



Maricopa County Budget Development Process

Budget and Accountability Policy



- Structural Balance
 - Operating
 - Non Recurring
- Lump Sum
 - Appropriated Level
 - Detail Budget
- Budget Guidelines
- Fully Funded Position
 - Full Year
 - Personnel Savings
- Baselines/ZBB
- Non Departmental
- Reserves/Contingencies
- Fund Balances
- Major Maintenance
- Capital Improvement
- Budget Adjustments
- On-going Monitoring/Review
- Forecasts



Budget Development Process

- **Forecasts**
 - 5-year Forecast
 - Economic Forecast and Revenue Update
 - Current Year Forecast
- **Budget System/Submissions**
 - Internal Service Budgets
 - ZBB's
 - Departments
 - Capital Projects
- **Budget Guidelines**
 - Strategic Priorities
 - Economy
- **Calendar Development**
 - Timeline
 - Submission Due Dates
 - Presentations
- **Presentations**
 - Elected/Judicial Officials
 - Staff Presentations (ZBB and other requests)



Forecasts

- 5-year Forecast for Major Funds
 - Final Step in Budget Development
 - Revenue Assumptions
 - Growth Assumptions
- Initial Current Year
 - Economic Update
 - Major Revenue Forecast
 - Quarterly
 - State Shared Sales/State Shared VLT/Jail Excise
 - No County General Sales Tax

Budget Calendar



- Start drafting in late August/early September
- System Preparation and Rollout
- Guideline Adoption
- Department Due Dates
- Presentations
- Review Timeframe
- Non Recurring/Capital Review Dates
- Consolidation
- Tentative Adoption
- Final Adoption
- Tax Levy/Rate Setting

Budget System



Department/Unit/Fund/Activity/Appropriation Unit/Object/Program

- Personnel budget is by position
 - Salary - incumbent rate/vacant at midpoint
 - Taxes
 - Retirement - by plan
 - Other (Life Insurance)
 - Health/Dental – weighted average rates based on plans/tiers
 - Personnel Savings
- Supplies
- Services
- Capital

System Opens for Department Budget Development in October

Personnel Forms



Save Back

Edit Budget Request | Budget Lines | **Position Lines** | Document Management

Budget Request Summary

Layout Code: REV02+10 DEPT Layout Type: Generic Request Code: D490 Request Name: D490REV Stage: 01

Unit: D490

Calculate Refresh Position Allocations Load from Position Maintenance

New Position Add Existing Position Copy Item Delete Item Export Import Sqrt... View as CSV

Summary																								
	Fund	Unit	Appro Unit	Projec	Progr	Activity	Pos No.	Pos FY	Pos Func Type	Emp No.	Last Name	First Name	Emp FY	Emp Func Type	Classification	Market Range Title	Working Title	Funding Start Date	Funding End Date	FTE	Emp FTE	Bud FTE	Count	Emp Hrly Rate
<input type="checkbox"/>	100	4900	1000	0	0	SPPT	68429	2019	RV02						148	Exec Asst to Executive Officer	Executive Assistant	07/01/2018	06/30/2019	100		100	1	
<input type="checkbox"/>	100	4900	1000	0	0	BDMF	16653	2019	RV02						509	Budget Analyst	Budget Analyst	07/01/2018	06/30/2019	100		100	1	
<input type="checkbox"/>	100	4900	1000	0	0	BDMF	62582	2019	RV02						509	Budget Analyst	Budget Analyst	07/01/2018	06/30/2019	100		100	1	
<input type="checkbox"/>	100	4900	1000	0	0	BDMF	15258	2019	RV02						509	Budget Analyst	Budget Analyst	07/01/2018	06/30/2019	100		100	1	
<input type="checkbox"/>	100	4900	1000	0	0	BDMF	33998	2019	RV02						308	Budget Supervisor	Budget Supervisor	07/01/2018	06/30/2019	100		100	1	
<input type="checkbox"/>	100	4900	1000	0	0	BDMF	70073	2019	RV02						308	Budget Supervisor	Budget Supervisor	07/01/2018	06/30/2019	100		100	1	
<input type="checkbox"/>	100	4900	1001	0	0	BDMF	16088	2019	RV02						220	Deputy Director - Budget	Deputy Director	07/01/2018	07/01/2018	100		100	1	
<input type="checkbox"/>	100	4900	1000	0	0	BDMF	77925	2019	RV02						655	Budget Manager	Budget Manager	07/01/2018	06/30/2019	100		100	1	
<input type="checkbox"/>	100	4900	1000	0	0	BDMF	33599	2019	RV02						308	Budget Supervisor	Budget Supervisor	07/01/2018	06/30/2019	100		100	1	
<input type="checkbox"/>	100	4900	1000	0	0	BDMF	77298	2019	RV02						189	Director - Budget	Director - Budget	07/01/2018	06/30/2019	100		100	1	
<input type="checkbox"/>	100	4900	1000	0	0	BDMF	34076	2019	RV02						509	Budget Analyst	Budget Analyst	07/01/2018	06/30/2019	100		100	1	
Totals																								

Supplies/Services/Capital Forms



Budget Lines

Page Safety Tools

CGI Advantage

Save Back

Edit Budget Request **Budget Lines** Position Lines Document Management

Budget Request Summary ⓘ

Layout Code: REV00+12 DEPT Layout Type: Generic Request Code: D490 Request Name: D490REV Stage: 03

Unit: D490

Refresh Display Sub Total: Select Model: [v]

New Item Copy Item Delete Item Export Import Audit Trail View Graph Sort... View as CSV

Summary																						
<input type="checkbox"/>	Line	Fund	Unit	Appr Unit	Projec	Progrz	Activity	Budget Object		FY19 Jul	FY19 Aug	FY19 Sep	FY19 Oct	FY19 Nov	FY19 Dec	FY19 Jan	FY19 Feb	FY19 Mar	FY19 Apr	FY19 May	FY19 Jun	Comment
<input type="checkbox"/>	1	100	4900	1001	0	0	BDMF	700P	E	40,320	0	0	0	0	0	0	0	0	0	0	0	
<input type="checkbox"/>	2	100	4900	1000	0	0	BDMF	70PS	E	-5,002	-5,229	-4,545	-5,228	-5,002	-4,777	-5,228	-4,545	-4,777	-5,002	-5,228	-4,777	
<input type="checkbox"/>	3	100	4900	1001	0	0	BDMF	70SA	E	75,739												
<input type="checkbox"/>	4	100	4900	1000	0	0	SPPT	7100	E	204	204	204	204	204	204	204	204	204	204	204	204	
<input type="checkbox"/>	5	100	4900	1000	0	0	RISK	7504	E	21	19	19	19	19	19	19	19	19	19	19	19	
<input type="checkbox"/>	6	100	4900	1000	0	0	RISK	7505	E	58	55	55	55	55	55	55	55	55	55	55	55	
<input type="checkbox"/>	7	100	4900	1000	0	0	BDMF	7506	E	900	900	900	900	900	900	900	900	900	900	900	900	
<input type="checkbox"/>	8	100	4900	1001	0	0	BDMF	7506	E	356	0	0	0	0	0	0	0	0	0	0	0	
<input type="checkbox"/>	9	100	4900	1001	0	0	BDMF	7508	E	10,000	0	0	0	0	0	0	0	0	0	0	0	
<input type="checkbox"/>	10	100	4900	1000	0	0	BDMF	75MS	E	-962	-1,004	-873	-1,004	-961	-918	-1,004	-873	-918	-961	-1,004	-918	
<input checked="" type="checkbox"/>	11	100	4900	1000	0	0	SPPT	75RO	E	24	24	24	24	24	24	24	24	24	24	24	24	
<input type="checkbox"/>	12	100	4900	1000	0	0	BDMF	75RS	E	-572	-602	-523	-602	-576	-550	-602	-523	-550	-576	-602	-550	
Totals										291,232	147,486	131,146	147,487	141,863	135,883	147,487	131,146	136,684	142,078	147,310	136,000	



First Phase Department Budgets

- Internal Service Budgets due first (early December)
- ZBB Budgets due in mid-December
- Budget system allows for comments
 - ZBB submissions must provide comments for all lines
- Other forms
 - Grants detail forms
 - ZBB submissions also require additional details regarding services/FTE's

Grant Detail Form



Grant Revenue Worksheet - Excel

FILE HOME INSERT PAGE LAYOUT FORMULAS DATA REVIEW VIEW

Clipboard: Paste, Cut, Copy, Format Painter

Font: Arial, 11, Bold, Italic, Underline, Color, Background Color

Alignment: Wrap Text, Merge & Center

Number: General, Currency, Percentage, Date, Time, Text, Fraction, Decimals

Styles: Normal 3 38, Normal 65, Normal 66, Normal, Bad, Good

A2 : Grant Summary Worksheet - Object Code 6150 Detail

	A	B	C	D	E	F	G	J	L	M
1	FY 2019 Budget Appropriation Adjustment - Supporting Documentation									
2	Grant Summary Worksheet - Object Code 6150 Detail									
3										
4	Reference									
5	6150:	Grants-Federal								
6	6151:	Grants-State								
7	6152:	Grants-Other								
8										
9	Dept:	D220								
10	Fund:	222								
11										
	Grant Source	Grant	Activity	Start Date	End Date	Program	Total Award	Adopted FY 2019 Requested Budget	Direct Exp FY 2018	Indirect Cost Rate
13	Grant Source	AZ COMMUNITY ACTION ASSOC SRP WX	WTHR	7/1/2017	6/30/2018	22CDACAURS	8,000	8,000	8,000	
14	Grant Source	AZ COMMUNITY ACTION ASSOC SRP WX	WTHR	7/1/2017	6/30/2018	22CDADAAUR	800	800	800	
15	Grant Source	PRESCHOOL DEVELOPMENT GRANT BASE	CDEV	7/1/2017	6/30/2018	22ECADEPD	138,000	138,000	125,752	12,248
16	Grant Source	PRESCHOOL DEVELOPMENT GRANT TTA	CDEV	7/1/2017	6/30/2018	22EDADTTA	1,585	1,585	1,585	11
17	Grant Source	PRESCHOOL DEVELOPMENT GRANT TTA	CDEV	7/1/2017	6/30/2018	22EDADTTA	1,585	1,585	1,585	

Presentations



- Elected/Judicial Officials Presentations to the Board of Supervisors
 - December/early January
 - Ideally prior to adoption of budget guidelines
 - Identify pressing issues/needs for the next year

Budget Guidelines



- Structural Balance
- Property Taxes
- Revenue Assumptions
- Compensation Assumptions
- Retirement Funding
- Baseline Adjustments
 - Items required by state law
 - Annualization of current year changes
- Initiatives/Reductions
- ZBB



Budget Guidelines (continued)

- Contingency and Reserve Requirements
- Non Recurring/Capital Project Direction
- Expenditure Limitation
- Requests that do not meet guidelines must have prior approval of Board to allow for review

Department Budget Submission



- Personnel budget is by position
- Supplies
- Services
- Capital
- Non Recurring Requests
 - Carryforward
 - New
- Business case to support change to resources

Department Budgets



- Internal service charges are centrally loaded into department budget requests
- Central Service Cost Allocation charges are centrally loaded into department budget requests
- Interdepartmental allocations are centrally loaded into department budget requests



Presentations and Analysis

- Staff Level Presentations to Board Chiefs of Staff
 - ZBB's/Elected and Judicial/New Requests
 - Discuss submission
 - Present business case/additional information for requests

- Budget Office Analysis
 - Review historical trends
 - Economic considerations
 - Business case review

Current Year Forecast



- Quarterly Major Revenue Forecast from Economist
- Departmental and Budget Office Forecasts
 - In Budget System and same forms/format as budget
- Monthly (Budget and Forecasts are calendarized)
- Forecast determines funding for non recurring items, capital improvements, technology projects and reserves for future projects
 - Based on forecast after January close (7+5)

Change to Budgeting Philosophy



Previous Philosophy

- Pessimistic Revenues
- Large Contingencies
- Conservative Current Year Forecasts

Current Philosophy

- Most Likely Revenues
- Contingencies based on Historical Utilization and Risk Exposure
- Tighter Forecasts

Modified Pay-As-You-Go Capital

Modified Pay-As-You-Go Capital
AND Capital Project Financing
(within current operating budget)

Non Recurring/CIP Budgets



Sources of Non Recurring Funding

- Current year revenues in excess of budget
- Current year expenditures below budget
- Prior year fund balance in excess of estimate

Utilization of Non Recurring Funding

- Departmental Non Recurring items
- Capital Improvements
- Technology Improvements
- Reserves for Future Projects

CIP Process



- Resources Identified
- Presentation of Prioritized Projects from CIP Departments to Leadership
- Determine Projects Able to Fund With Non Recurring Resources
 - One-time Purchases
 - Full Funding for CIP Project – CIP is a 5-year plan
- CIP Departments Presentation to Chiefs of Staff
- Staff Recommendation of Utilization of Non Recurring Funding



Final Steps

- Consolidation
- Presentation to Board
- Tentative Adoption
- Notice Publication
- Public Hearing/TNT Hearing if needed
- Final Adoption
- Tax Rate Setting
- Document Publication
 - [Citizens' Budget Brief](#)
 - [Complete Budget Document](#)
 - [Link to expanded department section](#)

Questions ??



Thank you!

