606,639	$ 8,565,508	$ 1,271,078	12.9%
FUND TOTAL USES	$ 7,831,791	$ 8,494,509	$ 9,836,586	$ 7,606,639	$ 8,565,508	$ 1,271,078	12.9%
203 SHERIFF DONATIONS							
OPERATING	$ 19,721	$ 26,300	$ 26,300	$ 10,955	$ 26,300	$ -	0.0%
FUND TOTAL USES	$ 19,721	$ 26,300	$ 26,300	$ 10,955	$ 26,300	$ -	0.0%
206 OFFICER SAFETY EQUIPMENT							
OPERATING	$ -	$ 60,000	$ 60,000	$ 23,500	$ 60,000	$ -	0.0%
FUND TOTAL USES	$ -	$ 60,000	$ 60,000	$ 23,500	$ 60,000	$ -	0.0%
212 SHERIFF RICO							
OPERATING	$ 953,566	$ 2,000,000	$ 2,000,000	$ 877,189	$ 2,500,000	$ (500,000)	-25.0%
FUND TOTAL USES	$ 953,566	$ 2,000,000	$ 2,000,000	$ 877,189	$ 2,500,000	$ (500,000)	-25.0%
214 SHERIFF JAIL ENHANCEMENT							
OPERATING	$ 317,094	$ 1,482,444	$ 1,482,444	$ 369,974	$ 1,482,444	$ -	0.0%
NON-RECURRING	2,000,000	-	-	-	-	-	N/A
FUND TOTAL USES	$ 2,317,094	$ 1,482,444	$ 1,482,444	$ 369,974	$ 1,482,444	$ -	0.0%
252 INMATE SERVICES							
OPERATING	$ 8,200,607	$ 12,337,361	$ 12,337,361	$ 10,310,447	$ 11,637,000	$ 700,361	5.7%
NON-RECURRING	21,707,932	-	98,058	-	-	98,058	100.0%
FUND TOTAL USES	$ 29,908,539	$ 12,337,361	$ 12,435,419	$ 10,310,447	$ 11,637,000	$ 798,419	6.4%
254 INMATE HEALTH SERVICES							
OPERATING	$ -	$ 165,640	$ 165,640	$ 14,015	$ 165,640	$ -	0.0%
FUND TOTAL USES	$ -	$ 165,640	$ 165,640	$ 14,015	$ 165,640	$ -	0.0%
255 DETENTION OPERATIONS							
OPERATING	$ 166,415,678	$ 178,861,275	$ 179,160,519	$ 179,132,381	$ 185,207,903	$ (6,047,384)	-3.4%
NON-RECURRING	-	-	1,913,284	481,069	1,462,000	451,284	23.6%
FUND TOTAL USES	$ 166,415,678	$ 178,861,275	$ 181,073,803	$ 179,613,450	$ 186,669,903	$ (5,596,100)	-3.1%
258 SHERIFF TOWING AND IMPOUND							
OPERATING	$ -	$ -	$ -	$ -	$ 194,691	$ (194,691)	N/A
FUND TOTAL USES	$ -	$ -	$ -	$ -	$ 194,691	$ (194,691)	N/A
DEPARTMENT OPERATING TOTAL USES	$ 259,583,259	$ 279,691,447	$ 282,082,768	$ 273,111,918	$ 292,782,582	$ (10,699,814)	-3.8%
DEPARTMENT NON-RECURRING TOTAL USES	$ 23,707,932	$ 317,940	$ 2,844,743	$ 987,645	$ 5,553,783	$ (2,709,040)	-95.2%
DEPARTMENT TOTAL USES	$ 283,291,191	$ 280,009,387	$ 284,927,511	$ 274,099,563	$ 298,336,365	$ (13,408,854)	-4.7%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	2.00	2.00	1.00	1.00	1.00	-	0.0%
EXECUTIVE MANAGEMENT	46.00	45.00	39.00	40.00	40.00	1.00	2.6%
FINANCIAL SERVICES	17.00	19.00	19.75	20.75	21.00	1.25	6.3%
HUMAN RESOURCES	33.00	37.00	39.00	40.00	40.00	1.00	2.6%
PROCUREMENT	8.00	9.00	9.00	9.00	9.00	-	0.0%
RISK MANAGEMENT	-	7.00	6.00	6.00	6.00	-	0.0%
PROGRAM TOTAL	106.00	119.00	113.75	116.75	117.00	3.25	2.9%
BLDG OPERATIONS AND MAINT							
BUILDINGS AND GROUNDS	39.00	42.00	42.00	42.00	42.00	-	0.0%
PROGRAM TOTAL	39.00	42.00	42.00	42.00	42.00	-	0.0%
COURT COMPLIANCE AND SECURITY							
CIVIL PROCESS	52.00	55.00	55.00	55.00	55.00	-	0.0%
COURT SECURITY	-	36.00	36.00	36.00	36.00	-	0.0%
EXTRADITIONS	3.00	14.00	16.00	15.00	15.00	(1.00)	(6.3%)
INMATE TRANSPORT	267.00	228.00	221.00	221.00	221.00	-	0.0%
PROGRAM TOTAL	322.00	333.00	328.00	327.00	327.00	(1.00)	(0.3%)
CUSTODY MANAGEMENT							
INMATE CANTEEN AND OPTION SVCS	29.00	20.00	20.00	20.00	20.00	-	0.0%
INMATE DETENTION HOUSING	1,447.00	1,522.00	1,493.00	1,492.00	1,492.00	(1.00)	(0.1%)
INMATE EDUCATION	34.00	36.00	35.00	35.00	35.00	-	0.0%
INMATE FINGERPRINT IDENT	36.00	-	-	-	-	-	N/A
INMATE INTAKE AND RELEASE	-	352.00	350.00	350.00	350.00	-	0.0%
INMATE LABOR	7.00	7.00	7.00	7.00	7.00	-	0.0%
INMATE MEALS	174.00	-	-	-	-	-	N/A
INMATE RELATED MANDATES	122.00	190.00	222.00	223.00	224.00	2.00	0.9%
INMATE RELEASE	104.00	-	-	-	-	-	N/A
INMATE SKILLS AND TRAINING	-	12.00	16.00	16.00	16.00	-	0.0%
INMATE SUBST ABUSE RECOVERY	7.00	11.00	16.00	16.00	16.00	-	0.0%
INTAKE	222.00	-	-	-	-	-	N/A
JAIL INTELLIGENCE AND SECURITY	-	36.00	35.00	35.00	35.00	-	0.0%
PROGRAM TOTAL	2,182.00	2,186.00	2,194.00	2,194.00	2,195.00	1.00	0.0%
ENF AND DET OPERATION RESOURCE							
AVIATION	-	20.00	20.00	20.00	20.00	-	0.0%
EMPLOYEE PROFESSIONAL STANDARD	31.00	46.00	46.00	46.00	47.00	1.00	2.2%
INFO AND COMM TECHNOLOGY	8.00	10.00	9.00	11.00	10.00	1.00	11.1%
MANDATED ENF AND DET TRAINING	49.00	48.00	54.00	53.00	53.00	(1.00)	(1.9%)
PROPERTY AND EVIDENCE	14.00	14.00	16.00	16.00	17.00	1.00	6.3%
SHERIFFS VEHICLE FLEET	4.00	4.00	5.00	4.00	4.00	(1.00)	(20.0%)
PROGRAM TOTAL	106.00	142.00	150.00	150.00	151.00	1.00	0.7%
ENFORCEMENT							
DISAST AND COMM THRE DISR RESP	11.00	12.00	11.00	10.00	10.00	(1.00)	(9.1%)
DISPATCH	44.00	47.00	47.00	48.00	48.00	1.00	2.1%
ENFORCEMENT SUPPORT	104.00	54.00	52.00	54.00	54.00	2.00	3.8%
INTELLIGENCE	44.00	-	.00	-	-	-	N/A
INVESTIGATIONS	162.00	148.00	153.00	154.00	149.00	(4.00)	(2.6%)
PATROL	345.00	357.00	350.00	352.00	352.00	2.00	0.6%
SEARCH AND RESCUE	-	1.00	1.00	1.00	1.00	-	0.0%
SPEC WEAPONS AND TACTICS	-	33.00	33.00	33.00	33.00	-	0.0%
WARR AND RECOR INFO PROCESSING	36.00	36.00	36.00	36.00	36.00	-	0.0%
PROGRAM TOTAL	746.00	688.00	683.00	688.00	683.00	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	19.00	19.00	27.00	27.00	26.00	(1.00)	(3.7%)
DATA CENTER	13.00	19.00	13.00	13.00	13.00	-	0.0%
DESKTOP SUPPORT	9.00	9.00	9.00	9.00	9.00	-	0.0%
GIS APPLICATION DEV AND SUPP	6.00	6.00	6.00	6.00	6.00	-	0.0%
HELP DESK SUPPORT	5.00	5.00	5.00	5.00	5.00	-	0.0%
INFRASTRUCTURE NETWORK SVCS	4.00	4.00	4.00	4.00	4.00	-	0.0%
PROGRAM TOTAL	56.00	62.00	64.00	64.00	63.00	(1.00)	(1.6%)
DEPARTMENT TOTAL	3,557.00	3,572.00	3,574.75	3,581.75	3,578.00	3.25	0.1%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	4.00	4.00	3.00	4.00	4.00	1.00	33.3%
Accounting Specialist	12.00	12.00	11.00	11.00	11.00	-	0.0%
Admin & Operations Mgr	2.00	2.00	-	-	1.00	1.00	N/A
Admin/Operations Specialist	19.00	19.00	20.00	20.00	20.00	-	0.0%
Admin/Operations Supv	1.00	1.00	-	-	-	-	N/A
Administrative Manager	1.00	1.00	2.00	2.00	2.00	-	0.0%
Administrative Staff Supv	4.00	4.00	4.00	4.00	4.00	-	0.0%
Administrative Supervisor	5.00	6.00	6.00	6.00	6.00	-	0.0%
Administrator	3.00	3.00	1.00	2.00	1.00	-	0.0%
Animal Care Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Supv	-	-	1.00	1.00	1.00	-	0.0%
Business/Systems Analyst	2.00	4.00	4.00	4.00	4.00	-	0.0%
Business/Systems Analyst-Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
Chaplain	4.00	4.00	4.00	4.00	4.00	-	0.0%
Chief Deputy - Sheriff	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Officer Supervisor	1.00	-	1.00	1.00	1.00	-	0.0%
Communicatns Mgr-Crim Justice	-	1.00	1.00	1.00	1.00	-	0.0%
Computer Forensic Specialist	3.00	3.00	3.00	3.00	3.00	-	0.0%
Computer Operator	4.00	4.00	4.00	4.00	4.00	-	0.0%
Computer Operator - Sr/Ld	4.00	4.00	4.00	4.00	4.00	-	0.0%
Counselor	4.00	4.00	8.00	8.00	8.00	-	0.0%
Crime Scene Specialist-Sheriff	8.00	8.00	8.00	8.00	9.00	1.00	12.5%
Crime Scene Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Criminal Intelligence Analyst	-	-	5.00	5.00	5.00	-	0.0%
Database Administrator	2.00	4.00	4.00	4.00	4.00	-	0.0%
Department Facilities Planner	-	-	1.00	1.00	1.00	-	0.0%
Deputy Director	8.00	-	-	-	-	-	N/A
Detention Officer	1,848.00	1,887.00	1,894.00	1,895.00	1,894.00	-	0.0%
Detention Officer Captain	11.00	11.00	13.00	13.00	13.00	-	0.0%
Detention Officer Lieutenant	65.00	65.00	65.00	65.00	65.00	-	0.0%
Detention Officer Sergeant	201.00	202.00	203.00	203.00	203.00	-	0.0%
Dietitian/Nutritionist	1.00	1.00	1.00	1.00	1.00	-	0.0%
Director	2.00	-	-	-	-	-	N/A
Educator - Detention	17.00	17.00	17.00	17.00	17.00	-	0.0%
Educator Assistant	14.00	14.00	14.00	14.00	14.00	-	0.0%
Educator Supervisor - Detention	1.00	1.00	2.00	2.00	2.00	-	0.0%
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Emergency Communication Mgr	-	-	1.00	1.00	1.00	-	0.0%
Emergency Dispatch Supervisor	4.00	4.00	4.00	4.00	4.00	-	0.0%
Emergency Dispatcher	29.00	29.00	29.00	29.00	29.00	-	0.0%
Emergency Operator	6.00	6.00	6.00	6.00	6.00	-	0.0%
Enterprise Architect	-	1.00	-	-	-	-	N/A
Environmental Specialist	4.00	4.00	4.00	4.00	4.00	-	0.0%
Equipment Operator	3.00	2.00	2.00	2.00	2.00	-	0.0%
Executive Assistant	1.00	1.00	-	-	-	-	N/A
Executive Assistant - Elected Official	1.00	1.00	1.00	1.00	1.00	-	0.0%
Field Operations Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Finance Manager	-	4.00	4.00	4.00	4.00	-	0.0%
Finance Manager - Sheriff	-	1.00	1.00	1.00	1.00	-	0.0%
Finance Support Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Finance/Business Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Financial Supervisor - Dept	4.00	-	-	-	-	-	N/A
Fingerprint Analyst	15.00	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	15.00	14.00	14.00	14.00	14.00	-	0.0%
Food Service Worker	10.00	10.00	10.00	10.00	10.00	-	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	12.00	12.00	12.00	12.00	-	0.0%

Staffing by Market Range Title (continued)

Food Services Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
General Laborer	34.00	37.00	37.00	37.00	37.00	-	0.0%
General Laborer Supervisor	4.00	5.00	5.00	5.00	5.00	-	0.0%
GIS Programmer/Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
GIS Programmer/Analyst - Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
GIS Technician	1.00	1.00	1.00	1.00	1.00	-	0.0%
Help Desk Coordinator	3.00	3.00	3.00	3.00	3.00	-	0.0%
Human Resources Manager	-	2.00	2.00	2.00	2.00	-	0.0%
Human Resources Specialist	5.00	5.00	8.00	8.00	8.00	-	0.0%
Human Resources Supervisor	2.00	-	-	-	-	-	N/A
Human Resources Support Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Internal Auditor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Investigator	2.00	2.00	1.00	1.00	1.00	-	0.0%
IS Project Manager (Senior/Lead)	1.00	2.00	2.00	2.00	2.00	-	0.0%
IT Consultant	1.00	1.00	-	1.00	-	-	N/A
IT Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IT Services Supv	2.00	2.00	2.00	2.00	2.00	-	0.0%
Justice System Clerk	63.00	63.00	63.00	63.00	63.00	-	0.0%
Justice System Clerk Lead	7.00	7.00	7.00	7.00	7.00	-	0.0%
Justice System Clerk Supv	4.00	4.00	4.00	4.00	4.00	-	0.0%
Law Enforcement Captain	17.00	22.00	22.00	22.00	22.00	-	0.0%
Law Enforcement Lieutenant	30.00	30.00	30.00	30.00	30.00	-	0.0%
Law Enforcement Officer	595.00	567.00	550.00	554.00	550.00	-	0.0%
Law Enforcement Sergeant	89.00	89.00	88.00	88.00	88.00	-	0.0%
Legal Support Specialist	11.00	11.00	12.00	12.00	12.00	-	0.0%
Legal Support Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Librarian	1.00	1.00	1.00	1.00	1.00	-	0.0%
Library Clerk	1.00	1.00	1.00	1.00	1.00	-	0.0%
Library Paraprofessional	1.00	1.00	1.00	1.00	1.00	-	0.0%
Licensed Practical Nurse	1.00	1.00	-	-	-	-	N/A
Management Analyst	2.00	2.00	1.00	1.00	1.00	-	0.0%
Management Assistant	-	1.00	1.00	1.00	1.00	-	0.0%
Materials Handling Worker	18.00	-	-	-	-	-	N/A
Materials Inventory Specialist	-	18.00	18.00	18.00	18.00	-	0.0%
Mechanic - Aviation	2.00	2.00	2.00	2.00	2.00	-	0.0%
Mechanic Supervisor - Aviation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Media Specialist	2.00	-	-	-	-	-	N/A
Nurse - Correctional	-	-	1.00	1.00	1.00	-	0.0%
Office Assistant	59.00	56.00	55.75	55.75	56.00	.25	0.4%
Office Assistant Specialized	28.00	28.00	27.00	27.00	27.00	-	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	5.00	4.00	4.00	4.00	4.00	-	0.0%
Operations/Program Supervisor	5.00	5.00	3.00	3.00	3.00	-	0.0%
PC/LAN Analyst	4.00	4.00	4.00	4.00	4.00	-	0.0%
PC/LAN Tech Support	5.00	5.00	5.00	5.00	5.00	-	0.0%
Pilot	3.00	3.00	3.00	3.00	3.00	-	0.0%
Polygraph Examiner	3.00	3.00	3.00	3.00	3.00	-	0.0%
Polygraph Examiner Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Procurement Specialist	5.00	5.00	5.00	5.00	5.00	-	0.0%
Procurement Supervisor - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	3.00	3.00	3.00	3.00	3.00	-	0.0%
Program Supervisor	2.00	2.00	-	-	-	-	N/A
Programmer/Analyst	6.00	5.00	5.00	5.00	5.00	-	0.0%
Programmer/Analyst - Sr/Ld	3.00	4.00	4.00	4.00	4.00	-	0.0%
Property & Evidence Custodian	5.00	5.00	5.00	5.00	5.00	-	0.0%
Psychologist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Sheriff Record Specialist	48.00	48.00	49.00	48.00	49.00	-	0.0%
Sheriff Record Specialist Lead	3.00	3.00	3.00	3.00	3.00	-	0.0%
Sheriff Record Specialist Supv	8.00	8.00	8.00	8.00	8.00	-	0.0%
Social Worker	43.00	44.00	44.00	44.00	44.00	-	0.0%
Social Worker Supervisor	8.00	8.00	11.00	11.00	11.00	-	0.0%
Special Projects Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Systems Admin & Analysis Mgr	-	-	1.00	1.00	1.00	-	0.0%

Staffing by Market Range Title (continued)

Systems/Network Administrator	3.00	3.00	3.00	3.00	3.00	-	0.0%
Systems/Network Admin-Sr/Ld	5.00	5.00	5.00	5.00	5.00	-	0.0%
Technical Support Mgr	2.00	2.00	2.00	2.00	2.00	-	0.0%
Telecommunications Tech	1.00	1.00	1.00	1.00	1.00	-	0.0%
Telecommunications Tech-Sr/Ld	3.00	3.00	3.00	3.00	3.00	-	0.0%
Trades Specialist	7.00	7.00	7.00	7.00	7.00	-	0.0%
Trades Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Warehouse/Inventory Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Web Designer/Developer	2.00	2.00	2.00	2.00	2.00	-	0.0%
Department Total	**3,557.00**	**3,572.00**	**3,574.75**	**3,581.75**	**3,578.00**	**3.25**	**0.1%**

Staffing by Fund

DEPARTMENT/FUND		FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	971.00	1,046.00	1,042.75	1,045.75	1,044.00	1.25	0.1%
251	SHERIFF GRANTS	29.00	29.00	24.00	28.00	24.00	-	0.0%
252	INMATE SERVICES	95.00	112.00	118.00	118.00	118.00	-	0.0%
255	DETENTION OPERATIONS	2,462.00	2,385.00	2,390.00	2,390.00	2,390.00	-	0.0%
258	SHERIFF TOWING AND IMPOUND	-	-	-	-	2.00	2.00	N/A
Department Total		**3,557.00**	**3,572.00**	**3,574.75**	**3,581.75**	**3,578.00**	**3.25**	**0.1%**

Significant Variance Analysis

- Create one Crime Lab Analyst. The net impact is an increase to expenditures of $63,787.
- Reallocate one Law Enforcement Officer and one Detention Officer from General Fund (100) to the Sheriff Towing and Impound Fund (258). Section 3511 towing and impound revenue and expenditures have been reallocated.
- It is important to note the staffing tables do not reflect additional positions associated with the MGT staffing and best practice studies, but funding for these positions is included in the budget.

General Adjustments

Target Adjustments:

General Fund (100)

- Decrease operating expenditure budget by $967,686 pertaining to the expiration of the Wells Fargo Lease agreement and subsequent occupation of the newly constructed MCSO Headquarters. Funding for six months of this lease, totaling $483,843, is appropriated in General Fund (100) Non Recurring Non Project to cover leasing costs for the Wells Fargo building until the new headquarters is ready for use.
- Reallocate $64,580 from the Finance Department to the Sheriff's Office for one Financial/Business Analyst position. This position is responsible for the Jail per Diem billing function. While the long-term plan is to move this function to MCSO, the Office has requested that the move be delayed until after they hire a Chief Financial Officer and relocate to their new headquarters.

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $2,238,771 for the impact of changes in retirement contribution rates.
- Increase Overtime and Overtime Benefits by $375,483 to reflect an increase in overtime usage in FY 2013.
- Increase Travel $19,444 to accommodate trips necessary to attend trainings at various locations nationally.
- Reduce Utilities by $17,500 to right-size expenditures based on FY 2013 Forecast.

- Adjust Other Benefits and Internal Service Charges by $523,214 for the reallocation of Risk Management charges from FY 2013.
- Increase Other Services $74,417 for temporary IT personnel to satisfy data storage needs.
- Right-size allocations for shared support activities, Dispatch and Custodial Activities. Net expenditure increase of $56,829.
- Net decrease from other adjustments by $104,568.
- Increase personnel savings to 3.3% in FY 2014, resulting in a net decrease in expenditures of $122,644. FY 2013 personnel savings was budgeted at 3%, but actual savings was 5.2%. Anticipated increases in hiring should result in a lower actual personnel savings rate in FY 2014.
- Increase revenues and expenditures by $113,417 stemming from contracted law enforcement services provided to local cities and towns.
- Decrease expenditures by $4,030,469 due to the administrative allocations from the General Fund (100) to the Detention Fund (255). The indirect cost rate utilized increased from 14% in FY 2013 to 16.35% in FY 2014, accounting for the increased figure.
- Increase Personnel Savings by $924,765 based on the Chairman's Office request.
- Increase Other Benefits and Internal Service Charges by $507,085 for the impact of the changes in Risk Management charges. Risk Management charges across the Office increased by $1,392,333 largely due to increases in worker's compensation and general liability expenses.
- Restate $64,580 from the Sheriff's Office for one Financial/Business Analyst position back to the Finance Department. This position is responsible for the Jail per Diem billing function. While the long-term plan is to move this function to MCSO, the Office has requested that the move be delayed until after they hire a Chief Financial Officer and relocate to their new headquarters.

General Fund (100) Non Recurring Non Project

- Increase expenditure budget by $483,843 for six months of leasing and parking at the Wells Fargo building. This is necessary until the Sheriff Headquarters is operational.
- Increase expenditures by $317,940 for two 18-month contract IT positions for the implementation and maintenance of the Computer Aided Dispatch (CAD), Field Reporting (FR), and Records Management Systems (RMS). These positions are carried forward from FY 2013.

Sheriff Grants Fund (251)

- Increase Other Benefits by $5,968 for the impact of the changes in Risk Management charges. This results from increases to worker's compensation and unemployment risk charges.
- Decrease net expenditure budget $5,968 to offset increases in Risk Management charges in FY 2014.

Inmate Services Fund (252)

- Increase Regular Benefits by $42,243 for the impact of changes in retirement contribution rates.
- Increase Other Benefits by $41,643 for the impact of the changes in Risk Management charges. This results from increases to worker's compensation and unemployment risk charges.
- Decrease net expenditure budget $41,643 to offset increases in Risk Management charges in FY 2014.

Detention Fund (255)

- Increase Regular Benefits by $2,096,420 for the impact of changes in retirement contribution rates.
- Right-size allocations for shared support activities, Dispatch and Custodial Activities. Net decrease in expenditures of $91,384.
- Decrease Rent and Operating Lease expenditures $124,589 to reflect FY 2013 Forecast levels.
- Reduce expenditure budget $531,687 as a result of reallocating FY 2013 Risk Management charges to other funds.
- Right-size Regular Over-Budget Pay and Benefits by $1,023,291. This funding created substantial Personnel Savings in the Detention Fund (255) in FY 2013. The savings realized from this reduction are repurposed to other expenditure increases.

- Decrease Regular Pay $408,949 as a result of the average pay rate decreasing by $0.0441 per hour from FY 2013 to FY 2014.
- Increase Repairs and Maintenance $378,638 to account for increases in Jail Management System (JMS) preservation and other critical detention facility IT systems.
- Decrease General Supplies by $189,269 to reflect actual usage in FY 2013. The savings from this reduction are repurposed to fund the increase in inmate food expenditures.
- Net decrease from other adjustments by $49,824.
- Increase Personnel Savings by $15,819. In FY 2014, Personnel Savings is budgeted at 5.54%.
- Net increase to expenditure budget of $1,269,118 for the implementation of the MGT staffing and best practice study.
- Increase operating expenditures by $4,030,469 as a result of increased administrative cost allocations from the General Fund (100) to the Detention Fund (255). The administrative cost rate charged to the Detention Fund (255) for FY 2014 has increased to 16.35% from 14% in FY 2013.
- Increase Personnel Savings by $1,517,772 based on the Chairman's Office request.
- Increase Other Benefits and Internal Service Charges by $837,641 for the impact of the changes in Risk Management charges.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of court transports where there are no incidents	N/A	N/A	100.0%	N/A	N/A	N/A
Percent of successful court paper service attempts	N/A	70.0%	70.3%	69.9%	-0.1%	-0.2%
Percent of subjects returned within court requested time frame	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of no-injury incident responses at the courts	N/A	N/A	100.0%	100.0%	N/A	N/A

Activities that comprise this Program include:

- Civil Process
- Court Security
- Extraditions
- Inmate Transport

Civil Process Activity

The purpose of the Civil Process Activity is to provide court orders, court process documents and other court directives, license application approvals, pawn shop inspections, tax collections and seized property sales to county residents so they can receive court and judicial documents and be in compliance with statutory requirements.

Mandates: A.R.S. §11-441 establishes that the Sheriff's Office is responsible to serve process and notices as prescribed by the courts. A.R.S. §11-445 sets the fees to be collected by the Sheriff's Office for service of process.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of successful court paper service attempts	N/A	70.0%	70.3%	69.9%	(0.1%)	-0.2%
Output	Court papers served	25,487	28,024	24,358	24,004	(4,020)	-14.3%
Output	Court paper service attempts (served and unserved)	N/A	39,776	34,559	34,348	(5,428)	-13.6%
Demand	Number of court papers requiring service	36,566	45,204	37,261	36,932	(8,272)	-18.3%
Efficiency	Total activity expenditure per court paper served	$ 163.32	$ 163.05	$ 176.94	$ 193.86	$ (30.82)	-18.9%
Revenue							
	100 - GENERAL	$ 636,612	$ 639,000	$ 667,747	$ 639,000	$ -	0.0%
	TOTAL SOURCES	$ 636,612	$ 639,000	$ 667,747	$ 639,000	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 4,162,599	$ 4,569,176	$ 4,309,972	$ 4,653,353	$ (84,177)	-1.8%
	212 - SHERIFF RICO	-	-	37	110	(110)	N/A
	TOTAL USES	$ 4,162,599	$ 4,569,176	$ 4,310,009	$ 4,653,463	$ (84,287)	-1.8%

Activity Narrative: During a slow economy, civil process tends to have reduced demand. The Office expected the Activity to rebound in FY 2013; however, the forecast does not reflect this coming to fruition. The Office expects FY 2014 to follow the FY 2013 Forecast as the economy is making a slower than expected rebound.

Court Security Activity

The purpose of the Court Security Activity is to provide law enforcement to court personnel, judges, and the general public so they can be protected from persons threatening harm to themselves or others.

Mandates: A.R.S. §11-441 establishes that the Sheriff's Office is responsible to suppress breaches of peace. A.R.S. §11-441 also states the Sheriff's Office shall attend all courts where an element of danger is anticipated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of no-injury incident responses at the courts	N/A	N/A	100.0%	100.0%	N/A	N/A
Output	Number of court arrests/removals	N/A	N/A	980	1,028	N/A	N/A
Output	Number of court incident responses	N/A	N/A	438	544	N/A	N/A
Demand	Number of court incidents	N/A	N/A	438	544	N/A	N/A
Efficiency	Total activity expenditure per court incident response	N/A	N/A	$ 7,555.35	$ 6,359.15	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ 3,457,314	$ 3,309,243	$ 3,459,377	$ (2,063)	-0.1%
	TOTAL USES	$ -	$ 3,457,314	$ 3,309,243	$ 3,459,377	$ (2,063)	-0.1%

Extraditions Activity

The purpose of the Extraditions Activity is to provide for the return of prisoners who are wanted on Maricopa County Superior Court warrants and are in custody elsewhere to the State of Arizona and Maricopa County so they can appear in court as requested and without incident.

Mandates: A.R.S. Title 13, Chapter 38, Article 5 (§§13-3841 through 13-3870.02) establishes the rules for and conditions under which a law enforcement agency is required to facilitate extraditions from other jurisdictions.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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 of subjects returned	394	412	506	508	96	23.3%
Demand	Number of requests for return of subjects	394	412	506	508	96	23.3%
Efficiency	Total activity expenditure per subject returned	$ 4,811.49	$ 4,220.67	$ 3,313.96	$ 3,524.91	$ 695.76	16.5%
Expenditure							
	214 - SHERIFF JAIL ENHANCEMENT	$ -	$ -	$ 1,422	$ 7,260	$ (7,260)	N/A
	255 - DETENTION OPERATIONS	1,895,726	1,738,914	1,675,443	1,783,394	(44,480)	-2.6%
	TOTAL USES	$ 1,895,726	$ 1,738,914	$ 1,676,865	$ 1,790,654	$ (51,740)	-3.0%

Activity Narrative: The FY 2013 Forecasted number of subjects returned exceeded budgeted levels by 22.81%. FY 2014 Adopted output and demand levels have been increased to reflect the current experience. Extraditions were often performed by cities and towns in FY 2011 and FY 2012. This responsibility has now been returned to the Sheriff's Office causing and increased demand and output.

Base Adjustments:

Detention Fund (255)

- Reduce travel by $47,268. It is expected that increases in fuel and maintenance for Office aircraft (reflected in the Aviation Activity) will result in greater availability to conduct extradition missions with MCSO units, reducing the need for commercial air 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: 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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of court transports where there are no incidents	N/A	N/A	100.0%	N/A	N/A	N/A
Output	Number of inmates transported to court	103,516	100,548	124,514	138,828	38,280	38.1%
Output	Number of court transport trips made	N/A	N/A	103,778	N/A	N/A	N/A
Demand	Number of inmates required to be in court	103,516	100,548	124,909	140,028	39,480	39.3%
Efficiency	Total activity expenditure per inmate transported to court	$ 143.71	$ 126.49	$ 101.91	$ 93.85	$ 32.64	25.8%
Expenditure							
	100 - GENERAL	$ 2,639,524	$ -	$ -	$ -	$ -	N/A
	214 - SHERIFF JAIL ENHANCEMENT	52,734	126,135	44,769	30,375	95,760	75.9%
	255 - DETENTION OPERATIONS	12,183,780	12,592,569	12,644,289	12,998,717	(406,148)	-3.2%
	TOTAL USES	$ 14,876,038	$ 12,718,704	$ 12,689,058	$ 13,029,092	$ (310,388)	-2.4%

Activity Narrative: The pre-trial inmate population in Sheriff's custody continues to grow year over year. A greater number of pre-trial inmates necessitate a greater number of inmate transports causing demand and output to increase. New result measures will be developed during the FY 2015 Strategic Business Planning process.

Custody Management Program

The purpose of the Custody Management Program is to provide a safe and secure detention environment to inmates assigned to Sheriff's custody so they can be safely, properly, and expeditiously processed through the system.

Mandates: A.R.S. §§11-441 and 31-121 establish that the Sheriff's Office is responsible for the operation of County jails and detention, including receiving and providing food, clothing, and bedding for all persons who are committed to jail.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of ALPHA program graduates who do not return to jail within 2 years on substance abuse charges	N/A	N/A	N/A	N/A	N/A	N/A
Percent of adult inmate participants who receive GEDs	3.9%	18.0%	12.0%	5.0%	-13.0%	-72.2%
Percent of institutional services labor hour requirements met by inmate labor hours	N/A	N/A	73.4%	N/A	N/A	N/A
Percent of inmate canteen and optional services revenue expended on inmate benefit and welfare programs	N/A	N/A	N/A	91.5%	N/A	N/A
Percent of participants that complete programs who do not incur disciplinary incidents after participating in skills and training programs	N/A	N/A	N/A	N/A	N/A	N/A
Percent of grievances heard	N/A	N/A	4.2%	4.0%	N/A	N/A
Percent of inmates not assaulted by other inmates while in custody	99.6%	99.7%	99.7%	99.9%	0.2%	0.2%
Percent of jail intelligence items forwarded to law enforcement for action	4.6%	4.5%	3.0%	2.3%	-2.2%	-50.0%
Percent of inmates assigned to housing or released within 24 hours	N/A	99.7%	99.8%	99.8%	0.0%	0.0%
Percent of inmates accurately released	N/A	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: This is not a mandated function of the Sheriff's Office. A.R.S. §31-121 allows for the creation of an inmate canteen at the discretion of the Board of Supervisors and dictates that proceeds are to be deposited into a special revenue fund that supports canteen operations.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Inmate Canteen and Optional Services revenue expended on inmate benefit and welfare programs	N/A	N/A	N/A	91.5%	N/A	N/A
Output	Number of inmate services dollars expended on inmate benefit and welfare programs	N/A	N/A	N/A	10,731,580	N/A	N/A
Output	Number of inmate canteen packages	N/A	375,924	397,462	411,836	35,912	9.6%
Output	Number of dollars collected from inmate canteen and services operations	N/A	10,799,770	10,799,770	11,728,500	928,730	8.6%
Demand	Number of orders for inmate canteen packages	N/A	375,924	397,462	411,836	35,912	9.6%
Efficiency	Total activity expenditure per inmate canteen dollar generated	N/A	$ 0.35	$ 0.38	$ 0.37	$ (0.02)	-5.3%
Revenue							
	252 - INMATE SERVICES	$ 11,115,675	$ 12,322,361	$ 12,492,519	$ 11,622,000	$ (700,361)	-5.7%
	TOTAL SOURCES	$ 11,115,675	$ 12,322,361	$ 12,492,519	$ 11,622,000	$ (700,361)	-5.7%
Expenditure							
	252 - INMATE SERVICES	$ 4,658,368	$ 3,822,802	$ 4,063,123	$ 4,373,100	$ (550,298)	-14.4%
	255 - DETENTION OPERATIONS	137	-	-	-	-	N/A
	TOTAL USES	$ 4,658,505	$ 3,822,802	$ 4,063,123	$ 4,373,100	$ (550,298)	-14.4%

Activity Narrative: Revenues are budgeted flat from FY 2013 to FY 2014, except for a decline in inmate phone revenue. Inmate phone revenue has declined from $3,889,470 in FY 2011, to $3,508,298 in FY 2012, to $3,416,441 to date in FY 2013.

Base Adjustments:

Inmate Services Fund (252)

- Decrease revenue by $608,861 to account for a decline in inmate phone usage.
- Transfer revenue of $91,500 from the Inmate Services Fund (252) to the Detention Fund (255). These revenues are reimbursements received from Treatment Assessment Screening Center (TASC) for individuals participating in Maricopa County Attorney Office's Diversion and Possession of Marijuana programs who have been photographed or fingerprinted by the Sheriff's Office.
- Reduce expenditures by $91,500 to balance expenditures and revenues as a result of TASC reimbursements being moved to the Detention Fund (255).
- Decrease expenditures by $651,104 to maintain structural balance.

Detention Fund (255)

- Transfer revenue of $91,500 from the Inmate Services Fund (252) to the Detention Fund (255) for TASC reimbursements.

Inmate Detention Housing Activity

The purpose of the Inmate Detention Housing Activity is to provide controlled, secured, and safe jails with clothing, bedding, and sustenance to inmates so they can be properly provided for and protected from harming themselves or others throughout their duration in Sheriff's custody.

Mandates: This Activity supports the mandate of the Sheriff's Office under A.R.S. §§11-441 and 31-121, which require the Sheriff's Office to be responsible for County jails and inmate detention.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of inmates not assaulted by other inmates while in custody	99.6%	99.7%	99.7%	99.9%	0.2%	0.2%
Output	Cumulative inmate daily population served in Sheriff's detention facilities	N/A	N/A	N/A	34,156	N/A	N/A
Output	Number of inmate meals served	N/A	10,105,620	10,045,040	10,398,440	292,820	2.9%
Output	Number of pounds of items laundered	N/A	3,552,168	3,949,963	4,243,324	691,156	19.5%
Demand	Number of inmates assigned to Sheriff's detention facilities	7,496	7,670	7,670	8,214	544	7.1%
Efficiency	Total activity expenditure per inmate housed in Sheriff's detention facilities	$ 3,239.49	$ 35.80	$ 135.06	$ 2,870.38	$ (2,834.58)	-7917.3%
Revenue							
	214 - SHERIFF JAIL ENHANCEMENT	$ 1,413,310	$ 1,482,444	$ 1,477,044	$ 1,482,444	$ -	0.0%
	254 - INMATE HEALTH SERVICES	165,769	165,060	170,911	165,060	-	0.0%
	255 - DETENTION OPERATIONS	27,403,046	31,829,293	28,624,171	28,020,952	(3,808,341)	-12.0%
	TOTAL SOURCES	$ 28,982,125	$ 33,476,797	$ 30,272,126	$ 29,668,456	$ (3,808,341)	-11.4%
Expenditure							
	214 - SHERIFF JAIL ENHANCEMENT	$ 140,444	$ 1,179,100	$ 202,915	$ 1,055,968	$ 123,132	10.4%
	252 - INMATE SERVICES	131,432	1,380,844	1,073,176	1,295,738	85,106	6.2%
	254 - INMATE HEALTH SERVICES	-	165,640	14,015	165,640	-	0.0%
	255 - DETENTION OPERATIONS	96,854,451	97,504,720	96,358,631	95,523,330	1,981,390	2.0%
	TOTAL USES	$ 97,126,327	$100,230,304	$ 97,648,737	$ 98,040,676	$ 2,189,628	2.2%

Activity Narrative: The booking rate charged to cities and towns for taking inmates into County detention facilities increased in FY 2014 to $251.53. Conversely, the jail per diem rate decreased from FY 2013 to FY 2014, to $78.94. Due to increased jail population and longer average lengths of stay, meals served and pounds of items laundered are increasing as well.

Jail Housing Rates				
	FY 2013	FY 2014	Change	% Var
Booking	$236.78	$251.53	$ 14.75	6.23%
Per Diem	$ 85.91	$ 78.94	$ (6.97)	-8.11%

Base Adjustments:

Detention Fund (255)

- Decrease Booking and Jail per Diem revenue $3,808,341 to reflect current collection patterns and new rates. Local cities and towns and, to a lesser extent, the State of Arizona and the Federal government pay MCSO booking and per diem rates for assuming custody of inmates.
- Create one Sheriff Record Specialist to fulfill mandated duties outlined by the Prison Rape Elimination Act (PREA). The operating cost of this position is $41,770. This position will be influential in conducting the necessary background checks of the employees and contractors to ensure compliance and maintain compliance with Federal law.
- Increase General Supplies by $1,365,180 for inmate food while right-sizing General Supplies in other areas of the Inmate Detention Housing Activity for a net increase of $514,743. A growing inmate population necessitates increases in the amount of food purchased for distribution, as mandated meals must be provided to inmates. Further, the cost of food provisions (i.e. peanut butter, bread, milk) has risen, resulting in elevated expenditures.
- Increase Non Capital Expenditures by $28,000 to fund various as-needed repairs and improvements at jail facilities.

Detention Fund (255) Non Recurring Non Project

- Carry-forward $1,462,000 from FY 2013 to FY 2014 for jail kitchen equipment purchases. Although originally budgeted in FY 2013, these items will be received and paid for in FY 2014.

Inmate Education Activity

The purpose of the Inmate Education Activity is to provide general education and special education classes to qualifying jailed juvenile and adult inmates so they can complete required hours to earn their GEDs or diplomas.

Mandates: A.R.S. §§15-913.01 and 31-121 establish that the Sheriff's Office must offer an education program for inmates under the age of 18 and disabled inmates under the age of 21. The teaching method for this program is to be determined by the Sheriff's Office and the Education Services Agency.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of adult inmate participants who receive GEDs	3.9%	18.0%	8.4%	5.0%	(13.0%)	-72.2%
Output	Number of inmates participating in education classes	N/A	3,156	1,212	1,600	(1,556)	-49.3%
Demand	Number of inmates for which education classes are mandated	N/A	11,980	1,192	1,600	(10,380)	-86.6%
Demand	Number of adult inmates eligible to participate in general education programs	N/A	11,980	N/A	1,200	(10,780)	-90.0%
Demand	Number of qualifying inmates participating in mandatory special education classes	N/A	N/A	240	400	N/A	N/A
Efficiency	Total activity expenditure per inmate education participant	$ 468.37	$ 796.27	$ 1,454.96	$ 1,518.09	$ (721.83)	-90.7%
Revenue							
	251 - SHERIFF GRANTS	$ 390,329	$ 464,700	$ 469,657	$ 574,843	$ 110,143	23.7%
	TOTAL SOURCES	$ 390,329	$ 464,700	$ 469,657	$ 574,843	$ 110,143	23.7%
Expenditure							
	251 - SHERIFF GRANTS	$ 395,195	$ 440,926	$ 326,072	$ 558,956	$ (118,030)	-26.8%
	252 - INMATE SERVICES	952,505	2,071,623	1,427,545	1,865,543	206,080	9.9%
	255 - DETENTION OPERATIONS	84,102	468	9,795	4,452	(3,984)	-851.3%
	TOTAL USES	$ 1,431,802	$ 2,513,017	$ 1,763,412	$ 2,428,951	$ 84,066	3.3%

Activity Narrative: The measures of this Activity were changed for FY 2013. The Office is making efforts to determine realistic measures and ensure accurate recordkeeping. This Activity should be revisited during the strategic planning update process during FY 2014.

Inmate Intake and Release Activity

The purpose of the Inmate Intake and Release Activity is to provide proper and efficient acceptance, booking, identification, classification, and release to inmates so they can be accurately assigned to jail facilities, held for other agencies, or released from Sheriff's custody.

Mandates: This Activity supports the mandate of the Sheriff's Office under A.R.S. §§11-441, 31-121, 31-122, 31-101, 31-124, and 13-3890 which require the Sheriff's Office to be responsible for County jails and inmate detention.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of inmates assigned to housing or released within 24 hours	N/A	99.7%	99.8%	99.8%	0.1%	0.1%
Result	Percent of inmates accurately released	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of inmates assigned to housing or released	N/A	108,316	106,882	112,160	3,844	3.5%
Output	Number of bookings	N/A	108,588	106,950	112,160	3,572	3.3%
Output	Number of prisoner fingerprint records verified	N/A	108,588	128,978	127,992	19,404	17.9%
Output	Number of releases	N/A	109,424	107,159	110,952	1,528	1.4%
Output	Number of prisoners refused for booking	N/A	N/A	17	8	N/A	N/A
Demand	Number of prisoners accepted for booking	N/A	108,588	106,950	112,160	3,572	3.3%
Demand	Number of inmates ordered for release	N/A	109,424	107,159	110,952	1,528	1.4%
Demand	Number of inmate ten prints taken	N/A	108,588	106,950	112,160	3,572	3.3%
Efficiency	Total activity expenditure per inmate assigned to housing or released	N/A	$ 183.35	$ 182.14	$ 175.37	$ 7.98	4.4%
Revenue							
	251 - SHERIFF GRANTS	$ 167,461	$ 205,239	$ 185,680	$ 188,320	$ (16,919)	-8.2%
	255 - DETENTION OPERATIONS	-	-	11,445	-	-	N/A
	TOTAL SOURCES	$ 167,461	$ 205,239	$ 197,125	$ 188,320	$ (16,919)	-8.2%
Expenditure							
	251 - SHERIFF GRANTS	$ 167,255	$ 205,239	$ 198,323	$ 187,097	$ 18,142	8.8%
	212 - SHERIFF RICO	1,804	-	290	-	-	N/A
	214 - SHERIFF JAIL ENHANCEMENT	8,604	99,167	49,647	87,433	11,734	11.8%
	252 - INMATE SERVICES	18,376	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	18,299,499	19,555,254	19,218,970	19,394,648	160,606	0.8%
	TOTAL USES	$ 18,495,538	$ 19,859,660	$ 19,467,230	$ 19,669,178	$ 190,482	1.0%

Inmate Labor Activity

The purpose of the Inmate Labor Activity is to provide and monitor work hours to fully sentenced and eligible inmates so they can perform labor intensive functions in the jails at a reduced cost to the public and receive time reduction credit toward their sentences.

Mandates: Inmate labor programs are not mandated functions of the Sheriff's Office. A.R.S. §11-455 and A.R.S. Title 31, Chapter 1, Article 3 (§§31-141 through 31-146) establish that the Sheriff's Office may require convicted inmates to perform labor as part of their sentence. The Sheriff's Office is responsible for maintaining management and supervision of inmates who are performing labor.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of institutional services labor hour requirements met by inmate labor hours	N/A	N/A	73.4%	N/A	N/A	N/A
Output	Number of inmate labor hours worked	N/A	N/A	N/A	640,000	N/A	N/A
Output	Number of work hours available (paid and unpaid) for labor in Jail Institutional Services Divisions	N/A	N/A	405,790	N/A	N/A	N/A
Demand	Number of inmate labor hours requested for Jail Institutional Services Divisions	N/A	N/A	N/A	846,388	N/A	N/A
Efficiency	Total activity expenditure per inmate labor hour worked	$ 0.12	$ 0.12	$ 0.33	$ 0.62	$ (0.50)	-422.1%
Expenditure							
	255 - DETENTION OPERATIONS	$ 405,858	$ 417,326	$ 392,423	$ 397,366	$ 19,960	4.8%
	TOTAL USES	$ 405,858	$ 417,326	$ 392,423	$ 397,366	$ 19,960	4.8%

Activity Narrative: Changes in measures for FY 2013 and staff turnover in the Inmate Labor Activity precluded the Office from gathering meaningful data for FY 2014. It is anticipated that this Activity will be evaluated during the strategic planning process and the Office make improvements in recording data in FY 2014.

Inmate Related Mandates Activity

The purpose of the Inmate Related Mandates Activity is to provide mandated services including religious services, grievance hearings, legal materials, library services, and mail to inmates so they can receive items and services mandated to them by law.

Mandates: This Activity supports the overall mandate of the Custody Management Program.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of grievances heard	N/A	N/A	4.2%	4.0%	N/A	N/A
Output	Number of inmates who receive mandated services	7,496	7,670	7,955	8,214	544	7.1%
Output	Number of inmate grievances reviewed	N/A	N/A	10,362	10,128	N/A	N/A
Demand	Number of inmates	7,496	7,670	7,955	8,214	544	7.1%
Demand	Number of inmate grievances filed	N/A	N/A	10,362	10,128	N/A	N/A
Efficiency	Total activity expenditure per inmate for mandated services	N/A	$ 404.25	$ 398.07	$ 414.16	$ (9.92)	-2.5%
Expenditure							
	214 - SHERIFF JAIL ENHANCEMENT	$ 425	$ -	$ 5,568	$ 5,436	$ (5,436)	N/A
	252 - INMATE SERVICES	599,873	640,255	683,829	719,028	(78,773)	-12.3%
	255 - DETENTION OPERATIONS	5,253,763	11,762,019	11,977,260	12,883,242	(1,121,223)	-9.5%
	TOTAL USES	$ 5,854,061	$ 12,402,274	$ 12,666,657	$ 13,607,706	$ (1,205,432)	-9.7%

Activity Narrative: Some measures for this Activity were new in FY 2013. The Office continues to evaluate data in order to determine appropriate measures. Demand and output are expected to increase as the average lengths of stay and inmate population continue to increase.

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: A.R.S. §§15-913.01 and 31-121 establish that the Sheriff's Office must offer an education program for all inmates under the age of 18 and disabled inmates under the age of 21. The teaching method for this program is to be determined by the Sheriff's Office and the Education Services Agency.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of participants that complete programs who do not incur disciplinary incidents after participating in skills and training programs	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of inmate skills training participants	7,101	7,296	7,143	7,296	-	0.0%
Output	Number of participants who complete skills or training course requirements	N/A	N/A	5,319	7,296	N/A	N/A
Demand	Number of inmates eligible for skills training programs	7,128	7,296	7,143	7,296	-	0.0%
Efficiency	Total activity expenditure per skills training program participant	$ 95.16	$ 248.51	$ 191.40	$ 222.34	$ 26.17	10.5%
Revenue							
	203 - SHERIFF DONATIONS	$ 17,782	$ 19,296	$ 21,090	$ 19,296	$ -	0.0%
	TOTAL SOURCES	$ 17,782	$ 19,296	$ 21,090	$ 19,296	$ -	0.0%
Expenditure							
	203 - SHERIFF DONATIONS	$ 19,721	$ 19,299	$ 8,040	$ 19,299	$ -	0.0%
	214 - SHERIFF JAIL ENHANCEMENT	-	-	179	1,690	(1,690)	N/A
	252 - INMATE SERVICES	656,040	1,793,854	1,358,963	1,601,194	192,660	10.7%
	TOTAL USES	$ 675,761	$ 1,813,153	$ 1,367,182	$ 1,622,183	$ 190,970	10.5%

Activity Narrative: Although FY 2013 Forecasted levels of eligible inmates was below FY 2013 budgeted levels, the number of inmates eligible for skills and training programs anticipated in FY 2014 is expected to increase slightly above the FY 2013 Forecast.

Inmate Substance Abuse Recovery Activity

The purpose of the Inmate Substance Abuse Recovery Activity is to provide treatment and rehabilitation sessions to adult and juvenile inmates so they can avoid returning to jail on substance abuse charges.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of ALPHA program graduates who do not return to jail within 2 years on substance abuse charges	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of ALPHA program participants	1,030	1,044	1,060	1,044	-	0.0%
Output	Number of inmates graduating from ALPHA classes	311	356	135	140	(216)	-60.7%
Demand	Number of inmates screened for program admission	N/A	676	427	456	(220)	-32.5%
Demand	Number of qualified inmates for ALPHA program	N/A	1,044	423	438	(606)	-58.0%
Efficiency	Total activity expenditure per ALPHA program participant	$ 1,041.71	$ 2,269.20	$ 1,335.23	$ 1,376.42	$ 892.78	39.3%
Revenue							
	251 - SHERIFF GRANTS	$ 55,785	$ 77,143	$ 78,338	$ 76,452	$ (691)	-0.9%
	255 - DETENTION OPERATIONS	-	-	-	91,500	91,500	N/A
	TOTAL SOURCES	$ 55,785	$ 77,143	$ 78,338	$ 167,952	$ 90,809	117.7%
Expenditure							
	251 - SHERIFF GRANTS	$ 55,428	$ 35,110	$ 50,625	$ 75,903	$ (40,793)	-116.2%
	214 - SHERIFF JAIL ENHANCEMENT	-	-	716	6,759	(6,759)	N/A
	252 - INMATE SERVICES	1,017,534	2,333,332	1,363,707	1,354,317	979,015	42.0%
	255 - DETENTION OPERATIONS	-	600	301	-	600	100.0%
	TOTAL USES	$ 1,072,962	$ 2,369,042	$ 1,415,349	$ 1,436,979	$ 932,063	39.3%

Activity Narrative: The result measure for this Activity is expected to be replaced during the upcoming strategic planning process. Reporting errors in the data make year over year comparisons difficult. The Office expects this to improve with the most recent reorganization.

Jail Intelligence and Security Activity

The purpose of the Jail Intelligence and Security Activity is to provide active monitoring of inmate mail activity, interactions, and phone conversations to Sheriff's custody officials, law enforcement and criminal justice agencies so they can be informed of threats, prevent crimes, and maintain jail security.

Mandates: This Activity supports the mandate of the Sheriff's Office under A.R.S. §§11-441 and 31-121, which require the Sheriff's Office to be responsible for County jails and inmate detention.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of jail intelligence items forwarded to law enforcement for action	4.6%	4.5%	3.0%	2.3%	(2.2%)	-50.0%
Output	Number of jail intelligence items processed (reviewed/analyzed)	59,502	49,424	52,769	53,676	4,252	8.6%
Output	Number of threats detected/identified	N/A	N/A	13	N/A	N/A	N/A
Demand	Number of jail intelligence items/requests received	59,502	49,424	52,769	53,676	4,252	8.6%
Efficiency	Total activity expenditure per jail intelligence item processed	$ 39.45	$ 48.20	$ 44.51	$ 44.85	$ 3.35	6.9%
Revenue							
	251 - SHERIFF GRANTS	$ -	$ 46,679	$ 46,679	$ 48,500	$ 1,821	3.9%
	TOTAL SOURCES	$ -	$ 46,679	$ 46,679	$ 48,500	$ 1,821	3.9%
Expenditure							
	251 - SHERIFF GRANTS	$ -	$ 46,679	$ 39,075	$ 48,019	$ (1,340)	-2.9%
	214 - SHERIFF JAIL ENHANCEMENT	4,105	54,327	9,817	14,197	40,130	73.9%
	255 - DETENTION OPERATIONS	2,342,999	2,281,032	2,299,805	2,345,096	(64,064)	-2.8%
	TOTAL USES	$ 2,347,104	$ 2,382,038	$ 2,348,697	$ 2,407,312	$ (25,274)	-1.1%

Activity Narrative: The Office started tracking the threats detected/identified in January 2013. The Office may modify measures for this Activity next year. As the jail population and average length of stay increase, the number of jail intelligence requests and jail intelligence items processed will continue to increase.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of vehicles receiving preventative maintenance in 48 hours or less	N/A	N/A	57.2%	81.6%	N/A	N/A
Percent of information system availability (24x7)	N/A	99.5%	99.7%	99.6%	0.1%	0.1%
Percent of applicants hired	N/A	21.0%	48.6%	59.2%	38.3%	182.6%
Percent of Sheriff's personnel who meet annual training requirements	N/A	N/A	N/A	100.0%	N/A	N/A
Percent of requests to produce/furnish evidentiary items in storage met	N/A	N/A	100.0%	100.0%	N/A	N/A
Percent of flight mission requests met for extraditions	N/A	N/A	N/A	66.0%	N/A	N/A

Activities that comprise this Program include:

- Aviation
- Employee Professional Standards
- Information and Communications Technology
- Mandated Enforcement and Detention Training
- Property and Evidence
- Sheriff's Vehicle Fleet

Aviation Activity

The purpose of the Aviation Activity is to provide aerial transportation and observations to the Sheriff's Office and other agencies so they can expedite accomplishment of public safety objectives.

Mandates: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of flight mission requests met for extraditions	N/A	N/A	N/A	66.0%	N/A	N/A
Output	Number of prisoner transport missions flown	N/A	N/A	41	80	N/A	N/A
Output	Number of missions flown	N/A	1,040	1,264	1,516	476	45.8%
Output	Number of prisoners returned	N/A	144	115	112	(32)	-22.2%
Demand	Number of requests for prisoner transports (aviation extradition missions)	N/A	N/A	80	120	N/A	N/A
Demand	Number of flight missions requested	N/A	600	886	944	344	57.3%
Efficiency	Total activity expenditure per aviation mission flown	N/A	$ 2,222.86	$ 1,878.63	$ 1,855.14	$ 367.72	16.5%
Expenditure							
	100 - GENERAL	$ -	$ 2,311,773	$ 2,371,895	$ 2,761,258	$ (449,485)	-19.4%
	212 - SHERIFF RICO	-	-	2,693	51,134	(51,134)	N/A
	TOTAL USES	$ -	$ 2,311,773	$ 2,374,588	$ 2,812,392	$ (500,619)	-21.7%

Activity Narrative: On occasion, the Office receives calls for Aviation support or search and rescue, but is unable to respond because aircraft are not flight-ready. By increasing expenditures for Fuel and Repairs and Maintenance in the General Fund (100), the Office expects to increase aircraft availability, which is anticipated to positively impact patrols and other air support missions.

Base Adjustments:

General Fund (100)

- Increase Fuel by $100,053 to reflect FY 2013 forecasted usage and an increase to fund additional flight hours. By increasing flight hours, the Office should be able to provide additional pro-active policing or more effective patrol due to the air support.
- Increase Repairs and Maintenance by $ 241,900 in order to fund required overhauls and other major maintenance for aircraft. These maintenance projects should also result in increased aircraft availability supporting the Office's goal to increase flight hours.

General Fund (100) Non Recurring Non Project

- Increase expenditures $100,000 for one-time Aviation equipment such as pilot suits, rescue equipment and additional training.

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: This Activity supports the mandates of the Enforcement and Custody Management Programs.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of applicants hired	N/A	21.0%	53.4%	59.2%	38.3%	182.6%
Output	Number of background reviews conducted	N/A	830	625	628	(202)	-24.3%
Output	Number of internal affairs cases completed	N/A	N/A	N/A	38	N/A	N/A
Demand	Number of applicant background reviews required	N/A	2,000	773	796	(1,204)	-60.2%
Demand	Number of internal affairs cases initiated	N/A	N/A	N/A	70	N/A	N/A
Efficiency	Total activity expenditure per internal affairs case reviewed	N/A	N/A	N/A	$ 94,371.53	N/A	N/A
Expenditure							
	100 - GENERAL	$ 2,286,980	$ 3,420,175	$ 3,424,045	$ 3,586,118	$ (165,943)	-4.9%
	212 - SHERIFF RICO	4,119	-	-	-	-	N/A
	214 - SHERIFF JAIL ENHANCEMENT	1,358	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	614,857	-	-	-	-	N/A
	TOTAL USES	$ 2,907,314	$ 3,420,175	$ 3,424,045	$ 3,586,118	$ (165,943)	-4.9%

Activity Narrative: As part of the MGT staffing study recommendations, it is anticipated that the Office will engage in a wide-scale hiring effort to fill vacant and newly created positions as recommended.

Base Adjustments:

General Fund (100)

- Increase operating expenditure budget $30,000 to fund on-going licensing and other fees for OnBase Document Management workflows.
- Increase Health Care Services by $89,282 to facilitate increased pre-employment physicals related to increases in hiring. MCSO plans to conduct law enforcement academies in FY 2014 to fill vacancies in law enforcement positions. Additionally, the MGT of America staffing and best practice studies completed in FY 2013 recommend numerous new positions to be filled.

General Fund (100) Non Recurring Non Project

- Increase expenditure budget $150,000 to fund one-time expenses to incorporate OnBase Document Management into the Office's pre-employment practices. Currently, the Office utilizes a paper-based method to conduct applicant reviews and other pre-employment processes. OnBase is expected to provide a workflow to the Office, enhancing accuracy and timeliness in the recruitment process.

Information and Communications Technology Activity

The purpose of the Information and Communications Technology Activity is to provide centralized leadership and coordination for voice, data, radio, and other enforcement and detention communications systems, as well as, support to enforcement, detention and civilian personnel so they can communicate and operate more efficiently in day to day public safety, custody, and overall Sheriff's operations.

Mandates: This Activity supports the mandates of the Enforcement and Custody Management Programs.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of information system availability (24x7)	0.0%	99.5%	99.7%	99.6%	0.1%	0.1%
Output	Number of days information and telecommunications systems are operational (24x7)	364	365	365	365	-	0.0%
Demand	Number of days information and telecommunications systems are required	365	365	365	365	-	0.0%
Demand	Number of radio units supported	N/A	17,756	17,472	17,260	(496)	-2.8%
Demand	Number of PC units supported	N/A	14,160	9,750	12,392	(1,768)	-12.5%
Efficiency	Total activity expenditure per operational day	$ 10,962.59	$ 6,847.50	$ 4,957.60	$ 8,507.61	$ (1,660.10)	-24.2%
Revenue							
	100 - GENERAL	$ 195,475	$ 132,029	$ 128,015	$ 266,441	$ 134,412	101.8%
	TOTAL SOURCES	$ 195,475	$ 132,029	$ 128,015	$ 266,441	$ 134,412	101.8%
Expenditure							
	100 - GENERAL	$ 3,130,124	$ 2,278,825	$ 1,666,072	$ 2,934,501	$ (655,676)	-28.8%
	252 - INMATE SERVICES	139,381	140,090	109,942	142,413	(2,323)	-1.7%
	255 - DETENTION OPERATIONS	722,304	80,423	33,510	28,362	52,061	64.7%
	TOTAL USES	$ 3,991,809	$ 2,499,338	$ 1,809,524	$ 3,105,276	$ (605,938)	-24.2%

Activity Narrative: With the opening of the new Sheriff's headquarters in FY 2014, MCSO IT will consolidate existing data centers. It is expected that the consolidation of these operations and hardware will allow the Office to achieve economies of scale and further solidify the reliability of mission-critical systems.

Base Adjustments:

General Fund (100)

- Increase operating expenditure budget $903,050 to fund recommended staffing and best practices from the MGT staffing study for MCSO IT. Some recommendations include: modifying organizational structure; creating new positions; filling vacant positions; developing backup redundancies; and establishing succession planning for critical operations.

Mandated Enforcement and Detention Training Activity

The purpose of the Mandated Enforcement and Detention Training Activity is to provide detention and enforcement basic and incumbent training programs, firearms and non-lethal weapons training facilities and records, employee course certification records, and bullet proof/stab proof vest acquisitions and assignments primarily to Maricopa County Sheriff's Office compensated sworn and detention personnel so they can be prepared/certified to perform jobs safely and maintain proficiency standards for mandated certifications.

Mandates: This Activity supports the mandates of the Enforcement and Custody Management Programs.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Sheriff's personnel who meet annual training requirements	N/A	N/A	N/A	100.0%	N/A	N/A
Output	Number of enforcement and detention personnel whose annual training and proficiency requirements were evaluated	3,573	N/A	N/A	2,656	N/A	N/A
Output	Number of detention academy attendees that graduate	N/A	180	180	180	-	0.0%
Output	Number of law enforcement academy attendees that graduate	N/A	N/A	N/A	23	N/A	N/A
Demand	Number of MCSO personnel who are required to meet mandated proficiency standards	2,629	2,768	2,612	2,506	(262)	-9.5%
Demand	Number of detention officer candidates who enter detention academies	N/A	260	260	260	-	0.0%
Demand	Number of law enforcement deputy candidates who enter sworn academies	N/A	N/A	N/A	35	N/A	N/A
Efficiency	Total activity expenditure per certified enforcement and detention FTE	N/A	N/A	N/A	$ 2,416.84	N/A	N/A
Revenue							
	100 - GENERAL	$ 16,264	$ -	$ -	$ -	$ -	N/A
	251 - SHERIFF GRANTS	58,774	74,524	74,523	54,290	(20,234)	-27.2%
	TOTAL SOURCES	$ 75,038	$ 74,524	$ 74,523	$ 54,290	$ (20,234)	-27.2%
Expenditure							
	100 - GENERAL	$ 253,216	$ 3,856,873	$ 2,886,441	$ 4,201,519	$ (344,646)	-8.9%
	251 - SHERIFF GRANTS	48,951	74,524	45,638	54,118	20,406	27.4%
	212 - SHERIFF RICO	4,775	3,096	1,290	-	3,096	100.0%
	214 - SHERIFF JAIL ENHANCEMENT	100,359	18,715	43,970	73,609	(54,894)	-293.3%
	255 - DETENTION OPERATIONS	3,440,553	1,856,817	1,954,438	2,089,887	(233,070)	-12.6%
	TOTAL USES	$ 3,847,854	$ 5,810,025	$ 4,931,777	$ 6,419,133	$ (609,108)	-10.5%

Activity Narrative: In FY 2014, the Office expects to conduct two law enforcement (sworn) training academies, which is consistent with recommendations from MGT. In addition, in accord with the Office's initiative to increase training opportunities for staff, sworn personnel will receive firearms certification twice annually.

Base Adjustments:

General Fund (100) Non Recurring Non Project

- Increase expenditures by $180,000 for one-time improvements to MCSO training facilities. These improvements include updating training classrooms and auditorium with new projection equipment accommodating evolving instruction methods.
- Increase expenditures by $180,000 for a one-time purchase of ammunition. This funding was budgeted in FY 2013, but due to the backorder status of the purchase, the ammunition is expected to be paid for and received in FY 2014.
- Increase expenditures $80,000 to fund upgrades to MCSO firing range. This includes repairing and upgrading the range communication system and improvements to the target operation system.

Property and Evidence Activity

The purpose of the Property and Evidence Activity is to provide safekeeping, storage, transporting, testing, and destroying of evidentiary and other property to criminal justice agencies (law enforcement courts, detention/correction) so they can have items available for examination and review, released or disposed of according to mandate.

Mandates: A.R.S. § 28-3511 establishes the Sheriff's Office duties to acquire and maintain evidence, as well as impound vehicles. Further, A.R.S. § 28-3513 requires that any administrative costs

recovered from vehicle impounds be deposited into a special fund for the purpose of implementing A.R.S. § 28-872 and A.R.S § 28-3513.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of requests to produce/furnish evidentiary items in storage met	N/A	N/A	100.0%	100.0%	N/A	N/A
Output	Number of sworn and detention items destroyed, disposed of, and/or released	N/A	12,520	9,360	7,908	(4,612)	-36.8%
Output	Number of evidentiary item safekeeping transactions completed	N/A	N/A	43,577	57,384	N/A	N/A
Output	Number of evidentiary items requests filled	N/A	N/A	8,663	11,168	N/A	N/A
Demand	Number of new items received for safekeeping (sworn and detention)	N/A	N/A	34,445	34,464	N/A	N/A
Demand	Number of requests for evidentiary items to be produced/furnished	N/A	N/A	5,585	11,168	N/A	N/A
Demand	Number of mandated towed vehicle impounds received	N/A	N/A	1,502	2,040	N/A	N/A
Efficiency	Total activity expenditure per evidentiary item safekeeping transaction completed	N/A	N/A	$ 24.34	$ 21.62	N/A	N/A
Revenue							
	100 - GENERAL	$ 47,019	$ 14,000	$ 276,479	$ 14,000	$ -	0.0%
	258 - SHERIFF TOWING AND IMPOUND	-	-	-	228,600	228,600	N/A
	TOTAL SOURCES	$ 47,019	$ 14,000	$ 276,479	$ 242,600	$ 228,600	1632.9%
Expenditure							
	100 - GENERAL	$ 532,045	$ 1,092,880	$ 1,060,702	$ 1,046,171	$ 46,709	4.3%
	212 - SHERIFF RICO	1,940	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	466,084	-	-	-	-	N/A
	258 - SHERIFF TOWING AND IMPOUND	-	-	-	194,691	(194,691)	N/A
	TOTAL USES	$ 1,000,069	$ 1,092,880	$ 1,060,702	$ 1,240,862	$ (147,982)	-13.5%

Activity Narrative: A new, dedicated fund for vehicle impoundment revenues and expenditures has been created in FY 2014 as required by State statute. The new fund is titled Sheriff Towing and Impound Fund (258). Revenues for this fund originate from the recovery of administrative charges relating to tows and impounds that are performed by the Office. In FY 2013, revenues and expenditures were budgeted in the Enforcement Support (ENFO) Activity.

Base Adjustments:

Sheriff Towing and Impound Fund (258)

- Transfer revenue of $228,600 from the General Fund (100) to the Sheriff Towing and Impound Fund (258).
- Transfer expenditures of $194,691 from the General Fund (100) to the Sheriff Towing and Impound Fund (258). These expenditures cover the administrative expenses of towing and impounding vehicles.

Sheriff's Vehicle Fleet Activity

The purpose of the Sheriff's Vehicle Fleet Activity is to provide safe and reliable vehicles, fleet records, registrations, and preventive maintenance/repair notices to Sheriff's operations so they can patrol the County, respond to calls for service, transport arrestees and inmates, deliver meals and laundry, command incidents, and transport officials safely, cost effectively and without interruption in service.

Mandates: This Activity supports the mandates of the Enforcement and Custody Management Programs.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of vehicles receiving preventative maintenance in 48 hours or less	N/A	N/A	57.2%	81.6%	N/A	N/A
Output	Number of vehicles on preventive maintenance inventory (assigned vehicles managed)	738	742	590	538	(204)	-27.5%
Demand	Number of vehicles in MCSO fleet	726	730	731	730	-	-
Efficiency	Total activity expenditure per vehicle maintained in MCSO fleet	$ 117.96	$ 116.41	$ 152.20	$ 166.48	$ (50.07)	-43.0%
Expenditure							
	100 - GENERAL	$ 194,345	$ 345,503	$ 359,045	$ 358,256	$ (12,753)	-3.7%
	255 - DETENTION OPERATIONS	153,746	-	-	-	-	N/A
	TOTAL USES	$ 348,091	$ 345,503	$ 359,045	$ 358,256	$ (12,753)	-3.7%

Activity Narrative: As part of the best practice and staffing study, MGT recommended an increase to the Office's fleet. Currently, some patrol vehicles run almost 24 hours a day. Such extended use, in conjunction with harsh environmental elements (i.e. oppressive heat and dust) present in the County results in the vehicles requiring maintenance in short succession and quickly reaching end of life. Funding for additional patrol vehicles is in the General Government Activity and will be transferred to other activities mid-year.

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: This Activity supports 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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Priority 1 calls dispatched under threshold	N/A	92.0%	92.6%	92.0%	0.0%	0.0%
Percent of days MCSO is prepared to respond	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of investigations cases cleared by arrest	18.1%	15.1%	17.2%	17.3%	2.2%	14.7%
Percent of Priority 1 calls responded to within 5 minutes or less	50.2%	49.5%	52.1%	51.5%	2.0%	4.1%
Percent of missions resulting in rescue	69.4%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of valid warrant confirmations	N/A	N/A	N/A	N/A	N/A	N/A
Percent of no-injury Specialized Weapons and Tactics Division responses/assists (officers or civilians)	N/A	N/A	98.3%	97.1%	N/A	N/A

Activities that comprise this Program include:

- Disaster and Community Threat Disruption Response
- Dispatch
- Enforcement Support
- Special Weapons and Tactics (SWAT)
- Warrant and Records Information Processing
- Investigations
- Patrol
- Search and Rescue

Disaster and Community Threat Disruption Response Activity

The purpose of the Disaster and Community Threat Disruption Response Activity is to provide response preparedness and intelligence to law enforcement agencies and the State of Arizona Homeland Security so they can at all times avoid acts of terrorism and other serious criminal activity, reduce vulnerabilities to critical hazards, and minimize damage to allow recovery.

Mandates: A.R.S. §41-4258 establishes that the Sheriff's Office is responsible for coordinating, developing and implementing homeland securities strategies.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of days MCSO is prepared to respond	N/A	100.0%	100.0%	100.0%	-	0.0%
Output	Number of days in the year	366	365	365	365	-	0.0%
Output	Number of target hardening initiatives completed	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of target hardening initiatives pending and in progress	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of days identified by Homeland Security as high terrorism threat days	N/A	N/A	N/A	365	N/A	N/A
Efficiency	Total activity expenditure per response preparedness day	$ 5,483.95	$ 7,617.83	$ 4,910.55	$ 6,239.04	$ 1,378.79	18.1%
Revenue							
	251 - SHERIFF GRANTS	$ 2,167,148	$ 1,814,887	$ 1,814,889	$ 1,368,048	$ (446,839)	-24.6%
	TOTAL SOURCES	$ 2,167,148	$ 1,814,887	$ 1,814,889	$ 1,368,048	$ (446,839)	-24.6%
Expenditure							
	100 - GENERAL	$ 734,815	$ 965,620	$ 798,627	$ 964,270	$ 1,350	0.1%
	251 - SHERIFF GRANTS	1,272,576	1,814,887	993,724	1,312,978	501,909	27.7%
	212 - SHERIFF RICO	(265)	-	-	-	-	N/A
	TOTAL USES	$ 2,007,126	$ 2,780,507	$ 1,792,351	$ 2,277,248	$ 503,259	18.1%

Activity Narrative: The demands and outputs for this Activity are outdated and require updating during the FY 2015 strategic plan update process.

Dispatch Activity

The purpose of the Dispatch Activity is to provide 24-hour public safety and emergency radio communications to public safety personnel and the general public so they can have calls handled properly and Priority 1 calls can be dispatched within 2 minutes or less.

Mandates: This Activity supports the overall mandate of the Enforcement Program.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Priority 1 calls dispatched under threshold	N/A	92.0%	92.6%	92.0%	-	0.0%
Output	Number of police service communications dispatched	228,257	215,180	221,641	273,088	57,908	26.9%
Output	Number of Priority 1 calls dispatched	N/A	3,348	3,331	3,348	-	0.0%
Demand	Number of incoming police service communications	228,257	215,180	216,241	265,756	50,576	23.5%
Efficiency	Total activity expenditure per police service call dispatched	$ 12.12	$ 14.64	$ 13.84	$ 11.59	$ 3.05	20.8%
Revenue							
	100 - GENERAL	$ 260,425	$ 258,664	$ 251,105	$ 293,091	$ 34,427	13.3%
	TOTAL SOURCES	$ 260,425	$ 258,664	$ 251,105	$ 293,091	$ 34,427	13.3%
Expenditure							
	100 - GENERAL	$ 1,291,547	$ 1,918,988	$ 1,815,150	$ 1,907,015	$ 11,973	0.6%
	212 - SHERIFF RICO	532	-	-	-	-	N/A
	255 - DETENTION OPERATIONS	1,474,948	1,230,902	1,251,434	1,258,035	(27,133)	-2.2%
	TOTAL USES	$ 2,767,027	$ 3,149,890	$ 3,066,584	$ 3,165,050	$ (15,160)	-0.5%

Activity Narrative: The newly-built 911 call center within the Sheriff's headquarters will begin operation in November or December of FY 2014. It is predicted the new equipment and software should positively impact the Office's ability to respond to calls quickly and efficiently.

Enforcement Support Activity

The purpose of the Enforcement Support Activity is provide supplemental personnel, including volunteers and reserves, equipment, vehicles, and horses to the Sheriff's Office so they can have the increased capacity necessary to meet public safety needs and initiatives.

Mandates: A.R.S. §11-441 establishes the duty of the Sheriff's Office to preserve the peace, and suppress all riots and insurrections which come to the knowledge of the Sheriff's Office.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Output	Number of human smuggling arrests	N/A	360	356	340	(20)	-5.6%
Output	Number of animals seized	N/A	248	137	N/A	N/A	N/A
Output	Number of enforcement support division responses and assists	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of animal abuse incidents	N/A	3,116	1,787	N/A	N/A	N/A
Demand	Number of human smuggling incidents	N/A	N/A	43	48	N/A	N/A
Demand	Number of employer sanctions incidents	N/A	N/A	14	20	N/A	N/A
Demand	Number of requests for enforcement support--posse and reserves	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Total activity expenditure per enforcement support division response or assist	N/A	N/A	N/A	N/A	N/A	N/A
Revenue							
	100 - GENERAL	$ 330,901	$ 340,000	$ -	$ -	$ (340,000)	-100.0%
	251 - SHERIFF GRANTS	2,101,500	2,105,210	2,123,205	2,171,490	66,280	3.1%
	203 - SHERIFF DONATIONS	160	6,436	3,127	6,436	-	0.0%
	206 - OFFICER SAFETY EQUIPMENT	32,160	60,000	57,538	60,000	-	0.0%
	TOTAL SOURCES	$ 2,464,721	$ 2,511,646	$ 2,183,870	$ 2,237,926	$ (273,720)	-10.9%
Expenditure							
	100 - GENERAL	$ 8,994,092	$ 3,586,502	$ 3,829,423	$ 3,634,390	$ (47,888)	-1.3%
	251 - SHERIFF GRANTS	1,794,720	2,178,278	1,996,240	2,196,212	(17,934)	-0.8%
	203 - SHERIFF DONATIONS	-	7,001	2,915	7,001	-	0.0%
	206 - OFFICER SAFETY EQUIPMENT	-	60,000	23,500	60,000	-	0.0%
	212 - SHERIFF RICO	61,645	105,604	41,297	158,758	(53,154)	-50.3%
	255 - DETENTION OPERATIONS	8,414	158	67	158	-	0.0%
	TOTAL USES	$ 10,858,871	$ 5,937,543	$ 5,893,442	$ 6,056,519	$ (118,976)	-2.0%

Activity Narrative: The Office experienced issues in recording accurate, meaningful data in FY 2013. The new records management system (RMS) and field reporting system (FR) are expected to have a significant impact on the quality of data collected.

Base Adjustments:

General Fund (100)

- Reduce towing and impound revenues by $113,417 based on the FY 2013 Forecast.
- Reallocate revenue of $228,600 from the General Fund (100) to the Sheriff Towing and Impound Fund (258) in compliance with State statute requiring towing and impound revenues be deposit in a special fund.
- Reallocate expenditures of $194,691 from the General Fund (100) to the Sheriff Towing and Impound Fund (258).

Investigations Activity

The purpose of the Investigations Activity is to provide criminal investigative services to the public and the prosecution so they can have criminals arrested and cases can be cleared.

Mandates: This Activity supports the overall mandate of the Enforcement Program. Also**,** A.R.S. §13-4405 mandates the Sheriff's Office, in instances where the Sheriff's Office is the investigator of an offense, provide victims with required legal process and resource information.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of investigations cases cleared by arrest	18.1%	15.1%	17.2%	17.3%	2.2%	14.7%
Output	Number of cases cleared	6,024	5,552	5,347	4,840	(712)	-12.8%
Demand	Number of cases assigned/undertaken (cases to be handled)	4,631	10,680	7,048	5,700	(4,980)	-46.6%
Efficiency	Total activity expenditure per case cleared	N/A	$ 3,420.76	$ 3,256.45	$ 4,068.25	$ (647.49)	-18.9%
Revenue							
	251 - SHERIFF GRANTS	$ 3,723,782	$ 3,935,978	$ 3,944,375	$ 3,336,239	$ (599,739)	-15.2%
	212 - SHERIFF RICO	954,940	2,000,000	903,161	2,500,000	500,000	25.0%
	TOTAL SOURCES	$ 4,678,722	$ 5,935,978	$ 4,847,536	$ 5,836,239	$ (99,739)	-1.7%
Expenditure							
	100 - GENERAL	$ 8,016,356	$ 13,183,054	$ 13,502,190	$ 14,136,675	$ (953,621)	-7.2%
	251 - SHERIFF GRANTS	3,608,499	3,928,717	3,094,920	3,332,233	596,484	15.2%
	212 - SHERIFF RICO	853,910	1,880,265	815,125	2,221,407	(341,142)	-18.1%
	255 - DETENTION OPERATIONS	4,500,528	-	-	-	-	N/A
	TOTAL USES	$ 16,979,293	$ 18,992,036	$ 17,412,235	$ 19,690,315	$ (698,279)	-3.7%

Activity Narrative: In FY 2013, the Office began participation in the operation of the Southwest Family Advocacy Center, as part of an intergovernmental agreement with the Town of Buckeye, and the Cities of Goodyear and Avondale. This arrangement provides for collaborative efforts in the investigation, prosecution, and treatment of crimes against children. MCSO plans to participate in this agreement again in FY 2014. This collaboration allows for more effective investigation and contributed to increasing the percent of investigations cases cleared by arrest to 17.3% in FY 2014.

Base Adjustments:

General Fund (100)

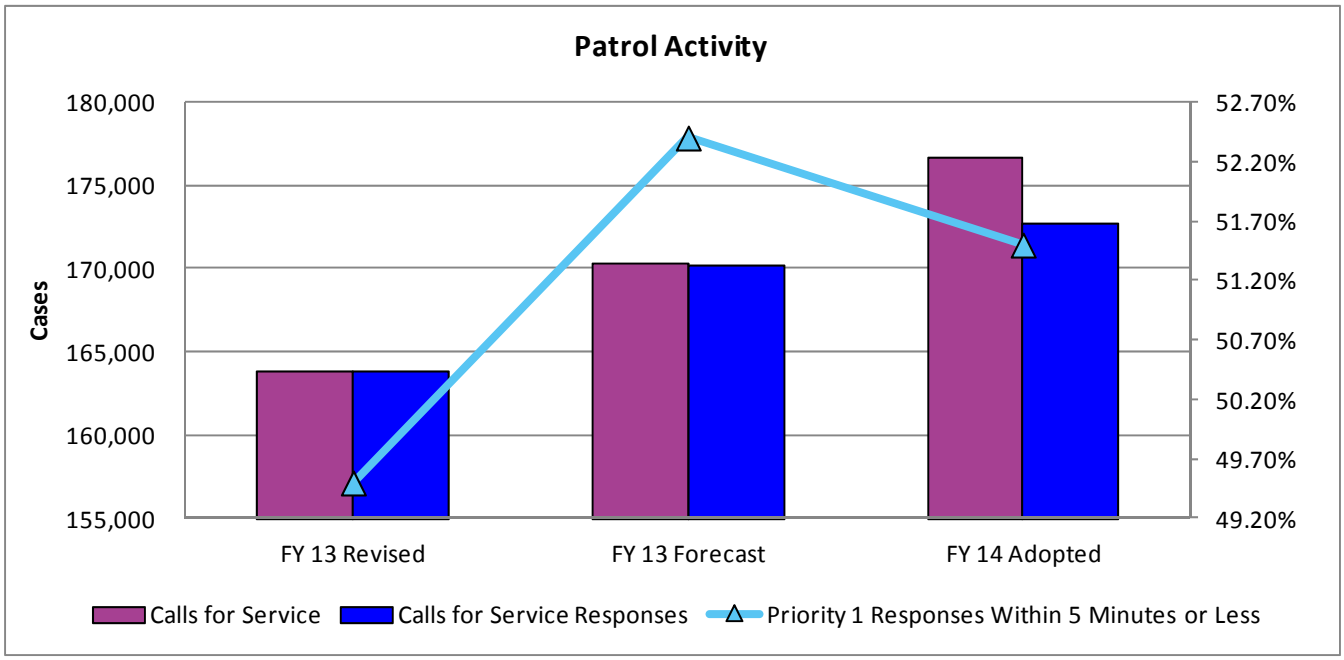
- Create one (1) Crime Lab Analyst and right-size another analyst's salary. The net impact is an increase to expenditures of $90,000.
- Decrease Fuel by $88,844 to reflect FY 2013 Forecast levels.
- Increase revenues and expenditures by $500,000 to account for increased forfeitures received and to fund additional vehicle leases for the Sheriff's narcotics team and new rifles, scopes, and training.

Patrol Activity

The purpose of the Patrol Activity is to provide 24-hour preventive enforcement and law enforcement response to the general public in County districts, at the lakes, on park trails and to contracted cities and towns so they can be protected from criminal activity and offenders and receive prompt response to public safety emergencies.

Mandates: This Activity supports the overall mandate of the Enforcement Program. Additionally, A.R.S. §41-4258 establishes that the Sheriff's Office is responsible for coordinating, developing, and implementing homeland securities strategies.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Priority 1 calls responded to within 5 minutes or less	50.2%	49.5%	52.1%	51.5%	2.0%	4.1%
Output	Number of radio calls for service responses (number of responses)	171,112	163,844	175,601	172,732	8,888	5.4%
Output	Number of Priority 1 calls responded to	2,077	1,552	1,884	1,964	412	26.5%
Output	Part 1 (violent) crimes reported	N/A	N/A	N/A	5,104	N/A	N/A
Output	Number of on-view (deputy viewed) incident responses	N/A	N/A	74,138	95,164	N/A	N/A
Demand	Number radio calls for service dispatched to patrol (number of incidents)	171,272	163,912	175,708	176,732	12,820	7.8%
Demand	Number of patrol vehicle miles driven	N/A	N/A	1,945,746	3,900,784	N/A	N/A
Efficiency	Total activity expenditure per call for service response	$ 198.49	$ 216.71	$ 198.07	$ 219.16	$ (2.45)	-1.1%
Revenue							
	100 - GENERAL	$ 9,734,714	$ 9,559,841	$ 9,207,088	$ 9,509,419	$ (50,422)	-0.5%
	251 - SHERIFF GRANTS	619,566	1,032,122	881,557	747,326	(284,796)	-27.6%
	203 - SHERIFF DONATIONS	1,000	-	100	-	-	N/A
	TOTAL SOURCES	$ 10,355,280	$ 10,591,963	$ 10,088,745	$ 10,256,745	$ (335,218)	-3.2%
Expenditure							
	100 - GENERAL	$ 33,558,225	$ 34,474,943	$ 33,970,410	$ 37,112,381	$ (2,637,438)	-7.7%
	251 - SHERIFF GRANTS	391,938	1,032,122	809,141	744,133	287,989	27.9%
	212 - SHERIFF RICO	14,106	-	1,348	-	-	N/A
	TOTAL USES	$ 33,964,269	$ 35,507,065	$ 34,780,899	$ 37,856,514	$ (2,349,449)	-6.6%



Activity Narrative: In FY 2013, MGT completed a staffing and best practice study focusing on MCSO law enforcement practices. In FY 2014 the Office will continue to implement recommendations contained within the final report. Additionally, a new field reporting system (FR) in conjunction with a new record management system (RMS) is expected to substantially enhance the data collected through patrolling activities, making law enforcement more intelligent and responsive to current trends and challenges.

Base Adjustments:

General Fund (100)

- Reduce Patrol Fuel by $167,337 to reflect FY 2013 Forecast levels.

- Increase revenue by $5,000 related to state land law enforcement. The Office anticipates delivering more law enforcement service on State lands in early FY 2014 (fall) than was delivered during FY 2013 (spring).

General Fund (100) Non Recurring Non Project

- Increase expenditures by $100,000 to purchase radars and portable breath tester (PBT) devices for law enforcement.
- Increase expenditures $1,250,000 for the purchase of mobile data computers and necessary accessories.
- Increase expenditures $1,250,000 to fund a refresh of the Office's Tasers.

Search and Rescue Activity

The purpose of the Search and Rescue Activity is to provide search or rescue missions to persons who are lost, injured or in distress primarily in Maricopa County so they can be aided and taken to safety or recovered.

Mandates: This Activity supports the overall mandate of the Enforcement Program.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of missions resulting in rescue	69.4%	100.0%	100.0%	100.0%	-	0.0%
Output	Number of search and rescue missions undertaken	59	36	49	36	-	0.0%
Demand	Number of search and rescue incidents reported	59	36	49	36	-	0.0%
Efficiency	Total activity expenditure per search and rescue mission undertaken	$ 26.81	$ 4,207.50	$ 2,072.69	$ 4,169.33	$ 38.17	0.9%
Expenditure							
	100 - GENERAL	$ 1,582	$ 151,470	$ 101,562	$ 150,096	$ 1,374	0.9%
	TOTAL USES	$ 1,582	$ 151,470	$ 101,562	$ 150,096	$ 1,374	0.9%

Special Weapons and Tactics (SWAT) Activity

The purpose of the Special Weapons and Tactics (SWAT) Activity is to provide specialized high risk and tactical law enforcement responses which include Chemical, Biological, Radioactive, Nuclear Explosive (CBRNE) handling, hostage situations, riots, and other incidents requiring the utilization of specialized weapons and tactics, including K-9s, to the public and other law enforcement agencies so they can benefit from avoidance of, or protection from, critical or catastrophic events, serious injury or death.

Mandates: This Activity supports the overall mandate of the Enforcement Program.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of no-injury specialized weapons and tactics division responses/assists (officers or civilians)	N/A	N/A	98.3%	97.1%	N/A	N/A
Output	Number of specialized weapons and tactics (SWAT) division incident responses and/or assists	N/A	N/A	116	140	N/A	N/A
Output	Number of K-9 sniffs	N/A	N/A	184	212	N/A	N/A
Output	Number of chemical, biological, radioactive, nuclear explosive, and explosive ordnance responses	N/A	N/A	37	32	N/A	N/A
Demand	Number of calls for service and/or incidents requiring specialized weapons and tactics (SWAT)	N/A	N/A	116	140	N/A	N/A
Demand	Number of chemical, biological, radioactive, nuclear explosive and explosive ordnance reported incidents	N/A	N/A	25	32	N/A	N/A
Efficiency	Total activity expenditure per SWAT division incident response or assist	N/A	N/A	$ 26,732.52	$ 23,950.60	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ 3,080,682	$ 3,098,514	$ 3,310,543	$ (229,861)	-7.5%
	212 - SHERIFF RICO	-	-	2,458	42,541	(42,541)	N/A
	TOTAL USES	$ -	$ 3,080,682	$ 3,100,972	$ 3,353,084	$ (272,402)	-8.8%

Warrants and Records Information Processing Activity

The purpose of the Warrants and Records Information Processing Activity is to provide validations and confirmations for warrants, criminal records, orders of protection, and sex offender registrations to criminal justice agencies and the public so they can increase public safety.

Mandates: A.R.S. §13-3624 mandates that emergency orders of protection be available at all times.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of valid warrant confirmations	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of warrant confirmations and orders of protection completed (processed)	N/A	51,600	57,579	57,764	6,164	11.9%
Output	Number of sex offender registration actions completed	N/A	N/A	4,076	5,380	N/A	N/A
Output	Number of warrant confirmations completed	N/A	N/A	31,612	42,744	N/A	N/A
Demand	Number of warrants and orders of protection received	63,620	64,504	62,517	64,184	(320)	-0.5%
Demand	Number of sex offender registration actions submitted by registrants to process	N/A	N/A	4,076	5,380	N/A	N/A
Demand	Number of criminal records requests	N/A	N/A	N/A	612,888	N/A	N/A
Efficiency	Total activity expenditure per warrant confirmation and orders of protection items completed (processed)	N/A	$ 35.50	$ 29.60	$ 31.72	$ 3.79	10.7%
Revenue							
	100 - GENERAL	$ 51,081	$ 55,000	$ 42,479	$ 35,000	$ (20,000)	-36.4%
	251 - SHERIFF GRANTS	179,076	32,121	32,121	-	(32,121)	-100.0%
	TOTAL SOURCES	$ 230,157	$ 87,121	$ 74,600	$ 35,000	$ (52,121)	-59.8%
Expenditure							
	100 - GENERAL	$ 1,583,219	$ 1,799,924	$ 1,697,336	$ 1,832,147	$ (32,223)	-1.8%
	251 - SHERIFF GRANTS	88,145	32,121	7,160	-	32,121	100.0%
	TOTAL USES	$ 1,671,364	$ 1,832,045	$ 1,704,496	$ 1,832,147	$ (102)	-0.0%

Base Adjustments:

General Fund (100)

- Reduce revenue by $20,000 due to a decreased demand for fingerprinting services for which MCSO receives a fee.

Facilities Operations and Maintenance Program

The purpose of the Facilities Operations and Maintenance Program is to provide facilities, detention security, buildings and grounds operations, and maintenance services to Maricopa County departments so they can work and conduct business in a safe, functional environment.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of facilities cleaned to standard	N/A	N/A	N/A	N/A	N/A	N/A

Building and Grounds Activity

The purpose of the Building and Grounds Activity to provide cleaning and other building services to designated Sheriff's Office divisions and facilities so they can be satisfactorily cleaned and maintained.

Mandates: CFR40-Environment (Code of Federal Regulations/Title 40 Protection of the Environment) establishes regulations for environmental issues, including dust stabilization, non-road based motorized equipment, chemicals, and the need for material safety data sheets (MSDS).

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of facilities cleaned to standard	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of facilities cleaned	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of facilities that require cleaning	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Total activity expenditure per facility cleaned	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure							
	100 - GENERAL	$ 259,439	$ 155,383	$ 270,398	$ 265,374	$ (109,991)	-70.8%
	255 - DETENTION OPERATIONS	2,343,572	2,169,557	2,276,849	2,062,632	106,925	4.9%
	TOTAL USES	$ 2,603,011	$ 2,324,940	$ 2,547,247	$ 2,328,006	$ (3,066)	-0.1%

Activity Narrative: Data for this Activity was not collected in FY 2013. It is expected that the Office will make substantial progress in collecting this data in FY 2014 so that this Activity can be tracked.

Appropriated Budget Reconciliations

General Fund (100)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 76,263,918**	**$ 11,423,534**
Adjustments:	Agenda Item:			
Supplemental Funding				
Mid Year Adjustments			*750,000*	-
Funding for Ammunition and Target Range Equipment	*C-50-13-048-M-00*		*750,000*	-
			-	-
FY 2013 Revised Budget			**$ 77,013,918**	**$ 11,423,534**
Adjustments:				
Reallocations			**$ (903,106)**	**$ -**
Reallocation Between Depts			*(903,106)*	-
Reallocate Wells Fargo Lease		*$ (967,686)*		
Create Financial Business Analyst for Jail Per Diem collections		*64,580*		
FY 2014 Budget Target			**$ 76,110,812**	**$ 11,423,534**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 2,238,771**	**$ -**
Retirement Contributions			*2,238,771*	-
Base Adjustments			**$ 8,517,883**	**$ -**
Other Base Adjustments			*1,455,790*	-
Increase overtime & overtime benefits		*$ 375,483*		
Increase Aviation repairs & maintenance to accommodate overhauls		*241,900*		
Increase Aviation fuel to facilitate additional flight time		*100,053*		
Additional OnBase document management licensing		*150,000*		
Create one (1) Crime Lab Analyst and right-size another analyst		*90,000*		
Increase health care services for pre-employment physicals		*89,282*		
Increase travel for training purposes		*19,444*		
Reduce utilities to reflect actual usage		*(17,500)*		
Adjust risk allocations		*523,214*		
Reduce fuel for Patrol consistent with FY 2013 forecasted levels		*(167,337)*		
Reduce fuel for Investigations consistent with FY 2013 forecasted levels		*(88,844)*		
Increase other services for temporary IT staffing for Data Center activity		*74,417*		
Increase expenditures for contract law enforcement provided to cities and towns		*113,417*		
Right-size allocations for shared support activities (Dispatch and Custodial)		*56,829*		
Net impact of other adjustments		*(104,568)*		
Personnel Savings			*(122,644)*	-
Increase peronnel savings		*$ (122,644)*		
MCSO Staffing Study Recommendations			*7,184,737*	-
MGT staffing and best practice recommendations		*$ 7,184,737*		
Fees and Other Revenues			**$ -**	**$ (12,983)**
ProgRevenue Volume Inc/Dec			-	*(12,983)*
Increase IGA revenues for law enforcement services to cities and towns		*$ 113,417*		
Rightsize anticipated Section 3511 impound revenues		*(111,400)*		
Rightsize anticipated fingerprinting fee revenue		*(20,000)*		
Shift state reimbursement from FY13 to FY14 for state land law enforcement		*5,000*		
Reallocations			**$ (4,225,160)**	**$ (228,600)**
Reallocation Between Funds			*(194,691)*	*(228,600)*
Reallocate Section 3511 impound expenses to Fund 258		*$ (194,691)*		
Reallocate Section 3511 impound revenues to Fund 258		*(228,600)*		
Reallocation of Sheriff General and Detention Funds			*(4,030,469)*	-
Administrative cost allocations between Fund 100 and Fund 255		*$ (4,030,469)*		
Budget Balancing			**$ (924,765)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget			*(924,765)*	-

General Fund (100) (continued)

FY 2014 Tentative Budget			**$ 81,717,541**	**$ 11,181,951**
Percent Change from Target Amount			*7.4%*	*-2.1%*
Adjustments:				
Base Adjustments			**$ 1,290,135**	**$ -**
Other Base Adjustments			*(120,000)*	-
Transfer one-time OnBase expenditures to Non-recurring		*$ (120,000)*		
Internal Service Charges			*507,085*	-
Increased Department risk charges		*$ 507,085*		
MCSO Staffing Study Recommendations			*903,050*	-
IT staffing study recommendation implementation		*$ 903,050*		
Reallocations			**$ (64,580)**	**$ -**
Reallocation Between Depts			*(64,580)*	-
Return Jail per Diem Collection position to County Finance		*$ (64,580)*		
FY 2014 Adopted Budget			**$ 82,943,096**	**$ 11,181,951**
Percent Change from Target Amount			*9.0%*	*-2.1%*

			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ 317,940**	**$ -**
Adjustments:	Agenda Item:			
Information and Communications Technology				
Technology Projects			**$ 335,461**	**$ -**
Digital Record System and Server Upgrade	*C-50-13-037-M-00*		*335,461*	-
Supplemental Funding				
Mid Year Adjustments			**$ 180,000**	**$ -**
Funding for Ammunition and Target Range Equipment	*C-50-13-048-M-00*		*180,000*	-
FY 2013 Revised Budget			**$ 833,401**	**$ -**
Adjustments:	Agenda Item:			
Information and Communications Technology				
Technology Projects			**$ (335,461)**	**$ -**
Digital Record System and Server Upgrade	*C-50-13-037-M-00*		*(335,461)*	-
Non Recurring			**$ (317,940)**	**$ -**
Non Recurring Carry Forward			*(317,940)*	-
Contract positions for implementation of CAD/RMS/FR systems		*$ (317,940)*		
Supplemental Funding				
Mid Year Adjustments			**$ (180,000)**	**$ -**
Funding for Ammunition and Target Range Equipment	*C-50-13-048-M-00*		*(180,000)*	-
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 3,941,783**	**$ -**
Non Recurring Carry Forward			*483,843*	-
6 months of office space leasing and parking at Wells Fargo building		*$ 483,843*		
Other Non-Recurring			*3,457,940*	-
Contract positions for implementation of CAD/RMS/FR systems		*$ 317,940*		
Ammunition funding carry-over from FY2013		*180,000*		
Mobile data computers for law enforcement		*1,250,000*		
Taser refresh		*1,250,000*		
Radar and PBT funding		*100,000*		
Training academy upgrades		*180,000*		
One-time aviation equipment and training		*100,000*		
Firing range equipment		*80,000*		
FY 2014 Tentative Budget			**$ 3,941,783**	**$ -**
Percent Change from Target Amount				

General Fund (100) (continued)

Adjustments:			
Base Adjustments		**$ 150,000**	**$ -**
Other Base Adjustments		*150,000*	-
Transfer one-time OnBase expenditures to non-recurring from operating budget	*$ 120,000*		
Additional one-time OnBase expenses	*30,000*		
FY 2014 Adopted Budget		**$ 4,091,783**	**$ -**
Percent Change from Target Amount			

Sheriff Donations Fund (203)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 26,300**	**$ 26,300**
FY 2013 Revised Budget	**$ 26,300**	**$ 26,300**
FY 2014 Budget Target	**$ 26,300**	**$ 26,300**
FY 2014 Adopted Budget	**$ 26,300**	**$ 26,300**
Percent Change from Target Amount	*0.0%*	*0.0%*

Sheriff Donations Fund (203) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 108,136	$ 112,658	$ 112,658	$ 107,991	$ 121,841
Sources:					
Operating	$ 19,578	$ 26,300	$ 26,300	$ 24,805	$ 26,300
Total Sources:	$ 19,578	$ 26,300	$ 26,300	$ 24,805	$ 26,300
Uses:					
Operating	$ 19,721	$ 26,300	$ 26,300	$ 10,955	$ 26,300
Total Uses:	$ 19,721	$ 26,300	$ 26,300	$ 10,955	$ 26,300
Structural Balance	$ (143)	$ -	$ -	$ 13,850	$ -
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 107,991	$ 112,658	$ 112,658	$ 121,841	$ 121,841
Total Ending Spendable Fund Balance	$ 107,991	$ 112,658	$ 112,658	$ 121,841	$ 121,841

Sheriff Officer Safety Equipment Fund (206)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 60,000**	**$ 60,000**
FY 2013 Revised Budget	**$ 60,000**	**$ 60,000**
FY 2014 Budget Target	**$ 60,000**	**$ 60,000**
FY 2014 Adopted Budget	**$ 60,000**	**$ 60,000**
Percent Change from Target Amount	*0.0%*	*0.0%*

Sheriff Officer Safety Equipment Fund (206) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ -	$ 20,164	$ 20,164	$ 32,225	$ 66,263
Sources:					
Operating	$ 32,224	$ 60,000	$ 60,000	$ 57,538	$ 60,000
Total Sources:	$ 32,224	$ 60,000	$ 60,000	$ 57,538	$ 60,000
Uses:					
Operating	$ -	$ 60,000	$ 60,000	$ 23,500	$ 60,000
Total Uses:	$ -	$ 60,000	$ 60,000	$ 23,500	$ 60,000
Structural Balance	$ 32,224	$ -	$ -	$ 34,038	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 32,225	$ 20,164	$ 20,164	$ 66,263	$ 66,263
Total Ending Spendable Fund Balance	$ 32,225	$ 20,164	$ 20,164	$ 66,263	$ 66,263

Sheriff RICO Fund (212)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 2,000,000**	**$ 2,000,000**
FY 2013 Revised Budget	**$ 2,000,000**	**$ 2,000,000**
FY 2014 Budget Target	**$ 2,000,000**	**$ 2,000,000**
FY 2014 Tentative Budget	**$ 2,000,000**	**$ 2,000,000**
Percent Change from Target Amount	*0.0%*	*0.0%*
Adjustments:		
Fees and Other Revenues	**$ 500,000**	**$ 500,000**
ProgRevenue Volume Inc/Dec	*500,000*	*500,000*
FY 2014 Adopted Budget	**$ 2,500,000**	**$ 2,500,000**
Percent Change from Target Amount	*25.0%*	*25.0%*

Sheriff RICO Fund (212) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ (7,378)	$ 20	$ 20	$ (6,000)	$ 19,972
Sources:					
Operating	$ 954,940	$ 2,000,000	$ 2,000,000	$ 903,161	$ 2,500,000
Total Sources:	$ 954,940	$ 2,000,000	$ 2,000,000	$ 903,161	$ 2,500,000
Uses:					
Operating	$ 953,566	$ 2,000,000	$ 2,000,000	$ 877,189	$ 2,500,000
Total Uses:	$ 953,566	$ 2,000,000	$ 2,000,000	$ 877,189	$ 2,500,000
Structural Balance	$ 1,374	$ -	$ -	$ 25,972	$ -
Accounting Adjustments	$ 4	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ 20	$ 20	$ 19,972	$ 19,972
Unassigned	(6,000)	-	-	-	-
Total Ending Spendable Fund Balance	$ (6,000)	$ 20	$ 20	$ 19,972	$ 19,972

Sheriff Jail Enhancement Fund (214)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 1,482,444**	**$ 1,482,444**
FY 2013 Revised Budget	**$ 1,482,444**	**$ 1,482,444**
FY 2014 Budget Target	**$ 1,482,444**	**$ 1,482,444**
FY 2014 Adopted Budget	**$ 1,482,444**	**$ 1,482,444**
Percent Change from Target Amount	*0.0%*	*0.0%*

Sheriff Jail Enhancement Fund (214) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 2,597,706	$ 1,591,852	$ 1,591,852	$ 1,693,933	$ 2,801,003
Sources:					
Operating	$ 1,413,310	$ 1,482,444	$ 1,482,444	$ 1,477,044	$ 1,482,444
Total Sources:	$ 1,413,310	$ 1,482,444	$ 1,482,444	$ 1,477,044	$ 1,482,444
Uses:					
Operating	$ 317,094	$ 1,482,444	$ 1,482,444	$ 369,974	$ 1,482,444
Total Uses:	$ 2,317,094	$ 1,482,444	$ 1,482,444	$ 369,974	$ 1,482,444
Structural Balance	$ 1,096,216	$ -	$ -	$ 1,107,070	$ -
Accounting Adjustments	$ 11	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,693,933	$ 1,591,852	$ 1,591,852	$ 2,801,003	$ 2,801,003
Unassigned	-	-	-	-	-
Total Ending Spendable Fund Balance	$ 1,693,933	$ 1,591,852	$ 1,591,852	$ 2,801,003	$ 2,801,003

Sheriff Grants Fund (251)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 8,494,509**	**$ 8,494,509**
Adjustments:	Agenda Item:			
Grants, Donations and Intergovernmental Agreements				
Grants			**$ 1,342,077**	**$ 1,342,077**
Sheriff FY 2013 Grant Reconciliation	*C-50-13-062-M-00*		*1,342,077*	*1,342,077*
FY 2013 Revised Budget			**$ 9,836,586**	**$ 9,836,586**
Adjustments:	Agenda Item:			
Grants, Donations and Intergovernmental Agreements				
Grants			**$ (1,342,077)**	**$ (1,342,077)**
Sheriff FY 2013 Grant Reconciliation	*C-50-13-062-M-00*		*(1,342,077)*	*(1,342,077)*
FY 2014 Budget Target			**$ 8,494,509**	**$ 8,494,509**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 54,830**	**$ -**
Retirement Contributions			*54,830*	*-*
Grants, Donations and Intergovernmental Agreements				
Grants			**$ 16,169**	**$ 70,999**
Grant Reconciliation			*16,169*	*70,999*
FY 2014 Tentative Budget			**$ 8,565,508**	**$ 8,565,508**
Percent Change from Target Amount			*0.8%*	*0.8%*
Adjustments:				
Base Adjustments			**$ -**	**$ -**
Other Base Adjustments			*(5,968)*	*-*
Internal Service Charges			*5,968*	*-*
Increased Risk Management charges		*$ 5,968*		
FY 2014 Adopted Budget			**$ 8,565,508**	**$ 8,565,508**
Percent Change from Target Amount			*0.8%*	*0.8%*

Sheriff Grants Fund (251) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ (1,700,435)	$ (1,700,435)	$ (1,700,435)	$ (742,205)	$ 1,312,820
Sources:					
Operating	$ 8,790,003	$ 8,494,509	$ 9,836,586	$ 9,661,664	$ 8,565,508
Total Sources:	$ 8,790,003	$ 8,494,509	$ 9,836,586	$ 9,661,664	$ 8,565,508
Uses:					
Operating	$ 7,831,791	$ 8,494,509	$ 9,836,586	$ 7,606,639	$ 8,565,508
Total Uses:	$ 7,831,791	$ 8,494,509	$ 9,836,586	$ 7,606,639	$ 8,565,508
Structural Balance	$ 958,212	$ -	$ -	$ 2,055,025	$ -
Accounting Adjustments	$ 18	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ 1,312,820	$ 1,312,820
Unassigned	(742,205)	(1,700,435)	(1,700,435)	-	-
Total Ending Spendable Fund Balance	$ (742,205)	$ (1,700,435)	$ (1,700,435)	$ 1,312,820	$ 1,312,820

Inmate Services Fund (252)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 12,337,361**	**$ 12,337,361**
FY 2013 Revised Budget			**$ 12,337,361**	**$ 12,337,361**
FY 2014 Budget Target			**$ 12,337,361**	**$ 12,337,361**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 42,243**	**$ -**
Retirement Contributions			*42,243*	-
Fees and Other Revenues			**$ -**	**$ (608,861)**
ProgRevenue Volume Inc/Dec			-	*(608,861)*
Decrease Inmate Phone revenues	*$*	*608,861*		
Structural Balance			**$ (651,104)**	**$ -**
Structural Balance			*(651,104)*	-
FY 2014 Tentative Budget			**$ 11,728,500**	**$ 11,728,500**
Percent Change from Target Amount			*-4.9%*	*-4.9%*
Adjustments:				
Base Adjustments			**$ -**	**$ -**
Other Base Adjustments			*(41,643)*	-
Decrease expenditures to absorb increased Risk Management charges	*$*	*(41,643)*		
Internal Service Charges			*41,643*	-
Increased Risk Management charges	*$*	*41,643*		
Reallocations			**$ -**	**$ (91,500)**
Reallocation Between Funds			-	*(91,500)*
Reallocate TASC reimbursements to Detention Fund	*$*	*(91,500)*		
Structural Balance			**$ (91,500)**	**$ -**
Structural Balance			*(91,500)*	-
Decrease corresponding TASC expenditures resulting from reallocation	*$*	*(91,500)*		
			-	-
FY 2014 Adopted Budget			**$ 11,637,000**	**$ 11,637,000**
Percent Change from Target Amount			*-5.7%*	*-5.7%*

Inmate Services Fund (252) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 8,694,090	$ 6,100,001	$ 6,100,001	$ 4,966,734	$ 7,167,487
Sources:					
Operating	$ 11,165,926	$ 12,337,361	$ 12,337,361	$ 12,511,200	$ 11,637,000
Total Sources:	$ 26,181,185	$ 12,337,361	$ 12,337,361	$ 12,511,200	$ 11,637,000
Uses:					
Operating	$ 8,200,607	$ 12,337,361	$ 12,337,361	$ 10,310,447	$ 11,637,000
Total Uses:	$ 29,908,539	$ 12,337,361	$ 12,435,419	$ 10,310,447	$ 11,637,000
Structural Balance	$ 2,965,319	$ -	$ -	$ 2,200,753	$ -
Accounting Adjustments	$ (2)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 4,966,734	$ 6,100,001	$ 6,001,943	$ 7,167,487	$ 7,167,487
Unassigned	-	-	-	-	-
Total Ending Spendable Fund Balance	$ 4,966,734	$ 6,100,001	$ 6,001,943	$ 7,167,487	$ 7,167,487

Inmate Health Services Fund (254)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 165,640**	**$ 165,640**
FY 2013 Revised Budget	**$ 165,640**	**$ 165,640**
FY 2014 Budget Target	**$ 165,640**	**$ 165,640**
FY 2014 Adopted Budget	**$ 165,640**	**$ 165,640**
Percent Change from Target Amount	*0.0%*	*0.0%*

Inmate Health Services Fund (254) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 88,233	$ 216,422	$ 216,422	$ 254,912	$ 412,721
Sources:					
Operating	$ 166,677	$ 165,640	$ 165,640	$ 171,824	$ 165,640
Total Sources:	$ 166,677	$ 165,640	$ 165,640	$ 171,824	$ 165,640
Uses:					
Operating	$ -	$ 165,640	$ 165,640	$ 14,015	$ 165,640
Total Uses:	$ -	$ 165,640	$ 165,640	$ 14,015	$ 165,640
Structural Balance	$ 166,677	$ -	$ -	$ 157,809	$ -
Accounting Adjustments	$ 2	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 254,912	$ 216,422	$ 216,422	$ 412,721	$ 412,721
Total Ending Spendable Fund Balance	$ 254,912	$ 216,422	$ 216,422	$ 412,721	$ 412,721

Detention Fund (255)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 178,861,275**	**$ 31,829,293**
Adjustments:	Agenda Item:			
Supplemental Funding				
Mid Year Adjustments			*299,244*	-
Sheriff Jail Management System Disaster Recovery	*C-50-13-006-M-00*		*299,244*	-
FY 2013 Revised Budget			**$ 179,160,519**	**$ 31,829,293**
FY 2014 Budget Target			**$ 179,160,519**	**$ 31,829,293**
Adjustments:				
Employee Compensation and Benefits				
Employee Retirement and Benefits			**$ 2,096,420**	**$ -**
Retirement Contributions			*2,096,420*	-
Base Adjustments			**$ 600,626**	**$ -**
Other Base Adjustments			*(652,673)*	-
Right-size shared support activity allocation (Dispatch & Custodial)	*$*	*(91,384)*		
Reduce Rent and Operating Leases to reflect actual usage		*(124,589)*		
Reduce commercial travel for Extraditions		*(47,268)*		
Create PREA Compliance position		*41,770*		
Risk Management adjustment		*(531,687)*		
Reduce regular over-budget pay and benefits		*(1,023,291)*		
Increase Non-Capital expenditures		*28,000*		
Lower average salary and benefits		*(408,949)*		
Increase Repairs and Maintenance to facilitate JMS and other maintenance		*378,638*		
Increase General Supplies to accommodate increased inmate food costs		*1,365,180*		
Net decrease to General Supplies		*(189,269)*		
Net impact of other adjustments		*(49,824)*		
Internal Service Charges			-	-
Personnel Savings			*(15,819)*	-
MCSO Staffing Study Recommendations			*1,269,118*	-
MGT staffing and best practice study recommendation implemenation	*$*	*1,269,118*		
Fees and Other Revenues			**$ -**	**$ (3,808,341)**
ProgRevenue Volume Inc/Dec			-	*(3,808,341)*
Right-size Jail Per Diem revenues consistent with current practices	*$*	*(3,808,341)*		
Reallocations			**$ 4,030,469**	**$ -**
Reallocation of Sheriff General and Detention Funds			*4,030,469*	-
Administrative cost allocations between General and Detention Funds	*$*	*4,030,469*		
Budget Balancing			**$ (1,517,772)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget			*(1,517,772)*	-
FY 2014 Tentative Budget			**$ 184,370,262**	**$ 28,020,952**
Percent Change from Target Amount			*2.9%*	*-12.0%*
Adjustments:				
Base Adjustments			**$ 837,641**	**$ -**
Internal Service Charges			*837,641*	-
Increased Risk Management charges	*$*	*837,641*		
FY 2014 Adopted Budget			**$ 185,207,903**	**$ 28,112,452**
Percent Change from Target Amount			*3.4%*	*-11.7%*

Detention Fund (255) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ -**	**$ -**
Adjustments:	Agenda Item:		
Information and Communications Technology			
Technology Projects		**$ 451,284**	**$ -**
Livescan Replacement Equipment	*C-50-13-035-M-00*	*451,284*	-
Non Recurring		**$ 1,462,000**	**$ -**
Jail Kitchen Equipment	*C-50-13-049-M-00*	*1,462,000*	-
FY 2013 Revised Budget		**$ 1,913,284**	**$ -**
Adjustments:	Agenda Item:		
Information and Communications Technology			
Technology Projects		**$ (451,284)**	**$ -**
Livescan Replacement Equipment	*C-50-13-035-M-00*	*(451,284)*	-
Non Recurring		**$ (1,462,000)**	**$ -**
Jail Kitchen Equipment	*C-50-13-049-M-00*	*(1,462,000)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:	Agenda Item:		
Non Recurring		**$ 1,462,000**	**$ -**
Jail Kitchen Equipment	*C-50-13-049-M-00*	*1,462,000*	-
FY 2014 Adopted Budget		**$ 1,462,000**	**$ -**
Percent Change from Target Amount			

Sheriff Towing & Impound Fund (258)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ -**	**$ -**
FY 2013 Revised Budget			**$ -**	**$ -**
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Reallocations			**$ 194,691**	**$ 228,600**
Reallocation Between Funds			*194,691*	*228,600*
Reallocate towing and impound revenue from General Fund	*$*	*228,600*		
Reallocate towing and impound expenditures from General Fund		*194,691*		
FY 2014 Adopted Budget			**$ 194,691**	**$ 228,600**
Percent Change from Target Amount				

Sheriff Towing & Impound Fund (258) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Sources:					
Operating	$ -	$ -	$ -	$ -	$ 228,600
Total Sources:	$ -	$ -	$ -	$ -	$ 228,600
Uses:					
Operating	$ -	$ -	$ -	$ -	$ 194,691
Total Uses:	$ -	$ -	$ -	$ -	$ 194,691
Structural Balance	$ -	$ -	$ -	$ -	$ 33,909
Ending Spendable Fund Balance:					
Restricted	$ -	$ -	$ -	$ -	$ 33,909
Total Ending Spendable Fund Balance	$ -	$ -	$ -	$ -	$ 33,909

Superior Court

Analysis by Scott Rothe, Principal Management and Budget Analyst

Summary

Mission

The mission of the Superior Court is to provide equal justice under law to litigants, defendants, victims, and the public so that they can resolve disputes.

Vision

The Superior Court of Arizona in Maricopa County will be the leader in delivering justice through innovation and effective programs.

Strategic Goals

Access to Justice

By June 30, 2013 95% of civil cases filed in the Superior Court will be resolved within 18 months and 99% resolved after 24 months.

Status: By the end of FY 2012, 93% of civil cases filed were resolved within 18 months, and 96% within 24 months. Though the resolution rates remained stable during FY 2013, the Civil Division is still adjusting to a large increase in filings that began in FY 2011. The Court will update this goal during the Strategic Business Plan review for FY 2015.

Access to Justice

By June 30, 2013, 85% of criminal felony cases filed in Superior Court will be resolved within 180 days, and 90% will be resolved within 365 days.

Status: By mid-FY 2013, the Superior Court resolved 80% of its criminal felony cases within 180 days and 95% within one year. With continued improvements in case management, the Court anticipates that it will fully meet this goal by the end of FY 2013. The Court will update this goal during the Strategic Business Plan review for FY 2015.

Access to Justice

By June 30, 2013, 96% of family cases filed in Superior Court will be resolved within 12 months and 99% after 24 months.

Status: The Superior Court met this goal in FY 2012, and has since maintained it. The Court will update this goal during the Strategic Business Plan review for FY 2015.

Access to Justice

By June 30, 2014, 85% of probate cases filed in the Superior Court will meet case monitoring compliance standards. The other 15% will meet case monitoring standards by June 30, 2015.

Status: The Probate Court began operating under newly adopted Rules of

Procedure in FY 2012, and has since worked to measure case monitoring compliance. The Court anticipates implementing the measurements in FY 2013, though they may not be fully operational until the implementation of iCISng.

Citizen Satisfaction

By June 30, 2014, 85% of the Superior Court users surveyed agree that the Court treats its customers with fairness, equality and respect.

Status: The Superior Court conducted a public survey in mid-FY 2013, achieving the goal of 85% in agreement. The Court will be updating this goal to achieve a score of 86% by June 30, 2017.

Citizen Satisfaction

By June 30, 2014, 90% of the Superior Court users surveyed agree that the Court is accessible.

Status: The Superior Court conducted a public survey in mid-FY 2013, achieving a score of 86% in agreement. The Court will be updating this goal to achieve a score of 90% by June 30, 2017.

Department Specific

By June 30, 2014, voluntary workforce turnover will be at 10% or lower.

Status: Voluntary workforce turnover of 7.9% was achieved in FY 2013, a rate that is anticipated to continue through FY 2014.

Department Specific

By June 30, 2015, 85% of the Superior Court Judicial Officers and Administrators surveyed agree that the Court Management System meets their needs.

Status: The Court Information System (iCISng) was in the development stage during FY 2013. As various modules are deployed, the Superior Court surveys users to ensure that the new system is meeting user needs. The project will continue in this manner through FY 2013 with full implementation anticipated to occur by FY 2015.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
CPAD - CAPITAL ADJUDICATION	$ 154,362	$ 186,705	$ 186,705	$ 180,026	$ 186,705	$ -	0.0%
FELA - FELONY ADJUDICATION	2,728,282	2,962,907	2,731,772	2,499,217	2,765,932	34,160	1.3%
80CJ - CRIMINAL JUSTICE	$ 2,882,644	$ 3,149,612	$ 2,918,477	$ 2,679,243	$ 2,952,637	$ 34,160	1.2%
CVAD - CIVIL ADJUDICATION	$ 3,165,181	$ 3,045,460	$ 3,045,460	$ 2,853,551	$ 2,818,103	$ (227,357)	-7.5%
80CV - CIVIL AND TAX JUSTICE	$ 3,165,181	$ 3,045,460	$ 3,045,460	$ 2,853,551	$ 2,818,103	$ (227,357)	-7.5%
FPRE - FAMILY PRE DECREE JUDGMENT	$ 2,755,691	$ 2,643,879	$ 2,643,879	$ 2,590,653	$ 2,931,879	$ 288,000	10.9%
FPST - FAMILY POST DECREE JUDGMENT	1,859,593	1,679,589	1,679,589	1,725,307	1,698,031	18,442	1.1%
80FA - FAMILY ADJUDICATION	$ 4,615,284	$ 4,323,468	$ 4,323,468	$ 4,315,960	$ 4,629,910	$ 306,442	7.1%
JDEL - JUV DELINQUENCY ADJUDICATION	$ 582,543	$ 336,326	$ 336,326	$ 402,903	$ 444,004	$ 107,678	32.0%
JDEP - JUV DEPENDENCY ADJUDICATION	844,775	798,223	798,223	894,051	1,075,000	276,777	34.7%
80JJ - JUVENILE JUSTICE	$ 1,427,318	$ 1,134,549	$ 1,134,549	$ 1,296,954	$ 1,519,004	$ 384,455	33.9%
CITR - CT INTERPRETATION TRANSLATION	$ 825	$ 500	$ 500	$ 660	$ 500	$ -	0.0%
CSEC - COURT SECURITY	3,434	600	600	2,561	600	-	0.0%
JURR - JURORS	715,306	677,100	677,100	755,851	728,177	51,077	7.5%
OCRK - COURT RECORD KEEPING	60,774	65,040	65,040	59,402	65,040	-	0.0%
PICO - PUB INFO AND COMMUNITY OUTRCH	1,565,517	1,584,000	1,584,000	1,457,316	1,525,224	(58,776)	-3.7%
80OS - COURT OPERATIONS SUPPORT	$ 2,345,856	$ 2,327,240	$ 2,327,240	$ 2,275,790	$ 2,319,541	$ (7,699)	-0.3%
EPTA - ESTATE PROB AND TRUST ADMIN	$ 463,946	$ 464,531	$ 464,531	$ 467,480	$ 464,531	$ -	0.0%
PBMH - PROBATE AND MENTAL HEALTH	2,000	100,000	100,000	50,000	56,974	(43,026)	-43.0%
80PM - PROBATE MENTAL HEALTH COURT	$ 465,946	$ 564,531	$ 564,531	$ 517,480	$ 521,505	$ (43,026)	-7.6%
HRAC - HUMAN RESOURCES	$ -	$ 1,000	$ 1,000	$ 178	$ 1,000	$ -	0.0%
ODIR - EXECUTIVE MANAGEMENT	-	50,000	50,000	-	-	(50,000)	-100.0%
PROC - PROCUREMENT	197	100	100	-	100	-	0.0%
99AS - ADMINISTRATIVE SERVICES	$ 197	$ 51,100	$ 51,100	$ 178	$ 1,100	$ (50,000)	-97.8%
GGOV - GENERAL GOVERNMENT	$ 31,989	$ -	$ -	$ -	$ -	$ -	N/A
99GV - GENERAL GOVERNMENT	$ 31,989	$ -	$ -	$ -	$ -	$ -	N/A
DESK - DESKTOP SUPPORT	$ 1,360,339	$ 1,380,000	$ 1,380,000	$ 1,239,271	$ 1,685,960	$ 305,960	22.2%
99IT - INFORMATION TECHNOLOGY	$ 1,360,339	$ 1,380,000	$ 1,380,000	$ 1,239,271	$ 1,685,960	$ 305,960	22.2%
TOTAL PROGRAMS	**$ 16,294,754**	**$ 15,975,960**	**$ 15,744,825**	**$ 15,178,427**	**$ 16,447,760**	**$ 702,935**	**4.5%**

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
USES							
CPAD - CAPITAL ADJUDICATION	$ 444,098	$ 466,267	$ 459,596	$ 460,254	$ 569,750	$ (110,154)	-24.0%
FELA - FELONY ADJUDICATION	17,475,904	17,142,368	16,992,483	17,012,314	16,856,252	136,231	0.8%
80CJ - CRIMINAL JUSTICE	$ 17,920,002	$ 17,608,635	$ 17,452,079	$ 17,472,568	$ 17,426,002	$ 26,077	0.1%
CVAD - CIVIL ADJUDICATION	$ 9,224,338	$ 9,057,183	$ 9,054,830	$ 9,163,125	$ 9,260,746	$ (205,916)	-2.3%
TAXA - TAX ADJUDICATION	497,904	468,924	473,516	499,316	523,000	(49,484)	-10.5%
80CV - CIVIL AND TAX JUSTICE	$ 9,722,242	$ 9,526,107	$ 9,528,346	$ 9,662,441	$ 9,783,746	$ (255,400)	-2.7%
FPRE - FAMILY PRE DECREE JUDGMENT	$ 9,901,442	$ 10,185,828	$ 10,020,111	$ 9,858,078	$ 10,159,945	$ (139,834)	-1.4%
FPST - FAMILY POST DECREE JUDGMENT	4,528,025	4,401,849	4,386,957	4,502,553	4,631,429	(244,472)	-5.6%
80FA - FAMILY ADJUDICATION	$ 14,429,467	$ 14,587,677	$ 14,407,068	$ 14,360,631	$ 14,791,374	$ (384,306)	-2.7%
CTCS - CRADLES TO CRAYONS	$ -	$ 2,024,588	$ 2,024,588	$ 611,815	$ 1,413,473	$ 611,115	30.2%
JDEL - JUV DELINQUENCY ADJUDICATION	4,636,640	4,555,043	4,542,566	4,588,232	4,571,628	(29,062)	-0.6%
JDEP - JUV DEPENDENCY ADJUDICATION	4,788,152	4,478,706	4,549,422	4,631,713	4,725,341	(175,919)	-3.9%
80JJ - JUVENILE JUSTICE	$ 9,424,792	$ 11,058,337	$ 11,116,576	$ 9,831,760	$ 10,710,442	$ 406,134	3.7%
CITR - CT INTERPRETATION TRANSLATION	$ 3,656,503	$ 3,687,190	$ 3,639,767	$ 3,613,769	$ 3,629,145	$ 10,622	0.3%
CSEC - COURT SECURITY	6,673,498	7,047,837	7,062,760	6,808,561	7,079,769	(17,009)	-0.2%
JURR - JURORS	4,100,472	4,348,420	4,322,457	3,796,455	4,248,676	73,781	1.7%
OCRK - COURT RECORD KEEPING	4,615,492	4,523,743	4,528,090	4,788,929	4,748,711	(220,621)	-4.9%
PICO - PUB INFO AND COMMUNITY OUTRCH	3,321,832	3,444,764	3,725,399	3,462,972	3,473,454	251,945	6.8%
80OS - COURT OPERATIONS SUPPORT	$ 22,367,797	$ 23,051,954	$ 23,278,473	$ 22,470,686	$ 23,179,755	$ 98,718	0.4%
EPTA - ESTATE PROB AND TRUST ADMIN	$ 2,165,364	$ 2,132,732	$ 2,086,220	$ 2,179,985	$ 1,857,092	$ 229,128	11.0%
PBMH - PROBATE AND MENTAL HEALTH	1,553,856	1,893,453	1,856,736	1,805,559	2,077,337	(220,601)	-11.9%
80PM - PROBATE MENTAL HEALTH COURT	$ 3,719,220	$ 4,026,185	$ 3,942,956	$ 3,985,544	$ 3,934,429	$ 8,527	0.2%
BDGT - BUDGETING	$ 88,995	$ 69,037	$ 188,218	$ 92,137	$ 96,352	$ 91,866	48.8%
FSAC - FINANCIAL SERVICES	180,881	346,597	175,854	128,915	192,005	(16,151)	-9.2%
HRAC - HUMAN RESOURCES	1,714,776	1,634,391	1,788,812	1,703,900	2,965,366	(1,176,554)	-65.8%
ODIR - EXECUTIVE MANAGEMENT	3,471,873	3,499,306	3,466,853	3,408,370	3,456,410	10,443	0.3%
PROC - PROCUREMENT	334,994	350,942	318,766	308,748	367,441	(48,675)	-15.3%
RMGT - RISK MANAGEMENT	313,452	313,452	313,452	305,164	313,452	-	0.0%
99AS - ADMINISTRATIVE SERVICES	$ 6,104,971	$ 6,213,725	$ 6,251,955	$ 5,947,234	$ 7,391,026	$ (1,139,071)	-18.2%
ISFC - INTERNAL SERVICE FUND CHARGES	$ 1,262,805	$ 1,537,694	$ 1,537,694	$ 1,381,871	$ 1,419,034	$ 118,660	7.7%
POOL - POOLED COSTS	-	-	-	-	(898,028)	898,028	N/A
99GV - GENERAL GOVERNMENT	$ 1,262,805	$ 1,537,694	$ 1,537,694	$ 1,381,871	$ 521,006	$ 1,016,688	66.1%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 3,286,766	$ 2,740,337	$ 2,957,675	$ 1,078,375	$ 3,586,260	$ (628,585)	-21.3%
DACR - DATA CENTER	1,055,368	1,037,081	1,002,561	902,344	1,026,275	(23,714)	-2.4%
DESK - DESKTOP SUPPORT	359,812	310,480	410,932	301,950	346,091	64,841	15.8%
HDSP - HELP DESK SUPPORT	446,675	499,741	494,713	329,972	490,106	4,607	0.9%
99IT - INFORMATION TECHNOLOGY	$ 5,148,621	$ 4,587,639	$ 4,865,881	$ 2,612,641	$ 5,448,732	$ (582,851)	-12.0%
TOTAL PROGRAMS	**$ 90,099,917**	**$ 92,197,953**	**$ 92,381,028**	**$ 87,725,376**	**$ 93,186,512**	**$ (805,484)**	**-0.9%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 1,185,579	$ 1,500,861	$ 1,500,861	$ 1,289,394	$ 1,500,861	$ -	0.0%
SUBTOTAL	$ 1,185,579	$ 1,500,861	$ 1,500,861	$ 1,289,394	$ 1,500,861	$ -	0.0%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 2,161,014	$ 2,346,628	$ 2,436,363	$ 2,251,083	$ 2,405,628	$ (30,735)	-1.3%
0635 - OTHER CHARGES FOR SERVICES	12,880,009	12,060,471	11,741,201	11,570,021	12,473,271	732,070	6.2%
SUBTOTAL	$ 15,041,023	$ 14,407,099	$ 14,177,564	$ 13,821,104	$ 14,878,899	$ 701,335	4.9%
FINES & FOREFEITS							
0637 - FINES & FORFEITS	$ 1,829	$ 1,850	$ 1,850	$ 2,181	$ 1,850	$ -	0.0%
SUBTOTAL	$ 1,829	$ 1,850	$ 1,850	$ 2,181	$ 1,850	$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 43,282	$ 47,650	$ 46,050	$ 36,428	$ 47,650	$ 1,600	3.5%
0650 - MISCELLANEOUS REVENUE	23,041	18,500	18,500	29,320	18,500	-	0.0%
SUBTOTAL	$ 66,323	$ 66,150	$ 64,550	$ 65,748	$ 66,150	$ 1,600	2.5%
ALL REVENUES	$ 16,294,754	$ 15,975,960	$ 15,744,825	$ 15,178,427	$ 16,447,760	$ 702,935	4.5%
TOTAL SOURCES	$ 16,294,754	$ 15,975,960	$ 15,744,825	$ 15,178,427	$ 16,447,760	$ 702,935	4.5%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 59,725,572	$ 60,109,694	$ 60,274,565	$ 59,040,830	$ 60,258,025	$ 16,540	0.0%
0705 - TEMPORARY PAY	103,965	371,080	337,275	335,663	400,000	(62,725)	-18.6%
0710 - OVERTIME	200,534	194,672	194,672	251,127	248,504	(53,832)	-27.7%
0750 - FRINGE BENEFITS	21,532,710	22,644,917	22,705,868	22,475,921	23,823,917	(1,118,049)	-4.9%
0790 - OTHER PERSONNEL SERVICES	30,621	22,639	76,164	105,607	38,500	37,664	49.5%
0795 - PERSONNEL SERVICES ALLOC-OUT	(14,476,318)	(13,908,735)	(14,049,660)	(14,189,739)	(14,319,495)	269,835	1.9%
0796 - PERSONNEL SERVICES ALLOC-IN	8,327,780	8,109,975	8,220,660	7,005,864	8,535,975	(315,315)	-3.8%
SUBTOTAL	$ 75,444,864	$ 77,544,242	$ 77,759,544	$ 75,025,273	$ 78,985,426	$ (1,225,882)	-1.6%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 2,233,031	$ 2,254,644	$ 2,254,644	$ 2,190,578	$ 2,210,770	$ 43,874	1.9%
0803 - FUEL	14,114	12,500	12,500	15,951	24,500	(12,000)	-96.0%
0804 - NON-CAPITAL EQUIPMENT	316,430	16,875	16,875	63,357	-	16,875	100.0%
SUBTOTAL	$ 2,563,575	$ 2,284,019	$ 2,284,019	$ 2,269,886	$ 2,235,270	$ 48,749	2.1%
SERVICES							
0810 - LEGAL SERVICES	$ 4,833,035	$ 4,773,799	$ 4,773,799	$ 4,579,650	$ 4,788,306	$ (14,507)	-0.3%
0811 - HEALTH CARE SERVICES	219,592	256,188	256,188	202,354	225,588	30,600	11.9%
0812 - OTHER SERVICES	3,015,204	2,515,360	2,483,133	1,784,511	3,339,002	(855,869)	-34.5%
0820 - RENT & OPERATING LEASES	170,512	172,620	172,620	187,119	216,537	(43,917)	-25.4%
0825 - REPAIRS AND MAINTENANCE	744,133	866,700	866,700	746,113	854,795	11,905	1.4%
0839 - INTERNAL SERVICE CHARGES	1,401,916	1,507,527	1,507,527	1,371,278	1,499,567	7,960	0.5%
0841 - TRAVEL	194,193	136,019	136,019	167,762	204,759	(68,740)	-50.5%
0842 - EDUCATION AND TRAINING	117,735	73,324	73,324	101,979	95,224	(21,900)	-29.9%
0843 - POSTAGE/FREIGHT/SHIPPING	440,871	426,993	426,993	459,606	428,586	(1,593)	-0.4%
0850 - UTILITIES	-	960	960	-	-	960	100.0%
0873 - SERVICES-ALLOCATION IN	313,452	313,452	313,452	305,164	313,452	-	0.0%
SUBTOTAL	$ 11,450,643	$ 11,042,942	$ 11,010,715	$ 9,905,536	$ 11,965,816	$ (955,101)	-8.7%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ 25,000	$ 25,000	$ -	$ -	$ 25,000	100.0%
0920 - CAPITAL EQUIPMENT	593,859	1,301,750	1,301,750	524,681	-	1,301,750	100.0%
0950 - DEBT SERVICE	46,976	-	-	-	-	-	N/A
SUBTOTAL	$ 640,835	$ 1,326,750	$ 1,326,750	$ 524,681	$ -	$ 1,326,750	100.0%
ALL EXPENDITURES	$ 90,099,917	$ 92,197,953	$ 92,381,028	$ 87,725,376	$ 93,186,512	$ (805,484)	-0.9%
TOTAL USES	$ 90,099,917	$ 92,197,953	$ 92,381,028	$ 87,725,376	$ 93,186,512	$ (805,484)	-0.9%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 2,101,712	$ 1,696,300	$ 1,696,300	$ 1,877,428	$ 1,880,100	$ 183,800	10.8%
FUND TOTAL SOURCES	$ 2,101,712	$ 1,696,300	$ 1,696,300	$ 1,877,428	$ 1,880,100	$ 183,800	10.8%
238 SUPERIOR COURT GRANTS							
OPERATING	$ 2,039,642	$ 2,599,319	$ 2,599,319	$ 2,104,778	$ 2,599,319	$ -	0.0%
FUND TOTAL SOURCES	$ 2,039,642	$ 2,599,319	$ 2,599,319	$ 2,104,778	$ 2,599,319	$ -	0.0%
208 JUDICIAL ENHANCEMENT							
OPERATING	$ 546,929	$ 521,600	$ 521,600	$ 495,423	$ 521,600	$ -	0.0%
FUND TOTAL SOURCES	$ 546,929	$ 521,600	$ 521,600	$ 495,423	$ 521,600	$ -	0.0%
256 PROBATE FEES							
OPERATING	$ 466,180	$ 464,531	$ 464,531	$ 467,480	$ 464,531	$ -	0.0%
FUND TOTAL SOURCES	$ 466,180	$ 464,531	$ 464,531	$ 467,480	$ 464,531	$ -	0.0%
257 CONCILIATION COURT FEES							
OPERATING	$ 1,677,073	$ 1,390,000	$ 1,390,000	$ 1,535,257	$ 1,678,000	$ 288,000	20.7%
FUND TOTAL SOURCES	$ 1,677,073	$ 1,390,000	$ 1,390,000	$ 1,535,257	$ 1,678,000	$ 288,000	20.7%
259 SUPERIOR COURT SPECIAL REVENUE							
OPERATING	$ 4,953,177	$ 4,900,000	$ 4,900,000	$ 4,504,378	$ 4,900,000	$ -	0.0%
FUND TOTAL SOURCES	$ 4,953,177	$ 4,900,000	$ 4,900,000	$ 4,504,378	$ 4,900,000	$ -	0.0%
261 LAW LIBRARY							
OPERATING	$ 1,342,444	$ 1,296,000	$ 1,296,000	$ 1,231,778	$ 1,296,000	$ -	0.0%
FUND TOTAL SOURCES	$ 1,342,444	$ 1,296,000	$ 1,296,000	$ 1,231,778	$ 1,296,000	$ -	0.0%
264 SUPERIOR COURT FILL THE GAP							
OPERATING	$ 2,007,812	$ 2,101,600	$ 1,870,465	$ 1,871,430	$ 2,101,600	$ 231,135	12.4%
FUND TOTAL SOURCES	$ 2,007,812	$ 2,101,600	$ 1,870,465	$ 1,871,430	$ 2,101,600	$ 231,135	12.4%
271 EXPEDITED CHILD SUPPORT							
OPERATING	$ 660,737	$ 585,000	$ 585,000	$ 624,738	$ 585,000	$ -	0.0%
FUND TOTAL SOURCES	$ 660,737	$ 585,000	$ 585,000	$ 624,738	$ 585,000	$ -	0.0%
276 SPOUSAL MAINT ENF ENHANCEMENT							
OPERATING	$ 119,377	$ 115,921	$ 115,921	$ 110,158	$ 115,921	$ -	0.0%
FUND TOTAL SOURCES	$ 119,377	$ 115,921	$ 115,921	$ 110,158	$ 115,921	$ -	0.0%
277 EMANCIPATION ADMINISTRATION							
OPERATING	$ 631	$ -	$ -	$ 314	$ -	$ -	N/A
FUND TOTAL SOURCES	$ 631	$ -	$ -	$ 314	$ -	$ -	N/A
281 CHILDRENS ISSUES EDUCATION							
OPERATING	$ 177,333	$ 115,007	$ 115,007	$ 167,336	$ 115,007	$ -	0.0%
FUND TOTAL SOURCES	$ 177,333	$ 115,007	$ 115,007	$ 167,336	$ 115,007	$ -	0.0%
282 DOM REL MEDIATION EDUCATION							
OPERATING	$ 201,707	$ 190,682	$ 190,682	$ 187,929	$ 190,682	$ -	0.0%
FUND TOTAL SOURCES	$ 201,707	$ 190,682	$ 190,682	$ 187,929	$ 190,682	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 16,294,754	$ 15,975,960	$ 15,744,825	$ 15,178,427	$ 16,447,760	$ 702,935	4.5%
DEPARTMENT TOTAL SOURCES	$ 16,294,754	$ 15,975,960	$ 15,744,825	$ 15,178,427	$ 16,447,760	$ 702,935	4.5%

Sources and Uses by Fund and Function (continued)

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 73,278,754	$ 73,531,080	$ 73,531,080	$ 72,871,888	$ 74,589,379	$ (1,058,299)	-1.4%
NON-RECURRING	2,261,638	3,332,413	3,332,413	1,828,640	1,503,773	1,828,640	54.9%
FUND TOTAL USES	$ 75,540,392	$ 76,863,493	$ 76,863,493	$ 74,700,528	$ 76,093,152	$ 770,341	1.0%
238 SUPERIOR COURT GRANTS							
OPERATING	$ 2,052,956	$ 2,599,319	$ 2,599,319	$ 2,104,778	$ 2,599,319	$ -	0.0%
FUND TOTAL USES	$ 2,052,956	$ 2,599,319	$ 2,599,319	$ 2,104,778	$ 2,599,319	$ -	0.0%
208 JUDICIAL ENHANCEMENT							
OPERATING	$ 470,103	$ 521,600	$ 521,600	$ 481,575	$ 521,600	$ -	0.0%
NON-RECURRING	298,758	-	12,329	10,378	-	12,329	100.0%
FUND TOTAL USES	$ 768,861	$ 521,600	$ 533,929	$ 491,953	$ 521,600	$ 12,329	2.3%
256 PROBATE FEES							
OPERATING	$ 464,531	$ 464,531	$ 464,531	$ 464,531	$ 464,531	$ -	0.0%
NON-RECURRING	100,000	150,000	157,031	157,031	150,000	7,031	4.5%
FUND TOTAL USES	$ 564,531	$ 614,531	$ 621,562	$ 621,562	$ 614,531	$ 7,031	1.1%
257 CONCILIATION COURT FEES							
OPERATING	$ 1,390,000	$ 1,390,000	$ 1,390,000	$ 1,390,000	$ 1,678,000	$ (288,000)	-20.7%
NON-RECURRING	312,500	400,000	421,040	331,040	300,000	121,040	28.7%
FUND TOTAL USES	$ 1,702,500	$ 1,790,000	$ 1,811,040	$ 1,721,040	$ 1,978,000	$ (166,960)	-9.2%
259 SUPERIOR COURT SPECIAL REVENUE							
OPERATING	$ 5,098,892	$ 4,900,000	$ 4,900,000	$ 3,641,855	$ 4,900,000	$ -	0.0%
NON-RECURRING	38,250	-	-	-	1,575,000	(1,575,000)	N/A
FUND TOTAL USES	$ 5,137,142	$ 4,900,000	$ 4,900,000	$ 3,641,855	$ 6,475,000	$ (1,575,000)	-32.1%
261 LAW LIBRARY							
OPERATING	$ 1,061,437	$ 1,296,000	$ 1,296,000	$ 1,225,432	$ 1,296,000	$ -	0.0%
NON-RECURRING	-	-	250,000	-	-	250,000	100.0%
FUND TOTAL USES	$ 1,061,437	$ 1,296,000	$ 1,546,000	$ 1,225,432	$ 1,296,000	$ 250,000	16.2%
264 SUPERIOR COURT FILL THE GAP							
OPERATING	$ 1,894,014	$ 2,101,600	$ 1,870,465	$ 1,837,771	$ 2,101,600	$ (231,135)	-12.4%
NON-RECURRING	161,074	-	110,685	110,685	-	110,685	100.0%
FUND TOTAL USES	$ 2,055,088	$ 2,101,600	$ 1,981,150	$ 1,948,456	$ 2,101,600	$ (120,450)	-6.1%
271 EXPEDITED CHILD SUPPORT							
OPERATING	$ 446,000	$ 585,000	$ 585,000	$ 446,000	$ 585,000	$ -	0.0%
NON-RECURRING	149,400	200,000	206,744	206,744	200,000	6,744	3.3%
FUND TOTAL USES	$ 595,400	$ 785,000	$ 791,744	$ 652,744	$ 785,000	$ 6,744	0.9%
276 SPOUSAL MAINT ENF ENHANCEMENT							
OPERATING	$ 115,921	$ 115,921	$ 115,921	$ 110,158	$ 115,921	$ -	0.0%
NON-RECURRING	-	-	1,755	1,755	-	1,755	100.0%
FUND TOTAL USES	$ 115,921	$ 115,921	$ 117,676	$ 111,913	$ 115,921	$ 1,755	1.5%
277 EMANCIPATION ADMINISTRATION							
NON-RECURRING	$ -	$ 4,800	$ 4,800	$ 4,800	$ 700	$ 4,100	85.4%
FUND TOTAL USES	$ -	$ 4,800	$ 4,800	$ 4,800	$ 700	$ 4,100	85.4%
281 CHILDRENS ISSUES EDUCATION							
OPERATING	$ 115,007	$ 115,007	$ 115,007	$ 115,007	$ 115,007	$ -	0.0%
NON-RECURRING	-	300,000	301,740	191,740	300,000	1,740	0.6%
FUND TOTAL USES	$ 115,007	$ 415,007	$ 416,747	$ 306,747	$ 415,007	$ 1,740	0.4%
282 DOM REL MEDIATION EDUCATION							
OPERATING	$ 190,682	$ 190,682	$ 190,682	$ 190,682	$ 190,682	$ -	0.0%
NON-RECURRING	200,000	-	2,886	2,886	-	2,886	100.0%
FUND TOTAL USES	$ 390,682	$ 190,682	$ 193,568	$ 193,568	$ 190,682	$ 2,886	1.5%
DEPARTMENT OPERATING TOTAL USES	$ 86,578,297	$ 87,810,740	$ 87,579,605	$ 84,879,677	$ 89,157,039	$ (1,577,434)	-1.8%
DEPARTMENT NON-RECURRING TOTAL USES	$ 3,521,620	$ 4,387,213	$ 4,801,423	$ 2,845,699	$ 4,029,473	$ 771,950	16.1%
DEPARTMENT TOTAL USES	$ 90,099,917	$ 92,197,953	$ 92,381,028	$ 87,725,376	$ 93,186,512	$ (805,484)	-0.9%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	5.00	5.00	5.00	5.00	5.00	-	0.0%
EXECUTIVE MANAGEMENT	41.00	42.00	41.00	41.00	41.00	-	0.0%
FINANCIAL SERVICES	33.00	31.00	28.00	28.00	29.00	1.00	3.6%
HUMAN RESOURCES	30.50	32.00	34.00	34.00	34.00	-	0.0%
PROCUREMENT	12.00	10.00	9.00	9.00	10.00	1.00	11.1%
PROGRAM TOTAL	121.50	120.00	117.00	117.00	119.00	2.00	1.7%
CIVIL AND TAX JUSTICE							
CIVIL ADJUDICATION	106.00	105.00	107.00	108.00	106.00	(1.00)	(0.9%)
TAX ADJUDICATION	5.00	5.00	5.00	5.00	5.00	-	0.0%
PROGRAM TOTAL	111.00	110.00	112.00	113.00	111.00	(1.00)	(0.9%)
COURT OPERATIONS SUPPORT							
COURT RECORD KEEPING	44.50	54.50	55.50	54.50	55.50	-	0.0%
COURT SECURITY	133.00	151.00	153.00	152.00	152.00	(1.00)	(0.7%)
CT INTERPRETATION TRANSLATION	41.00	41.00	41.00	41.00	41.00	-	0.0%
JURORS	15.00	15.00	14.00	14.00	14.00	-	0.0%
PUB INFO AND COMMUNITY OUTRCH	35.50	35.50	35.50	35.50	35.50	-	0.0%
PROGRAM TOTAL	269.00	297.00	299.00	297.00	298.00	(1.00)	(0.3%)
CRIMINAL JUSTICE							
CAPITAL ADJUDICATION	5.00	5.00	5.00	5.00	6.00	1.00	20.0%
FELONY ADJUDICATION	235.00	229.00	225.00	226.00	224.00	(1.00)	(0.4%)
PROGRAM TOTAL	240.00	234.00	230.00	231.00	230.00	-	0.0%
FAMILY ADJUDICATION							
FAMILY POST DECREE JUDGMENT	54.00	54.00	57.00	55.00	57.00	-	0.0%
FAMILY PRE DECREE JUDGMENT	122.00	118.00	117.00	116.00	117.00	-	0.0%
PROGRAM TOTAL	176.00	172.00	174.00	171.00	174.00	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	38.00	38.00	41.00	41.00	41.00	-	0.0%
DATA CENTER	11.00	11.00	11.00	11.00	11.00	-	0.0%
DESKTOP SUPPORT	14.00	14.00	16.00	16.00	16.00	-	0.0%
HELP DESK SUPPORT	12.00	12.00	12.00	12.00	12.00	-	0.0%
PROGRAM TOTAL	75.00	75.00	80.00	80.00	80.00	-	0.0%
JUVENILE JUSTICE							
CRADLES TO CRAYONS	-	12.00	15.00	15.00	17.00	2.00	13.3%
JUV DELINQUENCY ADJUDICATION	62.00	66.00	67.00	67.00	64.00	(3.00)	(4.5%)
JUV DEPENDENCY ADJUDICATION	62.00	62.00	65.00	67.00	64.00	(1.00)	(1.5%)
PROGRAM TOTAL	124.00	140.00	147.00	149.00	145.00	(2.00)	(1.4%)
PROBATE MENTAL HEALTH COURT							
ESTATE PROB AND TRUST ADMIN	26.00	27.00	26.00	26.00	23.00	(3.00)	(11.5%)
PROBATE AND MENTAL HEALTH	23.00	28.00	27.00	27.00	30.00	3.00	11.1%
PROGRAM TOTAL	49.00	55.00	53.00	53.00	53.00	-	0.0%
DEPARTMENT TOTAL	1,165.50	1,203.00	1,212.00	1,211.00	1,210.00	(2.00)	(0.2%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	7.00	7.00	7.00	7.00	7.00	-	0.0%
Accounting Specialist	18.00	16.00	16.00	16.00	16.00	-	0.0%
Admin/Operations Specialist	19.00	17.00	15.00	15.00	15.00	-	0.0%
Admin/Operations Supv	1.00	-	-	-	-	-	N/A
Administrative Staff Supv	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrative Supervisor	2.00	2.00	3.00	3.00	3.00	-	0.0%
Administrator	2.00	-	-	-	-	-	N/A
Applications Development Mgr	2.00	2.00	3.00	3.00	3.00	-	0.0%
Applications Development Supv	2.00	3.00	1.00	1.00	1.00	-	0.0%
Attorney	2.00	2.00	3.00	3.00	3.00	-	0.0%
Attorney - Senior Law Researcher	4.00	4.00	6.00	6.00	6.00	-	0.0%
Bailiff	114.00	116.00	117.00	117.00	117.00	-	0.0%
Business/Systems Analyst	4.00	4.00	2.00	2.00	2.00	-	0.0%
Business/Systems Analyst-Sr/Ld	3.00	4.00	4.00	4.00	4.00	-	0.0%
CASA Coordinator	-	5.00	7.00	7.00	7.00	-	0.0%
Collections Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Collector	3.00	3.00	2.00	2.00	2.00	-	0.0%
Communicatn Ofcr/Govt Liaison	2.00	1.00	2.00	2.00	2.00	-	0.0%
Communicatns Mgr-Crim Justice	-	1.00	1.00	1.00	1.00	-	0.0%
Computer Operator	5.00	5.00	5.00	5.00	5.00	-	0.0%
Conference Officer	13.00	13.00	13.00	13.00	13.00	-	0.0%
Counselor	11.00	11.00	4.00	4.00	4.00	-	0.0%
Court Commissioner	59.00	59.00	59.00	59.00	59.00	-	0.0%
Court Conciliator	-	4.00	11.00	11.00	11.00	-	0.0%
Court Interpreter	32.00	33.00	33.00	33.00	33.00	-	0.0%
Court Interpreter Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Court Interpreter Supervisor	4.00	3.00	3.00	3.00	3.00	-	0.0%
Court Probate Investigator	-	-	6.00	6.00	6.00	-	0.0%
Court Reporter	51.50	51.50	51.50	51.50	51.50	-	0.0%
Court Reporter Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Data Security Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Database Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	5.00	-	-	-	-	-	N/A
Deputy Director - Superior Court	-	4.00	4.00	4.00	4.00	-	0.0%
Director - Superior Court	1.00	1.00	1.00	1.00	1.00	-	0.0%
Educator Bachelor's	5.00	6.00	6.00	6.00	6.00	-	0.0%
Executive Assistant	1.00	1.00	-	-	-	-	N/A
Finance Manager - Large	-	3.00	3.00	3.00	3.00	-	0.0%
Finance Support Supervisor	-	3.00	2.00	2.00	2.00	-	0.0%
Finance/Business Analyst	4.00	3.00	3.00	3.00	3.00	-	0.0%
Financial Supervisor - Dept	3.00	-	-	-	-	-	N/A
Grant-Contract Administrator	2.00	2.00	2.00	2.00	2.00	-	0.0%
Help Desk Coordinator	7.00	7.00	7.00	7.00	7.00	-	0.0%
Help Desk Coordinator - Sr/Ld	3.00	3.00	3.00	3.00	3.00	-	0.0%
Human Resources Analyst	-	1.00	6.00	6.00	6.00	-	0.0%
Human Resources Associate	6.00	7.00	2.00	2.00	2.00	-	0.0%
Human Resources Manager	-	3.00	3.00	3.00	3.00	-	0.0%
Human Resources Mngr - Courts	-	1.00	1.00	1.00	1.00	-	0.0%
Human Resources Specialist	5.00	4.00	5.00	5.00	5.00	-	0.0%
Human Resources Supervisor	1.00	1.00	-	-	-	-	N/A
Human Resources Support Supv	4.00	-	-	-	-	-	N/A
IS Architect	-	1.00	3.00	3.00	3.00	-	0.0%
IT Division Manager	2.00	2.00	2.00	2.00	2.00	-	0.0%
IT Senior Manager	3.00	2.00	3.00	3.00	3.00	-	0.0%
IT Services Supv	2.00	2.00	3.00	3.00	3.00	-	0.0%
Judicial Assistant	158.00	155.00	158.00	156.00	156.00	(2.00)	(1.3%)
Judicial Assistant Coordinator	-	4.00	4.00	4.00	4.00	-	0.0%
Justice System Administrator	7.00	8.00	9.00	8.00	8.00	(1.00)	(11.1%)
Justice System Clerk	162.00	158.00	150.00	152.00	151.00	1.00	0.7%
Justice System Clerk Lead	19.00	21.00	21.00	21.00	21.00	-	0.0%
Justice System Clerk Supv	29.00	30.00	29.00	29.00	29.00	-	0.0%
Justice System Manager	11.00	10.00	13.00	13.00	13.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Legal Assistant	14.00	14.00	12.00	12.00	12.00	-	0.0%
Librarian	5.00	5.00	5.00	5.00	5.00	-	0.0%
Library Clerk	.50	.50	.50	.50	.50	-	0.0%
Library Manager	1.00	-	-	-	-	-	N/A
Library Paraprofessional	5.00	5.00	5.00	5.00	5.00	-	0.0%
Management Analyst	9.00	10.00	9.00	9.00	9.00	-	0.0%
Management Assistant	-	-	2.00	2.00	2.00	-	0.0%
Materials Inventory Specialist	5.00	4.00	5.00	5.00	5.00	-	0.0%
Media Specialist	-	1.00	-	-	-	-	N/A
Mental Health Director – Juvenile	-	-	1.00	1.00	1.00	-	0.0%
Office Assistant	4.50	3.00	3.00	3.00	3.00	-	0.0%
Office Assistant Specialized	18.00	19.00	18.00	18.00	18.00	-	0.0%
Operations Support Anlst-Sr/Ld	2.00	2.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	3.00	2.00	2.00	2.00	2.00	-	0.0%
Operations/Program Supervisor	-	1.00	-	-	-	-	N/A
PC/LAN Analyst	-	-	2.00	2.00	2.00	-	0.0%
PC/LAN Tech Support	10.00	10.00	9.00	9.00	9.00	-	0.0%
Polygraph Examiner	-	1.00	1.00	1.00	1.00	-	0.0%
Procurement Specialist	6.00	5.00	4.00	4.00	4.00	-	0.0%
Procurement Supervisor - Dept	2.00	2.00	2.00	2.00	2.00	-	0.0%
Program Coordinator	4.00	8.00	9.00	9.00	9.00	-	0.0%
Programmer/Analyst	9.00	7.00	5.00	5.00	5.00	-	0.0%
Programmer/Analyst - Sr/Ld	5.00	5.00	12.00	12.00	12.00	-	0.0%
Psychologist	1.00	3.00	1.00	1.00	1.00	-	0.0%
Quality Assurance Anlyst-Sr/Ld	-	-	3.00	3.00	3.00	-	0.0%
Security Asst Division Mgr	-	-	1.00	1.00	1.00	-	0.0%
Security Division Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Security Inspector	-	1.00	2.00	2.00	2.00	-	0.0%
Security Officer	113.00	130.00	132.00	131.00	131.00	(1.00)	(0.8%)
Security Officer Manager	4.00	4.00	4.00	4.00	4.00	-	0.0%
Security Officer Supervisor	11.00	11.00	11.00	11.00	11.00	-	0.0%
Social Worker	7.00	10.00	6.00	6.00	6.00	-	0.0%
Social Worker Supervisor	-	-	1.00	1.00	1.00	-	0.0%
Special Projects Manager	-	1.00	1.00	2.00	2.00	1.00	100.0%
Superior Court Judge	95.00	95.00	95.00	95.00	95.00	-	0.0%
Systems Admin & Analysis Mgr	1.00	1.00	-	-	-	-	N/A
Systems/Network Administrator	3.00	3.00	3.00	3.00	3.00	-	0.0%
Systems/Network Admin-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Trades Generalist	5.00	7.00	6.00	6.00	6.00	-	0.0%
Trades Specialist	-	-	1.00	1.00	1.00	-	0.0%
Trades Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Trainer	8.00	8.00	5.00	5.00	5.00	-	0.0%
Training Officer	-	-	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	3.00	3.00	3.00	3.00	3.00	-	0.0%
Web Designer/Developer-Sr/Ld	1.00	1.00	-	-	-	-	N/A
Department Total	**1,165.50**	**1,203.00**	**1,212.00**	**1,211.00**	**1,210.00**	**(2.00)**	**(0.2%)**

Staffing by Fund

DEPARTMENT/FUND		FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	1,103.50	1,140.00	1,145.00	1,143.00	1,145.00	-	0.0%
208	JUDICIAL ENHANCEMENT	7.00	8.00	8.00	8.00	6.00	(2.00)	(25.0%)
238	SUPERIOR COURT GRANTS	23.00	23.00	26.00	27.00	26.00	-	0.0%
264	SUPERIOR COURT FILL THE GAP	32.00	32.00	33.00	33.00	33.00	-	0.0%
Department Total		**1,165.50**	**1,203.00**	**1,212.00**	**1,211.00**	**1,210.00**	**(2.00)**	**(0.2%)**

General Adjustments

Target Adjustments:

General Fund (100)

- Increase Regular Pay and Benefits by $401,678 to annualize the reallocation of Judicial Branch information technology staffing needs from Adult Probation ($160,596) and Juvenile Probation ($241,082).

Fill the Gap Fund (264)

- Increase operating revenue and expenditures by $231,135 per the FY 2013 funding agreement with the Administrative Office of the Supreme Court.

Base Adjustments:

General Fund (100) Operating

- Increase Regular Benefits by $1,179,325 for the impact of changes in retirement contribution rates.
- Increase Regular Pay by $1,050,000 to raise the salary rate of Court Commissioners from 80% to 90% of the salary rate of Superior Court Judges.
- Increase Personal Services Allocations-Out by $410,760 to the Superior Court's special revenue funds.
- Decrease Salary Savings by $160,000 based on the FY 2013 Forecast.
- Increase personnel savings by $898,028 based on the Chairman's Office request.
- Decrease Other Benefits and Internal Service Charges by $118,660 for the impact of changes in Risk Management charges.
- Decrease Personal Salaries and Benefits by $36,888 to account for net changes in pay rates assigned to newly filled positions.
- Decrease Supplies by $49,748 including a net reduction of $90,000 in the Information Technology Program, and increases of $33,552 in the Court Operations Support Program and $6,700 in the Administrative Services Program.
- Decrease Services by a net of $24,923 based on the FY 2013 Forecast.

General Fund (100) Integrated Court Information Rewrite

- Increase Services by $91,000 to support the rewrite of the Integrated Court Information System (iCIS), allowing the Superior Court to address data center upgrades, case management systems, and electronic courtroom support.

Superior Court Judicial Enhancement Fund (208)

- Increase Regular Benefits by $1,128 for the impact of changes in retirement contribution rates.
- Decrease expenditures by $1,128 to maintain structural balance.

Superior Court Grants Fund (238)

- Increase Regular Benefits by $3,939 for the impact of changes in retirement contribution rates.
- Decrease Grant Fund expenditures by $3,939 to maintain structural balance.

Superior Court Special Revenue Fund (259) Operating

- Increase revenue by $394,000 due to an increase in the Court Automation Fee of $10, starting May 15, 2013.
- Reduce total revenue by $394,000 due to a decline in other fee proceeds.

Superior Court Special Revenue Fund (259) Integrated Court Information Rewrite Project

- Increase Other Services by $1,500,000, including $200,000 for contracted consultants to supplement existing and transitioning Court Technology Services staff; and $1,300,000 to support the rewrite of the Integrated Court Information System (iCIS), allowing the Superior Court to address data center upgrades, case management systems, and electronic courtroom support.

Superior Court Fill the Gap Fund (264)

- Increase Regular Benefits by $27,333 for the impact of changes in retirement contribution rates.
- Decrease other Personal Services by $27,333 to maintain structural balance.

Programs and Activities

Civil and Tax Justice Program

The purpose of the Civil and Tax Justice Program is to provide resolutions in civil and tax cases to litigants so they can have fair and timely justice.

Mandates: Arizona Constitution, Article VI, Section 14 gives the Superior Court jurisdiction to hold criminal proceedings for all felony cases and misdemeanor cases that are not legally directed to other court jurisdictions.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Civil cases resolved within 18 months	92.6%	94.9%	92.1%	90.0%	-4.8%	-5.1%
Percent of tax cases resolved within 9 months	49.5%	89.5%	40.7%	43.4%	-46.1%	-51.5%

Activities that comprise this program include:

- Civil Adjudication
- Tax Adjudication

Civil Adjudication Activity

The purpose of the General Civil Adjudication Activity is to resolve Superior Court civil cases for litigants so that they are afforded timely and just legal resolutions.

Mandates: Arizona Constitution, Article VI, Section 14 and A.R.S. §12-123 gives the Superior Court jurisdiction in any cases that are not specifically assigned to another court in statute.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Civil cases resolved within 18 months	92.6%	94.9%	92.1%	90.0%	(4.8%)	-5.1%
Output	Number of Civil cases resolved	54,671	70,542	46,756	46,500	(24,042)	-34.1%
Demand	Number of Civil (CVAD) cases filed	49,734	68,964	46,107	48,240	(20,724)	-30.1%
Efficiency	Cost per Civil case resolved	$ 168.72	$ 128.36	$ 195.98	$ 199.16	$ (70.79)	-55.2%
Revenue							
	100 - GENERAL	$ -	$ -	$ 7,878	$ 6,603	$ 6,603	N/A
	259 - SUPERIOR COURT SPECIAL REVENUE	3,165,181	3,045,460	2,845,673	2,811,500	(233,960)	-7.7%
	TOTAL SOURCES	$ 3,165,181	$ 3,045,460	$ 2,853,551	$ 2,818,103	$ (227,357)	-7.5%
Expenditure							
	100 - GENERAL	$ 5,685,088	$ 5,990,849	$ 6,099,259	$ 6,196,356	$ (205,507)	-3.4%
	208 - JUDICIAL ENHANCEMENT	65,298	65,646	65,532	66,055	(409)	-0.6%
	259 - SUPERIOR COURT SPECIAL REVENUE	3,473,952	2,998,335	2,998,334	2,998,335	-	0.0%
	TOTAL USES	$ 9,224,338	$ 9,054,830	$ 9,163,125	$ 9,260,746	$ (205,916)	-2.3%

Activity Narrative: An increase in civil case filings during the economic downturn ended in FY 2012 when the number of civil cases declined by 29.9% from the prior fiscal year. The Superior Court notes that while the filing rate has declined, the complexity of cases is increasing requiring additional staff time to resolve civil cases.

Tax Adjudication Activity

The purpose of the Tax Adjudication Activity is to provide property tax appeals to litigants so that they receive timely and just legal resolutions.

Mandates: Arizona Constitution, Article VI, Section 14 and A.R.S. §12-123 gives the Superior Court jurisdiction in any cases that are not specifically assigned to another court in statute. §§12-161 – 163 defines "Tax Court"; assigns the administrative supervision of tax court to the presiding judge of the Superior Court; and authorizes the Office of the Tax Court (the Maricopa County Superior Court) to fund the personnel and budget requirements of the Office as determined by the presiding judge.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of tax cases resolved within 9 months	49.5%	89.5%	40.7%	43.4%	(46.1%)	-51.5%
Output	Number of Large Record Tax cases resolved	1,286	1,034	1,136	800	(234)	-22.6%
Output	Number of Small Record Tax cases resolved	939	849	775	790	(59)	-6.9%
Output	Number of all record tax cases resolved	2,244	1,883	1,911	1,590	(293)	-15.6%
Demand	Number of Large Record Tax cases filed	978	1,426	746	900	(526)	-36.9%
Demand	Number of Small Record Tax cases filed	854	985	825	700	(285)	-28.9%
Efficiency	Cost per tax case resolved	$ 221.88	$ 251.47	$ 261.29	$ 328.93	$ (77.46)	-30.8%
Expenditure							
	100 - GENERAL	$ 497,904	$ 473,516	$ 499,316	$ 523,000	$ (49,484)	-10.5%
	TOTAL USES	$ 497,904	$ 473,516	$ 499,316	$ 523,000	$ (49,484)	-10.5%

Activity Narrative: An improved economy has contributed to a decline in the number of tax cases filed and resolved. The percent of tax cases resolved within nine months in the FY 2013 Revised budget was over-estimated since complex major tax disputes with businesses were not taken into account when calculating this measure.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Spanish Interpretations	96.5%	89.6%	92.7%	94.0%	4.4%	4.9%
Percent of people screened without incident	96.5%	96.4%	98.3%	98.0%	1.6%	1.7%
Percent of Jurors reporting for service	9.6%	10.0%	8.7%	43.7%	33.7%	336.5%
Percent of hearings recorded electronically	N/A	N/A	N/A	0.0%	N/A	N/A
Percent of user satisfaction	97.1%	11152.6%	98.7%	98.0%	-11054.6%	-99.1%

Activities that comprise this program include:

- Court Interpretation & Translation
- Jurors
- Public Information & Community Outreach
- Court Security
- Court Record Keeping

Court Interpretation and Translation Activity

The purpose of the Court Interpretation and Translation Activity is to provide interpretation and translation to non-English speaking litigants so they can understand court proceedings.

Mandates: A.R.S. §§12-241 and 12-242 establish that Superior Court will retain the services of interpreters to translate court proceedings for litigants who need such services.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Spanish Interpretations	96.5%	89.6%	92.7%	94.0%	4.4%	4.9%
Output	Number of Interpretation requests completed	32,209	36,251	45,656	47,499	11,248	31.0%
Demand	Number of Interpretation requests received	32,225	38,236	45,206	47,500	9,264	24.2%
Efficiency	Cost per Interpretation request completed	$ 113.52	$ 100.40	$ 79.15	$ 76.40	$ 24.00	23.9%
Revenue							
	100 - GENERAL	$ 825	$ 500	$ 660	$ 500	$ -	0.0%
	TOTAL SOURCES	$ 825	$ 500	$ 660	$ 500	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 3,436,201	$ 3,409,206	$ 3,406,404	$ 3,400,205	$ 9,001	0.3%
	264 - SUPERIOR COURT FILL THE GAP	220,302	230,561	207,365	228,940	1,621	0.7%
	TOTAL USES	$ 3,656,503	$ 3,639,767	$ 3,613,769	$ 3,629,145	$ 10,622	0.3%

Activity Narrative: A revised and improved method of collecting court interpreter data was implemented during FY 2013. Due to a change in the data collection methodology for this activity, a comparison of historical data is not possible.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of people screened without incident	96.5%	96.4%	98.3%	98.0%	1.6%	1.7%
Output	Number of people screened	3,142,833	3,138,307	3,125,579	3,176,719	38,412	1.2%
Demand	Number of people entering court facilities	3,142,833	3,138,307	3,125,579	3,176,719	38,412	1.2%
Efficiency	Cost per person screened	$ 2.12	$ 2.25	$ 2.18	$ 2.23	$ 0.02	1.0%
Revenue							
	100 - GENERAL	$ 3,434	$ 600	$ 2,561	$ 600	$ -	0.0%
	TOTAL SOURCES	$ 3,434	$ 600	$ 2,561	$ 600	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 6,673,498	$ 7,062,760	$ 6,808,561	$ 7,079,769	$ (17,009)	-0.2%
	TOTAL USES	$ 6,673,498	$ 7,062,760	$ 6,808,561	$ 7,079,769	$ (17,009)	-0.2%

Base Adjustments:

General Fund (100)

- Increase Overtime Pay and Benefits by $61,738 to ensure full security coverage of judicial facilities.

Jurors Activity

The purpose of the Jurors Activity is to provide impartial jury panels to defendants and litigants so that they can benefit from informed decisions in court cases.

Mandates: A.R.S. §21-301 establishes that the jury commissioner of the Superior Court is responsible for the maintenance of the master juror list. A.R.S. §21-331 establishes that the Superior Court is responsible for issuing summons to juror candidates for service in the Superior Court or, if authorized by intergovernmental agreements, for service in Justice Courts or municipal courts. Juries are to be conducted as prescribed by A.R.S. §§21-101 through 21-351. A.R.S. §21-402 establishes that the Presiding Judge of the Superior Court shall summon a grand jury three times per year (or additional times, per a petition from the County Attorney). Grand juries are to be conducted as prescribed by A.R.S. §§21-401 through 21-416.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Jurors reporting for service	9.6%	10.0%	8.7%	43.7%	33.7%	336.5%
Output	Number of Jurors sent to a courtroom	43,411	42,513	37,026	38,000	(4,513)	-10.6%
Demand	Number of Jurors reporting for service	48,477	49,667	40,152	38,500	(11,167)	-22.5%
Efficiency	Cost per Juror sent to a courtroom	$ 94.46	$ 101.67	$ 102.53	$ 111.81	$ (10.13)	-10.0%
Revenue							
	100 - GENERAL	$ 646,264	$ 615,600	$ 663,552	$ 666,677	$ 51,077	8.3%
	259 - SUPERIOR COURT SPECIAL REVENUE	69,042	61,500	92,299	61,500	-	0.0%
	TOTAL SOURCES	$ 715,306	$ 677,100	$ 755,851	$ 728,177	$ 51,077	7.5%
Expenditure							
	100 - GENERAL	$ 4,026,598	$ 4,249,857	$ 3,716,649	$ 4,112,837	$ 137,020	3.2%
	259 - SUPERIOR COURT SPECIAL REVENUE	73,874	72,600	79,806	135,839	(63,239)	-87.1%
	TOTAL USES	$ 4,100,472	$ 4,322,457	$ 3,796,455	$ 4,248,676	$ 73,781	1.7%

Activity Narrative: The data reported is only for the downtown Superior Court. The percent of jurors reporting for service continues to hover at or below 10%. The Superior Court proposes holding hearings for jurors who do not respond to summons in order to improve the result for FY 2014. FY 2013 Revised data was over-estimated. The calculation for percent of jurors reporting for service in FY 2014 is incorrect and should read “9.0%”.

Base Adjustments:

General Fund (100)

- Decrease in Services by a net of $112,609 based on the FY 2013 Forecast.
- Increase in Revenue by $51,077 based on trend analysis.

Superior Court Special Revenue Fund (259) Non-Recurring Non-Project

- Increase Supplies by $75,000 to improve the juror experience, and may include the purchase of electric carts to address accessibility issues.

Court Record Keeping Activity

The purpose of the Court Record Keeping Activity is to provide a court case record to court participants and litigants so they can be ensured an impartial and fair adjudication.

Mandates: A.R.S. §§12-223 and 21-411 establish that the court shall appoint a court reporter to record the proceedings of trials to be officially filed as record with the office of the Clerk of the Superior Court.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of hearings recorded electronically	N/A	N/A	N/A	0.0%	N/A	N/A
Output	Number of hours of Court proceedings that were recorded	225,900	221,652	223,400	224,000	2,348	1.1%
Output	Number of hearings recorded by reporters and electronically	-	-	-	224,000	224,000	N/A
Demand	Number of hours of Court proceedings that need to be recorded	225,900	221,652	223,400	224,000	2,348	1.1%
Efficiency	Cost per hour of Court proceedings recorded	$ 20.43	$ 20.43	$ 21.44	$ 21.20	$ (0.77)	-3.8%
Revenue							
	259 - SUPERIOR COURT SPECIAL REVENUE	$ 60,774	$ 65,040	$ 59,402	$ 65,040	$ -	0.0%
	TOTAL SOURCES	$ 60,774	$ 65,040	$ 59,402	$ 65,040	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 4,550,452	$ 4,463,050	$ 4,723,889	$ 4,683,671	$ (220,621)	-4.9%
	259 - SUPERIOR COURT SPECIAL REVENUE	65,040	65,040	65,040	65,040	-	0.0%
	TOTAL USES	$ 4,615,492	$ 4,528,090	$ 4,788,929	$ 4,748,711	$ (220,621)	-4.9%

Activity Narrative: The department is striving to develop appropriate data for this activity. The Court will include this activity in its Strategic Business Plan review for FY 2015.

Base Adjustments:
General Fund (100)

- Increase Repairs and Maintenance by $102,066 based upon the FY 2013 Forecast.

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: Not mandated.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of user satisfaction	97.1%	11152.6%	98.7%	98.0%	(11054.6%)	-99.1%
Output	Number of website sessions completed	346,657,490	299,296,540	488,292,860	599,518,800	300,222,260	100.3%
Demand	Number of website sessions requested	348,782,400	307,110,930	496,583,870	602,548,800	295,437,870	96.2%
Efficiency	Cost per website session	$ 0.01	$ 0.01	$ 0.01	$ 0.01	$ 0.01	53.5%
Revenue							
	238 - SUPERIOR COURT GRANTS	$ -	$ -	$ 10,675	$ 13,224	$ 13,224	N/A
	259 - SUPERIOR COURT SPECIAL REVENUE	236,876	288,000	214,863	216,000	(72,000)	-25.0%
	261 - LAW LIBRARY	1,328,641	1,296,000	1,231,778	1,296,000	-	0.0%
	TOTAL SOURCES	$ 1,565,517	$ 1,584,000	$ 1,457,316	$ 1,525,224	$ (58,776)	-3.7%
Expenditure							
	100 - GENERAL	$ 1,987,327	$ 1,915,374	$ 2,019,158	$ 1,951,668	$ (36,294)	-1.9%
	238 - SUPERIOR COURT GRANTS	-	-	10,675	10,000	(10,000)	N/A
	259 - SUPERIOR COURT SPECIAL REVENUE	273,068	264,025	207,707	215,786	48,239	18.3%
	261 - LAW LIBRARY	1,061,437	1,546,000	1,225,432	1,296,000	250,000	16.2%
	TOTAL USES	$ 3,321,832	$ 3,725,399	$ 3,462,972	$ 3,473,454	$ 251,945	6.8%

Activity Narrative: The number of completed website sessions exceeded expectations for FY 2012 and FY 2013 due to an upgrade to the Judicial Branch website. The Superior Court anticipates that the number of website sessions in FY 2014 will increase by 100%. The percent of user satisfaction in FY 2013 Revised is incorrectly calculated.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Capital cases resolved within 545 days	21.1%	30.0%	6.7%	31.6%	1.6%	5.3%
Percent of General Felony cases resolved within 180 days	81.0%	81.4%	78.7%	80.3%	-1.1%	-1.4%

Activities that comprise this program include:

- Capital Adjudication
- Felony Adjudication

Capital Adjudication Activity

The purpose of the Capital Adjudication Activity is to resolve capital cases for defendants and victims so that they are afforded timely and just legal resolutions.

Mandates: Arizona Constitution, Article VI, Section 14 gives the Superior Court jurisdiction in any cases that are not specifically assigned to another court in statute. A.R.S. §13-751 et.seq. provide Arizona courts with the parameters for the sentence of death.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Capital cases resolved within 545 days	21.1%	30.0%	6.7%	31.6%	1.6%	5.3%
Output	Number of Capital cases resolved	28	40	15	19	(21)	-52.5%
Demand	Number of Capital cases filed	23	20	23	22	2	10.0%
Efficiency	Cost per Capital case resolved	$ 15,860.64	$ 11,489.90	$ 30,683.60	$ 29,986.84	$ (18,496.94)	-161.0%
Revenue							
	238 - SUPERIOR COURT GRANTS	$ 154,362	$ 186,705	$ 180,026	$ 186,705	$ -	0.0%
	TOTAL SOURCES	$ 154,362	$ 186,705	$ 180,026	$ 186,705	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 291,467	$ 271,603	$ 280,050	$ 382,520	$ (110,917)	-40.8%
	238 - SUPERIOR COURT GRANTS	152,631	187,993	180,204	187,230	763	0.4%
	TOTAL USES	$ 444,098	$ 459,596	$ 460,254	$ 569,750	$ (110,154)	-24.0%

Activity Narrative: The number of capital cases filed can vary significantly from year to year. The number of resolved cases is a factor of the length of time to resolve, the backlog of cases, and the number of new filings. Though the backlog declined from a high of 146 cases in 2007 to 74 in 2012, it increased to 84 cases by May, 2013. An FY 2014 increase in expenditures and the cost per capital case resolved is due in part to the transfer of a Court Reporter from the Felony Adjudication Activity.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of General Felony cases resolved within 180 days	81.0%	81.4%	78.7%	80.3%	(1.1%)	-1.4%
Output	Number of General Felony cases resolved	32,986	31,200	30,491	29,100	(2,100)	-6.7%
Demand	Number of General Felony cases filed	33,072	31,600	29,426	29,215	(2,385)	-7.5%
Efficiency	Cost per General Felony case resolved	$ 529.80	$ 544.63	$ 557.95	$ 579.25	$ (34.62)	-6.4%
Revenue							
	100 - GENERAL	$ 92	$ 100	$ 104	$ 100	$ -	0.0%
	238 - SUPERIOR COURT GRANTS	129,607	279,607	79,390	82,632	(196,975)	-70.4%
	208 - JUDICIAL ENHANCEMENT	531,408	521,600	495,423	521,600	-	0.0%
	259 - SUPERIOR COURT SPECIAL REVENUE	59,363	60,000	52,870	60,000	-	0.0%
	264 - SUPERIOR COURT FILL THE GAP	2,007,812	1,870,465	1,871,430	2,101,600	231,135	12.4%
	TOTAL SOURCES	$ 2,728,282	$ 2,731,772	$ 2,499,217	$ 2,765,932	$ 34,160	1.3%
Expenditure							
	100 - GENERAL	$ 15,551,817	$ 14,908,738	$ 15,077,092	$ 14,788,739	$ 119,999	0.8%
	238 - SUPERIOR COURT GRANTS	128,425	221,492	79,390	82,850	138,642	62.6%
	208 - JUDICIAL ENHANCEMENT	61,950	56,149	56,611	56,488	(339)	-0.6%
	259 - SUPERIOR COURT SPECIAL REVENUE	60,000	60,000	60,000	60,000	-	0.0%
	264 - SUPERIOR COURT FILL THE GAP	1,673,712	1,746,104	1,739,221	1,868,175	(122,071)	-7.0%
	TOTAL USES	$ 17,475,904	$ 16,992,483	$ 17,012,314	$ 16,856,252	$ 136,231	0.8%

Activity Narrative: The Superior Court reports that criminal case filings have declined, mirroring national trends. The FY 2014 budget reflects stabilization in the number of felony case filings. A reduction in grant funding for this activity has been offset by an increase in expenditures from the Fill the Gap Fund.

Base Adjustments:

General Fund (100)

- The FY 2014 budget includes an increase of $37,801 in expenditures for Temporary Pay.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of Pre-Decree Family Court cases resolved within 12 months.	96.4%	96.3%	97.0%	96.0%	-0.3%	-0.3%
Percent of Post-Decree Family Court cases resolved within 7 months.	76.2%	95.7%	80.2%	80.0%	-15.7%	-16.4%

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 statues regarding Martial 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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
Result	Percent of Pre-Decree Family Court cases resolved within 12 months	96.4%	96.3%	97.0%	96.0%	(0.3%)	-0.3%
Output	Number of Pre-Decree Family Court cases resolved	31,822	31,318	32,531	31,500	182	0.6%
Demand	Number of Pre-Decree Family Court cases filed	31,759	31,390	32,110	31,800	410	1.3%
Efficiency	Cost per Pre-Decree Family Court case resolved	$ 311.15	$ 319.95	$ 303.04	$ 322.54	$ (2.59)	-0.8%
Revenue							
	100 - GENERAL	$ -	$ 100	$ -	$ 100	$ -	0.0%
	238 - SUPERIOR COURT GRANTS	789,223	1,022,851	777,902	1,022,851	-	0.0%
	257 - CONCILIATION COURT FEES	1,672,931	1,390,000	1,535,257	1,678,000	288,000	20.7%
	276 - SPOUSAL MAINT ENF ENHANCEMENT	118,618	115,921	110,158	115,921	-	0.0%
	281 - CHILDRENS ISSUES EDUCATION	174,919	115,007	167,336	115,007	-	0.0%
	TOTAL SOURCES	$ 2,755,691	$ 2,643,879	$ 2,590,653	$ 2,931,879	$ 288,000	10.9%
Expenditure							
	100 - GENERAL	$ 7,089,809	$ 6,544,296	$ 6,846,845	$ 6,503,487	$ 40,809	0.6%
	238 - SUPERIOR COURT GRANTS	768,712	1,018,844	777,902	1,020,501	(1,657)	-0.2%
	208 - JUDICIAL ENHANCEMENT	66,535	66,413	66,568	67,029	(616)	-0.9%
	257 - CONCILIATION COURT FEES	1,702,500	1,790,000	1,700,000	1,978,000	(188,000)	-10.5%
	259 - SUPERIOR COURT SPECIAL REVENUE	42,958	60,000	41,968	60,000	-	0.0%
	271 - EXPEDITED CHILD SUPPORT	-	6,744	6,744	-	6,744	100.0%
	276 - SPOUSAL MAINT ENF ENHANCEMENT	115,921	115,921	110,158	115,921	-	0.0%
	281 - CHILDRENS ISSUES EDUCATION	115,007	415,007	305,007	415,007	-	0.0%
	282 - DOM REL MEDIATION EDUCATION	-	2,886	2,886	-	2,886	100.0%
	TOTAL USES	$ 9,901,442	$ 10,020,111	$ 9,858,078	$ 10,159,945	$ (139,834)	-1.4%

Base Adjustments:

General Fund (100)

- Increase Temporary Pay and Benefits by $37,307 based on the FY 2013 Forecast.

Conciliation Court Fees Fund (257) Operating

- Increase Revenue by $288,000 due to an increase in the number of annulment, dissolution of marriage, legal separation, and maternity/paternity cases filed.
- Increase Personal Services Allocations-In from the General Fund by $288,000 to maintain structural balance.

Conciliation Court Fees Fund (257) Non-Recurring Non-Project

- Increase Services by $300,000 for outside vendors contracted to provide parenting conferences for litigants in Family Court.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Post-Decree Family Court cases resolved within 7 months	76.2%	95.7%	80.2%	80.0%	(15.7%)	-16.4%
Output	Number of Post-Decree Family Court cases resolved	27,702	18,400	29,964	23,000	4,600	25.0%
Demand	Number of Post-Decree Family Court cases filed	18,278	20,100	21,346	24,000	3,900	19.4%
Efficiency	Cost per Post-Decree Family Court case resolved	$ 163.45	$ 238.42	$ 150.27	$ 201.37	$ 37.06	15.5%
Revenue							
	100 - GENERAL	$ 935,088	$ 829,300	$ 875,336	$ 847,742	$ 18,442	2.2%
	238 - SUPERIOR COURT GRANTS	64,839	74,607	37,304	74,607	-	0.0%
	271 - EXPEDITED CHILD SUPPORT	659,035	585,000	624,738	585,000	-	0.0%
	282 - DOM REL MEDIATION EDUCATION	200,631	190,682	187,929	190,682	-	0.0%
	TOTAL SOURCES	$ 1,859,593	$ 1,679,589	$ 1,725,307	$ 1,698,031	$ 18,442	1.1%
Expenditure							
	100 - GENERAL	$ 3,482,949	$ 3,312,133	$ 3,604,032	$ 3,581,140	$ (269,007)	-8.1%
	238 - SUPERIOR COURT GRANTS	58,994	74,607	37,304	74,607	-	0.0%
	257 - CONCILIATION COURT FEES	-	21,040	21,040	-	21,040	100.0%
	271 - EXPEDITED CHILD SUPPORT	595,400	785,000	646,000	785,000	-	0.0%
	276 - SPOUSAL MAINT ENF ENHANCEMENT	-	1,755	1,755	-	1,755	100.0%
	281 - CHILDRENS ISSUES EDUCATION	-	1,740	1,740	-	1,740	100.0%
	282 - DOM REL MEDIATION EDUCATION	390,682	190,682	190,682	190,682	-	0.0%
	TOTAL USES	$ 4,528,025	$ 4,386,957	$ 4,502,553	$ 4,631,429	$ (244,472)	-5.6%

Activity Narrative: The Superior Court only recently began tracking post-decree cases, and as a result the FY 2013 Revised data was not fully estimated. The number of cases filed and cases resolved are anticipated to more closely mirror one another in FY 2014.

Base Adjustments:

Expedited Child Support Fund (271) Non Recurring Non Project

- Increase Other Services by $200,000 for outside vendors contracted to provide parenting conferences for litigants in Family Court.

Children's Issues Education Fund (281) Non Recurring Non Project

- Increase Other Services by $300,000 for outside vendors contracted to provide parenting conferences for litigants in Family Court.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of adjudication hearings for non-detained juveniles held within 30 days	97.0%	95.0%	76.5%	77.1%	-17.9%	-18.9%
Percent of preliminary protective hearings held within 7 business days after removal from home	84.2%	97.6%	96.6%	90.8%	-6.8%	-7.0%
Percent of Cradles to Crayons youth with petitions filed who had a permanency hearing within 6 months of the petition filing	N/A	N/A	N/A	N/A	N/A	N/A
Percent of Cradles to Crayons youth with petitions filed who had a permanency established within 365 days of the petition filing	N/A	N/A	N/A	N/A	N/A	N/A

Activities that comprise this program include:

- Cradles to Crayons
- Juvenile Delinquency Adjudication
- Juvenile Dependency Adjudication

Juvenile Delinquency Adjudication Activity

The purpose of the Juvenile Delinquency Adjudication Activity is to provide adjudicated dependency and delinquency matters to juveniles so they can receive timely and just legal resolutions.

Mandates: A.R.S. §8-202 establishes that the Juvenile Division of the Superior Court shall have jurisdiction in all offenses related to delinquency of a minor. A.R.S. §8-302 allows for the transfer of any criminal case to Juvenile Court as long as the juvenile is not being tried as an adult pursuant to A.R.S. §13-501.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of adjudication hearings for non-detained juveniles held within 30 days	97.0%	95.0%	76.5%	77.1%	(17.9%)	-18.9%
Output	Number of Delinquency cases resolved	6,730	10,400	6,938	7,050	(3,350)	-32.2%
Output	Number of hearings	531	10,800	4,912	4,900	(5,900)	-54.6%
Demand	Number of Delinquency cases filed	6,727	10,800	7,418	7,560	(3,240)	-30.0%
Efficiency	Cost per Delinquency case resolved	$ 688.95	$ 436.79	$ 661.32	$ 648.46	$ (211.67)	-48.5%
Revenue							
	100 - GENERAL	$ 515,812	$ 250,000	$ 327,337	$ 357,678	$ 107,678	43.1%
	238 - SUPERIOR COURT GRANTS	66,731	86,326	75,566	86,326	-	0.0%
	TOTAL SOURCES	$ 582,543	$ 336,326	$ 402,903	$ 444,004	$ 107,678	32.0%
Expenditure							
	100 - GENERAL	$ 4,478,026	$ 4,361,692	$ 4,424,014	$ 4,430,633	$ (68,941)	-1.6%
	238 - SUPERIOR COURT GRANTS	64,334	86,774	69,495	86,323	451	0.5%
	208 - JUDICIAL ENHANCEMENT	94,280	94,100	94,723	54,672	39,428	41.9%
	TOTAL USES	$ 4,636,640	$ 4,542,566	$ 4,588,232	$ 4,571,628	$ (29,062)	-0.6%

Activity Narrative: FY 2013 Revised data is over-estimated because the performance data methodology was not fully developed until after the FY 2013 budget was completed. FY 2014 Delinquency filings and hearings are expected to remain relatively steady compared to the FY 2013 Forecast, while the Superior Court expects to resolve 1.6% more cases in FY 2014.

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: This activity supports the overall adjudication of dependency cases involving children 0 to 3 within specified case management time guidelines mandated by A.R.S. §8-824.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	N/A	N/A	N/A	N/A	N/A
Result	Percent of Cradles to Crayons youth with petitions filed who had a permanency established within 365 days of the petition filing	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of assignments to Cradles to Crayons judges	N/A	N/A	N/A	N/A	N/A	N/A
Output	Number of Cradles to Crayons youth who receive comprehensive services and referrals	N/A	N/A	N/A	N/A	N/A	N/A
Demand	Number of Dependency petitions filed for youth aged 0 to 3 within the year	N/A	N/A	N/A	N/A	N/A	N/A
Efficiency	Total activity expenditure per youth receiving Cradles to Crayons services. Cost per youth receiving Cradles to Crayons services.	N/A	N/A	N/A	N/A	N/A	N/A
Expenditure							
	100 - GENERAL	$ -	$ 2,019,788	$ 607,015	$ 1,412,773	$ 607,015	30.1%
	277 - EMANCIPATION ADMINISTRATION	-	4,800	4,800	700	4,100	85.4%
	TOTAL USES	$ -	$ 2,024,588	$ 611,815	$ 1,413,473	$ 611,115	30.2%

Activity Narrative: A midyear status report indicated that newly-hired staff had implemented the two-year pilot project "Cradles to Crayons (C2C)" in a repurposed facility, and that 972 children had been assigned to C2C judges since July 1, 2012. Preliminary data indicated that permanency planning compliance for C2C children was 97% compared to the 85% compliance rate of non-C2C children at the Durango Juvenile Division. Additionally, C2C children averaged 52 days to dependency adjudication, compared to a figure of 62 days for children not assigned to C2C. Lastly, 39% of children assigned to a C2C judge between July 1, 2011 and December 31, 2012 were reunified, compared to a figure of 29% of children not assigned to a C2C judge.

Base Adjustments:

General Fund (100) Non-Recurring Non Project

- Carry-forward $1,412,773 from the FY 2013 two-year appropriation of $2,019,788 for the Cradles to Crayons pilot project. The funding provides for salaries, benefits, supplies and services for 17.0 FTE contract staff.

Emancipation Administration Fund (277) Non-Recurring Non Project

- Increase Other Services by $700 for the Cradles to Crayons pilot project.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of preliminary protective hearings held within 7 business days after removal from home	84.2%	97.6%	96.6%	90.8%	(6.8%)	-7.0%
Output	Number of Dependency cases resolved	8,737	8,400	13,624	13,400	5,000	59.5%
Output	Number of preliminary protective hearings	3,029	8,400	4,404	4,420	(3,980)	-47.4%
Demand	Number of Dependency cases filed	9,753	9,200	14,103	14,400	5,200	56.5%
Efficiency	Cost per Dependency case resolved	$ 548.03	$ 541.60	$ 339.97	$ 352.64	$ 188.96	34.9%
Revenue							
	238 - SUPERIOR COURT GRANTS	$ 844,172	$ 798,223	$ 893,737	$ 1,075,000	$ 276,777	34.7%
	277 - EMANCIPATION ADMINISTRATION	603	-	314	-	-	N/A
	TOTAL SOURCES	$ 844,775	$ 798,223	$ 894,051	$ 1,075,000	$ 276,777	34.7%
Expenditure							
	100 - GENERAL	$ 3,802,255	$ 3,563,185	$ 3,606,999	$ 3,573,503	$ (10,318)	-0.3%
	238 - SUPERIOR COURT GRANTS	872,411	858,609	893,737	1,077,394	(218,785)	-25.5%
	208 - JUDICIAL ENHANCEMENT	113,486	127,628	130,977	74,444	53,184	41.7%
	TOTAL USES	$ 4,788,152	$ 4,549,422	$ 4,631,713	$ 4,725,341	$ (175,919)	-3.9%

Activity Narrative: Increased funding and staffing of Arizona Child Protective Services resulted in a substantial increase in hearings, cases filed and cases resolved since FY 2012 which is expected to continue in FY 2014.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of probate cases in compliance with case-processing standards	0.0%	96.0%	90.0%	96.4%	0.4%	0.5%
Percent of Cases reviewed within 30 days of the required due date.	0.0%	97.0%	0.0%	96.4%	-0.6%	-0.6%

Activities that comprise this program include:

- Estate Probates & Trust Administration
- Probate and Mental Health

Estate Probates & Trust Administration Activity

The purpose of the Estate Probates and Trust Administration Activity is to provide case reviews that are completed within required due dates to litigants so they can have their property and rights protected.

Mandates: Arizona Constitution, Article VI, Section 14 gives the Superior Court jurisdiction to resolve matters of probate.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Cases reviewed within 30 days of the required due date	0.0%	97.0%	0.0%	96.4%	(0.6%)	-0.6%
Output	Number of active Cases reviewed	32,156	36,000	28,343	28,700	(7,300)	-20.3%
Demand	Number of active Cases requiring review	32,156	36,000	28,343	28,700	(7,300)	-20.3%
Efficiency	Cost per Case reviewed	$ 67.34	$ 57.95	$ 76.91	$ 64.71	$ (6.76)	-11.7%
Revenue							
	256 - PROBATE FEES	$ 463,946	$ 464,531	$ 467,480	$ 464,531	$ -	0.0%
	TOTAL SOURCES	$ 463,946	$ 464,531	$ 467,480	$ 464,531	$ -	0.0%
Expenditure							
	100 - GENERAL	$ 1,600,833	$ 1,471,689	$ 1,565,454	$ 1,242,561	$ 229,128	15.6%
	256 - PROBATE FEES	564,531	614,531	614,531	614,531	-	0.0%
	TOTAL USES	$ 2,165,364	$ 2,086,220	$ 2,179,985	$ 1,857,092	$ 229,128	11.0%

Activity Narrative: The number of cases requiring review was anticipated to increase in FY 2013. Instead, the number of cases requiring review has declined from 35,963 in FY 2011 to 28,343 in the FY 2013 Forecast, and is expected to remain flat in FY 2014. Newly adopted Probate Rules of Procedure require more intensive judicial involvement in and management of probate cases. FY 2013 Revised data were overstated. The FY 2013 Result Forecast contains a calculation error. For FY 2014, a Superior Court Judge and a Bailiff were transferred to the Probate and Mental Health Activity.

Base Adjustments:

Probate Fees Fund (256) Non-Recurring Non-Project

- Budget $150,000 for payment to contract accountants and investigators for complex forensic probate case work.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of probate cases in compliance with case-processing standards	0.0%	96.0%	90.0%	96.4%	0.4%	0.5%
Output	Number of Mental Health cases resolved	3,880	2,600	2,268	3,600	1,000	38.5%
Output	Number of Probate cases	32,156	36,000	28,343	28,700	(7,300)	-20.3%
Demand	Number of Mental Health cases filed	3,904	3,100	4,246	4,200	1,100	35.5%
Efficiency	Cost per Mental Health case resolved	$ 400.48	$ 714.13	$ 796.10	$ 577.04	$ 137.09	19.2%
Revenue							
	238 - SUPERIOR COURT GRANTS	$ 2,000	$ 100,000	$ 50,000	$ 56,974	$ (43,026)	-43.0%
	TOTAL SOURCES	$ 2,000	$ 100,000	$ 50,000	$ 56,974	$ (43,026)	-43.0%
Expenditure							
	100 - GENERAL	$ 1,551,856	$ 1,749,705	$ 1,748,528	$ 2,021,147	$ (271,442)	-15.5%
	238 - SUPERIOR COURT GRANTS	2,000	100,000	50,000	56,190	43,810	43.8%
	256 - PROBATE FEES	-	7,031	7,031	-	7,031	100.0%
	TOTAL USES	$ 1,553,856	$ 1,856,736	$ 1,805,559	$ 2,077,337	$ (220,601)	-11.9%

Activity Narrative: Although the FY 2013 Revised budget anticipated a decline in the number of cases filed, the number forecast for FY 2013 is 8.8% higher than those filed in FY 2012. However, the number of cases resolved is decreasing due to newly adopted Probate Rules of Procedure which require more intensive judicial involvement in and management of probate cases. The FY 2014 budget includes the transfer of a Superior Court Judge and a Bailiff from the Estate Probates and Trust Administration Activity.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 73,531,080**	**$ 1,696,300**
FY 2013 Revised Budget		**$ 73,531,080**	**$ 1,696,300**
Adjustments:			
Reallocations		**$ 401,678**	**$ -**
Reallocation Between Depts		*401,678*	-
FY 2014 Budget Target		**$ 73,932,758**	**$ 1,696,300**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 1,179,325**	**$ -**
Retirement Contributions		*1,179,325*	-
Base Adjustments		**$ 493,984**	**$ -**
Other Base Adjustments		*493,984*	-
Commissioner Pay	*$ 1,050,000*		
Allocations Out to Special Revenue Funds	*(410,760)*		
Additional Temporary Pay in Felony and Family Adjudication	*75,108*		
Additional Overtime in Court Security	*61,738*		
Personnel Savings	*(160,000)*		
Other Personnel Adjustments	*(36,888)*		
Reduction in Supplies	*(49,748)*		
Net Reduction in Services in Jurors Activity	*(112,609)*		
Increase in Services for Court Record Keeping Activity	*102,066*		
Net Reduction in all other Services	*(24,923)*		
Fees and Other Revenues		**$ -**	**$ 183,800**
ProgRevenue Volume Inc/Dec		-	*183,800*
Budget Balancing		**$ (898,028)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(898,028)*	-
FY 2014 Tentative Budget		**$ 74,708,039**	**$ 1,880,100**
Percent Change from Target Amount		*1.0%*	*10.8%*
Adjustments:			
Base Adjustments		**$ (118,660)**	**$ -**
Internal Service Charges		*(118,660)*	-
FY 2014 Adopted Budget		**$ 74,589,379**	**$ 1,880,100**
Percent Change from Target Amount		*0.9%*	*10.8%*

General Fund (100) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 2,030,663**	**$ -**
FY 2013 Revised Budget		**$ 2,030,663**	**$ -**
Adjustments:			
Non Recurring		**$ (2,030,663)**	**$ -**
Other Non-Recurring		*(2,030,663)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 1,412,773**	**$ -**
Non Recurring Carry Forward		*1,412,773*	-
Other Non-Recurring			
Cradles to Crayons Pilot Project - Year 2	*$ 1,412,773*		
FY 2014 Adopted Budget		**$ 1,412,773**	**$ -**
Percent Change from Target Amount			
		Expenditures	**Revenue**
Integrated Court Info Rewrite			
FY 2013 Adopted Budget		**$ 1,301,750**	**$ -**
FY 2013 Revised Budget		**$ 1,301,750**	**$ -**
Adjustments:			
Non Recurring		**$ (1,301,750)**	**$ -**
Non Recurring Carry Forward		*(1,301,750)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 91,000**	**$ -**
Non Recurring Carry Forward		*91,000*	-
iCIS-ng (Integrated Court Information System - Next Generation)	*$ 91,000*		
FY 2014 Adopted Budget		**$ 91,000**	**$ -**
Percent Change from Target Amount			

Superior Court Judicial Enhancement Fund (208)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 521,600**	**$ 521,600**
FY 2013 Revised Budget	**$ 521,600**	**$ 521,600**
FY 2014 Budget Target	**$ 521,600**	**$ 521,600**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 1,128**	**$ -**
Retirement Contributions	*1,128*	-
Structural Balance	**$ (1,128)**	**$ -**
Structural Balance	*(1,128)*	-
FY 2014 Adopted Budget	**$ 521,600**	**$ 521,600**
Percent Change from Target Amount	*0.0%*	*0.0%*

Superior Court Judicial Enhancement Fund (208) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 1,921,296	$ 2,141,713	$ 2,141,713	$ 2,257,673	$ 2,432,461
Sources:					
Clerk of the Superior Court (160)	$ 1,037,380	$ 1,000,000	$ 1,000,000	$ 986,597	$ 1,000,000
Superior Court (800)	546,929	521,600	521,600	495,423	521,600
Operating	$ 1,584,309	$ 1,521,600	$ 1,521,600	$ 1,482,020	$ 1,521,600
Total Sources:	$ 1,584,309	$ 1,521,600	$ 1,521,600	$ 1,482,020	$ 1,521,600
Uses:					
Clerk of the Superior Court (160)	$ 479,062	$ 1,000,000	$ 1,000,000	$ 537,611	$ 657,394
Superior Court (800)	470,103	521,600	521,600	481,575	521,600
Operating	$ 949,165	$ 1,521,600	$ 1,521,600	$ 1,019,186	$ 1,178,994
Clerk of the Superior Court (160)	$ -	$ 100,000	$ 386,379	$ 277,668	$ -
Superior Court (800)	298,758	-	12,329	10,378	-
Non-Recurring	$ 298,758	$ 100,000	$ 398,708	$ 288,046	$ -
Total Uses:	$ 1,247,923	$ 1,621,600	$ 1,920,308	$ 1,307,232	$ 1,178,994
Structural Balance	$ 635,144	$ -	$ -	$ 462,834	$ 342,606
Accounting Adjustments	$ (9)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 2,257,673	$ 2,041,713	$ 1,743,005	$ 2,432,461	$ 2,775,067
Total Ending Spendable Fund Balance	$ 2,257,673	$ 2,041,713	$ 1,743,005	$ 2,432,461	$ 2,775,067

Superior Court Grants Fund (238)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 2,599,319**	**$ 2,599,319**
FY 2013 Revised Budget	**$ 2,599,319**	**$ 2,599,319**
FY 2014 Budget Target	**$ 2,599,319**	**$ 2,599,319**
Adjustments:		
Employee Compensation and Benefits		
Employee Retirement and Benefits	**$ 3,939**	**$ -**
Retirement Contributions	*3,939*	-
Structural Balance	**$ (3,939)**	**$ -**
Structural Balance	*(3,939)*	-
FY 2014 Adopted Budget	**$ 2,599,319**	**$ 2,599,319**
Percent Change from Target Amount	*0.0%*	*0.0%*

Superior Court Grants Fund (238) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ (29,570)	$ (29,570)	$ (29,570)	$ (42,887)	$ (42,887)
Sources:					
Operating	$ 2,039,642	$ 2,599,319	$ 2,599,319	$ 2,104,778	$ 2,599,319
Total Sources:	$ 2,039,642	$ 2,599,319	$ 2,599,319	$ 2,104,778	$ 2,599,319
Uses:					
Operating	$ 2,052,956	$ 2,599,319	$ 2,599,319	$ 2,104,778	$ 2,599,319
Total Uses:	$ 2,052,956	$ 2,599,319	$ 2,599,319	$ 2,104,778	$ 2,599,319
Structural Balance	$ (13,314)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ (3)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	(42,887)	(29,570)	(29,570)	(42,887)	(42,887)
Total Ending Spendable Fund Balance	$ (42,887)	$ (29,570)	$ (29,570)	$ (42,887)	$ (42,887)

Probate Fees Fund (256)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 464,531**	**$ 464,531**
FY 2013 Revised Budget			**$ 464,531**	**$ 464,531**
FY 2014 Budget Target			**$ 464,531**	**$ 464,531**
FY 2014 Adopted Budget			**$ 464,531**	**$ 464,531**
Percent Change from Target Amount			*0.0%*	*0.0%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ 150,000**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ 7,031**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*7,031*	-
FY 2013 Revised Budget			**$ 157,031**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ (7,031)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*(7,031)*	-
Non Recurring			**$ (150,000)**	**$ -**
Other Non-Recurring			*(150,000)*	-
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 150,000**	**$ -**
Other Non-Recurring			*150,000*	-
Contract Accountants and Investigators		*$ 150,000*		
FY 2014 Adopted Budget			**$ 150,000**	**$ -**
Percent Change from Target Amount				

Probate Fees Fund (256) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 483,530	$ 340,858	$ 340,858	$ 385,179	$ 231,097
Sources:					
Operating	$ 466,180	$ 464,531	$ 464,531	$ 467,480	$ 464,531
Total Sources:	$ 466,180	$ 464,531	$ 464,531	$ 467,480	$ 464,531
Uses:					
Operating	$ 464,531	$ 464,531	$ 464,531	$ 464,531	$ 464,531
Non-Recurring	100,000	150,000	157,031	157,031	150,000
Total Uses:	$ 564,531	$ 614,531	$ 621,562	$ 621,562	$ 614,531
Structural Balance	$ 1,649	$ -	$ -	$ 2,949	$ -
Ending Spendable Fund Balance:					
Restricted	$ 385,179	$ 190,858	$ 183,827	$ 231,097	$ 81,097
Total Ending Spendable Fund Balance	$ 385,179	$ 190,858	$ 183,827	$ 231,097	$ 81,097

Conciliation Court Fees Fund (257)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 1,390,000**	**$ 1,390,000**
FY 2013 Revised Budget			**$ 1,390,000**	**$ 1,390,000**
FY 2014 Budget Target			**$ 1,390,000**	**$ 1,390,000**
Adjustments:				
Base Adjustments			**$ 288,000**	**$ -**
Other Base Adjustments			*288,000*	-
Increase in Family Pre-Decree revenue based on trend analysis	*$*	*288,000*		
Fees and Other Revenues			**$ -**	**$ 288,000**
ProgRevenue Volume Inc/Dec			-	*288,000*
Increase personnel transfer from the General Fund	*$*	*288,000*		
FY 2014 Adopted Budget			**$ 1,678,000**	**$ 1,678,000**
Percent Change from Target Amount			*20.7%*	*20.7%*

Conciliation Court Fees Fund (257) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ 400,000**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ 21,040**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*21,040*	-
FY 2013 Revised Budget			**$ 421,040**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ (21,040)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*(21,040)*	-
Non Recurring			**$ (400,000)**	**$ -**
Other Non-Recurring			*(400,000)*	-
Parent Conference Reports		*$ (400,000)*		
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 300,000**	**$ -**
Other Non-Recurring			*300,000*	-
Parent Conference Reports		*$ 300,000*		
FY 2014 Adopted Budget			**$ 300,000**	**$ -**
Percent Change from Target Amount				

Conciliation Court Fees Fund (257) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 647,985	$ 481,161	$ 481,161	$ 622,557	$ 436,774
Sources:					
Operating	$ 1,677,073	$ 1,390,000	$ 1,390,000	$ 1,535,257	$ 1,678,000
Total Sources:	$ 1,677,073	$ 1,390,000	$ 1,390,000	$ 1,535,257	$ 1,678,000
Uses:					
Operating	$ 1,390,000	$ 1,390,000	$ 1,390,000	$ 1,390,000	$ 1,678,000
Non-Recurring	312,500	400,000	421,040	331,040	300,000
Total Uses:	$ 1,702,500	$ 1,790,000	$ 1,811,040	$ 1,721,040	$ 1,978,000
Structural Balance	$ 287,073	$ -	$ -	$ 145,257	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 622,557	$ 81,161	$ 60,121	$ 436,774	$ 136,774
Total Ending Spendable Fund Balance	$ 622,557	$ 81,161	$ 60,121	$ 436,774	$ 136,774

Superior Court Special Revenue Fund (259)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 4,900,000**	**$ 4,900,000**
FY 2013 Revised Budget			**$ 4,900,000**	**$ 4,900,000**
FY 2014 Budget Target			**$ 4,900,000**	**$ 4,900,000**
Adjustments:				
Revenues:			*$ -*	*$ -*
Increase in revenue associated with increase in Court Automation Fee	*$*	*394,000*		
Reduction in revenue based on trend analysis		*(394,000)*		
FY 2014 Adopted Budget			**$ 4,900,000**	**$ 4,900,000**
Percent Change from Target Amount			*0.0%*	*0.0%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ -**	**$ -**
FY 2013 Revised Budget			**$ -**	**$ -**
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 275,000**	**$ -**
Other Non-Recurring			*275,000*	*-*
Juror Expenses	*$*	*75,000*		
Contract Programmers		*200,000*		
FY 2014 Adopted Budget			**$ 275,000**	**$ -**
Percent Change from Target Amount				
			Expenditures	**Revenue**
Integrated Court Info Rewrite				
FY 2013 Adopted Budget			**$ -**	**$ -**
FY 2013 Revised Budget			**$ -**	**$ -**
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 1,300,000**	**$ -**
Other Non-Recurring			*1,300,000*	*-*
iCIS-ng (Integrated Court Information System - Next Generation	*$*	*1,300,000*		
FY 2014 Adopted Budget			**$ 1,300,000**	**$ -**
Percent Change from Target Amount				

Superior Court Special Revenue Fund (259) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 1,061,809	$ 123,138	$ 123,138	$ 877,844	$ 1,740,367
Sources:					
Operating	$ 4,953,177	$ 4,900,000	$ 4,900,000	$ 4,504,378	$ 4,900,000
Total Sources:	$ 4,953,177	$ 4,900,000	$ 4,900,000	$ 4,504,378	$ 4,900,000
Uses:					
Operating	$ 5,098,892	$ 4,900,000	$ 4,900,000	$ 3,641,855	$ 4,900,000
Non-Recurring	38,250	-	-	-	1,575,000
Total Uses:	$ 5,137,142	$ 4,900,000	$ 4,900,000	$ 3,641,855	$ 6,475,000
Structural Balance	$ (145,715)	$ -	$ -	$ 862,523	$ -
Ending Spendable Fund Balance:					
Restricted	$ 877,844	$ 123,138	$ 123,138	$ 1,740,367	$ 165,367
Total Ending Spendable Fund Balance	$ 877,844	$ 123,138	$ 123,138	$ 1,740,367	$ 165,367

Law Library Fees Fund (261)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 1,296,000**	**$ 1,296,000**
FY 2013 Revised Budget	**$ 1,296,000**	**$ 1,296,000**
FY 2014 Budget Target	**$ 1,296,000**	**$ 1,296,000**
FY 2014 Adopted Budget	**$ 1,296,000**	**$ 1,296,000**
Percent Change from Target Amount	*0.0%*	*0.0%*

Law Library Fees Fund (261) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 1,747,800	$ 1,873,469	$ 1,873,469	$ 2,028,812	$ 2,035,158
Sources:					
Operating	$ 1,342,444	$ 1,296,000	$ 1,296,000	$ 1,231,778	$ 1,296,000
Total Sources:	$ 1,342,444	$ 1,296,000	$ 1,296,000	$ 1,231,778	$ 1,296,000
Uses:					
Operating	$ 1,061,437	$ 1,296,000	$ 1,296,000	$ 1,225,432	$ 1,296,000
Non-Recurring	-	-	250,000	-	-
Total Uses:	$ 1,061,437	$ 1,296,000	$ 1,546,000	$ 1,225,432	$ 1,296,000
Structural Balance	$ 281,007	$ -	$ -	$ 6,346	$ -
Accounting Adjustments	$ 5	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 2,028,812	$ 1,873,469	$ 1,623,469	$ 2,035,158	$ 2,035,158
Total Ending Spendable Fund Balance	$ 2,028,812	$ 1,873,469	$ 1,623,469	$ 2,035,158	$ 2,035,158

Superior Court Fill the Gap Fund (264)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 2,101,600**	**$ 2,101,600**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ (231,135)**	**$ (231,135)**
Fill the Gap Plan	*C-80-13-008-2-00*	*(231,135)*	*(231,135)*
FY 2013 Revised Budget		**$ 1,870,465**	**$ 1,870,465**
Adjustments:	Agenda Item:		
Grants, Donations and Intergovernmental Agreements			
Grants		**$ 231,135**	**$ 231,135**
Fill the Gap Plan	*C-80-13-008-2-00*	*231,135*	*231,135*
FY 2014 Budget Target		**$ 2,101,600**	**$ 2,101,600**
Adjustments:			
Employee Compensation and Benefits			
Employee Retirement and Benefits		**$ 27,333**	**$ -**
Retirement Contributions		*27,333*	-
Structural Balance		**$ (27,333)**	**$ -**
Structural Balance		*(27,333)*	-
FY 2014 Adopted Budget		**$ 2,101,600**	**$ 2,101,600**
Percent Change from Target Amount		*0.0%*	*0.0%*

Superior Court Fill the Gap Fund (264) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 158,944	$ 58,944	$ 58,944	$ 111,671	$ 34,645
Sources:					
Operating	$ 2,007,812	$ 2,101,600	$ 1,870,465	$ 1,871,430	$ 2,101,600
Total Sources:	$ 2,007,812	$ 2,101,600	$ 1,870,465	$ 1,871,430	$ 2,101,600
Uses:					
Operating	$ 1,894,014	$ 2,101,600	$ 1,870,465	$ 1,837,771	$ 2,101,600
Non-Recurring	161,074	-	110,685	110,685	-
Total Uses:	$ 2,055,088	$ 2,101,600	$ 1,981,150	$ 1,948,456	$ 2,101,600
Structural Balance	$ 113,798	$ -	$ -	$ 33,659	$ -
Accounting Adjustments	$ 3	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 111,671	$ 58,944	$ -	$ 34,645	$ 34,645
Unassigned	-	-	(51,741)	-	-
Total Ending Spendable Fund Balance	$ 111,671	$ 58,944	$ (51,741)	$ 34,645	$ 34,645

Expedited Child Support Fund (271)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 585,000**	**$ 585,000**
FY 2013 Revised Budget			**$ 585,000**	**$ 585,000**
FY 2014 Budget Target			**$ 585,000**	**$ 585,000**
FY 2014 Adopted Budget			**$ 585,000**	**$ 585,000**
Percent Change from Target Amount			*0.0%*	*0.0%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ 200,000**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ 6,744**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*6,744*	-
FY 2013 Revised Budget			**$ 206,744**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ (6,744)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*(6,744)*	-
Non Recurring			**$ (200,000)**	**$ -**
Other Non-Recurring			*(200,000)*	-
Parent Conference Reports		*$ (200,000)*		
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 200,000**	**$ -**
Other Non-Recurring			*200,000*	-
Parent Conference Reports		*$ 200,000*		
FY 2014 Adopted Budget			**$ 200,000**	**$ -**
Percent Change from Target Amount				

Expedited Child Support Fund (271) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 338,770	$ 306,545	$ 306,545	$ 404,107	$ 376,101
Sources:					
Operating	$ 660,737	$ 585,000	$ 585,000	$ 624,738	$ 585,000
Total Sources:	$ 660,737	$ 585,000	$ 585,000	$ 624,738	$ 585,000
Uses:					
Operating	$ 446,000	$ 585,000	$ 585,000	$ 446,000	$ 585,000
Non-Recurring	149,400	200,000	206,744	206,744	200,000
Total Uses:	$ 595,400	$ 785,000	$ 791,744	$ 652,744	$ 785,000
Structural Balance	$ 214,737	$ -	$ -	$ 178,738	$ -
Ending Spendable Fund Balance:					
Restricted	$ 404,107	$ 106,545	$ 99,801	$ 376,101	$ 176,101
Total Ending Spendable Fund Balance	$ 404,107	$ 106,545	$ 99,801	$ 376,101	$ 176,101

Spousal Maintenance Enforcement Enhancement (276)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 115,921**	**$ 115,921**
FY 2013 Revised Budget	**$ 115,921**	**$ 115,921**
FY 2014 Budget Target	**$ 115,921**	**$ 115,921**
FY 2014 Adopted Budget	**$ 115,921**	**$ 115,921**
Percent Change from Target Amount	*0.0%*	*0.0%*

Spousal Maintenance Enforcement Enhancement (276) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 143,249	$ 129,648	$ 129,648	$ 146,708	$ 144,953
Sources:					
Operating	$ 119,377	$ 115,921	$ 115,921	$ 110,158	$ 115,921
Total Sources:	$ 119,377	$ 115,921	$ 115,921	$ 110,158	$ 115,921
Uses:					
Operating	$ 115,921	$ 115,921	$ 115,921	$ 110,158	$ 115,921
Non-Recurring	-	-	1,755	1,755	-
Total Uses:	$ 115,921	$ 115,921	$ 117,676	$ 111,913	$ 115,921
Structural Balance	$ 3,456	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 3	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 146,708	$ 129,648	$ 127,893	$ 144,953	$ 144,953
Total Ending Spendable Fund Balance	$ 146,708	$ 129,648	$ 127,893	$ 144,953	$ 144,953

Emancipation Administration (277)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 4,800**	**$ -**
FY 2013 Revised Budget		**$ 4,800**	**$ -**
Adjustments:			
Non Recurring		**$ (4,800)**	**$ -**
Other Non-Recurring		*(4,800)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Non Recurring		**$ 700**	**$ -**
Other Non-Recurring		*700*	-
Administrative Costs	*$ 700*		
FY 2014 Adopted Budget		**$ 700**	**$ -**
Percent Change from Target Amount			

Emancipation Administration (277) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 4,561	$ 4,876	$ 4,876	$ 5,191	$ 705
Sources:					
Operating	$ 631	$ -	$ -	$ 314	$ -
Total Sources:	$ 631	$ -	$ -	$ 314	$ -
Uses:					
Non-Recurring	-	4,800	4,800	4,800	700
Total Uses:	$ -	$ 4,800	$ 4,800	$ 4,800	$ 700
Structural Balance	$ 631	$ -	$ -	$ 314	$ -
Accounting Adjustments	$ (1)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 5,191	$ 76	$ 76	$ 705	$ 5
Total Ending Spendable Fund Balance	$ 5,191	$ 76	$ 76	$ 705	$ 5

Children's Issues Education Fund (281)

			Expenditures	Revenue
OPERATING				
FY 2013 Adopted Budget			**$ 115,007**	**$ 115,007**
FY 2013 Revised Budget			**$ 115,007**	**$ 115,007**
FY 2014 Budget Target			**$ 115,007**	**$ 115,007**
FY 2014 Adopted Budget			**$ 115,007**	**$ 115,007**
Percent Change from Target Amount			*0.0%*	*0.0%*
			Expenditures	**Revenue**
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ 300,000**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ 1,740**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*1,740*	-
FY 2013 Revised Budget			**$ 301,740**	**$ -**
Adjustments:	Agenda Item:			
Employee Compensation and Benefits				
Employee Salary Adjustments			**$ (1,740)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*		*(1,740)*	-
Non Recurring			**$ (300,000)**	**$ -**
Other Non-Recurring			*(300,000)*	-
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Non Recurring			**$ 300,000**	**$ -**
Other Non-Recurring			*300,000*	-
Parent Conference Reports		*$ 300,000*		
FY 2014 Adopted Budget			**$ 300,000**	**$ -**
Percent Change from Target Amount				

Children's Issues Education Fund (281) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 405,397	$ 465,419	$ 465,419	$ 467,723	$ 328,312
Sources:					
Operating	$ 177,333	$ 115,007	$ 115,007	$ 167,336	$ 115,007
Total Sources:	$ 177,333	$ 115,007	$ 115,007	$ 167,336	$ 115,007
Uses:					
Operating	$ 115,007	$ 115,007	$ 115,007	$ 115,007	$ 115,007
Non-Recurring	-	300,000	301,740	191,740	300,000
Total Uses:	$ 115,007	$ 415,007	$ 416,747	$ 306,747	$ 415,007
Structural Balance	$ 62,326	$ -	$ -	$ 52,329	$ -
Ending Spendable Fund Balance:					
Restricted	$ 467,723	$ 165,419	$ 163,679	$ 328,312	$ 28,312
Total Ending Spendable Fund Balance	$ 467,723	$ 165,419	$ 163,679	$ 328,312	$ 28,312

Domestic Relation Mediation Education Fund (282)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 190,682**	**$ 190,682**
FY 2013 Revised Budget	**$ 190,682**	**$ 190,682**
FY 2014 Budget Target	**$ 190,682**	**$ 190,682**
FY 2014 Adopted Budget	**$ 190,682**	**$ 190,682**
Percent Change from Target Amount	*0.0%*	*0.0%*

Domestic Relation Mediation Education Fund (282) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 285,437	$ 72,031	$ 72,031	$ 96,463	$ 90,824
Sources:					
Operating	$ 201,707	$ 190,682	$ 190,682	$ 187,929	$ 190,682
Total Sources:	$ 201,707	$ 190,682	$ 190,682	$ 187,929	$ 190,682
Uses:					
Operating	$ 190,682	$ 190,682	$ 190,682	$ 190,682	$ 190,682
Non-Recurring	200,000	-	2,886	2,886	-
Total Uses:	$ 390,682	$ 190,682	$ 193,568	$ 193,568	$ 190,682
Structural Balance	$ 11,025	$ -	$ -	$ (2,753)	$ -
Accounting Adjustments	$ 1	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 96,463	$ 72,031	$ 69,145	$ 90,824	$ 90,824
Total Ending Spendable Fund Balance	$ 96,463	$ 72,031	$ 69,145	$ 90,824	$ 90,824

Transportation

Analysis by Harold Sigüenza, Management and Budget Analyst

Summary

Mission

The Mission of Maricopa County Department of Transportation (MCDOT) is to provide transportation infrastructure and related services to the people within Maricopa County so they can live, work, conduct business, and travel in a safe and clean environment.

Vision

MCDOT performs in a collaborative, innovative, efficient, and effective manner to deliver safe, cost-effective infrastructure that is responsive to our customers.

Strategic Goals

Quality Transportation

By June 30, 2014, 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: Maricopa County Department of Transportation (MCDOT) is working to achieve this goal by 2014. In FY 2012, 91.5% of reported critical transportation maintenance tasks were completed within 14 days. To improve the performance, MCDOT updated the critical maintenance task list and made changes to the maintenance crews. The crews responsible for critical maintenance tasks such as pothole and pavement repairs were centralized so that efforts are more focused on the goals and that they are receiving direction from one Supervisor and as a result performance has significantly improved, resulting in the completion of 100% of the critical maintenance tasks within 90 days.

Safe Communities

Transportation will enhance public safety for Maricopa County residents and visitors whereby by June 30, 2014, 85% of Maricopa County's paved roadway system mileage will have a pavement condition rating of "very good or better," an improvement of 3.3% over 2010.

Status: Overall condition of 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. In FY 2012, 87.8% of roadway conditions were rated as very good or better. As of January 2012, the forecasted pavement condition rating for County arterial roads and highways is 88.1%, an improvement from the performance in FY 2012.

In the past, MCDOT has only reported the pavement condition rating for arterial roads and county highways. In the recent year, Transportation has updated its pavement condition rating to include Maricopa County's Total Road Network. This extends the total road network to include Sun City, Sun City West and the east valley subdivisions.

Quality Workforce

In order to maintain the quality of Transportation service delivery to the public, by June 30, 2014, Transportation will retain and enable the full potential of its workforce by enhancing the quality of the work environment as evidenced by the achievement of a 6.2 or higher Employee Satisfaction rating.

Status: MCDOT continues to take progressive actions to achieve the goal by 2014. During the FY 2012 ESS, MCDOT achieved an overall satisfaction score of 5.45. In support of this goal, MCDOT continues the Results Recognition Program to promote high performance, strong citizen satisfaction, and continue on-going improvements to meet citizen demand. The awards are limited to a small value per employee and are intended to recognize demonstrable performance as evidenced by numerically superior performance on Scoreboards.

Transportation has established a Scoreboard Process to direct, report, communicate, and set targets and improvement efforts. Measures were developed and actual results are reported on a regular basis to promote high performance and keep employees engaged in their work. The department is using the Results Recognition Program to recognize and reward individuals and work groups for their efforts.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
RDCS - ROADWAY CONSTRUCTION	$ 20,306,281	$ 54,977,725	$ 54,977,725	$ 41,151,464	$ 17,979,963	$ (36,997,762)	-67.3%
SRVY - LAND SURVEYING SERVICES	8,058	-	-	-	-	-	N/A
64BT - BUILD ROADS AND STRUCT	$ 20,314,339	$ 54,977,725	$ 54,977,725	$ 41,151,464	$ 17,979,963	$ (36,997,762)	-67.3%
REGU - RIGHT OF WAY REGULATION	$ 494,604	$ 700,000	$ 700,000	$ 750,796	$ 700,000	$ -	0.0%
UREL - UTILITIES ENGINEERING	261,277	250,000	250,000	231,708	250,000	-	0.0%
64ER - ENGINEER ROADS AND STRUCTURES	$ 755,881	$ 950,000	$ 950,000	$ 982,504	$ 950,000	$ -	0.0%
TRFC - TRAFF SIGNAL AND ITS FIELD SVS	$ 86,931	$ 21,214	$ 21,214	$ 38,933	$ 20,250	$ (964)	-4.5%
TRRS - REGIONAL TRAFFIC MGT SUPPORT	237,922	404,676	404,676	356,601	636,122	231,446	57.2%
64MT - TRAFFIC MANAGEMENT	$ 324,853	$ 425,890	$ 425,890	$ 395,534	$ 656,372	$ 230,482	54.1%
ROAD - ROAD AND ROW MAINTENANCE	$ 800,446	$ 230,000	$ 230,000	$ 574,291	$ 239,800	$ 9,800	4.3%
TROP - TRAFFIC OPERATIONS	10,272	5,000	5,000	8,501	5,000	-	0.0%
64RB - ROADWAY MAINTENANCE	$ 810,718	$ 235,000	$ 235,000	$ 582,792	$ 244,800	$ 9,800	4.2%
FACI - FACILITIES MGMT PROF SUPP SVCS	$ 85,363	$ 42,835	$ 174,957	$ 84,747	$ 81,555	$ (93,402)	-53.4%
ODIR - EXECUTIVE MANAGEMENT	47,134	1,600	1,600	1,068	1,600	-	0.0%
PROC - PROCUREMENT	4,263	1,000	1,000	1,096	1,000	-	0.0%
RWAY - REAL ESTATE SERVICES	187,660	64,092	64,092	59,949	64,092	-	0.0%
99AS - ADMINISTRATIVE SERVICES	$ 324,420	$ 109,527	$ 241,649	$ 146,860	$ 148,247	$ (93,402)	-38.7%
GGOV - GENERAL GOVERNMENT	$ 87,669,410	$ 93,565,496	$ 93,565,496	$ 93,397,305	$ 93,565,496	$ -	0.0%
99GV - GENERAL GOVERNMENT	$ 87,669,410	$ 93,565,496	$ 93,565,496	$ 93,397,305	$ 93,565,496	$ -	0.0%
BUAS - BUSINESS APPLICATION DEV SUPP	$ -	$ -	$ -	$ -	$ 30,455	$ 30,455	N/A
DESK - DESKTOP SUPPORT	-	-	-	-	8,590	8,590	N/A
99IT - INFORMATION TECHNOLOGY	$ -	$ -	$ -	$ -	$ 39,045	$ 39,045	N/A
TOTAL PROGRAMS	**$ 110,199,621**	**$ 150,263,638**	**$ 150,395,760**	**$ 136,656,459**	**$ 113,583,923**	**$ (36,811,837)**	**-24.5%**

Sources and Uses by Program and Activity (continued)

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
USES							
CMGT - TRANSPORTATION CONSTRUCTN MGT	$ 234,014	$ 438,776	$ 448,626	$ 348,718	$ 445,255	$ 3,371	0.8%
MTEC - MATERIALS TECHNOLOGY	543,994	684,825	684,825	618,991	730,836	(46,011)	-6.7%
PRJT - TRANSPORTATION PROJECT MGT	178,620	569,170	580,612	681,977	585,268	(4,656)	-0.8%
RDCS - ROADWAY CONSTRUCTION	78,636,416	103,932,010	103,932,010	86,123,718	82,089,011	21,842,999	21.0%
SRVY - LAND SURVEYING SERVICES	475,852	698,357	696,529	683,693	732,032	(35,503)	-5.1%
TIPM - TIP PROGRAM MGT	388,730	-	-	-	-	-	N/A
64BT - BUILD ROADS AND STRUCT	$ 80,457,626	$ 106,323,138	$ 106,342,602	$ 88,457,097	$ 84,582,402	$ 21,760,200	20.5%
DSGN - ROADS STRUCTURES STDS DSGN	$ 1,034,243	$ 1,357,912	$ 1,363,398	$ 1,159,165	$ 1,355,376	$ 8,022	0.6%
IMPR - IMPROVEMENT DISTRICT ADMIN	57	-	-	-	-	-	N/A
REGU - RIGHT OF WAY REGULATION	1,022,004	1,058,740	1,078,515	1,178,578	1,068,599	9,916	0.9%
UREL - UTILITIES ENGINEERING	568,266	542,688	527,825	544,037	520,102	7,723	1.5%
64ER - ENGINEER ROADS AND STRUCTURES	$ 2,624,570	$ 2,959,340	$ 2,969,738	$ 2,881,780	$ 2,944,077	$ 25,661	0.9%
TRFC - TRAFF SIGNAL AND ITS FIELD SVS	$ 1,496,919	$ 1,540,919	$ 1,524,655	$ 1,628,935	$ 1,529,038	$ (4,383)	-0.3%
TRFE - TRAFF DESIGN AND STUDIES	1,384,443	1,583,816	1,587,157	1,533,080	1,591,792	(4,635)	-0.3%
TRIN - EMERGENCY TRAFFIC MANAGEMENT	349,616	378,597	378,597	308,691	371,128	7,469	2.0%
TRMG - REAL TIME TRAFFIC MANAGEMENT	608,570	667,323	673,986	717,342	681,419	(7,433)	-1.1%
TRRS - REGIONAL TRAFFIC MGT SUPPORT	252,950	668,750	668,750	535,144	900,196	(231,446)	-34.6%
64MT - TRAFFIC MANAGEMENT	$ 4,092,498	$ 4,839,405	$ 4,833,145	$ 4,723,192	$ 5,073,573	$ (240,428)	-5.0%
ROAD - ROAD AND ROW MAINTENANCE	$ 28,693,615	$ 32,159,948	$ 32,184,807	$ 29,390,478	$ 30,435,136	$ 1,749,671	5.4%
TROP - TRAFFIC OPERATIONS	4,702,085	4,854,017	4,855,480	4,702,114	5,253,559	(398,079)	-8.2%
64RB - ROADWAY MAINTENANCE	$ 33,395,700	$ 37,013,965	$ 37,040,287	$ 34,092,592	$ 35,688,695	$ 1,351,592	3.6%
ENVC - ENVIRONMENTAL CLEARANCE	$ 71,227	$ 80,459	$ 159,203	$ 131,604	$ 159,683	$ (480)	-0.3%
PART - PROJECT PARTNERSHIPS	329,186	411,826	411,826	342,048	405,223	6,603	1.6%
POUT - TRANSPORTATION OUTREACH COMM	439,651	491,193	494,963	310,102	447,189	47,774	9.7%
PROG - TRANSP PROJECT PROGRAMMING	387,614	414,320	406,284	427,558	437,056	(30,772)	-7.6%
TPLN - TRANSPORTATION SYSTEM PLANNING	245,021	374,161	293,661	418,712	369,852	(76,191)	-25.9%
64SD - TRANSPORTATION PLANNING	$ 1,472,699	$ 1,771,959	$ 1,765,937	$ 1,630,024	$ 1,819,003	$ (53,066)	-3.0%
BDGT - BUDGETING	$ 71,751	$ 71,270	$ 71,270	$ 68,784	$ 85,052	$ (13,782)	-19.3%
FACI - FACILITIES MGMT PROF SUPP SVCS	1,649,736	1,201,876	1,319,090	1,281,268	1,152,975	166,115	12.6%
FSAC - FINANCIAL SERVICES	471,919	656,186	674,609	585,106	538,126	136,483	20.2%
HRAC - HUMAN RESOURCES	351,865	252,423	767,060	167,912	209,091	557,969	72.7%
ODIR - EXECUTIVE MANAGEMENT	2,090,662	1,830,754	1,861,505	1,583,319	2,064,478	(202,973)	-10.9%
PROC - PROCUREMENT	621,602	686,899	686,899	856,695	601,967	84,932	12.4%
RECO - RECORDS MANAGEMENT	78,969	91,415	92,084	101,174	84,527	7,557	8.2%
RWAY - REAL ESTATE SERVICES	564,243	737,760	737,760	384,876	862,784	(125,024)	-16.9%
99AS - ADMINISTRATIVE SERVICES	$ 5,900,747	$ 5,528,583	$ 6,210,277	$ 5,029,134	$ 5,599,000	$ 611,277	9.8%
CSCA - CENTRAL SERVICE COST ALLOC	$ 2,131,209	$ 2,227,936	$ 2,227,936	$ 2,227,936	$ 2,262,353	$ (34,417)	-1.5%
ISFC - INTERNAL SERVICE FUND CHARGES	352,425	617,991	617,991	618,823	753,558	(135,567)	-21.9%
99GV - GENERAL GOVERNMENT	$ 2,483,634	$ 2,845,927	$ 2,845,927	$ 2,846,759	$ 3,015,911	$ (169,984)	-6.0%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 933,239	$ 982,428	$ 982,428	$ 785,048	$ 961,134	$ 21,294	2.2%
DACR - DATA CENTER	307,487	413,702	413,702	372,624	194,287	219,415	53.0%
DESK - DESKTOP SUPPORT	326,781	383,712	383,440	365,132	305,887	77,553	20.2%
GISA - GIS APPLICATION DEV AND SUPP	583,885	696,975	696,975	431,963	710,267	(13,292)	-1.9%
HDSP - HELP DESK SUPPORT	61,852	62,683	62,683	57,866	67,453	(4,770)	-7.6%
99IT - INFORMATION TECHNOLOGY	$ 2,213,244	$ 2,539,500	$ 2,539,228	$ 2,012,633	$ 2,239,028	$ 300,200	11.8%
TOTAL PROGRAMS	**$ 132,640,718**	**$ 163,821,817**	**$ 164,547,141**	**$ 141,673,211**	**$ 140,961,689**	**$ 23,585,452**	**14.3%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
LICENSES AND PERMITS							
0610 - LICENSES AND PERMITS	$ 754,044	$ 950,000	$ 950,000	$ 982,504	$ 950,000	$ -	0.0%
SUBTOTAL	$ 754,044	$ 950,000	$ 950,000	$ 982,504	$ 950,000	$ -	0.0%
INTERGOVERNMENTAL							
0615 - GRANTS	$ 15,769,362	$ 46,590,822	$ 46,722,944	$ 31,539,152	$ 14,457,292	$ (32,265,652)	-69.1%
0626 - STATE SHARED HIGHWAY USER REV	78,928,601	84,652,860	84,652,860	84,652,860	84,652,860	-	0.0%
0630 - STATE SHARED VEHICLE LICENSE	8,648,248	8,412,636	8,412,636	8,412,636	8,412,636	-	0.0%
SUBTOTAL	$ 103,346,211	$ 139,656,318	$ 139,788,440	$ 124,604,648	$ 107,522,788	$ (32,265,652)	-23.1%
CHARGES FOR SERVICE							
0634 - INTERGOV CHARGES FOR SERVICES	$ 4,741,256	$ 8,811,293	$ 8,811,293	$ 9,980,698	$ 4,178,843	$ (4,632,450)	-52.6%
SUBTOTAL	$ 4,741,256	$ 8,811,293	$ 8,811,293	$ 9,980,698	$ 4,178,843	$ (4,632,450)	-52.6%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 416,490	$ 500,000	$ 500,000	$ 331,809	$ 500,000	$ -	0.0%
0650 - MISCELLANEOUS REVENUE	483,645	146,027	146,027	245,253	232,292	86,265	59.1%
SUBTOTAL	$ 900,135	$ 646,027	$ 646,027	$ 577,062	$ 732,292	$ 86,265	13.4%
ALL REVENUES	$ 109,741,646	$ 150,063,638	$ 150,195,760	$ 136,144,912	$ 113,383,923	$ (36,811,837)	-24.5%
OTHER FINANCING SOURCES							
0651 - GAIN ON FIXED ASSETS	$ 452,475	$ 200,000	$ 200,000	$ 511,547	$ 200,000	$ -	0.0%
0680 - TRANSFERS IN	5,500	-	-	-	-	-	N/A
ALL OTHER FINANCING SOURCES	$ 457,975	$ 200,000	$ 200,000	$ 511,547	$ 200,000	$ -	0.0%
TOTAL SOURCES	$ 110,199,621	$ 150,263,638	$ 150,395,760	$ 136,656,459	$ 113,583,923	$ (36,811,837)	-24.5%

Sources and Uses by Category (continued)

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 21,691,066	$ 19,701,310	$ 19,315,017	$ 18,578,863	$ 19,539,191	$ (224,174)	-1.2%
0705 - TEMPORARY PAY	68,296	45,515	45,515	46,362	71,657	(26,142)	-57.4%
0710 - OVERTIME	532,429	507,430	507,430	486,870	573,153	(65,723)	-13.0%
0750 - FRINGE BENEFITS	8,049,369	7,496,924	7,401,154	7,193,771	7,793,109	(391,955)	-5.3%
0790 - OTHER PERSONNEL SERVICES	183,022	357,345	1,073,676	864,413	193,473	880,203	82.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	(11,116,789)	(4,485,939)	(4,272,782)	(4,254,495)	(4,172,776)	(100,006)	-2.3%
0796 - PERSONNEL SERVICES ALLOC-IN	6,903,070	4,714,100	4,734,100	3,793,383	4,138,760	595,340	12.6%
SUBTOTAL	$ 26,310,463	$ 28,336,685	$ 28,804,110	$ 26,709,167	$ 28,136,567	$ 667,543	2.3%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 1,456,179	$ 1,158,802	$ 1,225,153	$ 1,068,743	$ 1,150,350	$ 74,803	6.1%
0803 - FUEL	1,829,924	1,725,600	1,725,600	1,859,984	1,827,609	(102,009)	-5.9%
0804 - NON-CAPITAL EQUIPMENT	494,934	682,600	682,600	391,299	117,180	565,420	82.8%
0805 - SUPPLIES-ALLOCATION OUT	(494,730)	(54,045)	(54,045)	(174,810)	(142,143)	88,098	163.0%
0806 - SUPPLIES-ALLOCATION IN	130,262	89,072	89,072	75,968	98,530	(9,458)	-10.6%
SUBTOTAL	$ 3,416,569	$ 3,602,029	$ 3,668,380	$ 3,221,184	$ 3,051,526	$ 616,854	16.8%
SERVICES							
0812 - OTHER SERVICES	$ 17,375,495	$ 23,284,589	$ 26,442,589	$ 21,226,080	$ 17,576,746	$ 8,865,843	33.5%
0820 - RENT & OPERATING LEASES	309,594	322,069	322,069	248,792	319,036	3,033	0.9%
0825 - REPAIRS AND MAINTENANCE	13,996,215	15,170,517	15,229,943	13,090,530	15,796,479	(566,536)	-3.7%
0839 - INTERNAL SERVICE CHARGES	6,431,942	6,644,238	6,644,238	6,659,752	5,448,111	1,196,127	18.0%
0841 - TRAVEL	34,935	37,880	37,880	35,553	62,968	(25,088)	-66.2%
0842 - EDUCATION AND TRAINING	163,599	141,317	141,317	135,060	155,032	(13,715)	-9.7%
0843 - POSTAGE/FREIGHT/SHIPPING	56,978	58,100	58,100	50,950	51,100	7,000	12.0%
0850 - UTILITIES	992,626	965,000	965,000	952,969	1,000,000	(35,000)	-3.6%
0872 - SERVICES-ALLOCATION OUT	(107,340)	(29,566)	(29,566)	(19,520)	(85,756)	56,190	190.0%
0873 - SERVICES-ALLOCATION IN	157,571	26,899	26,899	15,633	152,150	(125,251)	-465.6%
SUBTOTAL	$ 39,411,615	$ 46,621,043	$ 49,838,469	$ 42,395,799	$ 40,475,866	$ 9,362,603	18.8%
CAPITAL							
0910 - LAND	$ 1,712,482	$ 6,020,000	$ 8,576,000	$ 10,414,344	$ 12,500,000	$ (3,924,000)	-45.8%
0915 - BUILDINGS AND IMPROVEMENTS	-	-	132,122	-	600,000	(467,878)	-354.1%
0920 - CAPITAL EQUIPMENT	222,878	290,900	290,900	329,995	182,800	108,100	37.2%
0930 - VEHICLES & CONSTRUCTION EQUIP	4,346,112	5,880,172	5,880,172	5,425,975	3,805,000	2,075,172	35.3%
0940 - INFRASTRUCTURE	57,223,457	73,070,780	67,356,780	53,176,539	52,208,511	15,148,269	22.5%
0950 - DEBT SERVICE	12,268	-	-	-	-	-	N/A
0955 - CAPITAL-ALLOCATION OUT	(15,126)	-	-	-	-	-	N/A
0956 - CAPITAL-ALLOCATION IN	-	208	208	208	1,419	(1,211)	-582.2%
SUBTOTAL	$ 63,502,071	$ 85,262,060	$ 82,236,182	$ 69,347,061	$ 69,297,730	$ 12,938,452	15.7%
ALL EXPENDITURES	$ 132,640,718	$ 163,821,817	$ 164,547,141	$ 141,673,211	$ 140,961,689	$ 23,585,452	14.3%
TOTAL USES	$ 132,640,718	$ 163,821,817	$ 164,547,141	$ 141,673,211	$ 140,961,689	$ 23,585,452	14.3%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
223 TRANSPORTATION GRANTS							
NON RECURRING NON PROJECT	$ 79,018	$ 404,676	$ 536,798	$ 356,601	$ 636,122	$ 99,324	18.5%
FUND TOTAL SOURCES	$ 79,018	$ 404,676	$ 536,798	$ 356,601	$ 636,122	$ 99,324	18.5%
232 TRANSPORTATION OPERATIONS							
OPERATING	$ 89,660,616	$ 94,881,237	$ 94,881,237	$ 95,119,782	$ 94,967,838	$ 86,601	0.1%
NON RECURRING NON PROJECT	103,871	-	-	-	-	-	N/A
FUND TOTAL SOURCES	$ 89,764,487	$ 94,881,237	$ 94,881,237	$ 95,119,782	$ 94,967,838	$ 86,601	0.1%
234 TRANSPORTATION CAPITAL PROJECT							
OPERATING	$ (7,856,725)	$ -	$ -	$ -	$ -	$ -	N/A
NON RECURRING NON PROJECT	28,411,416	48,134,797	48,134,797	48,134,797	48,134,797	-	0.0%
MAG ALCP PROJECTS	23,968,701	51,804,929	51,804,929	35,758,124	16,863,296	(34,941,633)	-67.4%
COUNTY ARTERIALS	125,370	2,000,000	2,000,000	2,624,380	-	(2,000,000)	-100.0%
BRIDGE PRESERVATION	1,511,466	-	-	780	-	-	N/A
DUST MITIGATION	470,924	-	-	1,172,215	-	-	N/A
APS ES ESCO IMPROVEMENTS	49,835	-	-	28,612	-	-	N/A
INTELLIGENT TRANS SYST ITS	1,610,162	756,129	756,129	756,129	-	(756,129)	-100.0%
PAVEMENT PRESERVATION	-	-	-	325,000	-	-	N/A
PARTNERSHIP SUPPORT	416,665	416,667	416,667	416,667	416,667	-	0.0%
RIGHT-OF-WAY	7,500	-	-	9,648	-	-	N/A
TRANSPORTATION ADMINISTRATION	-	-	-	15,739	-	-	N/A
TRAFFIC IMPROVEMENTS	52,218	-	-	72,782	700,000	700,000	N/A
FUND TOTAL SOURCES	$ 48,767,532	$ 103,112,522	$ 103,112,522	$ 89,314,873	$ 66,114,760	$ (36,997,762)	-35.9%
900 ELIMINATIONS							
NON RECURRING NON PROJECT	$ (28,411,416)	$ (48,134,797)	$ (48,134,797)	$ (48,134,797)	$ (48,134,797)	$ -	0.0%
FUND TOTAL SOURCES	$ (28,411,416)	$ (48,134,797)	$ (48,134,797)	$ (48,134,797)	$ (48,134,797)	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 81,803,891	$ 94,881,237	$ 94,881,237	$ 95,119,782	$ 94,967,838	$ 86,601	0.1%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 28,395,730	$ 55,382,401	$ 55,514,523	$ 41,536,677	$ 18,616,085	$ (36,898,438)	-66.5%
DEPARTMENT TOTAL SOURCES	$ 110,199,621	$ 150,263,638	$ 150,395,760	$ 136,656,459	$ 113,583,923	$ (36,811,837)	-24.5%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
223 TRANSPORTATION GRANTS							
NON RECURRING NON PROJECT	$ 63,264	$ 404,676	$ 536,798	$ 356,601	$ 636,122	$ (99,324)	-18.5%
FUND TOTAL USES	$ 63,264	$ 404,676	$ 536,798	$ 356,601	$ 636,122	$ (99,324)	-18.5%
232 TRANSPORTATION OPERATIONS							
OPERATING	$ 52,440,133	$ 58,019,131	$ 58,019,131	$ 54,637,151	$ 58,236,556	$ (217,425)	-0.4%
NON RECURRING NON PROJECT	29,893,867	49,600,797	50,193,999	48,690,538	48,134,797	2,059,202	4.1%
FUND TOTAL USES	$ 82,334,000	$ 107,619,928	$ 108,213,130	$ 103,327,689	$ 106,371,353	$ 1,841,777	1.7%
234 TRANSPORTATION CAPITAL PROJECT							
MAG ALCP PROJECTS	$ 17,049,299	$ 56,214,030	$ 54,637,191	$ 52,392,920	$ 33,284,530	$ 21,352,661	39.1%
COUNTY ARTERIALS	7,522,811	7,580,000	10,082,500	6,984,888	8,015,000	2,067,500	20.5%
BRIDGE PRESERVATION	8,085,076	2,635,000	1,390,000	1,331,610	2,420,000	(1,030,000)	-74.1%
DUST MITIGATION	3,498,418	4,255,750	6,595,800	4,667,394	2,975,000	3,620,800	54.9%
APS ES ESCO IMPROVEMENTS	231,543	-	-	-	-	-	N/A
INTELLIGENT TRANS SYST ITS	2,243,396	1,346,000	2,517,000	1,403,454	1,773,981	743,019	29.5%
PAVEMENT PRESERVATION	28,077,711	6,773,000	8,812,000	6,772,930	11,725,000	(2,913,000)	-33.1%
PARTNERSHIP SUPPORT	2,376,641	2,140,000	3,164,789	1,878,465	1,540,000	1,624,789	51.3%
RIGHT-OF-WAY	142,436	280,000	980,000	160,931	280,000	700,000	71.4%
SAFETY PROJECTS	3,131,209	2,560,000	2,281,000	1,894,627	5,590,000	(3,309,000)	-145.1%
TRANSPORTATION ADMINISTRATION	1,141,980	11,678,230	5,607,230	1,791,249	6,983,500	(1,376,270)	-24.5%
TRAFFIC IMPROVEMENTS	3,717,013	6,640,000	6,034,500	5,238,932	5,772,000	262,500	4.3%
TRANSPORTATION PLANNING	1,437,337	1,830,000	1,830,000	1,606,318	1,730,000	100,000	5.5%
FUND TOTAL USES	$ 78,654,870	$ 103,932,010	$ 103,932,010	$ 86,123,718	$ 82,089,011	$ 21,842,999	21.0%
900 ELIMINATIONS							
NON RECURRING NON PROJECT	$ (28,411,416)	$ (48,134,797)	$ (48,134,797)	$ (48,134,797)	$ (48,134,797)	$ -	0.0%
FUND TOTAL USES	$ (28,411,416)	$ (48,134,797)	$ (48,134,797)	$ (48,134,797)	$ (48,134,797)	$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	$ 52,440,133	$ 58,019,131	$ 58,019,131	$ 54,637,151	$ 58,236,556	$ (217,425)	-0.4%
DEPARTMENT NON-RECURRING TOTAL USES	$ 80,200,585	$ 105,802,686	$ 106,528,010	$ 87,036,060	$ 82,725,133	$ 23,802,877	22.3%
DEPARTMENT TOTAL USES	$ 132,640,718	$ 163,821,817	$ 164,547,141	$ 141,673,211	$ 140,961,689	$ 23,585,452	14.3%

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
BUDGETING	1.00	1.00	1.00	1.00	1.00	-	0.0%
EXECUTIVE MANAGEMENT	20.00	6.00	6.00	6.00	6.00	-	0.0%
FACILITIES MGMT PROF SUPP SVCS	5.00	4.00	4.00	4.00	4.00	-	0.0%
FINANCIAL SERVICES	8.00	9.00	7.00	8.00	8.00	1.00	14.3%
HUMAN RESOURCES	9.00	3.00	0	-	-	-	N/A
PROCUREMENT	12.00	11.00	11.00	11.00	11.00	-	0.0%
REAL ESTATE SERVICES	28.00	-	-	-	-	-	N/A
RECORDS MANAGEMENT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	84.00	35.00	30.00	31.00	31.00	1.00	3.3%
BUILD ROADS AND STRUCT							
LAND SURVEYING SERVICES	16.00	17.00	17.00	17.00	17.00	-	0.0%
MATERIALS TECHNOLOGY	12.00	12.00	12.00	12.00	12.00	-	0.0%
TIP PROGRAM MGT	8.00	-	-	-	-	-	N/A
TRANSPORTATION CONSTRUCTN MGT	11.00	11.00	11.00	11.00	11.00	-	0.0%
TRANSPORTATION PROJECT MGT	4.00	11.00	11.00	11.00	11.00	-	0.0%
PROGRAM TOTAL	51.00	51.00	51.00	51.00	51.00	-	0.0%
ENGINEER ROADS AND STRUCTURES							
IMPROVEMENT DISTRICT ADMIN	2.00	1.00	1.00	1.00	1.00	-	0.0%
RIGHT OF WAY REGULATION	16.00	15.00	14.00	14.00	15.00	1.00	7.1%
ROADS STRUCTURES STDS DSGN	13.00	14.00	15.00	15.00	14.00	(1.00)	(6.7%)
UTILITIES ENGINEERING	9.00	9.00	9.00	9.00	9.00	-	0.0%
PROGRAM TOTAL	40.00	39.00	39.00	39.00	39.00	-	0.0%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	18.00	18.00	18.00	18.00	18.00	-	0.0%
DATA CENTER	2.00	2.00	2.00	2.00	2.00	-	0.0%
DESKTOP SUPPORT	7.00	4.50	4.50	4.50	4.50	-	0.0%
GIS APPLICATION DEV AND SUPP	17.00	-	-	-	-	-	N/A
HELP DESK SUPPORT	2.00	2.00	2.00	2.00	2.00	-	0.0%
PROGRAM TOTAL	46.00	26.50	26.50	26.50	26.50	-	0.0%
ROADWAY MAINTENANCE							
ROAD AND ROW MAINTENANCE	153.00	150.00	152.00	150.00	154.00	2.00	1.3%
TRAFFIC OPERATIONS	54.00	54.00	54.00	54.00	54.00	-	0.0%
PROGRAM TOTAL	207.00	204.00	206.00	204.00	208.00	2.00	1.0%
TRAFFIC MANAGEMENT							
EMERGENCY TRAFFIC MANAGEMENT	2.00	2.00	2.00	2.00	2.00	-	0.0%
REAL TIME TRAFFIC MANAGEMENT	5.00	5.00	5.00	5.00	5.00	-	0.0%
REGIONAL TRAFFIC MGT SUPPORT	1.00	1.00	1.00	1.00	1.00	-	0.0%
TRAFF DESIGN AND STUDIES	20.00	20.00	20.00	20.00	20.00	-	0.0%
TRAFF SIGNAL AND ITS FIELD SVS	10.00	10.00	10.00	10.00	10.00	-	0.0%
PROGRAM TOTAL	38.00	38.00	38.00	38.00	38.00	-	0.0%
TRANSPORTATION PLANNING							
ENVIRONMENTAL CLEARANCE	2.00	2.00	3.00	3.00	3.00	-	0.0%
PROJECT PARTNERSHIPS	5.00	5.00	5.00	5.00	5.00	-	0.0%
TRANSP PROJECT PROGRAMMING	7.00	6.00	6.00	6.00	6.00	-	0.0%
TRANSPORTATION OUTREACH COMM	6.00	6.00	6.00	6.00	6.00	-	0.0%
TRANSPORTATION SYSTEM PLANNING	4.00	4.00	3.00	3.00	3.00	-	0.0%
PROGRAM TOTAL	24.00	23.00	23.00	23.00	23.00	-	0.0%
DEPARTMENT TOTAL	490.00	416.50	413.50	412.50	416.50	3.00	0.7%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Accountant	3.00	3.00	3.00	3.00	3.00	-	0.0%
Accounting Specialist	3.00	3.00	2.00	2.00	2.00	-	0.0%
Admin/Operations Specialist	12.00	10.00	12.00	12.00	12.00	-	0.0%
Administrative Staff Supv	4.00	2.00	2.00	2.00	2.00	-	0.0%
Administrative Supervisor	2.00	1.00	2.00	1.00	2.00	-	0.0%
Administrator	-	-	-	-	-	-	N/A
Applications Development Mgr	2.00	1.00	1.00	1.00	1.00	-	0.0%
Applications Development Supv	2.00	-	-	-	-	-	N/A
Assistant County Manager	1.00	1.00	-	-	-	-	N/A
Bd of Supvr's Chief of Staff	1.00	-	-	-	-	-	N/A
Business/Systems Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
Communicatn Ofcr/Govt Liaison	4.00	5.00	5.00	5.00	6.00	1.00	20.0%
Communicatn Officer Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Construction Maintenance Supv	8.00	8.00	9.00	8.00	9.00	-	0.0%
Crew Leader	11.00	11.00	11.00	11.00	11.00	-	0.0%
Database Administrator	3.00	1.00	1.00	1.00	1.00	-	0.0%
Deputy Director	1.00	-	-	-	-	-	N/A
Development Svcs Specialist	2.00	2.00	3.00	3.00	3.00	-	0.0%
Development Svcs Technician	1.00	1.00	-	-	-	-	N/A
Director	1.00	-	-	-	-	-	N/A
Director - Geographic Information Systems	1.00	-	-	-	-	-	N/A
Director - Transportation	1.00	1.00	1.00	1.00	1.00	-	0.0%
Dispatcher	2.00	2.00	2.00	2.00	2.00	-	0.0%
Engineer	20.00	20.00	21.00	21.00	21.00	-	0.0%
Engineering Associate	15.00	15.00	14.00	14.00	14.00	-	0.0%
Engineering Manager	4.00	3.00	3.00	3.00	3.00	-	0.0%
Engineering Specialist	22.00	19.00	21.00	21.00	21.00	-	0.0%
Engineering Supervisor	6.00	6.00	6.00	6.00	6.00	-	0.0%
Engineering Technician	27.00	21.00	20.00	20.00	20.00	-	0.0%
Equipment Operator	49.00	49.00	49.00	49.00	49.00	-	0.0%
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Field Operations Supervisor	10.00	10.00	10.00	10.00	10.00	-	0.0%
Finance Manager - Large	-	1.00	-	1.00	1.00	1.00	N/A
Finance Support Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Finance/Business Analyst	3.00	3.00	3.00	3.00	3.00	-	0.0%
Financial Supervisor - Dept	1.00	-	-	-	-	-	N/A
General Laborer	1.00	1.00	1.00	1.00	1.00	-	0.0%
General Maintenance Worker	48.00	48.00	48.00	48.00	48.00	-	0.0%
GIS Programmer/Analyst	9.00	-	-	-	-	-	N/A
GIS Technician	1.00	-	-	-	-	-	N/A
Grant-Contract Administrator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Heavy Equipment Operator	26.00	26.00	26.00	26.00	26.00	-	0.0%
Help Desk Coordinator	1.00	1.00	1.00	1.00	1.00	-	0.0%
Highway/Flood Operations Supt	-	-	3.00	-	-	(3.00)	(100.0%)
Human Resources Analyst	5.00	2.00	-	-	-	-	N/A
Human Resources Specialist	3.00	1.00	-	-	-	-	N/A
Human Resources Supervisor	1.00	-	-	-	-	-	N/A
Inspection Supervisor	3.00	3.00	3.00	3.00	3.00	-	0.0%
Inspector	20.00	18.00	16.00	17.00	17.00	1.00	6.3%
IS Project Management Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
IS Project Manager	3.00	3.00	2.00	3.00	3.00	1.00	50.0%
IS Project Manager (Senior/Lead)	-	-	1.00	-	-	(1.00)	(100.0%)
IT Division Manager	1.00	1.00	1.00	1.00	1.00	-	0.0%
Legislative Analyst	-	-	1.00	1.00	-	(1.00)	(100.0%)
Management Analyst	7.00	3.00	4.00	4.00	4.00	-	0.0%
Materials Inventory Specialist	2.00	2.00	2.00	2.00	2.00	-	0.0%
Materials Testing Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Materials Testing Technician	5.00	5.00	5.00	5.00	5.00	-	0.0%
Media Specialist	3.00	3.00	2.00	2.00	2.00	-	0.0%

Staffing by Market Range Title (continued)

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Office Assistant	21.00	13.00	12.00	12.00	12.00	-	0.0%
Office Assistant Specialized	6.00	4.00	5.00	5.00	5.00	-	0.0%
Operations Supervisor - PW	10.00	7.00	6.00	7.00	7.00	1.00	16.7%
Operations/Program Manager	4.00	3.00	-	2.00	3.00	3.00	N/A
Operations/Program Supervisor	-	-	1.00	-	1.00	-	0.0%
PC/LAN Tech Support	7.00	5.50	5.50	5.50	5.50	-	0.0%
Planner	3.00	3.00	2.00	2.00	2.00	-	0.0%
Planning Division Manager	-	-	1.00	1.00	1.00	-	0.0%
Planning Supervisor	2.00	2.00	2.00	2.00	2.00	-	0.0%
Procurement Specialist	5.00	4.00	4.00	4.00	4.00	-	0.0%
Procurement Supervisor - Dept	1.00	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	5.00	5.00	4.00	4.00	4.00	-	0.0%
Programmer/Analyst	4.00	4.00	4.00	4.00	4.00	-	0.0%
Programmer/Analyst - Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
Public Works Chief Appraiser	1.00	-	-	-	-	-	N/A
Real Property Specialist	10.00	-	-	-	-	-	N/A
Road Technician	21.00	21.00	21.00	21.00	21.00	-	0.0%
Roadway Operations Division Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Systems/Network Administrator	1.00	-	-	-	-	-	N/A
Systems/Network Admin-Sr/Ld	2.00	2.00	2.00	2.00	2.00	-	0.0%
Technical Program Supv	1.00	-	-	-	-	-	N/A
Technical Support Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Telecomm Engineer	1.00	1.00	-	-	-	-	N/A
Telecomm Engineer - Sr/Ld	-	-	1.00	1.00	1.00	-	0.0%
Traffic Signal Technician	9.00	9.00	9.00	9.00	9.00	-	0.0%
Warehouse/Inventory Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Web Designer/Developer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Web Designer/Developer-Sr/Ld	1.00	1.00	1.00	1.00	1.00	-	0.0%
Department Total	**490.00**	**416.50**	**413.50**	**412.50**	**416.50**	**3.00**	**0.7%**

Staffing by Fund

DEPARTMENT/FUND		FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
223	TRANSPORTATION GRANTS	1.00	1.00	1.00	1.00	1.00	-	0.0%
232	TRANSPORTATION OPERATIONS	489.00	415.50	412.50	411.50	415.50	3.00	0.7%
Department Total		**490.00**	**416.50**	**413.50**	**412.50**	**416.50**	**3.00**	**0.7%**

General Adjustments

Transportation Operations Fund (232)

- Increase Regular Benefits by $81,858 for the impact of changes in retirement contribution rates.
- Increase in supplies of $67,497 is due to rise in fuel cost.
- Decrease in services of $160,637 is due to lower internal services charges.
- Increase Other Benefits and Internal Services Charges by $135,567 for the impact of the changes in Risk Management charges.
- Decrease in capital of $116,061 is due a reduction in vehicle replacements for FY 2014.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of construction projects executed per approved schedule	73.3%	83.3%	83.3%	83.3%	0.0%	0.0%
Percent of construction projects closed out in 90 days	63.6%	83.3%	83.3%	83.3%	0.0%	0.0%
Percent construction cost overrun (cost construction growth)	0.5%	5.0%	5.0%	5.0%	0.0%	0.0%
Percent of contract insurance policies that do not lapse beyond expiration date	89.1%	84.0%	84.0%	84.0%	0.0%	0.0%
Percent of design projects executed per approved schedule	85.7%	87.0%	87.0%	87.0%	0.0%	0.0%
Percent of design projects executed per approved budget	85.7%	87.0%	87.0%	87.0%	0.0%	0.0%
Percent of design projects executed per approved scope	85.7%	87.0%	87.0%	87.0%	0.0%	0.0%
Percent of contracts awarded that are within 10% of the Engineer's estimate	85.7%	83.3%	83.3%	83.3%	0.0%	0.0%
Percent of Transportation Improvement projects planned for completion that are completed on time	N/A	83.3%	83.3%	83.3%	0.0%	0.0%
Percent of Maricopa County arterial roads in "Good" or better condition	83.0%	85.0%	85.0%	85.0%	0.0%	0.0%
Percent of design surveys delivered to project delivery teams within the agreed upon timeframe	95.8%	87.1%	87.7%	87.1%	0.0%	0.0%
Percent of construction project delay claims due to survey not meeting the schedule	0.0%	1.7%	1.4%	1.7%	0.0%	0.0%
Percent of Quality Assurance (QA) tests completed within 48-hour turnaround time for a given month	N/A	90.0%	94.2%	90.0%	0.0%	0.0%

Activities that comprise this program include:

- Land Surveying Services
- Materials Technology
- Roadway Construction
- Transportation Construction Management
- Transportation Improvement Program Management
- Transportation Project Management

Land Surveying Activity

The purpose of the Land Surveying Services Activity is to provide land boundary identification and information services to internal project delivery teams and the professional engineering and land surveying community so they can receive timely information and tools needed to properly design infrastructure projects.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of design surveys delivered to project delivery teams within the agreed upon timeframe	95.8%	87.1%	87.7%	87.1%	0.0%	0.0%
Result	Percent of construction project delay claims due to survey not meeting the schedule	0.0%	1.7%	1.4%	1.7%	0.0%	0.0%
Output	Number of Land Survey Requests completed	167	194	171	194	-	0.0%
Demand	Number of Land Survey Requests submitted	226	257	233	257	-	0.0%
Efficiency	Total expenditure per Land Survey Request completed	$ 2,849.41	$ 3,590.36	$ 3,998.20	$ 3,773.36	$ (183.01)	-5.1%
Revenue							
	232 - TRANSPORTATION OPERATIONS	$ 8,058	$ -	$ -	$ -	$ -	N/A
	TOTAL SOURCES	$ 8,058	$ -	$ -	$ -	$ -	N/A
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 475,852	$ 696,529	$ 683,693	$ 732,032	$ (35,503)	-5.1%
	TOTAL USES	$ 475,852	$ 696,529	$ 683,693	$ 732,032	$ (35,503)	-5.1%

Activity Narrative: The performance measures in this activity are remaining constant compared to FY 2013. Expenditures are increasing in FY 2014 as staff does not anticipate charging out as much time to other departments such as Flood Control and Parks and Recreation for survey services.

Materials Technology Activity

The purpose of the Materials Technology Activity is to provide construction materials evaluation and geotechnical and pavement design services to Department of Transportation design, construction and maintenance teams so they can deliver projects on time that meet predetermined project objectives.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	N/A	90.0%	94.2%	90.0%	0.0%	0.0%
Output	Number of quality assurance tests completed	4,163	2,634	2,763	2,634	-	0.0%
Output	Number of design projects serviced	54	44	50	44	-	0.0%
Output	Number of Quality Assurance Tests completed within a 48-hour period	N/A	2,371	2,603	2,371	-	0.0%
Demand	Number of quality assurance tests requested	4,193	2,664	2,763	2,664	-	0.0%
Efficiency	Total expenditure per design project serviced	$ 10,073.96	$ 15,564.20	$ 12,379.82	$ 16,609.91	$ (1,045.70)	-6.7%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 543,994	$ 684,825	$ 618,991	$ 730,836	$ (46,011)	-6.7%
	TOTAL USES	$ 543,994	$ 684,825	$ 618,991	$ 730,836	$ (46,011)	-6.7%

Activity Narrative: This Activity started a new measure in FY 2013 to determine how well the Materials Lab staff is performing in terms of meeting the 48-hour turnaround time for quality assurance tests. The goal is to complete 90% within 48 hours. Prior to FY 2012, the goal was five days or 120 hours. The number of design projects will remain the same from FY 2013 Revised to FY 2014. This number fluctuates from year to year as staff supports the engineering design, construction, and maintenance efforts of the department. Expenditures are increasing due to the purchase of replacement of an International Roughness Index pavement profiler.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Maricopa County arterial roads in "Good" or better condition	83.0%	85.0%	85.0%	85.0%	0.0%	0.0%
Output	Number of bridge lane miles constructed or upgraded	1	0	0	5	5	15233.3%
Output	Number of bridge upgrades provided	2	1	1	1	-	0.0%
Output	Number of road lane miles constructed	318	48	48	48	-	0.0%
Demand	Number of bridge lane miles scheduled	1	0	0	5	5	15233.3%
Demand	Number of bridges requiring an upgrade	2	1	1	1	-	0.0%
Demand	Number of road lane miles scheduled	318	48	48	48	-	0.0%
Efficiency	Total expenditure per bridge lane mile constructed	$124,819,707.94	$3,464,400,333.33	$2,870,790,600.00	$17,845,437.17	$3,446,554,896.16	99.5%
Efficiency	Total expenditure per road lane mile constructed	$ 247,284.33	$ 2,165,250.21	$ 1,794,244.13	$ 1,710,187.73	$ 455,062.48	21.0%
Revenue							
	234 - TRANSPORTATION CAPITAL PROJECT	$ 48,717,697	$ 103,112,522	$ 89,286,261	$ 66,114,760	$ (36,997,762)	-35.9%
	900 - ELIMINATIONS	(28,411,416)	(48,134,797)	(48,134,797)	(48,134,797)	-	0.0%
	TOTAL SOURCES	$ 20,306,281	$ 54,977,725	$ 41,151,464	$ 17,979,963	$ (36,997,762)	-67.3%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 28,411,416	$ 48,134,797	$ 48,134,797	$ 48,134,797	$ -	0.0%
	234 - TRANSPORTATION CAPITAL PROJECT	78,636,416	103,932,010	86,123,718	82,089,011	21,842,999	21.0%
	900 - ELIMINATIONS	(28,411,416)	(48,134,797)	(48,134,797)	(48,134,797)	-	0.0%
	TOTAL USES	$ 78,636,416	$ 103,932,010	$ 86,123,718	$ 82,089,011	$ 21,842,999	21.0%

Activity Narrative: The demand and output regarding bridge lane miles scheduled, constructed and upgraded are increasing as the Department continues work on Miller Road Bridge and will start construction on 79th Place Bridge in FY 2014. Demand and output regarding road lane miles scheduled and constructed is unchanged for FY 2014 as the Department continues work on current projects that are multiyear in scope. In addition, the Department will begin Phase II of Northern Parkway in FY 2014.

Revenues are decreasing in FY 2014 as reimbursements from cost sharing partners for Phase I of Northern Parkway are fulfilled. Expenditures are decreasing in FY 2014 based on the number, size, scope of work, status, and funding requirement of projects planned in the Transportation Improvement Program.

Transportation Construction Management Activity

The purpose of the Transportation Construction Management Activity is to provide roadway and bridge construction oversight services to contractors so they can construct transportation improvements as specified per contract.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of construction projects executed per approved schedule	73.3%	83.3%	83.3%	83.3%	0.0%	0.0%
Result	Percent of construction projects closed out in 90 days	63.6%	83.3%	83.3%	83.3%	0.0%	0.0%
Result	Percent construction cost overrun (cost construction growth)	0.5%	5.0%	5.0%	5.0%	0.0%	0.0%
Result	Percent of contract insurance policies that do not lapse beyond expiration date	89.1%	84.0%	84.0%	84.0%	0.0%	0.0%
Output	Contracted construction budget dollars	34,980,980	46,705,750	46,705,750	46,705,750	-	0.0%
Output	Number of construction projects delivered	30	12	12	12	-	0.0%
Demand	Number of construction projects scheduled	33	12	12	12	-	0.0%
Efficiency	Total expenditure per constructed project	$ 7,800.47	$ 37,385.50	$ 29,059.83	$ 37,104.58	$ 280.92	0.8%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 234,014	$ 448,626	$ 348,718	$ 445,255	$ 3,371	0.8%
	TOTAL USES	$ 234,014	$ 448,626	$ 348,718	$ 445,255	$ 3,371	0.8%

Activity Narrative: The number of projects planned for any given fiscal year changes, depending on available funds, project size, scope, schedule, complexity, and other factors. For FY 2014, construction projects scheduled and delivered will remain the same based on construction plans for roads, bridges, traffic signals, etc. Contracted construction budget dollars are also decreasing as the amount is based on the projects that are planned for construction. Expenditures are decreasing due to vacant positions in this activity not being utilized. Three vacant positions have led to a decrease in expenditure for the FY 2013 Forecast, but are expected to be filled in FY 2014.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of design projects executed per approved schedule	85.7%	87.0%	87.0%	87.0%	0.0%	0.0%
Result	Percent of design projects executed per approved budget	85.7%	87.0%	87.0%	87.0%	0.0%	0.0%
Result	Percent of design projects executed per approved scope	85.7%	87.0%	87.0%	87.0%	0.0%	0.0%
Result	Percent of contracts awarded that are within 10% of the Engineer's estimate	85.7%	83.3%	83.3%	83.3%	0.0%	0.0%
Result	Percent of Transportation Improvement projects planned for completion that are completed on time	N/A	83.3%	83.3%	83.3%	0.0%	0.0%
Output	Number of design projects managed	21	23	23	23	-	0.0%
Output	Number of projects PLANNED to be completed as submitted in the budget	N/A	12	12	12	-	0.0%
Demand	Number of design projects to be managed this fiscal year	24	23	23	23	-	0.0%
Demand	Number of Transportation Improvement Program projects scheduled for completion by end of Fiscal Year	N/A	12	12	12	-	0.0%
Efficiency	Total activity expenditure per design project managed	$ 8,505.71	$ 25,244.00	$ 29,651.17	$ 25,446.43	$ (202.43)	-0.8%
Efficiency	Total expenditure per project in Transportation Improvement Program project completed by end of the fiscal year	N/A	$ 25,244.00	$ 29,651.17	$ 25,446.43	$ (202.43)	-0.8%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 178,620	$ 580,612	$ 681,977	$ 585,268	$ (4,656)	-0.8%
	TOTAL USES	$ 178,620	$ 580,612	$ 681,977	$ 585,268	$ (4,656)	-0.8%

Activity Narrative: This Activity had several new performance measures for FY 2013 as the Department made some changes to the activities within the Build Roads and Structures Program. Two activities were combined: this activity and Transportation Improvement Program Management (TIPM). Historical data that was not restated to the newly combined activity and would explain the increase in efficiency and expenditures as personnel and non-labor resources were reallocated from the Transportation Improvement Program Management Activity to this Activity. As for the existing measures regarding design projects and contracts awarded, the Department is expecting a similar experience in demand, output, and result for FY 2014.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of document reviews completed within requested review period.	90.6%	96.9%	92.5%	100.0%	3.1%	3.2%
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	50.0%	42.9%	42.9%	50.0%	7.1%	16.7%
Percent of improvement costs financed through funding options offered by Maricopa County	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of plan reviews completed within specified time frame	97.6%	98.1%	98.0%	98.1%	0.0%	0.0%
Percent of permitted construction projects completed in compliance with applicable regulations	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of new or reconstructed lane miles accepted into the County road inventory that was constructed by permittee	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of construction projects completed safely and within the targeted time frame providing a utilities conflict free right-of-way	2448.4%	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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of unincorporated Maricopa County neighborhoods that elect to use the improvement district option to make collective contributions to the maintenance and development of infrastructure within their neighborhood	50.0%	42.9%	42.9%	50.0%	7.1%	16.7%
Result	Percent of improvement costs financed through funding options offered by Maricopa County	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of improvement district petitions processed	2	3	3	4	1	33.3%
Demand	Number of improvement options and/or district petition requests received	3	7	7	8	1	14.3%
Efficiency	Total activity expenditure per improvement district petition processed	$ 53,756.00	$ 46,687.33	$ 45,246.67	$ 32,636.25	$ 14,051.08	30.1%
Expenditure							
	100 - GENERAL	$ 107,512	$ 140,062	$ 135,740	$ 130,545	$ 9,517	6.8%
	TOTAL USES	$ 107,512	$ 140,062	$ 135,740	$ 130,545	$ 9,517	6.8%

Activity Narrative: During FY 2013 the Department moved an Accountant from the Improvement District to their Administrative group and allocated only 50% of the Accountant's time to the District, resulting in a decrease in expenditures. In addition, the Department purchased an upgrade to their software system in FY 2013. FY 2014 will experience a decrease in expenditures as the Accountant will continue to only allocate 50% of their time to the Improvement District. Funding for this activity is in the Non Departmental General Fund Budget.

Right-of-Way Regulation Activity

The purpose of the Right-of-Way Regulation Activity is to provide Transportation Review, Permit and Inspection Services to external entities utilizing Maricopa County Right-of-Ways so they can complete projects in compliance with applicable regulations.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of plan reviews completed within specified time frame	97.6%	98.1%	98.0%	98.1%	0.0%	0.0%
Result	Percent of permitted construction projects completed in compliance with applicable regulations	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of new or reconstructed lane miles accepted into the County road inventory that was constructed by permittee	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of plan sheets reviewed	1,514	1,216	1,059	1,216	-	0.0%
Output	Number of Planning & Development cases reviewed	471	500	500	500	-	0.0%
Output	Number of construction permits issued	961	1,200	1,200	1,200	-	0.0%
Output	Number of Oversize/Overweight permits issued	656	400	400	400	-	0.0%
Output	Number of Cease Work Order situations resolved	32	160	160	160	-	0.0%
Demand	Number of Planning & Development cases submitted for review	471	500	500	500	-	0.0%
Demand	Number of plan sheets submitted for review	1,514	1,216	1,059	1,216	-	0.0%
Demand	Number of construction permit applications submitted	961	1,200	1,200	1,200	-	0.0%
Demand	Number of Oversize/Overweight permit applications submitted	656	400	400	400	-	0.0%
Demand	Number of Cease Work Orders issued	32	160	160	160	-	0.0%
Efficiency	Total activity expenditure per plan sheet reviewed	$ 675.04	$ 886.94	$ 1,112.92	$ 878.78	$ 8.15	0.9%
Revenue							
	232 - TRANSPORTATION OPERATIONS	$ 494,604	$ 700,000	$ 750,796	$ 700,000	$ -	0.0%
	TOTAL SOURCES	$ 494,604	$ 700,000	$ 750,796	$ 700,000	$ -	0.0%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 1,022,004	$ 1,078,515	$ 1,178,578	$ 1,068,599	$ 9,916	0.9%
	TOTAL USES	$ 1,022,004	$ 1,078,515	$ 1,178,578	$ 1,068,599	$ 9,916	0.9%

Activity Narrative: The Department is expecting a similar experience in demand and output in FY 2014 for the majority of the measures. Revenues for permit fees are projected to remain at the same levels in FY 2014 as the economy continues to improve. Expenditures are decreasing due to personnel services allocations.

Roads and Structures Standards and Design Activity

The purpose of the Roads and Structures Standards and Design Activity is to provide design and construction standard, construction document and review services to transportation professionals and Department of Transportation Construction Management and Operations Divisions so they can design and build safe and easily maintained transportation facilities.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of document reviews completed within requested review period	90.6%	96.9%	92.5%	100.0%	3.1%	3.2%
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)	318	224	307	380	156	69.6%
Output	Number of project plans provided (small, medium, large)	43	30	37	24	(6)	-20.0%
Output	Number of bridges and structures inspected	214	200	200	200	-	0.0%
Demand	Number of project reviews required (small, medium, large)	329	231	307	380	149	64.5%
Demand	Number of project plans required (small, medium, large)	43	30	37	24	(6)	-20.0%
Demand	Number of bridges and structures to be inspected this fiscal year	214	200	200	200	-	0.0%
Efficiency	Total expenditure per project plan provided (small, medium, large)	$ 24,052.16	$ 45,446.60	$ 31,328.78	$ 56,474.00	$ (11,027.40)	-24.3%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 1,034,243	$ 1,363,398	$ 1,159,165	$ 1,355,376	$ 8,022	0.6%
	TOTAL USES	$ 1,034,243	$ 1,363,398	$ 1,159,165	$ 1,355,376	$ 8,022	0.6%

Activity Narrative: For FY 2014 the Department is experiencing an increase in demand and output for project reviews due to an updated definition, while experiencing a decrease in project plans. The activity's efficiency increase is due to the reduced number of project plans. Although there is a decrease in the number of project plans, the projects for FY 2014 are larger in scope. Personnel costs are decreasing for FY 2014.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	2448.4%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of miles of utility relocation and construction completed	759	900	900	900	-	0.0%
Demand	Number of miles of utility relocation & construction required	759	900	900	900	-	0.0%
Efficiency	Total expenditure per utility relocation and construction completed	$ 748.70	$ 586.47	$ 604.49	$ 577.89	$ 8.58	1.5%
Revenue							
	232 - TRANSPORTATION OPERATIONS	$ 261,277	$ 250,000	$ 231,708	$ 250,000	$ -	0.0%
	TOTAL SOURCES	$ 261,277	$ 250,000	$ 231,708	$ 250,000	$ -	0.0%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 568,266	$ 527,825	$ 544,037	$ 520,102	$ 7,723	1.5%
	TOTAL USES	$ 568,266	$ 527,825	$ 544,037	$ 520,102	$ 7,723	1.5%

Activity Narrative: The number of miles of utility relocation and construction required and completed is expected to stay consistent in FY 2014 at approximately 900 miles. However, total expenditures and

the efficiency are decreasing because one staff member is providing utility relocation and construction support to the MCSO Headquarters Building Project. The cost for personnel services will be charged to the project, reducing the efficiency and expenditures for this activity in FY 2014.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of unscheduled signal malfunction repair work orders completed within two hours	97.3%	94.6%	97.3%	94.6%	0.0%	0.0%
Percent of preventative maintenance work orders completed within predetermined monthly schedule	99.6%	100.0%	93.0%	100.0%	0.0%	0.0%
Percent of utility location work orders completed within two business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of plan review projects completed within three weeks	100.0%	100.0%	97.2%	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	64.8%	72.6%	83.8%	72.6%	0.0%	0.0%
Percent of travel time saved on major Maricopa County corridors as measured through the most current before and after study	9.1%	9.8%	9.8%	9.8%	0.0%	0.0%
Percent of regional traveler information messages posted on 511 System within 15 minutes (four hours during after-hours) of verification of the potential traffic impact of an event on the road	N/A	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 Services

Emergency Traffic Management Activity

The purpose of the Emergency Traffic Management Activity is to provide Incident Safety and Mobility Services to traveling public so they can experience less delay and no secondary accidents while traveling through or approaching an incident.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax

distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	134	160	163	160	-	0.0%
Demand	Number of traffic incident call outs requested	146	180	183	180	-	0.0%
Efficiency	Total activity expenditure per call out response provided	$ 2,609.07	$ 2,366.23	$ 1,893.81	$ 2,319.55	$ 46.68	2.0%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 349,616	$ 378,597	$ 308,691	$ 371,128	$ 7,469	2.0%
	TOTAL USES	$ 349,616	$ 378,597	$ 308,691	$ 371,128	$ 7,469	2.0%

Activity Narrative: It is difficult to predict the number of traffic incidents. Current trends show lower traffic incidents, thus the demand and output figures are slightly higher for the FY 2013 Forecast. As the economy improves, it is expected that traffic incidents will rise with the increase in traffic. Therefore, the Department is predicting the demand and output for FY 2014 to be at the same levels as FY 2013 Revised.

Real Time Traffic Management Activity

The purpose of the Real Time Traffic Management Activity is to provide Real Time Mobility and Traveler Information Services to the traveling public on Maricopa County roads so they can experience less delay and safely navigate the roadways.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	64.8%	72.6%	83.8%	72.6%	0.0%	0.0%
Result	Percent of travel time saved on major Maricopa County corridors as measured through the most current before and after study	9.1%	9.8%	9.8%	9.8%	0.0%	0.0%
Output	Number of Maricopa County traffic signal plans optimized	107	160	160	80	(80)	-50.0%
Demand	Number of Maricopa County traffic signal plans requiring optimization	107	160	120	80	(80)	-50.0%
Efficiency	Total activity expenditure per Maricopa County traffic signal optimized	$ 5,687.57	$ 4,212.41	$ 4,483.39	$ 8,517.74	$ (4,305.33)	-102.2%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 608,570	$ 673,986	$ 717,342	$ 681,419	$ (7,433)	-1.1%
	TOTAL USES	$ 608,570	$ 673,986	$ 717,342	$ 681,419	$ (7,433)	-1.1%

Activity Narrative: The Department will experience yearly fluctuations, resulting in a decrease in the number of Maricopa County traffic signals requiring optimization for FY 2014 based on maintenance schedule and immediate need. Increase in expenditures are due to increased personnel benefits and rates.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of incident information dissemination provided	N/A	4,800	9,877	30,000	25,200	525.0%
Output	Number of traveler information messages verified and posted	N/A	4,800	3,603	4,800	-	0.0%
Demand	Number of requests for incident information dissemination received	N/A	4,800	4,800	30,500	25,700	535.4%
Efficiency	Total expenditure per incident information dissemination provided	N/A	$ 139.32	$ 54.18	$ 30.01	$ 109.32	78.5%
Revenue							
	223 - TRANSPORTATION GRANTS	$ 237,922	$ 404,676	$ 356,601	$ 636,122	$ 231,446	57.2%
	TOTAL SOURCES	$ 237,922	$ 404,676	$ 356,601	$ 636,122	$ 231,446	57.2%
Expenditure							
	223 - TRANSPORTATION GRANTS	$ 63,264	$ 404,676	$ 356,601	$ 636,122	$ (231,446)	-57.2%
	232 - TRANSPORTATION OPERATIONS	189,686	264,074	178,543	264,074	-	0.0%
	TOTAL USES	$ 252,950	$ 668,750	$ 535,144	$ 900,196	$ (231,446)	-34.6%

Activity Narrative: This Activity measures were revised for FY 2013. Grant revenues and expenditures are increasing in FY 2014 based on the funding requirements for three grants: (1) the Regional Emergency Action Coordinating Team (REACT) expansion program, (2) Upgrade of the Regional Archived Data Server system, and (3) Region Wide ATIS Enhancement System. Operating expenditures are expected to stay the same in FY 2014. The Department changed their criteria for incident information during FY 2013 by including police and fire emergency incidents, resulting in an increase in output and demands.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	96	105	67	105	-	0.0%
Output	Number of plan reviews completed	172	153	112	153	-	0.0%
Demand	Number of plan reviews requested	175	153	113	153	-	0.0%
Demand	Number of temporary and permanent traffic control devices projects needed	96	105	67	105	-	0.0%
Efficiency	Total expenditure per plan review	$ 8,049.09	$ 10,373.58	$ 13,688.21	$ 10,403.87	$ (30.29)	-0.3%
Efficiency	Total expenditure per temporary and permanent traffic control device project	$ 14,421.28	$ 15,115.78	$ 22,881.79	$ 15,159.92	$ (44.14)	-0.3%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 1,384,443	$ 1,587,157	$ 1,533,080	$ 1,591,792	$ (4,635)	-0.3%
	TOTAL USES	$ 1,384,443	$ 1,587,157	$ 1,533,080	$ 1,591,792	$ (4,635)	-0.3%

Activity Narrative: The Department is expecting a similar demand and output for the measures in this Activity for FY 2014 as compared to FY 2013 Revised. Expenditures are higher for FY 2014 due to personnel services allocations.

Traffic Signals and Intelligent Transportation System Field Services Activity

The purpose of the Traffic Signals and Intelligent Transportation System Field Services Activity is to provide signal and Intelligent Transportation System installation, repair and maintenance services to the traveling public so they can experience properly functioning signals in all Maricopa County controlled signalized intersections.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of unscheduled signal malfunction repair work orders completed within two hours	97.3%	94.6%	97.3%	94.6%	0.0%	0.0%
Result	Percent of preventative maintenance work orders completed within predetermined monthly schedule	99.6%	100.0%	93.0%	100.0%	0.0%	0.0%
Result	Percent of utility location work orders completed within two business days	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of signalized and Intelligent Transportation intersections maintained	173	181	181	181	-	0.0%
Demand	Number of work order requests submitted	1,431	1,870	1,766	1,870	-	0.0%
Efficiency	Total activity expenditure per signalized and Intelligent Transportation intersection maintained	$ 2,160.06	$ 2,111.71	$ 2,249.91	$ 2,117.78	$ (6.07)	-0.3%
Revenue							
	232 - TRANSPORTATION OPERATIONS	$ 86,931	$ 21,214	$ 38,933	$ 20,250	$ (964)	-4.5%
	TOTAL SOURCES	$ 86,931	$ 21,214	$ 38,933	$ 20,250	$ (964)	-4.5%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 1,496,919	$ 1,524,655	$ 1,628,935	$ 1,529,038	$ (4,383)	-0.3%
	TOTAL USES	$ 1,496,919	$ 1,524,655	$ 1,628,935	$ 1,529,038	$ (4,383)	-0.3%

Activity Narrative: New traffic signals were added in FY 2013 increasing demand and outputs compared to FY 2012. The Department does not anticipate any new traffic signals to be installed in FY 2014 leaving demand and output levels unchanged from FY 2013. Revenues are slightly decreasing in

FY 2014 due to decreased intergovernmental traffic signal maintenance while expenditures are increasing due to an increase in personnel cost.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of paved roadway system mileage with pavement condition rating of "very good or better"	84.2%	85.0%	85.0%	85.0%	0.0%	0.0%
Percent of critical maintenance tasks that directly impact the immediate safety of Maricopa County residents and visitors completed within an average of 14 days	91.5%	90.0%	90.0%	90.0%	0.0%	0.0%
Percent of critical maintenance projects to sustain maintenance of our transportation infrastructure to federal, state, and local safety and operational standards completed within an average of 90 days	100.0%	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	99.1%	100.0%	96.2%	100.0%	0.0%	0.0%
Percent of road maintenance program dollars used to extend the life of roads	95.9%	30.0%	30.0%	30.0%	0.0%	0.0%
Percent of County lane miles striped within operating targets for visibility	104.6%	215.1%	215.1%	100.0%	-115.1%	-53.5%
Percent of County lane miles with Raised Pavement Markers	104.6%	60.9%	60.9%	100.0%	39.1%	64.1%
Percent of emergency signs replaced within 3 hours of notification	100.0%	100.0%	242.7%	100.0%	0.0%	0.0%
Percent of regional emergency hazard event responses to mitigate immediate safety hazards deployed within 15 minutes of notification to MCDOT Operations	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of work zone jobsites completed within prescribed completion time limit	100.0%	100.0%	83.3%	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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of paved roadway system mileage with pavement condition rating of "very good or better"	84.2%	85.0%	85.0%	85.0%	0.0%	0.0%
Result	Percent of critical maintenance tasks that directly impact the immediate safety of Maricopa County residents and visitors completed within an average of 14 days	91.5%	90.0%	90.0%	90.0%	0.0%	0.0%
Result	Percent of critical maintenance projects to sustain maintenance of our transportation infrastructure to federal, state, and local safety and operational standards completed within an average of 90 days	100.0%	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	99.1%	100.0%	96.2%	100.0%	0.0%	0.0%
Result	Percent of road maintenance program dollars used to extend the life of roads	95.9%	30.0%	30.0%	30.0%	0.0%	0.0%
Output	Number of paved lane miles maintained with surface treatments	781	560	547	560	-	0.0%
Demand	Number of street inventory (paved lane miles) scheduled to be maintained with surface treatments	781	560	623	560	-	0.0%
Efficiency	Total activity expenditure per paved lane mile maintained with surface treatments	$ 36,759.35	$ 57,483.13	$ 53,743.08	$ 54,358.16	$ 3,124.97	5.4%
Revenue							
	223 - TRANSPORTATION GRANTS	$ 165,025	$ -	$ -	$ -	$ -	N/A
	232 - TRANSPORTATION OPERATIONS	635,421	230,000	574,291	239,800	9,800	4.3%
	TOTAL SOURCES	$ 800,446	$ 230,000	$ 574,291	$ 239,800	$ 9,800	4.3%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 28,693,615	$ 32,184,807	$ 29,390,478	$ 30,435,136	$ 1,749,671	5.4%
	TOTAL USES	$ 28,693,615	$ 32,184,807	$ 29,390,478	$ 30,435,136	$ 1,749,671	5.4%

Activity Narrative: Demand and output fluctuate each year based on funding availability for road maintenance, number of miles of road that require maintenance, and the type of surface treatments required by the roads. FY 2014 levels will be unchanged from FY 2013 as demand has not increased over the year. Revenues are expected to increase due to a small increase in sign manufacturing for other departments within the County. Replacement equipment was purchased in FY 2013 decreasing the need for these items in FY 2014.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of County lane miles striped within operating targets for visibility	104.6%	215.1%	215.1%	100.0%	(115.1%)	-53.5%
Result	Percent of County lane miles with Raised Pavement Markers	104.6%	60.9%	60.9%	100.0%	39.1%	64.1%
Result	Percent of emergency signs replaced within 3 hours of notification	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of regional emergency hazard event responses to mitigate immediate safety hazards deployed within 15 minutes of notification to MCDOT Operations	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percent of work zone jobsites completed within prescribed completion time limit	100.0%	100.0%	83.3%	100.0%	0.0%	0.0%
Output	Number of non-working hour emergency sign replacements	81	100	103	80	(20)	-20.0%
Output	Number of traffic signs installed, maintained, and repaired	14,449	10,000	9,220	10,000	-	0.0%
Output	Number of Regional Emergency Event responses provided	6	20	35	20	-	0.0%
Output	Number of work zone jobsites completed	4,749	5,000	5,111	5,000	-	0.0%
Output	Number of County lane miles striped	3,748	4,000	3,323	4,000	-	0.0%
Output	Number of County lane miles with Raised Pavement Markers installed	24,864	1,530	850	400	(1,130)	-73.9%
Demand	Number of County lane miles requiring striping	13,800	6,000	4,323	3,600	(2,400)	-40.0%
Demand	Number of traffic signs requiring work activity	11,086	10,000	12,380	6,000	(4,000)	-40.0%
Demand	Number of work zone jobsites requested	4,749	5,000	4,257	4,800	(200)	-4.0%
Efficiency	Total expenditure per lane mile striped	$ 1,254.66	$ 1,213.87	$ 145.02	$ 1,313.39	$ (99.52)	-8.2%
Efficiency	Total expenditure per traffic sign installed, maintained, or repaired	$ 325.43	$ 485.55	$ 509.99	$ 525.36	$ (39.81)	-8.2%
Efficiency	Total expenditure per work zone completed	$ 990.12	$ 971.10	$ 920.00	$ 1,050.71	$ (79.62)	-8.2%
Revenue							
	232 - TRANSPORTATION OPERATIONS	$ 10,272	$ 5,000	$ 8,501	$ 5,000	$ -	0.0%
	TOTAL SOURCES	$ 10,272	$ 5,000	$ 8,501	$ 5,000	$ -	0.0%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 4,702,085	$ 4,855,480	$ 4,702,114	$ 5,253,559	$ (398,079)	-8.2%
	TOTAL USES	$ 4,702,085	$ 4,855,480	$ 4,702,114	$ 5,253,559	$ (398,079)	-8.2%

Activity Narrative: FY 2014 output and demands reflect current FY 2013 Revised levels. Demand in the number of County lane miles striped is decreasing due to a new methodology on counting the number of lane miles. Decrease in the demand for “traffic signs requiring work activity” is attributed to a change in focus from sign replacement to work order turnaround, ultimately reducing overall sign replacement. In addition, the demand for emergency sign requested is decreasing due to an update in calculating used to count the number of work zones. Increase in expenditures are due to the purchase of several pieces of heavy duty equipment such as a five ton tractor and a paint striper vehicle.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Percent of environmental clearances delivered prior to 70% project design completion	54.5%	60.0%	60.0%	50.0%	-10.0%	-16.7%
Percent of intergovernmental agreements completed on time based on a schedule mutually agreed upon with the Project Manager	100.0%	86.7%	86.7%	86.7%	0.0%	0.0%
Percent of customers reporting satisfaction with Department of Transportation projects and services	71.9%	80.0%	80.0%	80.0%	0.0%	0.0%
Percent of impacted Public surveyed that reported they were informed and/or aware of Department of Transportation projects and services in their area	73.9%	80.0%	80.0%	80.0%	0.0%	0.0%
Percent of analytical reports completed as identified in the Transportation System Plan	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Percent of projects delivered that are in line with County goals as established in the Transportation System Plan	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

- Environmental Clearance
- Project Partnerships
- Transportation Outreach and Communications
- Transportation Project Programming
- Transportation System Planning

Environmental Clearance Activity

The purpose of the Environmental Clearance Activity is to provide environmental recommendations, requirements, and permits to project managers so they can deliver Department of Transportation projects on schedule.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of environmental clearances delivered prior to 70% project design completion	54.5%	60.0%	60.0%	50.0%	(10.0%)	-16.7%
Output	Number of environmental clearances provided	22	20	20	24	4	20.0%
Demand	Number of projects requiring environmental clearance	25	20	20	24	4	20.0%
Efficiency	Total activity expenditure per environmental clearance provided	$ 3,237.59	$ 7,960.15	$ 6,580.20	$ 6,653.46	$ 1,306.69	16.4%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 71,227	$ 159,203	$ 131,604	$ 159,683	$ (480)	-0.3%
	TOTAL USES	$ 71,227	$ 159,203	$ 131,604	$ 159,683	$ (480)	-0.3%

Activity Narrative: Planned projects for FY 2014 will require more permits increasing the demand and output for the Activity. The efficiency and expenditures are increasing slightly due to personnel services allocations.

Project Partnerships Activity

The purpose of the Project Partnerships Activity is to provide legislative, policy, and intergovernmental services to management, the Board of Supervisors, and other jurisdictions so they can leverage resources to fulfill their transportation mission.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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%	86.7%	86.7%	86.7%	0.0%	0.0%
Output	Number of partnership agreements completed	44	30	30	30	-	0.0%
Demand	Number of partnership agreements required	30	30	30	30	-	0.0%
Efficiency	Total activity expenditure per partnership agreement completed	$ 7,481.50	$ 13,727.53	$ 11,401.60	$ 13,507.43	$ 220.10	1.6%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 329,186	$ 411,826	$ 342,048	$ 405,223	$ 6,603	1.6%
	TOTAL USES	$ 329,186	$ 411,826	$ 342,048	$ 405,223	$ 6,603	1.6%

Activity Narrative: The Department is expecting to complete 30 partnership agreements based on the projects in the Transportation Improvement Program and the roadway maintenance/preservation program that are multi-jurisdictional. The Department is expecting a similar experience in demand and output in FY 2014. Lower expenditures in Forecast FY 2013 are due vacant positions that are expected to be filled in FY 2014.

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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of customers reporting satisfaction with Department of Transportation projects and services	71.9%	80.0%	80.0%	80.0%	0.0%	0.0%
Result	Percent of impacted Public surveyed that reported they were informed and/or aware of Department of Transportation projects and services in their area	73.9%	80.0%	80.0%	80.0%	0.0%	0.0%
Output	Number of public outreach events completed	22	35	32	35	-	0.0%
Demand	Number of public outreach events required	35	35	32	35	-	0.0%
Efficiency	Total expenditure per public outreach event	$ 19,984.14	$ 14,141.80	$ 9,690.69	$ 12,776.83	$ 1,364.97	9.7%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 439,651	$ 494,963	$ 310,102	$ 447,189	$ 47,774	9.7%
	TOTAL USES	$ 439,651	$ 494,963	$ 310,102	$ 447,189	$ 47,774	9.7%

Activity Narrative: The Department is expecting a similar experience in demand in FY 2014 as in FY 2013 Revised. All public outreach events required for FY 2014 are expected to be completed. Expenditures for FY 2014 are decreasing due lower personnel costs.

Transportation Project Programming Activity

The purpose of the Transportation Project Programming Activity is to provide transportation system analytics to Department Management so they can have the data they need to make the best decisions about projects for the residents of Maricopa County.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of analytical reports completed as identified in the Transportation System Plan	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of analytical reports completed	3	6	6	3	(3)	-50.0%
Demand	Number of analytical reports required	3	6	6	3	(3)	-50.0%
Efficiency	Total expenditure per analytical report completed	$ 129,204.67	$ 67,714.00	$ 71,259.67	$ 145,685.33	$ (77,971.33)	-115.1%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 387,614	$ 406,284	$ 427,558	$ 437,056	$ (30,772)	-7.6%
	TOTAL USES	$ 387,614	$ 406,284	$ 427,558	$ 437,056	$ (30,772)	-7.6%

Activity Narrative: The Department is expecting a decrease in the number of analytical reports in FY 2014. The number of analytical reports varies in scope and fluctuates yearly. In addition, personnel cost are increasing causing the Activity's efficiency to increase.

Transportation System Planning Activity

The purpose of the Transportation System Planning Activity is to provide plans, studies, research, recommendations and consultation services to planning, development, and project delivery professionals so they can deliver and design projects that are in line with County goals as established in the Transportation System Plan.

Mandates: Arizona Constitution Article 9, Section 14 defines the use and distribution of vehicle, user, and gasoline and diesel tax receipts to local jurisdictions; A.R.S. §28 establishes rules for tax distributions to counties, establishes the Regional Transportation Plan, and establishes regulations regarding the building of county highways and bridges.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of projects delivered that are in line with County goals as established in the Transportation System Plan	100.0%	100.0%	100.0%	100.0%	0.0%	0.0%
Output	Number of corridor study miles completed	41	32	32	28	(4)	-12.5%
Demand	Number of corridor miles requiring a corridor study	157	272	272	272	-	0.0%
Efficiency	Total expenditure per corridor study mile completed	$ 5,976.12	$ 9,176.91	$ 13,084.75	$ 13,209.00	$ (4,032.09)	-43.9%
Expenditure							
	232 - TRANSPORTATION OPERATIONS	$ 245,021	$ 293,661	$ 418,712	$ 369,852	$ (76,191)	-25.9%
	TOTAL USES	$ 245,021	$ 293,661	$ 418,712	$ 369,852	$ (76,191)	-25.9%

Activity Narrative: Study requirements vary each year, depending on corridor studies completed, corridor miles remaining in the plan requiring a study, and new corridor addition. FY 2013 Forecast is experiencing an increase in expenditure due to a vacant position being filled and a reduction in allocations to Transportation Improvement Projects (TIP). FY 2014 will experience similar expenditure levels as FY 2013 Forecast with an increase in allocations to the TIP reducing expenditures.

Appropriated Budget Reconciliations

Transportation Grants Fund (223)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 404,676**	**$ 404,676**
Adjustments:	Agenda Item:		
Grants		**$ 132,122**	**$ 132,122**
ARRA Dept of Energy Grant	*C-70-13-004-G-00*	*132,122*	*132,122*
FY 2013 Revised Budget		**$ 536,798**	**$ 536,798**
Adjustments:	Agenda Item:		
Grants		**$ (536,798)**	**$ (536,798)**
ARRA Dept of Energy Grant	*C-70-13-004-G-00*	*(132,122)*	*(132,122)*
Grant Reconciliation		*(404,676)*	*(404,676)*
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Employee Retirement and Benefits		**$ 127**	**$ -**
Retirement Contributions		*127*	*-*
Grants		**$ 635,995**	**$ 636,122**
Grant Reconciliation		*635,995*	*636,122*
FY 2014 Adopted Budget		**$ 636,122**	**$ 636,122**

Transportation Grants Fund (223) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ (15,751)	$ (15,751)	$ (15,751)	$ -	$ -
Sources:					
Non-Recurring	79,018	404,676	536,798	356,601	636,122
Total Sources:	$ 79,018	$ 404,676	$ 536,798	$ 356,601	$ 636,122
Uses:					
Non-Recurring	63,264	404,676	536,798	356,601	636,122
Total Uses:	$ 63,264	$ 404,676	$ 536,798	$ 356,601	$ 636,122
Accounting Adjustments	$ (3)	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Unassigned	-	(15,751)	(15,751)	-	-
Total Ending Spendable Fund Balance	$ -	$ (15,751)	$ (15,751)	$ -	$ -

Grant revenue is received as a reimbursement which results in a deficit balance at the close of fiscal year-end.

Transportation Operations Fund (232)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 58,019,131**	**$ 94,881,237**
FY 2013 Revised Budget	**$ 58,019,131**	**$ 94,881,237**
FY 2014 Budget Target	**$ 58,019,131**	**$ 94,881,237**
Adjustments:		
Employee Retirement and Benefits	**$ 81,858**	**$ -**
Retirement Contributions	*81,858*	*-*
Fees and Other Revenues	**$ -**	**$ 81,701**
ProgRevenue Volume Inc/Dec	*-*	*81,701*
Grants	**$ -**	**$ 4,900**
Grant Reconciliation	*-*	*4,900*
FY 2014 Tentative Budget	**$ 58,100,989**	**$ 94,967,838**
Percent Change from Target Amount	*0.1%*	*0.1%*
Adjustments:		
Base Adjustments	**$ 135,567**	**$ -**
Internal Service Charges	*135,567*	*-*
FY 2014 Adopted Budget	**$ 58,236,556**	**$ 94,967,838**
Percent Change from Target Amount	*0.4%*	*0.1%*

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 49,600,797**	**$ -**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ 593,202**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*	*593,202*	*-*
FY 2013 Revised Budget		**$ 50,193,999**	**$ -**
Adjustments:	Agenda Item:		
Employee Salary Adjustments		**$ (593,202)**	**$ -**
Spcl Rev Fund Perf Incntve Awrd Bdgt Adj	*C-49-13-036-2-00*	*(593,202)*	*-*
Capital Improvement Program		**$ (48,134,797)**	**$ -**
Transfer to Capital Proj Fund		*(48,134,797)*	*-*
Non Recurring		**$ (1,466,000)**	**$ -**
Other Non-Recurring		*(1,466,000)*	*-*
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Capital Improvement Program		**$ 48,134,797**	**$ -**
Transfer to Capital Proj Fund		*48,134,797*	*-*
FY 2014 Adopted Budget		**$ 48,134,797**	**$ -**

Transportation Operations Fund (232) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 29,952,817	$ 31,615,843	$ 31,615,843	$ 37,383,320	$ 29,175,413
Sources:					
Operating	$ 89,660,616	$ 94,881,237	$ 94,881,237	$ 95,119,782	$ 94,967,838
Non-Recurring	103,871	-	-	-	-
Total Sources:	$ 89,764,487	$ 94,881,237	$ 94,881,237	$ 95,119,782	$ 94,967,838
Uses:					
Operating	$ 52,440,133	$ 58,019,131	$ 58,019,131	$ 54,637,151	$ 58,236,556
Non-Recurring	29,893,867	49,600,797	50,193,999	48,690,538	48,134,797
Total Uses:	$ 82,334,000	$ 107,619,928	$ 108,213,130	$ 103,327,689	$ 106,371,353
Structural Balance	$ 37,220,483	$ 36,862,106	$ 36,862,106	$ 40,482,631	$ 36,731,282
Accounting Adjustments	$ 16	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 37,383,320	$ 18,877,152	$ 18,283,950	$ 29,175,413	$ 17,771,898
Total Ending Spendable Fund Balance	$ 37,383,320	$ 18,877,152	$ 18,283,950	$ 29,175,413	$ 17,771,898

Transportation Capital Projects Fund (234)

	Expenditures	Revenue
CAPITAL IMPROVEMENTS		
FY 2013 Adopted Budget	**$ 103,932,010**	**$ 54,977,725**
FY 2013 Revised Budget	**$ 103,932,010**	**$ 54,977,725**
Adjustments:		
Capital Improvement Program	**$ (103,932,010)**	**$ (54,977,725)**
Capital Improvement Prog Adj	*(103,932,010)*	*(54,977,725)*
FY 2014 Budget Target	**$ -**	**$ -**
Adjustments:		
Capital Improvement Program	**$ 82,089,011**	**$ 17,979,963**
Capital Improvement Prog Adj	*82,089,011*	*17,979,963*
FY 2014 Adopted CIP Projects	**$ 82,089,011**	**$ 17,979,963**
MAG ALCP PROJECTS (ACLP)	$ 33,284,530	$ 16,863,296
COUNTY ARTERIALS (ARTS)	8,015,000	-
BRIDGE PRESERVATION (BRIG)	2,420,000	-
DUST MITIGATION (DMIT)	2,975,000	-
INTELLIGENT TRANS SYST ITS (INTL)	1,773,981	-
PAVEMENT PRESERVATION (PAVE)	11,725,000	-
PARTNERSHIP SUPPORT (PSUP)	1,540,000	416,667
RIGHT-OF-WAY (RWAY)	280,000	-
SAFETY PROJECTS (SAFE)	5,590,000	-
TRANSPORTATION ADMINISTRATION (TADM)	6,983,500	-
TRAFFIC IMPROVEMENTS (TIMP)	5,772,000	700,000
TRANSPORTATION PLANNIN (TPLN)	1,730,000	-
FY 2014 Adopted CIP Projects	**$ 82,089,011**	**$ 17,979,963**

Transportation Capital Projects Fund (234) (continued)

	Expenditures	Revenue
NON RECURRING NON PROJECT		
FY 2013 Adopted Budget	**$ -**	**$ 48,134,797**
FY 2013 Revised Budget	**$ -**	**$ 48,134,797**
Adjustments:		
Capital Improvement Program	**$ -**	**$ (48,134,797)**
Transfer to Capital Proj Fund	-	*(48,134,797)*
FY 2014 Budget Target	**$ -**	**$ -**
Adjustments:		
Capital Improvement Program	**$ -**	**$ 48,134,797**
Transfer to Capital Proj Fund	-	*48,134,797*
FY 2014 Adopted Budget	**$ -**	**$ 48,134,797**

Transportation Capital Projects Fund (234) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 42,670,405	$ 9,459,544	$ 9,459,544	$ 12,783,096	$ 15,974,251
Sources:					
Operating	$ (7,856,725)	$ -	$ -	$ -	$ -
Non-Recurring	56,624,257	103,112,522	103,112,522	89,314,873	66,114,760
Total Sources:	$ 48,767,532	$ 103,112,522	$ 103,112,522	$ 89,314,873	$ 66,114,760
Uses:					
Non-Recurring	78,654,870	103,932,010	103,932,010	86,123,718	82,089,011
Total Uses:	$ 78,654,870	$ 103,932,010	$ 103,932,010	$ 86,123,718	$ 82,089,011
Structural Balance	$ (7,856,725)	$ -	$ -	$ -	$ -
Accounting Adjustments	$ 29	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 12,783,096	$ 8,640,056	$ 8,640,056	$ 15,974,251	$ -
Total Ending Spendable Fund Balance	$ 12,783,096	$ 8,640,056	$ 8,640,056	$ 15,974,251	$ -

Treasurer

Analysis by Idamarie C. Flaherty, Management and Budget Analyst

Summary

Mission

The mission of the Maricopa County Treasurer is to provide both the administration of property taxation for the County's residents and the accounting and investment of public monies for County agencies, school districts and other sub-political jurisdictions, as mandated by state and federal law, so that they can provide appropriate services to the County's residents.

Vision

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

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	REVISED VS ADOPTED %
SOURCES							
ODIR - EXECUTIVE MANAGEMENT	$ 45,311	$ 364,341	$ 364,341	$ 304,613	$ 335,341	$ (29,000)	-8.0%
99AS - ADMINISTRATIVE SERVICES	$ 45,311	$ 364,341	$ 364,341	$ 304,613	$ 335,341	$ (29,000)	-8.0%
TOTAL PROGRAMS	**$ 45,311**	**$ 364,341**	**$ 364,341**	**$ 304,613**	**$ 335,341**	**$ (29,000)**	**-8.0%**
USES							
ACCT - AGENCY ACCOUNTING	$ 114,117	$ 113,320	$ 113,320	$ 113,708	$ 114,057	$ (737)	-0.7%
TRAC - TREASURER ACCOUNTING	303,692	321,932	321,932	322,725	323,966	(2,034)	-0.6%
43AP - ACCOUNTING	$ 417,809	$ 435,252	$ 435,252	$ 436,433	$ 438,023	$ (2,771)	-0.6%
CLTS - CLIENT SERVICE	$ 661,943	$ 728,634	$ 619,274	$ 619,212	$ 611,446	$ 7,828	1.3%
TXSV - TAX SERVICES	607,427	1,093,386	1,162,716	816,883	1,492,684	(329,968)	-28.4%
43TP - PROPERTY TAX	$ 1,269,370	$ 1,822,020	$ 1,781,990	$ 1,436,095	$ 2,104,130	$ (322,140)	-18.1%
FSAC - FINANCIAL SERVICES	$ 227,920	$ 264,276	$ 264,276	$ 267,631	$ 240,576	$ 23,700	9.0%
HRAC - HUMAN RESOURCES	53,090	52,355	52,355	52,668	52,676	(321)	-0.6%
ODIR - EXECUTIVE MANAGEMENT	995,022	923,603	947,051	1,130,698	741,687	205,364	21.7%
PROC - PROCUREMENT	17,443	17,310	17,310	17,352	17,416	(106)	-0.6%
99AS - ADMINISTRATIVE SERVICES	$ 1,293,475	$ 1,257,544	$ 1,280,992	$ 1,468,349	$ 1,052,355	$ 228,637	17.8%
GGOV - GENERAL GOVERNMENT	$ 228,449	$ 228,449	$ 228,449	$ 228,449	$ 228,449	$ -	0.0%
ISFC - INTERNAL SERVICE FUND CHARGES	7,200	16,748	16,748	16,748	15,424	1,324	7.9%
POOL - POOLED COSTS	-	-	-	-	(44,463)	44,463	N/A
99GV - GENERAL GOVERNMENT	$ 235,649	$ 245,197	$ 245,197	$ 245,197	$ 199,410	$ 45,787	18.7%
BUAS - BUSINESS APPLICATION DEV SUPP	$ 924,294	$ 1,087,800	$ 1,176,226	$ 1,149,063	$ 1,147,868	$ 28,358	2.4%
DACR - DATA CENTER	44,844	38,969	-	-	-	-	N/A
DESK - DESKTOP SUPPORT	72,507	69,187	69,187	70,639	70,311	(1,124)	-1.6%
TOTAL PROGRAMS	**$ 4,257,948**	**$ 4,955,969**	**$ 4,988,844**	**$ 4,805,776**	**$ 5,012,097**	**$ (23,253)**	**-0.5%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 45,311	$ 60,000	$ 60,000	$ 50,988	$ 31,000	$ (29,000)	-48.3%
SUBTOTAL	$ 45,311	$ 60,000	$ 60,000	$ 50,988	$ 31,000	$ (29,000)	-48.3%
MISCELLANEOUS							
0650 - MISCELLANEOUS REVENUE	$ -	$ 304,341	$ 304,341	$ 253,625	$ 304,341	$ -	0.0%
SUBTOTAL	$ -	$ 304,341	$ 304,341	$ 253,625	$ 304,341	$ -	0.0%
ALL REVENUES	$ 45,311	$ 364,341	$ 364,341	$ 304,613	$ 335,341	$ (29,000)	-8.0%
TOTAL SOURCES	$ 45,311	$ 364,341	$ 364,341	$ 304,613	$ 335,341	$ (29,000)	-8.0%

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 2,782,888	$ 2,987,822	$ 2,969,223	$ 2,919,916	$ 2,898,296	$ 70,927	2.4%
0705 - TEMPORARY PAY	15,986	85,082	91,411	103,566	44,503	46,908	51.3%
0710 - OVERTIME	5,832	6,336	6,336	2,805	6,336	-	0.0%
0750 - FRINGE BENEFITS	959,533	1,059,090	1,058,603	1,037,492	1,045,603	13,000	1.2%
0790 - OTHER PERSONNEL SERVICES	-	18,000	30,757	15,635	-	30,757	100.0%
0795 - PERSONNEL SERVICES ALLOC-OUT	-	(43,570)	(43,570)	(43,570)	-	(43,570)	-100.0%
0796 - PERSONNEL SERVICES ALLOC-IN	-	43,570	43,570	43,570	-	43,570	100.0%
SUBTOTAL	$ 3,764,239	$ 4,156,330	$ 4,156,330	$ 4,079,414	$ 3,994,738	$ 161,592	3.9%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 24,510	$ 13,500	$ 13,500	$ 19,779	$ 21,900	$ (8,400)	-62.2%
0803 - FUEL	189	500	500	392	500	-	0.0%
SUBTOTAL	$ 24,699	$ 14,000	$ 14,000	$ 20,171	$ 22,400	$ (8,400)	-60.0%
SERVICES							
0810 - LEGAL SERVICES	$ (2,663)	$ -	$ -	$ -	$ -	$ -	N/A
0812 - OTHER SERVICES	98,809	258,752	258,752	123,207	330,424	(71,672)	-27.7%
0820 - RENT & OPERATING LEASES	7,009	8,000	8,000	6,324	7,008	992	12.4%
0825 - REPAIRS AND MAINTENANCE	4,604	166,111	198,986	183,804	297,855	(98,869)	-49.7%
0830 - INTERGOVERNMENTAL PAYMENTS	228,449	228,449	228,449	228,449	228,449	-	0.0%
0839 - INTERNAL SERVICE CHARGES	87,457	86,327	86,327	89,349	99,323	(12,996)	-15.1%
0841 - TRAVEL	1,863	3,000	3,000	1,807	1,000	2,000	66.7%
0842 - EDUCATION AND TRAINING	17,991	5,000	5,000	44,779	3,000	2,000	40.0%
0843 - POSTAGE/FREIGHT/SHIPPING	25,491	30,000	30,000	28,472	27,900	2,100	7.0%
SUBTOTAL	$ 469,010	$ 785,639	$ 818,514	$ 706,191	$ 994,959	$ (176,445)	-21.6%
ALL EXPENDITURES	$ 4,257,948	$ 4,955,969	$ 4,988,844	$ 4,805,776	$ 5,012,097	$ (23,253)	-0.5%
TOTAL USES	$ 4,257,948	$ 4,955,969	$ 4,988,844	$ 4,805,776	$ 5,012,097	$ (23,253)	-0.5%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 45,311	$ 60,000	$ 60,000	$ 50,988	$ 31,000	$ (29,000)	-48.3%
FUND TOTAL SOURCES	$ 45,311	$ 60,000	$ 60,000	$ 50,988	$ 31,000	$ (29,000)	-48.3%
741 TAXPAYER INFORMATION							
OPERATING	$ -	$ 304,341	$ 304,341	$ 253,625	$ 304,341	$ -	0.0%
FUND TOTAL SOURCES	$ -	$ 304,341	$ 304,341	$ 253,625	$ 304,341	$ -	0.0%
DEPARTMENT OPERATING TOTAL SOURCES	$ 45,311	$ 364,341	$ 364,341	$ 304,613	$ 335,341	$ (29,000)	-8.0%
DEPARTMENT TOTAL SOURCES	$ 45,311	$ 364,341	$ 364,341	$ 304,613	$ 335,341	$ (29,000)	-8.0%

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ 4,257,948	$ 4,458,058	$ 4,458,058	$ 4,437,638	$ 4,504,386	$ (46,328)	-1.0%
NON-RECURRING	-	193,570	226,445	76,445	203,370	23,075	10.2%
FUND TOTAL USES	$ 4,257,948	$ 4,651,628	$ 4,684,503	$ 4,514,083	$ 4,707,756	$ (23,253)	-0.5%
741 TAXPAYER INFORMATION							
OPERATING	$ -	$ 304,341	$ 304,341	$ 291,693	$ 304,341	$ -	0.0%
FUND TOTAL USES	$ -	$ 304,341	$ 304,341	$ 291,693	$ 304,341	$ -	0.0%
DEPARTMENT OPERATING TOTAL USES	$ 4,257,948	$ 4,762,399	$ 4,762,399	$ 4,729,331	$ 4,808,727	$ (46,328)	-1.0%
DEPARTMENT NON-RECURRING TOTAL USES	$ -	$ 193,570	$ 226,445	$ 76,445	$ 203,370	$ 23,075	10.2%
DEPARTMENT TOTAL USES	$ 4,257,948	$ 4,955,969	$ 4,988,844	$ 4,805,776	$ 5,012,097	$ (23,253)	-0.5%

Staffing by Program and Activity

PROGRAM/ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ACCOUNTING							
AGENCY ACCOUNTING	1.29	1.29	1.29	1.29	1.29	-	0.0%
TREASURER ACCOUNTING	4.59	4.59	4.59	4.59	4.59	-	0.0%
PROGRAM TOTAL	5.88	5.88	5.88	5.88	5.88	-	0.0%
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	8.92	7.92	5.92	5.92	5.92	-	0.0%
FINANCIAL SERVICES	1.00	2.00	1.00	2.00	2.00	1.00	100.0%
HUMAN RESOURCES	.90	.90	.90	.90	.90	-	0.0%
PROCUREMENT	.30	.30	.30	.30	.30	-	0.0%
PROGRAM TOTAL	11.12	11.12	8.12	9.12	9.12	1.00	12.3%
INFORMATION TECHNOLOGY							
BUSINESS APPLICATION DEV SUPP	11.00	12.00	12.00	12.00	12.00	-	0.0%
DATA CENTER	1.00	-	.00	-	-	-	N/A
DESKTOP SUPPORT	1.00	1.00	1.00	1.00	1.00	-	0.0%
PROGRAM TOTAL	13.00	13.00	13.00	13.00	13.00	-	0.0%
PROPERTY TAX							
CLIENT SERVICE	11.00	11.00	11.00	11.00	11.00	-	0.0%
TAX SERVICES	11.00	12.00	14.00	14.00	14.00	-	0.0%
PROGRAM TOTAL	22.00	23.00	25.00	25.00	25.00	-	0.0%
DEPARTMENT TOTAL	52.00	53.00	52.00	53.00	53.00	1.00	1.9%

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
Accounting Manager – Treasurer	-	1.00	-	1.00	1.00	1.00	N/A
Accounting Specialist	4.00	4.00	5.00	4.00	4.00	(1.00)	(20.0%)
Admin/Operations Specialist	3.00	3.00	6.00	3.00	3.00	(3.00)	(50.0%)
Administrative Manager	1.00	1.00	-	-	-	-	N/A
Administrative Staff Supv	3.00	3.00	1.00	3.00	3.00	2.00	200.0%
Administrative Supervisor	1.00	1.00	1.00	1.00	1.00	-	0.0%
Administrator	1.00	-	-	-	-	-	N/A
Applications Development Mgr	1.00	1.00	1.00	1.00	1.00	-	0.0%
Business/Systems Analyst-Sr/Ld	1.00	1.00	2.00	2.00	2.00	-	0.0%
Chief Deputy - Treasurer	1.00	1.00	1.00	1.00	1.00	-	0.0%
Computer Operator	1.00	-	-	-	-	-	N/A
Data Security Analyst	-	1.00	-	-	-	-	N/A
Database Administrator	1.00	-	-	-	-	-	N/A
Elected	1.00	1.00	1.00	1.00	1.00	-	0.0%
Executive Assistant	1.00	1.00	-	-	-	-	N/A
Executive Assistant - Elected Official	-	-	1.00	1.00	1.00	-	0.0%
Finan Compliance Admin - Cnty	-	1.00	1.00	1.00	1.00	-	0.0%
Finan/Business Analyst -County	1.00	1.00	1.00	1.00	1.00	-	0.0%
Financial Manager - County	2.00	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%
Internal Auditor	1.00	-	-	-	-	-	N/A
IS Architect	1.00	2.00	2.00	2.00	2.00	-	0.0%
IS Project Manager (Senior/Lead)	-	-	1.00	1.00	1.00	-	0.0%
IT Consultant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Legal Assistant	1.00	1.00	1.00	1.00	1.00	-	0.0%
Management Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
Management Assistant	-	1.00	1.00	1.00	1.00	-	0.0%
Office Assistant	8.00	8.00	6.00	8.00	8.00	2.00	33.3%
Office Assistant Specialized	7.00	6.00	4.00	6.00	6.00	2.00	50.0%
Operations/Program Manager	2.00	2.00	1.00	3.00	3.00	2.00	200.0%
PC/LAN Analyst	1.00	1.00	1.00	1.00	1.00	-	0.0%
PC/LAN Tech Support	1.00	1.00	1.00	1.00	1.00	-	0.0%
Programmer/Analyst	2.00	2.00	2.00	2.00	2.00	-	0.0%
Programmer/Analyst - Sr/Ld	3.00	3.00	2.00	2.00	2.00	-	0.0%
Treasurer Manager	-	-	3.00	-	-	(3.00)	(100.0%)
Treasurer Supervisor	-	-	2.00	-	-	(2.00)	(100.0%)
Treasurer's Portfolio Manager	-	1.00	-	1.00	1.00	1.00	N/A
Department Total	**52.00**	**53.00**	**52.00**	**53.00**	**53.00**	**1.00**	**1.9%**

Staffing by Fund

DEPARTMENT/FUND	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	REVISED TO ADOPTED VAR %
100 GENERAL	52.00	53.00	52.00	53.00	53.00	1.00	1.9%
Department Total	**52.00**	**53.00**	**52.00**	**53.00**	**53.00**	**1.00**	**1.9%**

General Adjustments

Personnel:

- Increase Regular Benefits by $13,046 for the retirement contribution rate increase.

Base Adjustments:

General Fund (100)

- Increase Supplies and Services due to increased cost of office supplies, information technology maintenance and internal service operating costs of $63,957.
- Decrease Other Benefits and Internal Services Charges by $1,324 for the impact of the changes in Risk Management charges.

Programs and Activities

Accounting Program

The purpose of the Accounting Program is to provide accounting and investment services for the Treasurer and Maricopa County and its political subdivisions so that there is fiscal accountability to County residents.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Month-end Closings - Percent of time month-end balance/close by due date	N/A	100.0%	120.0%	100.0%	0.0%	0.0%

Activities that comprise this program include:

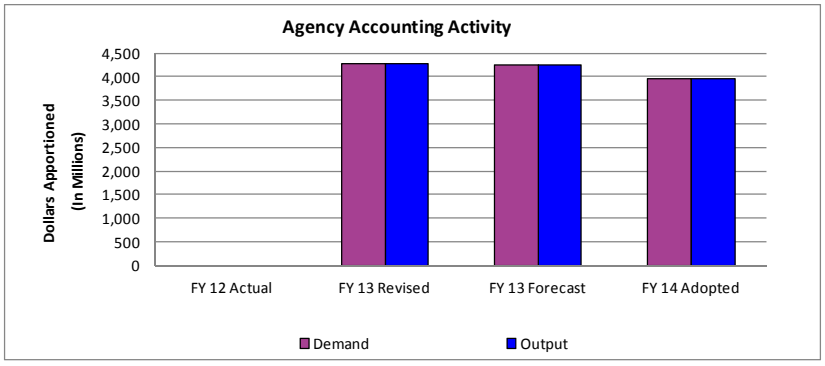
- Agency Accounting
- Treasurer Accounting

Agency Accounting Activity

The purpose of the Agency Accounting Activity is to apportion tax collections and provide timely and accurate accounting and investment services for county agencies so that they can conduct their operations and make informed decisions, manage resources and report results relative to their agency.

Mandates: A.R.S. §42-18001 establishes the County Treasurer as ex officio tax collector and shall collect all property taxes, apportion the taxes to the respective funds on or before the end of each month, and execute to the state a bond; A.R.S. §11-275 establishes Tax levy to pay bonds and interest; debt service fund; A.R.S. §11-414 establishes monthly statement of fees earned and disposition of fees; A.R.S. §11-475 establishes the process and exemption of recorder fees; A.R.S. §11-497 establishes the disbursement of forest reserve monies for the benefit of public schools and public roads of the county as the board of supervisors may direct; A.R.S. §11-501 establishes that the Treasurer shall report accounts of collection, custody and disbursement of public revenue to the Board of Supervisors; A.R.S. §11-502 establishes that upon receipt of an order from the state treasurer requiring the money in the County treasury belonging to the state or collected for it to be transmitted to the state treasury; A.R.S. §11-503 establishes if the Treasurer neglects or refuses to settle or report as required by law, the Treasurer shall forfeit and pay to the County the sum of five hundred dollars for each act of neglect or refusal; A.R.S. §11-504 establishes the process for correction of errors; A.R.S. §11-631 establishes the policy on warrants on the County Treasurer and records; A.R.S. §11-632 establishes the policy of issuance of duplicate warrants; A.R.S. §11-634 establishes that when the Board of Supervisors, the County Superintendent of Schools, or a special district presents a warrant or substitute check for payment, the County Treasurer shall pay it and make a charge against the appropriate account; A.R.S. §11-635 establishes definition of warrants and substitute checks unpaid for lack of funds; A.R.S. §11-639 establishes as monies become available and are in amounts sufficient to justify redeeming unpaid warrants, the County Treasurer shall redeem these unpaid warrants in the date order in which they were originally registered; A.R.S. §11-640 establishes that when the Treasurer pays a warrant on which interest is due, the Treasurer shall record the amount of interest paid in the register or call warrant list. The amount of such interest shall be entered on the Treasurer's account separate from the principal.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Month-end Closings -Percent of time month-end balance/close by due date	N/A	100.0%	120.0%	100.0%	0.0%	0.0%
Output	Number of dollars actually apportioned	N/A	4,271,501,900	4,234,450,800	3,962,000,000	(309,501,900)	-7.2%
Output	Number of month-end balances/closes	N/A	12	10	12	-	0.0%
Output	Number of days to balance or close month-end	N/A	8	8	8	-	0.0%
Demand	Number of apportionment dollars anticipated	N/A	4,271,501,900	4,234,450,800	3,960,000,000	(311,501,900)	-7.3%
Demand	Number of days anticipated to balance or close month-end (historical)	N/A	8	8	8	-	0.0%
Efficiency	Expenditure per dollar apportioned	N/A	$ 0.00	$ 0.00	$ 0.00	$ (0.00)	-8.5%
Efficiency	Expenditure per days to balance or close month-end	N/A	$ 14,165.00	$ 14,213.50	$ 14,257.13	$ (92.13)	-0.7%
Expenditure							
	100 - GENERAL	$ 114,117	$ 113,320	$ 113,708	$ 114,057	$ (737)	-0.7%
	TOTAL USES	$ 114,117	$ 113,320	$ 113,708	$ 114,057	$ (737)	-0.7%



Activity Narrative: The number of dollars apportioned decreased due to lower property values assessed in FY 2014. The expenditure variance in FY 2014 is primarily due to an increase in personnel benefits.

Treasurer Accounting Activity

The purpose of the Treasurer Accounting Activity is to provide timely and accurate accounting services for the Treasurer's Office staff so that they can make informed decisions, manage resources and report results.

Mandates: A.R.S. §11-273 establishes the Treasurer shall sell the bonds under the direction and with the approval of the Board for not less than par and accrued interest, and the proceeds of the sale shall be used exclusively for the purpose for which issued and as stated in the resolution; A.R.S. §11-274 establishes that the Treasurer shall keep a register of all bonds sold by number, date of sale, amount, date of maturity and the name and address of the purchaser; A.R.S. §11-492 establishes that all taxes collected upon real and personal property of the County, and all public monies arising from any source, or accruing under the provisions of law to a county, shall be paid into the treasury of the County and the County Treasurer shall apportion and apply the same to the several special and general funds as provided by law; A.R.S. §11-493 establishes the duties of the County Treasurer; A.R.S. §11-494 establishes that the Treasurer shall issue a receipt for all monies the Treasurer receives as Treasurer or as tax collector; A.R.S. §35-327 establishes Treasurer's duties, safekeeping of securities; warrants of financial officers; earnings; exemptions; and responsibilities.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Output	Number of Treasurer's JE's created	N/A	2,790	2,442	1,700	(1,090)	-39.1%
Output	Number of Cash Receipts Processed	N/A	10,900	9,013	11,200	300	2.8%
Demand	Number of Treasurer's JE's expected (historical)	N/A	2,790	2,442	1,700	(1,090)	-39.1%
Demand	Number of Cash Receipts Anticipated to be Processed (historical)	N/A	10,900	11,483	11,200	300	2.8%
Efficiency	Cost per Treasurer's JE's	N/A	$ 115.39	$ 132.16	$ 190.57	$ (75.18)	-65.2%
Efficiency	Cost per Number of Cash Receipts Processed	N/A	$ 29.54	$ 35.81	$ 28.93	$ 0.61	2.1%
Expenditure							
	100 - GENERAL	$ 303,692	$ 321,932	$ 322,725	$ 323,966	$ (2,034)	-0.6%
	TOTAL USES	$ 303,692	$ 321,932	$ 322,725	$ 323,966	$ (2,034)	-0.6%

Activity Narrative: The number of cash receipts processed in FY 2014 is anticipated to increase, resulting in a small increase in resources to accommodate the demand.

Property Tax Program

The purpose of the Property Tax Program is to provide tax information for owners of property in Maricopa County so that they may pay their taxes in an accurate and prompt fashion and that their payments are accurately posted (applied).

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Payments Posted - Percent of Levy collected.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Percentage of levy collected by LockBox (LB) facility.	N/A	33.0%	18.1%	100.0%	67.0%	203.1%
Percentage of Tax Bills Correctly Mailed	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Back Tax Sale - Percentage of BTX Collected	N/A	100.0%	100.0%	54.5%	-45.5%	-45.5%

Activities that comprise this program include:

- Client Services Activity
- Tax Service Activity

Client Services Activity

The purpose of the Client Services Activity is to accept and post tax and non-tax payments for internal and external customers so that revenues are accurately and promptly posted (applied).

Mandates: A.R.S. §11-274 establishes that the Treasurer shall keep a register of all bonds sold by number, date of sale, amount, date of maturity and the name and address of the purchaser; A.R.S. §11-493 establishes the duties of the County Treasurer; A.R.S. §11-494 establishes that the Treasurer shall issue a receipt for all monies the Treasurer receives as Treasurer or as tax collector; A.R.S. §41-1279.21 establishes powers and duties of auditor general relating to counties, school districts and community colleges; A.R.S. §42-18001 establishes the County Treasurer as ex officio tax collector and shall collect all property taxes, apportion the taxes to the respective funds on or before the end of each month, and execute to the state a bond; A.R.S. §42-18055 establishes when a tax is paid, the County Treasurer will record the date of payment and credit the payment to the person or property that is liable for the tax; A.R.S. §42-18056 establishes the process of accepting a partial payment or payments of the tax, and if any part of the tax or any installment remains unpaid at the date of delinquency, the delinquency relates only to the amount remaining unpaid, and the issuing of a receipt stating that it covers a partial payment of taxes; A.R.S. §42-18401 establishes collection of personal property tax by seizure and sale; A.R.S. §42-18116 establishes that the purchaser of a tax lien will pay the purchase price in cash at the time of sale. If the purchaser fails to pay the amount due the County Treasurer may

resell the tax lien if the sale has not been closed. If the sale has been closed the Treasurer may either advertise for resale, or recovery on reneged bid; and the purchaser shall pay a processing fee; A.R.S. §42-18121 establishes payment of subsequent taxes by certificate holder; A.R.S. §42-18122 establishes if a tax lien is assigned to the state, the County Treasurer shall sell, assign and deliver the certificate of purchase to any person who pays to the County Treasurer the whole amount then due under the certificate, including interest, penalties and charges, and in addition the entire amount of subsequent taxes assessed on the property described in the certificate; A.R.S. §42-18151 establishes who may redeem real property tax liens; persons under disability; persons owning partial interest; A.R.S. §42-18152 establishes when a lien may be redeemed; A.R.S. §42-18153 establishes the amount required for redemption; A.R.S. §42-18154 establishes the process the County Treasurer shall issue to the person a certificate of redemption, issuance, the contents and fee.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Payments Posted - Percent of Levy collected.	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Percentage of levy collected by LockBox (LB) facility.	N/A	33.0%	18.1%	100.0%	67.0%	203.1%
Output	Number of Lock Box payments posted.	N/A	757,223	760,701	782,000	24,777	3.3%
Output	Amount of levy collected	N/A	5,317,672,869	4,900,067,669	3,962,000,000	(1,355,672,869)	-25.5%
Output	Amount of Levy	N/A	5,317,672,869	4,900,067,669	3,962,000,000	(1,355,672,869)	-25.5%
Output	Number of tax payments posted	N/A	3,345,908	3,303,821	2,755,000	(590,908)	-17.7%
Demand	Number of payments anticipated (parcels x 2)	N/A	3,345,638	3,303,821	2,755,000	(590,638)	-17.7%
Demand	Number of LB payments anticipated (historical)	N/A	757,223	760,701	782,000	24,777	3.3%
Efficiency	Cost per Number of tax payments posted	N/A	$ 0.19	$ 0.19	$ 0.22	$ (0.04)	-19.9%
Efficiency	Cost per Number of LB payments posted	N/A	$ 0.82	$ 0.81	$ 0.78	$ 0.04	4.4%
Expenditure							
	100 - GENERAL	$ 661,943	$ 619,274	$ 619,212	$ 611,446	$ 7,828	1.3%
	TOTAL USES	$ 661,943	$ 619,274	$ 619,212	$ 611,446	$ 7,828	1.3%

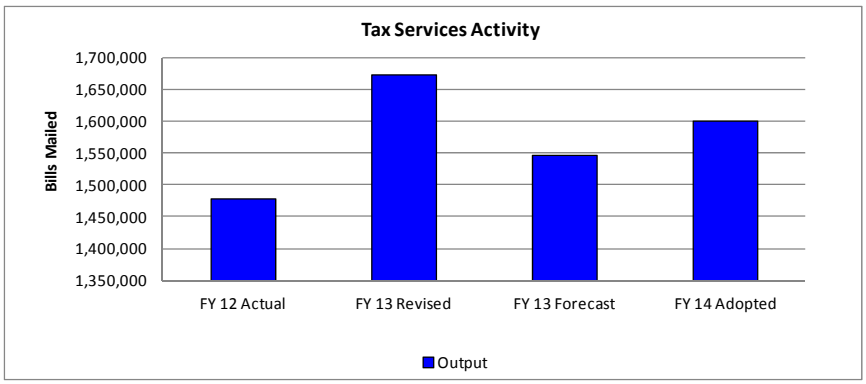
Activity Narrative: The Client Services Activity is anticipating a decrease in the amount of the levy collected in FY 2014. Consequently, expenditures are projected to decrease slightly.

Tax Services Activity

The purpose of the Tax Services Activity is to provide property tax billing information and problem resolution for internal departments (Assessor, Finance, and Sheriff) and external customers (property owners, tax service and mortgage companies) so that property taxes are paid and necessary adjustments made.

Mandates: A.R.S. §42-18061 establishes the process of refund of overpayment due to change in tax roll and reversion of unclaimed refund; A.R.S. §11-506 establishes; A.R.S. §11-605 establishes warrants drawn by a political subdivision on the County Treasurer; Title 42 (Taxation), Chapter 18, Articles 1 thru 9 establishes tax collection and enforcement.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of Tax Bills Correctly Mailed	N/A	100.0%	100.0%	100.0%	0.0%	0.0%
Result	Back Tax Sale - Percent of BTX Collected	N/A	100.0%	100.0%	54.5%	(45.5%)	-45.5%
Output	Number of Tax Bills Correctly Mailed	1,477,804	1,672,819	3,093,130	1,600,000	(72,819)	-4.4%
Output	Number of BTX Liens Sold @ Sale	6,695	33,204	66,407	20,000	(13,204)	-39.8%
Output	Number of Tax Bills mailed	1,569,162	1,672,819	3,093,130	1,600,000	(72,819)	-4.4%
Output	Cost of of BTX	N/A	82,252,594	111,319,460	101,000,000	18,747,406	22.8%
Demand	Number of Total Taxable Parcels in County	1,684,586	1,672,819	3,376,488	1,700,000	27,181	1.6%
Demand	Number of Parcels with Delinquent BTX	128,534	215,646	127,010	215,000	(646)	-0.3%
Efficiency	Cost per Number of Tax Bills Correctly Mailed	$ 0.41	$ 0.70	$ 0.26	$ 0.93	$ (0.24)	-34.2%
Efficiency	Cost per Number of BTX Liens Sold @ Sale	$ 90.73	$ 35.02	$ 12.30	$ 74.63	$ (39.62)	-113.1%
Expenditure							
	100 - GENERAL	$ 607,427	$ 1,162,716	$ 816,883	$ 1,492,684	$ (329,968)	-28.4%
	TOTAL USES	$ 607,427	$ 1,162,716	$ 816,883	$ 1,492,684	$ (329,968)	-28.4%



Activity Narrative: The number of taxable parcels and delinquent tax bills are both expected to increase slightly in FY 2014. There is an increase in the expenditure budget for the Activity of Tax Services as additional resources are utilized on this effort.

Appropriated Budget Reconciliations

General Fund (100)

		Expenditures	Revenue
OPERATING			
FY 2013 Adopted Budget		**$ 4,458,058**	**$ 60,000**
FY 2013 Revised Budget		**$ 4,458,058**	**$ 60,000**
Adjustments:	Agenda Item:		
Base Adjustments		**$ 3,227**	**$ -**
Other Base Adjustments		*3,227*	-
Information and Communications Technology			
Technology Projects		**$ 11,885**	**$ -**
IT Maintenance	*C-43-13-009-M-00*	*11,885*	-
FY 2014 Budget Target		**$ 4,473,170**	**$ 60,000**
Adjustments:			
Employee Retirement and Benefits		**$ 13,046**	**$ -**
Retirement Contributions		*13,046*	-
Base Adjustments		**$ 63,957**	**$ -**
Other Base Adjustments		*63,957*	-
Fees and Other Revenues		**$ -**	**$ (29,000)**
ProgRevenue Volume Inc/Dec		-	*(29,000)*
Adjustments:			
Budget Balancing		**$ (44,463)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget		*(44,463)*	-
FY 2014 Tentative Budget		**$ 4,505,710**	**$ 31,000**
Percent Change from Target Amount		*0.7%*	*-48.3%*
Adjustments:			
Base Adjustments		**$ (1,324)**	**$ -**
Internal Service Charges		*(1,324)*	-
FY 2014 Adopted Budget		**$ 4,504,386**	**$ 31,000**
Percent Change from Target Amount		*0.7%*	*-48.3%*

General Fund (100) (continued)

		Expenditures	Revenue
NON RECURRING NON PROJECT			
FY 2013 Adopted Budget		**$ 193,570**	**$ -**
Adjustments:	Agenda Item:		
Technology Projects		**$ 32,875**	**$ -**
IT Maintenance	*C-43-13-009-M-00*	*32,875*	-
FY 2013 Revised Budget		**$ 226,445**	**$ -**
Adjustments:	Agenda Item:		
Technology Projects		**$ (32,875)**	**$ -**
IT Maintenance	*C-43-13-009-M-00*	*(32,875)*	-
Non Recurring		**$ (193,570)**	**$ -**
Other Non-Recurring		*(193,570)*	-
FY 2014 Budget Target		**$ -**	**$ -**
Adjustments:			
Information and Communications Technology			
Other IT Non-Recurring		*53,370*	-
Non Recurring		**$ 150,000**	**$ -**
Non Recurring Carry Forward		*150,000*	-
FY 2014 Adopted Budget		**$ 203,370**	**$ -**

Taxpayer Information Fund (741)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 304,341**	**$ 304,341**
FY 2013 Revised Budget	**$ 304,341**	**$ 304,341**
FY 2014 Budget Target	**$ 304,341**	**$ 304,341**
FY 2014 Adopted Budget	**$ 304,341**	**$ 304,341**
Percent Change from Target Amount	*0.0%*	*0.0%*

Taxpayer Information Fund (741) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 289,430	$ 289,430	$ 289,430	$ 330,563	$ 292,495
Sources:					
Operating	$ -	$ 304,341	$ 304,341	$ 253,625	$ 304,341
Total Sources:	$ -	$ 304,341	$ 304,341	$ 253,625	$ 304,341
Uses:					
Operating	$ -	$ 304,341	$ 304,341	$ 291,693	$ 304,341
Total Uses:	$ -	$ 304,341	$ 304,341	$ 291,693	$ 304,341
Structural Balance	$ -	$ -	$ -	$ (38,068)	$ -
Accounting Adjustments	$ 41,133	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 330,563	$ 289,430	$ 289,430	$ 292,495	$ 292,495
Total Ending Spendable Fund Balance	$ 330,563	$ 289,430	$ 289,430	$ 292,495	$ 292,495

Waste Resources and Recycling

Analysis by Harold Sigüenza, Management and Budget Analyst

Summary

Mission

The Mission of Waste Resources and Recycling (WRR) is to provide an economical and environmentally sound waste management program by making waste collection and tire recycling facilities accessible to residences and businesses so they can safely handle solid waste materials and protect the public health and environment.

Vision

Provide a range of solid waste management services including waste transfer stations, waste tire drop-off facilities, and material recovery sites for County residents and businesses, while protecting public health and environment from illegal dumping.

Strategic Goals

Safe Communities

By 2015, 25% of the total annual gallons of Hazardous Household Waste received at WRR Transfer Stations will be reprocessed and reused.

Status: By the end of FY 2012, WRR recycled 100% of used motor oil and antifreeze from refrigerants that were brought to the WRR transfer stations. WRR will continue to find new ways to reprocess and reuse other accepted hazardous household waste such as electronics and batteries.

Sustainable Environment

By 2015, 50% of the total annual tons of green waste brought to WRR Transfer Stations will be diverted to composting.

Status: WRR has not developed an approved plan at this moment and will continue studies on how best to meet this goal.

Sustainable Environment

By 2015, 50% of the total annual tons of waste delivered to WRR Transfer Stations would be diverted from disposal into landfills.

Status: Currently, 66% of the total annual tons of waste received by WRR Transfer Stations are diverted from landfills to recycling centers. WRR will be increasing this percentage through the Erosion Control Soil Beneficiation (ECSB) program. The ECSB program will convert green waste into landfill capping material, in turn reducing the amount of green waste ending up in landfills.

Citizen Satisfaction

By 2015, 80% of the residents of Maricopa County surveyed will indicate satisfaction with public outreach efforts regarding waste reuse, reduce, recycling and illegal dumping information.

Status: WRR developed and completed a public outreach and customer satisfaction survey in FY 2012 and the results showed 100% of WRR's transfer station customers were satisfied with the public outreach efforts.

Citizen Satisfaction

By 2015, Maricopa County will be recognized as a leader in the waste industry as demonstrated by 80% of clients indicating satisfaction with the services provided.

Status: WRR developed and completed a public outreach and customer satisfaction survey in FY 2012 and the results showed 87% of WRR's transfer station customers were satisfied with the services the Department provided.

Sources and Uses by Program and Activity

PROGRAM / ACTIVITY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
SOURCES							
MONT - LANDFILL POST CLOSURE MAINT	$ 44,330	$ -	$ -	$ -	$ -	$ -	N/A
TIRE - WASTE TIRE COLLECT DISPOSAL	4,715,766	4,748,429	4,748,429	4,753,811	4,748,429	-	0.0%
TRAN - WASTE DISP AND RECYCLING COLL	375,822	132,369	132,369	348,996	132,369	-	0.0%
67SW - SOLID WASTE MANAGEMENT	$ 5,135,918	$ 4,880,798	$ 4,880,798	$ 5,102,807	$ 4,880,798	$ -	0.0%
GGOV - GENERAL GOVERNMENT	$ 9,657	$ 8,774	$ 8,774	$ 5,000	$ 7,912	$ (862)	-9.8%
99GV - GENERAL GOVERNMENT	$ 9,657	$ 8,774	$ 8,774	$ 5,000	$ 7,912	$ (862)	-9.8%
TOTAL PROGRAMS	**$ 5,145,575**	**$ 4,889,572**	**$ 4,889,572**	**$ 5,107,807**	**$ 4,888,710**	**$ (862)**	**0.0%**
USES							
MONT - LANDFILL POST CLOSURE MAINT	$ 1,110,801	$ 1,186,760	$ 1,134,156	$ 1,070,479	$ 2,524,226	$ (1,390,070)	-122.6%
TIRE - WASTE TIRE COLLECT DISPOSAL	4,585,582	4,696,450	4,700,322	4,512,825	4,716,811	(16,489)	-0.4%
TRAN - WASTE DISP AND RECYCLING COLL	975,593	1,045,886	1,105,619	1,071,662	1,155,761	(50,142)	-4.5%
67SW - SOLID WASTE MANAGEMENT	$ 6,671,976	$ 6,929,096	$ 6,940,097	$ 6,654,966	$ 8,396,798	$ (1,456,701)	-21.0%
HRAC - HUMAN RESOURCES	$ -	$ -	$ -	$ 1,660	$ -	$ -	N/A
ODIR - EXECUTIVE MANAGEMENT	262,992	317,491	310,362	284,565	365,821	(55,459)	-17.9%
99AS - ADMINISTRATIVE SERVICES	$ 262,992	$ 317,491	$ 310,362	$ 286,225	$ 365,821	$ (55,459)	-17.9%
CSCA - CENTRAL SERVICE COST ALLOC	$ 118,901	$ 49,958	$ 49,958	$ 49,958	$ 30,632	$ 19,326	38.7%
ISFC - INTERNAL SERVICE FUND CHARGES	22,629	146,493	146,493	145,626	1,195,381	(1,048,888)	-716.0%
POOL - POOLED COSTS	-	-	-	-	(12,217)	12,217	N/A
99GV - GENERAL GOVERNMENT	$ 141,530	$ 196,451	$ 196,451	$ 195,584	$ 1,213,796	$ (1,017,345)	-517.9%
TOTAL PROGRAMS	**$ 7,076,498**	**$ 7,443,038**	**$ 7,446,910**	**$ 7,136,775**	**$ 9,976,415**	**$ (2,529,505)**	**-34.0%**

Sources and Uses by Category

CATEGORY	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
INTERGOVERNMENTAL							
0620 - OTHER INTERGOVERNMENTAL	$ 4,531,883	$ 4,597,203	$ 4,597,203	$ 4,597,203	$ 4,597,203	$ -	0.0%
SUBTOTAL	$ 4,531,883	$ 4,597,203	$ 4,597,203	$ 4,597,203	$ 4,597,203	$ -	0.0%
CHARGES FOR SERVICE							
0635 - OTHER CHARGES FOR SERVICES	$ 286,207	$ 236,226	$ 236,226	$ 260,401	$ 236,226	$ -	0.0%
SUBTOTAL	$ 286,207	$ 236,226	$ 236,226	$ 260,401	$ 236,226	$ -	0.0%
MISCELLANEOUS							
0645 - INTEREST EARNINGS	$ 9,657	$ 8,774	$ 8,774	$ 7,912	$ 7,912	$ (862)	-9.8%
0650 - MISCELLANEOUS REVENUE	77,490	47,369	47,369	242,291	47,369	-	0.0%
SUBTOTAL	$ 87,147	$ 56,143	$ 56,143	$ 250,203	$ 55,281	$ (862)	-1.5%
ALL REVENUES	$ 4,905,237	$ 4,889,572	$ 4,889,572	$ 5,107,807	$ 4,888,710	$ (862)	0.0%
OTHER FINANCING SOURCES							
0680 - TRANSFERS IN	$ 240,338	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING SOURCES	$ 240,338	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL SOURCES	$ 5,145,575	$ 4,889,572	$ 4,889,572	$ 5,107,807	$ 4,888,710	$ (862)	0.0%
PERSONAL SERVICES							
0701 - REGULAR PAY	$ 817,137	$ 926,362	$ 907,515	$ 902,609	$ 802,385	$ 105,130	11.6%
0710 - OVERTIME	4,872	6,580	6,580	3,605	2,000	4,580	69.6%
0750 - FRINGE BENEFITS	370,394	443,930	409,207	407,112	359,042	50,165	12.3%
0790 - OTHER PERSONNEL SERVICES	-	1,950	5,560	4,537	1,950	3,610	64.9%
0795 - PERSONNEL SERVICES ALLOC-OUT	(101,640)	(101,166)	(94,299)	(92,008)	(90,026)	(4,273)	-4.5%
0796 - PERSONNEL SERVICES ALLOC-IN	295,729	228,903	222,036	168,422	195,166	26,870	12.1%
SUBTOTAL	$ 1,386,492	$ 1,506,559	$ 1,456,599	$ 1,394,277	$ 1,270,517	$ 186,082	12.8%
SUPPLIES							
0801 - GENERAL SUPPLIES	$ 54,224	$ 66,702	$ 66,702	$ 58,696	$ 71,708	$ (5,006)	-7.5%
0803 - FUEL	111,995	165,765	165,765	137,180	160,000	5,765	3.5%
0804 - NON-CAPITAL EQUIPMENT	22,679	-	-	-	61,984	(61,984)	N/A
0805 - SUPPLIES-ALLOCATION OUT	-	-	-	-	(764)	764	N/A
0806 - SUPPLIES-ALLOCATION IN	2,451	2,536	2,536	6,296	13,491	(10,955)	-432.0%
SUBTOTAL	$ 191,349	$ 235,003	$ 235,003	$ 202,172	$ 306,419	$ (71,416)	-30.4%
SERVICES							
0812 - OTHER SERVICES	$ 4,579,270	$ 4,763,186	$ 4,817,018	$ 4,626,447	$ 4,976,443	$ (159,425)	-3.3%
0820 - RENT & OPERATING LEASES	17,482	32,820	32,820	32,820	31,105	1,715	5.2%
0825 - REPAIRS AND MAINTENANCE	284,400	430,000	430,000	221,754	396,000	34,000	7.9%
0839 - INTERNAL SERVICE CHARGES	367,933	1,129,547	1,129,547	1,128,719	1,464,889	(335,342)	-29.7%
0841 - TRAVEL	554	-	-	13	-	-	N/A
0842 - EDUCATION AND TRAINING	2,279	13,960	13,960	10,046	7,360	6,600	47.3%
0843 - POSTAGE/FREIGHT/SHIPPING	319	100	100	260	100	-	0.0%
0850 - UTILITIES	12,346	18,000	18,000	16,743	18,000	-	0.0%
0872 - SERVICES-ALLOCATION OUT	-	(738,255)	(738,255)	(738,419)	(335)	(737,920)	-100.0%
0873 - SERVICES-ALLOCATION IN	4,038	618	618	423	5,917	(5,299)	-857.4%
SUBTOTAL	$ 5,268,621	$ 5,649,976	$ 5,703,808	$ 5,298,806	$ 6,899,479	$ (1,195,671)	-21.0%
CAPITAL							
0915 - BUILDINGS AND IMPROVEMENTS	$ -	$ 20,000	$ 20,000	$ 20,000	$ 1,500,000	$ (1,480,000)	#######
0920 - CAPITAL EQUIPMENT	-	31,500	31,500	-	-	31,500	100.0%
0930 - VEHICLES & CONSTRUCTION EQUIP	223,794	-	-	221,520	-	-	N/A
0950 - DEBT SERVICE	742	-	-	-	-	-	N/A
SUBTOTAL	$ 224,536	$ 51,500	$ 51,500	$ 241,520	$ 1,500,000	$ (1,448,500)	#######
ALL EXPENDITURES	$ 7,070,998	$ 7,443,038	$ 7,446,910	$ 7,136,775	$ 9,976,415	$ (2,529,505)	-34.0%
OTHER FINANCING USES							
0880 - TRANSFERS OUT	$ 5,500	$ -	$ -	$ -	$ -	$ -	N/A
ALL OTHER FINANCING USES	$ 5,500	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL USES	$ 7,076,498	$ 7,443,038	$ 7,446,910	$ 7,136,775	$ 9,976,415	$ (2,529,505)	-34.0%

Sources and Uses by Fund and Function

FUND / FUNCTION CLASS	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED VS ADOPTED VAR	%
100 GENERAL							
OPERATING	$ -	$ 132,369	$ 132,369	$ 175,732	$ 132,369	$ -	0.0%
NON-RECURRING	-	-	-	172,126	-	-	N/A
FUND TOTAL SOURCES	$ -	$ 132,369	$ 132,369	$ 347,858	$ 132,369	$ -	0.0%
290 WASTE TIRE							
OPERATING	$ 4,719,167	$ 4,757,203	$ 4,757,203	$ 4,758,811	$ 4,756,341	$ (862)	0.0%
FUND TOTAL SOURCES	$ 4,719,167	$ 4,757,203	$ 4,757,203	$ 4,758,811	$ 4,756,341	$ (862)	0.0%
580 SOLID WASTE MANAGEMENT							
OPERATING	$ 239,787	$ -	$ -	$ -	$ -	$ -	N/A
NON-RECURRING	186,621	-	-	1,138	-	-	N/A
FUND TOTAL SOURCES	$ 426,408	$ -	$ -	$ 1,138	$ -	$ -	N/A
DEPARTMENT OPERATING TOTAL SOURCES	$ 4,958,954	$ 4,889,572	$ 4,889,572	$ 4,934,543	$ 4,888,710	$ (862)	0.0%
DEPARTMENT NON-RECURRING TOTAL SOURCES	$ 186,621	$ -	$ -	$ 173,264	$ -	$ -	N/A
DEPARTMENT TOTAL SOURCES	$ 5,145,575	$ 4,889,572	$ 4,889,572	$ 5,107,807	$ 4,888,710	$ (862)	0.0%
100 GENERAL							
OPERATING	$ -	$ 2,318,423	$ 2,318,423	$ 2,195,122	$ 3,214,099	$ (895,676)	-38.6%
NON-RECURRING	-	376,500	376,500	376,500	2,013,984	(1,637,484)	-434.9%
FUND TOTAL USES	$ -	$ 2,694,923	$ 2,694,923	$ 2,571,622	$ 5,228,083	$ (2,533,160)	-94.0%
290 WASTE TIRE							
OPERATING	$ 4,638,470	$ 4,748,115	$ 4,748,115	$ 4,563,493	$ 4,748,332	$ (217)	0.0%
NON-RECURRING	-	-	3,872	1,660	-	3,872	100.0%
FUND TOTAL USES	$ 4,638,470	$ 4,748,115	$ 4,751,987	$ 4,565,153	$ 4,748,332	$ 3,655	0.1%
580 SOLID WASTE MANAGEMENT							
OPERATING	$ 2,246,322	$ -	$ -	$ -	$ -	$ -	N/A
NON-RECURRING	191,706	-	-	-	-	-	N/A
FUND TOTAL USES	$ 2,438,028	$ -	$ -	$ -	$ -	$ -	N/A
DEPARTMENT OPERATING TOTAL USES	$ 6,884,792	$ 7,066,538	$ 7,066,538	$ 6,758,615	$ 7,962,431	$ (895,893)	-12.7%
DEPARTMENT NON-RECURRING TOTAL USES	$ 191,706	$ 376,500	$ 380,372	$ 378,160	$ 2,013,984	$ (1,633,612)	-429.5%
DEPARTMENT TOTAL USES	$ 7,076,498	$ 7,443,038	$ 7,446,910	$ 7,136,775	$ 9,976,415	$ (2,529,505)	-34.0%

Staffing by Program and Activity

PROGRAM ACTIVITY	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
ADMINISTRATIVE SERVICES							
EXECUTIVE MANAGEMENT	2.00	1.80	1.80	1.80	2.70	.90	50.0%
PROGRAM TOTAL	2.00	1.80	1.80	1.80	2.70	.90	50.0%
SOLID WASTE MANAGEMENT							
LANDFILL POST CLOSURE MAINT	9.00	12.00	9.20	9.20	7.75	(1.45)	(15.8%)
WASTE DISP AND RECYCLING COLL	7.00	10.50	13.40	13.40	9.15	(4.25)	(31.7%)
WASTE TIRE COLLECT DISPOSAL	10.50	3.70	3.60	3.60	3.40	(.20)	(5.6%)
PROGRAM TOTAL	26.50	26.20	26.20	26.20	20.30	(5.90)	(22.5%)
DEPARTMENT TOTAL	28.50	28.00	28.00	28.00	23.00	(5.00)	(17.9%)

Staffing by Market Range Title

MARKET RANGE TITLE	FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
Construction Maintenance Supv	2.00	1.00	1.00	1.00	1.00	-	0.0%
Director - Solid Waste	1.00	-	-	-	-	-	N/A
Engineering Associate	-	1.00	-	-	-	-	N/A
Engineering Technician	-	-	1.00	1.00	1.00	-	0.0%
Equipment Operator	3.00	3.00	3.00	3.00	2.00	(1.00)	(33.3%)
Executive Assistant	1.00	-	-	-	-	-	N/A
Field Operations Supervisor	-	2.00	2.00	2.00	2.00	-	0.0%
Finance/Business Analyst	-	1.00	1.00	1.00	1.00	-	0.0%
Heavy Equipment Operator	4.00	4.00	3.00	3.00	3.00	-	0.0%
Materials Inventory Specialist	14.00	12.00	13.00	13.00	9.00	(4.00)	(30.8%)
Office Assistant	1.50	2.00	2.00	2.00	2.00	-	0.0%
Office Assistant Specialized	1.00	1.00	1.00	1.00	1.00	-	0.0%
Operations/Program Manager	-	1.00	1.00	1.00	1.00	-	0.0%
Program Coordinator	1.00	-	-	-	-	-	N/A
Department Total	**28.50**	**28.00**	**28.00**	**28.00**	**23.00**	**(5.00)**	**(17.9%)**

Staffing by Fund

DEPARTMENT/FUND		FY 2012 ADOPTED	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REVISED TO ADOPTED VARIANCE	VAR %
100	GENERAL	-	26.00	26.00	26.00	21.00	(5.00)	(19.2%)
290	WASTE TIRE	10.50	2.00	2.00	2.00	2.00	-	0.0%
580	SOLID WASTE MANAGEMENT	18.00	-	-	-	-	-	N/A
Department Total		**28.50**	**28.00**	**28.00**	**28.00**	**23.00**	**(5.00)**	**(17.9%)**

Significant Variance Analysis

Waste Resources and Recycling is experiencing lower demand for Transfer Station services. As a result, the Department is reducing the hours of operation at its Transfer Stations for FY 2014. With a reduction in hours of operations, the Department will reduce its work force by 5 full-time equivalents which include: 4 Transfer Station Attendant positions and 1 Equipment Operator position.

General Adjustments

The Waste Resources and Recycling budget for FY 2014 includes the full Risk Management charges within the General Fund (100) operating budget. The Waste Tire Fund (290) is dedicated to revenues and expenditures related to Waste Tire Collection and Recycling.

Base Adjustments:

General Fund (100)

- Increase Regular Benefits by $3,769 for the impact of changes in retirement contribution rates.
- Increase in Internal Services Charges by $738,255 is due to increased cost in Risk Management charges that had been budgeted for centrally.
- Increase Other Benefits and Internal Service Charges by $310,340 for the impact of the changes in Risk Management charges.

Waste Tire Fund (290)

- Increase Regular Benefits by $217 for the impact of changes in retirement contribution rates.

Programs and Activities

Solid Waste Management Program

The purpose of the Solid Waste Management Program is to provide waste disposal and landfill post closure services to the residents of Maricopa County so they can benefit from a clean and healthy environment.

Program Results

Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	%
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	26.6%	20.0%	29.1%	24.0%	4.0%	20.0%

Activities that comprise this program include:

- Landfill Post-Closure Maintenance
- Waste Tire and Disposal
- Waste Disposal and Recycling Collection

Landfill Post-Closure Maintenance Activity

The purpose of the Landfill Post-Closure Maintenance Activity is to provide post-closure maintenance and monitoring services to the residents of Maricopa County so they can have environmentally sound closed landfills.

Mandates: 40CFR258 (Code of Federal Regulations) establishes groundwater monitoring rules via the Environmental Protection Agency; A.R.S. §49-761B establishes rules for solid waste land disposal facilities.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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%
Efficiency	Total activity expenditure per closed landfill maintained	$ 111,080.10	$ 113,415.60	$ 107,047.90	$ 252,422.60	$(139,007.00)	-122.6%
Revenue							
	580 - SOLID WASTE MANAGEMENT	$ 44,330	$ -	$ -	$ -	$ -	N/A
	TOTAL SOURCES	$ 44,330	$ -	$ -	$ -	$ -	N/A
Expenditure							
	100 - GENERAL	$ -	$ 1,134,156	$ 1,070,479	$ 2,524,226	$ (1,390,070)	-122.6%
	580 - SOLID WASTE MANAGEMENT	1,110,801	-	-	-	-	N/A
	TOTAL USES	$ 1,110,801	$ 1,134,156	$ 1,070,479	$ 2,524,226	$ (1,390,070)	-122.6%

Activity Narrative: The FY 2014 budget supports the Department in maintaining all of the County's closed landfills. The FY 2014 expenditures include new safety equipment and a sheep's foot roller for compacting green waste for landfill capping. The expenditures are increasing from FY 2013 Revised to FY 2014 due to one-time funding for the Gilbert Landfill Drainage construction. Vehicle and equipment replacements for this activity have been included in the General Fund, Non Recurring Non Project budget in Non Departmental.

Waste Tire Collection and Disposal Activity

The purpose of the Waste Tire Collection and Disposal Activity is to provide tire collection and disposal services to retail tire dealers and Maricopa County residents so they can properly dispose of waste tires.

Mandates: A.R.S. §44-1305 establishes a waste tire fund consisting of monies that are distributed to counties which are required to establish waste tire programs.

Measure Type	Measure Description	FY 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 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	54,461	54,000	53,192	54,000	-	0.0%
Demand	Number of tons of waste tires delivered from all collection sites	54,461	54,000	53,192	54,000	-	0.0%
Efficiency	Total expenditure per ton of waste tires properly disposed	$ 84.20	$ 87.04	$ 84.84	$ 87.35	$ (0.31)	-0.4%
Revenue							
	290 - WASTE TIRE	$ 4,715,766	$ 4,748,429	$ 4,753,811	$ 4,748,429	$ -	0.0%
	TOTAL SOURCES	$ 4,715,766	$ 4,748,429	$ 4,753,811	$ 4,748,429	$ -	0.0%
Expenditure							
	290 - WASTE TIRE	$ 4,585,582	$ 4,700,322	$ 4,512,825	$ 4,716,811	$ (16,489)	-0.4%
	TOTAL USES	$ 4,585,582	$ 4,700,322	$ 4,512,825	$ 4,716,811	$ (16,489)	-0.4%

Activity Narrative: FY 2014 revenues from the State of Arizona for tire disposal are expected to stay constant from FY 2013 Revised. Expenditures are increasing slightly due to allocations from personnel and central cost services. The FY 2014 budget supports the Department in providing 100% of demanded services.

Waste Disposal and Recycling Collection Activity

The purpose of the Waste Disposal and Recycling Collection Activity is to provide collection, disposal and recycling services to Maricopa County residents so they can safely and conveniently dispose of waste materials.

Mandates: A.R.S. §49-741 requires the County 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 2012 ACTUAL	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED	REV VS ADOPTED VAR	REV VS ADOPTED %
Result	Percent of waste tons collected that was recycled	26.6%	20.0%	29.1%	24.0%	4.0%	20.0%
Output	Number of Maricopa County residents served	31,990	20,000	27,953	25,000	5,000	25.0%
Output	Number of waste tons collected	3,078	2,000	2,829	2,500	500	25.0%
Demand	Number of Maricopa County residents requesting services	31,990	20,000	27,829	25,000	5,000	25.0%
Efficiency	Total activity expenditure per Maricopa County resident served	$ 30.50	$ 55.28	$ 38.34	$ 46.23	$ 9.05	16.4%
Revenue							
	100 - GENERAL	$ -	$ 132,369	$ 347,858	$ 132,369	$ -	0.0%
	580 - SOLID WASTE MANAGEMENT	375,822	-	1,138	-	-	N/A
	TOTAL SOURCES	$ 375,822	$ 132,369	$ 348,996	$ 132,369	$ -	0.0%
Expenditure							
	100 - GENERAL	$ -	$ 1,105,619	$ 1,071,662	$ 1,155,761	$ (50,142)	-4.5%
	580 - SOLID WASTE MANAGEMENT	975,593	-	-	-	-	N/A
	TOTAL USES	$ 975,593	$ 1,105,619	$ 1,071,662	$ 1,155,761	$ (50,142)	-4.5%

Activity Narrative: The FY 2014 expenditures include several one-time items such as: Cave Creek and Morristown access road repairs for $100,000, Rainbow Valley transfer station rust remediation for $46,000 and Americans with Disabilities Act compliance upgrades and permitting at various transfer stations for $120,000. As a result, the one-time items increased expenditures for the FY 2014 budget. In addition, the number of residents requesting services from Transfer Stations are decreasing. Vehicle

and equipment replacements for this activity have been included in the General Fund, Non Recurring Non Project budget in Non Departmental.

Appropriated Budget Reconciliations

General Fund (100)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 2,318,423**	**$ 132,369**
FY 2013 Revised Budget	**$ 2,318,423**	**$ 132,369**
FY 2014 Budget Target	**$ 2,318,423**	**$ 132,369**
Adjustments:		
Employee Retirement and Benefits	**$ 3,769**	**$ -**
Retirement Contributions	*3,769*	-
Base Adjustments	**$ 593,784**	**$ -**
Internal Service Charges	*738,255*	-
Personnel Savings	*63,037*	-
Other Reductions	*(207,508)*	-
Budget Balancing	**$ (12,217)**	**$ -**
Budget Balancing Adjustment for Chairman's Budget	*(12,217)*	-
FY 2014 Tentative Budget	**$ 2,903,759**	**$ 132,369**
Percent Change from Target Amount	*25.2%*	*0.0%*
Adjustments:		
Base Adjustments	**$ 310,340**	**$ -**
Internal Service Charges	*310,340*	-
FY 2014 Adopted Budget	**$ 3,214,099**	**$ 132,369**
Percent Change from Target Amount	*38.6%*	*0.0%*

General Fund (100) (continued)

			Expenditures	Revenue
NON RECURRING NON PROJECT				
FY 2013 Adopted Budget			**$ 376,500**	**$ -**
Adjustments:	Agenda Item:			
Non Recurring			**$ 1,141**	**$ -**
Transfer from General to Solid Waste Management Fund	*C-18-13-034-2-00*		*1,141*	-
FY 2013 Revised Budget			**$ 377,641**	**$ -**
Adjustments:				
Non Recurring			**$ (377,641)**	**$ -**
Transfer from General to Solid Waste Management Fund	*C-18-13-034-2-00*		*(1,141)*	-
Other Non-Recurring			*(376,500)*	-
FY 2014 Budget Target			**$ -**	**$ -**
Adjustments:				
Base Adjustments			**$ 2,513,984**	**$ -**
Other Base Adjustments			*2,513,984*	-
Gilbert Landfill Drainage Construction		*$ 2,000,000*		
Cave Creek Access Road		*50,000*		
Morristown Access Road		*50,000*		
Rainbow Valley Rust Remediation		*46,000*		
Rainbow Valley, Hassayampa & Aguila ADA Permitting and Construction		*120,000*		
Surveying/Topographic Mapping		*50,000*		
Queen Creek Well/Pump Replacements		*100,000*		
Water Truck Rental		*36,000*		
Hand Held Radios		*47,986*		
Sheeps Foot Roller		*4,999*		
Hydraulic Unit		*4,999*		
Water Level Recorder Tape		*4,000*		
FY 2014 Tentative Budget			**$ 2,513,984**	**$ -**
Adjustments:				
Base Adjustments			**$ (500,000)**	**$ -**
Other Base Adjustments			*(500,000)*	-
Gilbert Landfill Drainage Construction		*$ (500,000)*		
FY 2014 Adopted Budget			**$ 2,013,984**	**$ -**

Waste Tire Fund (290)

	Expenditures	Revenue
OPERATING		
FY 2013 Adopted Budget	**$ 4,748,115**	**$ 4,757,203**
FY 2013 Revised Budget	**$ 4,748,115**	**$ 4,757,203**
FY 2014 Budget Target	**$ 4,748,115**	**$ 4,757,203**
Adjustments:		
Employee Retirement and Benefits	**$ 217**	**$ -**
Retirement Contributions	*217*	-
General Revenues	**$ -**	**$ (862)**
Interest Revenue	-	*(862)*
FY 2014 Adopted Budget	**$ 4,748,332**	**$ 4,756,341**
Percent Change from Target Amount	*0.0%*	*0.0%*

Waste Tire Fund (290) Fund Balance Summary

	FY 2012 ACTUAL	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECAST	FY 2014 ADOPTED
Beginning Spendable Fund Balance	$ 1,103,319	$ 1,309,421	$ 1,309,421	$ 1,184,026	$ 1,377,684
Sources:					
Operating	$ 4,719,167	$ 4,757,203	$ 4,757,203	$ 4,758,811	$ 4,756,341
Total Sources:	$ 4,719,167	$ 4,757,203	$ 4,757,203	$ 4,758,811	$ 4,756,341
Uses:					
Operating	$ 4,638,470	$ 4,748,115	$ 4,748,115	$ 4,563,493	$ 4,748,332
Non-Recurring	-	-	3,872	1,660	-
Total Uses:	$ 4,638,470	$ 4,748,115	$ 4,751,987	$ 4,565,153	$ 4,748,332
Structural Balance	$ 80,697	$ 9,088	$ 9,088	$ 195,318	$ 8,009
Accounting Adjustments	$ 10	$ -	$ -	$ -	$ -
Ending Spendable Fund Balance:					
Restricted	$ 1,184,026	$ 1,318,509	$ 1,314,637	$ 1,377,684	$ 1,385,693
Total Ending Spendable Fund Balance	$ 1,184,026	$ 1,318,509	$ 1,314,637	$ 1,377,684	$ 1,385,693

Capital Improvement Program

Executive Summary

The Capital Improvement Program (CIP) is a plan that identifies capital improvement projects to be completed over the next five fiscal years. Because these projects typically span more than one fiscal year, the plans are updated annually to track existing projects, to identify new projects, and to update funding estimates and forecasts. The CIP integrates Managing for Results (MfR) policy when outlining its funding sources, project costs, and future operating costs associated with each capital improvement.

Capital Improvement Program

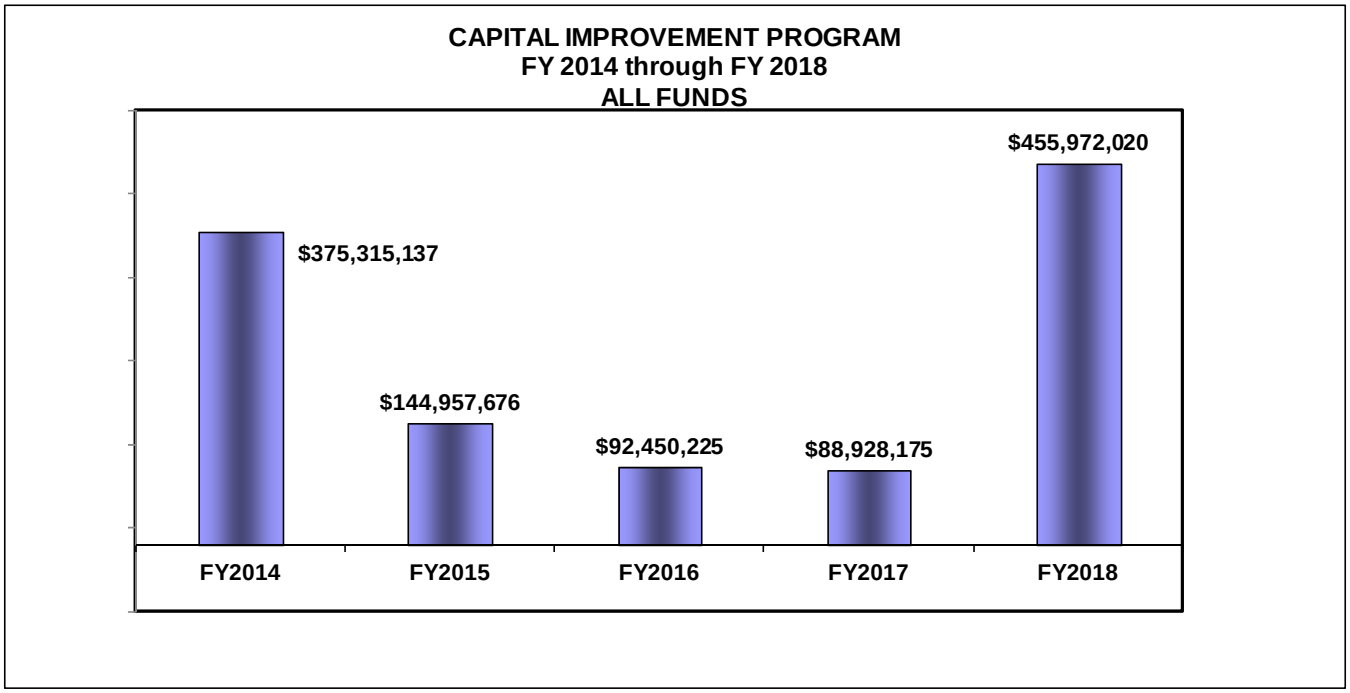
A Capital Improvement Program (CIP) project is defined as a major, non-recurring project that includes one or more of the following:

1. Any acquisition of, or improvement of, land for a public purpose.
2. Any construction of a new facility (e.g., a public building, parking lot, road, or bridge etc.), or an addition to, or extension of, such a facility.
3. A nonrecurring rehabilitation that increases the service potential of the building (i.e., something which is infrequent and would not be considered annual or other recurrent maintenance) or major repair of all or a part of a building, its grounds, or a facility.
4. Any planning, feasibility, engineering, or design study related to an individual capital improvement project or to a program that is implemented through individual capital improvement projects.

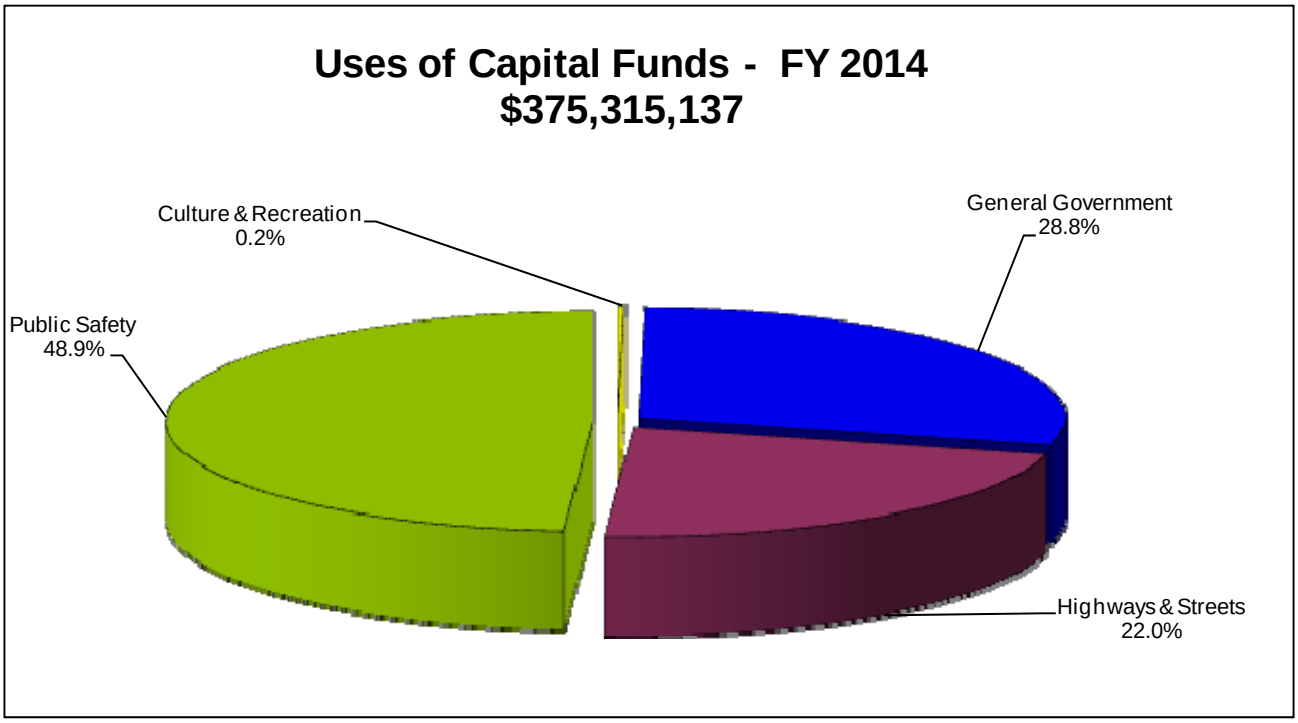
The most common examples include the purchase of land and buildings as well as construction of buildings, roads, and bridges. Sources of funding for Capital Improvement Projects may include voter-approved bonds, voter-authorized taxes, other forms of long-term financing such as Certificates of Participation (COPs), operating funds, contributions from other public and private entities, and grants.

The County's CIP is divided into three parts: Facility CIP, Technology CIP and Transportation CIP. The Facility CIP includes typical land and building improvements as described above. The Technology CIP includes the major technology projects that substantially impact the way the County does business. Project codes allow the County to segregate all costs associated with a project, which then allows Finance to appropriately capitalize the expenses. The Transportation CIP, more commonly known as the Transportation Improvement Program (TIP), includes projects that are associated with roads and bridges. The County groups similar individual projects into funding bins that is the level at which the Board of Supervisors approves funding. The bin system allows the Department to shift resources between individual projects providing for a more efficient operation.

The CIP spans a five-year period beginning with Fiscal Year 2014 and ending Fiscal Year 2018. The total anticipated cost for projects presented in the FY 2014 CIP is $1.15 billion.



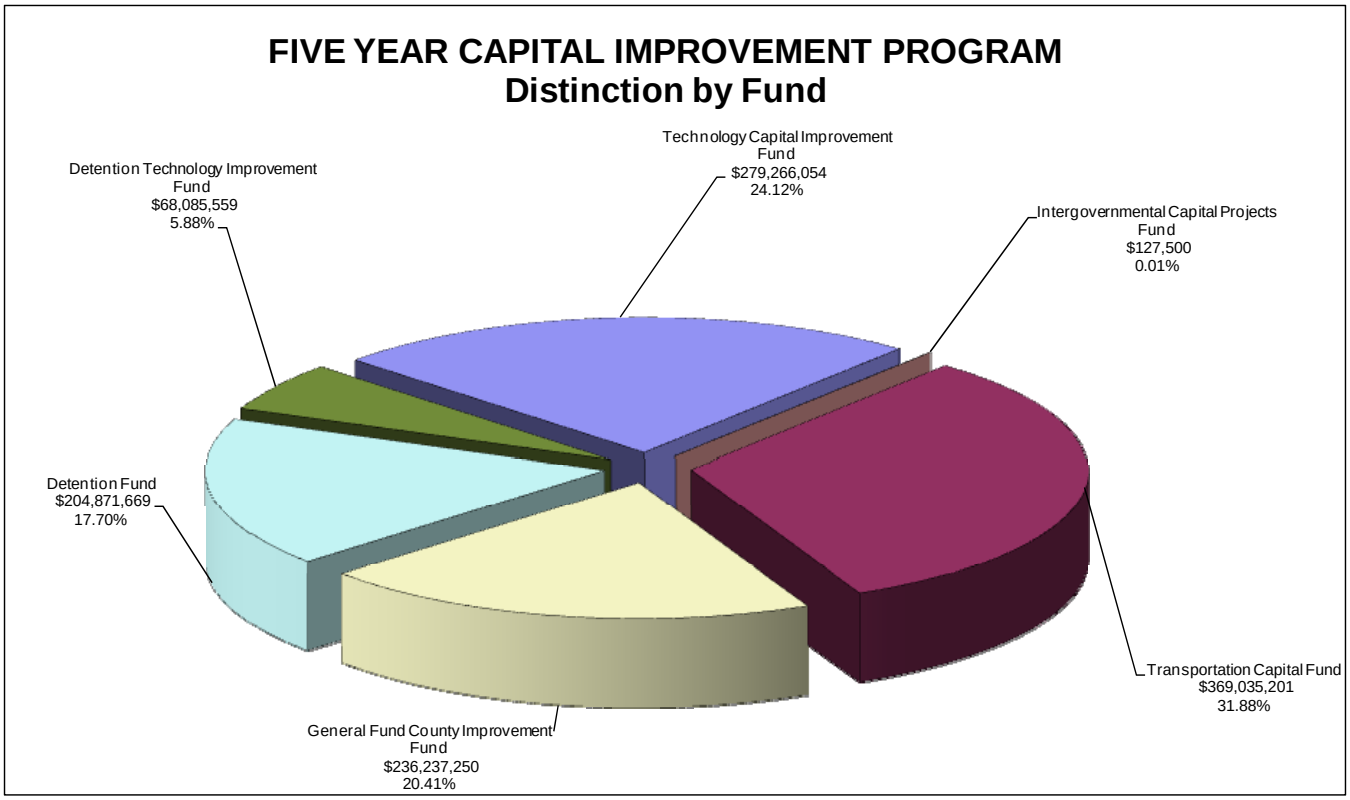
The largest portion of expenditures for the County's five-year Capital Improvement Program is the new Sheriff's Office Headquarters and other public safety related projects with 48.6% of the total. General Government Projects, including Technology, make up the second largest portion of the Capital Improvement Program, at 29.3% of the total. The remaining 22.1% encompasses funding for Transportation Projects (Highways and Streets) and Culture and Recreation.



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 2013 Capital Improvement Program.

FY 2014 CAPITAL IMPROVEMENT PROGRAM
Five-Year Total By Fund

CIP Allocation by Fund	ADOPTED FY 2013 THROUGH FY 2017	ADOPTED FY 2014 THROUGH FY 2018	(Increase)/ Decrease
General Fund			
422 INTERGOVERNMENTAL CAPITAL PROJECTS	$ 124,999	$ 127,500	$ (2,501)
445 GENERAL FUND COUNTY IMPROVEMENT	209,661,967	236,237,250	(26,575,283)
460 TECHNOLOGY CAPITAL IMPROVEMENT	233,701,535	279,266,054	(45,564,519)
Subtotal General Fund	$ 443,488,501	$ 515,630,804	$ (72,142,303)
Special Revenue			
234 TRANSPORTATION CAPITAL PROJECT	$ 345,432,960	$ 369,035,201	$ (23,602,241)
455 DETENTION CAPITAL PROJECTS	124,512,503	204,871,669	(80,359,166)
461 DETENTION TECHNOLOGY IMPROVEMENT	41,426,549	68,085,559	(26,659,010)
Subtotal Special Revenue	$ 511,372,012	$ 641,992,429	$ (130,620,417)
TOTAL MARICOPA COUNTY	**$ 954,860,513**	**$ 1,157,623,233**	**$ (202,762,720)**



Capital Projects Budget

The capital projects budget is Year 1 of the Five-Year Capital Improvement Program. The FY 2014 Maricopa County Capital Projects Adopted budget is $375 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 2013 expenditures are shown in the table below.

CAPITAL BUDGET BY FUND

FUND	FY 2013 ADOPTED	FY 2013 REVISED	FY 2013 FORECASTED	FY 2014 ADOPTED
General Fund				
422 INTERGOVERNMENTAL CAPITAL PROJECTS	$ 124,999	$ 124,999	$ -	$ 127,500
445 GENERAL FUND COUNTY IMPROVEMENT	63,478,837	66,882,457	26,736,202	51,076,289
460 TECHNOLOGY CAPITAL IMPROVEMENT	115,575,079	115,575,079	42,716,547	162,185,773
Subtotal General Fund	$ 179,178,915	$ 182,582,535	$ 69,452,749	$ 213,389,562
Special Revenue				
234 TRANSPORTATION CAPITAL PROJECT	$ 103,932,010	$ 103,932,010	$ 86,123,718	$ 82,089,011
455 DETENTION CAPITAL PROJECTS	66,512,503	66,512,503	16,977,403	20,775,000
461 DETENTION TECHNOLOGY IMPROVEMENT	37,174,214	39,674,214	2,468,734	59,061,564
Subtotal Special Revenue	$ 207,618,727	$ 210,118,727	$ 105,569,855	$ 161,925,575
TOTAL MARICOPA COUNTY	**$ 386,797,642**	**$ 392,701,262**	**$ 175,022,604**	**$ 375,315,137**

Operating and Capital Budgets – Their Relationship

A direct relationship exists between Maricopa County's capital and operating budgets. Operating cost estimates are the anticipated annual costs to operate facilities and improvements upon completion or acquisition. Completed capital projects generally require additional operating budget resources for upkeep, maintenance, security, and other costs associated with additional acreage, mileage, or space.

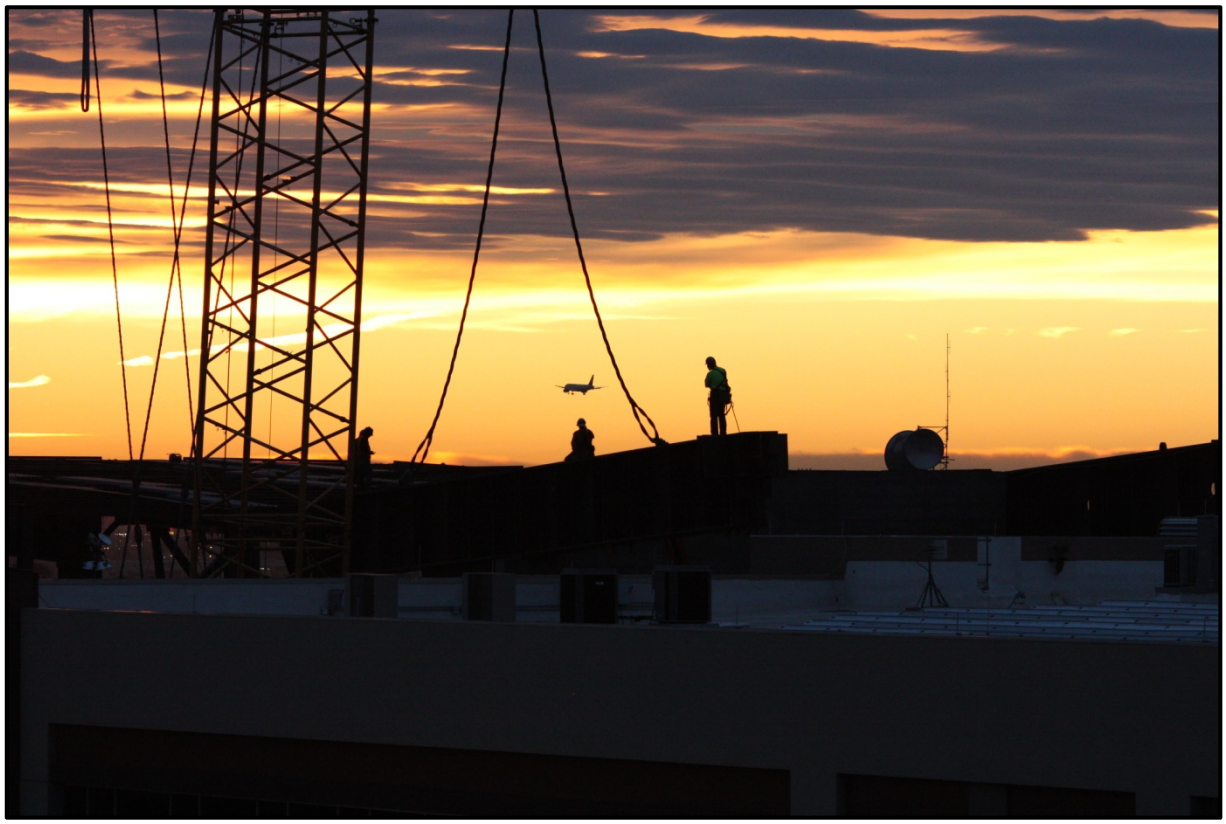
Future operating costs related to new facilities constructed or acquired through the CIP are carefully considered before project commitments are made. This is a particularly important budgetary consideration with the new detention and Court facilities. It is the County's philosophy and policy that new capital projects will be undertaken only if future operating revenues are reasonably estimated to be sufficient to support associated future operating costs. Operating costs associated with new facilities are budgeted by the user department in conjunction with the Facilities Management Department. Estimated operating costs, as well as anticipated savings in lease costs and operating costs of facilities to be replaced are factored into the County's ten-year financial forecast.

The estimated annual operating costs for the new general fund and detention facilities include utility costs, housekeeping, general maintenance commodities, and janitorial contracts. Also included are user department operating net costs that may result from the construction of the project, such as additional staff and operating supplies and services. The following table illustrates the estimated ongoing operating costs associated with the new facilities constructed or acquired through the CIP.

The Sheriff's Headquarters' leased space was previously fully funded through the general fund; however, the on-going operations and maintenance of the newly constructed facility will be shared by the detention fund, realizing a future savings to the general fund in on-going operating costs.

NEW FACILITY OPERATING AND MAINTENANCE COST IMPACT	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
GENERAL FUND PROJECTS					
Maricopa Regional Trail System	$ 113,983	$ 124,256	$ 117,478	$ 117,477	$ 119,562
Sheriff's Headquarters Project	(182,122)	(161,367)	(139,560)	(116,648)	(92,574)
General Fund Total	**$ (68,139)**	**$ (37,111)**	**$ (22,082)**	**$ 829**	**$ 26,988**

NEW FACILITY OPERATING AND MAINTENANCE COST IMPACT	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
DETENTION FUND PROJECTS					
Sheriff's Headquarter Project	$ 587,500	$ 587,500	$ 587,500	$ 587,500	$ 587,500
Detention Fund Subtotal	**$ 587,500**	**$ 1,175,000**	**$ 587,500**	**$ 587,500**	**$ 587,500**



Intergovernmental and County Facility Improvement Capital Projects - General Fund and Special Revenue Funds

Summary

In general, capital projects are budgeted separately from the operating budget in a series of capital project funds. During FY 2000, the Board adopted a policy (A1920) establishing a formal review and approval process for Capital Improvement Program project requests, excluding the Transportation Department, which has previously established processes for capital improvement plans. This policy requires each department to submit to the Facilities Review Committee (FRC) proposals for potential projects that may be undertaken during the next five-year period, regardless of the source of funds or building delivery method.

The FRC is comprised of the Facilities Management Director, senior representatives from the Office of Management and Budget (OMB), representatives from the Judicial Branch and Elected Offices, and a representative from the Department of Finance. The committee also includes an Elected Official and an at-large representative, both of whom are committee appointees.

The process begins with the FRC approving instructions to be used for Capital Improvement Program project requests for the coming year. The instructions are typically provided no later than June 30th. By September 1st of each year, departmental requests need to be submitted to the FRC using the Justification Approval Request format. Departmental requests are not considered without an approved facilities master plan.

There are five phases in the Capital Budget and Planning Process:

1. Justification
2. Concept
3. Design
4. Construction
5. Occupancy

There are specific requirements for each phase as outlined in the aforementioned policy. Recommended projects are entered into the CIP in the latter portion of the concept phase and before the design phase. The new policy has resulted in more consistency and efficiency in capital project planning and implementation. It also ensures that projects are congruent with Countywide, long-term goals and initiatives.

Project Detail

One capital project is budgeted for support from the Intergovernmental Capital Projects Fund (422), nine (9) projects are moving forward in FY 2014 with support from the General Fund (445), and three (3) capital projects in the Detention Capital Project Fund (455). The projects are as follows:

422 INTERGOVERNMENTAL CAP PROJ	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
MARICOPA REGIONAL TRAIL SYSTEM	$ 996,937	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 996,937
VULTURE MOUNTAIN STUDY	50,001	-	127,500	-	-	-	-	127,500	177,501
TOTAL FUND 422	**$ 1,046,938**	**$ -**	**$ 127,500**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 127,500**	**$ 1,174,438**

445 GENERAL FUND CTY IMPROV	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
CLERK OF SUP COURT REMODEL	$ 2,216,874	$ 7,245,141	$ 915,002	$ -	$ -	$ -	$ -	$ 915,002	$ 10,377,017
COURT TOWER	202,475,085	1,537,220	3,411,526	-	-	-	-	3,411,526	207,423,831
EAST COURT IMPROVEMENTS	-	2,000,855	9,229,539	-	-	-	-	9,229,539	11,230,394
ELECTIONS RESERVE	-	-	-	7,039,749	-	-	-	7,039,749	7,039,749
MARICOPA REGIONAL TRAIL SYSTEM	2,740,332	388,892	671,440	582,886	503,807	112,643	-	1,870,776	5,000,000
PROJECT RESERVE COURT TOWER	-	-	-	-	401,770	-	8,200,127	8,601,897	8,601,897
PROJECT RESERVE MCSO HQ	-	-	-	-	-	-	352,500	352,500	352,500
SECURITY BUILDING	-	1,830,534	4,135,324	-	-	-	-	4,135,324	5,965,858
SHERIFF HQ PROJECT	7,375,134	10,423,405	25,665,021	-	-	-	-	25,665,021	43,463,560
SOUTHWEST JUSTICE COURTS	-	150,000	3,884,060	-	-	-	-	3,884,060	4,034,060
SWAT COVERED PARKING	-	75,000	3,102,086	-	-	-	-	3,102,086	3,177,086
VULTURE MOUNTAIN	37,709	-	62,291	-	-	-	-	62,291	100,000
RESERVES	-	-	-	-	-	-	73,267,479	73,267,479	73,267,479
OTHER	-	-	-	-	-	-	94,700,000	94,700,000	94,700,000
TOTAL FUND 445	**$ 214,845,134**	**$ 23,651,047**	**$ 51,076,289**	**$ 7,622,635**	**$ 905,577**	**$ 112,643**	**$ 176,520,106**	**$ 236,237,250**	**$ 474,733,431**

455 DETENTION CAPITAL PROJECTS	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
COURT TOWER	$ 28,391,973	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 28,391,973
FOURTH AVENUE JAIL PROJECTS	-	325,000	2,410,000	-	-	-	-	2,410,000	2,735,000
LOWER BUCKEYE JAIL PROJECTS	-	350,000	3,365,000	-	-	-	-	3,365,000	3,715,000
SHERIFF HQ PROJECT	-	15,000,000	15,000,000	-	-	-	-	15,000,000	30,000,000
PROJECT RESERVE - SHERIFF'S HQ MM	-	-	-	-	-	-	587,500	587,500	587,500
PROJECT RESERVE	-	-	-	-	-	-	183,509,169	183,509,169	183,509,169
TOTAL FUND 455	**$ 28,391,973**	**$ 15,675,000**	**$ 20,775,000**	**$ -**	**$ -**	**$ -**	**$ 184,096,669**	**$ 204,871,669**	**$ 248,938,642**

Recently Completed Projects

ALL CAPITAL FUNDS	Previous Actuals	Projected FY 2013	Total Project	Completion
MCSO Crime Lab Relocation	$ 4,206,938	$ -	$ 4,206,938	Sep-11
Chambers Swing Space Remodel	2,045,860	-	2,045,860	Feb-12
South Court Tower	325,643,120	4,948,746	330,591,866	Jun-12
Old Courthouse Remodel/Rehabilitation	1,897,024	153,281	2,050,305	Aug-12
Southeast Facility Remodel	1,676,718	808,438	2,485,156	Feb-13
Energy Conservation Projects	25,899,116	3,436,843	29,335,959	Mar-13
Board of Supervisors Audio/Visual Upgrade	$ -	$ 979,453	$ 979,453	May-13
TOTAL	**$ 361,368,775**	**$ 10,326,761**	**$ 371,695,536**	

Clerk of the Superior Court Remodel

Project Location:	201 W. Jefferson Street - Phoenix
County District:	5
Managing Department:	Facilities Management
Project Partner(s):	Clerk of the Superior Court
Scheduled Completion Date:	July, 2013

Project Description

The remodel project is designed to update and bring into compliance the Clerk of the Superior Court space located in the Central and West Court buildings. The existing space requires environmental remediation, refurbishment and a new configuration to come into compliance with the current ADA and Maricopa County space standards. The first phase has been completed and the final phase is underway.

Purpose Statement

The purpose of the Facility Construction Management Activity is to provide new, retrofitted, renovated or remodeled facility project delivery services to Maricopa County Departments so they can occupy facilities that meet their functional needs and are delivered within budget and on schedule to deliver services to residents. The remodel will enhance the Clerk of the Court's ability to meet their docketing and case filing needs.

Strategic Goals Addressed

By June 30, 2014, Facilities Management will meet the increasing demands for public works services by constructing 85% of County facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Capital Facilities Development

Strategic Plan Activities Supported

- Facility Construction Management

Result Measures

RESULT MEASURE	FY 2012 Actual	FY 2013 Forecast	FY 2014 Projected with Capital Improvement
Percent of new, retrofitted, renovated or remodeled facility projects delivered according to the project schedule established with the customer	93%	93%	93%

Funding/Cost Summary

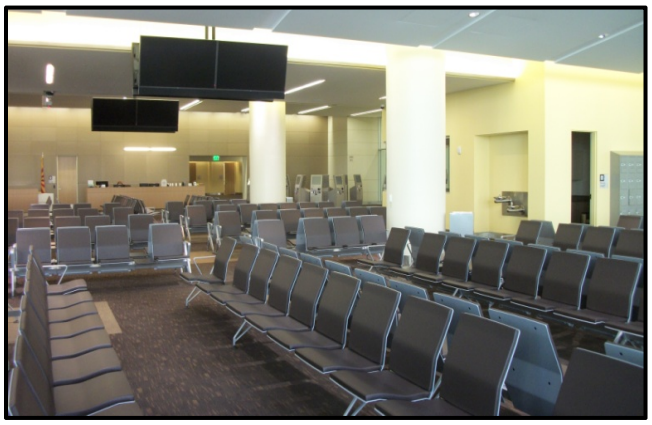
CLERK OF SUP COURT REMODEL	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	$ 2,216,874	$ 7,245,141	$ 915,002	$ -	$ -	$ -	$ -	$ 915,002	$ 10,047,017
Project Total	**$ 2,216,874**	**$ 7,245,141**	**$ 915,002**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 915,002**	**$ 10,047,017**

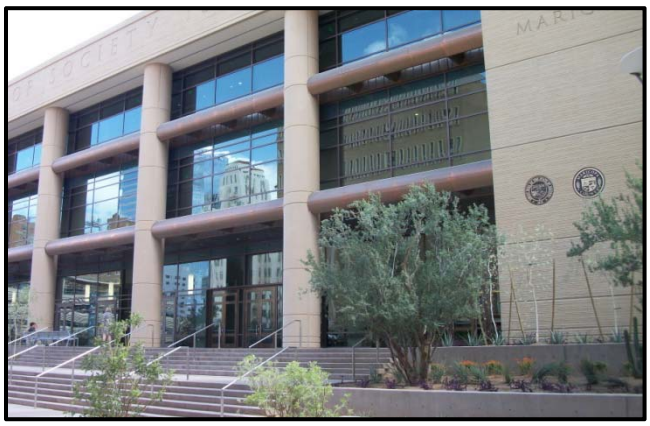
Operating Cost Summary

There is no operating cost impact, as the equivalent staff will be relocating to the newly remodeled space.

Court Tower

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





Project Description

The new Court Tower was dedicated on February 14, 2012, and began full court operations the same month. Final closeout of the project continues with moderate additions/corrections remaining. The carryover funding will provide the opportunity to revisit items that were put on hold as the project closed out. It is anticipated that the project will come in two to three percent below the original budget of $340 million.

Purpose Statement

The purpose of the Facility Construction Management Activity is to provide new, retrofitted, renovated or remodeled facility project delivery services to Maricopa County Departments so they can occupy facilities that meet their functional needs and are delivered within budget and on schedule to deliver services to residents. The new Court Tower will serve as the anchor facility for the full service downtown courthouse square. As a key component of that design, it is instrumental in providing improved accessibility, more efficient and effective court services to the public while addressing Maricopa County's rapidly growing population.

Strategic Goals Addressed

By June 30, 2014, 85% of the Superior Court users surveyed agree that the Court treats its customers with fairness, equality and respect.

By June 30, 2014, 90% of the Superior Court users surveyed agree that the Court is accessible.

Strategic Plan Programs Supported

- Criminal Justice

Strategic Plan Activities Supported

- Felony Adjudication

Result Measures

Measure	FY 2012 Year-To-Date Actual	FY 2012 Year-End Projected	FY 2013 Projected with Capital Improvement
Percent of General Felony Cases resolved	81.4%	81.4%	82.0%
Percent of General Felony Cases resolved within 180 days	81.0%	81.0%	82.0%

Funding/Cost Summary

COURT TOWER	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
440 - FINANCING SERIES 2007	$ 48,269,919	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 48,269,919
441 - FINANCING SERIES 2008	46,506,143	-	-	-	-	-	-	-	46,506,145
445 - GENERAL FUND CTY IMPROV	202,475,085	1,537,220	3,411,526	-	-	-	-	3,411,526	207,423,829
455 - DETENTION CAPITAL PROJECTS	28,391,973	-	-	-	-	-	-	-	28,391,973
Project Total	**$ 325,643,120**	**$ 1,537,220**	**$ 3,411,526**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,411,526**	**$ 330,591,866**

East Court Building Improvements

Project Location: 101 W. Jefferson - Phoenix
County District: 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: June, 2015

Project Description

This project provides for the demolition and asbestos abatement on Floors 6-9 of the East Court Building. It includes the design and build out of the 6th floor after abatement.

This is the final abatement required in the East Court Building, which was constructed in 1965. It will result in open shelled space for three additional floors for future development as required by the County and the Superior Court.

Purpose Statement

The purpose of the Facility Construction Management Activity is to provide new, retrofitted, renovated or remodeled facility project delivery services to Maricopa County Departments so they can occupy facilities that meet their functional needs and are delivered within budget and on schedule to deliver services to residents.

Strategic Goals Addressed

By June 30, 2014, Facilities Management will meet the increasing demands for facility services by constructing 85% of County facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Capital Facilities Development

Strategic Plan Activities Supported

- Facility Construction Management

Results Measures

RESULT MEASURE	FY 2012 Actual	FY 2013 Forecast	FY 2014 Projected with Capital Improvement
Percent of new, retrofitted, renovated or remodeled facility projects delivered according to the project schedule established with the customer	93%	93%	93%

Funding/Cost Summary

EAST COURT IMPROVEMENTS	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
GENERAL FUND CTY IMPROV	$ -	$ 2,000,855	$ 9,229,539	$ -	$ -	$ -	$ -	$ 9,229,539	$ 11,230,394
Project Total	**$ -**	**$ 2,000,855**	**$ 9,229,539**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 9,229,539**	**$ 11,230,394**

Fourth Avenue Jail Projects

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

Project Description

There are two adopted projects regarding jail improvements that will occur at the Fourth Avenue Jail. One is for cell door release modifications to upgrade obsolete components of the door release mechanism to current standards, and the other is to create safe cells to convert two cells to specialty segregated population requirements. Both these projects will also be occurring at the Lower Buckeye Jail.

Purpose Statement

The purpose of the Facility Construction Management Activity is to provide new, retrofitted, renovated or remodeled facility project delivery services to Maricopa County Departments so they can occupy facilities that meet their functional needs and are delivered within budget and on schedule to deliver services to residents.

Strategic Goals Addressed

Capital Project Delivery. By June 30, 2014, Facilities Management will meet the increasing demands for facility services by constructing 85% of County facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Capital Facilities Development

Strategic Plan Activities Supported

- Facility Construction Management

Result Measures

RESULT MEASURE	FY 2012 Actual	FY 2013 Forecast	FY 2014 Projected with Capital Improvement
Percent of new, retrofitted, renovated or remodeled facility projects delivered according to the project schedule established with the customer	93%	93%	93%

Funding/Cost Summary

FOURTH AVENUE JAIL	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
5030 - Flat Cell Conversion	$ -	$ 75,000	$ 215,000					$ 215,000	$ 290,000
5031 - Cell Door Release	-	250,000	2,195,000					2,195,000	2,445,000
455 - Detention Capital Project Total	**$ -**	**$ 325,000**	**$ 2,410,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,410,000**	**$ 2,735,000**

Lower Buckeye Jail Projects

Project Location: 3250 W. Lower Buckeye Rd.
County District: 5
Managing Department: Facilities Management
Project Partner(s): Sheriff's Office
Scheduled Completion Date: June, 2014

Project Description

There are two adopted projects regarding jail improvements that will occur at the Lower Buckeye Jail. One is for cell door release modifications to upgrade obsolete components of the door release mechanism to current standards and the other is to create safe cells by converting eight cells to specialty segregated population requirements. Both these projects will also be occurring at the Fourth Avenue Jail.

Purpose Statement

The purpose of the Facility Construction Management Activity is to provide new, retrofitted, renovated or remodeled facility project delivery services to Maricopa County Departments so they can occupy facilities that meet their functional needs and are delivered within budget and on schedule to deliver services to residents.

Strategic Goals Addressed

Capital Project Delivery. By June 30, 2014, Facilities Management will meet the increasing demands for facility services by constructing 85% of County facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Capital Facilities Development

Strategic Plan Activities Supported

- Facility Construction Management

Result Measures

RESULT MEASURE	FY 2012 Actual	FY 2013 Forecast	FY 2014 Projected with Capital Improvement
Percent of new, retrofitted, renovated or remodeled facility projects delivered according to the project schedule established with the customer	93%	93%	93%

Funding/Cost Summary

LOWER BUCKEYE JAIL	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
5023 - Flat Cell Conversion	$ -	$ 250,000	$ 2,305,000					$ 2,305,000	$ 2,555,000
5022 - Cell Door Release	-	100,000	1,060,000					1,060,000	1,160,000
455 - Detention Capital Project Total	**$ -**	**$ 350,000**	**$ 3,365,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,365,000**	**$ 3,715,000**

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 Description

The Maricopa Trail program will design and build a regional trail to connect the Maricopa County Parks with a shared use, non-motorized linear park experience. It will link communities and assist them in becoming more livable by creating open space corridors to protect natural and cultural resources. It will provide enhanced health, educational, multimodal travel, tourism and recreational opportunities for residents and visitors.

The regional trail system was conceived by the Board of Supervisors as an opportunity for valley-wide community members to access the trail from their neighborhoods. It is dedicated to the community-at-large at no cost to the public. Some people may not be able to afford to go the regional parks frequently, but they will enjoy the trail nearby. Many people move to the Valley to enjoy the desert environment, so this trail system sets aside open space of regional significance.

The Maricopa County Regional Trail System Plan was adopted by the Board of Supervisors in 2004. Early funding was utilized to purchase State trust land. 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 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 plans to build 21.2 miles of trail.

Purpose Statement

The purpose of the Maricopa Trail project is to provide an accessible outdoor recreational experience for the people who live and work locally, so they may travel along the trail as a pathway to the Parks. In addition, it will provide open space corridors to protect natural and cultural resources from commercial development.

Strategic Goals Addressed

- By the end of FY 2015, increase the number of park users by 10% over FY 2009 to expose more of the regional population to nature and inspire an appreciation for the Sonoran Desert and natural open spaces.

- By the end of FY 2014, the regional park system will increase by 8% (10,000 acres) over FY 2009, providing additional open space experiences, wildlife habitats, natural vistas and recreational opportunities for our visitors to preserve natural open space areas, protecting our cultural and natural habitats to preserve a high quality of life for current and future residents and visitors of Maricopa County.

Strategic Plan Programs Supported

- Park Education and Recreation
- Park Support

Strategic Plan Activities Supported

- Recreation Activity
- Development Activity

Result Measures

RESULT MEASURE	FY 2012 Actual	FY 2013 Forecast	FY 2014 Projected with Capital Improvement
Percent Increase in Trail Miles over Previous Year	18.4%	18.4%	20.7%
Percent of Trail Enhancement Projects Completed	89.4%	87.3%	100.0%

Funding/Cost Summary

MARICOPA REGIONAL TRAIL	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
INTERGOVERNMENTAL CAP PROJ	996,937	-	-	-	-	-	-	-	996,937
GENERAL FUND CTY IMPROV	2,740,332	388,892	671,440	582,886	503,807	112,643	-	1,870,776	5,000,000
Project Total	**$ 3,737,269**	**$ 388,892**	**$ 671,440**	**$ 582,886**	**$ 503,807**	**$ 112,643**	**$ -**	**$ 1,870,776**	**$ 5,996,937**

Operating Cost Summary

	FY 2013	Year 1 FY2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018
Current Managing Dept Operating Costs						
Personal Services	$ 154,620	$ 162,351	$ 170,469	$ 178,992	$ 187,942	$ 191,701
Supplies & Services	600,000	500,000	500,000	200,000	200,000	200,000
Capital Outlay	-	-	-	-	-	-
Total	$ 754,620	$ 662,351	$ 670,469	$ 378,992	$ 387,942	$ 391,701
Post-Construction Managing Dept Operating Costs						
Personal Services	$ -	$ 256,334	$ 274,725	$ 283,249	$ 292,198	$ 298,042
Supplies & Services	-	520,000	520,000	213,221	213,221	213,221
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 776,334	$ 794,725	$ 496,470	$ 505,419	$ 511,263
Net Operating Cost Increase (post less current)						
Personal Services	$ (154,620)	$ 93,983	$ 104,256	$ 104,257	$ 104,256	$ 106,341
Supplies & Services	(600,000)	20,000	20,000	13,221	13,221	13,221
Capital Outlay	-	-	-	-	-	-
Total	$ (754,620)	$ 113,983	$ 124,256	$ 117,478	$ 117,477	$ 119,562

Security Building

Project Location: 234 N. Central Ave - Phoenix
County District: 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: March, 2014

Project Description

This project includes the build-out of 1st and 2nd floor, mezzanine, 8th, and 9th floor space in the historic Security Building.

The first phase of the project will be to build out the 1st and 2nd floor and mezzanine space for the relocation of the Office of Legal Advocate from rented space into County owned facilities, thus saving County dollars into the future. In addition, tenant improvements will be done for conference and training space on the 8th and 9th floors.

Purpose Statement

The purpose of the Facility Construction Management Activity is to provide new, retrofitted, renovated or remodeled facility project delivery services to Maricopa County Departments so they can occupy facilities that meet their functional needs and are delivered within budget and on schedule to deliver services to residents.

Strategic Goals Addressed

By June 30, 2014, Facilities Management will meet the increasing demands for facility services by constructing 85% of County facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Capital Facilities Development

Strategic Plan Activities Supported

- Facility Construction Management

Results Measures

RESULT MEASURE	FY 2012 Actual	FY 2013 Forecast	FY 2014 Projected with Capital Improvement
Percent of new, retrofitted, renovated or remodeled facility projects delivered according to the project schedule established with the customer	93%	93%	93%

Funding/Cost Summary

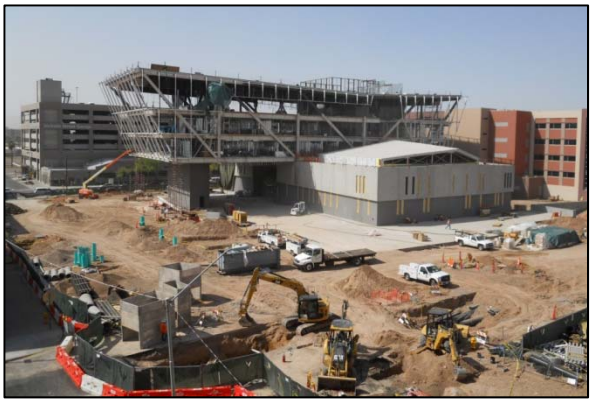
SECURITY BUILDING TENANT IMPROVEMENTS	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
GENERAL FUND CTY IMPROV	-	1,830,534	4,135,324	-	-	-	-	4,135,324	5,965,858
Project Total	**$ -**	**$ 1,830,534**	**$ 4,135,324**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,135,324**	**$ 5,965,858**

Sheriff's Headquarters Project

Project Location: 550 West Jackson Street
County District: 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: February, 2014

Project Description

The project is to provide a newly constructed facility to house the operations of the Maricopa County Sheriff's Executive Headquarters as well as new space for the Emergency 911 Call Center and MCSO Communications Operations.



Purpose Statement

The purpose of the Facility Construction Management Activity is to provide new, retrofitted, renovated or remodeled facility project delivery services to Maricopa County Departments so they can occupy facilities that meet their functional needs and are delivered within budget and on schedule to deliver services to residents.

Strategic Goals Addressed

By June 30, 2014, Facilities Management Department will meet the increasing demands for facility services by constructing 85% of County facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Capital Facilities Development

Strategic Plan Activities Supported

- Facility Construction Management

Result Measures

RESULT MEASURE	FY 2012 Actual	FY 2013 Forecast	FY 2014 Projected with Capital Improvement
Percent of new, retrofitted, renovated or remodeled facility projects delivered according to the project schedule established with the customer	93%	93%	93%

Funding/Cost Summary

SHERIFF HQ PROJECT	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
445 - GENERAL FUND CTY IMPROV	$ 7,375,134	$ 10,423,405	$ 25,665,021	$ -	$ -	$ -	$ -	$ 25,665,021	$ 43,463,560
455 - DETENTION CAPITAL PROJECTS	-	15,000,000	15,000,000	-	-	-	-	15,000,000	30,000,000
Project Total	**$ 7,375,134**	**$ 25,423,405**	**$ 40,665,021**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 40,665,021**	**$ 73,463,560**

Operating Cost Summary

The overall operating maintenance of the new building is offset by the reduction in lease expense costs that would have continued had the new construction not occurred.

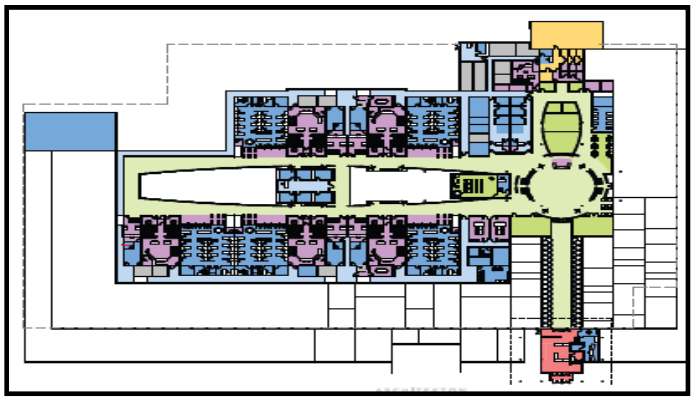
	FY 2013	Year 1 FY2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018
Current Managing Dept Operating Costs						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	989,349	1,000,272	1,030,280	1,061,189	1,093,024	1,125,815
Capital Outlay	-	-	-	-	-	-
Total	$ 989,349	$ 1,000,272	$ 1,030,280	$ 1,061,189	$ 1,093,024	$ 1,125,815
Post-Construction Managing Dept Operating Costs						
Personal Services	$ -	$ 134,097	$ 138,120	$ 142,264	$ 146,531	$ 150,927
Supplies & Services	-	1,271,553	1,318,293	1,366,865	1,417,345	1,469,814
Capital Outlay	-	940,000	940,000	940,000	940,000	940,000
Total	$ -	$ 2,345,650	$ 2,396,413	$ 2,449,129	$ 2,503,876	$ 2,560,741
Net Operating Cost Increase (post less current)						
Personal Services	$ -	$ 134,097	$ 138,120	$ 142,264	$ 146,531	$ 150,927
Supplies & Services	(989,349)	271,281	288,013	305,676	324,321	343,999
Capital Outlay	-	-	-	-	-	-
Total	$ (989,349)	$ 405,378	$ 426,133	$ 447,940	$ 470,852	$ 494,926

Southwest Co-located Justice Courts

Project Location: Avondale
County District: 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: TBD

Project Description

The project is for the design of the Maricopa County Southwest Co-located Justice Courts. The project will provide architectural design, civil engineering and soil testing and the production of construction documents necessary for 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.



Purpose Statement

The purpose of the Facility Construction Management Activity is to provide new, retrofitted, renovated or remodeled facility project delivery services to Maricopa County Departments so they can occupy facilities that meet their functional needs and are delivered within budget and on schedule to deliver services to residents.

Strategic Goals Addressed

By June 30, 2014, Facilities Management will meet the increasing demands for facility services by constructing 85% of County facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Capital Facilities Development

Strategic Plan Activities Supported

- Facility Construction Management

Result Measures

RESULT MEASURE	FY 2012 Actual	FY 2013 Forecast	FY 2014 Projected with Capital Improvement
Percent of new, retrofitted, renovated or remodeled facility projects delivered according to the project schedule established with the customer	93%	93%	93%

Funding/Cost Summary

SOUTHWEST CO-LOCATED JUSTICE COURTS	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
GENERAL FUND CTY IMPROV	-	150,000	3,884,060	-	-	-	-	3,884,060	4,034,060
Project Total	**$ -**	**$ 150,000**	**$ 3,884,060**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,884,060**	**$ 4,034,060**

SWAT Covered Parking

Project Location: Durango Complex
County District: 5
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: March, 2014

Project Description

The project is to provide an enclosed, climate-controlled covered parking structure for the Sheriff's Office SWAT equipment and General Investigations Division vehicles.

Purpose Statement

The purpose of the Facility Construction Management Activity is to provide new, retrofitted, renovated or remodeled facility project delivery services to Maricopa County Departments so they can occupy facilities that meet their functional needs and are delivered within budget and on schedule to deliver services to residents.

Strategic Goals Addressed

Capital Project Delivery. By June 30, 2014, Facilities Management will meet the increasing demands for facility services by constructing 85% of County facilities improvement projects planned to be completed on time.

Strategic Plan Programs Supported

- Capital Facilities Development

Strategic Plan Activities Supported

- Facility Construction Management

Result Measures

RESULT MEASURE	FY 2012 Actual	FY 2013 Forecast	FY 2014 Projected with Capital Improvement
Percent of new, retrofitted, renovated or remodeled facility projects delivered according to the project schedule established with the customer	93%	93%	93%

Funding/Cost Summary

SHERIFF'S COVERED PARKING	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
GENERAL FUND CTY IMPROV	-	75,000	3,102,086	-	-	-	-	3,102,086	3,177,086
Project Total	**$ -**	**$ 75,000**	**$ 3,102,086**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,102,086**	**$ 3,177,086**

Vulture Mountain Study

Project Location:	Wickenburg
County District:	4
Managing Department:	Parks & Recreation
Project Partner(s):	Bureau of Land Management
Scheduled Completion Date:	June 30, 2014

Project Description

In January 2012, the Board of Supervisors approved Maricopa County Parks and Recreation's Vulture Mountains Cooperative Recreation Area Master Plan. This is a multi-year and phased response to the public's desire for additional access to park lands. When complete, this will add about 71,000 acres to the County Park system. Bureau of Land Management (BLM) requires an area master plan to be completed for the area prior to any patent action and Parks submitted land patent applications to BLM in mid-2012 to secure the areas needed for trailheads and campsites. The next step is to perform an environmental assessment on these areas. Parks is also working with The Nature Conservancy's Hassayampa River Preserve to develop a cooperative management agreement prior to accepting the Preserve as a donation. This agreement will outline the details of how the Preserve will be managed, including what new facilities may be built.

Funding will be required to begin implementation of park infrastructure for Phase 1 – Hassayampa River Day Use Area. At this time, initial infrastructure costs are estimated at approximately $3,850,000 for years FY 2014 – FY 2017.

Purpose Statement

The purpose of the Vulture Mountain Cooperative Recreation Area project is to move forward with acquiring and managing the area as a county-managed park for both residents and visitors so they will have natural open space preserved into the future. The area is currently being managed under BLM's multiple use philosophy, which allows mining, cattle grazing, off-highway vehicle use and a wide variety of other recreational uses in a relatively unsupervised manner. As the County continues to grow in and around the Wickenburg area, more active management will be required to preserve the integrity of the area. Protecting the area as a County-managed recreation area will allow for greater management of the site resulting in more controlled use of the area and greater visitor and resident satisfaction. Maricopa County Parks and BLM have been working with the Town of Wickenburg to assure quality of

life and economic benefits provided by the area will be enhanced through park development and management, while preserving the unique western flavor of the community.

Strategic Goals Addressed

By the end of FY 2014, the regional park system will increase by 8% (10,000 acres) over FY 2009, providing additional open space experiences, wildlife habitats, natural vistas and recreational opportunities for our visitors to preserve natural open space areas, protecting our cultural and natural habitats to preserve a high quality of life for current and future residents and visitors of Maricopa County.

Strategic Plan Programs Supported

- Park Education and Recreation
- Park Support

Strategic Plan Activities Supported

- Recreation Activity
- Development Activity

Result Measures

RESULT MEASURE	FY 2012 Actual	FY 2013 Forecast	FY 2014 Projected with Capital Improvement
Percent Increase Regional Park Acreage over Previous Year	0.13%	0.13%	59.31%
Percent of Capital Improvement Projects Initiated	28.0%	28.0%	50.0%

Funding/Cost Summary

VULTURE MOUNTAIN	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
422 - INTERGOVERNMENTAL CAP PROJ	50,001	-	127,500	-	-	-	-	127,500	177,501
445 - GENERAL FUND CTY IMPROV	37,709	-	62,291	-	-	-	-	100,000	100,000
Project Total	**$ 87,710**	**$ -**	**$ 189,791**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 227,500**	**$ 277,501**

Operating Cost Summary

Operational costs associated with Vulture Mountain acquisition include funding various studies/research associated with the Hassayampa River Preserve, hiring a Park Supervisor, and beginning basic installation of park amenities including picnic tables, shade structures, restroom facilities, etc.

Technology Capital Improvement Program

Summary

Technology capital improvement projects are budgeted in both the Technology Improvement Fund (460) and the Detention Technology Improvement Fund (461). The projects typically require more than one year to complete and these funds are utilized to capture all costs associated with the project so that the Finance Department can appropriately capitalize the projects.

Project Detail

A total of 13 capital projects are identified as follows:

460 TECHNOLOGY CAP IMPROVEMENT	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
BIX ROOM BYTE INFO EXCHANGE	$ -	$ -	$ 200,000	$ -	$ -	$ -	$ -	$ 200,000	$ 200,000
COMPUTER AIDED MASS APPRAISAL	-	-	2,421,367	-	-	-	-	2,421,367	2,421,367
CONTACT CENTER SYSTEM	2,674,060	761,887	1,023,801	-	-	-	-	1,023,801	4,459,748
COUNTY TELEPHONE SYSTEM	5,086,100	6,550,593	8,371,842	3,755,374	3,755,374	1,566,917	-	17,449,507	29,086,200
ENTERPRISE DATA CENTER	11,601,545	8,086,000	14,953,400	13,447,776	-	-	-	28,401,176	48,088,721
INFRASTRUCTURE REFRESH PHASE 1	-	-	5,841,773	-	-	-	-	5,841,773	5,841,773
INFRASTRUCTURE REFRESH PHASE 2	8,324,024	8,848,832	24,161,230	-	-	-	-	24,161,230	41,334,086
MAXIMO MAINTENANCE MGMT UPGRADE	-	-	800,000	-	-	-	-	800,000	800,000
PUBLIC SAFETY RADIO SYSTEM	6,907,428	11,331,450	46,177,512	24,822,396	21,062,044	13,949,385	7,101,015	113,112,352	131,351,230
SHERIFF HQ PROJECT IT INFRA	2,501,486	6,042,681	10,276,315	-	-	-	-	10,276,315	18,820,482
PROJ RES ENTERPRISE TECHNOLOGY	-	-	-	9,620,000	-	-	-	9,620,000	9,620,000
PROJECT RESERVE	-	-	47,958,533	18,000,000	-	-	-	65,958,533	65,958,533
TOTAL FUND 455	**$ 37,094,643**	**$ 41,621,443**	**$ 162,185,773**	**$ 69,645,546**	**$ 24,817,418**	**$ 15,516,302**	**$ 7,101,015**	**$ 279,266,054**	**$ 357,982,140**

461 DETENTION TECH CAP IMPROVEMENT	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
CHS ELECTRONIC HEALTH RECORDS	$ 876,174	$ 1,110,734	$ 4,018,992	$ 3,994,100	$ -	$ -	$ -	$ 8,013,092	$ 10,000,000
CORR HEALTH ZONE H INFRA	1,614,269	743,000	820,276	-	-	-	-	820,276	3,177,545
JAIL MGMT INFORMATION SYSTEM	-	115,000	2,385,000	-	-	-	-	2,385,000	2,500,000
JAIL SECURITY SYSTEM UPGRADE	170,105	500,000	25,000,000	5,029,895	-	-	-	30,029,895	30,700,000
PROJECT RESERVE	-	-	26,837,296	-	-	-	-	26,837,296	26,837,296
TOTAL FUND 455	**$ 2,660,548**	**$ 2,468,734**	**$ 59,061,564**	**$ 9,023,995**	**$ -**	**$ -**	**$ -**	**$ 68,085,559**	**$ 73,214,841**

BIX Room Byte Info Exchange Project

Project Location: 111 S. Third Avenue
Managing Department: Enterprise Technology
Project Partner(s): None
Scheduled Completion Date: June, 2014

Project Description

Conduct a study of the BIX room to determine what tasks will need to be completed to bring this area up to current County standards for power, cooling, equipment racks, cabinets and wire management. Based upon the tasks to be completed, related costs will be developed to determine the total cost of ownership to refresh the BIX room.

Purpose Statement

The purpose of the BIX room study project is to identify tasks and costs associated with refreshing the BIX room in order to make an accurate budget request for the Fiscal Year 2015 budget.

Strategic Goals Addressed

By 2014, the Office of Enterprise Technology (OET) will ensure 95% of all OET-managed County technology infrastructures will be within current lifecycle standards to meet customer demands and industry best practices.

Result Measures

Not applicable.

Funding/Cost Summary

BIX ROOM BYTE INFO EXCHANGE	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	$ -	$ -	$ 200,000	$ -	$ -	$ -	$ -	$ 200,000	$ 200,000
Project Total	**$ -**	**$ -**	**$ 200,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 200,000**	**$ 200,000**

Computer Aided Mass Appraisal

Project Location: 301 W. Jefferson
Managing Department: Assessor
Project Partner(s):
Scheduled Completion Date: June 30, 2014

Project Description

The Computer Aided Mass Appraisal (CAMA) system project will provide the initial phase investment for a new system to perform core property appraisal needs. The system will be designed to provide accurate and justifiable property values, improve customer service and accountability, allow for data exchange with other government entities and reduce risk associated with custom and/or unsupported technology.

Purpose Statement

The purpose of the Computer Aided Mass Appraisal (CAMA) system is to give the Assessor's Office the functionality, tools, integration and support needed to efficiently and effectively value all ad valorum properties in Maricopa County.

Strategic Goals Addressed

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

Result Measures

Not applicable.

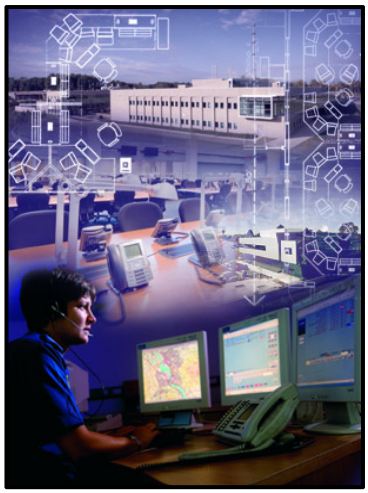
Funding/Cost Summary

COMPUTER AIDED MASS APPRAISAL	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT			$ 2,421,367					$ 2,421,367	$ 2,421,367
Project Total	**$ -**	**$ -**	**$ 2,421,367**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,421,367**	**$ 2,421,367**

Contact Call Center

Project Location: County Departments (21); Contact Center Agents (480)
Managing Department: Enterprise Technology
Project Partner(s): None
Scheduled Completion Date: FY 2014

Project Description



The current contact center (call center) technology utilized by the County is at the end of the manufacturer's maximum lifecycle. The equipment is failing and is no longer supported by the vendor. This project will replace the legacy contact center technology with a modern, state of the art system designed to improve functionality and meet the County's needs for many years.

Purpose Statement

The purpose of the Contact Call Center Project is to provide a sustainable and reliable mechanism for citizens to call the County to seek information and conduct business.

Strategic Goals Addressed

By June 2014, the Office of Enterprise Technology (OET) will ensure 95% of all OET-managed County technology infrastructures will be within current lifecycle standards to meet customer demands and industry best practices.

Result Measures

RESULT MEASURE	FY 2012 Actual	FY 2013 Forecast	FY 2014 Projected with Capital Improvement
Percent of help requests resolved during reporting period	84.0%	77.0%	82.5%

Funding/Cost Summary

CONTACT CENTER SYSTEM	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	$ 2,674,060	$ 761,887	$ 1,023,801	$ -	$ -	$ -	$ -	$ 1,023,801	$ 4,459,748
Project Total	**$ 2,674,060**	**$ 761,887**	**$ 1,023,801**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,023,801**	**$ 4,459,748**

Operating Cost Summary

	FY 2013	Year 1 FY2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018
Post-Deployment Managing Dept Operating Costs						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	494,153	879,500	543,405	907,727	572,478
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 494,153	$ 879,500	$ 543,405	$ 907,727	$ 572,478

Correctional Health Zone H Infrastructure

Project Location: Correctional Health Services
Managing Department: Correctional Health Services
Project Partner(s): Enterprise Technology
Scheduled Completion Date: FY 2014

Project Description

The Correctional Health Zone H Infrastructure project will provide a reliable and stable network platform for Correctional Health Services that will ensure maintainability and operational excellence for its existing systems and any new technology it wishes to incorporate. The project is scheduled to be completed in early fall of 2013.

Purpose Statement

The purpose of the Correctional Health Zone H Infrastructure project is to ensure timely and satisfactory installment of infrastructure critical to Correctional Health Services' needs so it can meet its strategic goals and deliver results to its clients with maximum efficiency and effectiveness.

Strategic Goals Addressed

By 2015, Correctional Health Services will seek lower health care cost per inmate for the department as compared to other comparable national health care providers.

Funding/Cost Summary

CORR HEALTH ZONE H INFRA	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
461 - DETENTION TECH CAP IMPROVEMENT	$ 1,614,269	$ 743,000	$ 820,276	$ -	$ -	$ -	$ -	$ 820,276	$ 3,177,545
Project Total	**$ 1,614,269**	**$ 743,000**	**$ 820,276**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 820,276**	**$ 3,177,545**

Operating Cost Summary

Operating costs have yet to be determined.

County Telephone System

Project Location: All County Departments/Locations
Managing Department: Enterprise Technology
Project Partner(s): All County IT Groups
Scheduled Completion Date: FY 2016

Project Description

The current telephone system is a Nortel SL-100 system that includes voice mail and call center systems. The County is replacing the system with Voice Over Internet Protocol (VoIP) technology. The initial phase of the County implementation requires upgrades to the infrastructure. After the completion of the infrastructure upgrade, County buildings and campuses are being brought on to the new phone system in phases. During FY 2013, 11 departments have successfully been transitioned to the new system. The remaining departments will be transitioned by FY 2016.

Purpose Statement

The purpose of the County Telephone System Project is to provide a sustainable and reliable mechanism for citizens to call the County to seek information and conduct business, as well as ensuring County employees have the proper tools to do their jobs.

Strategic Goals Addressed

By June 2014, the Office of Enterprise Technology (OET) will ensure 95% of all OET-managed County technology infrastructures will be within current lifecycle standards to meet customer demands and industry best practices.

Result Measures

RESULT MEASURE	FY 2012 Actual	FY 2013 Forecast	FY 2014 Projected with Capital Improvement
Percent of help requests resolved during reporting period	84.0%	77.0%	82.5%

Funding/Cost Summary

COUNTY TELEPHONE SYSTEM	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	$ 5,086,100	$ 6,550,593	$ 8,371,842	$ 3,755,374	$ 3,755,374	$ 1,566,917	$ -	$ 17,449,507	$ 29,086,200
Project Total	**$ 5,086,100**	**$ 6,550,593**	**$ 8,371,842**	**$ 3,755,374**	**$ 3,755,374**	**$ 1,566,917**	**$ -**	**$ 17,449,507**	**$ 29,086,200**

Operating Cost Summary

	FY 2013	Year 1 FY2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018
Post-Deployment Managing Dept Operating Costs						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	1,359,574	1,451,100	1,451,100	1,706,749	1,542,299
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 1,359,574	$ 1,451,100	$ 1,451,100	$ 1,706,749	$ 1,542,299

CHS Electronic Health Records

Project Location: Correctional Health Services
Managing Department: Correctional Health Services
Project Partner(s): Enterprise Technology
Scheduled Completion Date: FY 2015

Project Description

The Electronic Health Records (EHR) project will convert Correctional Health Services from a paper-based medical record to a chartless integrated EHR system with required software, technology and interfaces.

Purpose Statement

The Electronic Health Records System will enable Correctional Health Services to more efficiently provide medical services and increase the standard of care. It will increase the required documentation and the availability of patient information throughout the delivery system.

Strategic Goals Addressed

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

Strategic Plan Programs Supported

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

Strategic Plan Activities Supported

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

Result Measures

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

Funding/Cost Summary

CHS ELECTRONIC HEALTH RECORDS	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
461 - DETENTION TECH CAP IMPROVEMENT	$ 876,174	$ 1,110,734	$ 4,018,992	$ 3,994,100	$ -	$ -	$ -	$ 8,013,092	$ 10,000,000
Project Total	**$ 876,174**	**$ 1,110,734**	**$ 4,018,992**	**$ 3,994,100**	**$ -**	**$ -**	**$ -**	**$ 8,013,092**	**$ 10,000,000**

Operating Cost Summary

Operating costs have yet to be determined.

Enterprise Data Center

Project Location: Phoenix
Managing Department: Enterprise Technology
Project Partner(s): None
Scheduled Completion Date: FY 2014

Project Description

The County's current enterprise data center is in the basement of the downtown Administration Building. Due to multiple deficiencies of the current location, the data center will be moved to a more appropriate location. Options being explored are moving the data center to a 3rd party off-site hosted data center or moving it to the new South Court Tower. This project will address the infrastructure and equipment needs that are required to relocate the data center to its new location along with the cost of upgrading data center equipment that is due for lifecycle replacement.

Purpose Statement

The purpose of the Enterprise Data Center Project is to ensure that County information technology systems and equipment are able to operate seamlessly and consistently for all users. The new data center will meet all prevailing industry standards for effective and secure data center operations.

Strategic Goals Addressed

By June 2014, the Office of Enterprise Technology (OET) will ensure 95% of all OET-managed County technology infrastructures will be within current lifecycle standards to meet customer demands and industry best practices.

Funding/Cost Summary

ENTERPRISE DATA CTNR CT	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	$ 11,601,545	$ 8,086,000	$ 14,953,400	$ 13,447,776	$ -	$ -	$ -	$ 28,401,176	$ 48,088,721
Project Total	**$ 11,601,545**	**$ 8,086,000**	**$ 14,953,400**	**$ 13,447,776**	**$ -**	**$ -**	**$ -**	**$ 28,401,176**	**$ 48,088,721**

Operating Cost Summary

	FY 2013	Year 1 FY2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018
Post-Deployment Managing Dept Operating Costs						
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -
Supplies & Services	-	1,508,300	1,560,850	1,708,800	2,370,500	2,041,900
Capital Outlay	-	-	-	-	-	-
Total	$ -	$ 1,508,300	$ 1,560,850	$ 1,708,800	$ 2,370,500	$ 2,041,900

Infrastructure Refresh Phase 1

Project Location: Downtown Locations
Managing Department: Enterprise Technology
Project Partner(s): None
Scheduled Completion Date: FY 2016

Project Description

The downtown campus infrastructure refresh Phase 1 for Zone 3 is complete. The remainder of the Phase 1 project will refresh the Zone 2 core network equipment, replace cabling, and ensure power, cooling, and monitoring capabilities within Zone 2 telecommunications rooms meet industry standards and are aligned with best practices.

Purpose Statement

The purpose of the Infrastructure Refresh Phase 1 Project is to ensure the technology infrastructure required for the County to do business and serve citizens is reliable, sufficient and risk-free in all downtown County locations.

Strategic Goals Addressed

By June 2014, the Office of Enterprise Technology (OET) will ensure 95% of all OET-managed County technology infrastructures will be within current lifecycle standards to meet customer demands and industry best practices.

Result Measures

RESULT MEASURE	FY 2012 Actual	FY 2013 Forecast	FY 2014 Projected with Capital Improvement
Percent of help requests resolved during reporting period	84.0%	77.0%	82.5%

Funding/Cost Summary

INFRASTRUCTURE REFRESH PH I	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	$ -	$ -	$ 5,841,773	$ -	$ -	$ -	$ -	$ 5,841,773	$ 5,841,773
Project Total	**$ -**	**$ -**	**$ 5,841,773**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,841,773**	**$ 5,841,773**

Infrastructure Refresh Phase 2

Project Location: Durango Campus, Southeast Regional Facility and Remote County Locations
Managing Department: Enterprise Technology
Project Partner(s): None
Scheduled Completion Date: FY 2016

Project Description

Infrastructure Refresh Phase 2 will refresh the core network equipment, replace cabling, and ensure the power, cooling, and monitoring capabilities within telecommunications rooms meet industry standards and are aligned with best practices.

Durango Campus: The project will complete the Durango Campus Zone 3 refresh in FY 2014. Durango Campus Zone 2 is expected to be completed in FY 2014, provided outside contractors and FMD have the resources necessary to complete the required work on this project. If necessary resources cannot be obtained in a timely manner, this portion of the project could carry over into FY 2015.

Southeast Regional Facility: The project will complete Southeast Region Zone 3 refresh in FY 2014. Southeast Region Zone 2 is expected to be completed in FY 14 provided outside contractors and FMD have the resources necessary to complete the required work on this project. If necessary resources cannot be obtained in a timely manner, this portion of the project could carry over into FY 2015.

Remote County Locations: Remote sites Zone 2 and Zone 3 infrastructure studies will be completed in FY 2014. Contingent on future funding, the refresh of remote locations will be completed in FY 2016.

Purpose Statement

The purpose of the Infrastructure Refresh Phase 2 Project is to ensure the technology infrastructure required for the County to do business and serve citizens is reliable, sufficient and risk-free in all non-downtown County locations.

Strategic Goals Addressed

By June 2014, the Office of Enterprise Technology (OET) will ensure 95% of all OET-managed County technology infrastructures will be within current lifecycle standards to meet customer demands and industry best practices.

Result Measures

RESULT MEASURE	FY 2012 Actual	FY 2013 Forecast	FY 2014 Projected with Capital Improvement
Percent of help requests resolved during reporting period	84.0%	77.0%	82.5%

Funding/Cost Summary

460 TECHNOLOGY CAP IMPROVEMENT	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
2000 - PHASE II ZONE 2 DURANGO	$ -	$ -	$ 9,644,000	$ -	$ -	$ -	$ -	$ 9,644,000	$ 9,644,000
2001 - PHASE II ZONE 2 SOUTHEAST	-	-	6,015,635	-	-	-	-	6,015,635	6,015,635
2002 - PHASE II ZONE 2 REMOTE	-	-	185,800	-	-	-	-	185,800	185,800
3000 - PHASE II ZONE 3 DURANGO	8,239,310	7,557,476	3,552,778	-	-	-	-	3,552,778	19,349,564
3001 - PHASE II ZONE 3 SOUTHEAST	32,821	1,291,356	4,591,458	-	-	-	-	4,591,458	5,915,635
3002 - PHASE II ZONE 3 REMOTE	51,893	-	171,559	-	-	-	-	171,559	223,452
Project Total	**$ 8,324,024**	**$ 8,848,832**	**$ 24,161,230**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 24,161,230**	**$ 41,334,086**

Durango Campus Map

Southeast Campus Map

Jail Security System Upgrade

Project Location: County Jail Facilities
Managing Department: Facilities Management
Project Partner(s): Sheriff's Office
Scheduled Completion Date: FY 2015

Project Description

The Jail Security System Upgrade Program will replace the current video surveillance system that is in place throughout the Maricopa County Jail System. The new system will accurately and reliably record 24 hours per day, 7 days per week and store approximately two months of data. This system allows for monitoring of the facilities, inmates and Officers. It is used to conduct random inspections of staff to verify that security walks are being conducted in accordance with policy, and is frequently used to resolve complaints of misconduct or mistreatment of inmates and staff. The stored data is requested regularly during the course of litigation.

Purpose Statement

The purpose of the Jail Security System Upgrade Program is to ensure the accurate and reliable recording of daily events at the jail facilities so that staff and inmates' activities can be monitored.

Strategic Goals Addressed

Ensure safe communities and a streamlined, integrated justice system.

Funding/Cost Summary

JAIL SECURITY SYSTEM UPGRADE	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
461 - DETENTION TECH CAP IMPROVEMENT	$ 170,105	$ 500,000	$ 25,000,000	$ 5,029,895	$ -	$ -	$ -	$ 30,029,895	$ 30,700,000
Project Total	**$ 170,105**	**$ 500,000**	**$ 25,000,000**	**$ 5,029,895**	**$ -**	**$ -**	**$ -**	**$ 30,029,895**	**$ 30,700,000**

Jail Management Information System

Project Location: County Jail Facilities
Managing Department: Sheriff's Office
Project Partner(s): None
Scheduled Completion Date: FY 2015

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.

Purpose Statement

The purpose of the Jail Security System Upgrade Program is to ensure the accurate and reliable management of the classification and movement of defendants and inmates at the jail facilities so that staff and inmates' activities can be safe and monitored.

Strategic Goals Addressed

Ensure safe communities and a streamlined, integrated justice system.

Funding/Cost Summary

JAIL MGMT INFORMATION SYSTEM	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
461 - DETENTION TECH CAP IMPROVEMENT	$ -	$ 115,000	$ 2,385,000	$ -	$ -	$ -	$ -	$ 2,385,000	$ 2,500,000
Project Total	**$ -**	**$ 115,000**	**$ 2,385,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,385,000**	**$ 2,500,000**

MAXIMO Work Order System Upgrade

Project Location: System-wide
Managing Department: Facilities Management
Project Partner(s): None
Scheduled Completion Date: March, 2014

Project Description

The Maximo Work Order System Upgrade Project will eliminate obsolescence by converting the existing electronic work order system to the latest version allowing continued use of data collection tools, technology and interface capabilities to support the Facilities Management Department's Operations and Maintenance Division.

Purpose Statement

The purpose of the Maximo Work Order System is to enable the Facilities Management Department to more efficiently provide building maintenance services and increase the reliability of our facilities. It will allow the collection of essential performance metrics and the availability of this information throughout the service delivery process.

Strategic Goals Addressed

By June 30, 2016, 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.

Strategic Plan Programs Supported

- Facilities Operations and Maintenance

Strategic Plan Activities Supported

- Facilities Maintenance

Result Measures

RESULT MEASURE	FY 2012 Actual	FY 2013 Forecast	FY 2014 Projected with Capital Improvement
Percent of facilities maintenance performed on a time-based schedule or based on quantified material and equipment condition.	40.7%	43.0%	42.8%

Funding/Cost Summary

MAXIMO MAINT MGMT SYSTEM	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	$ -	$ -	$ 800,000	$ -	$ -	$ -	$ -	$ 800,000	$ 800,000
Project Total	**$ -**	**$ -**	**$ 800,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 800,000**	**$ 800,000**

Public Safety Radio System

Project Location: Various locations around the County
Managing Department: Enterprise Technology
Project Partner(s): None
Scheduled Completion Date: FY 2018

Project Description

The County's radio system is nearing end of lifecycle. Additionally, the use of radios has changed dramatically since the last radio upgrade. As a public safety tool, radios were originally only needed in a vehicle, now public safety officers wear a radio on their person. Radio signals must be strong enough to penetrate deep into buildings for officer safety. The need to have interoperability between public safety agencies became painfully apparent in post 9/11 America. The project will focus on upgrading the radio system to accommodate the P-25 requirements and will negotiate with external agencies for interoperability.

Purpose Statement

The purpose of the Public Safety Radio System Project is to ensure that individuals engaged in public safety have a reliable communication system to ensure their safety, their ability to create a safer environment for the public and their ability to communicate with safety officers in other agencies.

Strategic Goals Addressed

By June 2014, the Office of Enterprise Technology (OET) will ensure 95% of all OET-managed County technology infrastructures will be within current lifecycle standards to meet customer demands and industry best practices.

Result Measure

RESULT MEASURE	FY 2012 Actual	FY 2013 Forecast	FY 2014 Projected with Capital Improvement
Percent of "Uptime" of Radio Network	99.9%	99.4%	99.0%

Funding/Cost Summary

PUBLIC SAFETY RADIO	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	$ 6,907,428	$ 11,331,450	$ 46,177,512	$ 24,822,396	$ 21,062,044	$ 13,949,385	$ 7,101,015	$ 113,112,352	$ 131,351,230
Project Total	**$ 6,907,428**	**$ 11,331,450**	**$ 46,177,512**	**$ 24,822,396**	**$ 21,062,044**	**$ 13,949,385**	**$ 7,101,015**	**$ 113,112,352**	**$ 131,351,230**

Operating Cost Summary

	FY 2013	Year 1 FY2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018
Post-Construction Managing Dept Operating Costs						
Personal Services	$ -	$ 178,786	$ 323,445	$ 397,222	$ 409,138	$ 421,412
Supplies & Services	205,920	205,920	462,251	2,225,702	3,537,738	3,750,002
Capital Outlay	42,000	678,000	2,798,000	3,940,000	3,798,000	-
Total	$ 247,920	$ 1,062,706	$ 3,583,696	$ 6,562,924	$ 7,744,876	$ 4,171,414

Sheriff Headquarters IT Infrastructure

Project Location: 550 W. Jackson
Managing Department: Facilities Management
Project Partner(s): Sheriff Information Technology
Scheduled Completion Date: March, 2014

Project Description

The Maricopa County Sheriff's Office will be relocating to a new facility at 5th Avenue and Madison in Phoenix. The facility will house a new state of the art data center and 911 Emergency Center. The project replaces end-of-life 911 equipment with leading edge technologies including the Voice over Internet Protocol (VoIP) telephone services, a new computer-aided dispatch/records management system (CAD/RMS) to manage emergency 911 calls, and a call logging system.

Purpose Statement

The purpose of this project is to provide information technology infrastructure for the new Sheriff's Headquarters.

Strategic Goals Addressed

Ensure safe communities and a streamlined, integrated justice system.

Funding/Cost Summary

SHERIFF HQ PROJECT IT INFRA	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
460 - TECHNOLOGY CAP IMPROVEMENT	$ 2,501,486	$ 6,042,681	$ 10,276,315	$ -	$ -	$ -	$ -	$ 10,276,315	$ 18,820,482
Project Total	**$ 2,501,486**	**$ 6,042,681**	**$ 10,276,315**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 10,276,315**	**$ 18,820,482**

Transportation Capital Improvement Program

Summary

The Maricopa County Department of Transportation (MCDOT) employs an objective planning procedure for evaluating and ranking potential projects for inclusion in its five-year Transportation Improvement Program (TIP). This procedure includes using equally weighted, objective criteria to score and rank potential projects. The ranking criteria used by the Public Works Department for future roadway improvements include:

- Safety (crash history), pavement conditions, and current sufficiency levels of roadways
- Land use, regional travel usage, and environmental factors
- Current and future traffic volumes compared to the physical capacity of the roadway
- A cost/benefit analysis that measures reductions in delay due to improvements
- Joint sponsorship of the project and the actual commitment of funds by partnering agencies
- Bonus points for intelligent transportation systems, alternative modes and environmental enhancements

Separate ranking systems exist for evaluating potential bridges, channel upgrades, bicycle, pedestrian, and other multi–modal improvements.

The Maricopa County Board of Supervisors (BOS) annually approves the TIP. TIP funding is approved at the bin level, which are groupings of similar projects. Each bin has a reserve to provide funding for additional scoping studies or for projects that were not completed as planned by the end of the prior fiscal year. This annual approval authorizes expenditures by MCDOT for making transportation improvements to roadways and bridges, acquiring rights-of-way, developing Intelligent Transportation Systems (ITS) and conducting future studies of County roadways.

MCDOT staff, representatives from cities and towns, and the public recommend projects for inclusion in the TIP. MCDOT then internally prepares its recommendations for future roadway improvements. Funding from all available sources is then matched against the proposed projects. MCDOT typically considers the highest rated projects first and subsequently recommends improvements based on the rankings, potential financial partners, and available budget. The recommended projects are then submitted to the Transportation Advisory Board for their review and input.

MCDOT funds the TIP through several resources. The primary source is the County's distribution from the State of Arizona Highway User Revenue Fund (HURF). By state law the County must spend these funds only on transportation–related items. In addition, the County occasionally receives funds from several federal agencies, such as the Federal Highway Administration (FHWA), the Maricopa Association of Governments (MAG), and the Federal Emergency Management Administration (FEMA). Other funding sources arise through partnerships with local jurisdictions, federal, state agencies, or private corporations.

Federal funding and partner contributions are projected to be $24,907,500 with the majority of the funding ($24.8 million) for the Northern Parkway project.

The Transportation priorities for the next five years are to continue the established priorities:

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

A significant portion of the FY 2014 Transportation Improvement Program (TIP) expenditures planned over the next five years will be for projects from the Arterial Street Life Cycle Program (ALCP) of the Maricopa Association of Governments (MAG) Regional Transportation Plan (RTP).

The TIP expenditure budget is $82,089,011. The major expenditure is for Northern Parkway ($25 million) which is 30% of the FY 2014 budget. Phase 1 is completing construction and Phase 2 projects are starting construction. Other major construction expenditures include improvements to County Arterials ($8 million); Pavement Preservation ($11.7 million); Safety Improvements ($5.6 million); Dust Mitigation ($3 million) and Traffic Improvements ($5.8 million).

A total of 15 projects are planned to be completed in FY 2014.

Project Detail

A total of 12 capital project bins are budgeted for as follows:

234 TRANSPORTATION CAPITAL PROJECT	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
ALCPP - MAG ALCP PROJECTS	$ 78,576,929	$ 52,391,990	$ 33,284,530	$ 10,875,000	$ 7,785,000	$ 22,776,000	$ 48,111,000	$122,831,530	$253,800,449
ARTSP - COUNTY ARTERIALS	88,811,685	6,984,888	8,015,000	15,740,000	16,119,000	3,105,000	6,580,000	49,559,000	145,355,573
BRIGP - BRIDGE PRESERVATION	74,633,749	1,331,610	2,420,000	530,000	530,000	530,000	530,000	4,540,000	80,505,359
DMITP - DUST MITIGATION	26,050,313	4,667,394	2,975,000	2,555,000	30,000	30,000	30,000	5,620,000	36,337,707
INTLP - INTELLIGENT TRANS SYST	7,068,963	1,403,454	1,773,981	1,520,000	30,000	30,000	30,000	3,383,981	11,856,398
PAVEP - PAVEMENT PRESERVATION	76,863,069	6,772,930	11,725,000	5,540,000	4,030,000	4,030,000	4,030,000	29,355,000	112,990,999
PSUPP - PARTNERSHIP SUPPORT	22,679,627	1,878,465	1,540,000	1,540,000	1,540,000	1,540,000	1,540,000	7,700,000	32,258,092
RWAYP - RIGHT-OF-WAY	2,663,745	160,931	280,000	180,000	180,000	980,000	1,080,000	2,700,000	5,524,676
SAFEP - SAFETY PROJECTS	7,486,111	1,895,557	5,590,000	6,920,000	8,425,000	4,510,000	510,000	25,955,000	35,336,668
TADMP - TRANSPORTATION ADMINISTRATION	5,873,162	1,791,249	6,983,500	3,606,500	20,498,230	28,208,230	18,253,230	77,549,690	85,214,101
TIMPP - TRAFFIC IMPROVEMENTS	36,253,406	5,238,932	5,772,000	7,829,000	5,730,000	5,730,000	5,730,000	30,791,000	72,283,338
TPLNP - TRANSPORTATION PLANNING	10,079,048	1,606,318	1,730,000	1,730,000	1,830,000	1,830,000	1,830,000	8,950,000	20,635,366
Project Total	**$ 437,039,807**	**$ 86,123,718**	**$ 82,089,011**	**$ 58,565,500**	**$ 66,727,230**	**$ 73,299,230**	**$ 88,254,230**	**$368,935,201**	**$892,098,726**

Managing for Results for All Projects

Purpose Statements

The purpose of the Build Roads and Structures Program is to provide transportation infrastructure project delivery services to the Maricopa County traveling public so they can receive infrastructure improvements on time and within budget.

The purpose of the Engineer Roads and Structures Program is to provide engineering, road and structure design, utility coordination, right-of-way regulation, and Improvement District Administration services to transportation professionals so they can complete projects in compliance with applicable standards providing safe and efficient right-of-way infrastructure.

The purpose of the Transportation Planning Program is to provide planning, programming, community and government relations and environmental services to departments management and the Board of

Supervisors so they can have the information available from which to make technically sound, timely, and informed decisions.

Strategic Goal

Transportation will enhance public safety for Maricopa County residents and visitors whereby by June 30, 2014, 85% of Maricopa County's paved roadway system mileage will have a pavement condition rating of "very good or better," an improvement of 3.3% over 2010.

Strategic Plan Programs Supported

- Build Roads and Structures
- Engineer Roads and Structures
- Transportation System Development

Strategic Plan Activities Supported

- Article 5 Procurement
- Land Surveying Techniques
- Materials Technology
- Roadway Construction
- Transportation Construction Management
- Transportation Improvement Program Management
- Transportation Project Management

Result Measure

RESULT MEASURE	FY 2012 Actual	FY 2013 Forecast	FY 2014 Budget
Percent of Transportation Improvement Program projects delivered on time	N/A	83.3%	83.3%

Bridge Preservation

Managing Department: Transportation
Project Partner(s): None

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Miller Road Bridge at Buckeye Irrigation Canal	4	4th Qtr FY 2014
79th Place south of Apache	2	4th Qtr FY 2014

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:

T304 – Miller Road Bridge at Buckeye Irrigation Canal

The canal bridge deck is cracking. The bridge will be rehabilitated to increase the load carrying capacity of the bridge to allow heavier vehicles to use the bridge. A total of $1,250,000 is budget in FY 2014 to complete the project.

T383 – 75th Avenue Bridge at the Salt River

The purpose of this study is to determine the type and cost of a bridge at 75th Avenue across the Salt River. A total of $540,000 is budgeted to complete the study during FY 2014 and begin design.

T428 – 79th Place south of Apache

79th Place provides access to the Desert Sage subdivision. It floods during storm events closing the road. The purpose of this project is to replace the existing low flow crossing with a box culvert so the residents have all weather access to the subdivision. A total of $400,000 is budgeted in FY 2014 to construct the culvert and make other improvements.

Funding/Cost Summary:

Cost by Sub-Project	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
T304 - MILLER RD BRIDGE AT BID CANAL	$ 511,025	$ 33,012	$ 1,250,000	$ -	$ -	$ -	$ -	$ 1,250,000	$ 1,794,037
T383 - 75th AVE BRIDGE AT SALT RIVER	315,140	536,896	540,000	-	-	-	-	540,000	1,392,036
T428 - 79TH PL SOUTH OF APACHE TRAIL	13,453	138,999	400,000	-	-	-	-	400,000	552,452
Project Total	**$ 839,618**	**$ 708,907**	**$ 2,190,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,190,000**	**$ 3,738,525**

Operating Cost Summary:

No additional funds are being requested. It is expected that only minimal maintenance (striping, right-of-way maintenance) will be required for several years resulting no net increase.

Old US 80 Gillespie Dam Bridge

County Arterials

Managing Department: Transportation
Project Partner(s): T251 – Town of Queen Creek

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Deer Valley Road El Mirage to Lake Pleasant	4	4th Qtr FY 2016
Riggs Ellsworth to Meridian	4	4th Qtr FY 2018
Riggs Road Hawes to Ellsworth	2	4th Qtr FY 2014
Riggs Rd Power to Hawes	2	4th Qtr FY 2016

Purpose Statement:

The purpose of the County Arterials project is to construct transportation infrastructure projects for the traveling public so they will have a safe and economical journey. The benefit to the public is that once constructed motorists will have a roadway that is safer and more economical to travel.

Project Descriptions:

T248 – Deer Valley Road from El Mirage to Lake Pleasant

The purpose of this project is to alleviate congestion on Bell Road in the northwest valley by extending Deer Valley Road across the Agua Fria River from El Mirage to Lake Pleasant by connecting the east end of Williams Road at 117th Avenue to the west end of Deer Valley at 109th Avenue. The project will construct 2 bridges, and 2 miles of a 5-Lane new pavement. The estimated cost is $26,000,000. A total of $1,925,000 is budgeted in FY 2014 for right-of-way acquisition and utility relocation.

T251 – Riggs Road from Ellsworth to Meridian

The purpose of this project is to complete a cultural resource data recovery and archaeological investigation prior to starting interim roadway design in FY 2017. Both design and construction, which is tentatively planned for FY 2018, are contingent on obtaining a funding partnership.

T375 – Riggs Road from Hawes to Ellsworth

When Riggs Road is completed to Meridian it is expected to generate sufficient traffic volume that this segment of Riggs Road will also require improvement so that motorists will have a safer, less congested route to travel. This segment will be expanded to have two travel lanes in each direction, a dual center turning lane, paved shoulders, drainage improvements and alignment improvements. A total of $3,860,000 is budgeted for construction in FY 2014.

T404 – Olive from El Mirage to White Tanks

This scoping study will determine the type and cost of roadway improvements needed, i.e. travel lanes, turning lanes, paved shoulders, drainage improvements and alignment improvements so travelers will have a safer route to travel. Construction is not currently planned and is dependent on the total project cost, acquiring funding partners and availability of funds. A total of $550,000 is budgeted in FY 2014 to complete the scoping study.

T406 – Riggs Road from Power to Hawes

Riggs Road is expected to be a regional route once the segment from Ellsworth to Meridian is opened. In anticipation this segment will be expanded to have two travel lanes in each direction and a dual center turning lane, paved shoulders, drainage improvements and alignment improvements so travelers will have a safer route to travel. Construction is tentatively planned for FY 2016 with $650,000 budgeted in FY 2014 to complete design and begin right-of-way acquisition.

T429 – Riggs Road from Recker to Power

Riggs Road is expected to be a regional route once the segment from Ellsworth to Meridian is opened. In anticipation 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 2014 to complete the scoping study.

Funding/Cost Summary:

Cost by Sub-Project	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
T248 - DEER VALLEY EL MIRAGE TO LK P	$ 3,096,323	$ 847,014	$ 1,925,000	$ 11,970,000	$ 12,149,000	$ -	$ -	$ 26,044,000	$ 29,987,337
T251 - RIGGS ELLSWORTH TO MERIDIAN	123,505	1,447,278	-	-	-	2,075,000	5,550,000	7,625,000	9,195,783
T375 - RIGGS RD HAWES TO ELLSWORTH	103,380	2,685,762	3,860,000	-	-	-	-	3,860,000	6,649,142
T404 - OLIVE AVE EL MIR TO WT TANKS	313,836	497,913	550,000	-	-	-	-	550,000	1,361,749
T406 - RIGGS RD POWER TO HAWES	486,794	207,094	650,000	2,740,000	2,940,000	-	-	6,330,000	7,023,888
T429 - RIGGS RD RECKER TO POWER	971	321,964	200,000	-	-	-	-	200,000	522,935
Project Total	**$ 4,124,809**	**$ 6,007,025**	**$ 7,185,000**	**$ 14,710,000**	**$ 15,089,000**	**$ 2,075,000**	**$ 5,550,000**	**$ 44,609,000**	**$ 54,740,834**

Operating Cost Summary:

No additional funds are being requested. It is expected that only minimal maintenance (striping, right-of-way maintenance) will be required for several years resulting no net increase.

Dust Mitigation

Managing Department: Transportation
Project Partner(s): T249 Federal funds

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Low volume Roads CAT II	3,4,5	4th Qtr FY 2014
Low volume Roads CAT III	3,4,5	4th Qtr FY 2015

Purpose Statement:

The purpose of this Dust Mitigation project is to reduce dust on dirt roads primarily within the non attainment area for travelers and citizens so that dust related health problems are reduced and to ensure compliance with federal mandates. The benefit to the public is that it reduces fugitive dust particulates improving public health and making the roads safer to travel.

Project Descriptions:

T410 – FY 12 Low Volume Roads Category II

This project will pave 3.45 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 2014 with $2,035,000 budgeted to complete construction.

T411 – FY 12 Low Volume Roads Category III

This project will pave 3.67 miles of dirt roads to reduce fugitive dust so that motorists will have a safer, less dusty route to travel. Construction is planned for FY 2015 with $370,000 budgeted in FY 2014 to complete right-of-way acquisition and utility relocation.

T433 – FY 14 Low Volume Roads Dove Valley Area

This scoping study will determine the cost pave dirt roads in the Dove Valley area so travelers will have a healthier and 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 $140,000 is budgeted in FY 2014 to complete the scoping study.

Funding/Cost Summary:

Cost by Sub-Project	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
T410 - FY 12 CAT II LVR	$ 106,518	$ 309,658	$ 2,035,000	$ -	$ -	$ -	$ -	$ 2,035,000	$ 2,451,176
T411 - FY 12 CAT III LVR	6,907	7,228	370,000	2,525,000	-	-	-	2,895,000	2,909,135
T433 - FY 14 LVR DOVE VALLEY AREA	38	32,575	140,000	-	-	-	-	140,000	172,613
Project Total	**$ 113,463**	**$ 349,461**	**$ 2,545,000**	**$ 2,525,000**	**$ -**	**$ -**	**$ -**	**$ 5,070,000**	**$ 5,532,924**

Operating Cost Summary:

No additional funds are being requested. It is expected that only minimal maintenance (striping, right-of-way maintenance) will be required for several years resulting no net increase.

Intelligent Transportation Systems (ITS)

Managing Department: Transportation
Project Partner(s): All – MAG has allocated Federal funds

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Olive Avenue: Litchfield Road to State Route 101	4	1st Qtr FY 2014
MC 85 from Litchfield Road to 83rd Avenue	5	4th Qtr FY 2015
West Valley Dynamic Message Signs	4,5	2nd Qtr FY 2015

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:

T292 – Olive Avenue between Litchfield Road and State Route 101

The purpose of this project is to install fiber optic cable and wireless connections along Olive Avenue between Litchfield Road and State Route 101 as well as for other traffic signals not directly along the conduit route so that commuters will experience less delays and safer commute. A total of $33,000 is budgeted in FY 2014 to complete construction.

T352 – MC 85 from Litchfield Road to 83rd Avenue

The purpose of this project is to install fiber optic cable and wireless connections along MC 85 between Litchfield Road and 83rd Avenue so that commuters will experience less delays and safer commute. Construction for this project is planned for FY 2015. A total of $205,000 is budgeted in FY 2014 to complete design.

T389 – E-IntelliDrive Study Phase III

The purpose of this study is to test Emergency and Transit Vehicle Priority System and also an advanced Pedestrian Crossing System along Daisy Mountain Drive. A total of $60,000 is budgeted in FY 2014 for the study.

T419 – West Valley Dynamic Message Signs

The purpose of this project is to install five dynamic message signs along McDowell Road and MC 85 to provide commuters real time traffic information so they will experience less delays and safer commute. A total of $964,000 is budgeted in FY 2014 to start construction.

T447 – Bell Road Adaptive Signals

The purpose of this study is to determine the cost to install 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. A total of $163,000 is budgeted in FY 2014 to complete the study.

T448 – R H Johnson ITS Communications

The purpose of this study is to determine the cost to install fiber optic cable and wireless connections along R H Johnson between Bell Road and Grand Avenue so that commuters will experience less delays and safer commute. A total of $103,000 is budgeted in FY 2014 to complete the study.

Funding/Cost Summary:

Sources	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
T419 - WEST VALLEY DYNAMIC MSG SIGNS	$ -	$ -	$ -	$ 943,000	$ -	$ -	$ -	$ 943,000	$ 943,000
Project Total	**$ -**	**$ -**	**$ -**	**$ 943,000**	**$ -**	**$ -**	**$ -**	**$ 943,000**	**$ 943,000**
Cost by Sub-Project	**Previous Actuals**	**Projected FY 2013**	**Year 1 FY 2014**	**Year 2 FY 2015**	**Year 3 FY 2016**	**Year 4 FY 2017**	**Year 5 FY 2018**	**5-Year Total**	**Total Project**
T292 - OLIVE AVE LTCHFLD TO LP101 ITS	$ 175,921	$ 774,133	$ 33,000	$ -	$ -	$ -	$ -	$ 33,000	$ 983,054
T352 - MC85 LITCHFIELD 83RD AV ITS	96,019	118,618	205,000	1,430,000	-	-	-	1,635,000	1,849,637
T389 - E-INTELLIDRIVE STUDY PH III	128,180	47,761	60,000	60,000	-	-	-	120,000	295,941
T419 - WEST VALLEY DYNAMIC MSG SIGNS	48,783	143,557	964,000	-	-	-	-	964,000	1,156,340
T447 - INTELLIGENT TRANS SYST ITS	-	-	163,000	-	-	-	-	163,000	163,000
T448 - INTELLIGENT TRANS SYST ITS	-	-	103,000	-	-	-	-	103,000	103,000
Project Total	**$ 448,903**	**$ 1,084,069**	**$ 1,528,000**	**$ 1,490,000**	**$ -**	**$ -**	**$ -**	**$ 3,018,000**	**$ 4,550,972**

Operating Cost Summary:

No additional funds are being requested.

Smart Drive Demo at Daisy Mountain Drive

Maricopa Association of Governments (MAG) Arterial Life Cycle Program (ALCP) Projects

Managing Department: Transportation

Project Partner(s): All – Maricopa Association of Governments
T195, T347, T369 – Cities of El Mirage, Glendale & Surprise
T305 – City of Mesa & Town of Gilbert
T199 – City of Mesa & Salt River Pima Maricopa Indian Community (potential funding partners)
T341 – City of Surprise
T344, T367 - T370 – City of El Mirage
T441, T442, T443 – City of Chandler

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Northern Avenue State Route 303 To Grand	4	4th Qtr FY 2014
Power Road Pecos to Santan Freeway	1	4th Qtr FY 2014
Gilbert Road Bridge	1,2	To Be Determined
El Mirage Picerne to Bell	4	4th Qtr FY 2014
McKellips Road State Route 101 to Alma School	2	To Be Determined
Northern Parkway Phase II	4	4th Qtr FY 2019*
El Mirage Northern to Cactus	4	4th Qtr FY2015
El Mirage Northern to Peoria	4	4th Qtr FY 2015
El Mirage Thunderbird to Grand	4	To Be Determined
Thunderbird El Mirage to Grand	4	To Be Determined
Northern Reems & Litchfield Overpasses	4	4th Qtr FY 2015
Northern Parkway Northern at State Route 101	4	4th Qtr FY 2017*
Dysart Avenue Overpass	4	To Be Determined

*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 that affect project delivery. Most projects have slipped one to two years due to this lack of funding. The County lacks sufficient funds to complete these projects on its own and must secure financial partnerships to complete the projects.

Project Descriptions:

T195 – Northern Avenue State Route 303 to Grand

This is a 20 year multi–phased project in partnership with the Maricopa Association of Governments, the Cities of El Mirage, Glendale, Peoria, and Surprise. The project will construct a 12.5 mile long principal arterial with controlled access (parkway) having three travel lanes in each direction extending from 67th Avenue at its intersection with Grand Avenue west to State Route 303 so the traveling public has a safer and more efficient commute. The current estimate is $315,700,000 to construct with MAG providing $236,000,000.

Reimbursements from the Regional Transportation Plan are spread out over the entire life of the project extending through 2026. The initial phase from Sarival to Dysart began construction in FY 2012. Total cost for this first phase is estimated to be $82,500,000 million with $10,220,000 budgeted for FY 2014 to complete close-out of Phase 1 construction and start landscaping construction of Phase 1. Also funding is provided for right-of-way acquisition to protect the future alignment.

T305 – Power Road Pecos to San Tan Freeway

The purpose of this project is to improve Power Road from Pecos Road to State Route 202 (Santan Freeway). Improvements will include widening the roadway to a six lane Urban Principal Arterial roadway with raised landscaped medians, dual left turn lanes at major intersections, bike lanes, curb and gutter, driveways, bus stops and pullouts, landscaped areas, signage and street lighting. The City of Mesa will lead the Project. Gilbert and Mesa will annex any remaining unincorporated portions of Power Road within the limits of the Project and will be responsible for the operation and maintenance of the Project located within each of their respective jurisdictions. The total estimated cost of the roadway improvements is $28,704,431. The County's estimated net cost share responsibility is $4,196,152 with the final payment of $2,065,030 planned for FY 2014 at the end of construction.

T339 – Gilbert Road Bridge over the Salt River

The bridge will replace the low flow crossing which becomes closed by large releases into the Salt River so the traveling public will have an all-weather crossing of the river. A value analysis reduced the cost by $25,000,000 and shortened the length of the bridge. Now estimated to cost $39,200,000, the first step is to form the financial partnership to secure MAG funding from the Regional Transportation Plan and the Salt River Indian Community. A total of $5,000 is budgeted in FY 2014 to continue partnership negotiations. Construction is contingent on successful financial partnership formation.

T341 – El Mirage Picerne to Bell

This project will improve the southern half of the El Mirage Bell Road intersection extending to Picerne. Engineering design changes reduced the cost estimate for the project to $5.6 million, which is a significant reduction from the initial estimate of $18,800,000. A total of $2,570,000 is budgeted in FY 2014 for construction. The City of Surprise will contribute $1,000,000 toward the project.

T342 – McKellips Road State Route 101 to Alma School

This project will widen McKellips Road to six lanes creating a rural principal arterial with center median. Estimated cost is $45,800,000. Construction is contingent on forming a financial partnership with the Salt River Indian Community, and the City of Mesa, then securing MAG funding from the Regional Transportation Plan. A total of $340,000 is budgeted to conduct a scoping study in FY 2014 to 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.

T344 – El Mirage Road Northern to Cactus

This project is one of five planned phased improvements being planned in partnership with the City of El Mirage and MAG along El Mirage Road from Northern to Bell. The purpose of this project is to design the widening of El Mirage from Northern to Cactus to include the intersection at Cactus from two to four lanes with a dual left turn lane in the middle. A total of $20,000 is budgeted in FY 2014 to complete design efforts. Construction is planned for FY 2015 as part of T367 El Mirage Northern to Peoria.

T347 – Northern Parkway Phase II

This is one of four projects in the second phase of the 20 year multi-phased project in partnership with the Maricopa Association of Governments, the Cities of El Mirage, Glendale, Peoria, and Surprise. The estimated cost for this project is $32,426,000 million with $5,396,000 budget for FY 2014. A total of $87,900,000 in federal funding is available for this phase with the majority of the funding scheduled to be available in FY 2017 timeframe. Advanced obligation authority has been received from the Federal Highway Authority (FHWA), which allows the costs for design, right-of-way acquisition, utility relocation and construction to be reimbursed when federal funds become available.

T367 – El Mirage Road Northern to Peoria

This project is one of the five planned phased improvements being planned in partnership with the City of El Mirage and 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 so travelers will have a safer route to travel. A total of $2,230,000 is budgeted in FY 2014 to finish the design, right-of-way acquisition and relocation of utilities. Construction is planned for FY 2015.

T368 – El Mirage Road Thunderbird to Grand

This project is one of the five planned phased improvements being planned in partnership with the City of El Mirage and MAG along El Mirage Road from Northern to Bell. The purpose of this project is to widen El Mirage Road from Thunderbird to Grand from two to four lanes with a dual left turn lane in the middle. The City of El Mirage will be the lead agency and the County will contribute up to $6,000,000 total toward the projects in the El Mirage corridor. Construction is contingent on funding.

T369 – Northern Reems and Litchfield Overpasses

These two overpasses are part of the second phase of the 20 year multi-phased project in partnership with the Maricopa Association of Governments, the Cities of El Mirage, Glendale, Peoria, and Surprise. A total of $11,202,357 is budget for this phase with $9,258,500 budgeted for FY 2014 to start construction. Advanced obligation authority has been received from the Federal Highway Authority (FHWA), which allows project costs to be reimbursed when federal funds become available.

T370 –Thunderbird Road El Mirage to Grand

This project is one of the five planned phased improvements for the El Mirage Road corridor from Northern to Bell. The purpose of this project is to widen Thunderbird from two to four lanes with a dual left turn lane in the middle. The City of El Mirage will be the lead agency and the County will contribute up to $6,000,000 total toward the projects in the El Mirage corridor. The schedule is contingent on sufficient funding being available.

T372 – Northern Parkway Northern at State Route 101

This project is part of the 20 year multi–phased project in partnership with the Maricopa Association of Governments, the Cities of El Mirage, Glendale, Peoria, and Surprise. A total of $6,124,722 is budget for this phase 2 project with $150,000 budgeted in FY 2014 to continue the design.

T427 – Dysart Avenue Overpass

The Dysart overpass is part of the second phase of the 20 year multi-phased project in partnership with the Maricopa Association of Governments, the Cities of El Mirage, Glendale, Peoria, and Surprise. A total of $32,426,000 is budgeted for this phase 2 project. Design is tentatively planned to start in FY 2017. Obligation authority from the Federal Highway Administration (FHWA) is needed to start design. This schedule is contingent on receiving FHWA obligation authority and sufficient partner funding being available.

T441 – Gilbert Road Queen Creek to Hunt Hwy

The City of Chandler is the lead on this project which will widen a four mile stretch of Gilbert Road with additional through lanes, turning lanes, bike lanes, storm drains, traffic signals, and raised landscaped median. The County will contribute $1,037,000 in FY 2017 toward the project.

T442 – McQueen Road Ocotillo to Riggs

The City of Chandler is the lead on this project which will widen a two mile stretch of McQueen Road with additional through lanes, turning lanes, bike lanes, storm drains, traffic signals, and raised landscaped median. The County will contribute $309,000 in FY 2017 toward the project.

T443 – Ocotillo Road Arizona Avenue to McQueen

The City of Chandler is the lead on this project which will widen one mile stretch of Ocotillo Road with additional through lanes, turning lanes, bike lanes, storm drains, traffic signals, and raised landscaped median. The County will contribute $1,120,000 in FY 2017 toward the project.

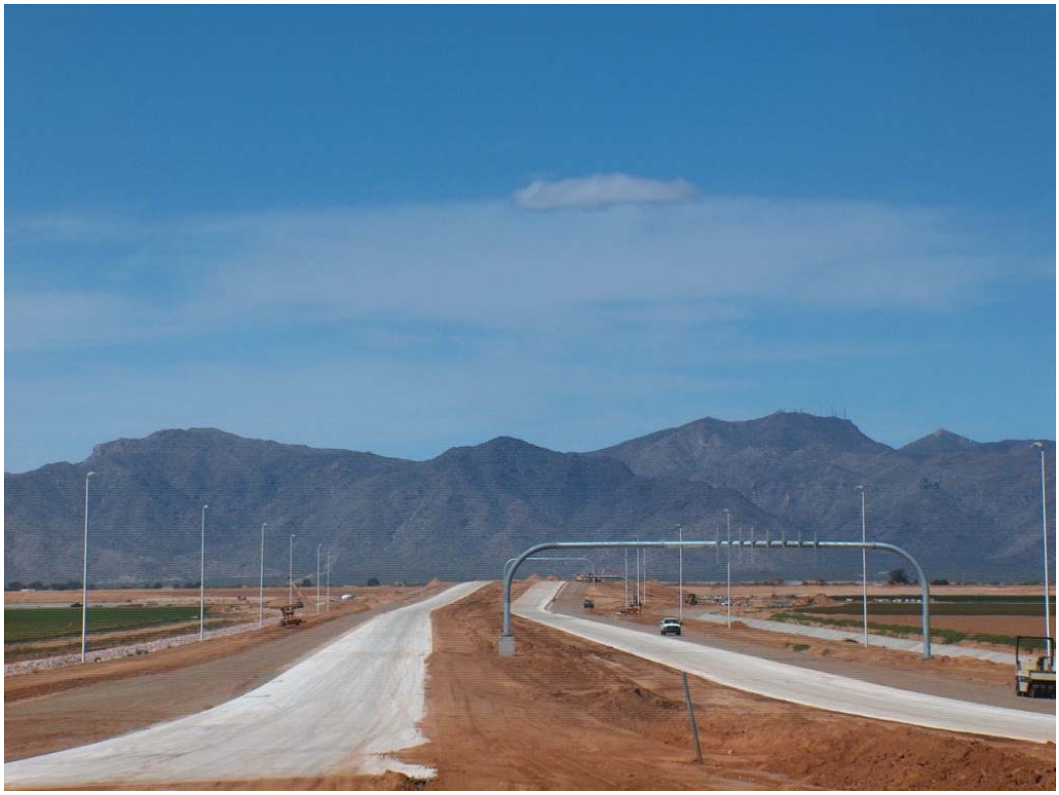
Funding/Cost Summary:

Sources	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
T195 - NORTHERN AVE SR 303 TO GRAND	$ 34,642,538	$ 33,457,518	$ 13,655,929	$ 13,655,929	$ 2,796,926	$ -	$ -	$ 30,108,784	$ 98,208,840
T341 - EL MIRAGE PICERNE TO BELL	-	-	250,000	750,000	-	-	-	1,000,000	1,000,000
T344 - EL MIRAGE: NORTHERN TO CACTUS	-	1,140,000	-	-	-	-	-	-	1,140,000
T347 - NORTHERN PARKWAY PHASE II	-	813,000	2,957,367	8,870,925	13,553,277	10,916,609	13,609,200	49,907,378	50,720,378
T367 - EL MIRAGE: NORTHERN TO PEORIA	-	-	-	1,033,672	3,373,310	3,894,389	3,894,389	12,195,760	12,195,760
T369 - NORTHERN REEMS LTCHFLD OVRPS	-	347,606	-	2,000,000	4,866,000	-	-	6,866,000	7,213,606
T372 - NORTHERN PKWY NORTHERN AT L101	-	-	-	-	3,108,784	3,000,000	-	6,108,784	6,108,784
T427 - DYSART AVE OVERPASS	-	-	-	-	200,000	12,449,000	10,707,000	23,356,000	23,356,000
Project Total	**$ 34,642,538**	**$ 35,758,124**	**$ 16,863,296**	**$ 26,310,526**	**$ 24,589,513**	**$ 14,810,998**	**$ 17,503,589**	**$ 129,542,706**	**$ 199,943,368**

Cost by Sub-Project	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
T195 - NORTHERN AVE SR 303 TO GRAND	$ 28,207,146	$ 42,900,566	$ 10,220,000	$ 1,575,000	$ 1,000,000	$ 1,000,000	$ -	$ 13,795,000	$ 84,902,712
T305 - POWER RD PECOS TO SANTAN FWY	42,107	2,089,015	2,065,030	-	-	-	-	2,065,030	4,196,152
T339 - GILBERT ROAD BRIDGE	10,082	9,011	5,000	-	-	-	-	5,000	24,093
T341 - EL MIRAGE PICERNE TO BELL	666,844	2,543,476	2,570,000	-	-	-	-	2,570,000	5,780,320
T342 - MCKELLIPS RD I10 TO ALMA SCHL	-	91,515	340,000	-	-	-	-	340,000	431,515
T344 - EL MIRAGE NORTHERN TO CACTUS	565,161	387,251	20,000	20,000	-	-	-	40,000	992,412
T347 - NORTHERN PARKWAY PHASE II	1,412,810	3,567,109	5,396,000	-	960,000	12,700,000	-	19,056,000	24,035,919
T367 - EL MIRAGE NORTHERN TO PEORIA	595,529	339,226	2,230,000	5,050,000	-	-	-	7,280,000	8,214,755
T369 - NORTHERN REEMS LTCHFLD OVRPS	594,179	249,678	9,258,500	1,100,000	-	-	-	10,358,500	11,202,357
T372 - NORTHERN PKWY NORTHERN AT L101	-	214,722	150,000	1,580,000	3,450,000	730,000	-	5,910,000	6,124,722
T427 - DYSART AVE OVERPASS	-	-	-	520,000	2,305,000	10,020,000	19,581,000	32,426,000	32,426,000
T441 - GILBERT RD QC TO HUNT HWY	-	-	-	-	-	1,037,000	-	1,037,000	1,037,000
T442 - MCQUEEN RD OCOTILLO TO RIGGS	-	-	-	-	-	309,000	-	309,000	309,000
T443 - OCOTILLO ARIZONA TO MCQUEEN	-	-	-	-	-	1,120,000	-	1,120,000	1,120,000
Project Total	**$ 32,093,858**	**$ 52,391,569**	**$ 32,254,530**	**$ 9,845,000**	**$ 7,715,000**	**$ 26,916,000**	**$ 19,581,000**	**$ 96,311,530**	**$ 180,796,957**

Operating Cost Summary:

No additional funds are being requested. The projects on Northern, El Mirage and Power will be annexed by partners.



Northern Parkway at Reems Road

Partnership Support

Managing Department: Transportation
Project Partner(s): None

Scheduled Completion Dates:

Improvement	District	Scheduled Payment Date
Special Projects	TBD	4th Qtr FY 2014

Purpose Statement:

The purpose of Partnership Support is to provide funding for other agency led projects on the County road system or adjacent to unincorporated Maricopa County land so that commuters experience less travel delay and have a faster and safer commute.

Project Descriptions:

T003 – Special Projects

The County will contribute up to $1,500,000 to Special Projects selected by the Transportation Advisory Board to assist other agencies so that small projects can be funded that otherwise would not qualify through the normal review and prioritization process.

Funding/Cost Summary:

Cost by Sub-Project	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
T003 - SPECIAL PROJECTS	$ 5,216,333	$ 473,829	$ 1,510,000	$ 1,510,000	$ 1,510,000	$ 1,510,000	$ 1,510,000	$ 4,550,000	$ 9,688,178
Project Total	**$ 5,216,333**	**$ 473,829**	**$ 1,510,000**	**$ 1,510,000**	**$ 1,510,000**	**$ 1,510,000**	**$ 1,510,000**	**$ 4,550,000**	**$ 9,688,178**

Operating Cost Summary:

Not applicable

Pavement Preservation

Managing Department: Transportation
Project Partner(s): None

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Ft McDowell, Mohave, Yavapai Drainage	2	4th Qtr FY 2014
Miller Road I-10 to One Mile North	4	TBD
Buckeye Yard Improvements	4	3rd Qtr FY 2014
East Mesa Subdivision Rehabilitation	2	4th Qtr FY 2014
Asphalt Restoration Overlay	All	4th Qtr FY 2014

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:

T332 – Ft McDowell, Mohave, Yavapai Drainage

The purpose of this project is to address drainage issues at four locations on Ft McDowell Road. Estimated cost is $914,410 with $660,000 budgeted in FY 2014 to complete the project.

T338 – Miller Road I-10 to one mile North

The purpose of the Miller Road I-10 to one mile north project is to pave Miller Road from I-10 to the Army National Guard Facility so travelers will have a healthier and safer route to travel. Construction is not currently planned and is dependent on National Guard participation, the total project cost, and availability of funds. A scoping study to determine the cost to pave the road is the first step with $365,000 budgeted in FY 2014 to complete the scoping study.

T387 – Buckeye Yard Improvements

The Buckeye Yard needs major repairs to it septic system and well water system. These repairs will be made and the building replaced. Total cost is estimated to be $4,452,434 with $2,570,000 budgeted in FY 2014 for construction.

T434 – East Mesa Subdivision Rehabilitation

This project will remove existing pavement and replace with new pavement with valley gutter as needed. Construction is planned for FY 2014 with $1,100,000 budgeted for construction.

T435 – FY 13 Asphalt Restoration Overlay

This project consists of edge-milling the existing road surfaces (where necessary) and overlaying with new asphalt-rubber concrete pavement. The new pavement surfacing is necessary due to the deteriorating pavement on these roads and will extend the useful performance life of these roads. Resurfacing and delineating these roads will provide structurally sound, smooth-riding, and safe

roadways for the traveling public. Construction is planned for FY 2014 with $7,000,000 budgeted for construction.

Funding/Cost Summary:

Cost by Sub-Project	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
T332 - FT MCDOWELL DRAINAGE SCOPING	$ 204,704	$ 49,706	$ 660,000	$ -	$ -	$ -	$ -	$ 660,000	$ 914,410
T338 - MILLER RD I10 TO 1 MI N I10	33,145	105,217	365,000	-	-	-	-	365,000	503,362
T387 - IMPROVEMENTS TO BUCKEYE YARD	111,117	261,317	2,570,000	1,510,000	-	-	-	4,080,000	4,452,434
T434 - EAST MESA SUB REHAB	-	468,460	1,100,000	-	-	-	-	1,100,000	1,568,460
T435 - FY13 AR OVERLAY	-	27,898	7,000,000	-	-	-	-	7,000,000	7,027,898
Project Total	**$ 348,966**	**$ 912,598**	**$ 11,695,000**	**$ 1,510,000**	**$ -**	**$ -**	**$ -**	**$ 13,205,000**	**$ 14,466,564**

Operating Cost Summary:

No additional funds are being requested.

Desert Sage Subdivision Rehabilitation

Usery Pass Overlay North

Transportation Planning

Managing Department: Transportation
Project Partner(s): Town of Buckeye and the City of Surprise

Scheduled Completion Dates:

Study	District	Scheduled Completion
Camelback Parkway Sun Valley Parkway to Tonopah Parkway	4	2nd Qtr FY 2014
Dove Valley Parkway US 60 to Hidden Water Parkway	4	1st Qtr FY 2014
Greenway Parkway Sun Valley Parkway to Hassayampa Freeway	4	2nd Qtr FY 2014
Wintersburg Parkway Salome Highway to Turner Parkway	4 & 5	1st Qtr FY 2015
Southern Parkway State Route 85 to Salome Highway	4	2nd Qtr FY 2015

Purpose Statement:

The purpose of Transportation Planning is to provide plans, studies, research, recommendations and consultation services to planning, development, and project delivery professionals so they can design and construct transportation infrastructure projects that are in line with County goals as established in the Transportation System Plan. This project provides funding for advance planning and more accurate initial assessments of projects, which results in a better use of public funds. A total of $1,600,000 million is budgeted in FY 2014 for planning studies.

Study Descriptions:

T005 – Camelback Parkway Sun Valley Pkwy to Tonopah Parkway

This Parkway Feasibility Study will focus only on corridor feasibility and alignment. The Town of Buckeye is within the 15 mile study corridor. The estimated study cost is $360,000. The study is planned for completion in FY 2014.

T005 – Dove Valley Parkway US 60 to Hidden Water Parkway

This Parkway Feasibility Study will focus only on corridor feasibility and alignment. The City of Surprise is within the 10 mile study corridor. The estimated study cost is $350,000. The study is planned for completion in FY 2014.

T005 – Greenway Parkway Sun Valley Parkway to Hassayampa Freeway

This Parkway Feasibility Study will focus only on corridor feasibility and alignment. The Town of Buckeye is within the 5 mile study corridor. The estimated study cost is $300,000. The study is planned for completion in FY 2014.

T005 – Wintersburg Parkway Salome Highway to Turner Parkway

This Parkway Feasibility Study will focus only on corridor feasibility and alignment. The Town of Buckeye is within the 23 mile study corridor. The estimated study cost is $420,000. The study is planned for completion in FY 2015.

T005 – Southern Parkway State Route 85 to Salome Highway

This Parkway Feasibility Study will focus only on corridor feasibility and alignment. The Town of Buckeye is within the 10 mile study corridor. The estimated study cost is $320,000. The study is planned for completion in FY 2015.

Funding/Cost Summary:

Cost by Sub-Project	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
T005 - CANDIDATE ASSESSMENT REPORTS	$ 10,079,048	$ 1,606,318	$ 1,600,000	$ 1,600,000	$ 1,600,000	$ 1,600,000	$ 1,600,000	$ 8,000,000	$ 19,685,366
Project Total	**$ 10,079,048**	**$ 1,606,318**	**$ 1,600,000**	**$ 1,600,000**	**$ 1,600,000**	**$ 1,600,000**	**$ 1,600,000**	**$ 8,000,000**	**$ 19,685,366**

Operating Cost Summary:

Not applicable

Right-of-Way

Managing Department: Transportation
Project Partner(s): None

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Property Management	TBD	On–going
Right of Way (ROW) In-fill on Road Inventory System	TBD	On–going

Purpose Statement:

One purpose of this Right-of-way (ROW) project is to fund the fees for the purchase of property and titles on existing roads. Other purposes include managing excess property purchased for projects and disposing of excess property. In the early years of the County, roads were built to allow farmers to get their products to market. Citizens were happy to get the road and often title to the land used for the road was not transferred to the County. This fund is used to obtain this type of property when these situations are identified. The benefit to the public is that it provides better fiscal management by providing a funding mechanism for acquisition of public right-of-way for existing County roads.

Project Descriptions:

T008 – Property Management

The purpose of Property Management Project is to actively manage, prepare for sale and dispose of excess land previously purchased for projects, to recoup the cost and generate revenue. Excess land occurs from situations where it is more cost effective to purchase the entire parcel rather than a portion of the parcel, thus avoiding costly litigation and severance damage claims. The estimated annual cost is $50,000.

T011 – ROW In–fill on Road Inventory System

The purpose of the ROW In-fill on Road Inventory System project is to obtain fee title on existing roads so that the traveling public has continued access to the existing roadway system. The FY 2014 budget is $100,000 to acquire right-of-way when identified.

Funding/Cost Summary:

Cost by Sub-Project	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
T008 - PROP MGMT PRIOR YEARS PROJECTS	$ 218,106	$ 54,817	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 250,000	$ 522,923
T011 - ROW IN FILL ROAD INVENTORY SYS	1,622,050	106,114	100,000	100,000	100,000	900,000	1,000,000	2,200,000	3,928,164
Project Total	**$ 1,840,156**	**$ 160,931**	**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 950,000**	**$ 1,050,000**	**$ 2,450,000**	**$ 4,451,087**

Operating Cost Summary:

Not applicable

Safety Improvements

Managing Department: Transportation
Project Partner(s): None

Scheduled Completion Date:

Improvement	District	Scheduled Completion
MC 85 at 83rd Avenue	5	4th Qtr of FY 2017

Purpose Statement:

The purpose of this Safety Improvement project is to investigate potential hazardous situations and make necessary safety related improvements to reduce accidents and improve safety so that commuters have a safer commute.

Project Descriptions:

T345 – MC 85 at 83rd Avenue

This project will create a constant roadway profile from 107th Avenue to 75th Avenue by adding a dual center turning lane where currently missing, improve the 83rd Avenue intersection plus overlay the roadway from 107th Avenue to 75th Avenue so the traveling public will have a safer commute. The estimated cost is $26,204,158 with $5,000,000 budgeted in FY 2014 to for right-of-way acquisition. Construction is tentatively planned to start in mid FY 2015.

T412 – Eagle Eye Road at Tiger Wash

This scoping study will determine the type and cost of roadway improvements needed, so travelers will have a safer all-weather route to travel. Construction is not currently planned and is dependent on the total project cost, and availability of funds. A total of $120,000 is budgeted in FY 2014 to complete the scoping study.

T445 – New River Trail at Linda lane

The County Trail System crosses New River Road just south of Linda Lane. Due to limited sight distance to observe on-coming traffic hikers are in danger when crossing the road. This scoping study will determine the type and cost of roadway improvements needed, so both hikers will be able to cross safely and the travelers will have a safer route to travel. Construction is not currently planned and is dependent on the total project cost, and availability of funds. A total of $60,000 is budgeted in FY 2014 to complete the scoping study.

Funding/Cost Summary:

Cost by Sub-Project	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
T345 - MC85 AT 83RD CTR TURN LN EXP	$ 1,397,930	$ 1,481,228	$ 5,000,000	$ 6,410,000	$ 7,915,000	$ 4,000,000	$ -	$ 23,325,000	$ 26,204,158
T412 - EAGLE EYE RD AT TIGER WASH	381,483	114,630	120,000	-	-	-	-	120,000	616,113
T445 - NEW RIVER TRAIL AT LINDA LN	-	4,114	60,000	-	-	-	-	60,000	64,114
Project Total	**$ 1,779,413**	**$ 1,599,972**	**$ 5,180,000**	**$ 6,410,000**	**$ 7,915,000**	**$ 4,000,000**	**$ -**	**$ 46,710,000**	**$ 26,884,385**

Operating Cost Summary:

Not applicable

Traffic Improvements

Managing Department: Transportation
T272 Gila River Indian Community
T281 Town of Queen Creek

Scheduled Completion Dates:

Improvement	District	Scheduled Completion
Elliot at Sossaman	1	3rd Qtr FY 2015
Traffic Calming	All	On-going
Broadway at Watson	4	2nd Qtr FY 2014
Avondale Blvd at MC 85	5	4th Qtr FY 2015
Empire at Meridian	1	4th Qtr FY 2015
Dynamite at 52nd St	3	4th Qtr FY 2015
MC 85 at Jackrabbit Rd	4	4th Qtr FY 2014
University at Signal Butte and at Crismon	2	4th Qtr FY 2014
Del Webb at Hutton	4	2nd Qtr FY 2015
Alma School at Michigan	1	4th Qtr FY 2015

Purpose Statement:

The purpose of the Traffic Improvements project is to install traffic signals and make other intersection improvements to improve safety, reduce congestion, improve traffic flow, and provide real time traffic data so that commuters experience less travel delays and have a faster and safer commute.

Project Descriptions:

T004 – Warranted Traffic Improvements

The purpose of this Warranted Traffic Improvements is a reserve to provide budget for new scoping studies approved by the Department Director so these studies can begin with minimal administrative costs. These scoping studies provide information to assess the cost and benefit of proposed traffic signals and other intersection improvements to improve safety, reduce congestion, improve traffic flow, and provide real time traffic data so that commuters experience less travel delays and have a faster and safer commute. A total of $500,000 is budgeted for scoping studies and construction reserves in FY 2014.

T333 – Elliot at Sossaman

This project will install traffic signals and make other improvements to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. The estimated cost to complete the project is $2,930,859 with $940,000 budgeted in FY 2014 to begin construction.

T365 – Traffic Calming

This project will install speed bumps and other devices on local roads to reduce traffic speed and make other minor improvements to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. A total of $100,000 is budgeted in FY 2014 for this effort.

T373 – Broadway at Watson

This project will replace obsolete traffic signals to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. The Town of Buckeye is the lead agency and the County will contribute $125,000 as our share of the project cost in FY 2014.

T391 – Avondale Boulevard at MC 85

Requested by the City of Avondale, this project will install traffic signals, make other improvements and railroad safety improvements at this intersection to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. The estimated cost to complete the project is $2,105,966. A total of $205,000 budgeted in FY 2014 to complete design, acquire right-of-way and move utilities. Construction is planned for FY 2016.

T420 – Empire at Meridian

This project will install traffic signals and make other improvements to improve safety, reduce congestion, and improve traffic flow so the travelling public will have a safer commute. A total of $650,000 budgeted in FY 2014 to complete design, acquire right-of-way and move utilities. Construction is planned for FY 2015.

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. The City of Phoenix is expected to be a financial partner in the project. A total of $400,000 budgeted in FY 2014 for design and start of construction provided the financial partnership is finalized.

T425 – MC 85 at Jackrabbit Road

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 $422,000 budgeted in FY 2014 for construction.

T426 – University at Signal Butte and at Crismon

This project will install traffic signals and make other improvements to improve safety, reduce congestion, and improve traffic flow at the two intersections so the travelling public will have a safer commute. A total of $590,000 budgeted in FY 2014 for construction.

T437 – Del Webb at Hutton

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 $480,000 budgeted in FY 2014 for design, right-of-way acquisition, utility relocation and to start construction.

T438 – Roadway Flooded Warning Signs

This project will install automatic warning signs at low flow crossings to warn motorists not to cross when flooded to improve safety. Two pilot locations have been installed during FY 2013. The effectiveness of these installations will be evaluated before next phases of the program are implemented. A total of $500,000 is budget to design additional locations during FY 2014 provided the signs are effective.

T439 – Alma School at Michigan

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 $430,000 budgeted in FY 2014 for design, right-of-way acquisition, utility relocation and to start construction.

Funding/Cost Summary:

Sources	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
T315 - SOUTHERN AT MERIDIAN	$ -	$ -	$ 700,000	$ -	$ -	$ -	$ -	$ 700,000	$ 700,000
T391 - AVONDALE AT MC 85	-	-	-	1,637,677	-	-	-	1,637,677	1,637,677
Project Total	**$ -**	**$ -**	**$ 700,000**	**$ 1,637,677**	**$ -**	**$ -**	**$ -**	**$ 2,337,677**	**$ 2,337,677**

Cost by Sub-Project	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
T004 - WARRANTED TRAFFIC IMPROVEMENTS	$ 211,248	$ -	$ 500,000	$ 1,500,000	$ 5,000,000	$ 5,000,000	$ 5,000,000	$ 17,000,000	$ 17,211,248
T333 - ELLIOT RD AND SOSSAMAN RD	430,517	620,342	940,000	940,000	-	-	-	1,880,000	2,930,859
T365 - TRAFFIC CALMING	162,717	66,208	100,000	200,000	200,000	200,000	200,000	900,000	1,128,925
T373 - BROADWAY AT WATSON SGNL INSTAL	-	-	125,000	-	-	-	-	125,000	125,000
T391 - AVONDALE AT MC 85	95,933	1,033	205,000	1,804,000	-	-	-	2,009,000	2,105,966
T420 - EMPIRE AND MERIDIAN	81,181	85,095	650,000	1,615,000	-	-	-	2,265,000	2,431,276
T424 - DYNAMITE AT 52ND STREET	77,843	216,664	400,000	400,000	-	-	-	800,000	1,094,507
T425 - MC 85 AT JACKRABBIT RD	13,560	48,814	422,000	-	-	-	-	422,000	484,374
T426 - UNIVERSITY AT SB CRISMON	10,882	47,413	590,000	-	-	-	-	590,000	648,295
T437 - DEL WEBB AT HUTTON	-	91,792	480,000	285,000	-	-	-	765,000	856,792
T438 - ROADWAY FLOODED WARNING SIGNS	-	88,511	500,000	305,000	-	-	-	805,000	893,511
T439 - ALMA SCHOOL AT MICHIGAN		70,749	430,000	250,000	-	-	-	680,000	750,749
Project Total	**$ 1,083,881**	**$ 1,336,621**	**$ 5,342,000**	**$ 7,299,000**	**$ 5,200,000**	**$ 5,200,000**	**$ 5,200,000**	**$ 28,241,000**	**$ 30,661,502**

Operating Cost Summary:

No additional funds are being requested.

Transportation Administration

Managing Department: Transportation
Project Partner(s): None

Purpose Statement:

The purpose of Transportation Administration is to provide project oversight and delivery services to construction delivery teams so they can complete transportation projects on time, within budget and scope that satisfies or meets predetermined project objectives. The benefit to the public is that it provides better fiscal management of the capital program.

Project Descriptions:

T001 – TIP Development

The purpose of TIP Development is to provide funding for staff support to monitor the capital program and provide project oversight for management so that available funds are spent in a fiscally prudent and cost effective manner. Estimated cost is $450,000 in FY 2014.

T002 – Project Reserve

The purpose of the Project Reserve fund is to reserve monies to cover project costs increases so that County citizens receive planned infrastructure projects are completed as planned and funds are available for projects that were scheduled at budget preparation time to be completed but extend into the new fiscal year. A total of $5,000,000 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 $233,500 has been budgeted for additional staff support.

T012 – General Civil Engineering

The General Civil Engineering fund is a reserve to provide budget for new scoping studies approved by the Department Director and or County Engineer so these studies can begin with minimal administrative costs. These scoping studies provide information to assess the cost and benefit of a proposed project and provide the Board of Supervisors better information on which to make decisions. A total of $1,300,000 is budget for scoping studies and investigations.

Funding/Cost Summary:

Cost by Sub-Project	Previous Actuals	Projected FY 2013	Year 1 FY 2014	Year 2 FY 2015	Year 3 FY 2016	Year 4 FY 2017	Year 5 FY 2018	5-Year Total	Total Project
T001 - TIP DEVELOPMENT	$ 2,542,982	$ 247,875	$ 450,000	$ 450,000	$ 450,000	$ 450,000	$ 450,000	$ 2,250,000	$ 5,040,857
T002 - PROJECT RESERVES ACCOUNT	104,475		5,000,000		15,000,000	22,600,000	12,600,000	55,200,000	55,304,475
T006 - UNALLOCATED FORCE ACCOUNT	286	167,230	233,500					233,500	401,016
T012 - GENERAL CIVIL ENGINEERING	456,484	20,313	1,300,000	2,100,000	3,100,000	3,100,000	3,100,000	12,700,000	13,176,797
Project Total	**$ 3,104,227**	**$ 435,418**	**$ 6,983,500**	**$ 2,550,000**	**$ 18,550,000**	**$ 26,150,000**	**$ 16,150,000**	**$ 70,383,500**	**$ 73,923,145**

Operating Cost Summary:

Not applicable

Debt Service

Debt Management Plan

Introduction to Debt

A comprehensive debt plan should be developed by all jurisdictions intending to issue debt. The purpose of Maricopa County's Debt Management Plan is to set forth the parameters for issuing debt, to manage the debt portfolio and provide guidance to decision makers regarding the timing and purposes for which debt may be issued.

Provisions of the debt plan must be compatible with the County's goals pertaining to the capital program and budget, the financial plan, and the operating budget. A debt plan should attain an appropriate balance between establishing limits on the debt program and providing sufficient flexibility to enable the County to respond to unforeseen circumstances and new opportunities that may benefit the County. This document is not intended to review the County's total financial position. It is a study of the County's current debt position, as growth in the County could result in an increased need for capital financing. Revenues, as well as needs, should drive the County's debt issuance program.

Decisions regarding the use of debt will be based in part on the long-term needs of the County and the amount of equity (cash) dedicated in a given fiscal year to capital outlay. A disciplined, systematic approach to debt management should allow the County to enhance its credit ratings, while at the same time meeting the growing demands of the County's capital projects.

The information contained herein reflects the current debt status of Maricopa County for the fiscal year ended June 30, 2012. 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, 2012, that can be obtained at: http://www.maricopa.gov/finance/CAFR.aspx.

Current Debt Situation

It is recognized that all debt, regardless of the source of revenue pledged for repayment, represents some sort of cost to taxpayers or ratepayers. Therefore, all types of County debt/obligations are considered herein. While lease-secured and certificates of participation obligations may not be debt under strict legal definitions, they still require future appropriations and are a fixed charge. These lease payments and other non-bonded obligations are added by most security analysts when calculating an issuer's debt ratios.

Debt Issuance History

The County has used debt financing for many years to finance capital projects. The following chart illustrates the amount of debt as well as categories of outstanding debt for the fiscal year ended June 30, 2012.

LONG-TERM LIABILITIES
All Categories of Debt (2)
Maricopa County, Arizona
As of June 30, 2012

	Year Ending June 30				
	2008	2009	2010	2011	2012
GOVERNMENTAL ACTIVITES:					
Bonds, loans, and other payables:					
General obligation bonds	$ 0	$ 0	$ 0	$ 0	$ 0
Lease revenue bonds (3)	173,670,000	163,900,000	153,285,000	142,140,000	130,815,000
Lease trust certificates	4,612,000	0	0	0	0
Housing Authority Loans (1)(4)	0	0	0	0	2,787,917
Special assessment debt with governmental commitment (1)	82,519	193,591	174,442	120,533	80,050
Certificates of participation (3)	4,295,000	3,850,000	3,385,000	2,895,000	0
Capital leases	50,093,644	51,135,339	14,956,315	432,651	0
Total Governmental activities	$ 232,753,163	$ 219,078,930	$ 171,800,757	$ 145,588,184	$ 133,682,967

Notes:
(1) Does not represent an obligation of the County.
(2) Long-term liabilities excludes claims and judgments payable, reported and incurred but not reported claims, and liabilities for closure and post-closure costs.
(3) On January 1, 2005, the Medical Center was transitioned to the Maricopa County Special Health Care District, a separate legal entity that is not part of the County's reporting entity. The long-term debt obligations, as previously reported in the Medical Center Fund, a major enterprise fund, were transferred to governmental activities as they are the responsibility of the County. The Maricopa County Special Health Care District will continue to reimburse the County pursuant to the intergovernmental agreement with the County.
(4) Beginning in FY 2011, the Housing Authority is considered a blended component unit of the County and is included on this schedule. Prior to FY 2011, the Housing Authority was a discretely presented component unit. Although the Housing Authority is included as of FY 2011, no long-term liabilities were recorded until FY 2012.

Financing Alternatives

The County should evaluate all potential funding sources before considering which method of financing may be the most appropriate. Sources of funding may include: current revenues and fund balances; intergovernmental grants from federal, state or other sources; state revolving funds or loan pools; private sector contributions through impact fees or public/private partnerships; and leasing.

There are many sources of funding, depending on the type of debt to be incurred and the length of time for repayment. Short-term financing is defined as debt maturing not later than one year after the date of its issuance. There are basically three reasons for using short-term debt:

- A vehicle to deal with temporary cash flow difficulties. This situation arises when cash receipts do not follow the same pattern as cash outlays.
- To handle unexpected costs resulting from natural emergencies or other significant unexpected events.
- In anticipation of issuing a long-term bond for capital financing. This form of financing offers an opportunity to borrow for short periods until the true, final costs of a project are known.

Pay-As-You-Go Financing

This method means that capital projects are paid for from the government's current revenue base. The County does not issue bonds and does not have to repay the borrowings over time.

There are several advantages to this method. For example, pay-as-you-go financing will save the amount of interest which otherwise would be paid on bonds issued to finance the program. The government is not encumbered by as much debt service when economic conditions deteriorate due to normal business cycles. Since the use of current revenues can be adjusted in a given budget year, pay-as-you-go financing can provide greater budgetary flexibility than does a debt issue. The jurisdiction's long-term debt capacity is preserved for the future. Finally, lower debt ratios may have a positive effect upon the jurisdiction's credit rating.

Relying on current revenues to finance capital improvements also presents several disadvantages. Exclusive reliance upon pay-as-you-go funds for capital improvements means that existing residents are obliged to pay for improvements that will benefit new residents who relocate to the area. If the jurisdiction is forced to finance the improvements within a single budget, the large capital outlay required for some projects may result in an onerous tax burden. The County must be careful to ensure that the use of current revenues for capital projects does not diminish its availability to respond to emergencies and ongoing mandated services.

Grants

Government grants stem from a variety of sources, but the majority of grant revenues for capital projects come from federal and state governments. Grants often require a County matching contribution. Most grants require an application from the County, identifying specific improvements or equipment that will be purchased with the grant money.

Short-Term Borrowing (Notes)

Tax Anticipation Notes (TANs) are notes issued in anticipation of the collection of taxes, as referenced in the Arizona Revised Statutes (A.R.S.), Title 35, Chapter 3, Article 3.1. They provide operating funds to meet regular payroll and other operating expenses. During the fiscal year when tax payments are received, sufficient sums are used to retire the note. The timing of the note sale, the note's due date, and repayment of funds are all components of cash flow and cash management analysis.

Lines and Letters of Credit – Where their use is judged by the Chief Financial Officer to be prudent and advantageous to the County, the County has the power to enter into agreements with commercial banks or other financial entities for purposes of acquiring lines or letters of credit. The Board of Supervisors must approve any agreement with financial institutions for the acquisition of lines or letters of credit.

General Obligation Bonds

Bond security is the taxing power of the state or local government, as referenced in the A.R.S., Title 35, Chapter 3, Article 3, for new general obligation bonds and Title 35, Chapter 3, Article 4 for refunding bonds. An issuer selling a general obligation bond secured by its full faith and credit attaches to that issue its broadest pledge. This makes the security of these bonds very high. The full faith and credit backing of a general obligation bond includes the pledge of all general revenues, unless specifically limited, as well as, the legal means to raise tax rates to cover debt service. The public entity is authorized to levy property taxes or to draw from other unrestricted revenue streams such as sales or income taxes to pay the bond's principal and interest. Interest rates on these bonds are generally the lowest of any public securities due to this superior security. Prior to issuance, Arizona general obligation bonds must have a majority vote approval from the residents of the County.

Revenue Bonds

Revenue bonds are long-term debt instruments retired by specific dedicated revenues. Often these revenues are generated by the project funded out of debt proceeds. Revenue bonds are designed to be self-supporting through user fees or other special revenues (i.e. excise taxes, rents or fees). The general taxing powers of the jurisdiction are not pledged. The debt created through the issuance of revenue bonds is to be repaid by the earnings from the operations of a revenue producing enterprise, from special taxes, or from contract leases or rental agreements. County revenue bonds do not burden the constitutional or statutory debt limitation placed on the County because they are not backed by the full faith and credit of the issuer. The underlying security is the revenue stream pledged to pay the bond principal and interest.

Special Assessment Bonds

Special Assessment Bonds are issued to districts that are within a legally designated geographic area located within the County, which through the consent of the affected property owners pay for basic infrastructure and public improvements to the area through a supplemental assessment. This financing approach achieves the objective of tying the repayment of debt to those property owners who most directly benefit from the improvements financed.

Certificates of Participation

Certificates of Participation represent proportionate interests in semiannual lease payments. Participation in the lease is sold in the capital markets. The County's obligation to make lease payments is subject to annual appropriations made by the County for that purpose. Rating agencies typically give Certificate of Participation issues a grade below that of general obligation bonds. A.R.S., Title 11, Chapter 2, Article 4, §11-251, Paragraph 46, provides for a maximum repayment term of 25 years for the purchase or improvement of real property.

Lease Trust Certificates

Lease Trust Certificates financing provides long-term financing through a lease (with a mandatory purchase provision). This method does not constitute indebtedness under a state or local government's constitutional debt limit and does not require voter approval. In a lease-purchase transaction, the asset being financed can include new capital asset needs or assets under existing lease agreements.

Installment Purchase Agreements

Same as a lease purchase agreement with the exception that the County takes title to the property up front.

Debt Limit

The Arizona Constitution, Article 9, Section 8, states that a County indebtedness pertaining to general obligation bonds may not exceed six percent of the value of the County's taxable property ascertained by the last assessment. All general obligation bonds must be approved by voters regardless of amount issued up to the six percent limit. The County may issue non-general obligation bonds without voter approval up to six percent of the taxable property. However, with voter approval, the County may become indebted for an amount not to exceed fifteen percent of such taxable property.

The following table represents the County's outstanding general obligation indebtedness with respect to its constitutional general obligation debt limitation.

2011-12 Constitutional General Obligation Bonding Capacity Maricopa County, Arizona		
2011-12 Secondary Assessed Valuation	$	38,760,296,502
15% of Secondary Assessed Valuation		5,814,044,475
Less: GO Bonded Debt Outstanding		-
Plus: GO Debt Service Fund Balance		-
Unused Fifteen Percent Borrowing Capacity	$	5,814,044,475

Rating Agency Analysis

Independent assessments of the relative credit worthiness of municipal securities are provided by rating agencies. They furnish letter grades that convey their assessment of the ability and willingness of a borrower to repay its debt in full and on time. Credit ratings issued by these agencies are a major function in determining the cost of borrowed funds in the municipal bond market.

Moody's Investors Service, Standard and Poor's Corporation, and Fitch Ratings are the three major rating agencies that rate municipal debt. These rating agencies have provided a rating assessment of credit worthiness for Maricopa County. There are five primary factors that comprise their ratings:

- Economic conditions – stability of trends,
- Debt-history of County – debt and debt position,
- Governmental/administration – leadership and organizational structure of the County,
- Financial performance – current financial status and the history of financial reports,
- Debt management – debt policies, including long-term planning.

Each of the rating agencies has their own method of assigning a rating on the ability and willingness of a borrower to repay in full and on time. Issuers must pay a fee for the opportunity to have one or more rating agencies rate existing and proposed debt issuance. The following chart outlines how the ratings reflect creditworthiness, ranging from very strong securities to speculative and default situations.

Examples of the rating systems are:

BOND RATINGS **Explanation of corporate/municipal bond ratings**	**RATING AGENCIES**		
	Fitch	Moody's	Standard & Poor's
Premium quality High quality Medium quality	AAA AA A	Aaa Aa A	AAA AA A
Medium grade, lower quality Predominantly speculative Speculative, low grade	BBB BB B	Baa Ba B	BBB BB B
Poor to default Highest speculation Lowest quality, no interest	CCC CC C	Caa Ca C	CCC CC C
In default, in arrears Questionable value	DDD DD D		DDD DD D

Fitch and Standard & Poor's may use "+" or "-" to modify ratings while Moody's may use numerical modifiers such as 1 (highest), 2, or 3.

History of Maricopa County's Debt Rating

In March 2013, Fitch Ratings affirmed Maricopa County's unlimited tax general obligation and lease revenue bond ratings. Fitch Ratings affirmed the County's general obligation bond rating (implied) at 'AAA', the highest level rating possible for general obligation bonds, and affirmed its 'AA+' rating for the County's lease revenue bonds. Citing the County's continued structural balance throughout various economic and financial pressures, management's historically conservative and proactive fiscal practices that embrace conservative revenue estimates, and the county's very modest direct debt position, Fitch Ratings views Maricopa County's rating outlook as stable. **Fitch Ratings Press Release dated March 27, 2013**

In 2011, Standard & Poor's Ratings Services (S&P) affirmed Maricopa County's issuer credit rating (ICR) and lease revenue refunding bond ratings. Standard & Poor's affirmed the County's 'AAA' ICR, the highest level rating possible for general obligation bonds, and affirmed its 'AA+' rating for the County's lease revenue refunding. With its diverse economic base, past performance of strong reserve levels, and low direct debt burden, Standard & Poor's views Maricopa County's long-term outlook as stable. **Standard & Poor's Rating Service Press Release dated March 28, 2011**

In 2010, Moody's recalibrated its US municipal ratings from the municipal scale to the global scale to enhance the comparability of its credit ratings across its rated universe. The County's lease revenue bonds received a change in scale from a bond rating of Aa2 to Aa1 and its Certificates of Participation, Series 2000, received a change in scale from Aa3 to Aa2, effective May 1, 2010. The recalibration does not reflect a change in credit quality or a change in credit opinion of an issue or issuer, the recalibration is simply a change in scale. **Moody's Investor Service - Change to Global Scale May 1, 2010**

Additional information on Maricopa County's bond ratings and the bond rating recalibration can be viewed on the Department of Finance webpage: http://www.maricopa.gov/Finance/debt.aspx.

The following illustrates a history of the County's various debt ratings.

Type of Debt	Fitch	Date Rating Assigned	Moody's	Date Rating Assigned	Standard & Poor's	Date Rating Assigned
General Obligation	AAA	3/27/13	Aa1	4/30/09	AAA	3/28/11
	AAA	4/01/11	Aa1	4/26/07	AAA	3/21/07
	AAA	4/25/07	Aa3	12/6/01	A+	4/11/97
	AA+	11/11/03	Aa3	5/26/00	A	5/27/94
	AA	12/4/01	A-1	11/6/98	AA	6/2/76
	AA	4/5/00	A-2	3/17/97		
			A	6/13/94		
			Aa	7/26/93		
			Aa-1	8/21/81		

Ratio Analysis

Rating analysts compare direct net debt to the population in order to measure the size or magnitude of the County's debt. This ratio is referred to as the Direct Net Debt Per Capita Ratio. The same ratio is applied to all debt within the County that 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 either from the secondary tax levy or by appropriation from the general fund for debt service payments. Debt for which there is a source of repayment, i.e. pledged revenues for car rental service charge, debt service has been excluded.

DIRECT AND OVERALL NET DEBT
MARICOPA COUNTY, ARIZONA

GOVERNMENTAL ACTIVITES	Audited 6/30/11	Audited 6/30/12	Projected 6/30/13	Projected 6/30/14
Lease Revenue Bonds (5)	$ 142,140,000	$ 130,815,000	$ 120,350,000	$ 108,975,000
Certificates of Participation (5)	2,895,000	0	0	0
Capital Leases	432,651	0	0	0
Direct Net Debt	$ 145,467,651	$ 130,815,000	$ 120,350,000	$ 108,975,000
Overlapping Debt (1)	8,302,401,400	8,012,112,021	8,105,338,537	8,042,969,640
Overall Net Debt	$ 8,447,869,051	$ 8,142,927,021	$ 8,225,688,537	$ 8,151,944,640
Population Estimate (2)	3,843,370	3,887,924	3,942,877	4,007,607
Full Value of Taxable Property (3)	$ 359,682,346	$ 321,960,274	$ 309,938,648	$ 308,388,955
Ratios (4)				
Direct Net Debt Per Capita	$ 38	$ 34	$ 31	$ 27
Overall Net Debt Per Capita	$ 2,198	$ 2,094	$ 2,086	$ 2,034
Direct Net Debt As % of FV Property	0.040%	0.041%	0.039%	0.035%
Overall Net Debt As % of FV Property	2.349%	2.529%	2.654%	2.643%
FV Property Per Capita	$ 93,585	$ 82,810	$ 78,607	$ 76,951

Notes:
(1) Projected overlapping debt for 2013 and 2014 was based on a three year average for general obligation Bonds for Cities, Towns, School Districts and Special Assessment Districts.
Source: www.azdor.gov/ReportsResearch/ReportofBondedIndebtedness.aspx
(2) Projections for 2012, 2013 and 2014 are based on estimates provided by the Department of Economic Security.
Source: www.workforce.az.gov
(3) Full Cash Value Taxable Property Estimates for Tax Year 2014 were provided by Maricopa County Assessor's Office (in thousands of dollars).
(4) Summary of Debt Ratios:
- Direct Net Debt per capita = Direct Net Debt/Population
- Overall Net Debt per capita = Overall Net Debt/Population
- Direct Net Debt as a percentage of full value property (FV) = Direct Net Debt/FV property
- Overall Net Debt a percentage of FV Property = Overall Net Debt/FV property
- FV property per capita = FV Property/Population

(5) Governmental activities direct and overall net debt includes the applicable portion of outstanding debt obligations that were reclassified from the transition of the Maricopa County Medical Center (business-type activity) to the Maricopa County Special Health Care District, a separate legal entity. The debt obligations are included in the calculation as they are a direct obligation to the County and are not paid from pledged revenues. Maricopa County will be reimbursed by the Maricopa County Special Health Care District as provided for in the intergovernmental agreement.

Debt Obligations by Type

General Obligation Bonds

Long-term General Obligation Bonds shall be issued to finance significant capital improvements for purposes set forth by voters in bond elections. Interest rates on these bonds are generally the lowest of any public securities. Prior to issuance, Arizona GO Bonds must have a majority vote approval from the residents of the County.

On July 1, 2004, the County made the final debt service payment on the outstanding General Obligation Bonds, which were the result of the 1986 general election where the voters authorized the County to issue long-term debt. The resulting proceeds from the sale of the bonds were used for the purpose of making improvements in the County which included Criminal and Civil Courts Facilities, Juvenile Court – Juvenile Treatment and Detention Facilities, Law Enforcement and Public Safety, Regional Park Improvements, Environmental Protection, Sanitary Landfill, Public Health Facilities, Infrastructure, Communication Improvements, etc.

Legal Debt Margin – County indebtedness pertaining to general obligation bonds may not exceed six percent of the value of the County's taxable property ascertained by the last assessment. However, with voter approval, the County may become indebted for an amount not to exceed 15 percent of such taxable property. At June 30, 2012, the County had no outstanding general obligation debt, (0.00% of taxable property), while the 6 percent limit was $2,325,617,790 and the 15 percent limit was $5,814,044,475.

Lease Revenue Bonds

On December 3, 2003, the Maricopa County Public Finance Corporation issued $16,880,000 of Lease Revenue Refunding Bonds for the current refunding of various certificates of participation (Series 2000, 1996, 1994, and 1993), capital leases, and an installment purchase contract, which were legally defeased as of June 1, 2004. The County will be obligated to make lease payments to extinguish the refunding debt when due until all lease payments under the lease have been paid. The County's obligation to make lease payments will be subject to and dependent upon annual appropriations being made by the County. The bonds are not subject to optional redemption prior to maturity; however, in the event of non-appropriation, the bonds would terminate and be subject to special mandatory redemption at par plus accrued interest, without premium.

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 non-appropriation, 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, 2012

Bond Issue	Amount
2003 Lease Revenue Refunding Bonds	$ 320,000
2007A Lease Revenue Bonds	97,655,000
2007B Lease Revenue Refunding Bonds	32,840,000
Total	$ 130,815,000

DEBT SERVICE REQUIREMENTS TO MATURITY
Lease Revenue Bonds
Maricopa County, Arizona
As of June 30, 2012

Year Ending June 30	Principal	Interest	Total Debt Service
2013	$ 10,465,000	$ 5,585,205	$ 16,050,205
2014	11,375,000	5,118,505	16,493,505
2015	11,840,000	4,579,180	16,419,180
2016	12,470,000	4,016,330	16,486,330
2017	3,660,000	3,657,980	7,317,980
2018-22	21,165,000	15,410,610	36,575,610
2023-27	26,605,000	9,819,300	36,424,300
2028-32	33,235,000	3,159,550	36,394,550
Total	$ 130,815,000	$ 51,346,660	$ 182,161,660

Certificates of Participation

On November 1, 2000, Maricopa County Public Finance Corporation issued $6,975,000 of Certificates of Participation to pay for the cost of construction for the Desert Vista Health Center. On January 1, 2005, the outstanding debt obligations were reclassified from the transition of the Maricopa County Medical Center (business-type activity) to the Maricopa County Special Health Care District, a separate legal entity. On August 15, 2011, Maricopa County contributed cash of $2,390,550 for early redemption of the Certificates of Participation, Series 2000. The Maricopa County Special Health Care District will continue to reimbursement Maricopa County as provided for in the intergovernmental agreement.

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, 2012. 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 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, 2012

Year Ending June 30	Principal	Interest	Total Debt Service
2013	$ 1,132,999	$ 237,723	$ 1,370,722
2014	1,197,388	174,162	1,371,550
2015	1,261,778	106,848	1,368,626
2016	1,335,273	36,231	1,371,504
Total	$ 4,927,438	$ 554,964	$ 5,482,402

Special Assessment Districts

A Special Assessment District (County Improvement District) process begins with the circulation of a petition. The petition must be signed either by 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, 2012

Bond Issue	Amount
Queen Creek Water K-91	$ 10,348
7th Street North K-106	10,828
Plymouth Street K-109	58,874
Total	$ 80,050

Housing Authority of Maricopa County Loans Payable

On February 23, 2004, the Housing Authority of Maricopa County's component unit, Rose Terrace Development Partnership, L.L.C., entered into a mortgage note payable with John Hancock Life Insurance Company. The note is amortized over a 30-year period, bears an interest rate of 8.13%, and is collateralized by investment in real estate. Monthly installments of principal and interest are payable in the amount of $17,574, and all accrued and unpaid interest is due and payable March 1, 2021. At June 30, 2012, the balance on this note was $2,217,917.

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, 2012, the balance on this note was $570,000.

DEBT SERVICE REQUIREMENTS
Housing Authority Loans Payable
Maricopa County, Arizona
As of June 30, 2012

Year Ending June 30		Principal
2013	$	33,280
2014		36,089
2015		39,134
2016		42,437
2017		46,019
2018-21		2,590,958
Total	$	2,787,917

Capital Leases (Lease-Purchase Obligations)

Maricopa County uses lease-purchase financing to expand its borrowing power. This financing technique provides long-term financing through a lease (with a mandatory purchase provision). Lease-purchase agreements use non-appropriation clauses to avoid being classified as long-term debt, which might be subject to State legal restrictions. This clause allows the government to terminate the lease without penalty. Security for lease-purchase financing is the lease payments made by the County and, where legally permitted, also the asset being financed. On July 1, 2011, the County made the final payment on the outstanding capital leases.

Short-Term Borrowing

On July 1, 2011, the County entered into 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 that had a maturity date of June 30, 2012. Outstanding principal and interest is due on June 30 of each year. During fiscal year 2012, the County had not borrowed against the line of credit. The municipal revolving line of credit was renewed to June 30, 2013.

On July 1, 2011, the County maintained a $5,649,751 irrevocable standby letter of credit issued to the Industrial Commission of Arizona for unfunded workers' compensation claims. The irrevocable standby letter of credit matured on June 30, 2012. The letter of credit was reserved against the municipal revolving

line of credit. During fiscal year 2012, the letter of credit had not been drawn upon. The irrevocable standby letter of credit was renewed to June 30, 2013, for $6,482,298.

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 that 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 are 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 comply fully 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

Budgeting for Results Guidelines and Priorities

Approved by the Board of Supervisors on January 22, 2013.

The purpose of these guidelines and priorities is to provide direction from the Board of Supervisors to the County Manager, Office of Management and Budget and all departments so that they can develop a sustainable, structurally-balanced budget that achieves, within available resources, the County's mission and strategic goals as set forth in the Maricopa County Strategic Plan.

Base Budget Targets:

1. Base budget requests for all departments and funds will be prepared within target amounts equal to their current budgets plus authorized adjustments as previously directed by the Board of Supervisors.

2. All departments must submit their base expenditure budget requests within their budget targets. If justified by revenue projections, base revenue budget requests may exceed revenue targets. If the revenue target cannot be met, departments must reduce base expenditures and base revenue by an amount sufficient to restore structural balance.

3. The General Fund will not backfill reductions in grant funding from the Federal government or the State of Arizona for non-mandated services. Reductions of grant funding for mandated services will be reviewed on a case-by-case basis.

4. Budget reduction alternatives should be prepared and submitted at 3%, 5% and 10% of department operating budgets. Service impacts associated with the reductions should be outlined and presented.

Employee Compensation:

Only compensation issues that impact critical business needs and where the alternative required to meet the business need results in the County incurring additional expenditures will be considered.

There will be a continuation of the Performance Incentive Award plan from FY 2013, which will be paid for with non-recurring, one-time funding.

Requests for Additional Program Funding:

No funding will be available for new or expanded programs. Requests for additional funding will only be considered to address pressing or critical issues and must be approved by the Board of Supervisors.

Use of Fund Balance:

The budget may provide for use of fund balances committed for budget stabilization so long as such uses are consistent with the *Reserve and Tax Reduction Policy.* In accordance with the policy, the budget will be structurally balanced, e.g., recurring revenue exceeds recurring expenditures and will

remain so into the future according to reasonable and conservative forecasts. Necessary capital expenditures will be appropriated from fund balance. Any changes to taxes must be sustainable for the foreseeable future according to reasonable and conservative forecasts.

Capital Improvement Program:

The Office of Management and Budget is directed to work with Facilities Management and other departments to develop an updated Capital Improvement Program and Capital Projects budget for FY 2014 that includes only critical capital projects, is within available non-recurring resources, and meets the strategic goal of developing, identifying funding and beginning to implement a long-range plan for addressing infrastructure needs.

Information Technology:

New information technology projects will not be considered unless they have a return on investment of 3 years or less, or unless they are a replacement of an existing system that is no longer supported and only if they are of a critical nature to County operations. Operational savings achieved from the technology will be reduced in the operating budget in the year the technology is implemented.

User Fees:

Per the Budgeting for Results Policy Guidelines, user fees are to be reviewed annually in conjunction with the budget development process. Existing user fees will be re-evaluated and necessary changes will be presented to the Board of Supervisors.

Budgeting for Results Policy Guidelines

I. PURPOSE

The purpose of this policy is to set forth the guidelines for developing budgets for Maricopa County, as well as the Flood Control, Library, and Stadium Districts. Maricopa County's budget process provides for responsible management of taxpayers' resources, while insuring that funds are directed towards achieving results at all levels.

II. DEFINITIONS

A. Budgeting for Results: A process in which budgetary decisions are based on or informed by performance information that describes the cost or efficiency of producing an activity and the results achieved for customers. This is accomplished by structuring the accounting and budgeting systems according to the structure of Maricopa County's Departments' and Districts' Strategic Plans.

B. Structurally Balanced Budget: A budget in which all recurring expenditures are fully supported by recurring sources of funding.

C. Special Revenue Funds: A fund that accounts for the proceeds of specific revenue sources (other than major capital projects) that is restricted to specific-purpose expenditures. This classification includes, but is not limited to; grant funds, fee funds and operating funds of special districts.

III. POLICY GUIDELINES

A. General Guidelines for Budget Development:

1. The budget will be based on conservative revenue estimates and will be ***structurally balanced.*** The budget will be formulated in accordance with the *Tax Reduction Policy Guidelines (B1007)*.

2. In accordance with the Board of Supervisors/Board of Directors' *Managing for Results Policy (B6001)*, Budgeting for Results is part of an overall management system that integrates planning, budgeting, reporting, evaluating and decision-making that is focused on achieving results and fulfilling public accountability. Departments/Special Districts are required to participate in the strategic planning process and their plans and performance measures, along with strategic direction from the Board of Supervisors/Board of Directors, will be the primary basis for funding decisions.

3. The Office of Management and Budget will analyze all base budgets to identify possible reductions, and will analyze all results initiative requests in detail, with particular focus on their impact on results.

4. Directors and Program Managers will critically review new, unfunded or under-funded program mandates from the State and Federal governments in order to determine the fiscal impact to the County and to identify funding solutions.

5. All positions will be fully funded in the budget or designated for elimination in accordance with the *Funded Position Policy (B3001).*

6. Wherever possible, grants and special revenue sources will be used for direct programmatic costs as well as all appropriate indirect and central service costs. For all expenditures, if allowable, non-local revenue (grants, etc) will be utilized first, then non-General Fund local revenue (fees, etc), and finally General Fund revenue. Grant and other special revenue budgets will recover all indirect costs, as allowable. All fees should be developed based on full cost recovery, including indirect costs. Grant and other special revenue budgets will be developed in accordance with the *Policy for Administering Grants (A2505) and the User Fee Services Calculation and Policy Consideration Manual.* Matching funds will be budgeted only to the extent required by law or by contracts and agreements specifically approved by the Board of Supervisors/Board of Directors.

7. Wherever possible, the annual budget will provide for the adequate and orderly replacement of facilities and major equipment from current revenues based on confirmed analytical review of need. Vehicle replacement will conform to the *Policy for Vehicle Replacement (B4002)*.

B. Revenue:

1. The amount of revenues estimated in the budget from grants, donations or intergovernmental agreements must be supported by an itemized listing of each revenue source. Grant awards and intergovernmental agreements shall be listed individually. For recurring grants and intergovernmental agreements, estimated revenue may be included prior to final agreement on funding levels, but may not include an increase from the current fiscal year.

2. Where appropriate, services and programs will be supported by user fees. User fees will recover the County's full direct and indirect costs, unless market considerations dictate otherwise. All user fees will be reviewed annually in conjunction with the budget development process. Because expenditures supported by user fees are generally subject to the Constitutional expenditure limitation, such expenditures must be carefully reviewed, and user fee rates should be reduced if they can no longer be justified by actual expenditures.

3. Anticipated revenue to the County from fee increases will not be budgeted unless the Board of Supervisors/Board of Directors has approved such increases.

4. All Departments/Special Districts, including elected officials and the Judicial Branch, will report to the Board of Supervisors/Board of Directors via the Office of Management and Budget all non-appropriated funding sources available to support their operations and programs, either directly or indirectly. When investigatory or security issues are of concern, such issues will be addressed on an individual basis.

C. Expenditures:

1. Departments/Special Districts shall submit base expenditure requests within the budget target provided by the Office of Management and Budget. The Office of Management and Budget will develop targets for each fund budgeted by a Department/Special District according to its current budget, with adjustments as directed by the Board of Supervisors/Board of Directors.

2. Requests for funding above base level must be submitted as Results Initiatives Requests, and must be directed to achievement of approved strategic goals that align with the direction of the Board of Supervisors/Board of Directors. Requests for additional funding will be considered only if departments/special districts have met the requirements for "Planning for Results" under the Managing for Results Policy (B6001). Results Initiative Requests must be supported by complete performance measures that can be used to monitor and evaluate the initiative's success if funded. The Board of Supervisors/Board of Directors may annually adopt guidelines and priorities for results initiative requests. The Office of Management and Budget will review all results initiative requests and make recommendations according to the guidelines and priorities established by the Board of Supervisors/Board of Directors.

3. In order to promote consistent and realistic budgeting of personnel, all personal service budgets shall include a reasonable allowance for personnel savings due to natural staff turnover. The rate of personnel savings should be budgeted based on past experience. Budgeted personnel savings may be budgeted conservatively for smaller departments that are subject to greater variations in staff turnover.

4. No "carryover" capital outlay or capital improvements will be budgeted unless specifically approved by the Board of Supervisors/Board of Directors. Departments that do not identify and receive approval for carryover items will be required to eliminate them or fund them from within their operating budgets.

5. Major Maintenance projects for General Fund and Detention Fund Departments will be budgeted in the Facilities Management Department's budget. All non-General Fund / Detention Fund Departments will fund their own Major Maintenance projects.

6. Vehicle Replacement for General Fund and Detention Fund Departments will be budgeted in Non Departmental. All non-General Fund / Detention Fund Departments will fund their own Vehicle Replacement.

D. Budget Process:

1. All Appointed, Elected and Judicial Branch Departments/Special Districts will follow these policy guidelines in preparing their Annual budget requests.

2. All Appointed, Elected, and Judicial Branch Departments/Special Districts will submit budget requests to the Office of Management and Budget (OMB) following the detailed timeline, directions and format prescribed by OMB.

3. Department/Special District financial reporting structures must be finalized prior to budget submission.

4. All budget requests will be submitted at a detailed level by fund, department, organization unit, Program/Activity, object/revenue source, function/segment, and month. Departments/Special Districts will prepare their budget requests in the budget preparation system provided by the Office of Management and Budget, and will follow all system instructions.

5. The Deputy County Manager (DCM) will negotiate budget recommendations with Elected Officials and Judicial Branch departments. If agreement cannot be reached with the DCM, the Presiding Judge and elected officials may first continue negotiation directly with the County Manager or, if agreement still cannot be reached, with the Board of Supervisors.

E. Capital Improvement Projects:

1. Upon recommendation of the Facilities Review Committee and identification of available funding, the Office of Management and Budget will recommend a five-year Capital Improvement Program to the Board of Supervisors/Board of Directors in accordance with the Capital Improvement Program Policy.

2. The Board of Supervisors/Board of Directors may allocate carry-over fund balances to one-time capital items in accordance with the Tax Reduction Policy (B1007).

3. When requesting funding for capital improvement projects, Departments/Special Districts will provide estimates of increased operating costs associated with each individual project.

4. Capital improvement program budgets may include a contingency budget reserve to fund project overages of up to 10% or $1,000,000, whichever is less.

F. Internal Charges and Indirect Cost Allocations:

1. Internal service departments will develop estimates of base and discretionary charges for each Department/Special District they serve according to instructions and schedules provided by OMB. All estimates will be reviewed by the user departments, OMB and the Department of Finance.

2. All internal charges will be based strictly on recovery of actual costs for providing services or sharing use of equipment or facilities. Charges between Departments/Special Districts that are based on “market rates” and exceed actual costs are prohibited. Allocation of costs between funds for shared use of buildings or equipment will be determined consistent with the Central Service Cost Allocation plan prepared by the Department of Finance.

3. Base level or non-discretionary internal services will be charged at the department/fund level. Discretionary internal service charges are the responsibility of the requesting Department/Special District.

4. The Department of Finance will determine Central Service Cost Allocation charges for all County agencies and special districts. Central Service Cost Allocation charges for Non-General Fund / Detention Fund agencies, except grant and Internal Service Fund agencies will be based on a full-cost allocation methodology. Grant and Internal Service Fund agency Central Service Cost Allocation charges will be determined in accordance with 2 CFR Part 225 (OMB Circular A-87). Where allowable, grant and special revenue funds will budget and pay the applicable Central Service Allocation charges unless the Board of Supervisors approves a variance of the charges. The Department of Finance will provide departments that administer grants with an annual indirect cost rate based on the Central Service Cost Allocation plan. Departments allocating and claiming departmental indirect costs must prepare a Departmental Indirect Cost Proposal utilizing the Department of Finance issued Recommended Procedures for Departmental Indirect Cost Allocation Plans.

Budgeting for Results Accountability Policy

A. Purpose

The purpose of the Budgeting for Results Accountability Policy is to provide guidelines and direction on managing Board-approved budgets to elected, appointed and judicial branch agencies so that they can be accountable and comply with the law.

B. Introduction

A.R.S. §42-17106 specifies that the County may not incur expenditures in excess of the amounts appropriated by the Board of Supervisors in the annual budget. A Special District may not exceed its duly adopted budget without an action by its Board of Directors amending its budget. The Budgeting for Results Accountability Policy provides Departments/Special Districts with flexibility in managing their allocated public resources in order to achieve results for customers while upholding accountability for spending within legal appropriations.

C. Definitions

Appropriation Adjustment: A change in an appropriated budget, which must be approved by the Board of Supervisors/Board of Directors.

Appropriated Budget: A budget legally adopted by the Board of Supervisors/Board of Directors, which authorizes expending funds or incurring obligations for a specific purpose, referred to as "budget items" in A.R.S. §42-17106. Appropriations may be set at different levels as directed by the Board of Supervisors/Board of Directors.

Appropriation Level: The level of detail to which a budget is appropriated by the Board of Supervisors/Board of Directors, such as by department and fund, project, activity, etc.

Department: All County/District departments, including elected and judicial branch agencies and/or offices as well as appointed departments and/or offices.

Detailed Budget: The detailed budget plan within an appropriated budget. In Maricopa County, detailed budgets are specified by month, function, organizational unit, program/activity/service, object/source, and position.

Function: Classification of expenditures and revenues according to whether they are recurring vs. non-recurring (including projects).

Special District: Special Districts for which the Maricopa County Board of Supervisors acts as the District Board of Directors, including the Flood Control, Library, and Stadium Districts.

D. Policy Guidelines

1. The Office of Management and Budget shall validate that all detailed budget adjustments balance and reconcile to appropriations set by the Board of Supervisors/Board of Directors.

2. All budgets are appropriated and controlled by the Board of Supervisors/Board of Directors at the level of department, fund, and function. Where applicable, appropriation levels may be established by program/activity, or object of expenditure.

3. Appropriated budgets are not guaranteed from one fiscal year to the next. Each year, appropriated budgets for each department shall be recommended by the Office of Management and Budget according to the *Budgeting for Results Policy Guidelines (B1006)*.

4. Departments shall develop and maintain detailed revenue and expenditure budgets that will be loaded into the main financial system. Detailed budgets will be prepared by month, function, organizational unit, program/activity/service, object/source and position according to instructions developed by the Office of Management and Budget. Detailed budgets shall exactly equal appropriated budgets approved by the Board of Supervisors/Board of Directors. The Office of Management and Budget shall validate that all detailed budget adjustments balance and reconcile to appropriations set by the Board of Supervisors/Board of Directors.

5. Appropriated budgets shall be changed during the fiscal year only with Board of Supervisors/Board of Directors approval. Departments may request amendments to appropriated budgets supported by grants, donations or intergovernmental agreements when expenditures from theses sources are forecasted to exceed the appropriation. Such requests must be supported by an updated reconciliation of all revenue sources that demonstrates the proposed expenditure level is fully funded. Appropriated budgets must be reduced if revenue is forecasted to be significantly less than the current budget.

6. The Board of Supervisors/Board of Directors must approve all changes in project appropriations. All requests for changes in project appropriations must be accompanied by a request for Board of Supervisors/Board of Directors approval to amend the relevant five-year capital improvement program or other project plan approved by the Board of Supervisors/Board of Directors.

7. In order to maximize results, departments have the flexibility to incur expenditures that vary from their detailed budgets for the remainder of the current fiscal year, so long as they comply with the appropriated budget. This flexibility is accompanied by the responsibility to produce expected results while absorbing unanticipated spending increases. If a department requests an appropriated budget increase or contingency transfer for an unanticipated spending increase, the Board of Supervisors/Board of Directors may adopt appropriated budgets for that department at the level of program/activity and/or object of expenditure.

8. All positions must be fully funded in accordance with the *Funded Positions Policy (B3001)*. In order to create new positions, departments must first verify full-year funding. If a position loses funding, it shall be identified and eliminated.

9. Departments shall not recommend for approval any agreements that commit the County/Special District to expenditures for which funding is not identified in future years. Departments shall verify funding for all purchase requisitions or other contracts or agreements.

10. Department expenditures and revenues shall be monitored and reported on a monthly basis throughout the fiscal year. The Department of Finance shall prepare and submit to the Board a monthly (except July) summary of budget variances by major fund and department or by lower appropriation level, and Office of Management and Budget will investigate any negative year-to-date variances.

11. Any departments with a negative year-to-date expenditure or revenue variance in the General and/or Detention Funds must provide a written explanation and corrective action plan to the Department of Finance and the Office of Management and Budget. Upon request, a written explanation and corrective action plan may also be required for negative variances in other funds. The Office of Management and Budget and the Department of Finance will review and approve all corrective action plans, and report them to the Board once they are finalized.

12. If there is a significant risk that a department will exceed its appropriated budget, the Board of Supervisors/Board of Directors may adopt appropriated budgets for that department at the level of program/activity and/or object of expenditure.

13. Departments shall not exceed their appropriated expenditure budgets. Departments shall be required to reduce expenditures to offset any shortfall in their budgeted revenue. At the close of the fiscal year, the Department of Finance will prepare and submit to the Board of Supervisors/Board of Directors a comprehensive report of audited actual expenditures and expenditures relative to all department-appropriated budgets. The report will include an explanation of each instance in which expenditures exceeded appropriated budgets.

14. If a department exceeds its annual appropriated expenditure budget or creates County liabilities that result from audit findings for which the County is responsible, the department's expenditures will be reviewed by the Office of Management and Budget to identify the causes of the overrun. The Office of Management and Budget will report its findings, along with a recommended corrective action plan, to the Board of Supervisors/Board of Directors. Corrective action plans may include (but will not be limited to) adopting appropriated budgets for that department at the level of program/activity and/or object of expenditure and a reduction of the department's appropriated budget in the subsequent fiscal year in an amount up to the amount of the overrun in the prior fiscal year.

15. In accordance with the *Policy for Internal Information Requests* (A2007), the total costs associated with fulfilling a records request under that policy shall be charged against the budget of the department making the request. The total costs shall include staff time (calculated by adding up staff time used to gather and prepare Records for production multiplied by the hourly rate paid to the employee or employees, plus employee-related costs), fees charged by vendors or contractors for services relating to the gathering and/or preparation of Records for production, and the expense of supplies used in gathering and/or preparing Records for production. The County Manager, at his sole discretion, has the authority to waive the transfer of costs per this paragraph if the total cost of fulfilling the records request is less than $1,000.

Reserve and Tax Reduction Policy Guidelines

A. Introduction

The purpose of this policy is to provide for long-term financial stability and low, sustainable taxes through responsible use of non-recurring resources, appropriate and minimal use of debt, and maintenance of reserve funds. Adherence to the policy will insure that Maricopa County maintains recurring revenue streams sufficient to support ongoing spending requirements. Adequate reserves will allow the County to maintain services during economic downturns without drastic expenditure reductions or tax increases while longer-term budgetary adjustments are put in place.

Further, this policy sets budgetary and financial guidelines regarding the reduction of taxes. The Reserve and Tax Reduction Policy demonstrates a commitment to the maintenance and, when possible, reduction of taxes while ensuring that Maricopa County remains financially stable and accountable to the citizens.

B. Definitions

Fund Balance: The difference between fund assets and fund liabilities.

C. Reserve Policy Guidelines

1. The Board of Supervisors will commit a portion of the fund balance in the General Fund for budget stabilization purposes. The General Fund committed balance will be sufficient to eliminate cash flow borrowing in the General Fund and in other funds as necessary.

2. Spendable beginning fund balances will be estimated and included in the annual budget. Fund balances may be appropriated for the following specific uses, consistent with the legally-authorized purposes of the fund:

   - Acquisition of fixed assets.
   - Retirement of outstanding debt.
   - Fiscal stabilization by offsetting operating revenue shortfalls due to economic downturns, so long as adjustments are made to restore the structural balance of the budget within one to two fiscal years.

3. Proceeds from the sale of real property will be set aside for capital improvements or to repay debt used to finance capital improvements, so long as future liabilities associated with the property, including environmental clean up, have been met.

4. In cases where an expenditure can be funded by more than one component of fund balance (restricted, committed, assigned or unassigned), the following is the flow assumption:

   - First, expenditures will draw on unassigned fund balances,
   - Second, expenditures will draw on assigned fund balances (if applicable),
   - Third, expenditures will draw on committed fund balances, and
   - Fourth, expenditures will draw on restricted fund balances.

5. Use of fund balances must be consistent with the Tax Reduction Policy Guidelines, as outlined below.

D. Tax Reduction Policy Guidelines

1. Unless otherwise required by law, the Board of Supervisors/Board of Directors will strive to maintain the combined primary, debt service, Library District, and Flood Control District property tax burden at current or lower levels.

2. The Board of Supervisors/Board of Directors may reduce property taxes under the following conditions:

   - The tax reduction is sustainable for the foreseeable future according to reasonable and conservative forecasts.
   - The budget is currently structurally balanced, e.g., recurring revenue exceeds recurring expenditures and will remain so into the future according to reasonable and conservative forecasts.
   - The fund balance in the General Fund committed for budget stabilization is sufficient to eliminate cash-flow borrowing and unexpected economic changes.
   - Fund balances have been appropriated or committed for repayment of outstanding debt.
   - Necessary capital expenditures are appropriated from fund balance.

Funded Positions Policy

A. Introduction

The purpose of the Funded Positions Policy is to establish guidelines for adding, deleting and changing positions so that all authorized positions are fully funded on an annualized basis, and that any filled or vacant position that becomes unfunded or under-funded is either fully funded or deleted.

B. Definitions

Full Time Equivalent (FTE): A value equivalent to a number of employees paid full time (forty hours per week, or from 2,080 to 2,096 hours per year, depending on the calendar). A half-time position that is paid 20 hours per week equates to .5 FTE; four half-time positions, each paid for 20 hours per week, equals 2.0 FTE, and so on. A single position may have an FTE value greater than zero, but not greater than 1.0. A group of positions has an aggregate FTE value based on the FTE values of the specific positions within the group.

Fully Funded Position: An authorized position that is fully funded by the general revenues of the County, a special revenue source, or a grant.

Payroll Liability: The salaries, benefits, payoff of accrued vacations and compensatory time and career center expenses that result from a reduction in force.

Under-funded Position: A position for which a County Department/Special District has 1% to 99% of the funding required to support it on an annualized basis

Unfunded Position: A position that is not funded.

C. New Position Establishment Policy Guidelines

1. In order to create a new position, County Departments/Special Districts must submit a request to the Office of Management and Budget (OMB) on an official form that includes the following information:
   - Working title and description of the position or positions requested.
   - The number of positions requested and FTE value(s) of the position(s) requested.
   - A Brief description of the purpose of the new position(s), including relation to program/ activity/service, performance measures, key results, and strategic goals.
   - The full cost of the requested position(s), including not only direct salaries and benefits, but also indirect costs such as uniform allowances, equipment, and mandated or essential training. The County Department/Special District will also indicate whether it has enough building space, or identify the costs and sources of funding for additional space if needed.
   - The funding source of the position(s) and location in the current budget.
   - A list of any positions to be deleted in conjunction with creating the new position, along with a description of any other budgetary reductions made to offset the cost of the new position(s).
   - Justification of why budget savings, including savings from deleted positions, should be used to create new positions and not result in a budget reduction

2. The County Department/Special District director, elected official or chief deputy to an elected official must sign all position requests.

3. Position requests must be sent to the Office of Management and Budget (OMB) for review. OMB will verify that the requested positions have been budgeted appropriately and that there is adequate funding to support the budget as a whole, including the requested position(s). OMB will not approve new positions unless their fully annualized cost can be supported within the County Department's/Special District's current appropriation, or if the Board of Supervisors/Directors has approved other funding. OMB will also verify that the request complies with established policies and priorities of the Board of Supervisors/Directors.

4. On approval by OMB, position requests from Elected or Judicial Branch departments will be forwarded to Compensation for review of job description and salary information. Requests from appointed County Departments/Special Districts will be forwarded to the Deputy County Administrator for final approval before they are forwarded to Compensation.

5. If a position request is denied, Elected or Judicial Branch departments may appeal the decision to the Board of Supervisors/Directors. If the Board of Supervisors/Directors approves a position request on appeal, the approval must be accompanied by an action to provide funding for the position(s) as necessary.

D. Position Funding Policy Guidelines

1. Each year as part of the budget process, County Departments/Special Districts must verify that budgets and funding are adequate to support all authorized positions. The Office of Management and Budget will validate that position funding is adequate, and will identify all positions that are potentially unfunded or underfunded.

2. Personnel will be budgeted by market range title, full-time equivalent (FTE) and average wage and benefit rates at the fund and organizational unit level within County Department/Special District budgets. Total authorized FTE's and average wage and benefit rates must be at or lower than budgeted levels at all times, and fully funded on an annualized basis with current appropriation levels and funding.

3. Personnel savings due to natural staff turnover will be budgeted in all County Departments/Special Districts at appropriate levels. If actual personnel savings reaches high levels due to failure to fill positions for extended periods, adjustments will be made to either eliminate the positions or make efforts to fill them.

4. County Departments/Special Districts with vacant underfunded positions will discuss the funding shortfall with OMB. County Departments/Special Districts have the option of eliminating the position(s) or identifying additional funding for the position(s).

5. OMB and County Departments/Special Districts will delete any vacant positions identified as unfunded or under-funded.

6. If filled positions are identified as unfunded or under-funded, the County Departments/Special Districts will provide the following information:

   - The position or positions' contribution to provision of service and results.

- The full cost to continue the position.
- The resulting payroll liability if current employee(s) are terminated due to lack of funding.

This information will be forwarded for review and validation by the Office of Management and Budget. OMB will consolidate the information and forward it to the Board of Supervisors/Board of Directors for possible action.

7. If eliminating unfunded or under-funded positions results in a Reduction In Force, the process will be conducted in a uniform manner in accordance with procedures administered by the Human Resource Department. Any payroll liability costs will be funded from within the County Department's/Special District's current appropriation.

Managing for Results Policy

1. PURPOSE

This policy establishes a framework that integrates planning, budgeting, reporting, evaluating and decision making for all Maricopa County departments and agencies. This framework is called Managing for Results; a management system that establishes the requirements to fulfill the County's Mission and Vision of accountability to its citizens.

This policy is promulgated as part of the annual County budget process under the authority of the Board of Supervisors.

2. DEFINITIONS

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

Strategic Plan – A Strategic Plan sets forth the mission, strategic goals, performance measurements for a department, agency and the County. A Strategic Plan provides information to department/agency staff, corporate decision makers, the Board of Supervisors and the public about how the department/agency is organized to deliver results and what results the department/agency is accountable for achieving. It also provides the opportunity for all County employees to see how they contribute at all levels in the organization.

Managing for Results Resource Guide – This guide describes Maricopa County's strategic planning process, and how to develop and implement a plan. The Resource Guide is available to all County employees.

Department/Agency – This includes appointed departments, offices, elected departments, special districts and the judicial branch.

3. GENERAL POLICY

All Maricopa County departments/agencies will participate in the Maricopa County Managing for Results system and shall comply with this policy.

4. GENERAL REQUIREMENTS

A. Planning for Results
   1. Each department/agency will develop and submit to the Office of Management and Budget a department/agency strategic plan as part of the budget process.
   2. All strategic plans will be developed and presented to the Office of Management and Budget in required format as outlined in the Managing for Results Resource Guide. All strategic plans will be submitted according to the annual budget calendar.
   3. All managers will work with assigned employees to establish performance plans that align with department/agency strategic plans. Performance plans will be developed in accordance with Performance Management policy #A1802.

4. The County Administrative Officer will develop and present to the Board of Supervisors a Countywide strategic plan, which contains strategic priorities and key result measures.

B. Budgeting for Results
1. The Office of Management and Budget and the Department of Finance will develop and maintain a financial structure aligned with the Managing for Results system.
2. The Board of Supervisors directs the Office of Management and Budget to review department/agency strategic plans and performance measures as a basis for making funding recommendations.

C. Reporting Results
1. Departments/Agencies will report quarterly to the Office of Management and Budget on their family of measures for budget and planning purposes according to the annual budget calendar.
2. The Office of Management and Budget will prepare and distribute a summary of measures.

D. Evaluating Results
1. Internal Audit will review and report on strategic plans and performance measures.

E. Decision Making and Accountability
1. The Board of Supervisors directs all Management to use performance information to manage activities effectively and efficiently.
2. Management will consider performance information in making policy and program decisions.

Policy for Administering Grants

A. Purpose

The purpose of this policy is to serve as the framework for Maricopa County Departments and Special Districts (Flood Control District, Library District, and Stadium District) to follow when applying for grants and negotiating the terms and conditions of the agreements and/or contracts to ensure optimum financial and administrative arrangements for Maricopa County or the Special District are met.

B. Definitions

Central Service Costs (2 CFR Part 225 (OMB Circular A-87)) – refers to costs, benefiting both grant and non-grant activities for inclusion as part of indirect cost in grants. The allocation is calculated in compliance with 2 CFR Part 225 (Federal Office of Management and Budget Circular A-87).

Department – refers to the department, office or agency under budgetary responsibility of the Board of Supervisors, which has direct oversight responsibility for the program(s) funded partially or totally with the grant funds. The elected official or department director of the Department shall act as the agent of the County for purposes of this policy.

Department Overhead – Departmental/Special District costs incurred for both grant and non-grant programs.

Grantor Agency – refers to a Federal, state, local, or private agency or organization, which provides the grant funding and/or grant funding oversight.

Indirect Costs – refers to those costs incurred for a common or institution-wide objective that benefits more than one grant program or project. Such costs are not readily assignable to the cost objective specifically benefited.

In-Kind – refers to contributions in the form of goods or services rather than in cash.

One-time Grants – refers to funding from a Grantor Agency, which is provided for a limited duration for a specified project or program. This type of grant may be provided to start a new program or service or for a program or services which has a limited life.

Ongoing Grants – refers to funding from a Grantor Agency, which is expected to be provided year after year for a specified program(s) or service(s).

Special District – Flood Control District of Maricopa County, Maricopa County Library District, Maricopa County Stadium District.

C. Policy

Maricopa County and Special Districts receive significant funding from Federal, state, and local agencies annually. The following policy statements will ensure that the County or Special District is managing grants to its optimum potential.

1. The Board of Supervisors or Board of Directors must formally accept all grant awards prior to any funds being expended.
2. Departments/Special Districts will consistently negotiate grant agreements to meet County or Special District goals and policies. This includes conducting a cost/benefit study to determine the appropriateness of Maricopa County or Special District pursuing a particular grant.
3. Departments/Special Districts will negotiate for advance funding financial arrangements first and only accept reimbursement funding as the final option.
4. Departments/Special Districts will clearly define any matching requirements required by Maricopa County or Special District during the application process.
5. To minimize interest expense to Maricopa County, Departments/Special Districts will try and negotiate a reimbursement schedule that is in alignment with this policy. Departments/Special Districts will closely monitor their expenditures and claim reimbursement whenever expenses exceed $100,000, or on a monthly basis.
6. Maricopa County or Special District will utilize the County financial system to track, monitor and report all grant financial activity. All grant activity must be closed out within 150 days of the grant end date.
7. Departments/Special Districts are required to charge indirect costs on all grants unless prohibited by the grant contract, law, County Board of Supervisors approval or Special District Board of Directors approval.
    - Indirect costs will always be included (applied for) in the financial section of the grant application.
    - Indirect costs will be recovered at the maximum allowed by the Grantor or as defined on the Indirect Cost Plan that is approved by the Department of Finance.
8. Departments/Special Districts do not have the authority to negotiate a lower indirect cost reimbursement in order to increase program funding.
9. Departments will expend all grant funds prior to expending any general fund appropriations, or in the case of Special Districts, before expending other Special District revenues in relation to grant programs.

D. Guidelines

This Policy shall serve as the framework for Departments/Special Districts to follow when applying for grants and negotiating the terms and conditions of the agreements. The Policy is not intended to discourage Departments/Special Districts from seeking grant funding as a means to support various services and programs. Rather, it is intended to provide consistent guidelines for grant administration to ensure optimum financial arrangements for Maricopa County or Special District and to enhance Board of Supervisors or Board of Directors acceptance of grants conforming to this Policy. Specific information and detailed procedures are contained in the Maricopa County Grant Manual, which is located at ebc.maricopa.gov/library/finance. The Maricopa County Grant Manual may be updated by the Department of Finance, as determined necessary, to accommodate the effective administration of this policy.

1. Initial Grant Application

a) Departments/Special Districts are not required to obtain Board of Supervisors/Board of Directors approval prior to submitting an application for grant funding provided the grant meets the following requirements:

(1) There is no matching requirement of funds;
(2) Indirect costs are fully recoverable; and
(3) There is no future or ongoing contributions required after the grant period ends.

In addition, the Director of the Department or Special District shall certify that the grant being applied for meets the above requirements.

Departments that wish to apply for grants that do NOT meet one or more of the above requirements must obtain Board of Supervisors/Board of Directors approval prior to submission of the application.

b) Departments/Special Districts are required to obtain the approval of the Board of Supervisors/Board of Directors prior to submitting an application for grant funding for any type of deviation from this policy including full indirect cost recovery. The information on the agenda must be clear and describe the nature of the deviation(s). It must also be clearly noted the intent or non-intent to apply for further grants from this particular grantor of this nature. After this grant has been reviewed and accepted by the Board of Supervisors/Board of Directors, subsequent grants in that fiscal year from the same Grantor Agency with like provisions do not require the Board's review and acceptance during the application process.

c) Grants for the Judicial Branch in Maricopa County will be identified by the Presiding Judge of the Superior Court in an annual presentation to the Board of Supervisors. The presentation will reference the individual grants, and whether any of the provisions of the grants deviate from this Policy. After these grants have been reviewed and accepted by the Board of Supervisors, subsequent grants for that fiscal year from the same Grantor Agency with like provisions do not require the Board's review and acceptance of the grant. Subsequent grants from a new Grantor Agency must be transmitted to the Board of Supervisors for review and acceptance.

d) Departments/Special Districts may seek approval for both the Grant Submittal and Grant Award Acceptance at the pre-submission stage, provided that all terms of the grant are in compliance with this policy and the information presented to the Board of Supervisors/Board of Directors is consistent.

e) Departments/Special Districts will provide to the Department of Finance a copy of all grant agreements which must specifically include the award amount, grant period dates, availability of indirect costs and the indirect cost percentage (%), distinction between reimbursement or advance funding and a complete description of the grant. The provided information will be used to establish controls on the County financial system and will not be changed or modified (award period, grant award, etc.) without supporting documentation from the Grantor.

2. On-Going Grant Application

From year to year, Departments/Special Districts may receive grant funding from the same Grantor for the continuation of a program. In this case, Departments must notify the Board of Supervisors/Board of Directors in an annual or more frequent presentation of their intent to apply for all ongoing grants.

Grants for the Judicial Branch in Maricopa County will be identified by the Presiding Judge of the Superior Court in an annual presentation to the Board of Supervisors. The presentation will reference the individual grants, and whether any of the provisions of the grants deviate from this policy. After these grants have been reviewed and accepted by the Board of Supervisors, subsequent grants for that fiscal year from the same Grantor Agency with like provisions do not require the Board's review and acceptance of the grant. Subsequent grants from a new Grantor Agency will be transmitted to the Board of Supervisors for review and acceptance.

3. Funding

To improve cash management practices, it is the County and Special Districts' preference to receive funding on an advance basis instead of a reimbursement basis. Therefore, every effort is to be made by Departments/Special Districts to obtain advance funding from the Grantor Agency. This is especially critical for one-time grant funded programs where the County or Special District is advancing funds to nonprofit subcontractors. The Department/Special District may be requested by the Office of Management and Budget (OMB) to present the cost/benefits of accepting a grant versus not accepting a particular grant. The cost/benefit analysis must take into account if the grant-funded services are mandated and comply with the MFR Budgeting format.

One-time Grants, which are actually start-up grants for new programs or services, will be so noted in the submittal to the Board of Supervisors/Board of Directors. Program costs, which Departments/Special Districts wish to continue once the grant funding has been depleted, will be identified and reported to the Board of Supervisors /Board of Directors at the time of submittal for consideration. The Department must present analysis and information to the Board of Supervisors/Board of Directors to assist the Board in deciding whether the County or Special District should fund expenses for the project or program from other County or Special District funds following the depletion of the grant funds.

4. Claiming Reimbursement

a) Departments/Special District will record and track grant revenues and expenditures utilizing the County financial system.

b) Departments/Special District shall submit claims to the Grantor Agency as frequently as permitted under the grant agreement. This will be no less frequent than monthly or when the expenditures reach $100,000, unless otherwise established by the grantor.

c) At grant year-end, each Department/Special District shall close out its respective grants. This includes preparing and submitting any required final reports to the Grantor Agency and either returning excess funds or requesting final reimbursement for the grant year. All grant closing documentation will be submitted to the Finance Department to ensure the grants are accurately closed on the financial system within 150 days after the grant end date as represented on the County financial system. All unreimbursed costs must be identified and a plan of action defined to ensure an alternate funding source is identified and the grant is effectively closed within the 150-day timeframe. All unresolved grant balances/(deficits) after the 150 day timeframe will be reported to the County Manager by the Department of Finance and the Office of Management and Budget by utilizing the Fund Balance Report.

5. Indirect Costs (2 CFR Part 225 (OMB Circular A-87) Charges)

2 CFR Part 225 (Federal Office of Management and Budget Circular A-87) recognizes indirect costs as legitimate grant expenses. As such, it is the intention of Maricopa County or Special District to recover indirect costs at all opportunities. In order to do so, the Department of Finance will prepare the following plans on an annual basis:

a) 2 CFR Part 225 (OMB Circular A-87) Countywide Central Services Cost Allocation Plan. The Department of Finance is responsible for preparing and negotiating the Countywide 2 CFR Part 225 (OMB Circular A-87) plan with Maricopa County's cognizant agency, United States

Department of Housing and Urban Development (HUD). The Department of Health and Human Services is Maricopa County's assigned cognizant agency regarding audit issues.

Whenever permitted by the Grantor Agency, grants requiring County or Special District matching funds may utilize County Overhead (A-87) as a last option. All other opportunities must be exhausted to meet the in-kind match before utilizing County Overhead (A-87). If the required match exceeds the amount of in-kind and/or County Overhead (A-87) or Overhead is not an allowable expense by the Grantor Agency, the Department must inform the Board of Supervisors/Board of Directors of the exception and estimate the relative financial in-kind impact.

b) Departmental Indirect Cost Allocation Plan(s). The County's 2 CFR Part 225 (OMB Circular A-87) indirect costs plans are used as a means of equitably recovering indirect costs from both federal and non-federal grant programs. All departments/Special Districts receiving grant funds can submit a written request to the Department of Finance to prepare a Departmental 2 CFR Part 225 (OMB Circular A-87) Indirect Cost Allocation Plan.

In some cases, the grantor may limit the recovery of indirect costs to a percentage less than the combined Departmental and Countywide 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 Countywide 2 CFR Part 225 (OMB Circular A-87) rate.

County Departments Providing Grant Services to Outside Entities

Maricopa County Departments that are allowed to perform grant financial services for entities outside of the County and are not considered to be sub-recipients may recover indirect costs and/or user charges for the administration of grants. If these outside entities are allowed by their grantors to recover indirect costs and/or charge a user fee to reimburse Maricopa County for services rendered, the monies must be deposited back to the funding source where the support services were initially provided. For example, a General Fund Department being reimbursed for grant management activities shall remit the reimbursement back to the General Fund.

Specific accounting information and examples can be found in the County Grant Manual located at ebc.Maricopa.gov/library/finance.

6. Purchase of Computing and Network Systems Relating to Grant Supported Programs

To ensure compatibility and supportability of the County computing and network infrastructure, Departments/Special Districts are to consult with and obtain approval from the Chief Information Officer prior to purchasing any desired equipment. This applies to hardware, software and communications technologies including data, voice, video, image radio telemetry and facsimile purchases under the provisions of the County's Procurement Code.

Departments/Special Districts are to utilize the Technology Financing Program unless the grant specifically does not provide for this type of activity. As an example, a grant that is Board approved for two (2) years would not allow for the purchase of computers under the Technology Financing Program as the Technology Financing Program is a 36-month program.

To ensure effective asset management and tracking, all computer-related items must be tagged with an asset number by the Technology Finance Program Coordinator and recorded in an asset database. This information is utilized for the projection of asset replacement purposes.

Departments in the Judicial Branch of Maricopa County will consult with the Chief Information Officer prior to any purchases under the Judicial Procurement Code to determine whether the purchase will require compatibility and supportability of the County computing and network infrastructure.

7. Department of Finance Responsibility

While each Department/Special District has staff assigned to monitor and report the financial activities of grants, the Department of Finance will provide general and technical oversight and monitoring of all grant funds. At a minimum, the Department of Finance will:

a) Review and approve grant agenda items when they comply with County policy and the County Grant Manual.

b) Establish a Board approved grant on the County financial system when all supporting documentation is provided.

c) Prepare and provide to the Departments/Special Districts a monthly grant report (Fund Balance Report). This report will include inception to date financial activity for each individual grant. This report will be used to ensure the effective management and maintenance of grant activity.

d) Monitor that grant expenditures do not exceed grant awards.

e) Review individual grant balances, utilizing the Fund Balance Report, on a quarterly basis to identify departments that are not requesting reimbursement from the Grantor Agency on a timely basis. Departments/Special Districts that are not regularly claiming reimbursements will be contacted by the Department of Finance.

f) Communicate with the Office of Management and Budget regarding fund balance and/or deficit issues.

g) Initiate the preparation of the Indirect Cost Allocation Plan by providing a copy of the current plan, detailed listing of expenditures and other supporting data. Provide support, guidance and direction to Departments/Special Districts to assist them in the preparation of their Indirect Cost Allocation Plan.

h) Review Fund Balance Report for closed Grants to determine compliance with fund balance/(deficits).

i) Review and recommend approval of proposed Grant applications when Department/Special District is not in full compliance with Grant policy.

8. Office of Management and Budget Responsibilities

a) Review and recommend approval of grant agenda items when they comply with County policy and the County Grant Manual.

b) Review and recommend approval of Department's/Special District's proposed grant budget.

c) Review and recommend approval of adjustments to Department's/Special District's grant budget as necessary.

d) Review and take action as necessary to correct any deficit in Grant Funded Budgets.

e) Review and take action as necessary to minimize lost interest earnings to the General Fund due to negative cash positions in Grant funds.

f) Review and take action as necessary regarding departmental indirect cost rate plans. Ensure maximum reimbursement of all allowable indirect costs.

g) Consistent with Board policy, review departments spending to ensure that Grant Funds are used before General Fund dollars, and for Special Districts, to ensure that Grant Funds are used before other Special District revenues.

h) Review and recommend approval of proposed Grant applications when Department/Special District is not in full compliance with Grant policy.

9. Department/Special District Responsibilities

Each Department/Special District will ensure the following general maintenance activities are completed as defined below:

a) Review, reconcile and certify the monthly Fund Balance Report. Any discrepancies are to be reported to the Department of Finance within two (2) weeks of receiving the Fund Balance Report. A written response must be received by the Department of Finance to report any discrepancies.

b) Reconcile and close expired grants on the County financial system within 150 days of the grant end date (as entered on the County financial system).

c) Communicate with the Office of Management and Budget and the Department of Finance regarding grants with a negative balance (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 Countywide Grant Policy and Manual.

g) Comply with all record retention requirements as defined by the grantor.

E. 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.

Policy for Vehicle Replacement

A. Introduction

The purpose of this Policy is to provide County Departments/Special Districts with guidelines so that existing vehicles can be replaced in a timely and cost-effective manner.

B. Background

Equipment replacement must be planned and approval for replacement received through the budget process. The Equipment Services Department has the responsibility to plan for replacement needs in conjunction with the County Departments/Special Districts. During development of each fiscal year's budget, the Office of Management and Budget (OMB) reviews requests received from Departments/Special Districts for replacement of existing vehicles. In determining the amount of funding required, only the cost to replace existing vehicles with their equivalents is considered. Upgrades and additional new vehicles may not be charged to the appropriate vehicle replacement budget.

Sheriff's Office Only: The Sheriff's Office equipment replacement schedule will be discussed and approved during the annual budget process. Due to the unique nature of the functions of the Sheriff's Office, the equivalent replacements and upgrades may be changed to meet departmental needs, if the costs remain within budget targets. However, these changes will be discussed with OMB prior to proceeding to ensure costs are appropriate.

C. Guidelines

1. The Department/Special District, working with Equipment Services, prepares a needs assessment to determine which vehicles require replacement for upcoming fiscal years.
2. Vehicle replacement will be funded only for the current equivalent equipment class, make, model and equipment extras.
3. Upgrades are not funded under the appropriate vehicle replacement budget. If a Department/Special District determines upgrades are necessary, the Department/Special District has two options: (a) pay for the upgrades from the Department's/Special District's current operating budget; or (b) request upgrades and additions during the development of the Department/Special District budget.
4. If the full cost of replacement is actually lower than originally estimated, the savings will revert to the appropriate fund.
5. Possible cost overruns will be absorbed by the appropriate vehicle replacement budget.
6. OMB must approve all charges to the vehicle replacement budget.

D. Exceptions

If, during the replacement process, the Department/Special District requires changes to the original vehicle replacement request, the Department/Special District must request reconsideration of their initial vehicle replacement plan. The criteria OMB will consider during the review of the Department's/Special District's revised plan includes funding and the impact on current and future

costs for maintenance, operation and replacement. To assist OMB in performing a full analysis of the revised replacement plan, Departments/Special Districts are requested to provide:

1. A justification statement which supports changes to be in the best interest of Maricopa County citizens, enhances services provided to the citizens and benefits the County/County Special District overall. This statement can also include information on changes in service levels, which require the use of a different vehicle class, the impact on current and future costs for maintenance, operation and replacement, as well as information on funding.
2. A spreadsheet that 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 2014 Budget Calendar

12/4/2012	Budget Kick-Off for Departments
12/4/2012	OMB Issues Department Budget Targets, Internal Charges, Forms and Instructions
1/22/2013	Board Approves FY 2014 Budgeting for Results Guidelines
Mid Jan - Late Feb	Departments Submit Budget Requests
2/11/2013	Assessed Values and Levy Limits Reported by Assessor
February-March	*Elected Official and Judicial Branch Budget Presentations to the Board of Supervisors*
3/15/2013	Departments Submit Final CIP Budgets
March	OMB and Departments Review Budget Recommendations
April	OMB Consolidates Budget, Prepares Budget Document
5/20/2013	FY 2014 Chairman's Budget Presentation Tentative Adoption of FY 2014 Budget
May - June	Publication of Tentative Budget
6/3/2013	Capital and One-Time Expenditures Review
6/24/2013	Final Adoption of FY 2014 Budget
8/19/2013	Adoption of the FY 2014 Property Tax Levy

Fund Descriptions

100 **General Fund:** The General Fund is the County's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

201 **Adult Probation Fees:** Collects the fees assessed to persons placed on probation in the Superior Court per A.R.S. §13-901. Monies collected are used to supplement County General Fund appropriations for the compensation costs of probation officers who provide pre-sentence investigations (A.R.S. §12-267).

203 **Sheriff Donations:** Accounts for and segregates funds to be used in support of mandated functions. Funding is provided by non-specific donations and proceeds from the sale of donated items.

204 **Justice Court Judicial Enhancement:** Revenues consist of fees and surcharges collected under the authority of A.R.S. §22-281; and time payment fees collected under authority of A.R.S. §12-116; and On-line access subscription fees collected under authority of A.R.S. §22-284. Expenditures are used to improve, maintain and enhance the ability to collect and manage monies assessed or received by the courts and to improve court automation projects.

205 **Court Document Retrieval:** Accounts for the collection of an additional filing or appearance fee, not to exceed $15, to be used to defray the cost of converting the Clerk of Superior Court's document storage and retrieval system to micrographics or computer automation as established by A.R.S. §12-284.01.

206 **Officer Safety Equipment:** Accounts for the assessments that are received by the County for investigations or issued citations pursuant to A.R.S. §12-116.04. The monies in the fund should be used to supplement, not supplant, monies available for officer safety equipment.

207 **Palo Verde:** Palo Verde receives an annual allocation from the State of Arizona. Expenditures are utilized for nuclear disaster training.

208 **Judicial Enhancement:** Revenues consist of fees and surcharges collected under authority of A.R.S. §12-284.03 and time payment fees collected under authority of A.R.S. §12-116. In addition, revenues are received from the State Judicial Enhancement Fund established by A.R.S. §12-113. Expenditures are used to improve, maintain and enhance the collection and management of funds and court automation projects.

209 **Public Defender Training:** Established by A.R.S. §12-117 to account for fees that are paid on a time payment basis as established by A.R.S. §12-116. Expenditures are utilized for Public Defender Training.

210 **Waste Management:** Established by the Board of Supervisors to segregate this activity from the General Fund. This fund accounts for a fixed fee from Waste Management Corporation plus a percentage based on the tonnages of refuse dumped. Expenditures are used for economic development in Mobile and other unincorporated areas of the County.

211 **Adult Probation Grants:** Revenues consist of grant funds that are used for domestic violence, women's treatment programs, gang prevention, and criminal justice records improvement.

212 **Sheriff RICO:** This fund consists of monies received as result of participation in any investigation or prosecution, whether by final judgment, settlement, or otherwise. Monies may be used for the funding of gang prevention programs, substance abuse prevention programs substance abuse education programs and witness protection or for any purposes permitted by

federal law relating to the disposition of any property that is transferred to a law enforcement agency.

213 **County Attorney RICO:** Accounts for the funds provided by the sale of confiscated property. Operated by the County Attorney, RICO consists of all the activity of the Anti-Racketeering Program.

214 **Sheriff Jail Enhancement:** Per A.R.S. §41-2401, the Arizona State Department of Corrections allocates criminal justice enhancement funds to County Sheriffs for the purpose of enhancing County Jail facilities and operations.

215 **Emergency Management:** Emergency Management activity consists of disaster planning and training.

216 **Clerk of the Court Grants:** Accounts for the grant funds that are utilized for the improvement of court automation systems, child support enforcement and the processing of criminal history dispositions.

217 **CDBG Housing Trust:** Accounts for the grant funds that are utilized to expand the supply of low-income housing through the rehabilitation and reconstruction of single-family occupancy homes.

218 **Clerk of Court Fill the Gap:** This fund was set up as indicated by A.R.S. §41-2421F and accounts for monies distributed under A.R.S. §41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997 – 1998 by the counties for the processing of criminal cases in the Superior Court, including the Office of the Clerk of the Superior Court, and Justice Courts.

219 **County Attorney Grants:** Accounts for funds that are utilized for the investigation and prosecution of child abuse and domestic violence cases and the enhancement of anti-gang enforcement efforts to deter, investigate, prosecute or adjudicate gang offenders. Victim assistance is provided to include transportation, payment of emergency expenses, education programs and training to children's advocates.

220 **Diversion:** A.R.S. §11-361 establishes the ability of counties to offer special supervision programs for non-violent offenders in order to divert them from incarceration. Funds are used to provide alternatives to criminal prosecution to appropriate offenders so that they can receive drug rehabilitation services without the cost of prosecution.

221 **County Attorney Fill the Gap:** County Attorney Fill the GAP was set up as indicated by A.R.S. §41-2421F and accounts for monies distributed under A.R.S. §41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by the counties for the processing of criminal cases by county attorneys.

222 **Human Services Grants:** Accounts for the grant funds that are utilized for community action services designed to help the disadvantaged achieve self-sufficiency and family stability.

223 **Transportation Grants:** Transportation Grants was set up to account for all Grant activity administered by the County Transportation Department.

224 **Medical Examiner Grant:** Accounts for the grant funds that are utilized to support the County's anti-bioterrorism efforts.

225 **Spur Cross Ranch Conservation:** To account for the money collected from a Town- imposed ½% transaction privilege tax for the operation of the County Park.

226 **Planning and Development Fees:** Performs mandated community planning functions. Funding is provided mainly through license and impact fees.

227 **Juvenile Probation Grants:** Accounts for the grant funds that are utilized for the child nutrition program, family counseling and safe schools program.

228 **Juvenile Probation Special Fee:** This fund was established by A.R.S. §12-268 to account for juvenile probation fees collected and used for the purpose of supplementing County General Fund appropriations for the compensation of personnel of the Juvenile Court.

229 **Juvenile Restitution:** Pursuant to A.R.S. §8-346, the fund was established for the payment of restitution in juvenile delinquency proceedings. This fund consists of state and local appropriations, gifts, devices and donations from any public or private source.

230 **Parks and Recreation Grants:** Accounts for the grant funds that are utilized for state lake improvements, park restoration and the construction and maintenance of hiking trails.

232 **Transportation Operations:** Plans and implements an environmentally balanced multi-model transportation system. Operations are funded primarily through highway user taxes.

233 **Public Defender Grants:** Accounts for grant funds that are utilized for public defender training and to increase the processing of drug cases.

234 **Transportation Capital Project:** Transportation Capital Projects was set up administratively as a capital project fund to track capital project activity of the County Transportation Department. Funding is provided by a reimbursement transfer from the Transportation Fund that derives its funding from the State Highway User's Tax.

235 **Del Webb:** A special revenue fund to account for revenue received from the Del Webb Anthem community that is restricted to expenditure for development services (the implementation and enforcement of the development master plan) and recreational services (trail system and library) supporting that community.

236 **Recorders Surcharge:** Accounts for the collection of a special recording surcharge, not to exceed $4, to be used to defray the cost of converting the County Recorder's document storage and retrieval system to micrographics or computer automation as established by A.R.S. §11-475.01.

237 **Justice Courts Photo Enforcement:** Established by the Board of Supervisors on November 4, 2009 (Agenda Item C-24-10-001-M-00) to account for Justice Courts fee revenue and operating expenditures associated with photo radar traffic enforcement.

238 **Superior Court Grants:** Grant funds are used for drug enforcement accounting, court-appointed special advocates and case-processing assistance.

239 **Parks Souvenir:** Accounts for sales proceeds of sundry items at the Maricopa County Parks.

240 **Lake Pleasant Recreation Services:** Provides the public with positive leisure opportunities in a safe, accessible, and efficient manner through quality development and programming while conserving and protecting unique and environmentally sensitive areas.

241 **Parks Enhancement Fund:** Accounts for park and recreation revenues and expenditures associated with enhancing parks and recreation programs pursuant to A.R.S. §11-941.

243 **Parks Donations:** Accounts for donations and contributions activities provided for by citizens or groups.

245 **Justice Courts Special Revenue:** Established for the purpose of defraying expenses of justice court services by providing improvements in court technology, operations and facilities to enable the courts to respond quickly to changing statutory and case processing needs. Operations are funded by a user's charge to be added to the Defensive Driving School Diversion Fee as of March 1, 1998.

248 **Elections Grant:** Elections Grant was set up to account for all grant activity administered by the Elections Department.

249 **Non-Departmental Grant:** Non Departmental Grants was set up to account for all non-department specific grant activity.

251 **Sheriff Grants:** Accounts for grant and intergovernmental funds that support and enhance Sheriff Office activities.

252 **Inmate Services:** Accounts for the funds that are held in trust for the benefit and welfare of the inmates, established under A.R.S. §31-121. The majority of revenues are derived from sales of food and sundries to the inmates.

254 **Inmate Health Services:** Accounts for the co-payments received from inmates for self-initiated health service pursuant to A.R.S. §31-161 and A.R.S. §31-162.

255 **Detention Operations:** was established under the authority of propositions 400 and 401, which were passed in the General Election of November 3, 1998 and extended in the General Election of November 5, 2002. These propositions authorized a temporary 1/5-cent sales tax to be used for the construction and operation of adult and juvenile detention facilities.

256 **Probate Fees:** Administers the monies received by the Clerk of the Superior Court pursuant to A.R.S. §14-5314 and A.R.S. §14-5414 to preserve, audit, and safeguard the estates and wards for whom the court has a fiduciary responsibility.

257 **Conciliation Court Fees:** Accounts for monies collected under A.R.S. §25-381.01 related to the dissolution of marriages. The funds collected are used by the Domestic Violence Shelter fund and the Child Abuse Prevention and Treatment fund.

259 **Superior Court Special Revenue:** Accounts for monies received under an intergovernmental agreement with the Department of Economic Security to conduct Title IV-D child support enforcement enhancements.

261 **Law Library Fees:** Established by A.R.S. §12-305 to account for a portion of the fees collected by the Clerk of the Superior Court to be used for the purchase of books for the county law library.

262 **Public Defender Fill the Gap:** Public Defender Fill the Gap was set up as indicated by A.R.S. §41-2421F and accounts for monies distributed under A.R.S §41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by counties for the processing of criminal cases by the county public defender, legal defender and contract indigent defense counsel in each county.

263 **Legal Defender Fill the Gap:** Legal Defender Fill the Gap was set up as indicated by A.R.S. §41-2421F and accounts for monies distributed under A.R.S. §41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by counties for the processing of criminal cases by the county public defender, legal defender, and contract indigent defense counsel in each county.

264 **Superior Court Fill the Gap:** Superior Court Fill the Gap was set up as indicated by A.R.S §41-2421F and accounts for monies distributed under A.R.S. §41-2421. Funds are to be used to supplement, not supplant, funding at the level provided in fiscal year 1997-1998 by the counties for the processing of criminal cases in the Superior Court, including the Office of the Clerk of the Superior Court, and Justice Courts.

265 **Public Health Fees:** Accounts for public health programs that are self-supported by Vital Health fees and pharmacy operations.

266 **Check Enforcement Program:** Accounts for fees that are collected pursuant to A.R.S. §13-1809 and §13-1810, any investigation and prosecution costs and any monies that are obtained as a result of a forfeiture and that are recovered for the county through enforcement of A.R.S. §13-1802, §13-1807, §13-2002 or §13-2310, whether by final judgment, settlement or otherwise. The monies in the fund shall be used for the investigation, prosecution and deferred prosecution of theft, forgery and fraud.

267 **Criminal Justice Enhancement:** The Criminal Justice Enhancement fund accounts for monies that are allocated to county attorneys from the Arizona State Criminal Justice Enhancement fund (A.R.S. §41-2401). The funds are to be used for enhancing prosecutorial efforts.

268 **Victim Compensation and Assistance:** Victim Compensation and Assistance Fund was established to administer funding provided from the State Victim Compensation and Assistance fund (A.R.S. §41-2407) and from prisoner supervision fees under A.R.S. §31-418. The fund is used for establishing, maintaining and supporting programs that compensate and assist victims of crime.

269 **Victim Compensation Restitution Interest Fund:** The County Attorney Victim Compensation and Restitution Fund was established as authorized by A.R.S §11-538 consisting of monies that are distributed pursuant to A.R.S. §12-286 (75% of the interest earned on restitution monies that are received in trust). The County Attorney shall use monies in the fund to assist eligible victims of crime with medical, counseling and funeral expenses and lost wages.

270 **Child Support Enhancement:** Accounts for funds received from a federal incentive award that is utilized for the enhancement of child support collections through efficient operation of the IV-D program.

271 **Expedited Child Support:** Accounts for the funds that are utilized to establish, maintain and enhance programs designed to expedite the processing of petitions filed and enforce the resultant court orders. Revenues collected for subsequent case filing fees for post-decree petitions in dissolution cases, pursuant to A.R.S. §25-412 and A.R.S. §12-284, fund operations.

273 **Victim Location:** Revenues are derived from interest earned on restitution monies received in trust and are to be distributed to the County Attorney and Clerk of the Superior Court on a pro rata basis (County Attorney – 75% and Superior Court – 25%). Fund was established by A.R.S. §12-287.

274 **Clerk of the Court EDMS:** The Clerk of the Court EDMS Fund was established to account for Electronic Document Management System (EDMS) Fees which are collected as authorized by Board Agenda C16020028, ADM1005 and State Attorney General's Opinion 195-18 (R94-63).

275 **Juvenile Probation Diversion:** The Juvenile Probation Diversion fund was established by A.R.S 11-537 and consists of diversion fees that are collected pursuant to section 8-321(N). The monies shall be used at the discretion of the County Attorney for administering county community based alternative programs that are established pursuant to A.R.S. 8-321.

276 **Spousal Maintenance Enforcement Enhancement:** The Spousal Maintenance Enforcement Fund is established for the Clerk of the Superior Court consisting of monies received pursuant to A.R.S. §12-289. The Clerk will spend monies in the fund to enhance enforcement of spousal maintenance orders. In addition to the fees required by A.R.S. §12-284, the Clerk shall charge and collect a surcharge of $5 for each filing of a petition or an answer for annulment, dissolution or marriage or legal separation. The Clerk will use the surcharge only for the purposes prescribed by this statute.

277 **Emancipation Administration:** The Emancipation Administrative Costs Fund was established by A.R.S. §12-2456. The fund consists of filing fees for a petition for emancipation of a minor pursuant to A.R.S. §12-284, subsection J.

281 **Children's Issues Education:** Accounts for the funds that are utilized for educational programs regarding the impact that divorce, the restructuring of families and judicial involvement have on children pursuant to A.R.S. §25-354. Revenues that are received from the Clerk's educational program fees supplement any state or county appropriations.

282 **Domestic Relations Mediation Education:** Accounts for the funds that are utilized to establish, maintain and enhance programs designed to educate individuals regarding the impacts on children associated with marriage dissolution, legal separation, restructuring of families and the programs available for mediation of visitation or custody disputes, pursuant to A.R.S. §25-413. Operations are funded by revenues from a surcharge received by the Clerk for each filing of a post-adjudication petition in a domestic relation's case, pursuant to A.R.S. §12-284.

290 **Waste Tire:** Accounts for the operations activity of the waste-tire-processing center for the removal of waste tires from the County pursuant to A.R.S. §44-1305.

292 **Correctional Health Grant:** The Arizona Department of Health Services was awarded a grant by the Department for Health and Human Services, Centers for Disease Control and Prevention, to generate surveillance data for the Centers for Disease Control and Prevention and supplement the syphilis-screening activities at the Madison Street Jail.

320 **County Improvement Debt:** Accounts for the debt service on the Lease Revenue Bonds, Series 2001. Funding is provided by transfers from the General Fund.

321 **County Improvement Debt 2:** The County Improvement Debt 2 Fund has been established to fund the debt service on the Lease Revenue Bonds, Series 2007.

422 **Intergovernmental Capital Projects:** Intergovernmental Capital Projects account for capital project spending predominantly funded from General Fund revenues.

440 **Financing Series 2007:** The Financing Series 2007 Fund has been established to fund capital projects through the issuance of the Lease Revenue Bonds, Series 2007.

441 **Financing Series 2008:** The Financing Series 2008 Fund has been established to fund capital projects through the issuance of the Lease Revenue Bonds, Series 2008.

445 **General Fund County Improvements:** The General Fund County Improvement Fund has been established to fund current and future capital projects. Fund assets may be used to pay directly for capital projects or may be appropriated by the Board of Supervisors for debt service. None of the funds has been pledged for debt service, and fund assets may be transferred by the Board of Supervisors at any time for any other County purpose.

455 **Detention Capital Projects:** Accounts for the proceeds associated with the 1/5 of one-cent sales tax approved by voters in the General Election on November 3, 1998 and extended by voters in the General Election on November 5, 2002. Fund assets may be used to pay directly for capital projects or may be appropriated by the Board of Supervisors for debt service. None of the funds has been pledged for debt service and fund assets may be transferred by the Board of Supervisors at any time for any other County purpose.

460 **Technology Capital Improvement:** Established by the Board of Supervisors with adoption of the FY 2011 budget to account for General Fund and other resources committed for technology improvement projects.

461 **Detention Technology Capital Improvement:** Established by the Board of Supervisors with adoption of the FY 2011 budget to account for Detention Fund resources restricted for technology improvement projects consistent with A.R.S. §42-6109.01.

503 **Air Quality Grant:** Air Quality Grants was set up to account for all Grant activity administered by the County Air Quality Department

504 **Air Quality Fees:** Air Quality works to protect the environment and public health through control, preservation, and improvement of the County's air quality. Permit revenue is the funding source.

505 **Environmental Services Grant:** Environmental Services Grants was set up to account for all Grant activity administered by the County Environmental Services Department.

506 **Environmental Services Environmental Health:** Environmental Services – Health Fund was established to account for activities related to the protection of food and water supplies consumed by residents. Funding is provided by fees collected from Health Inspections and the sale of Health Permits.

532 **Public Health Grants:** Protects, improves and preserves the physical, mental and social well-being and the environment of the entire population of Maricopa County, with a special responsibility to serve those most vulnerable. Federal and State grants fund operations.

572 **Animal Control License/Shelter:** Animal Control reduces the incidences of animal-inflicted injuries and reduces the risk of exposure to rabies through enforcement of dog-licensing laws, leash laws, capture and impoundment of stray dogs, public education, adoption or humane disposal of excess animals. Licenses and fees are the primary funding source.

573 **Animal Control Grants:** Animal Control Grants was set up to account for all Grant activity administered by Animal Control.

574 **Animal Control Field Operation:** Animal Control Field Services was set up in FY2002-03 to segregate field services, which are an optional County service, from Animal Control Pound Activities, which are required by Arizona State Statute.

580 **Solid Waste Management:** Solid Waste assists the cities and towns, businesses, and citizens in continuously improving the regional waste management systems. This includes an ever-increasing focus on reducing the amount of waste generated, maximizing resource recovery, proper management of special wastes, and environmentally sound disposal.

581 **Solid Waste Grants:** Solid Waste Grants accounts for all Grant activity administered to Solid Waste.

601 **CMG Medical:** This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured high option HMO insurance plan.

602 **CMG Low Option:** This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured low option HMO insurance plan.

603 **OAP IN:** This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured open access, in-network HMO insurance plan.

604 **OAP Medical:** This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured high option open access insurance plan.

605 **OAP Low Option:** This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured high option open access insurance plan.

606 **Choice Fund H.S.A.:** This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured Health Savings Account insurance plan.

607 **FI Dental PPO:** This fund collects employee and employer contributions for payment of the employees' dental insurance premiums for the fully insured dental plan.

608 **Coinsurance Pharmacy:** This fund collects employee and employer contributions for payment of the employees' pharmacy premiums for the self-insured coinsurance pharmacy plan.

609 **Consumer Choice:** This fund collects employee and employer contributions for payment of the employees' pharmacy premiums for the self-insured consumer choice pharmacy plan.

611 **60 Percent STD:** This fund collects employee contributions for payment of the employees' short -term disability benefits for the self-insured short-term disability plan which provides benefits at 60% of the employee's salary.

612 **50 Percent STD:** This fund collects employee contributions for payment of the employees' short -term disability benefits for the self-insured short-term disability plan which provides benefits at 50% of the employee's salary.

613 **40 Percent STD:** This fund collects employee contributions for payment of the employees' short-term disability benefits for the self-insured short-term disability plan that provides benefits at 40% of the employee's salary.

614 **Behavioral Health:** This fund collects employee and employer contributions for payment of the employees' health insurance premiums for the self-insured behavioral health insurance plan.

615 **Wellness:** This fund collects employer contributions for payment of the employees' wellness program expenditures for the self-insured wellness program.

618 **Benefit Administration:** This fund collects employer contributions for payment of the benefits administration expenditures for the self-insured benefits program.

619 **Onsite Pharmacy Clinic:** This fund records the sales and costs of all transactions passing through the County Owned Onsite Pharmacy in the County Administration Building.

620 **Benefits Eliminations Fund:** This fund is used in the consolidation of the Benefits Trust funds to offset transactions between funds in the Trust.

621 **Flex Spending Health:** This fund collects employee and employer contributions for payment of expenditures for the medical flexible spending benefit program.

622 **Flex Spending Dependent Care:** This fund collects employee and employer contributions for payment of expenditures for the dependent care flexible spending benefit program.

623 **Vision:** This fund collects employee and employer contributions for payment of the employees' vision premiums for individuals also participating in medical benefits for the self-insured vision plan.

624 **Stand Alone Vision:** This fund collects employee and employer contributions for payment of the employees' vision premiums for individuals who do not participate in medical benefits for the self-insured vision plan.

625 **FI Prepaid Dental:** This fund collects employee and employer contributions for payment of the employees' dental insurance premiums for the fully insured prepaid dental plan.

626 **FI Life and AD and D:** This fund collects employee and employer contributions for payment of the employees' life insurance premiums for the fully insured life insurance plan.

627 **Supplemental Life:** This fund collects employee contributions for payment of the employees' supplemental life insurance premiums for the fully insured supplemental life insurance plan.

628 **Employee Assistance (EAP):** This fund collects employer contributions for payment of the employee assistance program expenditures for the self-insured EAP program.

629 **SI Dental:** This fund collects employee and employer contributions for payment of the employees' dental insurance premiums for the self-insured dental plan.

630 **Dependent Life:** This fund collects employee contributions for payment of the employees' dependent life insurance premiums for the fully insured dependent life benefit plan.

631 **Voluntary Benefits:** This fund collects employee contributions for payment of the employees' voluntary insurance premiums for the fully insured voluntary insurance benefit plan.

632 **CIGNA for Seniors:** This fund collects contributions for payment of the medical insurance premiums for the fully insured Cigna for Seniors benefit plan.

654 **Equipment Services:** This fund provides assistance to other Maricopa County departments to ensure quality service to the citizens of Maricopa County by furnishing and maintaining the necessary County mobile equipment in an efficient manner.

669 **Small School Service:** Established per A.R.S. §15-365 to account for service programs operated through the County School Superintendent.

673 **Reprographics:** This fund provides the County's printing and duplicating services.

675 **Risk Management:** This fund supports the comprehensive insurance/self-insurance program, which safeguards County assets and employees by means of a Trust Fund. Personnel skilled in loss control, claims and litigation and workers' compensation work together to avert risk and conserve the human and financial resources of Maricopa County.

676 **Risk management:** This fund is part of the County Risk Management trust Fund and supports General Liability claims for which County Officials may have a conflict.

681 **Telecommunications:** This fund provides cost effective voice, data, and radio communications to County employees.

715 **School Grant:** Accounts for all grant activity administered by the Superintendent of Schools.

741 **Taxpayer Information:** Consist of monies collected from the public records copy surcharge imposed under A.R.S. §11-496, the tax-lien-processing fee imposed pursuant to A.R.S. §42-18116, $50 of each judgment-deed fee collected pursuant to A.R.S. §42-18205, interest earned from the elderly assistance fund pursuant to A.R.S. §42-17401 and the community facilities district special-assessment fee imposed pursuant to A.R.S. §48-721. The County Treasurer shall administer the fund and spend monies in the fund only to defray the cost of converting or upgrading an automated public information system.

780 **School Transportation:** Accounts for reimbursement for mileage costs to parents of special-needs students.

782 **School Communication:** Accounts for management of centralized billings paid by Superintendent of Schools for multiple school districts.

795 **Educational Supplemental Program:** Accounts for federal indirect fees charged to school districts.

900 **Eliminations:** Eliminations are included in the budget to offset amounts budgeted as expenditures in one fund that are associated with offsetting revenues and expenditures in

another fund. For additional information, refer to the Budget Summary Schedule section, Elimination Summary.

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 18-point type:

Truth in Taxation Hearing
Notice of Tax Increase

In compliance with section 42-17107, Arizona Revised Statutes, _____ (name of county, city or town) is notifying its property taxpayers of _____'s (name of county, city or town) intention to raise its primary property taxes over last year's level. _____ (name of county, city or town) is proposing an increase in primary property taxes of $_____ or _____%.

For example, the proposed tax increase will cause _____'s (name of county, city or town) primary property taxes on a $100,000 home to increase from $_____ (total taxes that would be owed without the proposed tax increase) to $_____ (total proposed taxes including the tax increase).

This proposed increase is exclusive of increased primary property taxes received from new construction. The increase is also exclusive of any changes that may occur from property tax levies for voter approved bonded indebtedness or budget and tax overrides.

All interested citizens are invited to attend the public hearing on the tax increase that is scheduled to be held _____ (date and time) at _____ (location).

2. In lieu of publishing the truth in taxation notice, the governing body may mail the truth in taxation notice prescribed by paragraph 1, subdivision (d) to all registered voters in the county, city or town at least ten but not more than twenty days before the date of the hearing on the estimates pursuant to section 42-17104.
3. In addition to publishing the truth in taxation notice under paragraph 1 or mailing the notice under paragraph 2, the governing body shall issue a press release containing the truth in taxation notice.
4. The governing body shall consider a motion to levy the increased property taxes by roll call vote.
5. Within three days after the hearing, the governing body shall mail a copy of the truth in taxation notice, a statement of its publication or mailing and the result of the governing body's vote under paragraph 4 to the property tax oversight commission.
6. The governing body shall hold the truth in taxation hearing on or before the adoption of the county, city or town budget under section 42-17105.

B. If the governing body fails to comply with the requirements of this section, the governing body shall not fix, levy or assess an amount of primary property taxes that exceeds the preceding year's amount, except for amounts attributable to new construction.

C. For the purposes of this section, "amount attributable to new construction" means the net assessed valuation of property added to the tax roll since the previous year multiplied by a property tax rate computed by dividing the primary property tax levy of the county, city or town in the preceding year by the estimate of the total net assessed valuation of the county, city or town for the current year, excluding the net assessed valuation attributable to new construction.

§42-17151. County, municipal, community college and school tax levy

A. On or before the third Monday in August each year the governing body of each county, city, town, community college district and school district shall:

1. Fix, levy and assess the amount to be raised from primary property taxation and secondary property taxation. This amount, plus all other sources of revenue, as estimated, and unencumbered balances from the preceding fiscal year, shall equal the total of amounts proposed to be spent in the budget for the current fiscal year.

2. Designate the amounts to be levied for each purpose appearing in the adopted budget.
3. Fix and determine a primary property tax rate and a secondary property tax rate, each rounded to four decimal places on each one hundred dollars of taxable property shown by the finally equalized valuations of property, less exemptions, that appear on the tax rolls for the fiscal year and that when extended on those valuations will produce, in the aggregate, the entire amount to be raised by direct taxation for that year.

B. The governing body of a county, city, town or community college district shall not fix, levy or assess an amount of primary property taxes in excess of the amount permitted by section 42-17051, subsection A, paragraph 7 or section 42-17005 as determined by the property tax oversight commission.

C. Within three days after the final levies are determined for a county, city, town or community college district, the chief county fiscal officer shall notify the property tax oversight commission of the amount of the primary property tax levied.

MARICOPA COUNTY
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2014

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2013	ACTUAL EXPENDITURES/ EXPENSES** 2013	FUND BALANCE/ NET ASSETS*** July 1,2013	PROPERTY TAX REVENUES 2014(*****)	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2014	OTHER FINANCING 2014 SOURCES	OTHER FINANCING 2014 <USES>	INTERFUND TRANSFERS 2014 IN	INTERFUND TRANSFERS 2014 <OUT>	TOTAL FINANCIAL RESOURCES AVAILABLE 2014	BUDGETED EXPENDITURES/ EXPENSES 2014
1. General Fund	1,026,290,522	860,556,454	230,066,825	Primary: 404,902,095	651,441,046	-	-	2,137,000	345,766,533	942,780,433	942,780,433
2. General Fund - Override Election				Secondary:						-	
3. Total General Fund	1,026,290,522	860,556,454	230,066,825	404,902,095	651,441,046			2,137,000	345,766,533	942,780,433	942,780,433
4. Special Revenue Funds	864,720,227	754,791,867	203,869,868	53,311,778	603,433,864	200,000		179,707,899	74,795,498	965,727,911	871,510,427
5. Debt Service Funds Available	54,765,678	52,631,472	33,377,282		7,056,067			4,282,631	1,294,920	43,421,060	21,618,062
6. Less: Designation for Future Debt Retirement			21,802,998							21,802,998	
7. Total Debt Service Funds	54,765,678	52,631,472	11,574,284		7,056,067			4,282,631	1,294,920	21,618,062	21,618,062
8. Capital Projects Funds	445,678,354	224,740,241	807,448,805		26,616,163			319,200,112	98,462,413	1,054,802,667	418,818,137
9. Internal Service Funds	236,684,218	235,363,198	41,376,375		195,272,015			14,991,722		251,640,112	225,877,584
10. Eliminations Funds	(166,939,589)	(166,546,543)	0		(171,175,657)			(520,319,364)	(520,319,364)	(171,175,657)	(171,175,657)
11.											
10. Total Eliminations Funds	(166,939,589)	(166,546,543)	0		(171,175,657)			(520,319,364)	(520,319,364)	(171,175,657)	(171,175,657)
11. TOTAL ALL FUNDS	$ 2,461,199,410	$ 1,961,536,689	$ 1,294,336,157	$ 458,213,873	$ 1,312,643,498	$ 200,000	$	$	$	$ 3,065,393,528	$ 2,309,428,986

EXPENDITURE LIMITATION COMPARISON	2013	2014
1. Budgeted expenditures/expenses	$ 2,390,778,253	$ 2,309,428,986
2. Add/subtract: estimated net reconciling items	(273,470,462)	(262,764,224)
3. Budgeted expenditures/expenses adjusted for reconciling items	2,117,307,791	2,046,664,762
4. Less: estimated exclusions	(948,609,263)	(845,426,639)
5. Amount subject to the expenditure limitation	$ 1,168,698,528	$ 1,201,238,123
6. EEC expenditure limitation	$ 1,168,698,529	$ 1,201,238,124

* Includes Expenditure/Expense Adjustments Approved in the current year from Schedule E.
** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.
*** Amounts in this column represent Fund Balance/Net Asset amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund). These amounts are estimates based on the actual FY 2012 ending fund balances and the estimated FY 2013 Revenue and Expenditures.
(*****) Anticipated amount of Property Tax collections .

MARICOPA COUNTY
Summary of Tax Levy and Tax Rate Information
Fiscal Year 2014

	2013	2014
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	$ 558,192,254	$ 581,339,048
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	$ 425,111,491	$ 409,775,397
B. Secondary property taxes		
General Fund - Override election	$	$
Flood Control District	54,584,578	39,842,985
Library District	16,925,024	14,116,305
Total secondary property taxes	$ 71,509,602	53,959,290
C. Total property tax levy amounts	$ 496,621,093	463,734,687
4. Property taxes collected*		
A. Primary property taxes		
(1) **Current** year's levy	$ 412,358,146	397,482,135
(2) Prior years' levies	7,652,007	7,419,960
(3) Total primary property taxes	$ 420,010,153	404,902,095
B. Secondary property taxes		
(1) **Current** year's levy	$ 69,364,314	52,340,511
(2) Prior years' levies	1,110,313	971,267
(3) Total secondary property taxes	$ 70,474,627	53,311,778
C. Total property taxes collected **	490,484,780	458,213,873
5. Property tax rates		
A. County tax rate		
(1) Primary property tax rate	1.2407	1.2807
(2) Secondary property tax rate		
General Fund - Override election		
(3) Total county tax rate	1.2407	1.2807
B. Special assessment district tax rates		
Secondary property tax rates		
Flood Control District	0.1780	0.1392
Library District	0.0492	0.0438

* 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 2014 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 $409,775,397; for Flood Control District is $39,842,985 and for Library District is $14,116,305.

MARICOPA COUNTY
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES ** 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
GENERAL FUND			
Taxes			
TAX PENALTIES & INTEREST	$ 23,973,708	$ 18,500,000	$ 18,500,000
PAYMENTS IN LIEU OF TAXES	11,714,503	11,882,874	11,972,067
STATE SHARED SALES TAX	404,078,237	409,784,418	437,402,846
STATE SHARED VEHICLE LICENSE	109,193,522	116,452,068	119,748,223
Licenses and permits			
LICENSES AND PERMITS	2,213,000	2,283,371	2,292,821
Intergovernmental			
GRANTS	20,227		
OTHER INTERGOVERNMENTAL	4,623,602	5,433,578	2,812,302
Charges for services			
INTERGOV CHARGES FOR SERVICES	13,247,300	12,906,801	13,444,010
OTHER CHARGES FOR SERVICES	26,908,370	27,030,651	26,248,551
PATIENT SERVICES REVENUE	7,000	7,482	7,000
Fines and forfeits			
FINES & FORFEITS	11,270,300	11,874,500	12,288,138
Investments			
INTEREST EARNINGS	4,000,000	4,000,000	4,000,000
Miscellaneous			
MISCELLANEOUS REVENUE	3,246,985	8,647,476	2,725,088
Total General Fund	$ **614,496,754**	$ **628,803,219**	$ **651,441,046**

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget

SPECIAL REVENUE FUNDS			
Road Fund			
TRANSPORTATION OPERATIONS	$ 94,681,237	$ 94,608,235	$ 94,767,838
Total Road Fund	$ 94,681,237	$ 94,608,235	$ 94,767,838
Health Services Fund			
PATIENT SERVICES REVENUE	$ 1,450,477	$ 1,715,086	$ 2,207,044
Total Health Services Fund	$ 1,450,477	$ 1,715,086	$ 2,207,044
List Fund: Other Special Revenue			
GRANTS, MISC. REVENUE, ETC.	$ 486,048,492	$ 480,507,142	$ 506,458,982
Total Other Special Reveue	$ 486,048,492	$ 480,507,142	$ 506,458,982
Total Special Revenue Funds	$ **582,180,206**	$ **576,830,463**	$ **603,433,864**

MARICOPA COUNTY
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES ** 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
DEBT SERVICE FUNDS			
NON-DEPARTMENTAL	$ 2,057,816	$ 2,057,378	$ 2,058,265
STADIUM DISTRICT	5,051,987	5,019,705	4,997,802
Total Debt Service Funds	$ 7,109,803	$ 7,077,083	$ **7,056,067**
CAPITAL PROJECTS FUNDS			
TRANSPORTATION	$ 54,977,725	$ 41,180,076	$ 17,979,963
LIBRARY DISTRICT		3,832	
STADIUM DISTRICT	751,036	796,201	750,200
NON DEPARTMENTAL		585,722	
FLOOD CONTROL DISTRICT	7,722,000	5,688,318	7,886,000
Total Capital Projects Funds	$ 63,450,761	$ 48,254,149	$ **26,616,163**
INTERNAL SERVICE FUNDS			
BUS STRATEGIES HLTH CARE PROG	$ 139,993,934	$ 141,504,510	$ 141,277,234
ENTERPRISE TECHNOLOGY	15,952,983	16,609,661	15,952,983
PROCUREMENT SERVICES	761,464	785,926	788,689
EQUIPMENT SERVICES	19,066,195	17,762,743	16,682,320
RISK MANAGEMENT	22,500,000	31,261,616	20,570,789
Total Internal Service Funds	$ 198,274,576	$ 207,924,456	$ **195,272,015**
ELIMINATIONS FUNDS			
ELIMINATIONS	$ (166,939,589)	$ (166,546,543)	$ (171,175,657)
Total Eliminations Funds	$ (166,939,589)	$ (166,546,543)	$ **(171,175,657)**
TOTAL ALL FUNDS	$ 1,298,572,511	$ 1,302,342,827	$ **1,312,643,498**

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget

** Includes revenues from adopted budget plus any approved adjustments

MARICOPA COUNTY
Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2014

FUND	OTHER FINANCING 2014 SOURCES	OTHER FINANCING 2014 <USES>	INTERFUND TRANSFERS 2014 IN	INTERFUND TRANSFERS 2014 <OUT>
GENERAL FUND				
NON DEPARTMENTAL	$	$	$ 2,137,000	$ 345,736,533
PUBLIC HEALTH				30,000
Total General Fund	$	$	$ 2,137,000	$ 345,766,533
SPECIAL REVENUE FUNDS				
PARKS AND RECREATION	$	$	$ 37,371	$ 37,371
NON DEPARTMENTAL			173,940,798	7,248,089
ANIMAL CARE AND CONTROL				1,139,945
PUBLIC HEALTH			30,000	
TRANSPORTATION	200,000			48,134,797
FLOOD CONTROL DISTRICT				14,696,402
STADIUM DISTRICT			1,294,920	2,295,339
LIBRARY DISTRICT			4,404,810	1,243,555
Total Special Revenue Funds	$ 200,000	$	$ 179,707,899	$ 74,795,498
DEBT SERVICE FUNDS				
NON DEPARTMENTAL	$	$	$ 3,082,631	$
STADIUM DISTRICT			1,200,000	1,294,920
Total Debt Service Funds	$	$	$ 4,282,631	$ 1,294,920
CAPITAL PROJECTS FUNDS				
FLOOD CONTROL DISTRICT	$	$	$ 14,696,402	$
NON DEPARTMENTAL				3,161,255
NON DEPARTMENTAL			255,273,574	95,301,158
TRANSPORTATION			48,134,797	
STADIUM DISTRICT			1,095,339	
Total Capital Projects Funds	$	$	$ 319,200,112	$ 98,462,413
INTERNAL SERVICE FUNDS				
RISK MANAGEMENT	$	$	$ 14,991,722	$
Total Internal Service Funds	$	$	$ 14,991,722	$
ELIMINATIONS FUNDS				
ELIMINATIONS COUNTY	$	$	$ (449,455,725)	$ (449,455,725)
PARKS AND RECREATION			(37,371)	(37,371)
TRANSPORTATION			(48,134,797)	(48,134,797)
FLOOD CONTROL DISTRICT			(14,696,402)	(14,696,402)
LIBRARY DISTRICT			(4,404,810)	(4,404,810)
STADIUM DISTRICT			(3,590,259)	(3,590,259)
Total Eliminations Funds	$	$	$ (520,319,364)	$ (520,319,364)
TOTAL ALL FUNDS	$ 200,000	$ -	$ -	$ -

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2014

	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
GENERAL FUND				
ADULT PROBATION	$ 50,718,625	$	$ 50,678,748	$ 41,835,539
AIR QUALITY	1,163,703		1,163,703	1,158,313
ANIMAL CARE AND CONTROL	257,903		257,897	258,954
ASSESSOR	22,761,278		22,086,505	22,927,345
ASSISTANT COUNTY MANAGER 940	325,021	29,111	350,271	581,036
ASSISTANT COUNTY MANAGER 950	2,347,345	(114,324)	1,490,079	1,201,936
ASSISTANT COUNTY MANAGER 960	90,232		88,241	
BOARD OF SUPERVISORS DIST 1	353,925		350,371	354,968
BOARD OF SUPERVISORS DIST 2	353,925		353,924	354,968
BOARD OF SUPERVISORS DIST 3	353,925		338,374	354,968
BOARD OF SUPERVISORS DIST 4	353,925		337,883	354,968
BOARD OF SUPERVISORS DIST 5	353,925		353,489	354,968
BUS STRATEGIES HLTH CARE PROG	2,530,215	(89,232)	1,627,304	1,996,548
CALL CENTER	1,566,553		1,550,609	1,554,912
CLERK OF THE BOARD	1,502,751		1,207,982	1,437,029
CLERK OF THE SUPERIOR COURT	32,138,876		29,229,682	32,330,898
CONSTABLES	2,738,481	20,436	2,670,976	2,749,646
CONTRACT COUNSEL	28,135,306	13,389	32,231,650	37,009,695
CORRECTIONAL HEALTH	3,060,790		3,060,766	3,123,860
COUNTY ATTORNEY	70,118,617		68,839,617	70,940,676
COUNTY MANAGER	2,565,226		2,383,880	2,439,400
DEPUTY COUNTY MANAGER 920	1,046,372	(21,691)	902,009	1,358,840
EDUCATION SERVICE	2,076,394	182,386	2,074,666	3,511,902
ELECTIONS	20,694,170		20,454,669	8,746,417
EMERGENCY MANAGEMENT	235,265		226,348	234,457
ENTERPRISE TECHNOLOGY	9,425,939		8,554,850	24,139,806
ENVIRONMENTAL SERVICES	4,041,367		3,986,117	3,940,266
FACILITIES MANAGEMENT	57,102,361		41,845,731	52,260,828
FINANCE	3,151,551	(29,111)	2,841,307	2,769,592
HUMAN RESOURCES	3,529,773	5,705	3,166,998	3,277,286
HUMAN SERVICES	2,360,912		2,250,892	2,260,912
INTERNAL AUDIT	1,749,051		1,717,032	1,734,205
JUSTICE COURTS	15,933,469	(38,990)	15,822,961	15,792,908
JUVENILE PROBATION	16,088,443	(24,213)	15,613,001	15,428,434
LEGAL ADVOCATE	9,208,322	3,113	9,085,021	9,123,335
LEGAL DEFENDER	10,382,036	5,940	10,509,413	10,324,234
MANAGEMENT AND BUDGET	2,240,858	144,099	2,123,574	2,278,881
MEDICAL EXAMINER	7,553,083		7,381,031	7,776,675
NON DEPARTMENTAL*	418,858,171	(10,746,235)	271,625,771	314,518,288
PARKS AND RECREATION	1,788,769		967,159	3,000,512
PLANNING AND DEVELOPMENT	868,232		815,411	868,232
PROCUREMENT	2,481,282		2,113,833	2,343,332
PROTECTIVE SERVICES	3,616,469	(38,881)	3,444,518	3,719,757
PUBLIC ADVOCATE	6,887,581	10,846	6,759,295	6,888,167
PUBLIC DEFENDER	33,390,238	5,702	33,349,989	33,974,467
PUBLIC FIDUCIARY	2,954,764		2,745,327	2,991,842
PUBLIC HEALTH	10,873,279		10,141,986	10,727,580
RECORDER	2,191,256		2,031,807	2,077,838
RESEARCH AND REPORTING	362,280		294,160	326,943
SHERIFF	76,581,858	1,265,461	75,273,394	87,034,879
SUPERIOR COURT	76,863,493		74,700,528	76,093,152
TREASURER	4,651,628	32,875	4,514,083	4,707,756
WASTE RESOURCES AND RECYCLING	2,694,923		2,571,622	5,228,083
Total General Fund	$ 1,035,674,136	$ (9,383,614)	$ 860,556,454	$ 942,780,433
** Non Departmental includes general contingency of*	*$ 37,859,308*	*$ (1,018,883)*	*$ -*	*$ 19,779,591*

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2014

	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
SPECIAL REVENUE FUNDS				
ADULT PROBATION	$ 28,826,673	$ 482,810	$ 28,300,386	$ 40,376,440
AIR QUALITY	15,264,062	243,268	13,467,903	16,075,220
ANIMAL CARE AND CONTROL	12,667,270	344,602	12,701,349	12,910,725
ASSISTANT COUNTY MANAGER 950	279,975	1,241,097	1,281,559	722,386
BUS STRATEGIES HLTH CARE PROG	7,023,535	16,443	6,661,143	7,405,038
CLERK OF THE SUPERIOR COURT	13,045,404	843,635	11,260,750	9,472,733
CORRECTIONAL HEALTH	53,916,537	904,315	54,597,485	55,157,821
COUNTY ATTORNEY	18,681,208	191,511	16,001,014	22,287,191
COUNTY MANAGER	10,000	2,090,512	2,096,853	2,000
DEPUTY COUNTY MANAGER 930	890,056	22,996	1,052,482	
EDUCATION SERVICES	21,484,306		18,523,330	24,622,809
ELECTIONS	2,158,820	150,000	167,776	2,181,549
EMERGENCY MANAGEMENT	1,734,726	17,486	1,523,275	1,654,176
ENVIRONMENTAL SERVICES	22,609,816	429,538	19,314,164	23,174,602
FACILITIES MANAGEMENT	33,027,331		22,148,606	35,299,705
FLOOD CONTROL DISTRICT	34,124,369	19,640,396	57,726,073	32,009,409
HUMAN SERVICES	55,587,097	10,000,703	62,737,300	62,328,934
INTEGRATED CRIMINAL JUSTICE INFO	1,615,307	836,595	1,614,658	1,564,383
JUSTICE COURTS	8,350,751	88,526	7,716,780	7,943,603
JUVENILE PROBATION	40,626,643	651,195	36,962,423	39,343,359
LEGAL ADVOCATE	60,764		35,230	53,723
LEGAL DEFENDER	210,922		153,736	172,100
LIBRARY DISTRICT	25,627,596	540,586	25,697,531	25,525,017
MEDICAL EXAMINER	115,864	7,682	111,262	63,614
NON DEPARTMENTAL	83,896,687	(17,667,078)	10,132,581	82,299,178
PARKS AND RECREATION	8,661,239	113,524	8,219,123	9,086,412
PLANNING AND DEVELOPMENT	7,299,727	128,178	7,016,050	8,057,806
PROTECTIVE SERVICES	48,942		48,942	48,942
PUBLIC DEFENDER	2,715,269		1,751,793	2,417,979
PUBLIC HEALTH	44,900,281	2,848,564	46,540,443	48,249,571
RECORDER	5,021,738	43,397	4,624,547	5,757,989
SHERIFF	203,427,529	3,652,663	198,826,169	211,301,486
STADIUM DISTRICT	1,747,791	9,854	2,347,964	2,925,816
SUPERIOR COURT	15,334,460	183,075	13,024,848	17,093,360
TRANSPORTATION	59,889,807	725,324	55,549,493	58,872,678
TREASURER	304,341		291,693	304,341
WASTE RESOURCES AND RECYCLING	4,748,115	3,872	4,565,153	4,748,332
Total Special Revenue Funds	$ 835,934,958	$ 28,785,269	$ 754,791,867	$ 871,510,427
** Non Departmental includes general contingency of*	*$ 29,793,329*	*$ (2,192,194)*	*$ -*	*$ 24,400,732*
DI DEBT SERVICE				
NON DEPARTMENTAL	$ 16,736,830	$	$ 16,736,830	$ 16,715,180
STADIUM DISTRICT	6,634,544	31,394,304	35,894,642	4,902,882
Total Debt Service Funds	$ 23,371,374	$ 31,394,304	$ 52,631,472	$ 21,618,062
CAPITAL PROJECTS FUNDS				
FLOOD CONTROL DISTRICT	$ 50,000,000	$	$ 47,826,530	$ 40,000,000
NON DEPARTMENTAL	282,865,632	6,977,712	88,898,886	293,226,126
TRANSPORTATION	103,932,010		86,123,718	82,089,011
STADIUM DISTRICT	1,903,000		1,891,107	3,503,000
Total Capital Projects Funds	$ 438,700,642	$ 6,977,712	$ 224,740,241	$ 418,818,137
INTERNAL SERVICE FUNDS				
BUS STRATEGIES HLTH CARE PROG	$ 144,814,989	$ (1,039,172)	$ 141,304,012	$ 155,944,779
ENTERPRISE TECHNOLOGY	17,494,345	102,595	16,970,093	16,980,745
EQUIPMENT SERVICES	16,599,674	2,459,064	17,293,081	17,273,320
PROCUREMENT	761,464	10,479	785,926	788,689
RISK MANAGEMENT	43,052,385	12,428,395	59,010,086	34,890,051
Total Internal Service Funds	$ 222,722,857	$ 13,961,361	$ 235,363,198	$ 225,877,584

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2014

	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
ELIMINATIONS FUNDS				
ELIMINATIONS BUS STRATEGIES HLTH CARE PROG	$ (1,070,000)	1,070,000		
ELIMINATIONS COUNTY	(156,642,674)	(2,383,875)	(158,886,875)	(163,263,729)
ELIMINATIONS COUNTY AND DIST	(7,913,040)		(7,659,668)	(7,911,928)
Total Eliminations Funds	$ (165,625,714)	$ (1,313,875)	$ (166,546,543)	$ (171,175,657)
TOTAL ALL FUNDS	$ 2,390,778,253	$ 70,421,157	$ 1,961,536,689	$ 2,309,428,986

*Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses
Fiscal Year 2014

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES * 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
ADULT PROBATION:				
ADULT PROBATION FEES	$ 14,198,868	$ 297,483	$ 13,937,664	$ 13,777,133
DETENTION OPERATIONS	11,070,427		10,995,025	23,515,048
ADULT PROBATION GRANTS	3,557,378	185,327	3,367,697	3,084,259
GENERAL	50,718,625		50,678,748	41,835,539
Department Total	$ 79,545,298	$ 482,810	$ 78,979,134	$ 82,211,979
AIR QUALITY:				
GENERAL	$ 1,163,703	$	$ 1,163,703	$ 1,158,313
AIR QUALITY FEES	11,494,587	156,062	9,847,482	12,150,266
AIR QUALITY GRANT	3,769,475	87,206	3,620,421	3,924,954
Department Total	$ 16,427,765	$ 243,268	$ 14,631,606	$ 17,233,533
ANIMAL CARE AND CONTROL:				
ANIMAL CONTROL FIELD OPERATION	$ 3,367,887	$ 44,742	$ 3,265,418	$ 3,497,456
ANIMAL CONTROL GRANTS	944,331	185,200	1,034,351	1,663,711
ANIMAL CONTROL LICENSE SHELTER	8,355,052	114,660	8,401,580	7,749,558
GENERAL	257,903		257,897	258,954
Department Total	$ 12,925,173	$ 344,602	$ 12,959,246	$ 13,169,679
ASSESSOR:				
GENERAL	$ 22,761,278	$	$ 22,086,505	$ 22,927,345
Department Total	$ 22,761,278	$	$ 22,086,505	$ 22,927,345
ASSISTANT COUNTY MANAGER 940:				
GENERAL	$ 325,021	$ 29,111	$ 350,271	$ 581,036
Department Total	$ 325,021	$ 29,111	$ 350,271	$ 581,036
ASSISTANT COUNTY MANAGER 950:				
GENERAL	$ 2,347,345	$ (114,324)	$ 1,490,079	$ 1,201,936
NON DEPARTMENTAL GRANT	279,975	$ 1,241,097	$ 1,281,559	$ 317,688
DETENTION OPERATIONS		$	$	$ 404,698
Department Total	$ 2,627,320	$ 1,126,773	$ 2,771,638	$ 1,924,322
ASSISTANT COUNTY MANAGER 960:				
GENERAL	$ 90,232	$	$ 88,241	$
Department Total	$ 90,232	$	$ 88,241	$
BOARD OF SUPERVISORS DIST 1:				
GENERAL	$ 353,925	$	$ 350,371	$ 354,968
Department Total	$ 353,925	$	$ 350,371	$ 354,968
BOARD OF SUPERVISORS DIST 2:				
GENERAL	$ 353,925	$	$ 353,924	$ 354,968
Department Total	$ 353,925	$	$ 353,924	$ 354,968
BOARD OF SUPERVISORS DIST 3:				
GENERAL	$ 353,925	$	$ 338,374	$ 354,968
Department Total	$ 353,925	$	$ 338,374	$ 354,968

MARICOPA COUNTY
Summary by Department of Expenditures/Expenses
Fiscal Year 2014

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES * 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
BOARD OF SUPERVISORS DIST 4:				
GENERAL	$ 353,925	$	$ 337,883	$ 354,968
Department Total	$ 353,925	$	$ 337,883	$ 354,968
BOARD OF SUPERVISORS DIST 5:				
GENERAL	$ 353,925	$	$ 353,489	$ 354,968
Department Total	$ 353,925	$	$ 353,489	$ 354,968
BUS STRATEGIES HLTH CARE PROG:				
GENERAL	$ 2,530,215	$ (89,232)	$ 1,627,304	$ 1,996,548
PUBLIC HEALTH GRANTS	7,023,535	16,443	6,661,143	7,405,038
CMG MEDICAL	45,759,309		52,092,112	53,061,629
OAP MEDICAL	44,117,011		34,067,853	35,848,681
CHOICE FUND H.S.A.	12,239,116		14,247,624	15,520,423
FI DENTAL PPO	4,791,276		4,917,027	5,192,538
COINSURANCE PHARMACY	12,584,880		13,877,639	15,835,192
60 PERCENT STD	1,625,925		1,731,402	7,608,140
50 PERCENT STD	304,556		224,266	304,556
40 PERCENT STD	142,180		127,178	142,180
BEHAVIORAL HEALTH	1,889,896		1,867,613	1,749,785
WELLNESS	3,939,061	1,754	1,058,135	1,905,290
BENEFIT ADMINISTRATION	2,297,297	29,074	2,118,612	3,015,172
ONSITE PHARMACY CLINIC	1,232,000		1,813,085	1,736,000
BENEFITS ELIMINATIONS		(1,070,000)	(1,436,650)	(1,245,000)
FLEX SPENDING HEALTH	2,585,420		2,356,070	2,356,070
FLEX SPENDING DEP CARE	801,898		888,092	888,092
VISION	1,537,504		1,554,939	1,658,880
FI PREPAID DENTAL	396,386		378,093	269,861
FI LIFE AND AD AND D	330,175		397,832	397,832
SUPPLEMENTAL LIFE	2,831,922		3,140,997	3,140,997
EMPLOYEE ASSISTANCE	201,617		214,224	369,603
SI DENTAL	3,672,387		3,757,331	4,309,610
DEPENDENT LIFE	254,957		348,516	348,516
VOLUNTARY BENEFITS	617,672		892,212	892,212
CIGNA FOR SENIORS	662,544		669,810	638,520
ELIMINATIONS	(1,070,000)	1,070,000		
Department Total	$ 153,298,739	$ (41,961)	$ 149,592,459	$ 165,346,365
CALL CENTER:				
GENERAL	$ 1,566,553	$	$ 1,550,609	$ 1,554,912
Department Total	$ 1,566,553	$	$ 1,550,609	$ 1,554,912
CLERK OF THE BOARD:				
GENERAL	$ 1,502,751	$	$ 1,207,982	$ 1,437,029
Department Total	$ 1,502,751	$	$ 1,207,982	$ 1,437,029

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DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES * 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
CLERK OF THE SUPERIOR COURT:				
CHILD SUPPORT ENHANCEMENT	100,000			
CLERK OF COURT FILL THE GAP	2,345,688	422,666	2,527,701	2,314,029
CLERK OF THE COURT EDMS	5,700,000	30,711	5,070,344	3,522,120
CLERK OF THE COURT GRANTS	1,389,716	74,812	1,048,504	1,072,654
COURT DOCUMENT RETRIEVAL	2,335,000	29,067	1,758,728	1,838,536
GENERAL	32,138,876		29,229,682	32,330,898
JUDICIAL ENHANCEMENT	1,100,000	286,379	815,279	657,394
VICTIM LOCATION	75,000		40,194	68,000
Department Total	$ 45,184,280	$ 843,635	$ 40,490,432	$ 41,803,631
CONSTABLES:				
GENERAL	$ 2,738,481	$ 20,436	$ 2,670,976	$ 2,749,646
Department Total	$ 2,738,481	$ 20,436	$ 2,670,976	$ 2,749,646
CONTRACT COUNSEL:				
GENERAL	$ 28,135,306	$ 13,389	$ 32,231,650	$ 37,009,695
Department Total	$ 28,135,306	$ 13,389	$ 32,231,650	$ 37,009,695
CORRECTIONAL HEALTH:				
CORRECTIONAL HEALTH GRANT	$ 50,000	$	$ 50,000	$ 50,000
DETENTION OPERATIONS	53,866,537	904,315	54,547,485	55,107,821
GENERAL	3,060,790		3,060,766	3,123,860
Department Total	$ 56,977,327	$ 904,315	$ 57,658,251	$ 58,281,681
COUNTY ATTORNEY:				
CHECK ENFORCEMENT PROGRAM	$ 361,000	$ 5,354	$ 328,078	$ 359,900
COUNTY ATTORNEY FILL THE GAP	2,047,134	30,082	1,703,309	1,995,341
COUNTY ATTORNEY GRANTS	6,915,128	108,639	6,318,202	6,938,464
COUNTY ATTORNEY RICO	4,582,949		4,148,149	7,574,334
CRIM JUSTICE ENHANCEMENT	1,728,835	31,395	1,634,840	1,624,052
DIVERSION	2,871,162	16,041	1,793,395	3,620,100
GENERAL	70,118,617		68,839,617	70,940,676
VICTIM COMP AND ASSISTANCE	135,000		56,250	135,000
VICTIM COMP RESTITUTION INT	40,000		18,791	40,000
Department Total	$ 88,799,825	$ 191,511	$ 84,840,631	$ 93,227,867
COUNTY MANAGER:				
GENERAL	$ 2,565,226	$	$ 2,383,880	$ 2,439,400
NON DEPARTMENTAL GRANT	10,000	2,090,512	2,096,853	2,000
Department Total	$ 2,575,226	$ 2,090,512	$ 4,480,733	$ 2,441,400
DEPUTY COUNTY MANAGER 920:				
GENERAL	$ 1,046,372	$ (21,691)	$ 902,009	$ 1,358,840
Department Total	$ 1,046,372	$ (21,691)	$ 902,009	$ 1,358,840
DEPUTY COUNTY MANAGER 930:				
PLANNING AND DEVELOPMENT FEES	$ 890,056	$ 22,996	$ 1,052,482	$
Department Total	$ 890,056	$ 22,996	$ 1,052,482	$

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EDUCATION SERVICE:				
GENERAL	$ 2,076,394	$ 182,386	$ 2,074,666	$ 3,511,902
SCHOOL GRANT	15,796,099		15,184,462	20,593,590
SMALL SCHOOL SERVICE	109,657		105,735	109,657
SCHOOL TRANSPORTATION	600,000		310,274	600,000
SCHOOL COMMUNICATION	733,136		585,332	603,452
EDUCATIONAL SUPPLEMENTAL PROG	1,458,358		1,205,290	1,061,291
DETENTION OPERATIONS	2,787,056		1,132,237	1,654,819
Department Total	$ 23,560,700	$ 182,386	$ 20,597,996	$ 28,134,711
ELECTIONS:				
ELECTIONS GRANT	$ 2,158,820	$ 150,000	$ 167,776	$ 2,181,549
GENERAL	20,694,170		20,454,669	8,746,417
Department Total	$ 22,852,990	$ 150,000	$ 20,622,445	$ 10,927,966
EMERGENCY MANAGEMENT:				
EMERGENCY MANAGEMENT	$ 1,147,701	$ 9,411	$ 1,002,508	$ 931,260
GENERAL	235,265		226,348	234,457
PALO VERDE	587,025	8,075	520,767	722,916
Department Total	$ 1,969,991	$ 17,486	$ 1,749,623	$ 1,888,633
ENTERPRISE TECHNOLOGY:				
GENERAL	$ 9,425,939	$	$ 8,554,850	$ 24,139,806
TECHNOLOGY INFRASTRUCTURE	17,494,345	102,595	16,970,093	16,980,745
Department Total	$ 26,920,284	$ 102,595	$ 25,524,943	$ 41,120,551
ENVIRONMENTAL SERVICES:				
ENVIRONMTL SVCS ENV HEALTH	22,609,816	429,538	19,314,164	23,174,602
GENERAL	4,041,367		3,986,117	3,940,266
Department Total	$ 26,651,183	$ 429,538	$ 23,300,281	$ 27,114,868
EQUIPMENT SERVICES:				
EQUIPMENT SERVICES	$ 16,599,674	$ 2,459,064	$ 17,293,081	$ 17,273,320
Department Total	$ 16,599,674	$ 2,459,064	$ 17,293,081	$ 17,273,320
FACILITIES MANAGEMENT:				
GENERAL	$ 57,102,361	$	$ 41,845,731	$ 52,260,828
DETENTION OPERATIONS	33,027,331		22,148,606	35,299,705
Department Total	$ 90,129,692	$	$ 63,994,337	$ 87,560,533
FINANCE:				
GENERAL	$ 3,151,551	$ (29,111)	$ 2,841,307	$ 2,769,592
Department Total	$ 3,151,551	$ (29,111)	$ 2,841,307	$ 2,769,592
FLOOD CONTROL DISTRICT:				
FLOOD CONTROL	$ 33,775,369	$ 19,560,396	$ 57,376,387	$ 31,934,409
FLOOD CONTROL GRANTS	349,000	80,000	349,686	75,000
FLOOD CONTROL CAPITAL PROJECTS	50,000,000		47,826,530	40,000,000
Department Total	$ 84,124,369	$ 19,640,396	$ 105,552,603	$ 72,009,409
HUMAN RESOURCES:				
GENERAL	$ 3,529,773	$ 5,705	$ 3,166,998	$ 3,277,286
Department Total	$ 3,529,773	$ 5,705	$ 3,166,998	$ 3,277,286

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DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES * 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
HUMAN SERVICES:				
CDBG HOUSING TRUST	$ 14,741,226	$	$ 12,266,494	$ 19,897,891
DETENTION OPERATIONS	1,328,359		952,591	192,235
GENERAL	2,360,912		2,250,892	2,260,912
HUMAN SERVICES GRANTS	39,517,512	10,000,703	49,518,215	42,238,808
Department Total	$ 57,948,009	$ 10,000,703	$ 64,988,192	$ 64,589,846
INTEGRATED CRIM JUSTICE INFO:				
DETENTION OPERATIONS	$ 1,615,307	$ 836,595	$ 1,614,658	$ 1,564,383
Department Total	$ 1,615,307	$ 836,595	$ 1,614,658	$ 1,564,383
INTERNAL AUDIT:				
GENERAL	$ 1,749,051	$	$ 1,717,032	$ 1,734,205
Department Total	$ 1,749,051	$	$ 1,717,032	$ 1,734,205
JUSTICE COURTS:				
GENERAL	$ 15,933,469	$ (38,990)	$ 15,822,961	$ 15,792,908
JUSTICE COURTS SPECIAL REVENUE	6,177,400	84,467	6,261,867	6,589,500
JUST COURTS PHOTO ENFORCEMENT	381,351		72,237	312,103
JUSTICE CT JUDICIAL ENHANCEMNT	1,792,000	4,059	1,382,676	1,042,000
Department Total	$ 24,284,220	$ 49,536	$ 23,539,741	$ 23,736,511
JUVENILE PROBATION:				
DETENTION OPERATIONS	$ 32,164,124	$	$ 28,925,575	$ 30,773,784
GENERAL	16,088,443	(24,213)	15,613,001	15,428,434
JUVENILE PROBATION DIVERSION	302,870	8,039	309,281	304,194
JUVENILE PROBATION GRANTS	4,406,449	559,013	4,075,494	4,424,881
JUVENILE PROBATION SPECIAL FEE	3,743,200	84,143	3,646,479	3,830,500
JUVENILE RESTITUTION	10,000		5,594	10,000
Department Total	$ 56,715,086	$ 626,982	$ 52,575,424	$ 54,771,793
LEGAL ADVOCATE:				
GENERAL	$ 9,208,322	$ 3,113	$ 9,085,021	$ 9,123,335
PUBLIC DEFENDER TRAINING	60,764		35,230	53,723
Department Total	$ 9,269,086	$ 3,113	$ 9,120,251	$ 9,177,058
LEGAL DEFENDER:				
GENERAL	$ 10,382,036	$ 5,940	$ 10,509,413	$ 10,324,234
LEGAL DEFENDER FILL THE GAP	66,362		66,362	66,362
PUBLIC DEFENDER TRAINING	144,560		87,374	105,738
Department Total	$ 10,592,958	$ 5,940	$ 10,663,149	$ 10,496,334
LIBRARY DISTRICT:				
LIBRARY DISTRICT GRANTS		169,912	142,906	200,000
LIBRARY DISTRICT	21,112,500	314,700	21,105,829	20,809,921
LIBRARY INTERGOVERNMENTAL	4,515,096	55,974	4,448,796	4,515,096
Department Total	$ 25,627,596	$ 540,586	$ 25,697,531	$ 25,525,017
MANAGEMENT AND BUDGET:				
GENERAL	$ 2,240,858	$ 144,099	$ 2,123,574	$ 2,278,881
Department Total	$ 2,240,858	$ 144,099	$ 2,123,574	$ 2,278,881

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MEDICAL EXAMINER:				
GENERAL	$ 7,553,083	$	$ 7,381,031	$ 7,776,675
MEDICAL EXAMINER GRANT	115,864	7,682	111,262	63,614
Department Total	$ 7,668,947	$ 7,682	$ 7,492,293	$ 7,840,289
NON DEPARTMENTAL:				
COUNTY IMPROVEMENT DEBT	$ 9,323,600	$	$ 9,323,600	$ 16,715,180
COUNTY IMPROVEMENT DEBT 2	7,413,230		7,413,230	
DETENTION CAPITAL PROJECTS	66,512,503		16,977,403	20,775,000
DETENTION OPERATIONS	69,189,832	(10,538,438)	10,058,007	53,909,175
GENERAL	418,858,171	(10,746,235)	271,625,771	314,518,288
GENERAL FUND CTY IMPROV	63,478,837	4,477,712	26,736,202	51,076,289
INTERGOVERNMENTAL CAP PROJ	124,999			127,500
NON DEPARTMENTAL GRANT	14,188,141	(7,128,640)		27,846,828
TECHNOLOGY CAP IMPROVEMENT	115,575,079		42,716,547	162,185,773
DETENTION TECH CAP IMPROVEMENT	37,174,214	2,500,000	2,468,734	59,061,564
WASTE MANAGEMENT	518,714		74,574	543,175
Department Total	$ 802,357,320	$ (21,435,601)	$ 387,394,068	$ 706,758,772
PARKS AND RECREATION:				
GENERAL	$ 1,788,769	$	$ 967,159	$ 3,000,512
LAKE PLEASANT RECREATION SVCS	2,954,358	20,373	2,780,053	3,284,850
PARKS AND RECREATION GRANTS		10,000	10,000	
PARKS DONATIONS	176,056		68,220	61,905
PARKS ENHANCEMENT FUND	5,050,075	80,547	4,904,268	5,261,068
PARKS SOUVENIR	184,950	1,117	208,439	182,629
SPUR CROSS RANCH CONSERVATION	295,800	1,487	248,143	295,960
Department Total	$ 10,450,008	$ 113,524	$ 9,186,282	$ 12,086,924
PLANNING AND DEVELOPMENT:				
GENERAL	$ 868,232	$	$ 815,411	$ 868,232
DEL WEBB	$ 259	$	$ 119	$
PLANNING AND DEVELOPMENT FEES	7,299,468	128,178	7,015,931	8,057,806
Department Total	$ 8,167,959	$ 128,178	$ 7,831,461	$ 8,926,038
PROCUREMENT SERVICES:				
GENERAL	$ 2,481,282	$	$ 2,113,833	$ 2,343,332
REPROGRAPHICS	761,464	10,479	785,926	788,689
Department Total	$ 3,242,746	$ 10,479	$ 2,899,759	$ 3,132,021
PROTECTIVE SERVICES:				
DETENTION OPERATIONS	$ 48,942	$	$ 48,942	$ 48,942
GENERAL	$ 3,616,469	$ (38,881)	$ 3,444,518	$ 3,719,757
Department Total	$ 3,665,411	$ (38,881)	$ 3,493,460	$ 3,768,699
PUBLIC ADVOCATE:				
GENERAL	$ 6,887,581	$ 10,846	$ 6,759,295	$ 6,888,167
Department Total	$ 6,887,581	$ 10,846	$ 6,759,295	$ 6,888,167

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PUBLIC DEFENDER:				
GENERAL	$ 33,390,238	$ 5,702	$ 33,349,989	$ 33,974,467
PUBLIC DEFENDER FILL THE GAP	1,827,065		1,140,228	1,564,045
PUBLIC DEFENDER GRANTS	408,499		296,250	303,237
PUBLIC DEFENDER TRAINING	479,705		315,315	550,697
Department Total	$ 36,105,507	$ 5,702	$ 35,101,782	$ 36,392,446
PUBLIC FIDUCIARY:				
GENERAL	$ 2,954,764	$	$ 2,745,327	$ 2,991,842
Department Total	$ 2,954,764	$	$ 2,745,327	$ 2,991,842
PUBLIC HEALTH:				
GENERAL	$ 10,873,279	$	$ 10,141,986	$ 10,727,580
PUBLIC HEALTH FEES	4,859,263	57,637	4,821,708	6,063,812
PUBLIC HEALTH GRANTS	40,041,018	2,790,927	41,718,735	42,185,759
Department Total	$ 55,773,560	$ 2,848,564	$ 56,682,429	$ 58,977,151
RECORDER:				
GENERAL	$ 2,191,256	$	$ 2,031,807	$ 2,077,838
RECORDERS SURCHARGE	5,021,738	43,397	4,624,547	5,757,989
Department Total	$ 7,212,994	$ 43,397	$ 6,656,354	$ 7,835,827
RESEARCH AND REPORTING:				
GENERAL	$ 362,280	$	$ 294,160	$ 326,943
Department Total	$ 362,280	$	$ 294,160	$ 326,943
RISK MANAGEMENT:				
RISK MANAGEMENT	$ 33,431,970	$ 12,428,395	$ 54,438,693	$ 29,841,029
COUNTY MANAGER RISK MANAGEMENT	9,620,415		4,571,393	5,049,022
Department Total	$ 43,052,385	$ 12,428,395	$ 59,010,086	$ 34,890,051
SHERIFF:				
DETENTION OPERATIONS	$ 178,861,275	$ 2,212,528	$ 179,613,450	$ 186,669,903
GENERAL	76,581,858	1,265,461	75,273,394	87,034,879
INMATE HEALTH SERVICES	165,640		14,015	165,640
INMATE SERVICES	12,337,361	98,058	10,310,447	11,637,000
OFFICER SAFETY EQUIPMENT	60,000		23,500	60,000
SHERIFF DONATIONS	26,300		10,955	26,300
SHERIFF GRANTS	8,494,509	1,342,077	7,606,639	8,565,508
SHERIFF JAIL ENHANCEMENT	1,482,444		369,974	1,482,444
SHERIFF RICO	2,000,000		877,189	2,500,000
SHERIFF TOWING AND IMPOUND				194,691
Department Total	$ 280,009,387	$ 4,918,124	$ 274,099,563	$ 298,336,365
STADIUM DISTRICT:				
BALLPARK OPERATIONS	$ 1,648,648	$ 9,854	$ 1,451,585	$ 1,653,028
CACTUS LEAGUE OPERATIONS	99,143		896,379	1,272,788
LONG TERM PROJECT RESERVE	1,903,000		1,891,107	3,503,000
STADIUM DISTRICT DEBT SERVICE	6,634,544	31,394,304	35,894,642	4,902,882
Department Total	$ 10,285,335	$ 31,404,158	$ 40,133,713	$ 11,331,698

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SUPERIOR COURT:				
CHILDRENS ISSUES EDUCATION	$ 415,007	$ 1,740	$ 306,747	$ 415,007
CONCILIATION COURT FEES	1,790,000	21,040	1,721,040	1,978,000
DOM REL MEDIATION EDUCATION	190,682	2,886	193,568	190,682
EMANCIPATION ADMINISTRATION	4,800		4,800	700
EXPEDITED CHILD SUPPORT	785,000	6,744	652,744	785,000
GENERAL	76,863,493		74,700,528	76,093,152
JUDICIAL ENHANCEMENT	521,600	12,329	491,953	521,600
LAW LIBRARY	1,296,000	250,000	1,225,432	1,296,000
PROBATE FEES	614,531	7,031	621,562	614,531
SPOUSAL MAINT ENF ENHANCEMENT	115,921	1,755	111,913	115,921
SUPERIOR COURT FILL THE GAP	2,101,600	(120,450)	1,948,456	2,101,600
SUPERIOR COURT GRANTS	2,599,319		2,104,778	2,599,319
SUPERIOR COURT SPECIAL REVENUE	4,900,000		3,641,855	6,475,000
Department Total	$ 92,197,953	$ 183,075	$ 87,725,376	$ 93,186,512
TRANSPORTATION:				
TRANSPORTATION GRANTS	$ 404,676	$ 132,122	$ 356,601	$ 636,122
TRANSPORTATION OPERATIONS	59,485,131	593,202	55,192,892	58,236,556
TRANSPORTATION CAPITAL PROJECT	103,932,010		86,123,718	82,089,011
Department Total	$ 163,821,817	$ 725,324	$ 141,673,211	$ 140,961,689
TREASURER:				
GENERAL	$ 4,651,628	$ 32,875	$ 4,514,083	$ 4,707,756
TAXPAYER INFORMATION	304,341		291,693	304,341
Department Total	$ 4,955,969	$ 32,875	$ 4,805,776	$ 5,012,097
WASTE RESOURCES AND RECYCLING:				
GENERAL	$ 2,694,923	$	$ 2,571,622	$ 5,228,083
WASTE TIRE	4,748,115	3,872	4,565,153	4,748,332
Department Total	$ 7,443,038	$ 3,872	$ 7,136,775	$ 9,976,415
ELIMINATIONS COUNTY:				
ELIMINATIONS	$ (156,642,674)	$ (2,383,875)	$ (158,886,875)	$ (163,263,729)
Department Total	$ (156,642,674)	$ (2,383,875)	$ (158,886,875)	$ (163,263,729)
ELIMINATIONS COUNTY AND DIST:				
ELIMINATIONS	$ (7,913,040)	$	$ (7,659,668)	$ (7,911,928)
Department Total	$ (7,913,040)	$	$ (7,659,668)	$ (7,911,928)
Total all Departments	$ 2,390,778,253	$ 70,421,157	$ 1,961,536,689	$ 2,309,428,986

*Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

Maricopa County , Flood Control District, Library District, Stadium District
Full-Time Employees and Personnel Compensation
Fiscal Year 2014

FUND	Full-Time Equivalent (FTE) 2014	Employee Salaries and Hourly Costs 2014	Retirement Costs 2014	Healthcare Costs 2014	Other Benefit Costs 2014	Personnel Allocations In 2014	Personnel Allocations Out 2014	Other Personnel Costs 2014	Total Estimated Personnel Compensation 2014
GENERAL FUND	**7,338.87**	**$ 347,796,303**	**$ 54,324,277**	**$ 60,131,571**	**$ 29,451,463**	**$ 14,605,226**	**$ (74,224,449)**	**$ 45,015,064**	**$ 477,099,455**
Regular Staff	6,981.32	345,787,384	54,324,277	60,131,571	28,788,543	14,605,226	(74,224,449)	45,015,064	474,427,616
Temporary Staff	357.55	2,008,919	-	-	662,920	-	-	-	2,671,839
SPECIAL REVENUE FUNDS									
Regular Staff									
201 - ADULT PROBATION FEES	1.50	$ 55,039	$ 8,724	$ 9,401	$ 4,876	$ 12,270,762	$ -	$ 6,500	$ 12,355,301
204 - JUSTICE CT JUDICIAL ENHANCEMNT	3.00	220,694	13,064	26,712	27,716	-	-	6,240	294,426
205 - COURT DOCUMENT RETRIEVAL	25.00	860,439	100,561	220,643	67,181	1,584	(29,784)	-	1,220,625
207 - PALO VERDE	5.00	253,926	29,022	43,510	19,575	121,413	(44,930)	3,000	425,516
208 - JUDICIAL ENHANCEMENT	8.00	460,404	53,178	71,232	36,619	-	-	-	621,433
209 - PUBLIC DEFENDER TRAINING	3.00	129,230	14,778	26,447	10,053	48,648	-	-	229,157
211 - ADULT PROBATION GRANTS	34.75	1,387,581	157,667	296,460	113,568	42,847	-	-	1,998,123
212 - SHERIFF RICO	-	27,996	-	-	8,586	-	-	-	36,582
213 - COUNTY ATTORNEY RICO	1.00	37,229	3,382	4,183	2,991	-	-	-	47,784
215 - EMERGENCY MANAGEMENT	7.50	410,088	47,038	69,125	31,802	89,490	(29,115)	8,000	626,428
216 - CLERK OF THE COURT GRANTS	4.00	156,205	18,040	35,616	12,046	781,376	-	-	1,003,283
217 - CDBG HOUSING TRUST	5.00	296,436	33,699	44,520	23,423	4,523	-	-	402,601
218 - CLERK OF COURT FILL THE GAP	47.00	1,543,550	180,265	417,763	120,321	209,048	(209,048)	-	2,261,900
219 - COUNTY ATTORNEY GRANTS	86.00	4,005,216	453,037	661,434	354,005	111,934	(813,046)	36,753	4,809,332
220 - DIVERSION	37.00	1,925,737	221,863	329,448	161,054	-	-	7,800	2,645,902
221 - COUNTY ATTORNEY FILL THE GAP	36.50	1,389,906	158,867	292,669	108,193	-	-	21,612	1,971,246
222 - HUMAN SERVICES GRANTS	359.50	13,350,141	1,558,715	3,080,631	1,249,140	3,475,761	(4,666,043)	9,162	18,057,508
223 - TRANSPORTATION GRANTS	1.00	101,727	3,696	8,856	14,826	-	-	-	129,106
225 - SPUR CROSS RANCH CONSERVATIO	1.00	39,252	4,534	8,904	8,190	170,780	-	75	231,735
226 - PLANNING AND DEVELOPMENT FEES	117.50	6,666,360	769,672	1,035,863	533,594	588,237	(4,247,690)	8,000	5,354,036
227 - JUVENILE PROBATION GRANTS	60.00	2,468,340	354,976	427,976	183,727	285,000	(27,289)	-	3,692,730
228 - JUVENILE PROBATION SPECIAL FEE	-	-	-	-	-	3,830,500	-	-	3,830,500
232 - TRANSPORTATION OPERATIONS	415.50	20,010,617	2,268,490	3,591,263	1,898,151	1,586,260	(4,172,776)	193,473	25,375,478
233 - PUBLIC DEFENDER GRANTS	3.00	231,209	26,373	26,117	19,538	-	-	-	303,237
236 - RECORDERS SURCHARGE	27.00	1,635,309	186,075	234,087	133,488	-	-	-	2,188,959
238 - SUPERIOR COURT GRANTS	26.00	983,425	113,585	231,504	79,046	660,000	-	1,400	2,068,960
239 - PARKS SOUVENIR	1.00	32,553	3,759	8,904	3,745	10,519	-	75	59,555
240 - LAKE PLEASANT RECREATION SVCS	22.00	779,738	90,390	189,484	91,605	399,247	-	1,800	1,552,265
241 - PARKS ENHANCEMENT FUND	59.00	2,553,326	291,819	507,166	235,697	57,174	(854,322)	4,050	2,794,910
244 - LIBRARY DISTRICT	117.73	5,113,253	593,012	1,002,040	445,699	78,642	-	70,892	7,303,538
245 - JUSTICE COURTS SPECIAL REVENUE		-	-	-	-	5,463,476	-	-	5,463,476
246 - LIBRARY INTERGOVERNMENTAL	47.00	1,695,599	199,961	405,940	133,893	12,800	(12,800)	62,631	2,498,024
249 - NON DEPARTMENTAL GRANT	1.00	53,161	6,140	8,904	4,099	-	-	-	72,304
250 - CACTUS LEAGUE OPERATIONS	-	-	-	-	-	11,867	-	-	11,867
251 - SHERIFF GRANTS	24.00	2,173,933	321,754	213,696	513,822	547,990	(94,071)	27,865	3,704,989
252 - INMATE SERVICES	118.00	4,654,825	540,714	1,050,672	429,094	19,113	-	110,416	6,804,834
253 - BALLPARK OPERATIONS	5.00	272,455	29,979	38,528	20,362	3,133	(11,867)	-	352,590
255 - DETENTION OPERATIONS	3,581.85	151,677,284	19,833,045	30,058,947	14,036,116	30,856,678	(1,643,214)	9,444,658	254,263,514
256 - PROBATE FEES	-	-	-	-	-	464,520	-	-	464,520
257 - CONCILIATION COURT FEES	-	-	-	-	-	1,677,960	-	-	1,677,960
258 - SHERIFF TOWING AND IMPOUND	2.00	101,500	26,412	17,808	7,827	18,493	-	500	172,540
259 - SUPERIOR COURT SPECIAL REVENUE		-	-	-	-	4,683,375	-	-	4,683,375
262 - PUBLIC DEFENDER FILL THE GAP	9.00	453,235	52,367	77,760	35,061	130,412	-	8,800	757,634
263 - LEGAL DEFENDER FILL THE GAP	-	-	-	-	-	66,362	-	-	66,362
264 - SUPERIOR COURT FILL THE GAP	33.00	1,411,365	227,174	289,892	86,271	-	-	200	2,014,903
265 - PUBLIC HEALTH FEES	63.00	2,366,497	259,929	538,235	194,953	1,238,122	(974,600)	26,795	3,649,931
266 - CHECK ENFORCEMENT PROGRAM	9.00	209,547	22,608	56,690	15,920	-	-	-	304,765
267 - CRIM JUSTICE ENHANCEMENT	24.00	1,165,429	134,714	206,102	90,507	-	-	21,600	1,618,352
271 - EXPEDITED CHILD SUPPORT	-	-	-	-	-	583,560	-	-	583,560
273 - VICTIM LOCATION	-	-	-	-	-	68,000	-	-	68,000
274 - CLERK OF THE COURT EDMS	48.00	1,706,489	197,106	427,392	125,768	8,838	(60,864)	-	2,404,729
275 - JUVENILE PROBATION DIVERSION	4.00	217,624	33,862	34,955	16,752	-	-	-	303,194
276 - SPOUSAL MAINT ENF ENHANCEMENT	-	-	-	-	-	115,920	-	-	115,920
281 - CHILDRENS ISSUES EDUCATION	-	-	-	-	-	114,960	-	-	114,960
282 - DOM REL MEDIATION EDUCATION	-	-	-	-	-	190,680	-	-	190,680
290 - WASTE TIRE	2.00	52,034	6,009	17,808	4,901	89,693	-	150	170,595
292 - CORRECTIONAL HEALTH GRANT	-	-	-	-	-	50,000	-	-	50,000
503 - AIR QUALITY GRANT	20.60	1,219,059	103,298	186,518	200,096	747,255	-	20,604	2,476,829
504 - AIR QUALITY FEES	120.50	6,003,779	688,357	1,057,445	533,443	672,457	(1,518,528)	40,334	7,477,288
506 - ENVIRONMTL SVCS ENV HEALTH	250.00	11,068,704	1,281,598	2,068,188	911,518	838,001	(341,658)		15,826,351
532 - PUBLIC HEALTH GRANTS	426.20	17,763,108	1,998,876	3,798,330	1,418,240	6,269,015	(3,834,332)	10,889	27,424,125
572 - ANIMAL CONTROL LICENSE SHELTER	108.00	3,738,733	430,447	932,091	314,109	80,607	(548,912)	39,864	4,986,938
573 - ANIMAL CONTROL GRANTS	9.00	348,898	45,095	80,136	16,649	42,219	-	1,200	534,197
574 - ANIMAL CONTROL FIELD OPERATION	50.00	1,733,399	168,545	379,586	187,256	272,860	(261,403)	13,307	2,493,550
669 - SMALL SCHOOL SERVICE	1.00	58,152	6,716	8,904	4,483	-	-	-	78,255
715 - SCHOOL GRANT	81.00	5,139,090	593,570	721,224	396,217	-	-	-	6,850,101
782 - SCHOOL COMMUNICATION	4.00	222,456	25,693	35,616	17,155	-	-	-	300,920
795 - EDUCATIONAL SUPPLEMENTAL PROG	14.00	783,809	90,758	111,829	60,434	248,057	(284,373)	-	1,010,513
991 - FLOOD CONTROL	252.00	13,870,759	1,596,629	2,161,514	1,082,728	2,343,777	(5,402,107)	37,000	15,690,300

Maricopa County , Flood Control District, Library District, Stadium District
Full-Time Employees and Personnel Compensation
Fiscal Year 2014

FUND	Full-Time Equivalent (FTE) 2014	Employee Salaries and Hourly Costs 2014	Retirement Costs 2014	Healthcare Costs 2014	Other Benefit Costs 2014	Personnel Allocations In 2014	Personnel Allocations Out 2014	Other Personnel Costs 2014	Total Estimated Personnel Compensation 2014
Temporary Staff			-	-		-	-	-	-
204 - JUSTICE CT JUDICIAL ENHANCEMNT	1.00	51,133	-	-	7,794	-	-	-	58,927
211 - ADULT PROBATION GRANTS	3.00	136,158	-	-	10,414	-	-	-	146,572
218 - CLERK OF COURT FILL THE GAP	1.00	39,672	-	-	3,034	-	-	-	42,706
220 - DIVERSION	1.00	22,383	-	-	1,712	-	-	-	24,095
221 - COUNTY ATTORNEY FILL THE GAP	1.00	22,383	-	-	1,712	-	-	-	24,095
227 - JUVENILE PROBATION GRANTS	0.10	3,618	-	-	273	-	-	-	3,891
232 - TRANSPORTATION OPERATIONS	2.80	71,657	-	-	7,826	-	-	-	79,483
240 - LAKE PLEASANT RECREATION SVCS	2.97	51,709	-	-	3,956	-	-	-	55,665
241 - PARKS ENHANCEMENT FUND	0.80	17,906	-	-	1,368	-	-	-	19,274
244 - LIBRARY DISTRICT	31.49	719,273	-	-	55,042	-	-	-	774,315
246 - LIBRARY INTERGOVERNMENTAL	27.00	478,042	-	-	41,079	-	-	-	519,121
252 - INMATE SERVICES	1.00	36,244	-	-	2,772	-	-	-	39,016
253 - BALLPARK OPERATIONS	0.60	9,084	-	-	696	-	-	-	9,780
255 - DETENTION OPERATIONS	8.60	36,114	-	-	23,787	-	-	-	59,901
265 - PUBLIC HEALTH FEES	1.00	30,339	-	-	2,325	-	-	-	32,664
504 - AIR QUALITY FEES	0.50	30,130	-	-	2,302	-	-	-	32,432
532 - PUBLIC HEALTH GRANTS	2.75	131,089	-	-	12,160	-	-	-	143,249
715 - SCHOOL GRANT	1.50	74,187	-	-	5,675	-	-	-	79,862
782 - SCHOOL COMMUNICATION	1.00	82,037	-	-	6,276	-	-	-	88,313
795 - EDUCATIONAL SUPPLEMENTAL PROG	0.15	10,476	-	-	802	-	-	-	11,278
991 - FLOOD CONTROL	3.39	91,952	-	-	7,036	-	-	(91,952)	7,036
Total Special Revenue Funds	**6,914.27**	**$ 299,431,435**	**$ 36,679,635**	**$ 57,886,668**	**$ 27,054,172**	**$ 82,753,945**	**$ (30,082,772)**	**$ 10,153,693**	**$ 483,876,776**
DEBT SERVICE FUNDS									
	-	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Debt Service Funds	**-**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
CAPITAL PROJECTS FUNDS									
234 - TRANSPORTATION CAPITAL PROJECT	-	$ -	$ -	$ -	$	$ 2,552,500	-	$ -	2,552,500
445 - GENERAL FUND CTY IMPROV	-	-	-	-	-	109,440	-	-	109,440
460 - TECHNOLOGY CAP IMPROVEMENT	-	-	-	-	-	666,216	-	-	666,216
461 - DETENTION TECH CAP IMPROVEMEN	-	-	-	-	-	769,992	-	-	769,992
990 - FLOOD CONTROL CAPITAL PROJECTS	-	-	-	-	-	2,300,000	-	-	$ 2,300,000
Total Capital Projects Funds	**-**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 6,398,148**	**$ -**	**$ -**	**$ 6,398,148**
INTERNAL SERVICE FUNDS									
Regular Staff									
615 - WELLNESS	6.00	$ 351,897	$ 40,643	$ 53,424	$ 27,130	$	$ (34,892)	$	438,202
618 - BENEFIT ADMINISTRATION	16.00	892,256	101,887	136,621	69,513	181,659	(43,814)		1,338,122
654 - EQUIPMENT SERVICES	54.00	2,386,915	262,944	467,067	299,156	170,906		6,619	3,593,606
673 - REPROGRAPHICS	9.00	316,629	37,609	76,257	25,335	19,152			474,983
675 - RISK MANAGEMENT	29.00	1,716,108	198,224	256,178	131,040				$ 2,301,550
681 - TECHNOLOGY INFRASTRUCTURE	55.00	3,404,220	386,297	473,809	268,622	1,353,903	(1,097,012)	4,518	4,794,357
Temporary Staff									-
618 - BENEFIT ADMINISTRATION	-	$ 10,400	$ -	$ -	$ 795	$ -	$ -	$ -	11,195
675 - RISK MANAGEMENT	0.50	21,633	-	-	1,657	-	-	-	23,290
Total Internal Service Funds	**169.50**	**$ 9,100,058**	**$ 1,027,603**	**$ 1,463,356**	**$ 823,249**	**$ 1,725,620**	**$ (1,175,718)**	**$ 11,137**	**$ 12,975,305**
Eliminations									
	-	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Eliminations Funds	**-**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL ALL FUNDS	**14,422.63**	**$ 656,327,796**	**$ 92,031,515**	**$ 119,481,595**	**$ 57,328,884**	**$ 105,482,939**	**$ (105,482,939)**	**$ 55,179,894**	**$ 980,349,684**
Regular Staff	**13,971.94**	**652,141,258**	**92,031,515**	**119,481,595**	**56,465,471**	**105,482,939**	**(105,482,939)**	**55,271,846**	**$ 975,391,685**
Temporary Staff	**450.69**	**4,186,538**	**-**	**-**	**863,413**	**-**	**-**	**(91,952)**	**$ 4,957,999**
									-

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: Arizona Long Term Care System. The Arizona Long Term Care System (ALTCS) offers an array of services including: acute medical, nursing facility, behavioral health, in-home, assisted living facility and case management services to residents of Arizona in need of ongoing services at a nursing facility level of care.

Assigned Fund Balance: The portion of fund balance that reflects a 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 target provided.

Baseline: An established level of previous or current performance that could be used to set improvement goals and provide a comparison for assessing future progress.

Benchmarking: A process of collecting information on internal or external standards, processes, and/or best practices, evaluating why they are successful and applying what is learned.

Budgeting for Results: A budgeting strategy where decisions are based on or informed by performance information that describes the cost or efficiency of producing an activity and the results achieved for customers—those who receive or use the services or products of a department or program. This is accomplished by structuring the accounting and budgeting systems according to the structure of departments' strategic plans.

Capital Projects Budget: The first year of the Capital Improvement Program (CIP).

Capital Improvement Program (CIP) Project: A capital project that has been approved as part of the Capital Improvement Program.

Capital Project: A major, non-recurring project that includes one or more of the following:

1. Any acquisition of, or improvement of, land for a public purpose.
2. Any construction of a new facility (e.g., a public building, parking lot, road, or bridge etc.), or an addition to, or extension of, such a facility.
3. A nonrecurring rehabilitation that increases the service potential of the building (i.e., something which is infrequent and would not be considered annual or other recurrent maintenance) or major repair of all or a part of a building, its grounds, or a facility.

4. Any planning, feasibility, engineering, or design study related to an individual capital improvement project or to a program that is implemented through individual capital improvement projects.

Capital Outlay: Expenditure from a department-operating budget for the acquisition of, or addition to, a fixed asset. A fixed asset is an item that costs $5,000 or more and has a useful life of at least one year. Fixed assets with costs over $5,000 should be budgeted and itemized in the capital object codes (900 series).

Capital Projects Fund: A fund established to account for the proceeds of bond issues and other financial resources for the acquisition, construction or reconstruction of major capital facilities.

Carryover Funding: An amount budgeted for FY 2014 to pay for an expenditure budgeted for FY 2013 for which an obligation has been incurred that cannot be paid by June 30, 2013. 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.

Comprehensive Annual Financial Report (CAFR): The audited annual report of the financial position of the County.

COPs (Certificates of Participation): A method of structuring and securitizing lease payments to investors by dividing the lease payments into fractionalized interests or shares for individual sale to investors. A formal certificate represents each share, much like a bond. However, unlike bonds, COPs are typically subject to annual appropriation and do not represent a "debt" of the issuer or other lessor, but rather a proportionate interest in a flow of lease payments that are pledged to a trust.

Committed Fund Balance: Resources whose use is constrained by limitations that the government imposes upon itself at its highest level of decision-making and that remain binding unless removed in the same manner.

Debt Service Fund: A fund used to account for the accumulation of resources for and payment of general long-term debt principal and interest such as that associated with general obligation, special assessment, and stadium district bonds.

Demand Measure: The number of total units of Service requested/required/demanded by the customer; expressed as a number. Examples include, number of residents requesting job training or number of building inspection applications received.

Department: An organizational unit headed by a director or elected official. In terms of financial structure, departments can have multiple funding sources, (i.e., general fund, special revenue etc.) that are based on specified uses. The combinations of the various funds are consolidated at the department level.

Discretionary Internal Service Charge: A charge for a service above the base service level that can be controlled at the discretion of the requesting department, such as fuel use, motor pool, reprographic services, long distance, cellular phones, pagers, and telecom work orders.

Econometrics: A forecasting method that captures the behavioral relationships of many variables (called explanatory variables) on the variable being forecast. The method applies regression analysis to historical data to determine the marginal impact of the explanatory variable. Typically, the explanatory variables are related to the demography and/or economy of the community.

Efficiency Measure: A performance measure that measures the average activity expenditure per output or result expressed in dollars. Examples include cost per participant served (output efficiency) or cost per building inspection completed within seventy-two hours (result efficiency).

Eliminations: Eliminations are included in the budget to offset amounts budgeted as expenditures in one fund that are associated with offsetting revenues and expenditures in another fund. For example, interdepartmental charges are made to various County departments from the Reprographics (print shop) fund. Departments pay the print shop for services, and these costs are included in departments' budgeted expenditures, supported by revenues from sources external to the County. The print shop, in turn, budgets these payments as revenue, along with expenditures related to the cost of providing printing services.

Environmental Assessment: An analysis of the internal and external trends and issues that will have a major impact on the department and its customers over the next two to five years. Issue statements summarize the trends, their magnitude, and the impact on the customers. The environmental assessment is based on databased 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.

Fiduciary Funds: Fiduciary funds are used to account for resources that a government holds as a trustee or agent on behalf of an outside party that cannot be used to support the government's own programs.

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, which 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.

Governmental Funds: Governmental funds are used to account for activities primarily supported by taxes, grants and similar revenue sources.

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 Maintenance: The periodic need to repair and rework building and infrastructure systems or components to maintain the original condition of the asset. This repair work does not usually make the building more useful or add to the estimated useful life of the building as a structure. Maintenance costs are normal costs that allow a capital asset to be used in a normal manner over its originally expected economic life. Examples of major maintenance include, but are not limited to: re-roofing, disassembling and rebuilding air-conditioning systems and water chillers, replacement of worn-out heating systems, and other major components.

Mandate: A program that meets constitutional, statutory or court-ordered requirements from either Federal or State entities.

MCAO: Maricopa County Attorney's Office.

MCSO: Maricopa County Sheriff's Office.

MFR (Managing for Results): Managing for Results is a comprehensive and integrated management system that focuses on achieving results for the customer. MFR provides a common framework under which strategic planning, budgeting, and performance measurement are aligned in a unified, cyclical process with five components that support the process: Planning for Results, Budgeting for Results, Delivering Services, Analyzing and Reporting Results, and Evaluating and Improving Results.

Mission: A clear, concise statement of purpose for the entire County or department. The mission focuses on the broad, yet distinct, results the County or department will achieve for its customers.

MMC: Maricopa Medical Center.

Object Code: Identifies the expenditure type (e.g., fuel, maintenance, rent, and supplies).

OMB: Office of Management and Budget.

Output Measure: A performance measure that measures the number of units produced or delivered to the customer. Examples include number of participants enrolled in job training courses or number of building inspections completed.

Position Control Number (PCN): A position control number is assigned to a position once OMB has verified that it has been budgeted appropriately and that there is adequate funding to support the budget as a whole.

Performance Measure: An on-going, quantitative indicator of resources consumed, workload, productivity, efficiency, and effectiveness. Performance measures should relate directly to objectives and allow for measurement of the same thing over a period of time. (See Family of Measures)

Personal Services: A category of expenditures within the budget that includes salaries, benefits, temporary help, special pay, overtime, salary adjustments, and personnel allocations out/in.

Personal Services Allocation – Out/In: An object code (795 or 796) used to record payroll expenditures that will be charged/credited to a department for work performed on a special assignment basis. The department providing the personal services will record the expenditure as a credit, and the receiving department will record the expenditure as a debit.

Personnel Savings: A savings normally realized when positions are vacant or employees are paid at a lower rate than was budgeted.

Position: A single specific instance of a job class, whether occupied or vacant, involving duties requiring the services of one person. A position may be full or part-time as reflected in the FTE value.

Program: A set of activities that have a common purpose that produces results for customers. Programs are described in clear, results-oriented terms in a Program Purpose Statement; are aligned with the department's Mission and Goals.

Proprietary Funds: Proprietary funds are used to account for activities that receive significant support from fees and charges.

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.

Supplies: A category of expenditures within the budget for all standard costs of daily operations, including such items as office supplies, rent, contractual services, and travel.

Trend: A documented recurrence of a measurable event or circumstance over time that is increasing, decreasing or even staying the same. The size of the number of occurrences often determines whether the recurrences constitute a trend. If the number of recurrences is very small, such as number of floods in a year, it may take a number of years to document a trend in one direction or another. Conversely, a large number of events or occurrences, such as the number of court cases of a particular type, may reveal a trend within months or a few years.

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.

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 Urban Revenue Funds

ICR: Issuer Credit Rating

IGA: Intergovernmental Agreements

ISF: Internal Service Fund

IT: Information Technology

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

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

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